alsa

Sustainability Report 2025

AENOR
SUSTAINABILITY REPORT VERIFIED
ACCORDING TO GRI AND LAW 11/18

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AENOR

VERIFICACIÓN DEL INFORME SOBRE SOSTENIBILIDAD

AENOR
INFORME DE SOSTENIBILIDAD VERIFICADO

VMS-2026/0028

AENOR ha verificado el Informe de Sostenibilidad de la organización

GENERAL TECNICA INDUSTRIAL, S.L.U. (ALSA)

concluyendo que el mismo se ha realizado conforme con los estándares de elaboración de informes GRI y proporciona una visión global de los impactos más significativos de la organización en la economía, el medio ambiente y las personas, incluidos los impactos que afectan a los derechos humanos, y de cómo los gestiona.

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Non-Financial Information Verification Disclosure

AENOR verification Disclosure for

General Técnica Industrial S.L.U.

concerning the consolidated disclosure of non-financial information

MEMORIA DE SOSTENIBILIDAD-ESTADO DE INFORMACIÓN NO FINANCIERA 2025 ALSA

according to law 11/2018

for the period ending on December 31, 2025

In Madrid July 29, 2026

Rafael García Meiro
CEO

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We are pleased to present a new edition of our 2025 Sustainability Report. In this edition, we once again share our performance and achievements over the past year, reaffirming our commitment to continuous improvement.

2025 was a year of significant achievements and recognition, reflecting our commitment to strong corporate values that are fully embedded in our culture. These values, together with the principles that have guided us throughout our history—humility, honesty, humanity and, always, a touch of humour—have enabled us to continue moving forward year after year.

One example of this is our position in the Merco Corporate Reputation Ranking: in 2025, we achieved our highest position to date, ranking 36th. We also ranked first in the transport sector for the first time and renewed o**ur Top Employer certification for the third consecutive year in Spain and for the first time in Morocco.**

In relation to our "Safety" value, I would like to highlight the Ponle Freno Award, presented by Atresmedia and the AXA Foundation in recognition of our contribution to road safety. In this edition, Alsa received the award in the Innovation and Development in Road Safety category for our "Siempre Seguro" ("Always Safe") project. This recognition highlights our comprehensive approach to operational safety and the results we have achieved in reducing accidents, of which we are deeply proud. Safety is our core corporate value, underpinned by the conviction, rigour and commitment of our teams, with the firm objective of achieving "zero accidents".

Another milestone aligned with our "People" value was the recognition received from the Catalan Employers' Confederation at the Foment del Treball Awards, where our "Hiring Female Drivers" programme was recognised in the Equality category. The programme has become a benchmark for diversity, equity and inclusion in the recruitment of female talent.

Our commitment to people goes beyond borders. In the wake of the tragic Storm Erin, which struck Cape Verde, we launched an emergency humanitarian aid campaign to support the families of the 200 Cape Verdean professionals who are part of our team in Portugal.

Ultimately, these achievements would not be possible without a strong corporate culture and the efforts of a team of nearly 20,000 professionals, who drive our company's growth every day and reinforce our commitment to safer, more inclusive and more sustainable mobility. To everyone who makes this possible, I would like to express my sincere thanks for your dedication.

Jorge Cosmen
Chairman

For the ninth consecutive year, we are pleased to present our Sustainability Report together with the Non-Financial Information Statement, prepared in accordance with Spanish Law 11/2018 and verified by AENOR. This Report sets out our activities in Spain and internationally and summarises our performance across the three ESG pillars—environmental, social and good governance—during 2025.

2025 marked significant progress in terms of expansion, with the consolidation and diversification of our activities. During the year, we carried 640 million passengers and travelled 543 million kilometres across nine countries. These results were made possible by the commitment of our workforce of 19,567 people and a fleet of more than 7,300 buses, in addition to 600 ambulances.

In Spain, we continued to grow, securing major new contracts and renewals. I would particularly like to highlight the public transport scheme for the island of Ibiza, which is due to be launched in 2026 and will involve the introduction of 100 new buses, 64% of which will be electric, alongside technological and commercial improvements that will undoubtedly enhance our customers' experience. In addition, in recognition of the excellent management of our operations and the trust placed in our team, the Group has decided that Alsa will take over the management of long-haul services in the UK.

Internationally, our expansion has continued. Our operations in Portugal, Switzerland, France, Saudi Arabia and Morocco continued to grow and strengthen. In Switzerland, I would like to highlight the award of the Aerobús contract, which will connect Geneva and towns along the French border with Geneva International Airport. In Saudi Arabia, we continue to make progress with the new transport contract in Qiddiya, involving a fleet of 156 buses, 126 of which will be electric.

Our Medical Transport business also continues to grow and diversify. Sanir already has a workforce of 2,000 employees and a fleet of 600 ambulances. In 2025, it expanded its presence in Catalonia by securing the contract for Terres de l'Ebre and in Castilla-La Mancha by taking over services in the province of Guadalajara. In the rail sector, I would like to highlight the launch of the Expreso de Canfranc, which, with more than 35,000 passengers, has established itself as a benchmark in tourist rail services.

Our commitment to sustainability remains unchanged. During 2025, we added a total of 134 Eco and Zero Emission buses to our fleet, meaning that 43.3% of our urban and metropolitan fleet in Spain is now equipped with cleaner technologies, contributing to the decarbonisation of our operations. In addition, we reached an agreement with Repsol for the supply of five million litres of HVO for our long-haul fleet, thereby avoiding almost 12,000 tonnes of CO_2 emissions.

In terms of diversity and equality, our recruitment policies have resulted in women now accounting for 18% of our workforce, in line with the commitments we announced in 2021.

Our Customer Satisfaction Index of 8.18 demonstrates our commitment to keeping customers at the heart of our service. Finally, in the field of innovation, we unveiled Spain's first autonomous, on-demand urban bus at the Mercamadrid site. In terms of digital transformation, the emergence of artificial intelligence is driving far-reaching changes in our internal processes.

Overall, 2025 was once again a year of growth and new challenges, which we addressed with ambition and a strong sense of responsibility. We will continue to move forward with the same enthusiasm and with the conviction that sustainability is an essential pillar in building a more efficient, safe and inclusive transport system. I would like to thank everyone who makes this possible, as well as our customers, public authorities and partners, for the trust they have placed in us.

Francisco Iglesias
Chief Executive Officer

Key figures

	2024		2025
Direct economic value generated (€M)	**116.01**	↓	**105.79**
Revenue (€M)	**1,624.46**	↑	**1,751.17**
Operating costs (€m)	**1,558.28**	↓	**1,682.51**
Employee salaries (€m)	**486.23**	↑	**572.73**
Social Security costs (€m)	**157.37**	↑	**183.56**
Supplier payments (€m)	**922.32**	↑	**984.43**
Taxes and rates (€m)	**169.14**	↑	**230.40**
Payments to the government (taxes and fees)	**107.52**	↑	**168.40**
Payments to the government (Hydrocarbons tax)	**61.61**	↑	**61.99**
Deductions and tax credits (€m)	**3.35**	↓	**2.63**
Subsidies for investments and research (€m)	**6.94**	↑	**12.30**
Investment in infrastructure and fleet (€m)	**110.80**	↑	**132.16**
Buses in fleet	**7,197**	↑	**7,307**

Alsa Values

		2024	2025
Excellence	Corruption and bribery events	0	**0**
	Number of total suppliers	11,930	**12,666**
	Volume of contract to domestic suppliers (%)	95.84	**97.09**
	Average payment period to suppliers (days)	28	**24**
	Number of claims in the ethical whistle-blower channel that are relevant	1	**1**
Safety	FWI (Fatality Weight Injuries. Injuries in at-fault accidents)	0.0027	**0.0012**
	Individual training to review "events" observed by smart cameras	8,300	**6,418**
	At-fault accident rate	0.99	**1.07**
	At-fault accident rate	2.50	**2.58**
Customers	CSI- Customer Satisfaction Index*	8.18	**8.25**
	NPS – Recommendation Rate (%)*	53.7	**54.4**
	New Club Alsa/Alsa Plus Members	980,000	**940,000**
	Complaints	53,639	**49,564**
	Passengers carried (millions of passengers)	635.77	**640**
	Kilometres travelled (million kilometres)	526.29	**543**

People	No. of employees	19,740	**19,567**
	Percentage of employees on permanent contracts (%)	91.36	**90.91**
	Percentage of women in the workforce (%)	15.53	**18.02**
	New hires	4,860	**3,943**
	Training hours	157,426	**217,585**
	Muévete Programme (Number of hires/year)	128	**101**
	Medical examinations	5,600	**5,662**
	Alcohol and Drug test*	5,388	**6,379**
Community and Environment	Direct emissions reduction since 2015 *	22%	**18%**
	Direct emissions Scope 1 and 2 (tCO2eq/100 km) *	0.0847	**0.0894**
	Fuel consumption by fleet (kWh/100 km) *	316.93	**343.35**
	Total energy consumption (kWh/100 km) *	323.04	**359.95**
	Investment in vehicles driven by alternative energy (M€)	66.56	**47.3**
	Litres of advanced biofuels	59,818	**5,026,000**
	Populations served*	4,700	**5,229**
	Driving grants for new recruits	150	**236**
	New hires	4,860	**3,943**
	Students and people hired (% participants MUEVETE hired)	17%	**29%**
	Minors trained on Road Safety	1,961	**4,560**

*Spain figures.

In the 2025 materiality study, stakeholders have rated the company's performance very highly Alsa regarding their corporate values, awarding scores higher than 7 out of 10 in all cases.

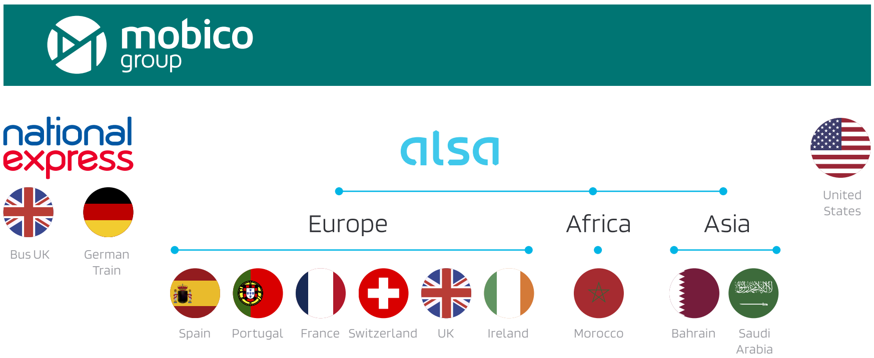
Safety and **Excellence** are the most highly rated values, with high and consistent scores across all stakeholder groups, confirming their integration across all aspects of the company's operations. **Customer** value also registered strong results, mirroring the commitment to ensuring service quality. **People** received a positive score with a higher dispersion between the groups, which offers opportunities for continuous improvement. Finally, **Community and Environment** registered the most moderate scores, although it remains at satisfactory levels and is a strategic priority that should continue to be strengthened.

Leading mobility operator

Alsa is a sustainable, multimodal and connected mobility operator, and a leader in road passenger transport in Spain. This position is underpinned by an ongoing growth and internationalisation strategy that reinforces its presence outside Spanish borders and consolidates the company as a global benchmark in mobility solutions.

With more than one hundred years of experience and a commitment to steady innovation, Alsa is part of Mobico Group, an international public transport operator by road and rail.

The Group is present in the United Kingdom, Continental Europe, North America, North Africa and the Middle East.



Alsa takes a holistic approach to transport, enabling it to meet the diverse mobility needs of the public through a wide range of services: regional, national and international; urban and metropolitan; charter (coach hire) and tourist services. Furthermore, it specialises in the management of bus stations, service areas and vehicle maintenance centres, and has expanded its activities in recent years to include medical transport and rail transport.

Customers are at the heart of everything we do. Regarding the Safety value, Alsa conducts its business with professionalism, quality and innovation on the basis of its commitment to society and respect for the environment.

In parallel with its development in Spain, Alsa has undertaken an intense process of internationalisation leading to its presence in most EU countries and Morocco. Over the last few years, this growth has been underpinned by the deployment in Portugal (with the metropolitan services in Lisbon and Porto), the consolidation of its leadership position in Morocco, the launch in Switzerland and the French border region, and the expansion into Saudi Arabia. The company operates in Saudi Arabia long-haul and intercity services since 2023.

And by the end of 2025, it has also added the Qiddiya project, set to become one of Saudi Arabia's leading entertainment destinations.

Over 2025, Alsa took over responsibility for operations in the United Kingdom and Ireland, as well as in Bahrain, thereby strengthening its international presence to a total of nine countries across three continents.

As a mobility operator, the company also operates in rail and medical transport, in addition to road passenger transport.

Mission, Vision and Values

Mission

To lead the modal shift from cars to mass transit.

Vision

Be the world´s premier shared mobility operator.

Our Values

Excellence

We constantly strive **to be excellent** in all that we do.

Safety

We only do **what is safe** and stop any unsafe behaviour.

Customers

We place them at **the heart of our** business and relentlessly meet their expectations

People

We develop the talents, **reward the exceptional performance and respect** the rights of all employees

Community and Environment

We are active **in the communities** we serve to generate economic, social and environmental value.

History and milestones

1923
Establishment of Automóviles Luarca S.A. (Alsa).

1964
1st international service Oviedo-Paris-Brussels.

Roll out in Switzerland.

1984
Implemented services in China.

1987
Set up training centres in Oviedo.

2006
Set up the Centre for Transport and Logistics Studies in El Espinar, Segovia.

2007
Acquisition of Continental Auto Launched First Class with onboard Wi-Fi.

Transport plan in Picos de Europa (Asturias).

2008
Adherence to the System of Voluntary Commitments to reduce GHG emissions.

2009
Installed the first vending machine kiosk.

2010
First 100% hybrid urban transport service.

Urban service of Agadir (Morocco).

Railway licence for passenger transport.

2012
BUS+FLY and creation of Premium service.

2013
Intermodal agreement between Alsa and RENFE Plan "Muévete" EFR certificate.

2021
Start of urban service operations in Jaén and Granada.

2022
Start of operations in the Metropolitan Services in Lisbon.

Diversification into medical transport.

Awarding of the Long-Distance services in Saudi Arabia.

Awarding of 6 routes in the urban service of Geneva.

2023
Celebration of the First Centenary.

Start of operations in the Metropolitan service of Oporto and the Intercity in Saudi Arabia.

SANIR, awardee of the Emergency Health Transport of the Community of Madrid.

Top Employer company 2023.

1988
Opening of the Supra Class, the first high-quality service in Spain.

1991
Launched services in France.

1996
Awarded the ISO 9001 Quality Certificate.

1999
Acquisition of Enatcar Group. Launched online ticket sales.

2000
Urban transport in the city of Marrakech.

2001
First biofuel trials with ALSA fleet.

2003
AlsaPLUS+ loyalty programme.

Alsa Rail was launched.

2005
Integration in the National Express Group and acquisition of German state-owned company Deutsche Touring.

2016
Land Transport Merit Shield for its contribution to the development and improvement of the sector.

2017
New division in Switzerland Bus Rapid Transit Marrakech+.

First private passenger train operator.

EFQM 500+ Seal of Excellence.

2018
Rabat urban transport.

Railway Training Centre

TPG Lines Geneva.

2019
Urban Transport of Rabat and Casablanca.

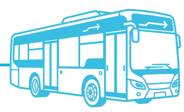
Cross-border service in France.

Urban Services in Bilbao and Ferrol.

1st long distance LNG coach in the world.

2020
Awarded services in Lisbon and Oporto.

First hydrogen bus in Spain.



2024
Closing of the Centenary with His Majesty the King of Spain in Oviedo.

25th Anniversary of Operations in Morocco.

Award of Non-Emergency Medical Transport Contracts in Biscay and Catalonia.

2025
Awarding of Qiddiya (Saudi Arabia).

Awarding of Transport of Ibiza.

Launch of the first autonomous bus in Spain at Mercamadrid.

Mobility operator

Alsa activities

Alsa operates on the basis of a comprehensive and diversified transport model, covering the **transport of passengers** and goods by road, rail and sea, both nationally and internationally. This approach enables the company to offer safe, efficient and sustainable transport solutions, tailored to the needs of local areas and society, and in line with its commitments to decarbonisation, innovation and serving communities.

Transport in Spain

Alsa provides a comprehensive range of transport services, including regional, long-distance, urban, metropolitan, charter and tourist transport, with a presence throughout Spain, a leading position in long-distance transport and a network connecting more than 3,500 destinations, including international links and the management of major events.

International transport

Alsa has a strong, consolidated presence in Morocco, Europe and the Middle East, and is a leading operator in urban and intercity transport. Highlighting its strong leadership in Morocco, its commitment to electric, cross-border mobility in Switzerland and France, a sustained growth and recognition in Portugal and its strategic expansion in Saudi Arabia, aligned with the sustainability and development objectives in the Saudi Vision 2030.

Rail transport

In 2025, Alsa has reinforced its commitment to sustainable rail transport, promoting the carriage of freight and passengers through efficient operations with a low environmental impact, underpinned by electric traction, high safety standards and a firm commitment to decarbonisation and the training of rail professionals.

Health Transport

Sanir, a company partially owned by Alsa and specialising in medical transport, has established itself as a leader in the sector thanks to sustained growth and its role as the leading operator in the Community of Madrid, as well as its expansion into other autonomous communities. With a growing fleet and workforce, Sanir reinforced its contribution to medical care and strengthens its contribution to healthcare, quality employment and service to society, in both the public and private sectors.

Sea Transport

Alsa continues to make progress in its transition towards more sustainable mobility, promoting innovative solutions for electric maritime transport. In 2025, the commitment to provide zero-emission services was reinforced, improving urban connection and reducing the carbon footprint in key port areas such as Barcelona and the Bay of Santander.

Alsa around the world

Since 2000, Alsa has pursued its international expansion, establishing a significant international presence. The company started operations in Portugal in 2022, and in 2023 started to operate intercity services in Saudi Arabia. In 2025, the company strengthened its international activity with the Qiddiya (Saudi Arabia) and taking over long-haul operations in the United Kingdom, Ireland and Bahrain.

640 million passengers in 2025

19,567 professionals

7,307 buses

Alsa in Spain

In Spain, Alsa provides a comprehensive range of mobility services combining regular and discretionary services to address the people's transport needs across the country. The following is a summary of the company's main activities at national level, organised by service area: regional transport, long-distance transport, urban and metropolitan transport, and occasional and tourist transport.

Regional Transport

In regional transport, Alsa works in coordination with several regulatory entities to promote and develop the Regional Transport Consortia in the Autonomous Regions.

This translates into an extensive network of regional services, with regional services operating across virtually the entire country and contribute to improve connectivity between towns and urban areas.

Long-distance transport

Across its national network, Alsa connects almost all autonomous regions and provides service to more than 3,400 destinations.

Also, the Iberian Peninsula to most of the European Union and North Africa through an extensive network of European connections.

Alsa's national network

Leader in Spain in regular transport network by road

Alsa connects more than 225 international destinations

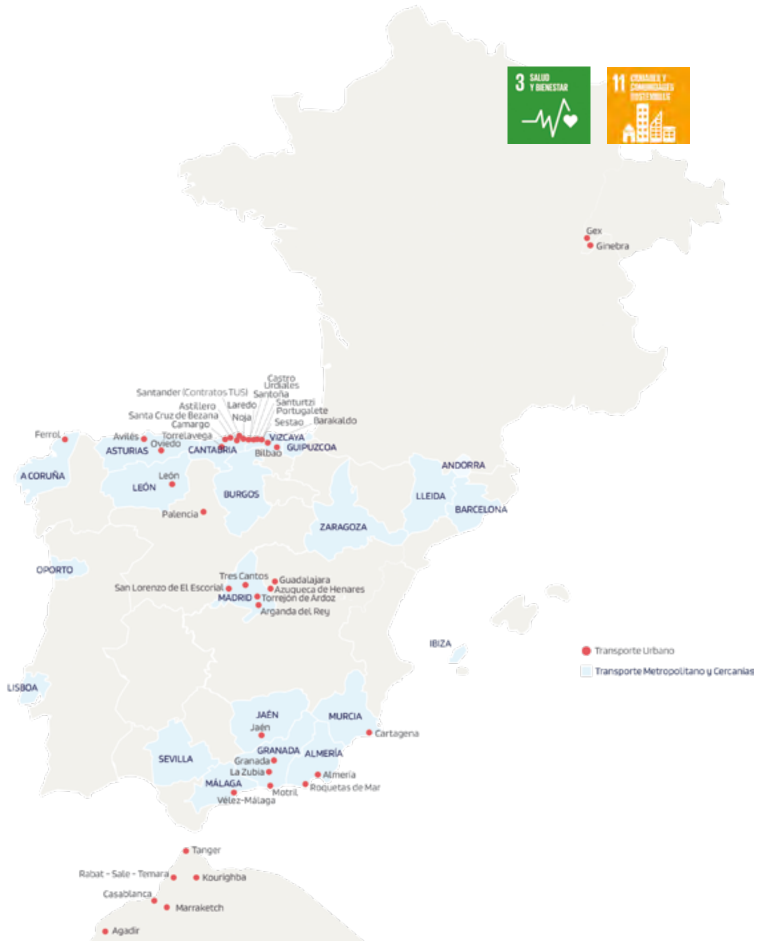
Alsa's global network

Urban and metropolitan transport

In the urban transportation sector, Alsa provides services by managing 46 transportation networks in cities and metropolitan areas throughout Spain.

Among the major urban transit systems it manages are those in the cities of Bilbao, Oviedo, León, Palencia, Guadalajara, Granada, Almería, and Jaén.

In addition to these networks, there are metropolitan services in the urban areas of Madrid, San Sebastián, Santander, A Coruña, Bilbao, Ibiza, Murcia, Zaragoza, Seville, Asturias and Fuerteventura.



Occasional and tourism transport

Alsa operates or takes part in the operation of tourist sightseeing buses in the cities of Madrid, Barcelona, Bilbao, Gijón, San Sebastián, Sevilla, Murcia and the tourist train in Almería. Furthermore, it has extensive coverage and a strong regional presence in the provision of occasional services.

When it comes to organising major events in Spain, Alsa stands out for its operational capacity to plan and implement transport arrangements on a national scale, facilitating the movement of large numbers of people.

Highlights for 2025 include organising transport to the Europa League Final in Bilbao, the Boombastic festivals and Ibai Llanos's 'La Velada del Año' in Seville.

In 2025, Alsa has been the transport provider at the Boombastic Festivals in Asturias, Madrid and Las Palmas

Alsa in Morocco

In Morocco, Alsa is the leading public transport company, operating in Marrakesh, Khouribga, Agadir, Tangier, Rabat and

Casablanca; five of these cities are among the six most populous in the country. With a workforce close to 6,000 people, the company serves a combined catchment area of approximately 11 million inhabitants.

In 2025, Alsa Morocco surpassed 320 million passengers with a fleet of more than 1,700 buses

Alsa in Switzerland and France

Alsa´s activity in Switzerland and France is managed from Geneva, the headquarters from which the operations of long-haul international routes for the rest of Europe are coordinated, added to the services provided by the company in both countries.

Alsa was a pioneer in introducing 100% electric buses in Geneva's urban public transport system (TPG). In 2025, the adaptation of the facilities to support the operation of the electric fleet was completed. The company continues to provide services on nine urban routes in the city and, during the year, expanded its presence after being awarded the AEROBUS contract, which connects Geneva Airport with various urban areas and French towns near the border via six new routes.

Since 2020, Alsa has operated the urban service of Gex (France) and operates cross-border routes between Pays de Gex and the Swiss canton of Vaud, in partnership with the public transport of Nyon (TPN). In 2025, the company was awarded the new operation of on-demand service transport (TAD) in this area. It also operates the urban transport of Luge (Switzerland).

Meanwhile, the range of Alpine transfer services was improved through the unification of the Alpytransfers brand, along with a new website and various sales and marketing initiatives.

In addition, connections between Geneva and the resorts of Tignes and Val Thorens were strengthened with the introduction of double-decker coaches.

Furthermore, in Switzerland, Alsa operates significant school transport, charter and tourist transport services, both during and outside the alpine season, offering premium excursions and private services in Switzerland and France. In particular, the company is one of the leading school transport operators in Geneva, with over 40 routes.

Alsa in Portugal

Alsa started to operate services in Portugal in 2022 with the Metropolitan Service of Lisbon and extended it over 2023 by implementing the metropolitan service in Oporto. Following the first few years of operation, the Lisbon transport authority, TML (Transportes Metropolitanos de Lisboa), has recognised Alsa as the leading urban transport operator, based on the results of the customer satisfaction survey (ISC), in which it is ranked as the highest-rated operator.

During 2025, the company received grants for the purchase of 'zero-emission' vehicles, which has enabled it to make progress in renewing its fleet and to proceed with the replacement of 113 electric buses, which were introduced in January 2026. This means that, once their operational integration is complete, a total of 213 electric vehicles will be in operation.

In the metropolitan area of Lisbon, Alsa serves about half a million inhabitants, with a fleet of 321 buses, out of which 42.36% correspond to zero-emission technology and a workforce of 599 people. In addition, in 2025 passenger numbers increased by 15% compared to the previous year, reaching 22 million.

On the other hand, Oporto has a metropolitan area with 750,000 inhabitants, with 253 buses (30.43% of zero-emission technology) and a workforce of 347 employees. Passenger increase compared to 2025 was 18%.

Alsa in Saudi Arabia

Alsa´s activity in Saudi Arabia started in 2023 with the launching of long-haul intercity services (South Lot), operated in partnership with the local partner SAPTCO. This network connects more than 80 destinations via 27 scheduled routes.

In 2024 it was held the first anniversary of the operations in this country. During the period, 25 additional vehicles were added to the fleet, bringing the total to 154, whilst the workforce grew to 425 drivers, with a cumulative total of 45 million kilometres travelled.

In 2025, the intercity service carried more than 1.6 million passengers and consolidated its position as a benchmark of regular passenger transport services.

In 2025, Alsa continued rolling out its activity with the awarding and launching of the transport service of Qiddiya, a new city located outside Riad. It is one of the country's most iconic strategic projects under the Saudi Vision 2030 framework, set to become a major entertainment destination in Saudi Arabia.

The contract, awarded in partnership with the local partner Hafil, provides for the future operation of 156 vehicles, 126 of which will be electric. The service is organised around two key areas for the visitor experience: the Park Ride service between the car parks and the parks, and the link between Riyadh and Qiddiya, facilitating access from the capital.

Qiddiya will feature 12 theme parks — including a Formula 1 circuit — as well as sports complexes and cultural and leisure facilities. The new city is expected to have a population of over 600,000.

The service was launched in October, within a short timeframe, with an initial fleet of 40 buses.

Railway transport

Rail freight transport grew steadily in 2025, with more than 290,000 net tonnes carried and 400,000 kilometres travelled. Most of the operations were carried out using state-of-the-art electric locomotives, capable of operating across the entire Spanish rail network and fitted with regenerative braking systems, which help to improve energy efficiency. This proposal enables us to offer customers a competitive alternative to help drive forward the decarbonisation of the logistics chain.

Thanks to operational excellence, Alsa kept regular traffic flows, with dozens of regular weekly trains on routes connecting, mainly, Valencia, Alicante, Madrid, Zaragoza, Bilbao, Vitoria, Irún, Avilés, Gijón and León, amongst other cities. In this way, the company provides an efficient, low-emission logistics solution for supplying industry, ports and major consumer centres, with a focus on operational safety and service reliability.

This expansion in rail freight transport has been made possible by Alsa's well-established position as the leading provider of ancillary services, shunting and cargo handling for other railway companies in the sector at the country's most important rail terminals: Valencia, Sagunto, Barcelona, Zaragoza, Córdoba, Algeciras and Leon. These facilities will be joined by new deployments which will be fully operational by 2026 and which have presented a challenge for our teams over this financial year. Of particular note is the deployment of the first international terminal to be operated by Alsa, the terminal of La Llagosta, with daily trains connecting the main European hubs such as Toulouse, Antwerp and Cologne, amongst others.

In passenger rail transport, 2025 was a year of progress, with more than 60,000 passengers carried. In addition to the traditional tourism and heritage-based products we have historically offered, we have now added the Canfranc Express.

A train offering stunning scenery, connecting Jaca and Canfranc through a unique high-mountain landscape. It was a huge success, carrying more than 35,000 passengers in its initial season that we expect to consolidate in 2026. These products consolidate us as the leading sightseeing train operator in the country.

In terms of railway training, Alsa continued to contribute to the training of train drivers and other qualified staff in the sector through its training centres accredited by the State Railway Safety Agency (AESF), located in Madrid, Barcelona, Zaragoza and Oviedo. The training centre of Barcelona has also been consolidated as a centre of reference for the Generalitat de Catalunya, with the launch of the first intake of train drivers for the region's public railways.

60,000 rail passengers

290 thousand tons transported

400 thousand km travelled

Medical transport

Sanir, Alsa´s partially owned company specialised in medical transport, has built on its position in the industry based on a sustained growth. Its activities are concentrated primarily in the Autonomous Community of Madrid, where it currently operates as the main supplier, and also extend to other autonomous communities, with contracts awarded in Catalonia and the Basque Country.

Sanir currently has a workforce of approximately 2,000 people and 600 ambulances, divided between non-emergency (A1 and A2) and emergency (Basic and Advanced Life Support) services. The main headquarters are located in Getafe and there is a local division in Castilla-La Mancha, Basque Country and Catalonia.

Operations are expected to start in April 2026 in Terres de l'Ebre (Catalonia), a contract awarded in 2024, and **in the fourth quarter it is foreseen the start of the service** awarded in 2025 for the province of Guadalajara. Both contracts will involve the deployment of 230. additional ambulances and the recruitment of around 650 people to the organisation

(Circuito del Jarama, Atlético de Madrid, San Silvestre Vallecana, Banco Santander, Ifema, etc.) as well as for

In the private sector, the company continues to collaborate with the large insurance companies (Fraternidad, Mutua Universal, Sanitas, Adeslas, Mapfre, etc.), as well as for important events and companies

important events and company (Circuito del Jarama, Atlético de Madrid, San Silvestre Vallecana, Banco Santander, Ifema, etc.).

Sea Transport

Alsa continues to make progress in its transition towards a more sustainable mobility model, expanding its operations with low-emission maritime transport solutions.

In 2025, the company was awarded the concession to install the necessary infrastructure for the boarding and landing of passengers in Santander (Calderón Quay), Pedreña (East Basin) and Somo (port). The works are due to be completed in 2026, after which a regular passenger service connecting these three towns is expected to begin. To this end, a new vessel is being built, featuring a more sustainable design and with a capacity of 105 passengers.

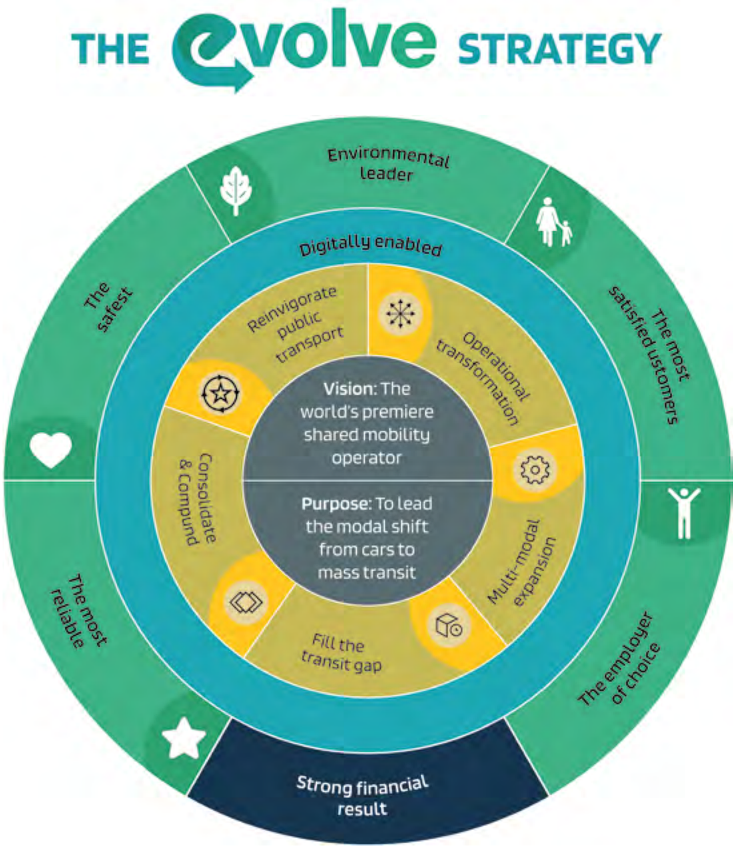
Likewise, Alsa continues to operate the Bus Nàutic of Barcelona, which connects the Drassanes and Llevant quays in approximately 10 minutes using two 'zero-emission' catamarans, powered entirely by electricity generated from solar panels. This service improves the port's connectivity and is useful both for local workers and for residents and visitors who wish to reach the seafront quickly and easily.

The boats used in this service can accommodate between 56 and 84 passengers. Thanks to this solution, 180 tCO2 are avoided each year and it helps to reduce traffic congestion in the port area.

A strategy for the future

By the end of the year 2021, the group evolved its corporate strategy, redefining the Mission and Vision to become the leading public mobility operator in the world, leading the modal shift towards public transport mobility.

This new strategy translates into five value propositions for customers, supported by a more intensive use of technology:



Reinvigorate public transport

Rebuilding confidence in public transport and increasing demand providing top-quality services.

Operational transformation

Delivering mobility solutions more efficiently than our competitors.

Multi-modal expansion

Expanding our product pipeline in the markets we operate and/or scale our activity into other markets.

Fill the transit gap

Helping transition from the private car to public mass transit, offering new mobility solutions.

Consolidate & compound

Driving growth based on potential network/'at scale' economies we may generate or through partnerships

Also, to facilitate the value proposals, the company makes certain business commitments:

By delivering these outcomes we will deliver strong financial results and ensure the sustainability of the company in the long term

2025 Milestones

The most satisfied customers

Reinvigorate public transport

- BC Cruise Services was awarded the recognition as Best Global Tour Operator 2025 by MSC Cruises.
- Christmas campaign with David Bisbal.
- The project #TúNosMueves was awarded as the best project on marketing research and business intelligence by the Marketing Club Asturias.
- Launch of the Easy-to-Read Guide to Felipe I's Train.
- Recognition at the 12th DEC Awards for its steadfast commitment to innovation, empathy and a close relationship with its customers.
- Family Tourism Seal awarded by the Spanish Federation of Large Families (FEFN).
- The AEERC's Customer Relations Excellence Award, which recognises the company as the Best Company for E-commerce Relations and for the Best Strategic Social Innovation Project.

Consolidate & compound

- Alsa Plus and Club Carrefour signed an agreement between the loyalty programmes.
- Extension of the intermodal Bus&Fly agreement with Iberia, including 5 new cities
- Signed the intermodal agreement with Iryo during the Fitur 2025.
- Participation in FITUR 2025.
- Sponsorship and official transport of Ibai Llanos´ "The Fight Night of the Year V".
- Presentation of the innovation project in Gijón #TúNosMueves.

Operational efficiency

- Best live sports offer in Supra services.
- Implementation of contactless payment in the intercity bus fleet of Madrid.
- Digital sales reached 74.1% vs 71.3% of the previous year.
- Launch of the real-time monitoring system for CRTM buses.
- Renewal and extension of the scope of the UNE 170001 Universal Accessibility certification.

The most reliable

Reinvigorate public transport

- Awarded lot 2 of IMSERSO travels to Mundiplan.
- Award of the Army's transport service contract.
- Award of contracts for the transport service for AENA staff in categories P5 to P10, including terminals, as well as the bus parking service at Terminal 4.
- Ranked 36th in the MERCO Empresas and MERCO ESG reputation rankings, leading the transport sector ahead of Iberia and Renfe.
- Award and signing of the contract for the 100% electric urban transport service in Torrelavega.
- Alsa is promoting rural mobility with a new service that triples the number of connections between Fraga, the surrounding municipalities and Zaragoza.
- The Nos Movemos Foundation receives the CCVC2030 Certificate awarded by the International Shared Value Institute for its work in the Canary Islands.
- Sustainability report distributed to all stakeholders.
- Industry 4.0 Award in the Services category, organised by the CTIC Technology Centre and Caja Rural de Asturias.
- Sanir receives an honour from Alcobendas Town Council.

Geographical and multi-product expansion

- Awarding of on-demand transport contracts of Fasnia, Arico and Güímar; Aerobús, Public Transport Service of Geneva (TPG) – Switzerland; on-demand transport, (TAD) Pays de Gex – France; public transport by road in the island of Ibiza.

- Award and start of operations under the Qiddiya contract (Saudi Arabia).
- Acquisition of Sanir at 100%.
- Acquisition of Ureña e Hijos in Granada.
- Alsa– carrier of the Boombastic festival and the Final of the Europe League.
- UK Coach business became part of Alsa.
- Integration of MEEP.
- Jilosa – Start of the business transporting olive oil, fertilisers and chemicals.
- Launch of the sightseeing train Expreso de Canfranc and of the freight transport train with Transfranc.
- Launch and start of the services for private transfers Spain Transfer, operating in over a dozen cities.

Fill the transit gap

- Alsa Rail – Signed the contract to operate railway services with the rail traffic management contract with the Barcelona Port Authority and the launch of the new international freight terminal of La Llagosta.
- New feature providing automatic telephone alerts in the event of fire risks within the electric vehicle fleet.
- Renewal of the contract of Mutua Universal for the medical transport service.
- Sanir– signed an agreement with Fundación Laguna.
- Sanir – Awarding of lot 4 of the medical transport in Guadalajara and further presence in Catalonia with the awarding of the Terres de l'Ebre service, starting operations in 2026

Consolidate & compound

- Alsa Morocco participated in Cité des Métiers et des Compétences in Tangier.
- Alsa support to the candidacies of Granada and Oviedo as European Capital of Culture in 2031.
- Technical collaboration with the National Police's G.E.O. units on operations involving commercial vehicles.
- Extension of the urban contract of Almería Bahrain
- Extension of the urban contract of Bahrain
- III Capital Radio Mobility Summit held at Alsa´s headquarters.
- Conference on 'Sustainable Mobility and Logistics' organised by the University of Oviedo and the Ramón de Areces Foundation Chair.
- 2025 Annual Compliance Conference, held at the CEOE headquarters.
- Conference organised by the "Nos Mueves" Chair on "The fiscal, social, economic and environmental impact of transport in Spain".
- Alsa participation in the International Logistics Fair in Barcelona.
- Presentation at the Smart City Expo World Congress of the advances in the #MobilitiesForEU project.

Operational transformation

- RSE Certification Alsa Morocco for Agadir, Tangier, Khouribga and Casablanca.
- Launch of the training programme on Compliance in Morocco.

The safest

Reinvigorate public transport

- Safety campaign against using mobile phones whilst driving.
- Collaboration with the MAPFRE Foundation on the 'Blind Spots' campaign.
- The 'Ponle freno' (Stop it) Award for innovation in road safety, presented by the ATRESMEDIA Foundation.
- The CAMIN project has been launched in Asturias to improve the performance of our professional drivers and enhance road safety.

Operational efficiency

- ISO 27001 audit in cybersecurity successfully completed.
- Implementation of the SOC (Security Operations Centre).
- Installation of 1431 AI Drivecam cameras.
- Launch of Safety Platform.

Consolidate & compound

- Alsa Morocco takes part in the 4th World Ministerial Conference on Road Safety.

Fill the transit gap

- Introduction of chest compression devices into the medical units of Sanir

The best employer

Reinvigorate public transport

- The mental health programme Open Up was rolled out to Morocco, Switzerland, France and Portugal.
- Blood donation campaign in Morocco.
- Donation campaign and urgent aid delivery for the families of Cape Verdean drivers affected by Tropical Storm Erin.
- World Down's Syndrome Day celebrations
- Partnership with the Juegaterapia Foundation for the Humanisation of Hospitals.
- Partnership with Fundación Integra on the 'Empleo sobre Ruedas' project.
- Award of study grants to the children of employees of Alsa Morocco.
- Participation in the #ImpactDay 2025 of Family Company sharing the project "Female Drivers".
- Position number 44th in the reputation ranking MERCO Talent.
- Award to Voluntary Work 2025 of Fundación Integra.
- Adecco Foundation Award for the 'Sumando Conductoras' (Recruiting female drivers) programme at the '8th Diversity, Equity and Inclusion Awards' held at the Congress of Deputies.
- Foment del Treball Awards in the Equality category for the programme 'Sumando Conductoras'.

Consolidate & compound

- Strengthening our commitment to equal opportunities and diversity by forming a partnership with the Inspiring Girls International Foundation and launching the 'InspirandoAndo' project in collaboration with them to raise the profile of women's employment in the mobility sector. Also, it became the first Spanish mobility company to become a partner of the Diversity Foundation, consolidating the commitment to inclusion and equality.
- Impulsa and FP Impulsa programme: Leading the Future of Mobility via Young Talent.

Operational transformation

- Award of the 'Family-Friendly Business' certificate.
- Top Employer 2025 recognition for the third consecutive year in Spain and for the first time in Morocco.
- Renewal of the certification of the training centre in Alsa Morocco.

Environmental Leader

Reinvigorate public transport

- An award in the sustainable mobility category for its initiatives to promote sustainable transport in Aragón, presented by ALIA – the Aragón Logistics Cluster.
- Promotion of the initiative of Alsa Forest for the #World Earth Day

Operational efficiency

- Repsol-HVO certification (NEXA). Pilot programme with 4 vehicles.
- Opening of new electric charging stations for the fleet of TUA in Oviedo.
- Addition of two new zero-emission electric buses to the fleet in Jaén; three new hybrid buses in Granada; three new hybrid buses in Vélez-Málaga.
- Launch of 12 new Eco intercity buses in Fuerteventura.
- Unveiling of the first Level 4+ autonomous city bus in Mercamadrid.

Consolidate & compound

- Agreement with Repsol for the supply of 5 million litres of HVO for the long-haul fleet.
- Signed agreement to install more Zunder charging areas (La Gineta, L'Aldea and Villalpando).
- Signed Repsol-Alsa partnership, a leader in the energy transition, combining innovation, technology and emissions reduction.
- Formalisation of the partnership SHYNE (Spanish Hydrogen Network), where Alsa is a sponsoring company.
- Alsa participation in the expert panel of Expansión during the 3rd edition of GreenWorld
- Participation in the 16th Congress on Transport Engineering at the University of Zaragoza.

Organisational Chart

Chairman

Chairman
Jorge Cosmen

Board of Directors

Chief Executive Officer
Francisco Iglesias

Strategy and Organisation Carlos Huesa	**Legal Services** María Pérez	**Procurement, Infrastructures and UK coach** Javier Martínez*	**People and Culture** Ruth Hernández	**CFO** Marcos García
Digitalisation Mª Ángeles Vicente	**Spain and UK coach M.D.** Víctor López	**Morocco M.D.** Alberto Pérez	**International and CTO Division M.D.** Miguel Pérez-Juez	

Spain General Division

Spain G.D.
Víctor López

Institutional relations and ESG D. Ignacio Pérez-Carasa*	**Sales and Marketing D.** Rocío Escondrillas	**Innovation & Research and Innovation D.** Alberto Cillero	**Operations D.** Eloy Redondo*	**Procurement and Infrastructures D. UK Coach** Javier Martínez Prieto	**People D.** Elías Rubio
Maintenance D. Ruben Álvarez	**Mediterranean Area M.** Valeriano Díaz	**North-West Area Management** Mª Elena Álvarez	**Tourism Area M.** Isaac Álvarez	**Centre Area M.** Víctor Hernando	**North Area M.** Luis G. Panizo

Morocco G.D.

Morocco G.D.
Alberto Pérez

Administrative and Finance D. Jorge Sanandrés	**HRs D.** Widad Smyej	**Safety** Jose A. Vigil	**Technical D.** Daniel Fernández
Khourigba Houssaine Ait Hsaine	**Casablanca** Ramón Fernández	**Rabat** Rida Eddaoudi	**Agadir** Sara Youssoufi

International G.D.

International G.D. and CTO D.
Miguel Pérez-Juez

Portugal Juan Gómez	**Switzerland, France and Int routes** Borja Bermúdez	**Saudi Arabia** Jonas Vélez	**International Development** Enrique Blanco	**Coordination** Diego Granado	**International Maintenance** Miguel A. Alonso

Other committees

Strategy Committee
HR Committee
Transport Committee
Compliance Committee
Diversity and Inclusion Committee.
Innovation Committee

Sustainability Committee
Sales Committee
Digital Committee
Security Information Committee
Continuous Improvement Committee
Artificial Intelligence Committee

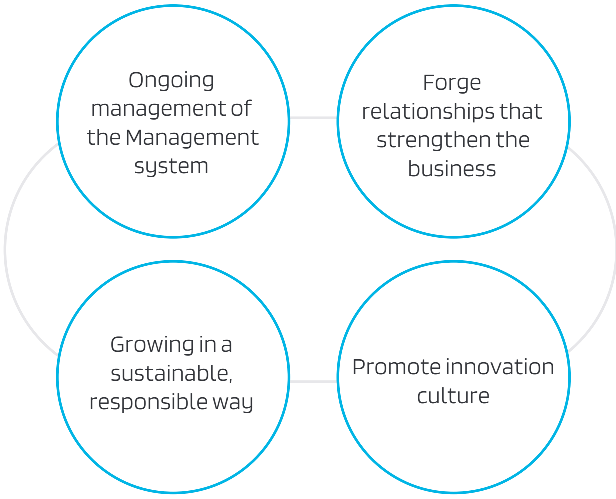
Organisational Chart in April 2026

Excellence

Our approach

Alsa works consistently to achieve excellence across all its activities. Therefore, the deployment of its policy of sustainability and the commitments agreed with their stakeholders is supported by robust management tools, innovation as an improvement driver and the development of strategic partnerships.

The management systems implemented in the company ensure an easy enforcement of the policies and programmes across the business areas and in all the geographical areas of operation. The certification of these systems is a proof of guarantee about its performance and efficiency, while also acting as a driver of continuous improvement.



Excellence in Performance Assessment of Alsa according to their GGII

Corporate Social Responsibility

Corporate Social Responsibility Management System

AENOR
SOCIAL RESPONSIBILITY
IQNet SR10

ALSA's CSR strategy is rolled out through its corporate values, which guide the company's economic, social and environmental actions both in its operations and in its relations with stakeholders.

The Corporate Social Responsibility management system, certified according to the IQNet SR10 standard, is the tool used to manage the development of the sustainability policy in accordance with the company's strategic pillars and in line with the material or relevant aspects for its stakeholders.

Our values

Excellence

Safety

Customers

People

Community and Environment

Stakeholders

ALSA outlined its Stakeholder Relationship Model based on an analysis of their needs and expectations with a view to minimising risk and identifying new business opportunities.

Alsa assesses at a regular basis how the performance of stakeholders regarding sustainability actions and polices is perceived via the materiality research, that is audited every two years. This exercise in active listening is key to identifying priorities, strengthening decision-making and ensuring continuous improvement across all areas of sustainability.

The results from the last evaluation showed a highly positive assessment and a good evolution compared to previous years. Average global rating went up to 8.21 out of 10, which represents an improvement on the previous figure of 8.10, consolidating the upward trend in perceptions of the company's sustainability performance.

Regarding external stakeholders, to be highlighted the suppliers for their excellent assessment, with scores near 9 out of 10. On the other hand, investors give Alsa the maximum score, with 9.5 out of 10. Also, users of transport services have significantly increased their score compared to 2023 by close to 10 % improvement, showcasing the positive impact of the initiatives implemented.

People	Regulatory bodies and administration	Customers
Investors and shareholders		Suppliers and partners
Social environment	Opinion leaders and influencers	Business industry

↑ 9,6% in the assessment of performance by of users

Overall, all the ratings are above outstanding, reinforcing stakeholders' recognition of Alsa's commitment and performance in terms of sustainability.

Alsa´s assessment in terms of sustainability performance by the GGII is 8,21/10

Sustainability Policy

"Our commitments" with stakeholders

Shareholders and Investors

- Ensure good governance and sustainability.
- Identify and respond to their requirements.
- Promote transparency.

Management

- Secure everyone's involvement in good governance.
- Promote transparency.

Administrations and regulatory authorities

- Ensure impeccable performance of contracts.
- Ensure access to mobility within the contractual framework.
- Promote transparency.
- Develop social responsibility.

Customers

- Ensure the customer is at the core of everything we do.
- Only do what is safe.
- Offer innovative mobility services and solutions.
- Commitment to creating positive experiences.

People

- Talent development and reward.
- Promote a sense of pride to be part of Alsa.
- Respect human rights and dignity.
- Promote training and talent development systems.
- Attract and retain the best employees.

Suppliers and partners

- Open, honest, fluid, transparent dialogue.
- Build solid relationships Partnerships.
- Promote teamwork.
- Alignment with Sustainability Policy.

Social setting and the environment

- Ethics, responsibility, dialogue and transparency.
- Generate sustainable value for society.
- Identify and meet the needs of the community.
- Dialogue with social agents and trade union representatives.
- Reduce greenhouse gas emissions (GEI).

Opinion leaders and influencers

- Promote transparency, active collaboration and access to information.

Business industry

- Free competition and active cooperation with other organisations and institutions.
- Strict observance of competition law, exchange of best practices, integrity and ethics.

Doublel Materiality Study

In 2025 has been conducted a new Double Materiality Assessment with the purpose of identifying what are the most relevant ethical, governance, social and environmental aspects from an ESG perspective.

The study covers not only passenger transport activities, but all the activities carried out by the group, both in Spain and in the other countries in which it operates (Morocco, Switzerland, France and Portugal), taking a comprehensive view of all the stakeholders involved.

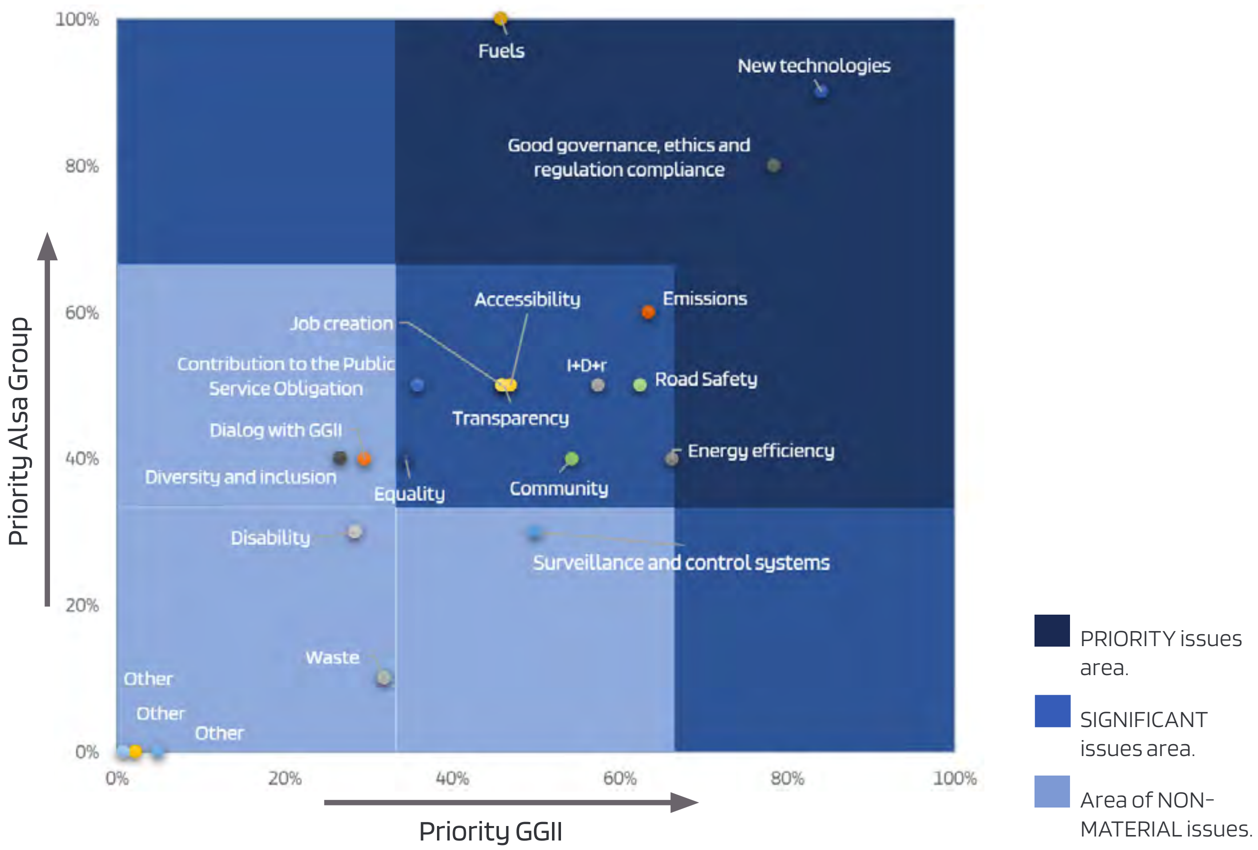
Company´s risks, impacts and opportunities have been identified and assessed in social, environmental and good governance terms, in order to decide which ones are significant for the Group and those of greatest concern to stakeholders. Once all material issues had been identified, the new **Action Plan 2026-2028** of Alsa has been defined to align it with the material issues.

Furthermore, from these results of the materiality research, the applicable disclosure requirements under the European CSRD have been identified. On this basis, a gap analysis has been conducted to assess **the current level of alignment** of the information reported in this report. The analysis showed a high level of coverage of the applicable requirements, with more than 190 requirements already reported, which represents close to 80% of the total identified.

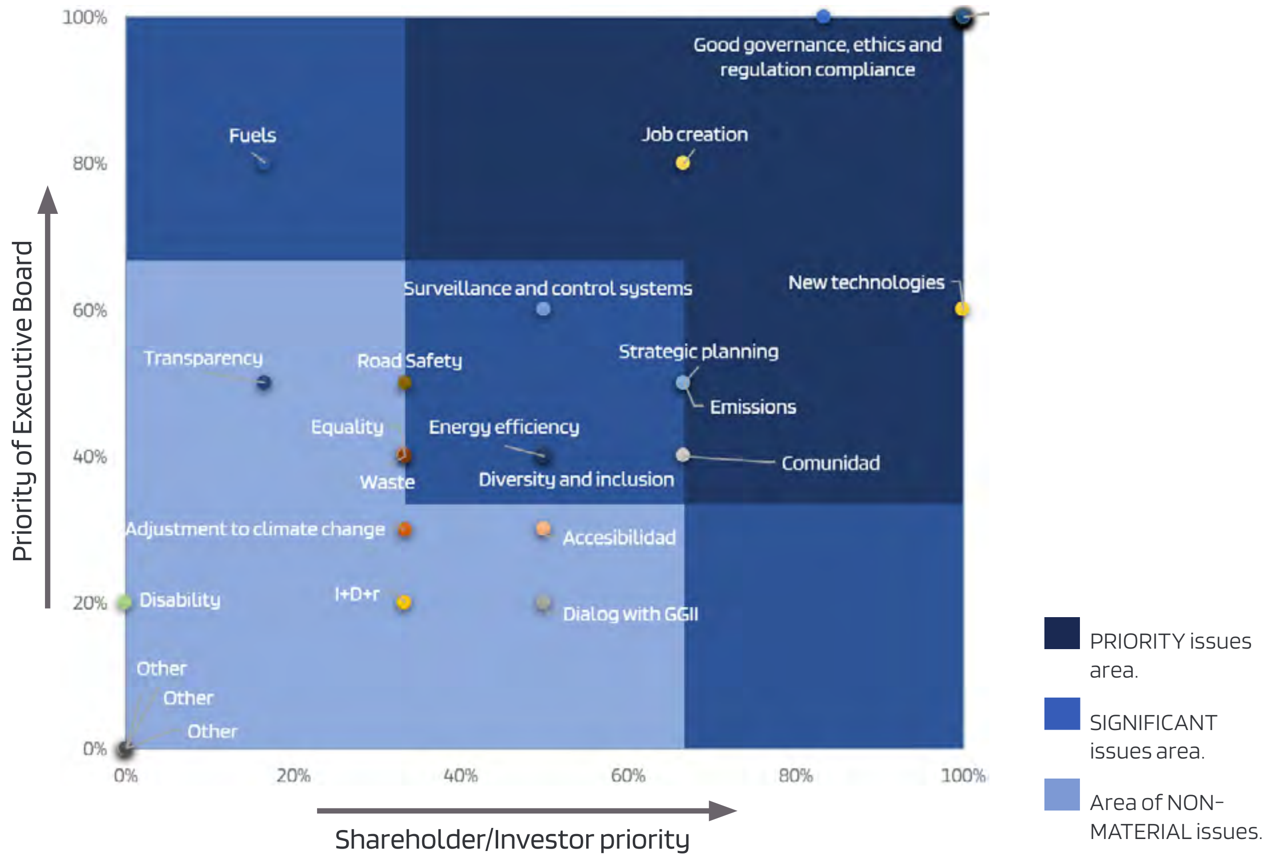
In light of these results, the company has developed a roadmap to gradually adapt the sustainability report **and the information systems to the CSRD requirements**, with the objective of ensuring a 100% compliance previously to its mandatory obligation in the financial year 2027.

Assessed the sustainability issues considering:

Materiality of impact: identifying and assessing the topics with a significant impact on the capacity of the company to contribute to the sustainable development and the relationship with the stakeholders.



Financial materiality: identifying and assessing issues that have a significant impact on the company's financial position and shareholder decision-making, in particular those issues that originate in the company's external environment and have a financial impact on the company.



Issues considered as material are those included in the important, priority issues in each of the grids. Material issues refer to the darkest areas, representing the highest level of relevance.

Alsa will focus its ESG actions in accordance with the following material issues:

E -Environment

- Fuels (I/F): Introducing alternative fuels and consumption efficiency.
- New technologies (I/F): Inclusion or development of cleaner, more efficient energy on vehicles
- Emissions (I/F): Calculation, reduction and compensation of GEI emissions (Carbon Footprint).
- Energy efficiency (I/F): Use of renewable energies and/or energy efficiency measures at facilities.
- Waste (F): Waste management and actions to highlight the value (Circular Economy).

S -Society

- Employment (I/F): Promote safe and quality work opportunities.
- Community (I/F): Contribution to local development and social groups.
- Equality (I/F): Promote equality by supporting female talent and leadership.
- Accessibility (I): Improve the accessibility of transport services.
- Road Safety (I/F): Promote and raise awareness about road safety.
- Diversity and inclusion (F): Promote diversity and integration of people.

G -Ethics and good governance

- Good governance, ethics and regulation compliance (I/F): Promote mechanisms to ensure the legal compliance and policies for the good governance of the company (anti-corruption and anti-bribery policy, code of conduct, compliance system, etc.).
- Strategic planning (F): To address the risks inherent in the transport sector by drawing up action plans that include monitoring targets, whilst always taking into account the entry into new markets and business areas that strengthen the company's sustainability.
- (i+D+r): Investment in technological research and innovation (R&D&I) to ensure the company's competitiveness by optimising operations, extending the service life of vehicles, etc.
- Transparency (I): Publish relevant information as an evidence of transparency with society.
- Contribution to the Public Service Obligation (I): Alignment and contribution of Alsa´s strategy with Public Service Obligation (I), establishing specific challenges and commitments.
- Surveillance and control systems (F): Control and surveillance internal audits and maintenance of certified systems.

NOTE: I: Impact materiality // F: Financial materiality // I/F Combination of Impact and financial

ESG Action Plan

During 2025, Alsa has made ongoing progress in the initiatives foreseen in the ESG plan, resulting in the drafting of a new plan for the 2026–2028 period. Based on the results of the materiality study, this plan has been reviewed and updated to incorporate new lines of action, as well as to strengthen and ensure the continuity of existing ones, resulting in the **ESG Action Plan 2026-2028**. This approach will ensure the alignment of the stakeholders expectations with the policies to be implemented, all this in compliance with the corporate values.

The monitoring of these action lines developed over 2025 and the results achieved are available in this report.

The lines of action arising from the new Double Materiality Assessment are set out below.

Value	Aspect priority	Lines of action
Excellence	Good governance, ethics and regulation compliance	Following the code of ethics implemented globally (Spain, Morocco, Switzerland, France, and Portugal).
		Maintenance of the SR10 CSR Management System in Spain, Switzerland and France.
		Monitoring System Maintenance.
		Continued implementation of the CSR label action plan in Morocco.
		Strengthening compliance management and maintaining UNE 19601 certification in Spain.
		Ethics, Environment and Diversity Committee in Morocco.
		Progress on supplier assessment and approval.
		Adherence to the UN Global Compact.
	Transparency	Taxonomy report (mandatory for the 2027 financial year).
		Sustainability report and executive summary.
		Adjustment to the new CSRD Directive.
		Monitoring of reputation indices (MERCO).
		Reinforcement of communications to GGII.
		Participation in forums and dissemination of ALSA´s environmental strategies.
		EGS KPIs monthly report to the Board.
	Monitoring and surveillance systems	Improvements to the monitoring of supplier performance.
		Extension of management systems to new activities, countries and companies.
	I+D+i	Investment in safe and sustainable technologies.
		The maturing of the Asturias R&D&I Centre and the development of other innovation hubs.
		Alsa "Nos Mueves" Chair - UPM TRANSyT.
	Strategic planning	New ESG Action Plan 26–28 (double materiality assessment findings).
		Annual review of the strategic plan.
	Contribution to Public Service Obligation	Alignment and contribution of Alsa´s strategy with Public Service Obligation (I). KPIs monitoring and review of commitments.
Environment	Fuels	Promoting the use of advanced second-generation biofuels (HVO, biogas, hydrogen).
		Strengthen partnerships (hydrogen, renewable fuels, etc.).

	Emissions	Continue with fleet upgradings.
		Decarbonisation plan 2025-2030.
		Efficient driving programme.
		Measurement of Carbon Footprint.
		Implementation of ETS II.
	New technologies	Environmental line of R&D&I: Projects focusing on route optimisation and the use of electric vehicles, new energy solutions, green hydrogen, and autonomous and safe driving projects.
		Progress in Net-Zero Emissions Fuels
		Zero emission vehicles: BEV, FCEV, FCHV and Dualisations.
		BEV autonomous vehicle.
	Waste	Monitoring and continuity of the Circular Economy Strategy.
	Energy efficiency	A gradual switch to LED lighting and monitoring the effectiveness of the photovoltaic panels.
		GdO Electricity (green).
People	Employment creation	Hiring new drivers programme.
		Keep Top Employer certification.
		MERCO Talent monitoring
		Reinforcement of Recognition Programmes.
		Evolution of the Young Talent Programme.
		Consolidation of fixed employment.
		Alsalud programme.
	Fostering equality	Programme, hiring new drivers
		Plan Emerge to identify disabilities among staff and in their environment.
		Revitalisation of the Senior Committee.
		Action to raise awareness.
	Diversity and Inclusion	Creation of diversity and inclusion committees in all countries (50 pax)
		Consolidate D&I policies.
	Accessibility	Continued implementation of Accessibility Plan.
		Extension of Certification in Universal Accessibility.
		Continue with collaborations to include people with disabilities
		Empleo Sobre Ruedas programme (Employment on the Move) - Integra Foundation.
		Ongoing staff awareness-raising initiatives.
	Road safety	Alsa Safety Plan.
	ontribution to local community	Implementation of action plans: diversity and inclusion, employability, integration of people with disabilities, older people, charitable initiatives, the Nos Movemos Foundation and social support policies in Morocco and other countries

Management System of the Criminal Compliance

Alsa´s **corporate culture** is based on acting in accordance with its corporate values (Excellence, Safety, Customers, People, and Community and Environment) and the highest ethical standards. These principles serve as a cross-cutting guide to the conduct of the entire workforce, ensuring that all activities are carried out to the highest standards of integrity.

Since 2011, Alsa has had a **Code of Ethics** in place, updated in September 2025. Embedding the Compliance Area within the Legal Services Division in 2025 has strengthened the organisational structure, optimizing resources and leveraging the operational synergies in both areas.

Aligned with the compliance strategy, Alsa joined the **Spanish Committee of the International Chamber** in 2025, and later, by the beginning of 2026, the company joined the **United Nations Global Compact**, thereby reaffirming its commitment to the highest standards of business ethics.

During 2025, most of the objectives set by the **Compliance System** has been reached, successfully complying with the scheduled plan. Ongoing development of these two objectives, on which progress continues to be made in line with the agreed schedule.

- The tool used in Mobico Group of due diligence is being adjusted to ensure covering both corporate standards as the specific needs in Alsa.
- The publication of the Compliance executive report and including in the internal mobility and promotion processes information about the importance of the Compliance Model for Alsa have been delayed to ensure a proper implementation.

Integrity Channel

Alsa has in place an **Integrity Channel** as the preferred and secure channel for reporting irregularities, guaranteeing confidentiality, anonymity and protection from reprisals.

- **Activity in 2025**. A total of 81 reports were received.
- **Typologies**. The most recurrent topics were:
  - Human Resources and Industrial Relations (32.53 %).
  - Equal opportunities and respect in the workplace (28,92 %).
- **Resolution.** The disciplinary system was applied on a single occasion, following a complain for sexual harassment. The remaining communications were filed or forwarded to the relevant departments as no breaches were identified.
- **Efficiency:** The average time taken to resolve cases was 46 days, in accordance with the legally established time limits. In addition, a highly reputable external firm verified that the Canal was operating correctly..

Compliance Committee

The Compliance Committee, comprising four members (including an independent external lawyer), ensures the overall supervision of the system. In 2025, the model was reinforced by engaging a specialist law firm to provide ongoing technical support.

Throughout the financial year, the Committee remained active in monitoring activities, meeting 3 times to ensure that the annual objectives were met and the robustness of the system.

Training in Compliance

A programme of ongoing, specialised training has been held, aimed at various groups:

Segmented staff. In March 2025, 100 per cent of staff identified as 'particularly at risk' due to their links with the public authorities (currently 212 employees) received specific training delivered by experts from the external consultancy firm. This list is weekly updated to ensure a prompt identification of new sensitive roles.

Onboarding Compliance. A completion rate of 67 per cent was recorded in Spain for new enrolments, with exceptionally high rates in Portugal (95 per cent) and Switzerland/France (96 per cent).

Training in Morocco. A comprehensive training campaign was launched, reaching 92.53 per cent of the workforce, including operational staff, through videos and face-to-face sessions.

Annual Sessions of Compliance. The 8th edition took place in Madrid on 14 November 2025.

This year, the scope was broadened to include the subject of competition law, with the participation of judges from the Supreme Court and representatives from the CNMC, amongst others. The event brought together more than a hundred professionals and highlighted the importance of due diligence in dealings with third parties.

Digitalization of the Model

Digital transformation of the Compliance system has been consolidated through the following tools:

- The roll-out of a tool for the **Management of Risks and Controls** has been completed, allowing for an evidence control 100% digital and traceable. The risk assessment will be carried out entirely via this platform.
- **Due Diligence**. Internal protocols are being improved on the use of the tool in third-party analysis, with a view to complying with requirements relating to due diligence and international sanctions.
- **Management of Suppliers**. In 2025, the onboarding process for 393 indirect suppliers in Spain was centralised, with the signing of the Code of Ethics, the Compliance Policy and a declaration of responsibility being required as an essential prerequisite for commencing the working relationship.
- **Integrity Channel**. Since 2023, the use of this tool has guaranteed the anonymity and confidentiality of all communications.

Internal Audit

In 2025, the assessment of the risk matrices for the Rail and BC Tours divisions was completed. Likewise, the new **Three-Year Audit Plan 2026-2028** has been designed.

The overall risk assessment is currently being carried out entirely using the contracted tool. On the other hand, the evaluation of the controls within the former Group 1844's corporate structure has been completed, with the aim of formally including these companies within the scope of Alsa´s UNE 19601 certification.

Risk management

Alsa has a Risk Management Procedure in place which sets out the corporate methodology for managing risk. This protocol sets out everything from the responsibilities of staff to the assessment criteria, calculating the probability and impact using specific categories such as financial loss or disruption to business operations.

This activity is coordinated from the Alsa Compliance area and the identification and update of risks is based on direct collaboration with Risk Owners (Area Managers), ensuring that the technical knowledge of each department supports the controls implemented.

The assessment is submitted to the Audit Committee and the Board of Directors and the Management of Mobico Group PLAC every six months. In 2025, the risk assessment was carried out from July onwards, beginning with a training session delivered by the Head of Risk & Compliance de Mobico. The training included aspects like the Governance of the audit,

the relationship between the organisation's strategy, objectives and risks, risk tolerance, key risks, emerging risks and a review of the risks identified in the previous financial year with a view to updating them. Subsequently, the Risk Champions and Owners proceeded to update the risks in their areas.

The most significant risks identified included, amongst others, regulatory and contractual risks (uncertainty regarding changes to regulations and adaptation to new regulations), continuity and security (exposure to serious operational incidents and challenges in the transition to zero-emission fleets) and governance and ethics (focus on regulatory compliance (anti-corruption), the responsible use of new technologies (AI) and talent management).

Finally, the exercise was reviewed by the Divisional Risk Champion and approved by the CEO.

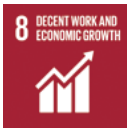
Contribution to the Sustainable Development Objectives (SDO)

Alsa mission is to become a mobility multimodal operator committed to community development and the protection of the environment. This mission guides its strategy and contribution to the Sustainable Development Goals (SDGs) and the 2030 Agenda.

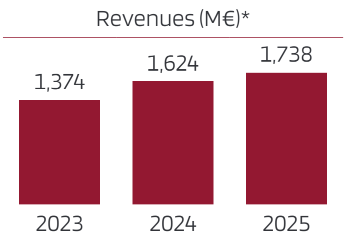
Each of the value propositions of the EVOLVE strategy and its business commitments are aligned with specific PSOs. The priority objectives for the organisation are: PSO 3: Health and Well-being; PSG 8: Work Economic growth and PSO 11: Cities and sustainable communities. Also, the following objectives included in the company equality policy are added: PSOs 5: Gender equality; PSO 6: Clean Water and Sanitation; ODS 10: Reduction of inequalities; and SDG 13: Action for climate.

The following table provides an overview of Alsa's contribution to the PSOs in 2025, aligned to the EVOLVE strategy

:

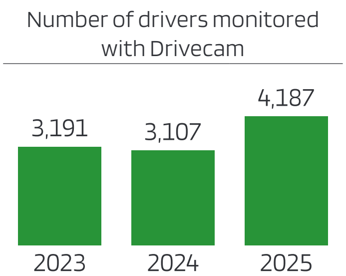
Business commitment EVOLVE	Value Proposal	SDOs	SDOs Goals
Strong financial results	• Reinvigorate public transport. • Multi-modal and multi-product expansion. • Operational efficiency. • Fill the transit gap. • Consolidate & compound.		8.1. Maintenance of the Economic Growth
The safest	• Reinvigorate public transport. • Operational efficiency. • Fill the transit gap.		3.6. Reduction of Road Accidents.

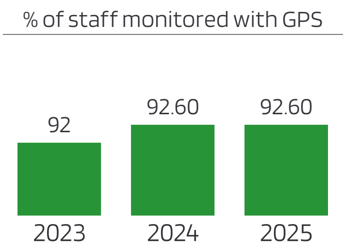
Alsa contribution evolution | **Alsa Commitment** | **Challenges**



* Group revenue

Achieve a sustainable economic growth with a positive impact on the areas of operation.

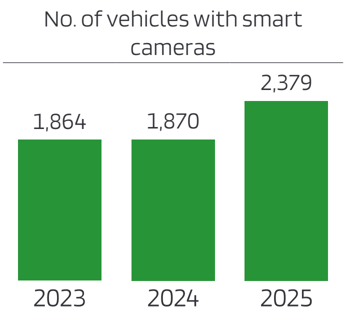




Safety as a priority value.

Improved safety by adding new technologies to support changing driving habits.

By 2040, all staff in Spain will be monitored.

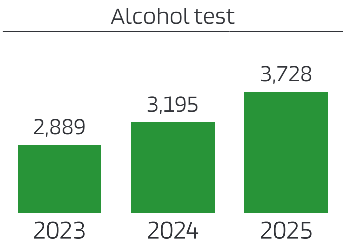


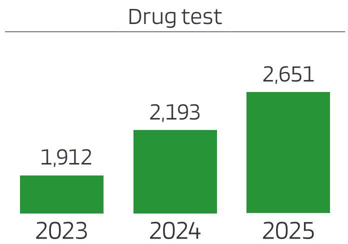
In 2040, all the fleet in Spain will be fitted with smart cameras.

Business commitment EVOLVE	Value Proposal	SDOs	SDOs Goals
The safest	• Reinvigorate public transport. • Operational efficiency.	3 GOOD HEALTH AND WELL-BEING	3.5. Prevention and handling drug and alcohol consumption.
	• Reinvigorate public transport. • Operational efficiency. • Fill the transit gap.		3.6. Reduction of Road Accidents
	• Reinvigorate public transport. • Operational efficiency. • Fill the transit gap.	11 SUSTAINABLE CITIES AND COMMUNITIES	11.2. From now to 2030, provide access to safe transport systems that are affordable, accessible and sustainable for all.
	• Reinvigorate public transport. • Operational efficiency.	8 DECENT WORK AND ECONOMIC GROWTH	8.8. Protect labour rights and promote safe and secure working environments.
The most satisfied customers	• Reinvigorate public transport. • Multi-modal and multi-product expansion. • Fill the transit gap. • Consolidate & compound.	10 REDUCCIÓN DE LAS DESIGUALDADES	10.2. From now to 2030, promote and encourage social, economic and political inclusion of all people, regardless of age, gender, disability, race, ethnicity, origin, religion or economic or other status.
		11 SUSTAINABLE CITIES AND COMMUNITIES	11.2. From now to 2030, provide access to safe transport systems that are affordable, accessible and sustainable for all.

Alsa contribution evolution	Alsa Commitment	Challenges

Alsa contribution evolution





Alsa Commitment: Improve health of employees and provide safe services

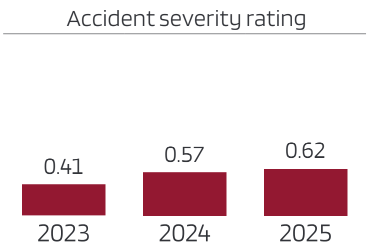
Challenges: By 2040 in Spain, 100% of drivers will have a prevention system for alcohol consumption testing in place alcohol.

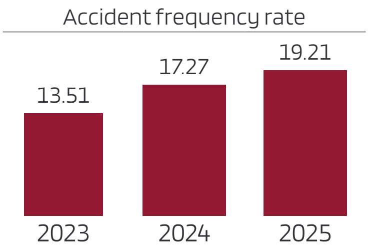
-3% of accident rates
since the implementation of the programme Driving Out Harm (DOH) in 2010 in Spain.

Alsa Commitment: Safety as a priority value.

Challenges: Alsa committed to reduce accident rates of new networks, at least by 10% in the first 5 years.

10,731 students in safety training over 2025

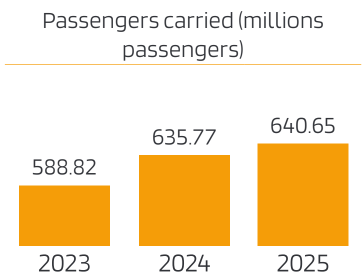




Alsa Commitment: Promote through policies and management systems a safe working environment without risks for employees.

5,229 Spanish cities covered.

Alsa Commitment: Provide services 100% accessible to cover all the country as a tool to fight against inequality.

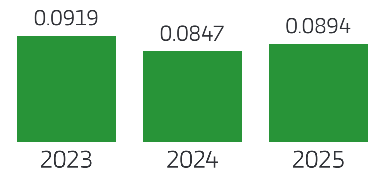


Alsa Commitment: Ensure a sustainable transport with particular emphasis on the elderly, children and people with disabilities.

Business commitment EVOLVE	Value Proposal	SDOs	SDOs Goals
Environment leader	• Operational efficiency.	13 ACCIÓN POR EL CLIMA	13.1. Strengthen resilience and the ability to adjust to climate-related risks.
		6 AGUA LIMPIA Y SANEAMIENTO	6.3. Improve water quality. Reduce pollution and wastewater.
		11 SUSTAINABLE CITIES AND COMMUNITIES	11.6. Reducing the negative environmental impact per capita in the cities.
The most reliable	• Consolidate & compound.	8 TRABAJO DECENTE Y CRECIMIENTO ECONÓMICO	8.3. Developing productive activities and supporting of small and medium companies.
	• Operational efficiency.		8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including focus on labour-intensive, high value-added sectors.
The best employer	• Reinvigorate public transport.	5 IGUALDAD DE GÉNERO	5.1. Ending discrimination.
			5.5. Ensure the full involvement of female workers and ensure equal opportunities.

Alsa contribution evolution | Alsa Commitment | Challenges

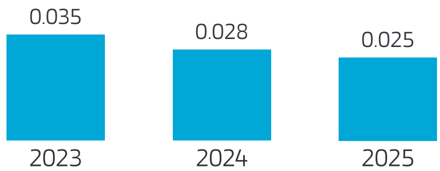
Direct emissions (tCO_2/100km)



Reduce transport-related emissions through the incorporation of clean, low-emission vehicles, efficient driving programs, reducing consumption and improving energy efficiency.

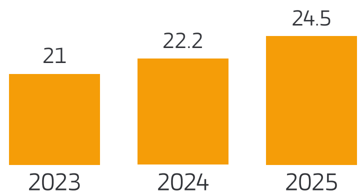
All urban buses in Spain will be zero emissions in 2035, and intercity by 2040, also in Morocco.

Discharge of automotive wastewater (m^3/100Km)



Towards circular economy via reducing and recycling of the water used in washing facilities.

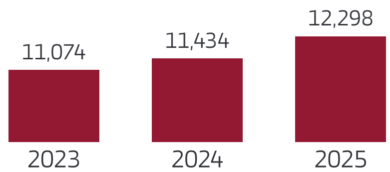
% fleet driven by alternative energy



Improve the environmental quality of the cities where the company operates, not only by offering quality public transport to reduce the use of private vehicles but also by investing in clean technologies and an environmentally sustainable fleet.

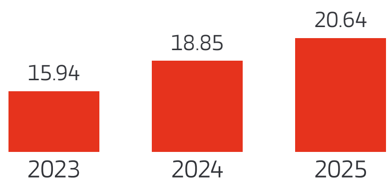
All urban buses in Spain will be zero emissions in 2035, and intercity by 2040, also in Morocco.

Number of national suppliers



128,431 training hours in 2025.

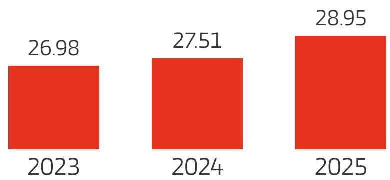
% women in Alsa



Reach a percentage of 25% in Spain by 2035.

Equality as an identity policy and promoting inclusion of women in transport sector.

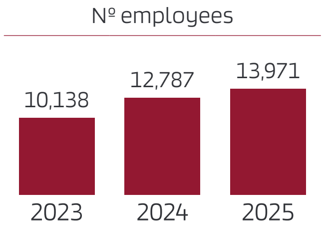
% of women in top management positions

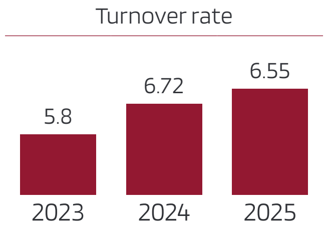


Reach a percentage of 35% in Spain by 2030.

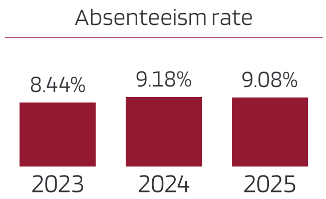
Business commitment EVOLVE	Value Proposal	SDOs	SDOs Goals
			8.5. Achieving full employment and decent work (including young disabled people and equal pay).
The best employer	• Operational efficiency.	8 DECENT WORK AND ECONOMIC GROWTH	8.8. Protect labour rights and promote secure working environments.
			8.5. Achieving full employment and decent work (including young disabled people and equal pay).

Alsa contribution evolution | **Alsa Commitment** | **Challenges**





Training programmes to integrate young people into the workforce in quality jobs that enhance their skills.



Protect labour rights and ensure - through policies and management systems - a safe, risk-free working environment for all / employees.

60% of the workforce has received regular performance appraisal by 2025.

Ensure full, productive employment in equal opportunities without discrimination on grounds of sex, ethnicity or religion, integrating young people, migrants and people with disabilities into the recruitment policy.

Suppliers and management of Partnerships

Alsa continues to develop its Partnership Management Model, under which tools and procedures have been deployed and standardised to streamline the identification and validation of new collaboration opportunities, as well as supplier-related management

.

Growth of **1.3%** national suppliers during 2025

97.09% of national suppliers for all the activity

12,666 suppliers for all the activity

Supplier approval and due diligence

All Alsa suppliers, both direct and indirect, are subject to a **prior approval process***, through which they undertake to comply with the requirements set by the company in the areas of ethics, regulatory compliance, sustainability and good governance.

Ensure ethics, transparency and regulation compliance

- Legal and tax compliance: suppliers must not be subject to any prohibitions on contracting and must be up to date with their tax and social security obligations.
- Ensure not having been convicted of any offences relating to corruption, bribery or influence-peddling, and to undertake to refrain from any such practices.
- An explicit declaration that there are no conflicts of interest at the time of appointment, and a commitment to disclose any conflicts that may arise subsequently.
- Compliance with Internal Policies of Alsa (Ethical Code, Compliance Policy and Corporate Social Responsibility and Sustainability of Alsa).
- The supplier is informed of the existence of an 'Integrity Channel' (whistleblowing scheme), which encourages the reporting of breaches and strengthens control mechanisms.
- A robust breach clause which entitles Alsa to terminate the contract immediately without any entitlement to compensation and to withhold payments whilst assessing any potential damages.

To ensure respect for human and labour rights throughout the supply chain

- Respect for employees' rights.
- Prohibition of inhumane practices.
- Due diligence in the supply chain and value chain.

Adhere to the Sustainability Policy of Alsa, which binds contractually the supplier to the environmental standards set by Alsa

- A commitment to leading the way in environmental change through the promotion of public transport, a decarbonisation plan and a circular economy strategy.

As part of this process, suppliers sign a Statement of Responsibility, which serves as a due diligence mechanism designed to mitigate risks and promote responsible practices within the supply chain. This approach reflects a proactive and structured strategy on the part of Alsa, strengthening its corporate sustainability profile and its commitment to a responsible value chain.

The involvement of suppliers in the materiality analysis process has been a key factor in defining the company's strategic priorities. In this context, suppliers' **positive perception of Alsa's commitment to sustainability stands out**, with a rating of 9 out of 10.

*Applies to suppliers managed by ITBID, mainly in Spain, and some purchases from Portugal and Switzerland.

Development of the procurement model and alignment at group level

In 2025, Alsa ha integrated the procurement function of the Mobico Group, taking on the challenge of reviewing the operating model and identifying opportunities for cost savings across all divisions. In line with these, the following milestones have been delivered:

- Progress made in the design and definition of a new operational procurement model at the Group level, in order to reinforce the strategic role of this function.
- Approval of the basic supplier registration procedure.
- Approval of the supplier assessment procedure.
- Drawing up and approving the procurement procedure Procure to Pay (P2P).

Digitisation of the procurement process

In line with the digital transformation strategy, progress has continued throughout 2025 on the digitisation of the procurement process through the registration of suppliers on the **Source-to-Pay** platform (indirect suppliers), with all of them undergoing a basic document approval process. This process includes, among other aspects, the acceptance of **Alsa´s Compliance Policy and Ethical Code**, as well as the provision of the legal documents required (certificates from the tax authorities and the social security authorities, amongst others).

About 1,100 indirect suppliers in Spain in the Source to Pay tool

The key milestones in digitalisation during 2025 were::

- Start of an alternative **prospect market** process Source to Pay, with capacity to provide a global coverage to the procurements made by Mobico Group.
- Implementation of functional enhancements to **the itbid tool**, including the generation of purchase orders by importing flat files.
- **Integration into the procurement platform** (itbid) of a confidential 'Risk and Compliance' repository, for internal use, to systematise legal compliance checks and the identification of reputational risks within the supplier database.
- Creation of a specific field for entering **supplier risk assessment reports** and screening of negative news, based on information coming from Moody´s platform.
- Basic accreditation and approval of **393 new suppliers**.
- Initiation of **negotiation processes** via the procurement platform (12 negotiations accepted and 18 initiated).
- Approval of **4,329 Purchase Orders** for a total amount of 53.9 million euros.

Integration of ethical, sustainability and compliance criteria

In line with previous years, the **compliance policy, sustainability policy and code of ethics remain key** concepts in all tendering processes carried out during the year and in the contracts resulting from them.

Supplier clauses

Quality Service	Quality Management System compliant with ISO 9001.	Good behaviour clause.
Environmental Impact	Quality Management System compliant with ISO 14001.	Energy efficiency.
Line Managers at work	Compliance with requirements according to standard ISO 45001.	EFR Family Responsible Company Certificate.
Involvement with the community	Cooperation with special employment centres.	

Relations with manufacturers and advanced risk management

Notwithstanding the **Framework Agreements** in place with major European manufacturers, the following processes apply to other manufacturers of international significance:

- **Prototype or pilot testing.**
- Tendering or invitation-to-tender processes in which guarantees are required to ensure compliance, with **penalties** and SLAs; extended warranties are negotiated; and guarantees against 'epidemic' failures are introduced, in the pursuit of the best level of service.
- The selection processes are supplemented by **FAT (First Acceptance Test) inspections.**

Strategic partnerships and innovation

Furthermore, the company has continued to prioritise innovation through **collaboration agreements with R&D&I** centres and partnerships with other organisations to develop joint projects that provide significant added value for all parties.

Decarbonisation of mobility

Over 2025, Alsa further strengthened its strategic position in the new alliances established in previous years, such as CRECEMOS and SHYNE, now already established as Full membership associations.

SHYNE has been formally established as an association to promote the implementation of projects based on renewable hydrogen in Spain, in collaboration with its developers Alsa, BOSCH, ENAGAS, ENAGAS RENOVABLE, EXOLUM, NAVANTIA, REPSOL, MOEVE and TALGO.

On the other side, CRECEMOS keep promoting circular economy in Spain and the use of renewable fuels Zero net emissions, promoting a more sustainable mobility.

We are maintaining our existing partnerships with the AEDIVE associations (Business Association for the Development and Promotion of Electric Mobility) and GASNAM (Iberian Association for Sustainable Mobility using Natural Gas, Renewable Gas and Hydrogen), through which we seek technological independence and decarbonisation, prioritising the introduction of electric technologies and environmentally friendly gases such as biomethane and hydrogen.

In 2025, a new strategic partnership was signed with REPSOL, strengthening our collaboration of more than 30 years, with the aim of transforming the energy model for road passenger transportin Spain, combining innovation, technology and emission reduction. In the working areas, renewable fuels, electric mobility, hydrogen, energy efficiency, lubricants and digitalisation processes are included..

Other partnerships

On the other hand, and with the participation in different projects subsidies by the European Union, we have created new Partnerships with Leading Companies, MSEs, Technological Centres, Universities, Associations and Consulting Firms, to take part in these projects on a consortium basis.

At the association level, Alsa is a member of the two most relevant companies worldwide in the mobility and transport sector: the IRU (International Road Transport Union), for its leadership in commercial road transport and the UITP (International Association of Public Transport), of which they are members present in all operators, as well as the authorities in the public transport..

Digitalisation and innovation for a sustainable, multimodal and connected mobility

Alsa sees digitisation and technological innovation as key drivers for creating new opportunities in the field of mobility and for proactively addressing current environmental, social and economic challenges. Its aim is to lead the sector's transformation towards safe, decarbonised and reliable transport, promoting shared mobility models that are healthier, more efficient, more inclusive and more accessible to society.

Full integration of the IA

Following the consolidation of its technological infrastructure, in 2025 the company moved from a phase of experimental adoption towards the full integration of artificial intelligence, establishing it as a strategic pillar in its progress towards sustainability.

The main milestones and developments, organised according to ESG criteria, are set out below.

Governance, Ethics and Comprehensive Security

Technological integration is carried out with rigour and in accordance with ethical principles, whilst ensuring the absolute protection of systems and user data, placing the analysis of information at the heart of decision-making.

- **Ethical and Responsible Use of AI**: **Created the Alsa´s AI committee** to ensure the monitoring, regulatory compliance and strategy of the tools. The year 2025 marks a crucial milestone with the signing and roll-out of the **AI Usage Policy**, formalising responsible adoption amongst all employees.

- **Information Security and ISO 27001 Certification**: Threat intelligence has been centralised within the SOC (Security Operations Centre), which has drastically reduced response times to potential incidents. This unwavering commitment to information security is underpinned by the prestigious AENOR ISO 27001 certification.
- **Data-Driven efficiency**: The digitalisation of the company ensures data to flow in a continuous cycle of gathering, analysis and operational action. This ensures transparent and sustainable decision-making based on accurate and structured information.

Social impact and accessibility

Alsa technology has a direct and positive impact in the customer experience, in the quality of the working environment and the the regional cohesion of the communities where it operates.

- **The DRT as a Driver of Territorial Cohesion:** One of the main progresses of the company in terms of accessibility and inclusion is the growth of Demand-Responsive Transport (DRT), developed through technological platforms such as **'San Mateo en Ruta' in the Canary Islands and the services in the Sierra del Rincón**, in the Community of Madrid. This model uses new technologies to dynamically adapt supply to users' actual demand. By breaking away from the traditional model of fixed routes, the DRT optimises journeys and plays a key role in guaranteeing the right to mobility in rural or sparsely populated areas, thereby helping to strengthen social cohesion across the region.

Innovation and efficiency in routes

- **Innovation and efficiency**: Throughout 2025, the Madrid Regional Transport Consortium (CRTM) ecosystem has been strengthened through the successful integration of the **contactless payment system (EMV)** and the r**eal-time GTFS protocol**, facilitating seamless and transparent access to public transport.

Environmental Sustainability and Operational Excellence

Innovation enables us to minimise the environmental impact of our operations, optimising energy efficiency and promoting safe, zero-emission mobility.

- **Advanced safety platforms (Safety Analytics): Operational safety is a cornerstone of the company**. In this area, state-of-the-art technological platforms designed for risk analysis have been implemented, enabling comprehensive monitoring of operations and the fleet. This comprehensive monitoring makes it easier to anticipate risks and reinforces the company's position as a leader in safe and reliable transport.
- **Telemetry and smart maintenance**: Started in 2024 with the collection of data from the fleet of zero-emission vehicles, the **e-Monitor system** has become fully established. By deploying IoT sensors on the key components of electric buses, technical and environmental data is collected in real time. This data enables the development of predictive analytical models, the early detection of anomalies, the optimisation of electric fleet planning and helps to reduce the carbon footprint.
- **Sustainable automation**: The company has evolved towards **agent-based AI**, equipping its systems with the ability to act as proactive digital agents. The automation of internal and administrative processes using artificial intelligence optimises the use of resources, significantly reduces paper consumption and enables staff to focus on activities that add greater value.

Chair "Nos Mueves" Innovation, technology and sustainable mobility for people

In 2025, the **"Nos Mueves" university chair** was launched, initiated by Alsa in collaboration with the TRANSyT Transport Research Centre at the Polytechnic University of Madrid (UPM). This project is the result of more than a decade of collaboration between the two organisations and, in particular, of the joint experience gained through the #TuNosMueves project at the company's **Innovation Centre**. The UPM is one of Europe's leading technical universities and a benchmark for research and teaching in the fields of engineering and architecture in Spain, whilst TRANSyT is the country's largest mobility research centre, with a long track record in doctoral theses, projects and publications.

The 'Nos Mueves' Chair focuses its work on people and their mobility needs, both those that are met and those that are not. During its first few months of operation, the Chair has carried out extensive research and knowledge dissemination work in the field of transport and sustainable mobility.

- Session: "Measures to continue promoting public transport and sustainable mobility".
- Session: "The economic, fiscal, social and environmental impact of transport in Spain". In cooperation with Corell Foundation.
- Conference: 'Sustainable passenger transport in Aragón: challenges and opportunities".
- Conference: 'Customer experience and new forms of mobility in the region of Asturias: challenges and opportunities". In collaboration with the University of Oviedo and the Asturias Transport Consortium.
- Session: "Challenges for Sustainable Mobility in the Canary Islands: 'Digitalisation, Innovation and Internationalisation'." In collaboration with Fundación Nos Movemos, Fundación Líneas Romero and the Government of the Canary Islands.
- Sponsorship of the Transport Engineering Congress (CIT), Zaragoza 2025.
- Sponsorship of the study entitled 'Economic, Fiscal, Social and Environmental Assessment' 2025. In cooperation with Corell Foundation.

Research Projects

In 2025, the Alsa Innovation Centre coordinated numerous initiatives and research projects, some of which were funded by public bodies such as the Asturian Agency for Science, Business Competitiveness and Innovation (SEKUENS), the Centre for Technological Development and Innovation (CDTI) and various European Union initiatives.

Some of them are highlighted below:

- Research into neurological and cognitive factors that affect driving in order to design predictive tools that support accident reduction (CAMIN).
- Research into new sustainable and efficient energy solutions for () SinHuella transport.
- Research and application of new technologies related to customer experience.(#TuNosMueves_ Asturias).
- Development of predictive management and maintenance based on Artificial Intelligence in zero-emission vehicles.
- Multidimensional optimisation of transport and its environmental impact (MOTIA). Pre-commercial public procurement by the State Research Agency.
- SOC Transport Cyber Probe. Innovative Public Procurement of INCIBE.
- Technologies and processes involved in the introduction of green hydrogen (HYSTORENEW).
- HYdrogen TO enter MARKets reducing carbon Emissions footprinT in Europe (Hy2market).
- Smart management of Telemetry for a Safe Driving.

Alsa commitment to innovation is also reflected in the company's involvement and collaboration with various organisations, technology and innovation centres, and business networks that develop technologies of interest to the company. To be highlighted, among others:

Madrid Green Urban Mobility Lab (MGUML). The Lab seeks to turn the city of Madrid into an international benchmark in urban mobility by integrating ideas, projects and solutions shared by the main public and private entities in the sector. Particularly, Alsa takes part in the working groups about industry, connected mobility and low-emission city.

Technology and Communication Centre Foundation (CTIC),), entity collaborating in several initiatives and technological projects in the TICs area, of interest for the mobility industry.

TIC cluster in Asturias, pooling a large part of the technological and industrial ecosystem of the Principality of Asturias, helping to the search solutions that increase productivity and business efficiency.

Network of Business R&D&I Centres, created in 2023 and involving the participation of
16 large companies featuring an innovation centre. This network enables the exchange of best practices and promotes the creation of synergies in highly relevant technological areas between companies from different sectors.

"Mobilities for EU" project

To be highlighted the international significance the **"Mobilities for EU" project**, where Alsa has a leading position and which is being carried out under the EU's Horizon Europe programme, to analyse advanced and integrated urban mobility technologies through real-world demonstrators: autonomous vehicles for the transport of people and goods, their connectivity, zero emissions, and operational, economic and social implications.

This five-year initiative brings together 11 pilot projects and 27 innovative solutions focused primarily on automation (CCAM) and electrification (2ZERO), with EU funding of around €25 million. Alsa is leading a major autonomous bus initiative in the city of Madrid, within the MERCAMADRID framework, which marks the first deployment of an electric, autonomous midibus (SAE Level 4+) with over 30 seats, in a collaborative and interconnected environment (CCAM) featuring open traffic and complex mobility conditions. This initiative is being carried out in collaboration with the Madrid City Council's Digital Office.

The aim of the project is to demonstrate that innovative, participatory and customer-centric approaches to passenger transport are cost-effective and viable solutions that contribute to the transformation of cities towards climate neutrality, by harnessing the combined potential of electrification, automation and connectivity.

#TuNosMueves_Asturias: New concept of sustainable mobility based on customer experience

Within the key projects of the Innovation Centre, it should be highlighted **#TúNosMueves**, an initiative financed by the **Agency SEKUENS** which is the first study carried out in Spain to focus specifically on social innovation and customer experience as they relate to mobility.

The project is based on an in-depth analysis of people's needs and expectations when travelling around Asturias, with the aim of generating knowledge that will enable the design of improvements and new mobility solutions. All of this is aimed at moving towards a sustainable, accessible and inclusive transport model for the whole population. This is a line of research led by Alsa, in collaboration with the University of Oviedo, the CTIC Foundation, the transport consultancy VECTIO, the TRANSyT-UPM research centre and the company IZO, specialised in customer experience and technology. Furthermore, it collaborates with the ECODES Ecology and Development Foundation.

Within the framework of this agreement, the company has led the first dedicated panel on consumption of mobility services in Spain, with more than 3,300 people registered in Asturias. This initiative opens up new opportunities for the development of sustainable mobility improvements and services in the region.

The project #TuNosMueves_ Asturias has been recognised as the best marketing and business intelligence 2025 service by the Marketing Club of Asturias and as the best 2025 social innovation project by the Spanish Association of Customer Relations Experts (AEERC).

This initiative has led to a doctoral research project currently underway with the University of Oviedo about Poverty in Transport and Customer Experience, and to two research projects currently under way about Analysis of Transport Poverty in Spain (Alsa, TRANSyT, University of Oviedo, ECODES and CTIC, and Vectio Foundations) about Mobility for Senior People (Alsa, TRANSyT).

Ongoing improvement: Towards an Operational Excellence Culture

The **OPERATE** programme, launched in 2022 for the Mobico Group, has been consolidated in Alsa as the common language for the transfer of best practices. Based on the Lean Six Sigma methodology, this model uses a 4-stage strategic structure: Define, Develop, Deploy and Determine.

Define → **Develop** → **Deploy** → **Determine**

Define the improvement opportunity, either for customers or for business performance.

Develop your knowledge on the current status of the problem. The root cause is required to be defined before developing a solution.

Sets and justifies the change after ensuring a successful **deployment** of the change after ensuring a comprehensive planning, trials, training and control.

Determines whether the solution has successfully addressed the original programme and identifies the scope for future improvements.

After a cultural transformation period, 2025 has set a milestone with the consolidation of two key structures: the **Continuous Improvement Committee** (previously, OPERATE Committee) and the **Change Agents Committee**.

Consolidation and Process Management (KPIs 2025)

During the financial year, strategic measures have been implemented to embed continuous improvement and ensure its impact on operational efficiency:

- **New Process Management Team**: Established to lead the analysis and documentation of critical processes, providing cross-functional technical support to all departments that request it.
- **Evolution of the coordination body**: The name has been changed to the Continuous Improvement Committee to reflect a broader and more long-term vision.
- **Management by objective**: A system has been put in place to evaluate the Committee based on the volume of processes analysed and documented, encouraging the identification of inefficiencies through participatory exercises.

This approach has led to tangible, auditable results.

2025 Milestones: Process management

- 21 key processes reviewed and documented.
- 30 face-to-face working sessions
- Generation of technical deliveries: Flow charts and detailed process files for each operation audited, involving all the company´s Divisions.
- Analysis and documentation of the key processes involved in the provision of transport services, carried out in collaboration with the five regional units in Spain: For that purpose, sessions with teams of each area unit have been held, for each of the processes selected. With the resulting documents, an exercise was carried out to produce a diagram and a process sheet capable of representing all the areas.

Support to Cultural Transformation

In order to facilitate this technical roll-out, the group **Agents for Change** has conducted support work focused on outreach and raising awareness. Its activity in 2025 has been focused on creating training materials, the design of internal communication campaigns and enabling an information repository in the Alsa Station portal.

These actions have set the basis to promote the participation of staff and ensure a proper transfer of knowledge generated gained in the process mapping sessions.

Certifications

Having in place certified management systems based on international standards helps the company to reach the objectives to guarantee safety, increase customer and employee satisfaction and protect the environment.

The new companies joining Alsa Group will be included gradually in the scope of the certifications as the management policies of the organisation are being deployed. However, these policies apply to all companies within the group, even those that are not certified. **However, these policies apply to all companies within the group, even if they are not certified.**

Excellence

- Quality Management [1-2-3-4-5]
- RSE Label[3]
- Management Corporate Social Responsibility[2]
- Audited Sustainability Report
- Criminal Compliance
- Management of Information Security[4-5]

Safety

- Road Safety Management [1-2-3]
- Emergency Management [1-3-4-5]
- Occupational safety and health[1]
- CSEEA-INSIA in Road Safety

Customers

- Service Charters[4]
- Services of Public Passenger Transport [1]
- Excellence in the Service
- Universal accessibility [4]
- Claim Management

People

- Healthy Company
- Work-Life Balance Equality
- Top Employer Spain 2025
- Top Employer Morocco 2025

Community and the Environment

- Environmental Management [1-2]
- Energy Management [1-2-3-4-5]
- Carbon Footprint CO_2 verified[2-3]
- Efficient Driving of Industrial Vehicles
- Certificado EMAS

All previous certifications are in Spain and additionally according to indicated epigraphs: [1] Portugal. [2] Switzerland. [3] Morocco.[4] Casablanca. [5] Saudi Arabia.
Note: In Saudi Arabia, they have been certified to the ISO 31000 standard for risk management.

New certifications

In 2025, the following companies within the group were certified for the first time 1844 BETANCURIA TOURS, MICROBUSES CANDIDO, KINTASUR, LEON TENERIFE TOURS, TRANSPORTES TURISTICOS ISLAS CANARIAS AND HERMANOS DIAZ MELIAN, as well as the activities performed by the company TRANSPORTES ANTONIO DIAZ HERNANDEZ, acquired by NEX CONTINENTAL HOLDINGS, S.L.U. Also certified BAHIA ZERO, S.L. and JV BUS NAUTIC (NEX CONTINENTAL HOLDINGS, S.L.U. Y BAHIA ZERO S.L.) regular, tourist and charter passenger transport by sea in Santander Bay and the Port of Barcelona.

Also, the SANIR MOVILIDAD SANITARIA certifications have been renewed, with the new scope of Medical transport by road by means of emergency and non-emergency ambulances featuring class A1, A2, B and C and the use of Rapid Response Vehicles (VIR). Urgent and emergency healthcare.

On the other hand, extended the scopes of company´s certifications. Alsa SERVICIOS LOGISTICOS FERROVIARIOS is conducting new activities in the centre of Algeciras, including both the services of railway shunting and other operations on the train at the logistics facility. NEX CONTINENTAL HOLDINGS, S.L.U. secures a new permanent concession VAC-242 Madrid-Aranda de Duero. AEROBUS ZARAGOZA and AGREDA BUS have obtained new Service Charter certifications for the concessions C-05, C-18 and C-19. In Granada, Córdoba, Miguel Yuste and Valladolid were established new certified working centres for Alsa RAIL.

At the international level, this year in Lisbon were successfully renewed all the certifications and in Oporto was renewed the ISO 9001 Quality Management and ISO 39001 Road Safety Management certifications have been renewed, and the ISO 14001 Environmental Management, ISO 45001 Occupational Health and Safety, and ISO 13816 Public Passenger Transport certifications have been implemented.

Awards and recognitions

In 2025, Alsa received numerous awards and recognitions,, including:

- **Ponle Freno Award**, awarded by Atresmedia and AXA Foundation, to Innovation and Development on Road Safety to the project "always safe, thanks to the installation of various on-board systems in its vehicles that enable it to anticipate potential risks and manage road safety proactively; this requires an in-depth understanding of each driver's performance and habits in order to identify areas for improvement and prevent road accidents.
- **Award to the "Best practice in social and labour-related inclusion to the project "Hiring female drivers"** at the "7th Diversity, Equity and Inclusion Awards" of Adecco Foundation and the Excellence Club in Sustainability.

- **Commitment to Equality Award** at the '17th Awards Foment del Treball Nacional', to the initiative "Hiring female drivers" as a reference in diversity, equity and inclusion in the mobility sector.
- **25th Anniversary Revista Capital Award**, recognising Alsa history.
- **Industry Award 4.0** in the Services category, organised by the Technology Centre and Caja Rural de Asturias, for the **integration of artificial intelligence** into the fleet management, predictive maintenance and customer experience, added to the opening of the Innovation Centre in Asturias. Awards ceremony organised by the CTIC..
- BC Cruise Services was awarded the recognition as **Best Global Tour Operator 2025** by MSC Cruises.

- **Award to Voluntary Work 2025 of Fundación Integra**.
- **Award in the Physical Wellbeing** category at the Diversity & Wellbeing Awards Gala organised by INTRAMA CONSULTORÍA.
- **The project #TúNosMueves was awarded as the best project on marketing research and business intelligence by the Marketing Club Asturias**.
- **Customer Relations Excellence Award for Best Strategic Social Innovation Project** during the 26th Customer Relationship Excellence Awards ceremony organised by the AEERC – the Spanish Association of Customer Relationship Experts.
- **Customer Relations Excellence Award for Best Company in e-Commerce Relation** during the 26th Customer Relationship Excellence Awards ceremony organised by the AEERC – the Spanish Association of Customer Relationship Expert.
- **Award in the Sustainable Mobility category for initiatives promoting sustainable transport in Aragón** during the 15th anniversary of ALIA– Clúster Logístico of Aragón.
- **Customer Experience Awards from the Association for the Development of Customer Experience (DEC)**.

Also received numerous awards, including the following:

- **Top Employer 2025 recognition** for the third consecutive year in Spain and for the first time in Morocco.
- **Position number 36th in the reputation ranking MERCO ESG**: Leading the transport sector, ahead of Iberia and Renfe.
- **Position number 36th in the reputation ranking MERCO Company**: Leading the transport sector, ahead of Iberia and Renfe.
- **Position number 44th in the reputation ranking MERCO Talent**.
- **Caritas recognises Alsa for its support campaign in response to the DANA in Valencia**.

Goals for 2026

Excellence model	Promoting continuous improvement through the Continuous Improvement Programme.
	To continue expanding the scope of certifications across the group's services in order to obtain new certifications for the medical transport services provided by SANIR, and for passenger transport by sea in Santander and Barcelona. Furthermore, the services recently introduced in the Canary Islands are included in the certifications.
Corporate Social Responsibility	Development of action plans.
	Renewal of SR10 certifications and integration of new activities.
	Convergence of the new requirements imposed by the Corporate Sustainability Reporting Directive and the CSRD Taxonomy.
	New Double Materiality Assessment.
Compliance Management System	Publication of an executive version of the Compliance Report on the corporate website of Alsa.
	Include information on the importance of the Compliance Model in promotion and internal mobility processes for Alsa.
	Setting up a a tool of Mobico Group for digitising the area and improving the traceability of risk assessments and controls.
	Integrate UK Coach into the Compliance model, ensuring compliance with British regulation.
	Implementation of a dedicated Compliance Model at Fundación Nos Movemos.
	Renewal of UNE 19601 Certification.
Partnership management	Identify and consolidate partnerships with fleet providers in new markets worldwide.
	Develop partnerships related to new solutions in the field of decarbonisation.
Digitalisation	Consolidate of Data-Driven Model: Evolve towards a data-driven organisational culture optimise governance and ensure more agile and transparent decision-making.
	Optimisation through Operations Analytics: Scale up the deployment of the analytics platform to gain a 360° view of services, improving operational efficiency and service quality.
	Advanced Safety and Telemetry: Strengthen the cloud-based Safety platform and integrate telemetry (e-Monitor) across the entire fleet to enable predictive monitoring and minimise operational risks.
	Ethical and Human-Centred Artificial Intelligence: Deploy AI solutions based on principles of responsibility, with particular emphasis on the use of "Ruta" as a key digital assistant for staff support and continuous training.
	Ensure seamless and intuitive mobility by expanding contactless payment (EMV), Demand-Responsive Transport (DRT) and the Mobi4U platform.
Innovation	Adopt a new approach to and strengthen Alsa's Innovation Centre, creating closer links with the business and with the company's short- to medium-term transformation needs.
	Define a new innovation governance and management model.
	Enhance the ability to secure external funding for projects and strategic initiatives of interest to the company.
	Prioritise Alsa's innovation and improvement initiatives around five key areas: a) Social innovation and customer experience; b) Connected vehicles, CCAM and safe mobility; c) Emission-neutral mobility; d) Last-mile mobility and intermodality; and e) Ergonomics and design (fleet and stops).
	Continue developing our "Nos Mueves" University Chair, consolidating it as a platform for promoting studies, events and projects of interest relating to people-centred mobility.
	Integrate innovation into tendering and contract renewal processes


70
RADIO
CD
USB
AUX
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3,80 m

Safety

Our approach

Since 2010

↓ **15%** Reduction of accident rates in Spain

Vs 2010

↓ **40%** Reduction of accident rates at-fault in short-distance services

Vs 2019

↓ **69%** Reduction of the FWI[1] at the global level

↓ **57%** Reduction of the FWI in Spain

↓ **90%** Reduction of the FWI in Morocco

92.6% Staff monitored

6,428 Individual training to review "events" observed by smart cameras

[1] (Fatality Weight Injuries) Injuries in at-fault.

Assessment of Alsa Safety Performance according to their GGII

Safety is a core value that underpins everything we do in Alsa, managed under a **tolerance zero** policy towards any behaviour that may jeopardise the integrity of the operations. This approach is applied consistently across all the geographies in which the Group operates, ensuring high safety and quality standards.

The safety strategy is articulated around a proactive **prevention of risks, a comprehensive control of processes and ongoing improvement. In this line**, since 2010 the company develops the **Driving Out Harm programme (DOH)**, focused on identifying and mitigating risks that may affect people, operations and the environment, while strengthening its position as an international benchmark for safety.

The **Road safety** management system is certified in compliance with the **ISO 39001** regulation, a benchmark standard in the transport sector, reinforcing the company's commitment to protecting passengers and promoting safe mobility.

The effectiveness of this model is reflected in the satisfaction survey results, with safety and smooth driving ranking as the highest-rated attributes, achieving a score of 8.99 in 2025.

Alsa promotes a shared **safety culture based on the involvement** of the entire organisation, from senior management to everyone across the company, consolidating a **safe, efficient, excellence-oriented environment**.

Commitment to reduce accident rates

Since the implementation in 2010 of the **Driving Out Harm programme (DOH)**, Alsa has achieved a global reduction of accident rates of 3%. However, when analysing operations that have been managed consistently since the start of the programme, where the protocols are already firmly established, the reduction goes up to 15%. Notably, there has been a 40% decrease in short-distance services and a 26% decrease in long-distance services. These figures demonstrate the effectiveness of the operational standards.

Given that the addition of new operations tends to initially increase accident rates, Alsa remains committed to reduce accident rates in the new concessions at least by 10% during the first five years. Below, we detail the results achieved since the implementation of our Driving Out Harm programme in our most recent contracts

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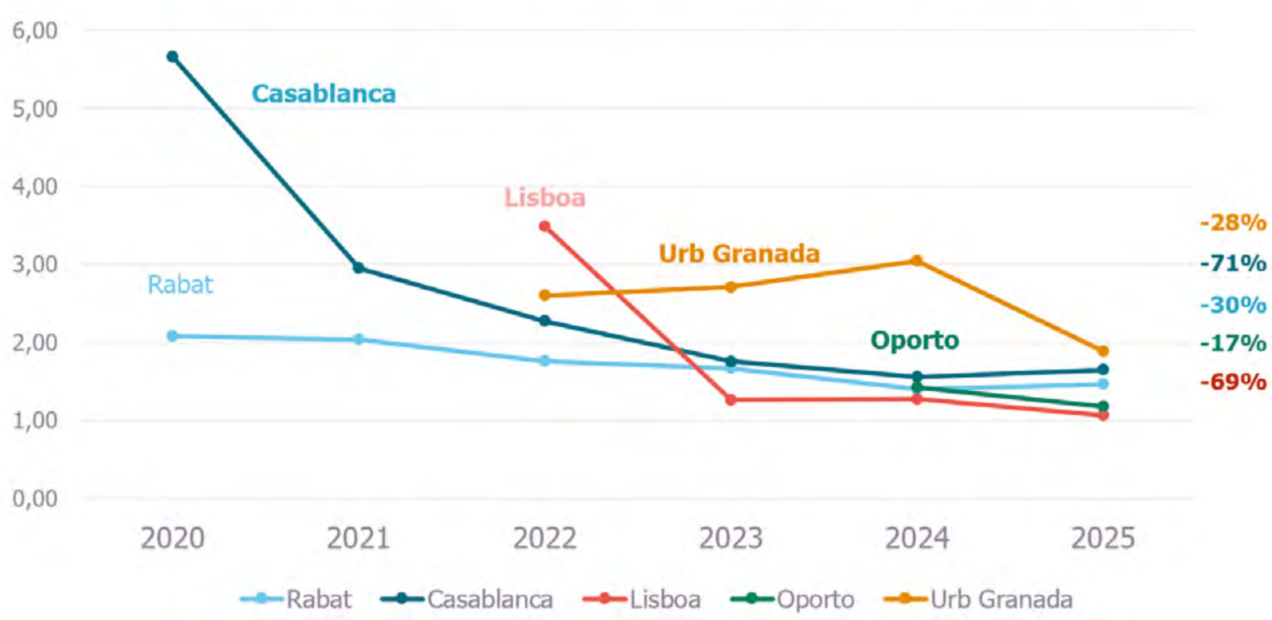
Evolution of at-fault accidents in new operations



Monitoring and training for excellence in driving

Given that the human factor is a critical variable in road safety, and considering that distractions and unsafe driving habits are the leading cause of incidents, Alsa has evolved towards a **proactive, predictive management model**. The aim is to take action before any risk materialises.

Thanks to the advanced analytic systems installed across the fleet, risk patterns are detected at an early stage, enabling tailored **training and monitoring plans to be implemented**. Through continuous training programmes and awareness campaigns, good practices are not only reinforced, but risks associated with human factors are also systematically minimised across all operations.

Assessment and monitoring

The implementation of **new technologies** plays a key role in identifying areas for improvement and optimising the performance of driving staff. Alsa carries out a **proactive, comprehensive monitoring** of the behaviour behind the wheelof an increasingly large and diverse workforce, ensuring that safety standards are maintained at the highest levels of excellence.

We have a range of monitoring systems in place that enable **real-time analysis of driving performance.** To be highlighted the expanded use of latest-generation smart cameras, such as Drivecam and advanced CCTV, and they have been proven to be highly effective in reducing accidents and improving driving behaviour.

These devices not only enable critical events to be recorded and analysed, but also provide an essential feedback tool for drivers, helping them improve their skills and adopt safer driving behaviours.

The use of these technologies, together with systems that detect speeding and analyse driving style, enables us to accurately assess each driver's risk profile. conductor. All these parameters support the implementation of tailored measures, such as **specific training programmes and individual monitoring plans**. Thanks to this approach based on data evidence, we can identify new correlations between observed behaviours and potential risks, significantly enhancing our ability to take preventive action.

In Morocco, ongoing digitalisation of the drivers assessment via CCTV to improve objectivity and accuracy of analysis. In parallel, inspection processes carried out by safety technicians have been streamlined, ensuring more rigorous and efficient monitoring.

In 2025 continued the implementation of **monitoring systems in the new services operated, with a view to reinforce safety and streamline drivers´** performance. A notable example is the introduction of advanced fleet speed monitoring systems in Switzerland and Portugal, strengthening the effectiveness of our preventive policies and promoting responsible and safe driving across all our markets. In addition, this year Switzerland introduced a standard procedure for monitoring speeding incidents, supported by a digital application that enables fully automated pre- and post-checks. This system is complemented by a Speeding and ABC Management System, alcohol and drug testing, and collaboration with SUVA on accident prevention and occupational risk initiatives.

Technology is leading Alsa to take a step forward in road safety

The use of this cutting-edge technology positions us as pioneers in the sector, as publicly recognised

by the **Ponle Freno-AXA Award in the in the Road Safety Innovation and Development category**.

The jury highlighted the implementation of on-board systems that enable road safety to be managed proactively.

This requires an in-depth understanding of each driver's performance and driving habits in order to identify areas for improvement and prevent road accidents. In 2024 this helped reducing road accidents down to 185 and by 85% the seriousness of accidents.

Alsa has also been recognised as a finalist in the prestigious European Road Safety Charter Awards, in the Technology & Innovation category.

Training and awareness

Training is the other fundamental cornerstone for minimising accidents. Alsa´s training efficient model has been evidenced after confirming that 65% of drivers trained improved their performance levels. As a result, during 2025 this strategy continued with the delivering of the **Course on Improvement of Driving Skills targeted to 248 employees**. This programme stands out for its individualised approach, adapting to the specific needs of each driver in terms of behavioural change.

To strengthen drivers' skills, **two new simulators have been introduced in Lisbon and Porto**, enhancing practical training and operational excellence.

In 2025, Alsa **strengthened its onboarding and monitoring processes for newly recruited drivers**. This not only ensures closer monitoring during the initial stages of their activity, but also provides drivers with the tools and support they need to establish safe driving habits from their very first day on the job.

As a complement to the training plans, Alsa **deployed internal communication campaigns** designed to keep a high level of awareness about operational risks. In 2025, these actions were focused on critical safety areas:

- Alcolock systems: Encouraging the use of Alcolock systems and raising awareness about tolerance zero regarding alcohol consumption.
- **Using parking brake to ensure safety** while stationary,
- Distractions: Reinforcement of the ban on the use of electronic devices while driving, together with an analysis of the serious consequences associated with their use.
- Emergency signalling: Technical driving on the proper use and location of the V16 emergency warning light.

This commitment to safety extends across Alsa's other geographies. In Morocco, a model of daily, personalised communication has been firmly established. This channel enables key messages to be communicated to drivers at the start of each working day, tailoring the focus of preventive measures to current operational needs.

This channel of constant information flow helps Alsa to ensure that prevention is a dynamic, shared priority with a high impact in all employees.

In Saudi Arabia, Alsa has reinforced its commitment to safety and the ongoing training of their drivers. At SAT, 425 drivers received refresher training in defensive driving, while 50 new drivers were onboarded with specific training in defensive driving and driving at altitude. In 2025, SAT achieved zero fatalities after covering more than 45 million kilometres.

On the other hand, Riyadh Express has provided 100 drivers with driving and defensive driving training and likewise recorded zero fatalities in 2025, after covering more than 3 million kilometres, further consolidating its high standards of operational safety..

Fatigue management

Management of fatigue is a critical issue to prevent accident rates, as it is a recurrent cause in serious incidents. A proactive control is essential to mitigate errors coming from the loss of attention, somnolence or reducing reaction times. At Alsa, this approach helps to neutralise "high-potential" risks that may lead to critical consequences for the operation.

Under this premise, in 2025 it has been implemented a **new protocol aimed at managing fatigue for drivers**, specifically designed to identify, assess and mitigate this risk factor at an early stage.

Fleet featuring state-of-the-art technologies

Alsa is committed to cutting-edge technology as a key pillar in enhancing driving safety. Through a multidisciplinary team comprising specialists in engineering, road safety and training, innovations available on the market are regularly assessed. Those with the greatest potential undergo pilot testing to evaluate their real-world effectiveness before being fully deployed across the fleet. Following this validation phase, their feasibility is assessed against safety, operational efficiency and sustainability criteria. Key technological solutions already integrated include:

Installation of ADAS systems	Technology to identify pedestrians and bicycles.
Audible parking brake warning systems	Deployment of a device across the fleet to alert drivers in the event of parking brake issues.
360º view camera	Full peripheral vision system around the vehicle facilitating parking manoeuvres.
Truckview lens to reduce blind spots	Following an internal assessment of the product and after obtaining positive results, it is being conducted an installation campaign in all Spain and Portugal onesl.
Warnings in electric vehicles	An alert protocol has been implemented to notify relevant personnel if an electric vehicle's battery temperature exceeds the established thresholds.

In 2025, the company promoted innovation with a R+D project based on smart fleet management. Within this framework, a pilot test was carried out involving the integration of a RADAR system capable of detecting pedestrians, cyclists, and vehicles that are stationary or travelling at abnormally low speeds, triggering real-time alerts for both drivers and surrounding vehicles. This technology enables potential risks to be anticipated and strengthens preventive safety across the entire operational network.

The safest facilities

Alsa maintains a strong commitment to provide excellent safety standards, ensuring that its infrastructure meets the highest standards of protection and prevention. Over 2025, the company has implemented its Facility Safety Plan, specifically designed to mitigate risks and reduce accident rates at its operational sites.

The plan is based on a strategic identification of critical issues and high-risk manoeuvres. Through a comprehensive analysis of the causes, Alsa develops specific protocols and structural improvements streamlining the safety of each area.

With the introduction of new technologies across the fleet, the company assessed advanced fire detection and suppression solutions with the aim of minimising risks at its facilities. Over 2025, infrastructure was adapted to support the growing fleet of electric vehicles.

In this context, particular emphasis was placed on the development of a specific procedure covering Fire Protection Standards and infrastructure requirements for depots housing battery electric vehicles (BEVs). The procedure sets out the guidelines and recommendations applicable to these facilities to ensure adequate protection and the safe operational management of the fleet.

During 2025, Alsa continued working to improve their facilities

to transform each of them into a safe environment

Main keys in 2025

During the period under review, the company made significant progress in safety, the application of technology and well-being across the business. To be highlighted the expanded use of AI-powered smart cameras, rolled out against a backdrop of technical complexity and social dialogue. Currently, 2,379 vehicles are fitted with Drivecam, out of which 1,385 add functions based on AI, with implementation in the Canary Islands and in the urban services of Oviedo.

In parallel, the Driving Out Harm (DOH) programme has been fully implemented in the Canary Islands, achieving key milestones including validation of the change process, driver assessment and training, the installation of DriveCam in more than 500 vehicles, and improvements in the management of safety incidents.

In terms of well-being, there were significant progress made with the evolution of the Wellbeing standard, highlighting the launch of the Employee Assistance Programme and training for team managers to raise awareness of mental health.

Furthermore, the digitalisation of safety management has been further advanced through the deployment of the Safety Platform, centralising in a single area all the information about accident rates and driving performance, integrating existing facilities and providing access to the information segmented for different profiles.

The platform also enables the automatic generation of indicators, reports and customised alerts, enhancing analytical and decision-making capabilities.

Road safety is a core value that underpins Alsa´s activity. In this sense, the company obtained in March 2026 the **certification of the FIA Road Safety Index**, an international standard that recognises excellence in safety and sustainable mobility. The strong commitment of the Senior Management, along the promotion of specific policies,training programmes and tools such as DOH, help consolidating some of the best safety indicators of the sector and position the company to become the leading passenger transport company by road to reach the maximum score (three stars) of this index.

Goals for 2026

Accident rate	Normalised FWI (FWI/1 million miles): 0.0024
	At-fault accident rates (every 100,000 km): 1.07


Arrivals

Customers

Our approach

- Provide the best experiences for our customers
- Sustainable mobility designed for people
- Continuity of our public service mobility contracts contracts and services
- Accessibility and inclusion for all
- Ongoing improvement based on customer insights (Customer´s Voice)
- Loyalty programme and new customers
- Digitalisation and connectivity
- Brand, image and communication
- Innovation ongoing improvement:

Itineraries
543 million km travelled

Carried
640 Million passengers

228,225 surveys received[1]

8.25 CSI[2]

54.4% NPS[3]

[1] Alsa services in Spain.

[2] Customer Satisfaction Rate. Average score out of 10 given by the customer on general satisfaction. Alsa Spain services.

[3] Net promoter score. How likely are you to recommend Alsa to your friends and family? It is calculated deducting from the Promoters percentage (users with recommendation from 9 to 10) the Detractors (users with recommendations from 0 to 6). Alsa Spain services.

Assessment of Alsa Customers Performance according to their GGII

Alsa´s mission is focused on people: from those travelling in their services and the Administrations and entities trusting on the management, to the general public and communities, for which it operates as an essential public service. In 2025, the company increased again the figure of passengers carried, thanks to the daily work of a team committed to providing a safe travel experience and an accessible and quality service.

In this sense, Alsa operates in public-private cooperation with numerous public authorities and regulatory bodies, with a shared objective: to promote a modal shift from private vehicles towards collective transport and promote a more sustainable mobility that is zero emissions. This commitment is translated into a continuous improvement of services, aligned with the needs of different customer profiles and the expectations of transport authorities.

Alsa capacity to address a growing demand is translated into a positive evolution of the satisfaction rates. In 2025, the company increased again the Customer **Satisfaction KPIs**, achieving the best results in its history for both the Customer Satisfaction Index (8.25) and the Recommendation Rate (54.4%). The systematic analysis of more than 40 service attributes

makes it possible to identify areas for improvement and guide the organisation's actions. In 2025, the findings confirmed that the digital strategy and the human factor continue to be the key differentiating elements in service delivery.

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Best passenger transport company in the international BCX (Best Customer Experience) ranking, standing out among more than 400 companies in Spain and South America

Mejor Compañía Transporte España 2025

Mejor Compañía Transporte 2025

Among the attributes most highly rated by customers are:

- Digital channels and purchase channels
- Access and validation management
- Safe and smooth driving
- Kindness and good customer service

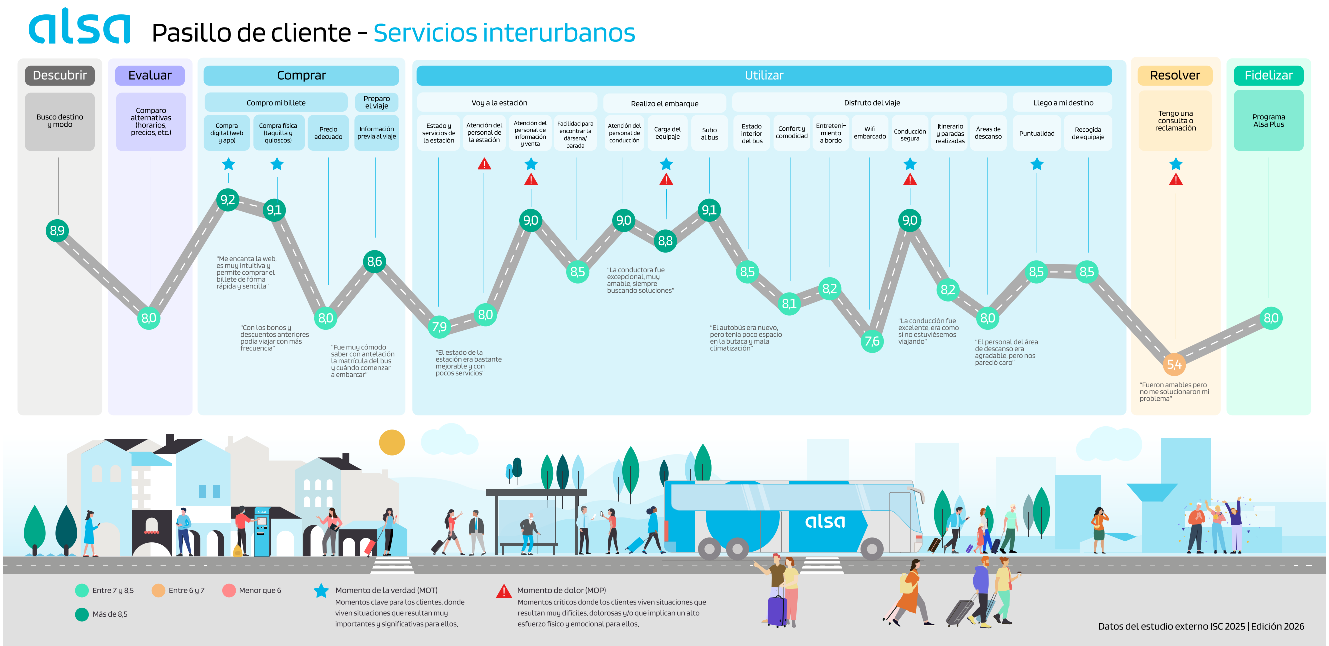
Travel experience and customer know-how

New metrics and customer experience

In 2025, Alsa has extended its measurement systems to include services that had not previously been incorporated into the analysis and that account for a significant proportion of its operations.

- New measurement of B2B business that evaluates both thecommercial management and the post-service experience.
- Adding into the assessment of user experience in digital channels other business lines (Alpy Transfer, Spain Transfer and Canary Shuttle), focused on identifying frictions and the improvement of usability.

- Redesign of the Interurban Customer Journey, updated with recent data and a new visual asset for internal communication.
- Design of specific Customer Journeys for new contracts urban and metropolitan services, in line with the commitments undertaken.



UNE-16880 Certification in Excellence in the Service

In 2025, the company reinforced its commitment to service excellence by renewing its UNE 16880 certification (Service Excellence Management System) for strategic contracts such as Leste da Coruña, Ferrol, Bilbao, CV-202 and CV-302. This renewal certifies that high standards in customer experience management and operational efficiency continue to be maintained, in line with contractual commitments and the expectations of transport authorities. The process has also validated the maturity of the customer service protocols and the continuous improvement approach in these key areas.

In parallel, the implementation and certification process for the UNE 16880 certification in services of the Bus Nàutic. The inclusion of these contracts under this service excellence standard demonstrates the company's commitment to standardising quality across new concessions, ensuring that urban maritime transport and the associated operations — including the L505 — are delivered from the outset in accordance with a management model oriented to customers. With this progress, the business strengthens its capacity to integrate new assets in their certified management system.

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Product and service improvement

Launch of new contracts

During 2025, the company worked on the launch of newly awarded contracts, including the urban transport service in Torrelavega and the scheduled transport services on the island of Ibiza. These roll-outs have involved the implementation of numerous service improvements, with a high degree of innovation and a direct impact on the customer experience.

Some of the improvements added are:

- **The digital transformation of the services**, with the implementation of state-of-the-art ITS systems.
- **Information in real time** of the services through QR codes providing dynamic information at stops, new apps (iOS and Android), and the website.
- **Innovation in comfort on board**: Free Wi-Fi onboard, individual entertainment system via streaming, 220V power sockets and USB ports at every seat, together with improved ergonomics and a new interior design.
- **New information and customer service points**, including new state-of-the art vending machines with 24-hour customer support, 365 days a year.
- **Green transitin of services**, adding a new ZEV Zero-emission or Eco fleet.
- **Innovation in the safety systems onboard**: advanced collision prevention systems, AI-powered driving monitoring, 360-degree surround-view systems, eco-driving systems, on-board defibrillators, etc.
- **100% accessible and inclusive services**, with spaces for passengers with reduced mobility (PRMs), accessible information for passengers with disabilities (Braille, pictograms, CyberPass, etc.), Easy Read guides, and the NaviLens system at stops.

Transforming mobility: incentives for public transport

In 2025, **Sustainable Mobility Law 09/2025** was approved, introducing a significant change to the regulatory framework by recognising mobility as a right for people across all territories.

This legislation **strengthens the role of public transport and sustainable mobility** and initiates the regulatory development process required for its effective implementation. Both Alsa and the overall sector has actively supported this law , which establishes key principles such as the protection of public mobility services, new funding mechanisms for public transport, and the promotion of sustainable mobility plans at local level, in major activity centres, and for commuting between home and work.

In parallel, the company is allocating resources to **analysing the impact of discounts and incentives for public transport use**. The findings show a modal shift towards public transport, particularly among younger customers, with increased bus use and reduced reliance on private vehicles. In this scenario, Alsa is making progress in renewing its customer base through an approach targeting Generation Z and digital natives, supported by high-profile initiatives such as the sponsorship of major events and festivals, most notably Ibai Llanos's La Velada.

Inclusive, Accessible Mobility

2025 has been for Alsa a year of continuity in the works related to accessibility and inclusion, keeping the objective of being a supplier of mobility services for all. During the year, initiatives such as the following have been implemented:

- Implementation of **accessibility measures included in the new contracts** awarded and tourist services (Felipe II Train), such as accessible signage, Easy Read passenger guides, NaviLens codes, explanatory videos on accessibility, the development of dedicated landing pages, etc.

- **Accessibility audits of digital channels** (Website and App).
- Research on **accessibility level at stops** with the support by specialised consulting.
- Extension of the **certification 170001** to the service contracts in Asturias, CRTM, CTAZ and Bus Nàutic.

Digital channels

Improvement in digital purchase channels (website, app, kiosks, ...)

In 2025, Alsa has taken a decisive step towards modernising its sales channels, delivering a faster, more accessible and user-focused purchasing experience through the continuous improvement of its digital platforms:

- **Transforming the digital purchase experience with the funnel redesign**, with a new browser, search results grids, dynamic pricing, and the migration of the content management system to a more robust version to improve performance and stability.
- **Improvements in mobile operations**, with the addition of the ofline ticket in the App and the extension of the payment methods, integrating Google Pay, Apple Pay, PayPal (payment in 3 instalments) and Klarna.
- **Optimization of vending machines**, combining software migration and hardware upgrades to increase availability, prevent incidents and extend the service life of the equipment.
- **Promotion of digital channels by business line**, with the launching of new websites (Spain Transfer Services, Bus Nàutic and BC Cruise Services) and usability improvements in Canary Shuttle and Alpy Transf.

Customer service improvements

In 2025, the main advances in improving customer service focused on:

- **Evolution of digital service**, with the transformation of the chatbot into an intelligent generative AI-powered agent, extended to the WhatsApp channel, enabling more natural, effective and context-aware interactions.
- **Strengthening face-to-face customer service**, through the transformation of the sales network, repositioning physical ticket offices as specialised customer service and incident management points.
- Structured listening to corporate customers, through the implementation of **satisfaction surveys** post-service (CSI) for occasional and event services.
- **Deployment of FoundSpot** to manage lost property across all the long-haul and regional network.

In Switzerland, Alsa has rolled out a range of initiatives aimed at improving the customer experience and enhancing commercial efficiency.

Key initiatives include optimising operations in alpine transport services, managing and monitoring average fares through the creation of a local Revenue Management team, and promoting online campaigns and offers through content marketing, newsletters and social media contents, newsletters and social media of Alpybus. An affiliate marketing strategy has also been implemented through the platform Tradedoubler and an incentive scheme has been introduced for drivers based on positive ratings on digital platforms. These initiatives are complemented by a 24/7 customer service, a locally based supply chain, promotional synergies with Alsa that have helped increase passenger numbers from Spain, the management and centralisation of complaints across all Alsa Switzerland businesses, and a direct communication channel with the educational institutions with which the company collaborates.

Marketing, brand and communication

Presence in FITUR and other events

Alsa showcased at its stand the tourism mobility solutions developed and deployed in recent years, with products and services specifically designed to meet the needs of the sector.

These solutions are underpinned by high quality standards, the use of advanced technology and a strong commitment to digitalisation and sustainability, helping to enhance the customer experience and improve operational efficiency.

As part of FITUR, the company formalised and renewed agreements with various institutions and stakeholders in the tourism sector, reinforcing its active role in promoting sustainable, connected and customer-focused mobility.

In 2025, Alsa participated in various industry events, where it strengthened its positioning and collaborated with key stakeholders:

- Participation in the **175th anniversary of the Industrial Engineering School**.
- Presence in the **XVI Transport Engineering Congress (CIT Zaragoza 2025)**, a leading forum for research and innovation in the transport sector.
- Participation in the **International Logistics Exhibition** (SIL 2025, Barcelona), where it presented the proposal of rail mobility solutions and strengthened strategic partnerships with key stakeholders in the logistics and freight transport sectors.
- Participation in the **Smart Cities Expo World Congress** (Barcelona), with the Digital Office of City Council of Madrid, with the presentation of the European Mobilities For EU project and the Level 4+ CCAM autonomous driving initiative at Mercamadrid.

- Participation in the **III Veteran Retiro**, with the exhibition of a historical vehicle of the company in the Retiro Park.
- Collaboration in the event **"Automotive Engineering and Industrial Engineering: A Shared History"**, and participation in the 175th anniversary of the Industrial Engineering School, with a parade of historical vehicles by the Paseo de la Castellana.
- Held a **Session on Transport and sustainability** from the Nos Mueves Chair (TRANSyT-UPM amd Alsa), in partnership with the Corell Foundation and the Ministry for Transport and Sustainable Mobility.
- Participation and sponsorship of the **12th DEC Annual Congress on Customer Experience**, the main event of reference in Spain in this discipline.

Campaigns targeted to Gen Z

Young people aged between 18 and 25 **account for 55% of passengers**, making Generation Z one of the company's key strategic customer segments. As a response, Alsa has developed a specific strategy to reinforce the recognition as a mobility company and to choose Alsa as their travel choice. In 2025, the continuity of the **Young Summer** programme, with discounts up to **90%**, along with the participation in projects aligned with the values of this group, has been key to connect with this passenger target and to create new business opportunities.

- Collaboration with leading influencers, with I**bai Llanos and La Velada del Año V** at the heart of the strategy, given their leading audience figures and strong social media presence. Support for the promotion of the event by facilitating travel for participants, helping to extend its reach and visibility.
- **Collaboration with micro-influencers** like Natalia Palacios, Raúl and Gemelos Viajeros, to strengthen engagement with younger audiences.
- Presence over the year in the musical area with **collaborations with artists** like Quevedo, Emilia and Bisbal, with a particular impact in the occasional business of shuttle services.

Agreement for Alsa Plus customers

Alsa and Club Carrefour have established a strategic partnership linked to the loyalty programme

Alsa Plus (AP+), by which customers can redeem the accumulated points into credit for use on the saving check ChequeAhorro in Carrefour. To raise awareness of this benefit and encourage its uptake, the company developed a specific marketing, communications and social media plan targeting programme users.

Relation with customers and loyalty

Social Media

+203,000 fans
/alsaautobuses

+43,000 followers
@Alsa_autobuses

+83,000 followers
@Alsa

+83,400 followers
Alsa

+36.2 million views Alsa
miradasdesdeelbus.alsa.es
+6,700 members

+49,800 followers

12 minutes
Average time of response in Social Media.

9.32 ISC
Social Media Service.

Data of 31/12/2025

Alsa Plus

Siempre que haya un motivo,
tendremos una forma de llegar a él

alsa
Nos mueves

More than
4.6 millions of loyalty programme members

In 2025 more than
940,000 new members

More than
145 millions of communications sent via CRM

Customer Service (SAC)*

Average deadline of
3.59 days to play

More than
194,647 written communications managed

Score
6.22 in CSI of SAC

Claims

- 49,564 claims submitted.
- 1.00 Claim rates presented (No/10,000 passengers).
- 7.63 days of average response time.

Questions

- 141,682 Information requests and immediate incidents.
- 2.41 days of average response time.

Suggestions

- 3,406 suggestions received.
- 3.09 days of average response time.

This year, efforts in Portugal have focused on consolidating the company's digital presence

* Data of Alsa Spain not comparable with 2024 due to a change of tool.

Goals for 2026

Sustainable mobility, modal shift and value in use	Public-private collaboration to accelerate the modal shift towards public transport.
	Adaptation and improvement of services, and understanding people's needs.
	Commercial policy, discounts and incentives to support sustainable mobility.
Continuity of our public service mobility contracts	Renewal of public service contracts through competitive tendering.
	Regulatory changes. Sustainable Mobility Law, Customer Services Law.
	Launching in 2026 of new contracts already renewed (Ibiza, Andalucía, Madrid City Tour, etc).
Travel experience and excellence in service	Improved satisfaction KPIs and extension of the metrics to new contracts and services.
	Information in real time.
	Focus on the corporate customer (B2B).
Digitalisation	Continuous improvement of digital channels based on customer feedback.
	Transformation of the Customer Voice tools.
	Service customisation.
Marketing, brand and communication	New Alsa Plus programme already implemented in 2026.
	Marketing mix approach targeting new customer segments and groups.
	Focus on digital natives while continuing to meet the needs of traditional customers.
Accessibility and inclusion	Adaptation of services to different types of disability.
	Extending UNE 170001 certification to the new contracts and services
	Improvement of internal procedures for assisting customers with special needs.


alsa 100
alsa 100
alsa

People

Our approach

19,567 employees

3,525 women on the workforce

90.91% permanent contracts

11.04% female drivers

217,585 training hours

273 people with disabilities in the workforce

Performance assessment of Alsa employees by their stakeholders

In 2025, Alsa has strengthened its internal policies aimed at **employee development, recognition and well-being**, consolidating a corporate culture aligned with its values. This commitment has been backed up by the **Spain Top Employer Certification** for the third consecutive year and, for the first time, by the **Morocco Top Employer certification**, which recognises good practices in people management and the workplace environment in both countries.

The company remains **firmly committed to continuous training as a key driver** of professional growth, enhanced employability and readiness of the business for future challenges. Building on this foundation, and with more than a decade of collaboration with Fundación Integra and other social organisations, Alsa has continued to make progress in the implementation and consolidation of its Strategic Diversity, **Equity and Inclusion (DEI) Plan**. This track record reflects a strong commitment to equal opportunities and inclusion, recognising diversity as a strategic asset that helps attract and develop talent, enrich the employee experience and deliver high-quality service to the communities in which the company operates.

March is celebrated as "Diversity Month", reinforcing the company's commitment to diversity, equity and inclusion, with a particular focus on gender, generations and disability.

Quality employment and talent management

Alsa places people at the heart of its business model, regarding them as its greatest asset and brand ambassadors. With a workforce of more than 19,000 employees, the company promotes a stable, quality employment underpinned by a leadership model aligned with its values and focused on talent development. This approach is reinforced through Group-wide corporate policies and performance monitoring processes enabling the design of individualised development plans and promoting internal mobility as a pathway for professional growth and taking on new responsibilities within the organisation.

In 2025, **Alsa Spain was recognised for the second consecutive year as a Top Employer company, improving in all the dimensions evaluated**. Also, in the case of Spain, this is the first year in which the average benchmark score has been exceeded.

In 2025
3,943 new hires

In 2025
3,153 new hires in Spain

90% are permanent contracts

In Spain 72% men and 49% women have received performance assessments

In Portugal, Alsa maintains its commitment to providing social support to employees through the continuation of the assistance programme for obtaining the mandatory documentation required to facilitate the relocation and family reunification of drivers of Cape Verdean origin, thereby contributing to their personal stability and better integration in the destination country.

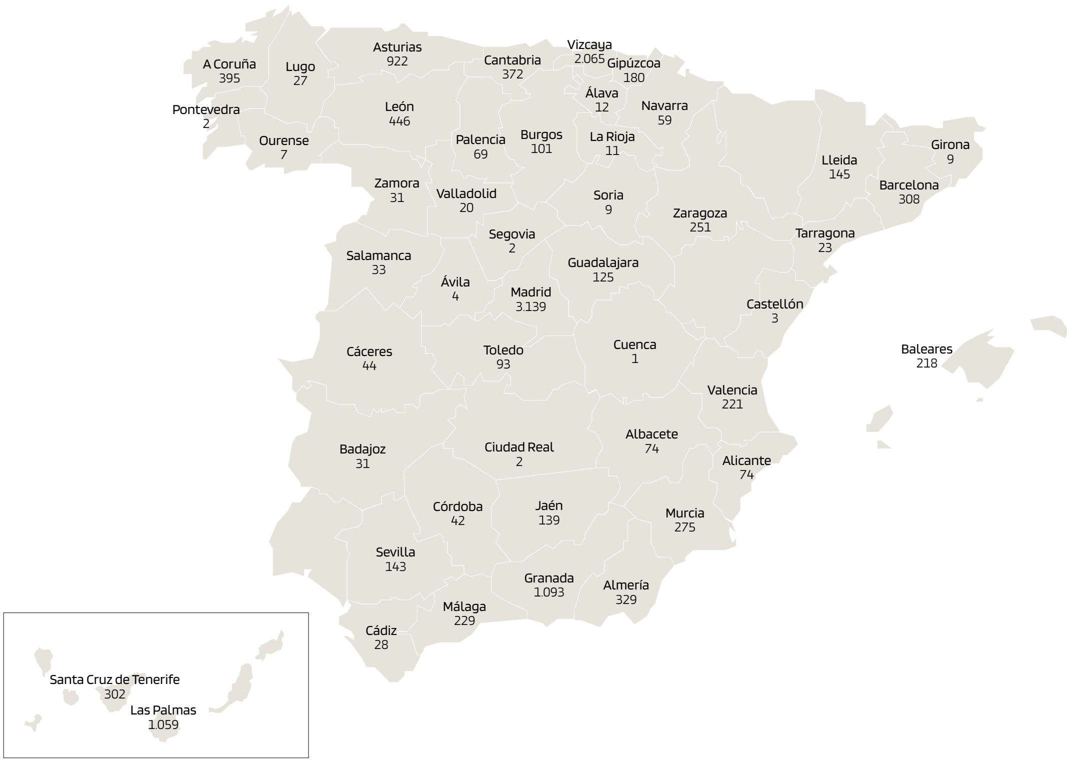
Implementation of the Workday platform in Switzerland and Morocco, oriented to data centralisation and streamline of processes connected to people management

En Suiza, Alsa impulsa una gestión In Switzerland, Alsa promotes a comprehensive approach to people management based on training, job stability and well-being. During the year, all drivers, both temporary and permanent, received training, with 362 assessments carried out and more than 2,397 hours devoted to initial training,

supported by 375 hours of training delivered by accredited instructors. In addition, rest areas at the Satigny and Plan-les-Ouates facilities have been improved, and incentives have been introduced for school bus drivers based on service quality, alongside improvements to their contractual conditions, with fixed-term contracts (CDD) being converted into permanent contracts (CDI) In parallel, 90% of ABG drivers now have permanent contracts, 90% of the target for increasing the number of female drivers in Geneva's urban transport services has been achieved, and 88% of the target for improving cultural integration has been met.

Implementation of the OpenUp platform in Morocco, providing quick and easy access to psychologists and well-being experts, and its expansion in Switzerland.

Employees in Spain by province



Employees per country

Employee feedback

Alsa is operating in a sector undergoing constant transformation and change, where continuous improvement plays a key role in the development of the organisation. In this context, the company promotes a strategy of actively listening to its teams as one of its key drivers of progress, shaping projects and decisions around the workforce's actual needs and thereby helping to retain and attract diverse talent.

Information gathering is articulated through three complementary pillars:

- A leadership model based on feedback and focused on maintaining active listening.
- **Global listening channels** such as the biannual "Your Voice" survey and group-level forums.
- **Local channels**, aimed at gathering feedback at local level, including local management meetings, exit interviews and other direct listening mechanisms.

An employee engagement survey was conducted in 2025, with the results providing valuable insights to help define priorities for action. The highest-rated aspects were customer focus adaptability to customer needs, diversity, and alignment with corporate values. At the same time. The survey also identified areas in which the company needs to continue making progress, particularly in employee recognition, talent retention, and coordination and collaboration between departments. Following the review of the feedback obtained, Alsa will define specific action plans to provide a response to the needs identified.

Results from the last survey

2025:

65% response rate

53% engagement level

The best valued:

Customer adaptability, diversity and corporate values Alsa

Internal Mobility

Alsa reinforces its commitment to internal mobility as one of the strategic pillars for talent development and sustainable business growth. The internal mobility policy promotes opportunities for professional development and career progression, and employees' career prospects, while also fostering a shared corporate culture across the organisation.

Thanks to this approach, the company effectively harnesses the added value associated with filling vacancies by leveraging internal knowledge and experience. In this context, in 2024 it was created the Internal Mobility Committee that, in 2025, consolidates its role aimed at promoting, streamlining and reinforcing internal mobility in Alsa:

Sponsor General Manager Spain Sponsor Director People and Culture	HRs. Corporate	HRs. Country/ Businesses	• Regular **review HRBPs team** of global opportunities. • Update on **mobility preferences**. • **Communication** of the policy and the **benefits** of internal mobility through testimonials and data.

Customised, pro-active training

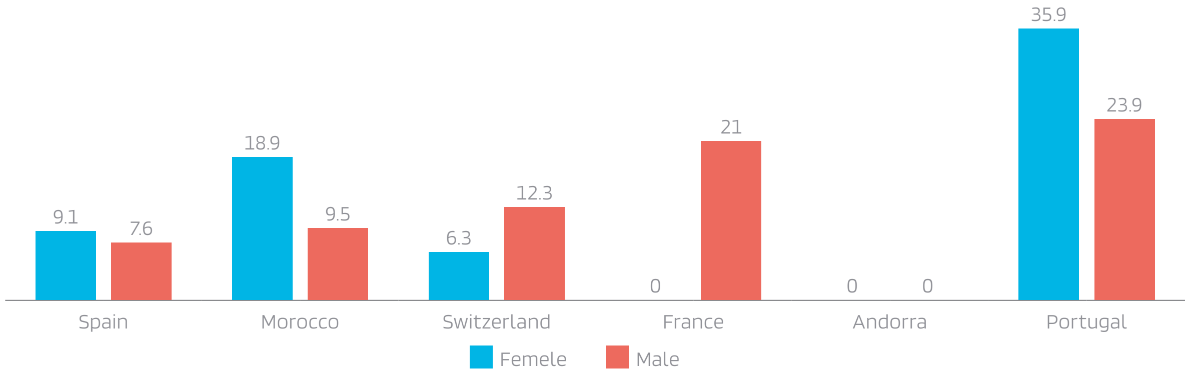
Alsa tailors raining to their employees´ needs. To this end, the company systematically monitors role-specific needs and performance results, enabling it to identify areas for improvement and proactively implement training initiatives.

217,585 hours of in-house training

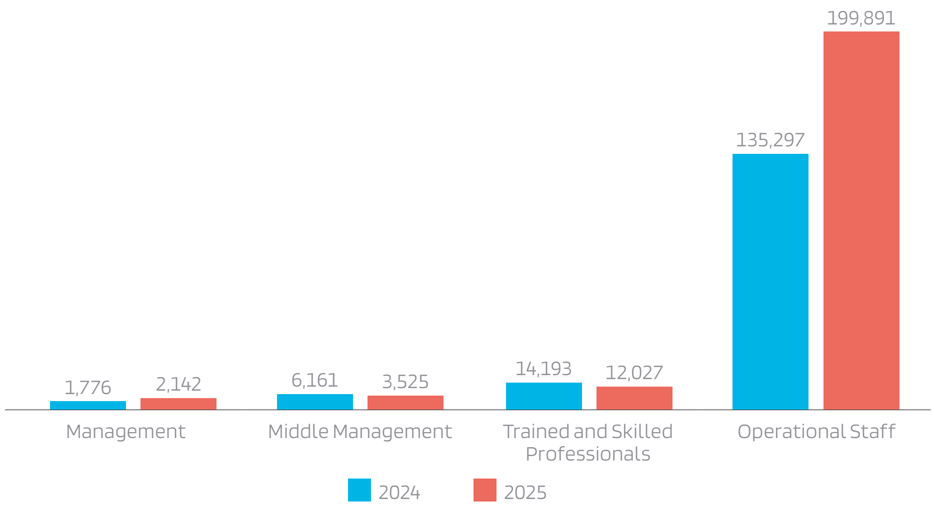
Per employee **11.12** Training hours

↑ **30%** versus 2024

Training hours per person



Training hours per professional category



In Morocco, skills development and employee employability are at the heart of the company's people management approach.

In this area, 927 scheduled participations in training activities were recorded, with 781 employees receiving training and a participation rate of 84%, consolidating a broad training offering aligned with business needs.

Young Talent

Alsa implemented more than a decade ago the Muévete Programmewith the aim of enabling vocational training, university and postgraduate students to undertake internships and develop professional skills in a high-quality learning environment. However, in October 2025 the Muevete Programme has evolved towards the #Impulsa Programme, to continue with the objective of hiring the best talent. One of the keys of the evolution is the planning in advance the needs of bachelor's, Master's and Vocational Training internships and placements, with two intake periods per year. In this context, 140 needs were identified in 2025 and will be addressed through two recruitment campaigns over the course of 2026.

In 2025, 101 people joined the programme in both corporate and operational roles, with 29% subsequently securing a contract within the organisation.

In 2025
101 people joined the Muévete programme

29% of the participants have been hired by Alsa

Leadership model

In the background, Alsa integrates the essential behaviours expected from their leaders. These behaviours reflect the need for leadership to be consistent and to lead by example in embodying the company's values. The model is articulated in three pillars: drive results and **foster** innovation, **unlock** talent by promoting environments of trust, and **build meaningful connections**.

Looking ahead to 2026, the aim is to **continue rolling out the model**, supporting managers with specific actions at key moments and providing them with the tools needed to put it into practice. In this way, the company aims to embed the behaviours and values that define it and consolidate an environment that fosters employee development and the organisation's sustainable success.

Recognition

Career Programme

With the aim of strengthening the connection with the heart of the business, Alsa promotes the **Career's Programme**, an initiative oriented to recognise the sustained commitment and the contribution of people being part of the company.

The programme highlights the accumulated experience in Alsa as a recognition to those who have contributed, with professionalism and dedication, to build the foundations of the business project. In this way, tribute is paid to the careers and contributions that have made the company what it is today and continue to inspire its future.

Recognised people
321 of Spain, Morocco, Portugal and Switzerland

Master Programme

This programme values and honours the exceptional work, perseverance and dedication of individuals in the performance of their duties, setting an example for their colleagues. The Master Programme recognises the following:

Drivess	Trainers	Staff of Depots	Railway sector employees	Service Areas staff
Master Driver	Master Mechanic	Master Trainer	Master Rail	Master Exit

The aim is to run the programme annually, recognising the high calibre of the professionals across the workforce, with the ultimate goal of achieving operational excellence. To this end, performance is assessed using data recorded in the monitoring systems.

More than
430 people have been certified as Master in 2025

In 2026
work will focus on implementing the UK Coach programme

2025	Spain	Morocco	Portugal	Switzerland	Total
Drivers	113	171	7	1	**292**
Other	106	35	5	1	**147**
Total	219	206	12	2	**439**

Operational training

In 2025, Alsa has strengthened its operational training as a key driver of safety, efficiency and operational sustainability, combining established programmes, applied innovation and highly complex training roll-outs in international environments.

In the area of safe and efficient driving, **19 smooth-driving courses** were delivered across six autonomous communities, with **294 drivers taking part**. The courses promoted more anticipatory and efficient driving habits, helping to reduce emissions, save energy and lower accident rates.

Alsa launched as well in 2025 the **CAMIN project**, a pioneer initiative in Europe developed from Gijón in partnership with scientific and technological entities and aimed at reviewing the relationship between neurocognitive factors and driving, with the aim of advancing prevention, early detection and rehabilitation. prevention, early detection and rehab

The CAMIN project is led by the Alsa´s Innovation Centre staff

International expansion had a leading role with the commencement of operations in **Qiddiya (Saudi Arabia)**, which required the deployment of a team of **High-Availability Trainers** from Spain, Portugal and Switzerland, delivering more than 976 hours of initial training and personalised improvement plans for each professional

More than **976** training hours and initial evaluation in Qiddiya

The company also strengthened its **train-the-trainer** programme, expanding the team of accredited trainers in Switzerland and Portugal and updating the skills of the existing team. This work was complemented by the implementation of a **hybrid awareness programme for employees** with a higher recurrence of risk indicators, combining online training with face-to-face sessions.

16 professionals have received the course on raising awareness

More than **150** people working to develop the drivers

Finally, Alsa continued to optimise the resources allocated to training through the **subsidised training system (Fundae)**, with the largest share focused on operational areas and ensuring the continuous training of driving, maintenance and corporate staff.

Total YTD amount in 2025 reached €697,500

Committed to diversity, equity, and inclusion (DEI)

Bajo la premisa de que un equipo Based on the premise that a diverse team not only strengthens competitiveness but also generates a positive impact on the organisation and society, the company continues to advance in the integration of policies and practices that promote an inclusive and equitable culture.

Alsa´s commitment is to ensure a working environment where every person feels valued and respected, with equal opportunities to develop both professionally and personally, regardless of gender identity, disability, age, sexual orientation, cultural background or any other personal characteristic.

In Switzerland, 90% of the target for increasing the recruitment of female drivers has been achieved

Implementation of the Strategic Plan of DEI

37 employees with disabilities in Morocco

The Strategic Plan for Diversity, Equity and Inclusion includes a series of initiatives covering every stage of the employee' journey within the organisation, from the selection and recruitment process to their development, professional growth and retention:

Main actions under the Plan's strategic priorities

Disability	Alsa reinforced its commitment to the inclusion of people with disabilities. reaching in 2025 273 people hired. During the year, the company promoted key initiatives such as the Emerge Plan with Fundación Randstad, membership of Fundación Diversidad, awareness-raising activities during Diversity Month, and partnerships with Fundación ONCE and Fundación Integra, promoting employability, diversity and workplace inclusion.
Gender equality	International Women's Day was celebrated on 7 March under the theme "Women Driving Change", providing a space for reflection on the role of women, particularly in mobility and professional development. The programme included a talk on female power in Ancient Egypt by Dr José Ramón Pérez-Accino, as well as a panel discussion moderated by Cristina Gutiérrez, featuring testimonials from women who adapted their career paths in order to continue developing professionally. In addition, the collaboration with Inspiring Girls was strengthened, with six events held in different cities to raise the visibility of female role models and promote volunteering. The "Sumando Conductoras" programme, now well established in Spain and successfully replicated in Morocco, continues to promote diversity and the inclusion of women in the transport sector. It has received several awards in recognition of its impact, including awards from Fundación Adecco, Foment del Treball and INTRAMA.
Gender diversity	For Alsa it is very important the senior Communications, and also to strengthen its relationship with retired employees. The company launched the Seniors Committee for this purpose, offering benefits to the members joining. In this context, a webinar on managing intergenerational diversity was held in 2025, led by Enrique Arce. The session highlighted the value of different generations working together as a driver of learning and innovation in the workplace and wider society.

LGTBIQ+ diversity On 31 March, to mark International Transgender Day of Visibility, Alsa organised a webinar with FELGTBI+ to raise awareness of the experiences and realities of transgender people and promote inclusion in the workplace. In addition, the company reaffirmed its commitment to diversity by participating in the National Pride March in Madrid on 5 July and in EuroPride in Lisbon, demonstrating its support for the LGBTIQ+ community.

In Morocco, Alsa develops a comprehensive strategy focused on inclusion, equality, talent development and well-being. In the area of disability inclusion, the company employs 37 people with disabilities and collaborates with Handicap International Maroc to assess accessibility of infrastructures in order to propose improvements. In the area of gender equality, the recruitment and training programme aimed at female drivers –which already has 340 people– has been reinforced, along with action to raise awareness, a mentoring and sponsorship programme and participation in the international Orange Days initiative with the NGO Mujeres. Cultural and intergenerational diversity is promoted by attracting talent from different regions of Morocco and sub-Saharan Africa, alongside the implementation of awareness-raising initiatives.

Management of work-life balance

Alsa is strongly committed to **ensuring a work-life balance**, viewed as an area for continuous improvement aimed at enhancing employee well-being. This approach, backed up since 2013 by the certification as a Family-Responsible Company (EFR), renewed in 2025 until 2028, is defined by measures such as time flexibility, remote work, medical and well-being programmes, employee benefits and their families, flexible remuneration and financial support policies.

Alsa is a **Top Employer** and **Position 44 in Merco Talento**

The company also strengthened employee engagement through workplace climate surveys, as the one launched in 2025 under the slogan **"Your voice matters"**. The results helped define new actions. This commitment has been recognised with several distinctions and certifications, including the **DIE (Equality in the Workplace) distinction awarded by the Spanish Ministry of Equality, the Certificate of Excellence in Professional Equality in Morocco, Top Employer certification, and 36th place in the Merco ESG ranking.**

efr measures implemented in 2025	
Quality of employment	24
Flexible hours and locations 16 espacial	16
Family support	22
Personal and professional	15
Equal opportunities	22

Action to raise awareness and voluntary work

Ongoing awareness-raising is a key pillar of the DEI strategy, as it helps foster a more inclusive, equitable and respectful culture, both within the organisation and in its engagement with the wider community.

Raising the visibility of diversity helps to recognise and value different experiences, identities and perspectives, while contributing to the prevention of discrimination and bias. It also helps promote equal opportunities and support groups in vulnerable situations.

In this context, in 2025 Alsa has implemented the following initiatives with a global impact:

Raising awareness about harassment at the workplace. Communication on the different types of harassment and guidance on how to identify them. In addition, two dedicated reporting channels were established and communicated to enable employees to report any related incidents or concerns.

Men's health awareness campaign, with a particular focus on health conditions that are more prevalent among men, such as prostate cancer, as well as on mental health.

Campaign to raise awareness on violence against women, in collaboration with Integra Foundation and adding the report of one of its members. Also, shared the "Action procedure for cases of women victims of gender".

International Day of People with Disabilities. Internal communications aimed at raising awareness and strengthening the company's commitment to inclusion.

On the other hand, Alsa has partnered with **Integra Foundation** since 2015. In 2025 were conducted **20 voluntary sessions** with the entity, distributed across their offices and Alsa´s.

In addition, as part of its collaboration with **Inspiring Girls**, **six volunteering initiatives** were carried out, with Alsa employees delivering road safety training to primary school pupils at schools in Oviedo, A Coruña, Madrid, León, Zaragoza and Granada.

Prevention and health: Alsalud programme

The **Alsalud programme**, aligned with the global strategy of the company in terms of health and well-being, is aimed at promoting healthy habits and contributing to protect the health of all people who are part of Alsa and their families.

In 2025, the strategy moved towards greater international standardisation with the **Wellbeing Standard**, which harmonises standards and practices across Spain, Morocco, Portugal and Switzerland.

Alsa promotes safe, healthy and sustainable working environments and continues to enhance its performance as a Healthy Organisation through a process of continuous improvement. This approach contributes to well-being of people, reinforce the quality of the service to customers and communities, while also acting as a driver of competitiveness, productivity, talent retention and sustainability. In line with this commitment, in Spain the company has maintained its ISO 45001 certification and AENOR Healthy Organisation certification.

AENOR Healthy Company Certificate

One decade ago, Alsa obtained its ISO 45001 certification and AENOR Healthy Organisation certification.

This certification confirms that the organisation has implemented a management system that promotes and protects employee health, well-being and safety, while also supporting the sustainability of the working environment.

Pillars of the Alsalud Programme

Healthy Work

Protecting people's health in their professional activities: promoting safe, healthy and sustainable working environments. Medical examinations with improved protocols. Promotion of interaction and engagement through internal communication channels.

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Healthy Body

Encourage the physical health of the staff developing activities aimed at improving their health condition: Participation and support of sport activities and healthy food, using technology to know and take action about medical pathologies, health campaigns.

Healthy Mind

Awareness of personal responsibility for health and well-being: innovative services delivered by qualified psychology and mental health specialists; training and awareness-raising through talks with experts; and the provision of health assessments and medical tests.

Healthy Leadership

Promoting initiatives that encourage greater active employee participation: internal communication channels and initiatives involving the Blue Ambassadors.

Healthy Community

Promoting commitment to the community: partnerships with organisations to develop initiatives with a social purpose, the dedication of a month to health and the implementation of health awareness campaigns.

Healthy Finance

Enhancing financial well-being: a flexible remuneration plan (employee benefits) and access to salary advances for all employees.

Specific actions are defined for each Healthy programme.

Healthy Work

In 2025, the focus was on proactive protection and early detection, integrating fatigue management policies and enhanced health surveillance:

- **Onboarding**. As part of the onboarding process for new employees, the health programme and its objectives were communicated to employees, alongside the distribution of reusable water bottles to the staff.
- **Workshops and campaigns targeted to health improvement and prevention of diseases**.

4,911 Regular medical checks

2,833 Initial medical checks

- **Research studies on the impact on employee health and well-being**, such as the programme "Conducción armónica" with the University of Zaragoza and about cognitive health with the University of Nebrija.

Posture monitoring	Cardiopulmonary resuscitation and first aid
Apnoea and sleep disorders	Nutrition

- **Raising awareness via regular medical examinations** adding specific measures in the cancer prevention and early detection, as well as drug testing as part of initial medical examinations. In 2025, there was a significant increase in requests for breast cancer screening, as well as a 14% increase in participation in the seasonal flu vaccination campaign.

Participation of the

87% of staff in the medical checks

- **Implementation of the physiotherapy programme.**
- **Consolidation of the Wellbeing standard**, which confirms the full implementation, across Spain, Morocco, Switzerland and Portugal, of a confidential reporting channel through NAVEX for raising concerns about breaches or misconduct that could compromise employee well-being..
- **Alcohol and drug prevention programme** based on a zero tolerance policy, with the aim of supporting all employees in preventing risks associated with alcohol and drug use and reinforcing the company's commitment as a Healthy Organisation. In 2025, the company continued these preventive checks, carrying out 3,728 alcohol tests and 2,651 drug tests in Spain, and is currently assessing the potential extension of the programme to Portugal.

3,728 Alcohol tests

2,651 Drug control

Healthy Body

Initiatives promoting physical activity and healthy nutrition have been highly successful, particularly those delivered in person.

- Development of a shared calendar featuring the main races in which employees from the different countries participate.
- **"Mantén-T" Plan**: Launch of a dedicated programme for workshop and maintenance staff, including monthly bite-sized learning modules, three tailored nutrition plans (packed lunches, meals at home and eating out), and basic exercise routines.
- **Sports challenge** where all sports were included through the platform and APP ACTIVY, to collect funds by encouraging employees to exercise.
- Face-to-face workshops: Full capacity was reached in all **17 activities, with waiting lists in place**. Highlights included strength training workshops with Fran Murcia and self-defence sessions with Yohana Alonso.
- Body assessment: **Inbody sessions** (body composition assessments carried out at key locations such as Josefa Valcárcel, Oviedo and Santander, with high levels of demand.
- **Challenge "Octubre Rosa"**: Through the app Activy, employees' physical activity is converted into a donation to the AECC (Spanish Association against Cancer).
- Distribution of fruit in different workplaces and countries.

Healthy Mind

Emotional health awareness and care, with a special focus on mental health

2025 marked the consolidation of mental health care as a strategic pillar, moving from awareness-raising to direct action. A mental health awareness campaign was carried out, and employees are provided with access to psychologists and mental well-being tools through the company's corporate platforms.

To be health awareness and emotional wellbeing, a comprehensive plan of training, mentoring and awareness:

- Psychological support services: Provision of online psychological support services.
- Mental health training for managers with OPENUP.
- Online mindfulness workshops and conflict management.
- In-house stress-management workshops.
- Mental health training for Blue Ambassadors to create a first-aid network First aid in Mental Health.
- In Switzerland, an in-person workshop was held on the importance of sleep.
- Psychosocial assessments were conducted at centres requested by the different regions, along with participation in an R&D&I program to develop a specific assessment method for passenger transport companies.
- Collaboration with **SleepZzone** on a pilot project that included diagnosis, sleep mapping, and free video consultations. The webinar on sleep was attended by **240 participants**.

Healthy Leadership

Alsa has developed a series of initiatives aimed at actively engaging employees and share best practices in all countries where it operates.

- **Activation of consultation and participation channels**, using internal health communication channels (Alsalud, e-mail, Healthy ambassadors) and external (Howden app) to encourage participation, gather feedback, and provide a channel for employees' proposals.
- **Dissemination of informative content on health and well-being**, with brief contents targeted to the different working sites on mental health, healthy habits and physical activity.
- **Development of the Blue Ambassador Network**, including volunteers committed to promoting health and wellbeing for the staff and who collaborate with the Prevention and Health Area in campaign management.
- **Collecting and distributing well-being initiatives across all countries**, aimed at showcasing best practices, promote participation and draft a joint report through corporate communication channels.

Healthy Community

Solidarity of Alsa staff has been translated into revenue and social participation record figures. Dissemination of informative content on health and well-being 2025:

- **Week of Health**: planning of activities in cities of Spain, Morocco, Switzerland and Portugal related to the care and prevention of health, most of them focused on our drivers and depot staff.
- **#AlsaSeTiñedeRosa**, campaign to raise awareness on breast cancer prevention. Distribution of pink lanyards for the staff across all the countries where we operate. Also, through our website, a donation campaign to the Spanish Association Against Cancer (AECC), with a sport challenge, ACTIVY. A record amount of €12,600 was raised in support of several associations (AECC, Acreditar, ASAP and Dar Zhor) thanks to the involvement of all countries.
- **Blood donation campaign** at the Alsa central headquarters in cooperation with the Red Cross.
- **Movember campaign together with the CUN** (UNIVERSITY CLINIC OF NAVARRA). Raising awareness of men's health issues, prostate and testicular cancer, male depression and physical inactivity.
- **Cardioprotected company**: 195 defibrillators installed.
- **Chain of Survival workshop** at León Bus Station, with the continuous participation of 40 people.

In Morocco, this year were conducted 5,222 preventive actions and medical interventions, along with a campaign to raise awareness on epileptic seizures, strengthening the preventive approach to occupational health, along with other initiatives such as a successful blood donation drive with strong participation. On the other hand, in Switzerland, the success model for focused actions (somnolence and stress) with participation rates up to 27% of the staff.

Healthy Finance

With the aim of improving flexible compensation options and providing employees with financial support tools, Alsa provides access to their staff to programmes and services oriented to their economic well-being:

- **AlsaBenefits**: a flexible compensation program that allows employees, on a voluntary basis, to allocate part of their salary to products and services offering tax and financial benefits, while remaining fully subject to social security contributions.
- **Early payment of payroll**: a service that provides employees with immediate access to early salary payments, managed digitally through a mobile app and periodically updated in the monthly payroll.

Goals for 2026

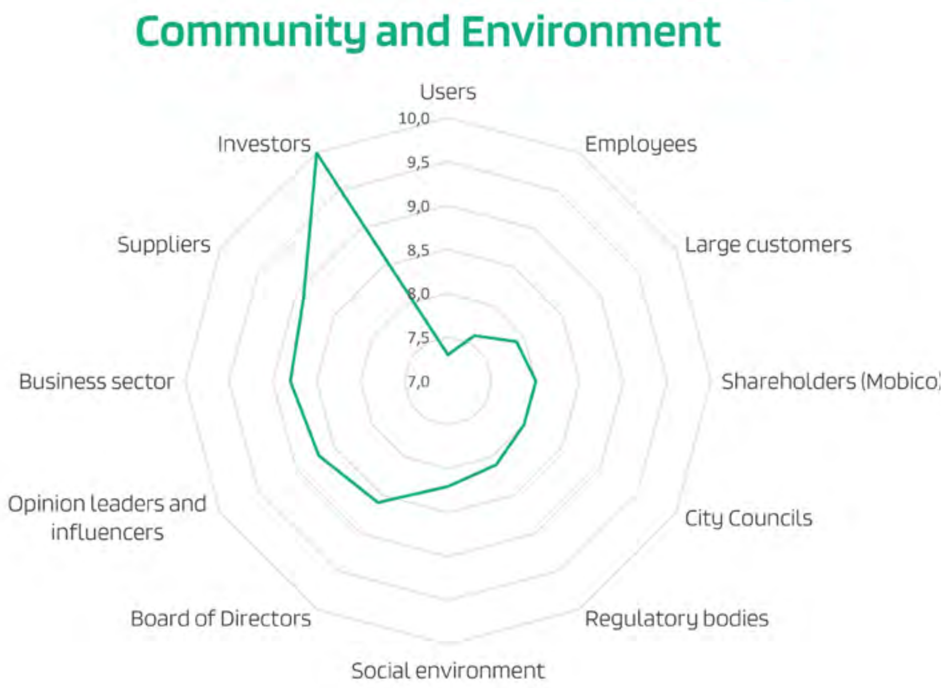
Health and Wellbeing	Keep improving the Alsalud programme, aligned with the company´s values. The objectives include integrating the United Kingdom into the corporate Wellbeing Standard, consolidating the Wellbeing Plan and Standard and improving their communication, and achieving advanced absenteeism management.
Diversity and inclusion	Continue working towards the objectives established by both the Global Committee and the local committees, focusing on the three defined priority areas: gender, disability and cultural diversity.
Talent	Consolidate the internal mobility policy, fostering a culture focused on leveraging growth and development opportunities for the company's internal talent. The objective is then to retain the internal talent of the business. Promote the Young Talent programme #Impulsa and #ImpulsaFP. Continue working on the Leadership Model. Strengthen the employer brand following its launch. The objective is to promote Alsa identity as a company leading the future of mobility, committed to people´s well-being and the environment, retain and develop internal talent and attract the best talent.
Digitalisation	Consolidation of the new HCM and driver of the payroll.

Community and Environment

Our approach

The corporate value of Community and Environment is the cornerstone through which Alsa implements its environmental and social action policies, with the aim of generating a positive impact on the communities and environments in which it operates.

- Minimize the impact arising from the activity
- Engage all people in social causes
- Improve Social, economic and environmental conditions in the community
- Rollout of the new Circular Economy strategy



Assessment of performance of Community and Environment according to the GGII

Reduction of
↓18% Scope 1 emissions compared to 2015

7,213 tCO_2 prevented by the use of ECO vehicles

100% electricity of renewable origin

For Alsa Forest
189,177 customer donations

In Marrakech
4,560 children receiving road safety education

43.3% of the urban and metropolitan fleet is eco or zero emission

201 women hired by the programme Female drivers

12,000 tCO_2 avoided by the use of HVO

Note: To communicate the evolution of the environmental performance of the company over the last few years, the information reported in this chapter refers to Alsa´s environmental performance in the operations in Spain. Please check details of other countries in the Annex Environmental Data.

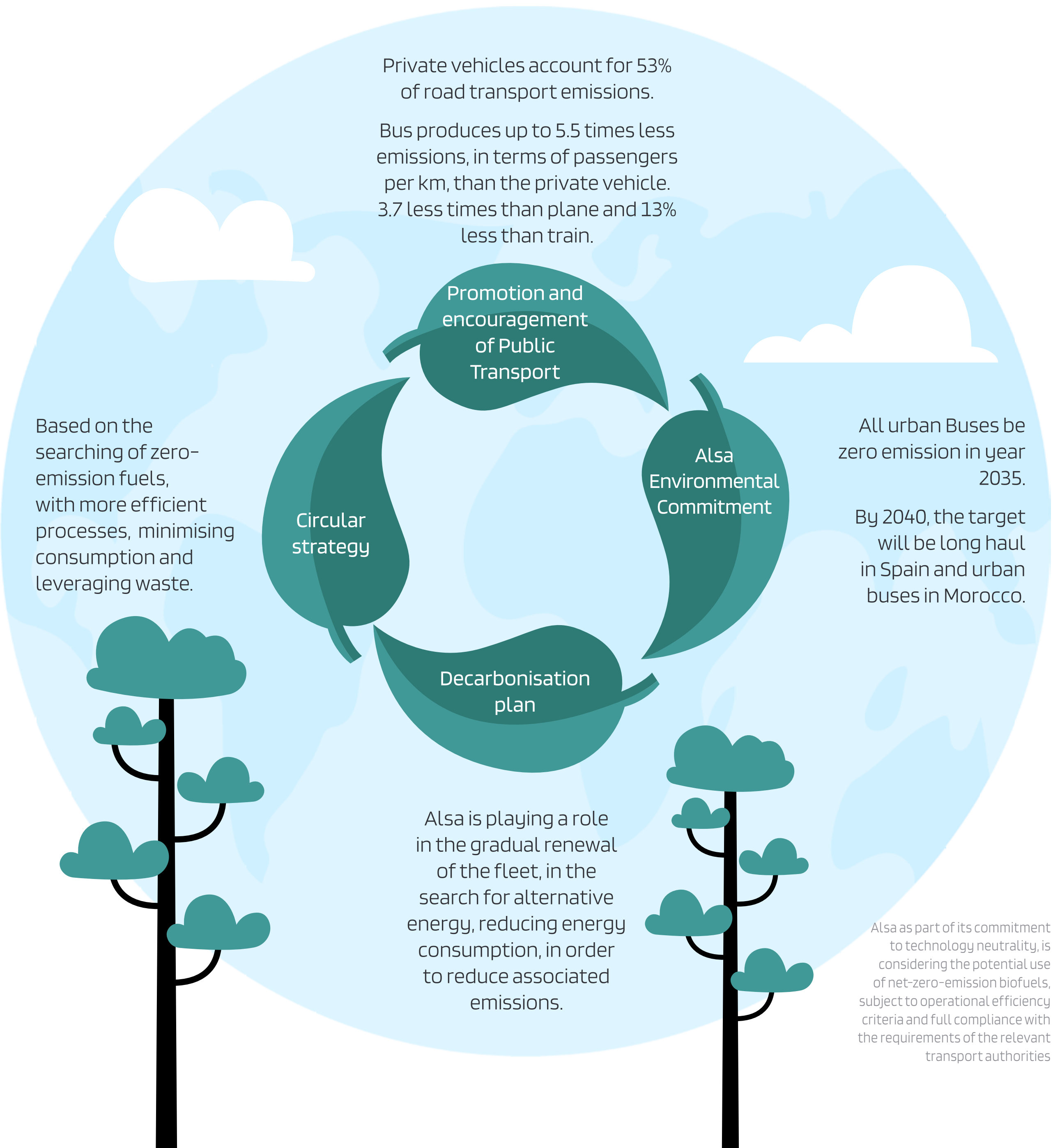
Alsa contributes directly to enhancing quality of life in the communities where it operates

Leading the Environmental Change

Alsa is aware of the impact its activity has on the environment and takes responsibility for reducing it, leading the environmental transition in the mobility sector.

To this end, an action plan has been established with the aim of achieving climate neutrality across its operations Achieving this goal requires decisive action to promote the use of public transport, adopt environmental commitments aligned with the zero-emissions target, implement a decarbonization plan, and develop a circular economy strategy that enables the company to meet these commitments.

Regarding Mobico Group, where Alsa is a party, has been recognised by CDP (Carbon Disclosure Project) for its leadership in corporate transparency and climate action, earning it a place on CDP's prestigious Climate Change "A List," the highest rating awarded by this international non-profit organization.



Alsa as part of its commitment to technology neutrality, is considering the potential use of net-zero-emission biofuels, subject to operational efficiency criteria and full compliance with the requirements of the relevant transport authorities

In 2025, CDP assessed more than 22,000 companies worldwide, of which only 4% got a higher score, with Mobico Group holding a position among the global leaders in environmental performance. In Spain, only 27 companies are part of this category.

This «A» score demonstrates comprehensive environmental disclosure, strong governance, and significant progress toward climate resilience, reinforcing the Group's commitment to climate action.

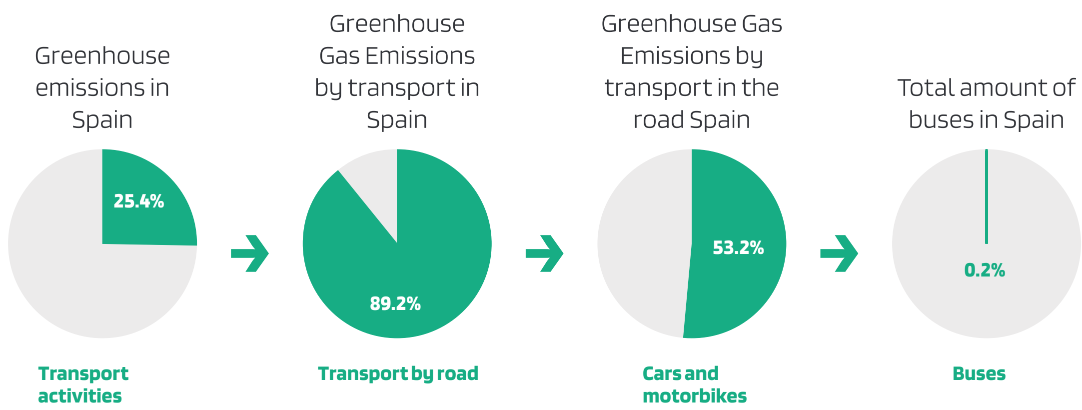
Climate
CDP
A List
2025

Promotion and encouragement of public transport

The energy transition and the fight against global warming are of vital importance, as indicated by the Green Deal and the organic growth talent of European Commission's Sustainable and Intelligent Mobility Strategy, with very clear objectives of decarbonisation by 2050 and a very ambitious target of a 55% reduction in emissions by 2030

Carbon neutrality target for 2050 will only be achieved reducing the emissions generated by the private vehicle and particularly promoting Public Transport

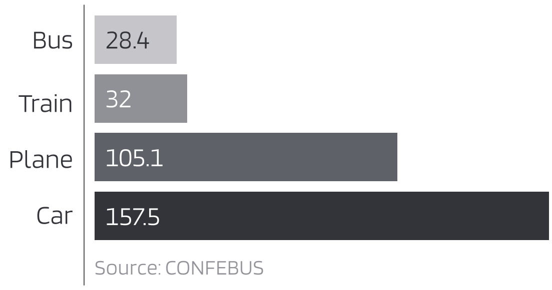
Generation of Greenhouse Gas Emissions by transport in Spain



In view of the above information, promoting the use of Public Transport and associated policies to reduce the use of private vehicles is key to reducing greenhouse gas emissions in transport activities.

In this sense, bus is an excellent option providing both flexibility and variety of routes, producing up to 5.5 times less emissions in terms of passenger-kilometres than the use of a private car.

Emissions of greenhouse gases per transport mode (Grams of CO2 equivalent per passenger-km).



The bus is the model with fewer Greenhouse emissions generated: 3.7 less times than plane, 5.5 less than private car and 13% less than train.

Lakes Plan: Promoting public transport

A clear example of promoting public transport over private transport is the Covadonga Lakes Plan, which aims to preserve the Covadonga Lakes area in the Picos de Europa National Park, a place of high ecological value, by restricting private traffic during busy periods. The area can only be accessed by public transport.

By 2025, 75% of the fleet is Euro VI vehicles that have been in operation for 167 days, achieving a reduction of more than **940 t CO_2**. Since the plan was launched in 2014, **7.924 tons of CO_2** we saved.

GRANADA: Emissions prevented

In 2024, the city of Granada and its metropolitan area registered more than 28 million passengers across the bus services operated by Alsa, which meant the no emission of 19.699,6 t of equivalent CO2. This environmental saving also translates into 7.6 million litres of diesel fuel avoided, an amount equivalent to travelling around the world 3,483 times in a diesel-powered car.

This steady increase in public transport use has positioned Granada at the forefront of sustainable mobility policies in Andalusia.

Avoided emissions were calculated using Alsa's methodology, verified and certified by AENOR, comparing real impact of buses with the emissions that would have been generated of these travels were carried out in private vehicles.

Reducing private vehicle traffic by encouraging the use of public transport not only helps reduce the carbon footprint but is also one of the most effective tools for fighting climate change and improving air quality

Alsa Environmental Commitment

In line with its commitment to leading environmental change in the mobility sector, In 2022, Alsa set ambitious decarbonisation targets.

These include the commitment that, in Spain, all urban buses will be zero-emission by 2035 and all long-distance buses by 2040, as well as urban buses in Morocco. These commitments contribute directly to United Nations Sustainable Development Goals 11 and 13 and their associated targets.

Alsa is now renewing and expanding this commitment, extending it to all European countries in which it operates. This transition will be pursued in accordance with the principles of technological neutrality and operational efficiency, taking into account advances that may occur in the coming years and always subject to the approval of the relevant authorities.

The new commitment is defined as follows:

- **By 2035, all urban buses will be zero-emission.**
- **By 2040, the target will be long haul in Spain and urban buses in Morocco.**

In line with its technology-neutral approach, Alsa

is considering the potential use of biofuels with net-zero emissions, subject at all times to operational efficiency criteria and full compliance with the relevant transport authorities.

Action for climate

13.1 Strengthen resilience and the ability to adjust to climate-related risks

Alsa is committed to reduced emissions generated by transport by adding clean, low-emission vehicles to the fleet, low-emission technologies, efficient driving, consumption reduction and energy efficiency programmes

Cities and sustainable communities

11.6. Reducing the negative environmental impact per capita in the cities

Alsa is committed to improve the environmental quality of the cities where it operates, not only by offering quality public transport to reduce the use of private vehicles but also by investing in clean technologies and an environmentally sustainable fleet.

Zero emissions in 2035:

All urban buses operated by Alsa in Spain will be Zero Emissions in year 2035.

Zero emissions in 2040:

This zero emission vehicle fleet is a commitment taken for 2040, particularly referring to long haul coaches in Spain and Urban coaches in Morocco.

Integrated Environmental Management and Efficiency System

Alsa´s Integrated Management System and the environmental efficiency is one of the main tools supporting the development of the environmental strategies. This robust and effective system is certified under the requirements set by leading reference standards, such as ISO 14001, ISO 50001, ISO 14064-1, EMAS Regulation and the EA 0050 standard for efficient driving. This system lays the grounds and the management and control tools required for a proper monitoring and development.

Decarbonisation plan 2026-2030

As a leading mobility company, Alsa is implementing a Decarbonisation Plan in Spain aimed at progressively reducing the carbon footprint of its operations through fleet renewal and the adoption of increasingly sustainable and safe energy solutions.

This plan is included in specific commitments: in 2035, all urban buses will be zero-emissions and, in 2040, long-haul and urban buses will be zero-emissions in Morocco. However, in an environment where there is not a single viable technology, the plan is based on a technology-neutral approach, with continued pilot tests on renewable fuels and state-of-the-art vehicles to validate the performance, and the use of European funding and other financial support in place to accelerate the introduction of ECO and zero-emission vehicles into the fleet. All data included in this plan correspond only to Spain.

Gradual fleet renewal and use of alternative energies

In line with the Decarbonisation Plan, the gradual renewal of the fleet is one of the main levers for progressing towards a more sustainable, lower-emission transport model. Under a technology-neutral approach, Alsa is progressively introducing vehicles equipped with cleaner and more efficient technologies, including electric, hydrogen and hybrid buses, as well as vehicles compatible with net-zero-emission fuels and the latest Euro VI standards, selected on the basis of their operational feasibility and their contribution to reducing emissions.

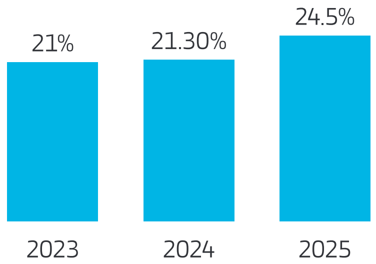
Alsa is committed to technological neutrality as a means of decarbonisation of its operations

Gradual renewal of the fleet Spain added during 2025 **153 vehicles** featuring EURO VI technology, increasing to 69.5% the proportion of EURO VI vehicles within the traditional Diesel vehicles of the fleet, vs 65% in 2025.

Vehicles driven by alternative energy Addition in Spain of **134 new vehicles** driven by alternative energy ECO or ZERO, raising the percentage of these vehicles to 24.5% of the fleet in 2025

7,213 tCO_2 prevented thanks to ZERO emission vehicles in 2025

% fleet driven with alternative energy in Spain



Eco or Zero fleet in urban and metropolitan services

In Switzerland
75%

In Portugal
40.7%

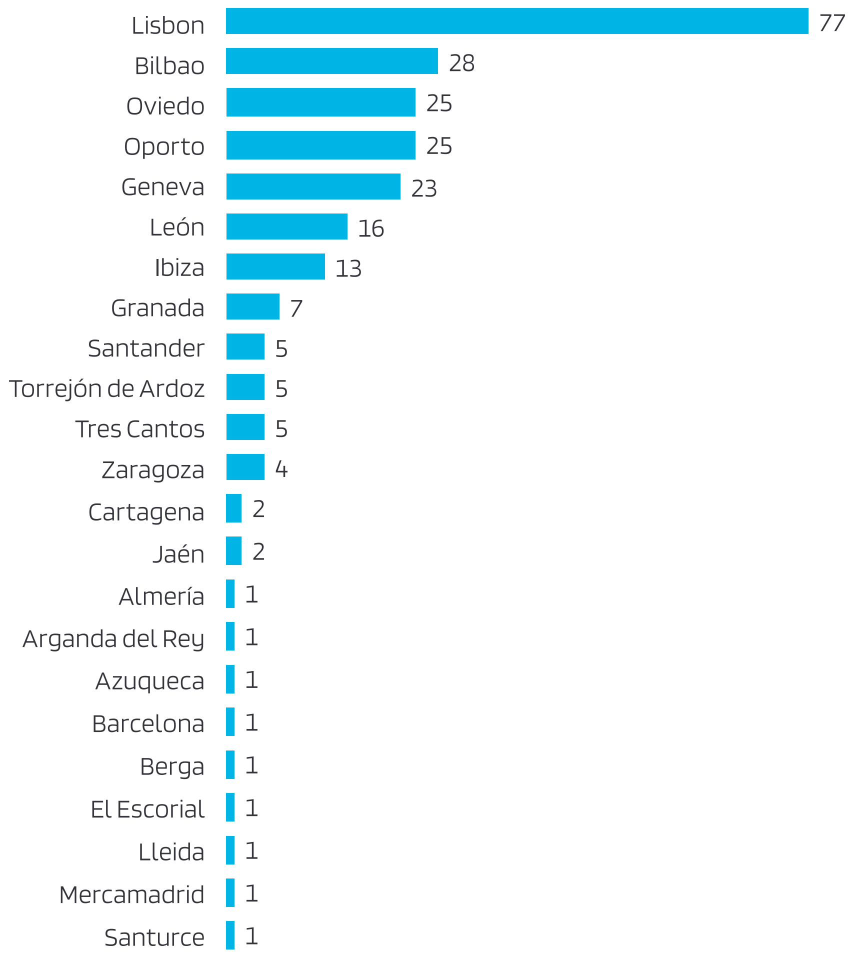
In Spain
43.3%

A specific example of this strategy is Portugal, where Alsa was awarded contracts under a public tender supporting the acquisition of clean vehicles for passenger transport, having achieved the highest score in the tender processes for the two cities in which it operates (Porto and Lisbon). This award has enabled the replacement of 113 conventionally powered vehicles with electric buses, directly contributing to a reduction in the CO_2 emissions associated with transport operations.

In Morocco, by the beginning of 2026 a project with KOIKA will be launched to add electric buses

During 2025, Alsa has acquired 40 electric and/or hydrogen buses the total number of 100% zero-emission vehicles operated by Alsa to 247 by the end of 2025.

Number of zero-emission vehicles operated by Alsa



However, large-scale electrification continues to pose significant challenges, mainly in terms of driving range and charging times, particularly for certain service profiles. Furthermore, the availability of infrastructure—including the installation of charging points—and obtaining the necessary permits for their commissioning can affect deployment timelines and slow down implementation.

In this line, Alsa promotes the use of advanced biofuels and alternative energies as a key leverage to immediately reduce transport emissions, particularly in those areas where electrification is not yet feasible. Through R&D&I projects and strategic partnerships with industrial and energy partners, the company has made progress in the use of net-zero-emission biofuels (HVO), as well as in the development and implementation of biomethane and green hydrogen, demonstrating their technical feasibility, positive impact on emissions reduction, and contribution to sustainable, circular and competitive mobility (for further information, see section...). Advanced biofuels Zero net emissions)

In 2025, more than 5 million HVO litres in long-haul services have been consumed

Efficiency in energy consumption

In line with its decarbonization commitments, Alsa is implementing an energy efficiency strategy aimed at reducing the energy consumption associated with the operation of its services. This approach combines, on the one hand, the introduction and operation of increasingly efficient vehicles and, on the other, the continuous training of operational staff to optimize driving practices and reduce energy consumption and emissions.

The fleet is fitted with systems for monitoring energy consumption and driving parameters, enabling systematic performance tracking and the identification of opportunities for improvement. Based on this information, drivers receive specific training in efficient driving techniques, helping to improve the overall efficiency of operations, reduce CO_2 emissions and enhance service quality, including punctuality and passenger comfort.

Alsa saved approximately 84,000 litres of fuel in 2025 with its efficient driving programme

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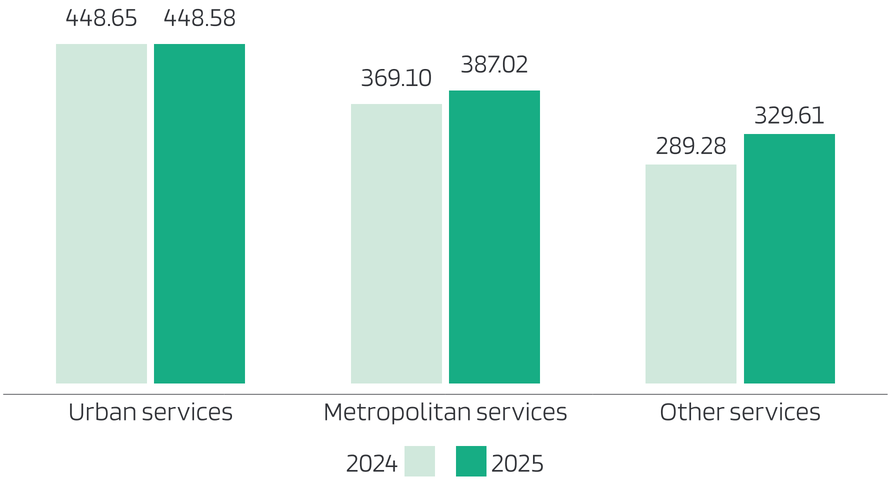
Report	Train	Engage
FleetBoard system in the fleet vehicles, to monitoring the driving style.	Currently established Training Plans for a theoretical-practical individual training process, with a particular focus on drivers needing further improvement.	Communications to all staff to learn about the programme, the results and to implement the efficient driving at a daily basis.

Fuel consumption per type of service (kWh/100km)



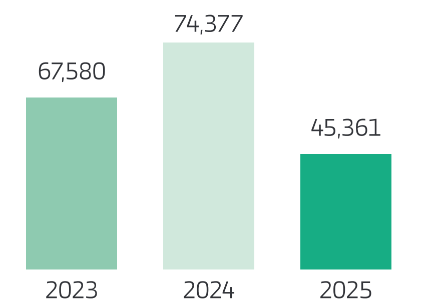
In addition to measures aimed at reducing the energy consumption associated with service operations, Alsa is also working to minimise energy consumption at its facilities (workshops, bus stations, offices and points of sale). Energy is used at these facilities for lighting, heating and cooling, and day-to-day operations. Consumption is therefore systematically recorded and analysed to identify the main sources of energy demand and prioritise opportunities for improvement. Measures focus primarily on implementing more efficient lighting systems, automatically switching off non-essential equipment and responsibly managing heating and cooling systems, thereby contributing to the objectives of the Decarbonisation Plan.

In Morocco, 400W were replaced by LED 100W and this was reduced by more than 50% of electric consumption

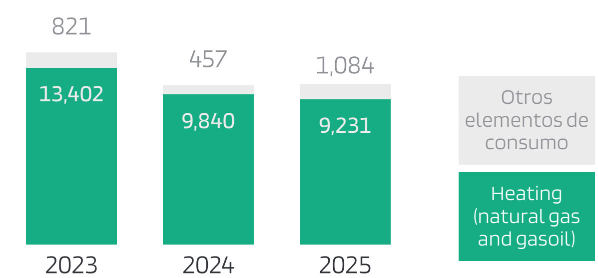
.

100%	**↓54.7%**	**↓56.4%**	**↓63.8%**
of the electricity consumed comes from renewable sources	Electric consumption in facilities from 2015	Reduction of energy consumption facilities since in 2015 desde el 2015	Reduction of heating consumption since 2015

Consumption Electricity (kWh/no of facilities)



Energy consumption. Other power sources (kWh/number of facilities)



Reduction of emissions

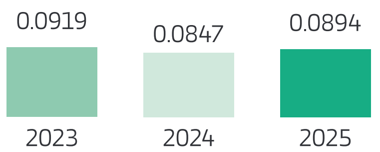
Overall, the combination of these efficiency measures —both in the operation of the services and in the energy management of facilities—, the renewal of fleet and the use of less polluting energy resources, help Alsa continue to reduce its carbon footprint.

The carbon footprint in 2025 amounted to nearly 482,000 tonnes of CO_2 equivalent, 65% of which corresponded to direct emissions generated by passenger transport operations.

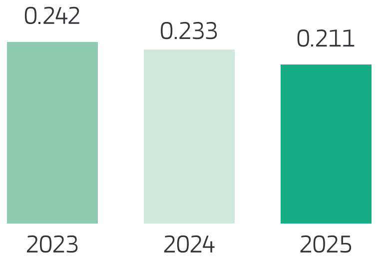
Classification of emissions		Total GEI emissions (t CO_2e) 2025	% TOTAL
GHG direct emissions		313,032.52	64.66%
	Total direct emissions	313,032.52	64.66%
Indirect emissions from imported energy		0.00	0.00%
Indirect emissions per transport		74,833.12	15.46%
Indirect emissions per products or services used		96,233.31	19.88%
	Total direct emissions	171,066.43	35.33%
Total direct and indirect emissions		**484,098.95**	**100%**

However, Alsa's emissions are directly linked to its level of activity. Therefore, to properly assess their evolution, the absolute emissions figure needs to be complemented by an intensity indicator, comparing tonnes of emissions per kilometre travelled and per unit of revenue generated.

Direct and indirect GHG emissions intensity (Scopes 1 and 2) (tCO_2eq/100km)



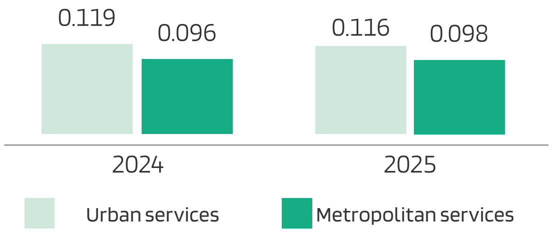
Intensity of direct emissions (tCO_2eq/mil €)



Reduction of
↓18% In emissions (Scope 1) compared to 2015

0 indirect emissions (scope 2)

Emissions per Service (tCO_2/100km)



Reduction of
↓2.5% in emissions (scope 1) in urban services since 2024

Reduction of
↓9.3% in intensity of direct emissions

CO	CH_4	NOx	HC	PM	HFC	N_2O
0.130 t/100km	0.0001 t/100km	0.486 t/100km	0.647 t/100km	0.149 t/100km	0.007 t/100km	0.001 t/100km

Every year, Alsa calculates and verifies its carbon footprint according to the ISO 14064 standard, addressing 1, 2 and 3, after publishing the current report. As a result, the reported data may be subject to adjustments, which will be reflected in future editions. Once the process has been completed. the company enters the results in the carbon footprint section of the registry of the Ministry for Ecological Transition and Demographic Challenge (MITERD).

Alsa Forest Project

Alsa created in 2021 the project Alsa Forest, committed to repopulating a forest area seriously damaged in 2020 due to a fire with more than 100,000 tress burned in Congosto de Valdavia (Palencia).

The most special part of this project is that Alsa provides the chance to their passengers to offset the carbon footprint of the journey they are about to make when purchasing their tickets. By calculating the emissions generated on the basis of the kilometres travelled, we offer the possibility of making the corresponding contribution, which goes entirely to reforestation of Alsa Forest.

Since 2021
1,586 tCO_2 Compensated

Since the beginning
189,177 customer contributions to Alsa Forest

This project, duly registered with MITERD and carried out with the assistance of the company CO2 Revolution, enabled the reforestation of 56.64 hectares of forest with 53,598 trees of native species. For this purpose, both traditional methods and technologies were used advanced, as the use of Big Data, smart seeds and drone-assisted planting. The reforestation of this area is equivalent to the absorption of 9,598 tonnes of CO2 over the full project cycle. Alsa has from this a 100% reservation of the emissions available.

43,789 passengers have participated in this initiative in 2025, and these donations were doubled by Alsa, reaching a total amount of 237 tons of compensated CO_2.

Goals of the Decarbonisation Plan

Lastly, in accordance with the provisions of Royal Decree 214/2025, Alsa has established specific decarbonization targets in its Decarbonization Plan for the 2026–2030 period, using 2025 as the baseline year. These targets are intended to guide decision-making, prioritize investments, and ensure ongoing monitoring of progress and commitments.

These targets have been defined specifically for **urban transport**, given its key role in reducing emissions in metropolitan areas, and for **long-distance** services, due to the reduction that is taking place as a result of introducing Renewable Fuels HVO.

With regard to the urban transport services operated by Alsa in Spain, the decarbonization targets have been established in line with the **gradual fleet renewal plan**, under which all vehicles are expected to be zero-emission by 2035.

Emissions prevented 2030 Urban transport Spain

Reduction of
↓26.8% emissions

Prevented
10,631 tCO_2 emissions

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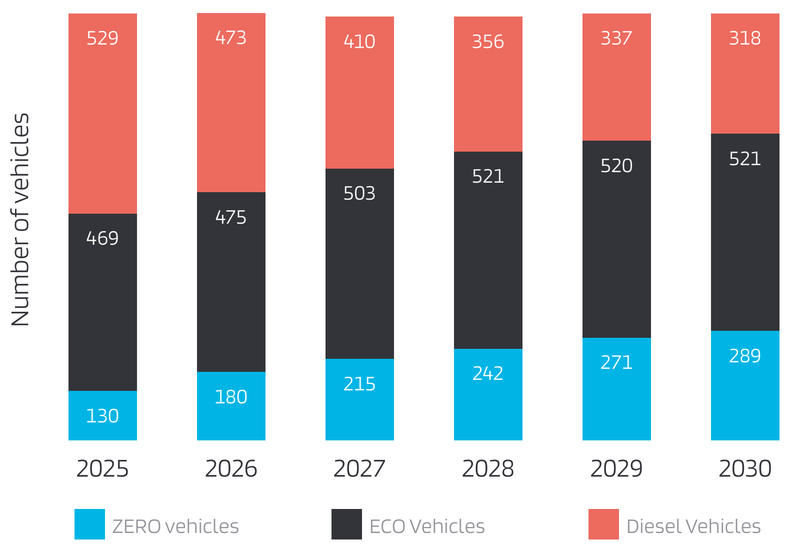
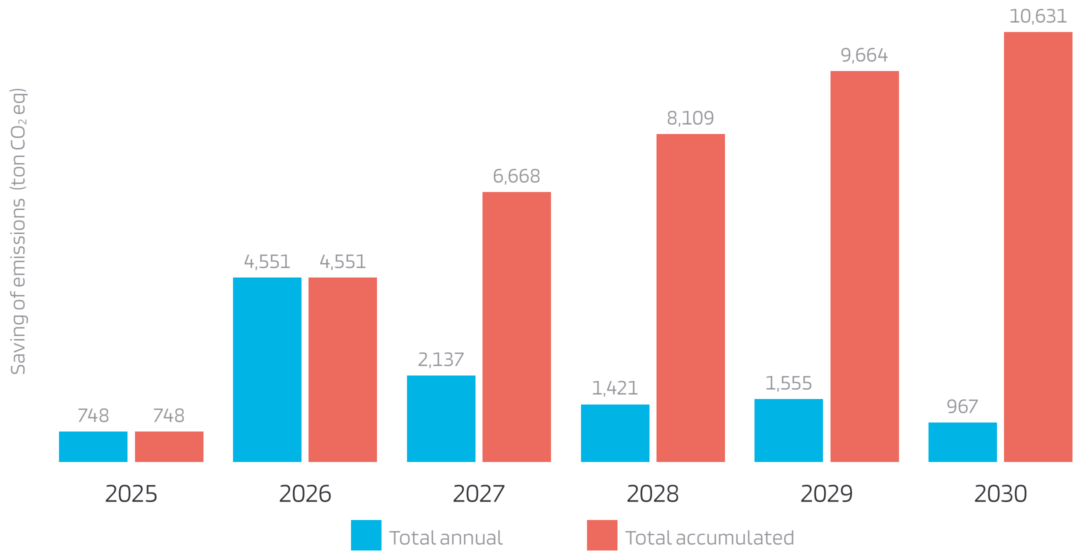
Evolution of the composition of the Urban fleet



Under this plan, a total of 159 new zero-emission vehicles are expected to be added to the fleet over the five-year period, increasing the share of zero-emission vehicles in the urban services fleet by 14 percentage points, from 11.5% in 2025 to **25.6%** in 2030.

The emissions prevented by zero-emission vehicles compared to 2025 will entail a total accumulated of **10,631 tCO_2e**, which means a **reduction of 26.8% of direct emissions in urban transports**, compared to the starting point in 2025.

Urban Transport Decarbonisation Target



The gradual introduction of HVO, which began in 2025 with the consumption of more than 5 million litres on long-distance routes, will double in 2026 to 10 million litres and will continue to increase by 5% annually through 2030. As a resul, **we estimate emissions savings of 16,176 tCO_2e in 2030 compared with 2025, representing a 26.7% reduction relative to the baseline year.**.

As a result, in the 2025-2030 period, the Decarbonisation Plan of Alsa foresees significant progress in the reduction of direct emissions associated to fuel supported both by the gradual renewal of the urban fleet and by the introduction of advanced biofuels. In the urban transport area, it is foreseen a renewal of 159 zero emission vehicles This evolution of the urban fleet will help to deliver by 2030, a saving of **10.631 tCO_2e**, , that increased to the saving of **16.176 tCO_2e**, derivados por la utilización de HVO, supondrá driven by the use of HVO, will mean a joint reduction on the total emissions of Alsa by **10,8%**.

Emissions prevented 2030 Long-Haul Spain

Reduction of
↓26.7% emissions

Prevented
16,176 tCO_2eq emissions

Circular strategy 2024-2028

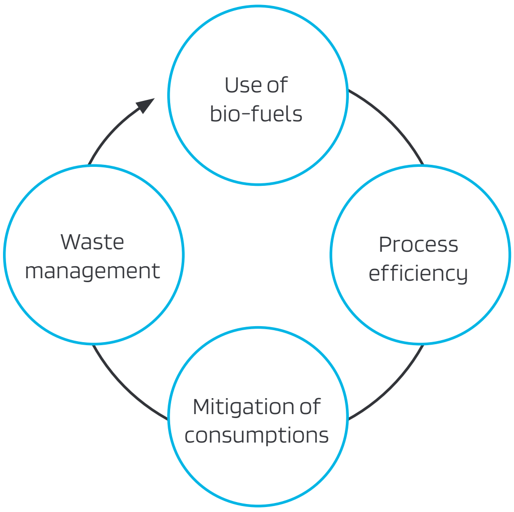
In order to contribute to Alsa decarbonisation commitments, in 2024 the company decided to develop the first strategy of circularity,

together with its ambitious Decarbonisation Plan aimed at reducing its environmental footprint. This strategy is based on the principles of the circular economy, the aim is to minimise the negative environmental impacts of its services and promote a greener and more responsible supply chain. The strategy has four main pillars:

Alsa is aware of the impact of its activities on the environment and the role it must play in minimising that impact and leading environmental change

Alsa promotes circular solutions based on the reuse of waste as an energy feedstock, supporting alternative fuels that reduce its environmental footprint and accelerate the transition towards low-emission mobility through strategic partnerships and technological innovation.

Waste management closes the cycle of circularity. Alsa is committed to waste prevention, reuse and material recovery, while raising internal awareness and promoting solutions that prevent waste generation and give materials a new lease of life.



Circularity starts in how operations work. Through process redesign and optimisation, Alsa maximises resource use, extends the useful life of its assets and improves operational efficiency, integrating sustainability, digitalisation and innovation throughout the value chain.

This pillar focuses on systematically reducing water and energy consumption, prioritising efficiency, reuse and the use of renewable energy sources, with the aim of reducing the environmental impact of operations and moving towards a more responsible energy model.

Advanced biofuels Zero Net Emissions

Aligned with its decarbonisation strategy through the addition of vehicles driven by alternative energy, Alsa is committed to I+D+r projects with the aim of developing alternative fuels. One example is the project being developed jointly with Repsol to use advanced or second-generation biofuels (HVO), as well as current initiatives to introduce other alternative fuels, such as biomethane and hydrogen.

Advanced or second-generation biofuels. HVO

Alsa and Repsol conducted in 2021 at Bilbao the first pilot trial in Fuels with HVO, a zero net emission fuel made from organic waste such as used vegetable oils, biomass, waste from the agri-food industry or forestry waste).

Its main advantage is that, over its life cycle, the CO_2 emitted during its use is offset by the CO_2 previously capture by the biomass and waste used as feedstock. In addition, HVO offers performance equivalent to that of conventional diesel, allowing it to be used without requiring any vehicle modifications or additional maintenance.

Emissions monitoring tests conducted by the University of Castilla-La Mancha (UCLM) concluded that replacing fossil diesel with HVO does not result in significant differences in fuel consumption or in the main emissions parameters analysed (CO_2, CO, unburned hydrocarbons, particulate matter and NOx). HVO is therefore considered an effective transitional fuel while other energy alternatives continue to advance in terms of maturity and scalability.

In the following years, the trials were extended to Madrid, León, Granada and Burgos. Following the positive technical results of the pilot projects, the initiative was scaled up in 2025 with the introduction of widespread HVO supply at the Abroñigal refuelling station in Madrid, resulting in consumption of more than 5 million litres. This figure is expected to be surpassed and keep being monitored over 2026, in order to reach 10 million litres.

In 2025, more than 5 million litres of HVO were consumed, avoiding the emission of nearly 12,000 tonnes of CO_2

In this regard, HVO provides an effective technological solution for achieving direct and immediate decarbonisation of long-distance transport, an area in which fully mature alternatives for large-scale deployment are not yet available. Its deployment reinforces the technology-neutral approach of the Decarbonisation Plan, by enabling the introduction of a sustainable solution on particularly demanding routes without compromising operational reliability or fleet capacity.

In 2025, the integration allowed to reach high consumption levels in three long-haul corridors. The Madrid–Alicante route stands out, with biofuels accounting for 70% of fuel use, followed by Madrid–Granada at 60% and Madrid–Asturias, where renewable fuel accounted for 30% of total fuel consumption.

As a result, 12,000 tonnes of CO_2 emissions were avoided in 2025. These emissions savings represent significant progress in Alsa's roadmap towards climate neutrality and demonstrate the potential of advanced biofuels to reduce emissions from heavy-duty transport immediately and effectively.

Furthermore, with the aim of enhancing the transparency and credibility of these initiatives, Alsa is collaborating with Bosch and Repsol on a pioneering traceability project. The initiative aims to provide verifiable certification of HVO use and ensure compliance with sustainability requirements in future public and private tenders.

Driving Transport Decarbonisation in Zaragoza

In this context, the project developed in Zaragoza and its metropolitan area is a representative example of Alsa's roadmap for diversifying technologies and accelerating emissions reductions. In 2025, the **Companies for Sustainable Mobility** platform awarded Alsa the International Mobility Award for this initiative, based on a new state-of-the-art 28-vehicle fleet driven by biomethane and hydrogen (H2), with fuel in local stations of Redexis.

The project is expected to reduce CO_2 emissions by around 1,500 tonnes per year, while promoting the circular economy and helping to strengthen energy independence.

Biomethane buses run on a carbon-neutral fuel produced from livestock, municipal and wastewater treatment waste. In addition, Zaragoza is home to the two first hydrogen zero-emission buses in Aragon, pioneers in Spain operating the first regular route 100% green H_2 , connecting the city centre with the airport.

The environmental and social impact of the project is reflected, among other indicators, in an estimated annual reduction of 1,465 tonnes of CO_2 through the use of biomethane, together with an additional saving of 35 tonnes of CO_2 associated with the hydrogen buses.

Commitment to Green Hydrogen

As part of its Decarbonisation Plan and under a technology-neutral approach, Alsa has been promoting the development and operational validation of green hydrogen-based solutions since 2021. That year, the company tested its first prototype vehicle powered by renewable hydrogen and evaluated its operation over a two-year period across various urban transport services. This also provided an opportunity to train and familiarise both drivers and maintenance staff with the technology.

In 2022, Alsa introduced Spain's first hydrogen (H_2) bus in real-world operation, deploying it on the urban transport network in Torrejón de Ardoz, under the Madrid Regional Transport Consortium (CRTM). This initial milestone was followed in 2023 by the addition of a second vehicle, further strengthening the knowledge and operational experience gained.

In 2024, Alsa began operating the Aerobús service connecting Zaragoza with its airport, using two H_2 buses and the associated infrastructure for refuelling with renewable hydrogen at 350 bar. Alsa also participates in the HYSTORENEW project, funded by the CDTI through the CIEN programme. The project brings together seven companies covering the entire green hydrogen value chain (Alsa, Enagás, Irizar, Ariema, Aena and Renault, led by Capital Energy), with the support of six leading research organisations in Spain. The project will culminate in the second quarter of 2026 with the testing of the first long-distance hydrogen coach to operate in Europe, as a result of the agreement between Irizar and Alsa.

As part of this initiative, during 2025 the Irizar i6S Efficient Hydrogen prototype validated its performance in long-distance operations, completing routes totalling up to 2,500 kilometres. The results obtained demonstrate the ability of this technology to maintain the performance levels required for long-distance journeys, with zero direct CO_2 emissions at the point of use.

Looking ahead to the final phase of HYSTORENEW, it is worth noting that the production vehicle to be tested as part of the project will incorporate optimised components and a latest-generation, European-manufactured fuel cell, with the aim of improving the efficiency, reliability and technological maturity of the solution to support its future scalability..

Alsa also participates in the Association for Renewable Fuels, Circular Economy and Sustainable Mobility (CRECEMOS) and the SHYNE Association (Spanish Hydrogen Network), Spain's largest association dedicated to promoting renewable hydrogen. Through these initiatives, Alsa is establishing strategic partnerships to promote the use of biofuels in the transport secto.

Alsa takes part in the association for Renewable Fuels, Circular Economy and Sustainable Mobility (WE GROW)

Process efficiency

Efficient process design plays a key role in the mission to transform the company towards more sustainable and responsible practices. Each step of the operations presents an opportunity to move towards circularity.

The objective of this area is to optimise all processes with a focus on circularity, as well as to develop maintenance and modifications to vehicles in order to extend the useful life of materials and equipment.

The actions included in Alsa's Action Plan are: predictive engine maintenance, maintenance of electric vehicles in Spain, Portugal and Switzerland, extending the life of tyres; and optimising routes through AI, digitising ticket sales and replacing rear-view mirrors with cameras and 360º systems.

Efficiency in the services

→ Optimisation and monitoring of routes and services, together with comprehensive predictive maintenance programmes that ensure vehicles operate at peak performance

Projects highlighted in the life cycle

Predictive Engine Maintenance: Review used oils	Objective: Reduce downtime due to breakdowns. The project is currently progressing steadily, with the aim of maintaining the performance levels achieved in previous years.
Predictive maintenance of electric vehicles in Spain, Portugal and Switzerland	Objective: Extend life of engines and tyres. During 2025, battery degradation was analysed across all electric vehicles in the fleet, and the results were shared with the manufacturers to assess potential premature battery degradation.
Change of rear mirrors by cameras and 360º systems	Objective: Waste reduction by preventing damage to rear-view mirrors. Currently, 155 vehicles have cameras instead of rear mirrors, and 487 are fitted with 360º system. The plan is to keep installing this type of systems on board the newly bought vehicles.

On the other hand, the company is working to make gradually efficient all the interaction processes with the customer. The acceleration of digitalisation in recent years, together with free vouchers and discounts offered by the Spanish government in the summer of have led to a significant increase in the percentage of transport service users who use digital options of ALSA.

A significant improvement has been the creation of a chatbox with more than 7k weekly users, and a CSI of more than 4.3 out of 5. An important advance has been the promotion of digital ticket sales, thus minimising the use of paper, and the service can be accessed by simply presenting the QR code.

Digitalisation has growth by +3ppts compared to 2025, reaching 74%

Alsa has worked on the design and development of a package of artificial intelligence (AI) to applicable to the planning and management of operations in public road passenger transport networks.

Alsa reduced 37.682 km non-productive km.

Minimization of water consumption

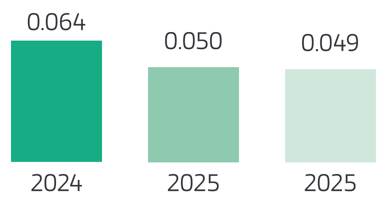
↓2% Water consumption vs 2024

The entire fleet in Switzerland is equipped with speed limiters to help reduce emissions and fuel consumption

The objective of the consumption reduction plan is to reduce water and energy consumption and promote the use of renewable resources. Within this area, the plan's actions include the reuse of wastewater for vehicle washing, consumption of energy from renewable sources (GdO), solar panels, among others.

As an initial measure to minimise water consumption, a water recycling system was installed at Abroñigal this year, and the possibility of installing additional systems at other locations in 2026 is currently being assessed. To minimise energy consumption, lighting has been progressively replaced. Lighting has also been progressively replaced with LED systems, and the effectiveness of the photovoltaic panels has been monitored. In addition, the energy supply contracts for the facilities in the Canary Islands have been switched to electricity backed by Guarantees of Origin, with the aim of increasing the consumption of energy from renewable sources (for further information, see Section 6.2.3.2. Energy Consumption Efficiency).

Water consumption (m³/100km)



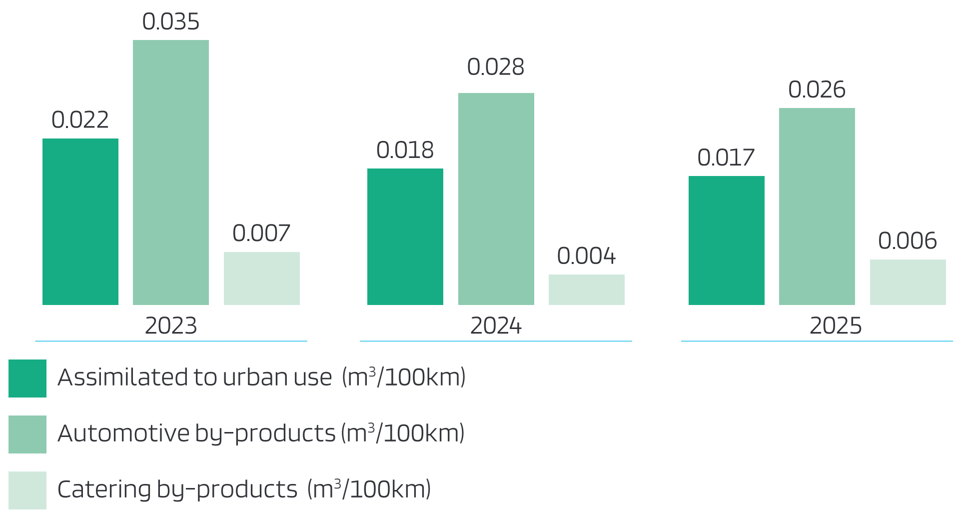
Since 2024

↓3.1% waste use urban

Since 2024

↓8% Waste coming from automotive industry

Total waste of residual waters (m³/100km)



Waste management

Fleet management is one of Alsa's key areas of action in relation to the circular economy, as it accounts for a significant share of the company's environmental impact and offers considerable potential for improvement. Through an approach that prioritises extending the useful life of vehicles, maximising the use of their components and efficiently planning their use over time, the company significantly reduces the waste generated through fleet maintenance and renewal. This model enables Alsa to optimise resource use, minimise waste and move towards a more sustainable transport system in which every vehicle and component is used responsibly throughout all stages of its life cycle.

Alsa has a fleet allocation programme that enables it to extend the useful life of its vehicles. After a certain period, vehicles are reassigned from the most demanding long-distance routes to regional or short-distance services.

In addition, for operations outside Spain, whenever possible, urban vehicles that are required to be replaced under contractual obligations but remain in excellent condition are placed on the second-hand market.

> Alsa's fleet allocation programme extends the useful life of its vehicles and gives them a second life

The circular management of tyres also plays a particularly important role, as they are among the components with the highest replacement rates and resource consumption. They are managed under a model that prioritises reuse, retreading and end-of-life recovery. This comprehensive approach helps minimise waste, optimise the use of materials and advance towards a more sustainable transport model throughout every stage of the fleet life cycle.

The four lives of a tyre

The management of Alsa's fleet tyres is a notable example of the circular economy in practice. For several years, the company has entrusted a specialist provider with the inspection, maintenance and comprehensive replacement of its vehicle tyres, applying a model designed to maximise the useful life of each tyre.

This model is structured around the so-called four-life tyre process:

1. New tyre that is well maintained.
2. Regrooved, as all premium brand tyres used are regroovable.
3. Retreaded after a thorough overhaul.
4. Regrooving of the retreaded tyre.

This process makes it possible to double the useful life of a tyre and delivers significant environmental benefits. Retreading requires 80% less energy than manufacturing a new tyre and reduces the use of raw materials by approximately 70%, with estimated savings per tyre of around 65 litres of oil, 3.5 kg of rubber and 14 kg of steel. This is equivalent to saving more than five tonnes of material for every 100 tyres. In addition, retreaded tyres contain up to 75% recycled and reused materials.

From a safety perspective, retreaded tyres meet exactly the same requirements as new tyres. They are regulated by UNECE Regulation No. 109 and undergo the same quality, reliability and safety tests, providing the same performance guarantees. Compliance with these requirements is regularly verified by independent bodies such as INSIA, UCA and AENOR.

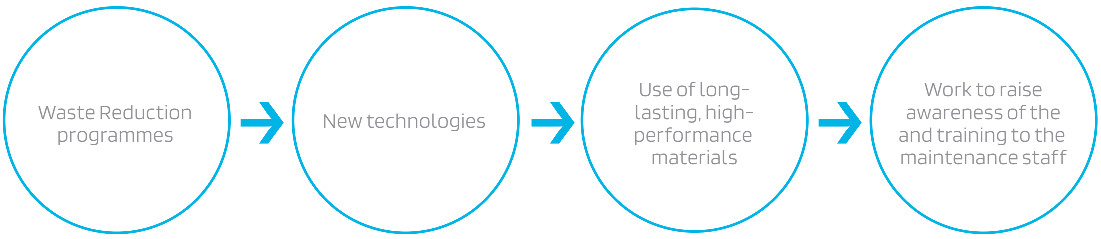
Once these four lives have been exhausted, tyres enter a final recovery stage, which could be regarded as a fifth life. After being shredded and separated into rubber, steel and textile fibres, 100% of their materials are recovered for other uses, including quieter road surfaces, sports surfaces, playgrounds, civil engineering applications, foundry industries and energy recovery in cement plants. Since 2006, no tyres may be sent to landfill.

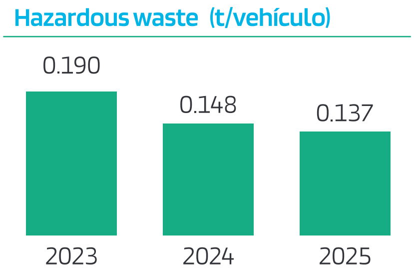
This end-of-life management process is made possible by SIGNUS, a non-profit organisation that ensures the proper collection, treatment and recycling of end-of-life tyres in Spain, ensuring that they are transformed into resources rather than waste.

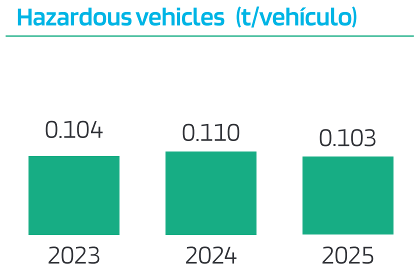
In this way, Alsa actively contributes to the environmentally responsible management of its fleet tyres, closing the circular economy loop and demonstrating that even when tyres are no longer on the road, they can continue to create value for a more sustainable mobility model..

In addition, the main waste generated by Alsa arises from vehicle maintenance and repair work carried out at its own maintenance facilities. This generation of waste, both hazardous and otherwise, have a direct environmental impact in transport.

In order to manage and minimise waste, four action lines are followed:







Since 2015

↓45.9% generation hazardous waste

↓31.9% Not hazardous

Alsa implements a range of initiatives aimed at minimising and recovering waste generated by its operations, including the use of more durable, high-performance materials, employee awareness initiatives, and the recycling of uniforms through a specialist provider and the roll out of the pilot project Waste 0, whose objective is to have a valuation of at least 90% o the waste generated at the facilities of he company. As part of this effort for raising awareness, in 2025 were conducted 3 internal communication actions linked to the World Earth Day and proper waste segregation, strengthening employee engagement in environmental management.

In Morocco, an agreement has been reached with Sonasid for the processing of scrap metal, used batteries, waste oil, tyres and contaminated drums

Support to the Community

In 2025, Alsa continued to implement its Corporate Social Responsibility Action Plan across all the countries in which it operates. Based on the findings of the most recent double materiality assessment, this Action Plan addresses the various priority issues identified for Alsa and its stakeholders.

Diversity and inclusion

Alsa remains firmly committed to the values of diversity and inclusion through its People and Talent policies. This commitment is reflected in a range of programmes designed to increase the representation of women within the company and support their progression into positions of responsibility. In 2025, these initiatives contributed to a 15% increase in the recruitment of women compared with the previous year.

Throughout 2025, the "Sumando" programme reaffirmed its commitment to equality and professional development in the transport sector. A total of 79 women received training, 58 of whom specialised as drivers. In addition, as part of the partnership with the Chambers of Commerce of Zaragoza, Madrid and Lleida, five female participants obtained their driving licences and Certificates of Professional Competence (CPC), helping them gain access to the profession through the training provided.

In addition, in line with the Diversity, Equity and Inclusion (DEI) strategy and the company's objectives for increasing the representation of women, the new "Sumando Conductoras" initiative was launched. The programme offered 150 scholarships to obtain a Category D driving licence and the Certificate of Professional Competence (CPC), across Granada, Almería, Barcelona, Ibiza, Oviedo, A Coruña, Madrid, León, Zaragoza and Santander. Following a total of 3,438 applications for the scholarships, 135 participants have completed their driving school classes and are currently at different stages of the process. Since the programme was launched, a total of 100 women have secured permanent employment in their home provinces after receiving additional practical training provided by Alsa.

The programme has received widespread recognition from prominent external organisations. These recognitions include an award presented by the Catalan employers' confederation at the "Foment del Treball" gala and the "Best Practice in Social and Labour Market Inclusion" award from the Adecco Foundation.

In Morocco, 61 women benefited from the "Sumando Conductoras" programme, bringing the total number of women who have obtained a driving licence and CPC in the country since the programme was launched to 340.

A similar training grant programme has been launched in Portugal, resulting in the recruitment of 40 female employees to the workforce recruitment of 40 women.

As part of our efforts to promote equality, our partnership with the Inspiring Girls Foundation is particularly noteworthy. Its purpose is to raise the visibility of female role models among girls and young women. Through our joint "InspirandoAndo" project, we have carried out a range of initiatives across Spain,

Social contribution of Alsa in Spain

Nearly 3,400 long-distance destinations.

Provides services to 5,229 towns and cities.

Operates in 17 Autonomous Communities.

Operates 46 urban and metropolitan transport services.

Provides quality employment to nearly 14,000 people across 48 provinces.

91% of its employment contracts are permanent.

In 2025

↑15% of women in staff

including road safety education activities, round-table discussions and inspirational events featuring female professionals from the sector as role models.

From a social perspective, Alsa's public transport operations make a particularly important contribution to equality and diversity among its customers and within the communities it serves. Public transport plays an undeniable role in promoting social and territorial cohesion and connecting communities, providing an accessible and affordable mobility service for people from all sections of society.

Commitment to female training with the Programme, "Recruiting female drivers"

Employability

The company develops several programmes and policies to promote employability, both via internal programmes and the Muevete or What are you capable of? Programmes, and also projects developed externally in partnership with other entities. Examples of this are agreements with various universities, or the case of the Comprehensive Qualification and Employment Programme of the Spanish Chamber of Commerce, which since 2021 has been working to train drivers, providing them with the required driving licence and the corresponding CAP (Certificate of Professional Competence), which facilitates the integration of young people into a profession with high demand.

One of the company's most significant partnerships in the area of employability is its work as a trustee of the Integra Foundation. In 2025, this organisation achieved the employability of 1,900- people at risk the support of 1,353 volunteers. Since its foundation, it has helped more than 27,000 people experiencing severe social exclusion and people with disabilities into employment.

During 2025, Alsa and the Integra Foundation carried out a number of joint initiatives, including supporting the employment integration of people referred by the Foundation and the participation of Alsa's Director of Institutional Relations and ESG in the "Leadership for a Job" mentoring programme.

In recognition of its social commitment and promotion of corporate volunteering, Alsa received an award from the Integra Foundation at the 2025 Volunteering Awards for its work with the Strengthening School and the Integra The Programme. Together, these initiatives provided training to 126 people, 81 of whom subsequently secured employment. The award highlighted Alsa's exemplary contribution to employment training for people experiencing social exclusion and people with disabilities.

41 young people trained in collaboration with the Chambers of Commerce of León, Madrid, Granada, Zaragoza and Lleida

ALSA has signed 24 agreements with Spanish universities to promote employment for young people

Lastly, Alsa customers can also contribute to the work carried out by the Integra Foundation by making a direct donation during the ticket purchase process

28
volunteers
en 2025

55
jobs since
2001

Fundación integra

These initiatives, added to other initiatives developed by Alsa since 1987, in collaboration with the Public Employment Services, both for state and regional services, Chambers of Commerce and associations of people in risk of social exclusion, are reflected in the 7,035 unemployed drivers trained by Alsa and the 8,926 unemployed trained in several areas of the transport industry, as mechanics, planning agents, supporting staff, etc.

And particularly, in 2025, 183 students of driver training courses were trained, 2 of them with some disability, 50,461 training hours were delivered and 82 students were hired by the company.

From a customer perspective, unemployed people are also eligible for specific discounts on various Alsa transport services, including certain routes operated under contracts in Southern Andalusia, Castilla y León – Burgos and Salamanca, Nacional II – Zaragoza, Nacional I – Bilbao, Nacional VI – León, Galicia, and routes connecting Madrid with Toledo and Guadalajara.

Alsa has also been actively developing programmes to improve access to employment as professional drivers among specific groups, including military personnel from the Army and Navy, in collaboration with the Ministry of Defence and the Army General Staff. The company is also implementing several pilot programmes aimed at facilitating the recruitment and employment of workers from abroad.

More than
59,480 customers joined the charity event of Fundación Integra

In Portugal, three new maintenance technicians have joined the company as part of an agreement with the vocational education and training institutions ATEC and the Setúbal Vocational School. The agreement is aimed at training students in bus mechanics, with a special focus on electric vehicles, through courses in Electrical/Electronic Engineering and Mechatronics.

Integration of people with disabilities

Alsa has established a number of agreements targeted to integrate people with disabilities. This is the case of the collaboration with the Foundation Juan XXIII the partnership with Plena Inclusion Madrid, aimed at promoting cognitive access, as an added value in the customer service, and help in the integration of people with intellectual or developmental impairment.

Fundación JUANXXIII roncalli PARA LA DISCAPACIDAD INTELECTUAL

Fundación ONCE

Plena inclusión Madrid

The initiative "Travelling with a Companion", launched in 2020, continued with a further distribution and cascading to promote autonomy of people with intellectual or developmental impairment by offering free tickets to their assisting companion. 169 people joined the Muevete programme in 2025.

The expert technicians of **Plena Inclusion Madrid** collaborate in improving the cognitive accessibility of Alsa sales and information channels, as part of the Accessible and Inclusive Mobility Plan. They also collaborate to raising awareness among employees, in sessions where people with intellectual disability tell their personal experience in the use of transport services. In collaboration with Plena Inclusión Madrid, it was launched the

Easy-to-Read Guide to Felipe I's Train. This guide serves as a tool to make the history and heritage of the Community of Madrid more accessible to people with intellectual disabilities or reading comprehension difficulties, enabling them to fully enjoy travel, leisure and cultural experiences.

In addition, in partnership with the **Integra Foundation**, Alsa implemented the "Employment on Wheels" project throughout the year to support the labour market integration of people with disabilities. Participants in this initiative acquired essential tools, skills and knowledge through career guidance sessions, socio-occupational workshops and personal development sessions. A distinctive feature of the programme was the active involvement of Alsa's corporate volunteers, who shared their technical expertise and provided personal support to help strengthen each participant's self-esteem, motivation and confidence. Thanks to this programme, all six participants secured employment with companies that are part of the Integra Commitment.

In addition, Alsa marked World Down Syndrome Day with the participation of Pablo Pineda and renewed and extended its UNE 170001 Universal Accessibility certification.

In Portugal, our agreement with CECIMA, an association dedicated to supporting the inclusion of people with disabilities, has resulted in the recruitment of two people, who are based at the Moita facility in Lisbon and the Gondomar facility in Porto

Support to Childhood in Morocco

Among the important work carried out by the company in Morocco to support children, the Road Safety School in Marrakesh stands out, where 4,560 students (2,209 girls and 2,351 boys) have been trained in 70 schools, not forgetting the children of staff members. The aim is for them to become road safety ambassadors, helping to raise public awareness of this issu.

In Marrakech
4,560 children have participated in the Road Education School

The elderly

In 2025, the company has implemented and developed specific policies targeted to the elderly, as a priority group.

From a customer perspective, people aged 60 and over are eligible for specific discounts on various Alsa transport services, including certain routes in the Granada Metropolitan Area, Northern Andalusia, Southern Andalusia, Catalonia and the Levante region Almería Regional, Madrid-Granada, Madrid-Costas (Alicante y Murcia), Nacional I-Bilbao, Galicia, Cantabria, Castilla y León-Salamanca, Navarra, Sightseeing Services (Madrid

Alsa Plus members over 60 years old may benefit from discounts up to 30% in long-haul domestic services

CIty Tour y Bus Nautic Barcelona) and Madrid-Fomento (Toledo and Guadalajara).

Together with Torrejón de Ardoz City Council and the Grandes Amigos Foundation, Alsa launched an awareness campaign on urban buses to encourage volunteering to support older people in the city experiencing unwanted loneliness.

Other charity actions

Alsa cooperated as well in 2025 with several entities to support disadvantaged groups. The most relevant actions were as follows:

Alsa collaborates with several associations to support disadvantaged groups

- Since 2022, Alsa has collaborated with the NGO Plan International on the "Child Friendly Spaces" project, which aims to support the integration of Ukrainian refugee children in Spain through language and digital skills development, psychological and emotional support, and recreational and educational activities delivered through a mobile unit provided by Alsa. Following the conclusion of this collaboration in support of Ukraine, the mobile unit was donated to the NGO in 2025, enabling it to continue carrying out its invaluable humanitarian work.
- As part of Breast Cancer Awareness Month, the Alsa team took part in the "Pink October" charity challenge, with the aim of making a collective donation to the Spanish Association Against Cancer (AECC) to support breast cancer research and prevention. In addition, a range of health and prevention activities were carried out, including free health screenings for female employees, consultations with specialists and an awareness-raising talk delivered by the AECC entitled "Breast Cancer Prevention: A Cause Close to Our Hearts". "Breast cancer prevention. A Cause Close to Our Hearts".
- "Keeping Families Close, with Alsa Bringing Them Closer" Campaign: under an agreement with the Ronald McDonald Foundation, Alsa provides free transport on its scheduled services to families whose children are undergoing medical treatment and who are staying at Ronald McDonald Houses across Spain.
- A donation campaign was also organised, together with the urgent delivery of support to the families of Alsa's Cape Verdean drivers in Portugal who were affected by Tropical Storm Erin and its impact on local communities.
- Blood donation campaign in Morocco.
- CPR awareness and training session, including the use of Automated External Defibrillators (AEDs), in León.
- It is also worth mentioning other agreements and collaborations that Alsa has developed or maintained over the year 2025:
    - Agreement with the Foundation Margarita Salas to streamline the STEM skills in Asturias.
    - Agreement with the Madrid City Council Fire Department for the training of employees in emergency situations and for the provision of vehicles and use of facilities to the Department.
    - Alsa joined Fundación Diversidad as a corporate supporting partner.
    - Agreement between Sanir and Fundación Laguna to facilitate transport for children with advanced illnesses.
    - Agreement between Sanir and Fundación Laguna to facilitate transport for children with advanced illnesses.
    - Collaboration with the MAPFRE Foundation on the 'Blind Spots' campaign.
    - Collaboration with the Josep Carreras Foundation as a media partner.

In addition, there are other collaborations in Spain in projects in the cultural and sporting fields and in support of the third sector in local communities where Alsa provides services, highlighting the following:

Alsa collaborates to promote culture and sports in the communities where it operates

- Collaboration with Fundación Albéniz – Escuela de Música Reina Sofía.
- Collaboration with Fundación Abadía de Montserrat.
- Food Bank of Madrid.
- Fundacion Down Spain.
- 'Together for Your Digital Security' campaign, in collaboration with the Civil Guard.
- Asturias, World Capital of Poetry.
- Collaboration with Fundación También to make the Camino de Santiago experience more inclusive and accessible for people with disabilities.
- Support provided to the candidacies of Granada and Granada as European Capital of Culture in 2031.
- Collaboration in the parade "Automotive Engineering and Industrial Engineering: A Shared History"
- Fundación Chamos, dedicated to improving the quality of life and well-being of vulnerable Venezuelan children and young people.
- Medical assistance at La Vuelta Ciclista 2025.

In recognition of our support and solidarity following the DANA floods, Alsa attended an appreciation event organised by **Cáritas Diocesana** Valencia. Alsa had the honour of participating as a partner company under the slogan "Thank You for Being Part of It". The scale of Cáritas' campaign was significant: €27 million was allocated to aid, more than 20,000 people received support, and 313 businesses were assisted in their recovery through €9.3 million in funding. In addition, €9.5 million was allocated to housing, €2 million to mobility and €1 million in in-kind assistance to 1,400 affected households.

As part of its commitment to cultural development and accessibility for all, Alsa Morocco contributed to the success of the 2025 Hassan II Tbourida Prize, held in Rabat and organised by the Royal Moroccan Equestrian Sports Federation (FRMSE). For the event, Alsa Morocco provided a free transport service for the public, deploying an average of 15 buses per day throughout the event. These shuttle services facilitated access to the venue, ensuring smooth, safe and inclusive journeys. Through this initiative, Alsa Morocco reaffirms its role as an organisation committed to promoting Morocco's national cultural heritage, while helping to improve access to public events and foster sustainable mobility that serves local communities and the public.

In Switzerland, Alsa has continued to develop strategic partnerships in the areas of society and the environment, including its collaboration with the Research Centre for Alpine Ecosystems (CREA Mont-Blanc), whose work focuses on studying the impacts of climate change on Alpine biodiversity. Other partnerships include the MyClimate Foundation, whose mission is to reduce the carbon footprint, and the sponsorship of three local beehives in collaboration with Apidae, an environmentally responsible organisation. The honey produced by the hives is distributed among employees.

Foundation Nos Movemos

Throughout 2025, the Nos Movemos Foundation continued to strengthen its position as a key driver of social value creation in the Canary Islands, aligning its activities with the region's major social, economic and environmental challenges.

Over the course of the year, the Foundation reinforced its commitment to actively contributing to the social transformation of the Canary Islands through an approach based on collaboration, social innovation and sustainable impact. Its activities have been structured around six strategic pillars: employability, social inclusion, talent development, volunteering, sustainability and mobility advisory services. Together, these areas create a cross-cutting link between mobility and social progress.

Since its inception, the Foundation's social impact, measured in terms of its direct beneficiaries, can be summarised as follows:

Total Beneficiaries	Since its foundation	2025
Solidarity transport	4,170	784
Childhood and Functional Divesity	728	168
Employability	645	179
Culture and Talent Development	1,283	362
Voluntary work	220	86
Sustainability	211	169
Total	7,257	1,748

The main actions implemented by the Foundation over 2025 are:

Childhood and Functional Diversity

The Foundation has intensified its efforts in the area of social inclusion, with a particular focus on children and people with disabilities. Initiatives have included the third Inclusive Campus, the "Tree of Dreams" campaign, food collection drives and values education sessions, carried out in collaboration with third-sector organisations such as Obra Social "la Caixa", Banco de Alimentos, Fundación Pequeño Valiente and Fundación SEUR.

Employability

In this context, employability has remained the Foundation's main area of impact. The "Employment on Wheels" programme has become a leading initiative for supporting the labour market integration of people in vulnerable situations, helping to reduce barriers to employment in a strategic sector such as passenger transport. This year, the programme reached 179 beneficiaries. During 2025, the programme evolved towards a more inclusive and diversified model, introducing new areas of activity and strengthening its alignment with the real needs of the labour market. Particular emphasis was placed on professional qualifications for Category D (passenger transport), Category C (goods vehicles) and Category E (trailers) driving licences, as well as ADR certification for the transport of dangerous goods and qualifications for the transport of live animals, with the aim of improving long-term employability across the islands of Lanzarote, Fuerteventura, Gran Canaria, Tenerife and La Palma.

Culture and Talent Development

At the same time, talent development has become a key strategic driver for creating opportunities. In this area, the Foundation has promoted a range of training programmes aimed at personal and professional development, including the "Actitud +" sessions for the sports sector. "For Sport. For Life", delivered in collaboration with Joaquín Sánchez and Almudena Cid. These sessions highlighted the importance of hard work, perseverance and resilience as essential qualities both in sport and in personal and professional development.

The Foundation has also actively participated in forums for discussion and knowledge-sharing within the mobility sector, including initiatives such as "Road Safety in the Workplace".

During 2025, the Sustainable Mobility Laboratory Chair continued its activities, further consolidating its role as a platform for generating applied knowledge. In this context, an agreement was formally signed between the Alsa Sustainable Mobility Laboratory and the University of Las Palmas de Gran Canaria (ULPGC), with the aim of promoting the study and analysis of mobility across the Canary Islands.

Voluntary work

Throughout 2025, a range of charitable campaigns and community initiatives were carried out, including food collection drives, environmental conservation activities and participation in the "Tree of Dreams" toy donation campaign. These initiatives helped broaden the reach of the Foundation's social action while strengthening an organisational culture based on solidarity, responsibility and commitment to the communities and environment in which it operates.

Sustainability

The initiatives undertaken during the year focused on promoting more efficient and environmentally sustainable mobility, while also raising public awareness of the importance of protecting the natural environment. To be highlighted:

- 1st Session on Mobility
- Challenges for Sustainable Mobility in the Canary Islands: 'Digitalisation, Innovation and Internationalisation'.
- Transforming Mobility: Land, Sea and Air.

These sessions were designed to showcase successful projects and experiences in the mobility sector at regional, national and international level, all sharing a common focus: innovation and digitalisation.

Advising in Mobility

In 2025, mobility advisory services became firmly established as a distinctive strategic area, focused on generating knowledge and improving the efficiency of collective transport systems. Through the design and implementation of mobility projects across different areas of the Canary Islands—including San Mateo en Ruta, Sustainable Mobility: Arinaga Industrial Estate and the Mobility Study for State-Assisted Private Schools in Las Palmas, among others—. The Foundation has promoted initiatives that enable quantitative analysis of population travel patterns. This data-driven approach supports the optimisation of collective mobility in a variety of settings, including rural areas, university campuses and urban centres, contributing to more efficient, accessible and sustainable transport planning while strengthening collaboration with public authorities, universities and other key stakeholders.

The Foundation's work during 2025 was also recognised by various organisations, notably through the Social Enterprise Award, the Shared Value Certificate and recognition for its commitment to diversity awarded by Trapasones Star. These distinctions highlight the organisation's commitment to generating positive social impact and integrating sustainability into its operating model

Goals for 2026

Move forward to the Social Strategy and Action Plan of the CSR	Impact of the activity of the company in the local employment and development (social action, voluntary work, scholarship programmes, training...).
	Relations held with the players/stakeholders in the local communities and the dialogue modalities with them.
	Partnership or sponsorship actions.
	Release of actions to stakeholders.
Actions in the strategic field	Grounds for circularity Strategy.
	Addition of 41 electric vehicles and 115 hybrid vehicles.
	Reduction by 5% of emissions measured in tCO_2e/100 km, with an objective value of tCO_2e/100 km.
Environmental efficiency measures in the transport	Enabling recharging points for all new urban services coming from Next Generation European Funds (manufacturers, distribution companies...).
	Development of electrification projects in Morocco.
Energy efficiency programme	Reduction by 2% of the facilities, measured in kWh/nº of facilities.
	Develop the purchase of renewable electricity in all countries to achieve Zero Emissions in vehicles.

GRI Annexes

About this Sustainability Report

GENERAL TÉCNICA INDUSTRIAL,

S.L.U. (Alsa hereon) presents its ninth Corporate Social Responsibility report, prepared in accordance with Law 11/18 of 28 December on non-financial reporting and diversity; and in accordance with the GRI Standards for the period from 1 January 2025 to 31 December 2025.

This report is also a non-financial statement of the Group, verified by an independent external entity (AENOR).

In this report, Alsa offers an overview of its performance in 2025 in terms of its sustainability commitments from an economic, social and environmental perspective.

As well as providing accurate information for Alsa's stakeholders in response to the topics required by law and those identified as material, the report also offers information about other sections which, though they are not deemed relevant for the organisation, help to increase transparency and promote a better understanding of Alsa's operations.

The data provided in this report refer to the company's operations in all countries where it operates. The list of companies included in this sustainability report is included in the Annex: Alsa Corporate Structure. In those cases mentioning specific activities of any country this shall be detailed on a case-by-case basis.

Requirements Act 11/18

Contents of the Law 11/2018 INF			Standard used	Feedback
Business model	Description of the business model of the group	Brief description of the group business model, that would include its business model, the organisation and structure, the markets where it operates, their objectives and strategies, and the main factors and trends that may impact the future progress.	GRI 2-1, 2-2, 2-6, 2-7, 2-9, 2-22, 2-23, 2-24	
Information of environmental issues	Policies	Policies applied by the Group, including the diligence procedures applied to identify, assess, prevent and mitigate the significant risks and impacts, and of verification and control, as well as the actions taken.	GRI 2-22, 2-23, 2-24, 3-3	
	Main risks	Main risks related to these matters linked to the group activities, including, where relevant and proportionate, their commercial relations, products or services that may impact negatively in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them, according to the national, European and international benchmark standards for each matter. Information on the impacts identified should be included, providing a breakdown, particularly on the main risks at the short, medium and long term.	GRI 2-23, 2-24, 2-25, 3-3	
	General	Current and foreseeable impacts of the company activities in the environment and in health and safety.	GRI 305, 403	
		Procedures for assessment or environmental certification.	GRI 2-23	
		Resources to prevent environmental risks.	GRI 2-25	€537,540.86 in expenditure or investment in environment matters.
		Application of the precaution principle.	GRI 2-25	
		Provisions and guarantees for environmental risks.	GRI 2-27	€1 million environmental liability insurance policy.
	Pollution	Measures to prevent, reduce or repair carbon emissions significantly damaging environment, taking into consideration any form of specific environmental pollution of an activity, included noise and light pollution.	GRI 305	
	Circular economy and waste management and prevention	Measures to prevent, recycle, reuse and other forms of recovery and removal of waste. Actions to reduce food waste.	GRI 306	Due to Alsa activity, no measures to reduce food waste are taken.
	Sustainable use of resources	Water consumption and water supply according to the local limits and rules.	GRI 303	
		Consumption of raw material and actions taken to improve efficiency of use.	GRI 301, 302, 303	
		Energy: Direct or indirect consumption; measures taken to improve energy efficiency, use of renewable energies.	GRI 302	
	Climate Change	Greenhouse emissions.	GRI 305	
		The measures taken to adjust to the consequences of the climate changes.	GRI 305	
		Reduction goals established voluntarily at the medium and short term to reduce Greenhouse emissions and the actions taken for that purpose.	GRI 305	

Contents of the Law 11/2018 INF			Standard used	Feedback
	Protection of bio-diversity	Actions taken to preserve or restore bio-diversity.	GRI 304-3	
		Impacts caused by the activities or operations in the protected areas.	GRI 304-3	
Information about social matters and related to staff	Policies	Policies applied by the Group, including the diligence procedures applied to identify, assess, prevent and mitigate the significant risks and impacts, and of verification and control, as well as the actions taken.	GRI 2-25	
	Main risks	Main risks related to these matters linked to the group activities, including, where relevant and proportionate, their commercial relations, products or services that may impact negatively in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them, according to the national, European and international benchmark standards for each matter. Information on the impacts identified should be included, providing a breakdown, particularly on the main risks at the short, medium and long term.	GRI 2-12, 2-25	
	Employment	Total number and distribution of employees per gender, age, country and professional catego-ry.	GRI 2-7, 405-1	
		Total number and distribution of modalities of work contracts.	GRI 2-7	
		Annual average of permanent, temporary and part-time job contracts per gender, age and professional category.	GRI 2-7	
		Number of dismissals per gender, age and professional category.	GRI 401-1	
		Average salaries and their evolution disaggre-gated by sex, age and professional classifica-tion or equal value.	GRI 405-2	
		Salary gap	GRI 405-2	
		Remuneration of equal or average jobs in soci-ety.	GRI 202-1	
		The average remuneration of directors and executives, including variable remuneration, allowances, indemnities, payments to long-term savings schemes and any other pay-ments broken down by gender.	GRI 2-19, 2-20	The directorships of GTI are not remunerated.
		Implementation of work disengagement measures.		
		Employees with disabilities.	GRI 405-1	
	Organisation of workplace	Organisation of the time of work.		
		Number of absenteeism hours.		
		Measures targeted to ensure employees enjoy the work-life balance and encour-age the co-responsible exercise parent encourage the co-responsible exercise parent.	GRI 401-3	
	Health and safety	Occupational safety and health conditions at the workplace.	GRI 403-8	
		Accident at the workplace (frequency and de-gree of seriousness) disaggregated by gender.	GRI 403-9	
		Work-related sickness or disease (frequency and degree of seriousness) disaggregated by gender.	GRI 403-10	

Contents of the Law 11/2018 INF			Standard used	Feedback
	Social relations	Organisation of social dialogue, including procedures for informing and consulting with staff and negotiating with them.	GRI 2-29, 402-1, 403-4	
		Percentage of employees covered by collective bargaining per country.	GRI 2-30	
		Balance of collective bargaining, particularly in health and occupational safety.	GRI 403-1, 403-4	
	Training	Policies implemented in the field training.	GRI 404-1	
		Total amount of hours per professional category.	GRI 404-1	
	Accessibility	Universal accessibility of people with disabilities.	GRI 405-1	
	Equality	Actions taken to promote employment equality and between men and women.	GRI 401-1, 405-1	
		Equality Plans.	GRI 405-1	Of the 49 equality plans that the company is required to have in place, 22 are currently in force (six of which were registered this year), while 27 are at various stages of the renewal process as their expiry dates approach.
		Actions taken to promote employment.	GRI 401-1	
		Protocols for sexual and gender-based harassment.	GRI 406-1	
		The integration and Universal accessibility of people with disabilities.	GRI 405-1	
		Policy against any type of discrimination and, if relevant, to address diversity.	GRI 406-1	
Information on the compliance with on Human Rights	Policies	Policies applied by the group, including due diligence procedures applied to identify, assess, prevent and mitigate the significant risks and impacts, and verification and control, as well as the actions taken.	GRI 407, 408, 409, 410	
	Main risks	Main risks related to these these matters linked to the group activities, including, where relevant and proportionate, their commercial relations, products or services that may impact negatively in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them, according to the national, European and international benchmark standards for each matter. Information on the impacts identified should be included, providing a breakdown, particularly on the main risks at the short, medium and long term.	GRI 2-25	

Contents of the Law 11/2018 INF			Standard used	Feedback
	Human Rights	Application of due diligence procedures in human rights.	GRI 407, 408, 409, 410	
		Prevention of potential risks of violations of human rights, and if the case may be, measures to mitigate, manage and repair potential crimes.	GRI 407, 408, 409, 410	
		Reporting cases of violations of human rights.	GRI 2-26, 2-27	
		Promotion of and compliance with the provisions of the fundamental ILO Conventions relating to respect for freedom of association and the right to a collective bargain, the removal of discrimination in the employment and occupancy, the removal of forced or compulsory labour and the effective abolition of child labour.	GRI 407, 408, 409, 410	
Information related to the fight against corruption and bribery	Policies	Policies applied by the Group, including the diligence procedures applied to identify, assess, prevent and mitigate the significant risks and impacts, and of verification and control, as well as the actions taken.	GRI 205	
	Main risks	Main risks related to these matters linked to the group activities, including, where relevant and proportionate, their commercial relations, products or services that may impact negatively in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them, according to the national, European and international benchmark standards for each matter. Information on the impacts identified should be included, providing a breakdown, particularly on the main risks at the short, medium and long term.	GRI 205-1	
	Corruption and bribery	Actions taken to prevent corruption and bribery.	GRI 205	
		Actions to fight against money laundering.	GRI 205	
		Contributions to non-profit organisations.	GRI 201-1, 203-2	
Information on the company	Policies	Policies applied by the Group, including the diligence procedures applied to identify, assess, prevent and mitigate the significant risks and impacts, and of verification and control, as well as the actions taken.	GRI 3-3	
	Main risks	Main risks related to these matters linked to the group activities, including, where relevant and proportionate, their commercial relations, products or services that may impact negatively in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them, according to the national, European and international benchmark standards for each matter. Information on the impacts identified should be included, providing a breakdown, particularly on the main risks at the short, medium and long term.	GRI 413-1	

Contents of the Law 11/2018 INF		Standard used	Feedback
Commitment by the company to sustainable development	Impact of the activity of the company in the local employment and development.	GRI 203-1, 203-2, 204-1, 413-1	
	Impact of the activity of the company in local locations and properties.	GRI 203-1, 203-2, 413-1	
	Relations held with the players/stakeholders in the local communities and the dialogue modali-ties in these.	GRI 2-29, 413-1	
	Partnership or sponsorship actions.	GRI 2-28, 201-1, 203-1	
Subcontracting and suppliers	Included in the policy of purchase social mat-ters, gender equality matters and environmental matters.	GRI 308-1, 308-2, 414-1, 414-2	
	Consideration in the relation with suppliers and subcontracts of their social and envi-ronmental responsibility.	GRI 308-1, 308-2, 414-1, 414-2	
	Monitoring and audit systems, and review of them.	GRI 308-1, 414-1	No audits performed to suppliers.
Consumers	Measures for health and safety of con-sumers.	GRI 416-1,	
	Systems for claims received and solution.	GRI 2-26	
Tax information	Profits obtained per country.		Reply in 7.4.1 Economic fig-ures
	Taxes on benefits paid.		Reply in 7.4.1 Economic fig-ures
	Public subsides received.		Reply in 7.4.1 Economic fig-ures

GRI Index-standards

Alsa has prepared the report complying with the GRI Standards for the period from January 1st to December 31 2025.

GRI 1: Grounds 2021

GRI Standard	Version	Description summary	Feedback	Page/s
OVERALL CONTENTS				
GRI 2: General contents 2021	**The organisation and their practices for reporting**			
	2-1	Organisational details	GENERAL TÉCNICA INDUSTRIAL, S.L.U. (In this report, named as Alsa) C/Josefa Valcárcel 20 - 28027 Madrid (España) GENERAL TÉCNICA INDUSTRIAL belongs 100% to National Express Spanish Holding L.T.D	13-19, 23
	2-2	Entities included in the Presentation of sustainability reporting		146-147
	2-3	Reporting period, frequency and contact	Reporting period of this report: 1/1/2025 – 31/12/2025 Frequency: Annually Contact: Ignacio Pérez-Carasa. ipcarasa@alsa.es	120
	2-4	Information updated	Any changes in the calculation method and/or change of information already reported in previous reports are specified in the report itself.	
	2-5	External verification		4
	Activities and employees			
	2-6	Activities, value chain and other commercial relations.	Alsa separates its suppliers into direct suppliers (which have to do with the cost of activity) and indirect suppliers (related to overhead costs). Direct suppliers include providers of fuel, vehicle maintenance services and transport suppliers that provide reinforcement services when Alsa is unable to deliver services with its own resources due to the volume of demand. In the case of urban and suburban services, activities are not outsourced.	13-20, 38-40
	2-7	Employees.		13, 72-73, 136-142
	2-8	Workers unemployed by the company.	There are no significant numbers of non-employees who are controlled by the organisation.	
	Governance			
	2-9	Governance structure and composition.	Committee responsible for decision-making processes issues is the Board of Directors. The governing body of General Técnica Industrial, S.L.U. is a board of directors, composed of the following members: Proyectos Unificados, S.A.U, represented by Jorge Cosmen (President); Nex Continental Holdings, S.L.U., represented by Jacobo Cosmen; Ebrobus SLU, represented by Marcos García; Francisco Iglesias (CEO); Autos Pelayo, SAU, represented by María Pérez (Non-Director Secretary).	23
	2-10	Appointment and selection of the highest governance body.	The Board of Directors has designed a CEO impersonated by Francisco Iglesias, to whom the members of the management committee report directly. The members of the Board of Directors are selected at the discretion of the CEO.	23

GRI Standard	Version	Description summary	Feedback	Page/s
	2-11	Chairman of the maximum governance body.		23
	2-12	Role of the highest governance body monitoring the sustainable report.	The Institutional Relations Department reports to the Board of Directors on CSR-related matters. Analysis of material topics is undertaken across all stakeholder groups. Potential risks are evaluated at Board of Directors meetings and the monitoring processes are outlined in the minutes. In addition, the Chief Safety Officer registers the main corporate risks and their status on an annual basis, reporting to the National Express Group. The entire Board of Directors participated in the last Materiality Assessment in 2025, and the definition of the relevant aspects for the organisation, Definition of key issues for the company 23 and the pertinent response through this sustainability report. It is the members of the Board of Directors who report the necessary information to respond to the topics covered by this report. Specifically, information was reported from the HR, Environment, Legal, Safety, Sales and Marketing, CSR and Institutional Relations, Strategy and Organisation, Control and Reporting, and Operations areas. The Sustainability Report is revised by the Board of Directors prior to publication.	23
	2-13	Delegation of responsibility in the impact management.	Environmental issues during 2025 have been handled by the Strategy and Organisation department, and will be transferred to the Maintenance department in 2025. The economic impact is under the Economic-Finance area- and social impact are included in the Institutional Relations and ESG.	23
	2-14	Highest governance body's role in sustainability the report.	See Index 2-12.	23
	2-15	Conflicts of interest.	The members of the Board of Directors are subject to Alsa's code of conduct and to compliance regulations, and violation thereof is provided for under the organisation's disciplinary.	32-34
	2-16	Communicating critical concerns.		27-28, 34
	2-17	Collective knowledge of the highest governance body..	The Management Committee meets regularly and is kept informed of and monitors economic, environmental and social matters, being trained if necessary in this type of matters. The Institutional Relations Department reports to the Board of Directors on CSR-related matters.	27-34
	2-18	Evaluating the highest governance body's performance.	The members of the Board of Directors are subject to the annual target-based Performance Appraisal, which is governed by the criteria of Mobico Group.	
	2-19	Remuneration policies.	The directorships of GTI are not remunerated. There is in place a remuneration policy foreseeing all the causes: salary ranges, review criteria, social benefits, travels, secondments and internationalisation, business vehicles, etc. Out of the organisation's social targets, the core target of safety is applied throughout the organisation and, to the highest extent, to the Board of Directors. Other social, environmental and financial targets are also applicable to members of the Board of Directors with powers in these areas.	

<table>
<thead>
<tr><th>GRI Standard</th><th>Version</th><th>Description summary</th><th>Feedback</th><th>Page/s</th></tr>
</thead>
<tbody>
<tr><td></td><td>2-20</td><td>Process for determining remuneration</td><td>The Management Committee agrees on the overall economic criteria for the annual review, and its members propose reviews of their respective teams according to internal equity and merit criteria established by HR Horizontal Services.</td><td>140</td></tr>
<tr><td></td><td>2-21</td><td>Compensation ratio total annual.</td><td>
<table>
<tr><th>GRI 2-21 a.</th><th>2025</th><th>2025</th></tr>
<tr><td>Spain*</td><td>38.61</td><td>20.09</td></tr>
<tr><td>Morocco</td><td>38.16</td><td>41.20</td></tr>
<tr><td>Switzerland</td><td>2.87</td><td>1.37</td></tr>
<tr><td>Portugal*</td><td>4.94</td><td>5.11</td></tr>
</table>
<table>
<tr><th>GRI 2-21 b.</th><th>2025</th><th>2025</th></tr>
<tr><td>Spain*</td><td>3.57</td><td>1.20</td></tr>
<tr><td>Morocco</td><td>-0.22</td><td>0.23</td></tr>
<tr><td>Switzerland</td><td>5.31</td><td></td></tr>
<tr><td>Portugal*</td><td>1.42</td><td>0.58</td></tr>
</table>
*Does not include companies that were being handled by external agencies, which accounts for 7% in Spain and 37% in Portugal.

The decrease in the ratio is mainly due to organisational changes arising from the relationship with the Mobico Group.</td><td>140</td></tr>
<tr><td></td><td colspan="4">Strategy, policies and practices</td></tr>
<tr><td></td><td>2-22</td><td>Statement of the sustainable development strategy.</td><td></td><td>1-3</td></tr>
<tr><td></td><td>2-23</td><td>Commitments and policies.</td><td></td><td>5, 9, 24-26, 34-37, 55, 63, 72, 89</td></tr>
<tr><td></td><td>2-24</td><td>Incorporation of commitments and policies.</td><td>"Our Values" on Excellence, Safety, Customers, People and Community are the National Express group values, which Alsa embraces and applies across all its activities.</td><td>5, 9, 24-26, 34-37, 55, 63, 72, 89</td></tr>
<tr><td></td><td>2-25</td><td>Processes aimed at mitigating negative impact</td><td>The management approach is outlined in the GRI index for each material topic and all over the report.</td><td>5, 9, 24-26, 34-37, 55, 63, 72, 89</td></tr>
<tr><td></td><td>2-26</td><td>Mechanisms for requesting advice and raising concerns..</td><td></td><td>32</td></tr>
<tr><td></td><td>2-27</td><td>Compliance with environmental laws and the regulations.</td><td>Sanctions received over 2025 are -3,11M€ as it includes the reversal of the Galicia penalty of 5.2M.
Note : Includes all Alsa activity, domestic and international.</td><td>32-34</td></tr>
<tr><td></td><td>2-28</td><td>Membership to associations.</td><td>Alsa belongs to several associations of the industry, including the international association IRU and the Spanish associations CONFEBUS ASTIC and ATUC.</td><td></td></tr>
<tr><td></td><td colspan="4">Participation of stakeholders</td></tr>
<tr><td></td><td>2-29</td><td>Approach to stakeholder engagement.</td><td>The Institutional Relations Department reports to the Board of Directors on CSR-related matters. El The materiality assessment is conducted globally across all stakeholder groups.</td><td>27-29</td></tr>
<tr><td></td><td>2-30</td><td>Collective Bargaining Agreements.</td><td>85% of the staff is covered by collective bargains 100% in Spain, Portugal and Andorra; 4% in Morocco, 65% in Switzerland and 0% in France.</td><td></td></tr>
<tr><td colspan="5">MATERIAL TOPICS</td></tr>
<tr><td>GRI 3 : Topics: Materials 2021</td><td>3-1</td><td>Process to determine material topics.</td><td></td><td>27-29</td></tr>
<tr><td></td><td>3-2</td><td>List of material topics.</td><td></td><td>29</td></tr>
</tbody>
</table>

GRI Standard	Version	Description summary	Feedback	Page/s
	Surveillance and control systems			
	3-3	Management of material topics.		30-31, 32-34, 50-54
GRI 2: General contents 2021	**2-9**	Governance structure and composition.	General Contents of the GRI Content Index.	
	2-10	Designation and selection Chair of the highest body of the governance.	General Contents of the GRI Content Index.	
	2-11	Chairman of the maximum governance body.	General Contents of the GRI Content Index.	
	2-12	Role of the highest governing body in overseeing the sustainability report.	General Contents of the GRI Content Index.	
	2-13	Delegation of responsibility in the impact management.	General Contents of the GRI Content Index.	
	2-14	Highest governance body's role in sustainability the the sustainability report.	General Contents of the GRI Content Index.	
	2-15	Conflicts of interest.	General Contents of the GRI Content Index.	
	2-17	Collective knowledge of the highest governance body.	General Contents of the GRI Content Index.	
	2-18	Evaluating the highest governance body's performance.	General Contents of the GRI Content Index.	
	2-23	Commitments and policies.	General Contents of the GRI Content Index.	
	Ethics and regulation compliance			
GRI 3: Topics: Materials 2021	**3-3**	Management of material topics.		24-27
GRI 2: General contents 2021	**2-23**	Commitments and policies.	General Contents of the GRI Content Index.	
	2-24	Incorporation of the commitments and policies.	General Contents of the GRI Content Index.	
	2-25	Processes aimed at mitigating negative impact.	General Contents of the GRI Content Index.	
	2-26	Mechanisms to request advising and propose concerns.	General Contents of the GRI Content Index.	
	2-27	Compliance with environmental laws and the regulations.	General Contents of the GRI Content Index.	
	Transparency			
GRI 3: Topics: Materials 2021	**3-3**	Management of material topics.		30-31, 120, 4
GRI 2: General contents 2021	**2-14**	Role of the highest governance body in the Presentation of the sustainable report.	General Contents of the GRI Content Index.	
GRI 3: Topics: Materials 2021	**3-1**	Process to determine material topics.	Material topics of the GRI Content Index.	
	3-2	List of material topics.	Material topics of the GRI Content Index.	

GRI Standard	Version	Description summary	Feedback	Page/s
	Policies for the good governance			
GRI 3: Topics: Materials 2021	3-3	Management of material topics.		30-31, 50-51
GRI 2: General contents 2021	2-22	Statement of the sustainable development strategy.	General Contents of the GRI Content Index.	
	2-23	Commitments and policies.	General Contents of the GRI Content Index.	
	2-24	Incorporation of the commitments and policies.	General Contents of the GRI Content Index.	
	i+D+r			
GRI 3: Topics: Materials 2021	3-3	Management of material topics.		30-31, 42-47, 63-64
	Road Safety			
GRI 3: Topics: Materials 2021	3-3	Management of material topics.		30-31, 55-62
GRI 416: Health and Customer safety 2016	416-1	Evaluation of impacts in health and safety of the categories of products and services.		55-62
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.	There were no incidents of fines, sanctions or warnings.	
	Accessibility			
GRI 3: Topics: Materials 2021	3-3	Management of material topics.		30-31, 29-30,
GRI 416: Health and Customer safety 2016	416-1	Assessment of the health and safety impacts of product and service categories.		55-62
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.	There were no incidents of fines, sanctions or warnings.	
	Equality and Diversity			
GRI 3: Topics: Materials 2021	3-3	Management of material topics.		30-31, 50-51, 110-118, 136-139
GRI 2: General contents 2021	2-7	Employees.	General Contents of the GRI Content Index.	
	2-23	Commitments and policies.	General Contents of the GRI Content Index.	
GRI 405: Diversity and equal opportunities 2016	405-1	Diversity of governance bodies and employees.		23, 110, 139
	405-2	Ratio of salary base and remuneration of women and men.		140

GRI Standard	Version	Description summary	Feedback	Page/s
GRI 406: No discrimination 2016	406-1	Incidents of discrimination and corrective actions taken.	We have received no rulings of discrimination incidents. There is a policy in place for harassment complaints and protocols, which includes actions and prevention measures. During 2025, one case of harassment was identified, for which the appropriate disciplinary measures were taken.	
	Job creation			
GRI 3: Topics: Materials 2021	3-3	Management of material topics.		30-31, 73-80, 111-114, 139
GRI 401: Employment 2016	401-1	New employee hires and employee turnover.		138-139
	401-2	Benefits provided to employees.		73-80, 83-88
	401-3	Parental leave		140
	Reduction of emissions			
GRI 3: Topics: Materials 2021	3-3	Management of material topics.	Focused on reducing emissions per KM run, as the total volume of emissions is directly related to the volume of activity. Also working on fleet maintenance and renewal, and on the use of the best available technologies and alternative or less polluting fuels	30-31, 94-104
GRI 305: Emissions 2016	305-1	Direct and Indirect GHG emissions.	Possible modifications that may occur during the verification will be reflected in the sustainability report of the next year sustainability for the following year. In 2025, the emission increase of other polluting gases is directly related to the increase of fuels registered in the platform emissions.	100-101, 142
	305-2	Indirect GHG emissions when generating energy.		100-101, 142
	305-3	Other indirect emissions of GHG (Scope 3).		100-101, 142
	305-4	Intensity of greenhouse emissions.		100-101, 142
	305-5	Reduction of corporate of GHG.		100-101, 142
	305-6	Emissions of ozone-depleting substances (ODS).		100-101, 142
	305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions.		100-101, 142
	Efficiency in the consumption of fuels			
GRI 3: Topics: Materials 2021	3-3	Management of material topics.	This focuses, on the one hand, on energy consumption arising from fuel use in passenger transport and, on the other, on energy consumption at the organisation's facilities. The total values in both cases are directly linked to the volume of activity and the number of facilities.	30-31, 90-104, 104-105
GRI 302: Energy 2016	302-1	Energy consumption within the company.	Data in the Annex For confidentiality purposes, the own emission factor of employees is not provided for the calculation of the fuel consumption fuel. The data provided are pending external verification. Possible modifications that may occur during the verification will be reflected in the sustainability report of the next year.	99-100, 143-144
	302-2	Energy consumption outside the organization.	No information available.	
	302-3	Energy intensity.	Energy intensity is calculated as emissions (tCO_2eq) with the revenue of the company (€).	80-81

GRI Standard	Version	Description summary	Feedback	Page/s
	302-4	Reduction of energy consumption.	The variation observed in the percentage reduction in energy consumption at facilities compared with previous years is due to a methodological update in the calculation of electricity consumption data and a change in the scope of measurement. In previous years, the total figures provided by the energy supplier through the Creara platform were used, which also included electricity consumption associated with electric vehicle charging points. As this consumption is already accounted for under transport, the electricity consumed was being double-counted. From 2025 onwards, the methodology has been aligned with that used to calculate the carbon footprint, excluding electricity consumed by electric vehicle chargers from facility consumption. This avoids double counting and provides a more accurate measurement. In addition, the number of facilities registered on the Creara platform has increased by 45%, with new consumption points being added—many of them smaller facilities or facilities that were only partially operational during the year—which has also affected the evolution of the indicator.	99-100, 143-144
	302-5	Reduction of energy requirements of products and services.		99-100, 143-144
	Inclusion and development of cleaner, more efficient technologies			
GRI 3: Topics: Materials 2021	**3-3**	Management of material topics.		30-31, 96-101, 143
GRI 201: Economic performance in 2016	**201-1**	Direct economic value generated and distributed.		5, 137
	201-2	Financial consequences and other risks, and opportunities for the company due to climate change.		20-23, 90-109, 143
	201-3	Defined benefit plan obligations and other retirement plans.	There is a social benefits policy in place, which is designed around the Bus Plus Employee Card. For most employees under collective agreements, the company has voluntarily agreed to accept all partial early retirement requests. There are no private pension plans.	
	201-4	Financial assistance received from government.		5, 137
	Waste			
GRI 3: Topics: Materials 2021	**3-3**	Management of material topics.		30-31, 107-109, 145-146
GRI 306: Waste 2020	**306-1**	Generation of waste and significant impacts related to waste.		107-109, 145-146

GRI Standard	Version	Description summary	Feedback	Page/s
	306-2	Management of significant impacts related to waste.	All waste - hazardous and non-hazardous - generated through Alsa's activity is managed by approved waste management providers. Maintenance facilities have an appropriate place for the temporary storage of waste (clean collection point). They are registered as a producer of dangerous waste, subject to the regulation into force. Hazardous and non-hazardous waste generated in workshops is monitored and tracked, with activity-based baselines established to identify potential deviations in environmental performance. Waste minimisation plans are also implemented with the aim of reducing both the amount of waste generated and its hazardousness.	107-109, 145-146
	306-3	Waste produced.		107-109, 145-146
	306-4	Waste not intended for disposal.		107-109, 145-146
	306-5	Waste intended for disposal.		107-109, 145-146
	Other NON material topics			
GRI 202: Presence in the market 2016		**Presence in the market**		
	202-1	Ratios of standard entry level wage by gender compared to local minimum wage.		141
	202-2	Proportion of senior management hired from the local community.	100% (Senior executives are defined as members of the Management Committee and Spain as the local community).	
GRI 203: Indirect economic impacts 2016		**Indirect economic consequences**		
	203-1	Investment in infrastructures and supported services.		5, 137
GRI 204: Practices of supply 2016		**Procurement practices**		
	204-1	Proportion of spending on local suppliers.		5, 38, 137
GRI 205: Anti-corruption 2016		**Fight against corruption**		
	205-1	Operations assessed for risks related to corruption.	100% of the corporate transactions to which it applies are subject to a due diligence process involving a comprehensive review of all critical areas of the company concerned.	
	205-2	Communication and training on anti-corruption policies and procedures.		32-34
	205-3	Confirmed incidents of corruption and actions taken.	No corruption cases.	

GRI Standard	Version	Description summary	Feedback	Page/s
GRI 206: Unfair competition 2016		**Unfair competition practices**		
	206-1	Legal actions relating to unfair competition, monopolistic practices and anti-competitive behaviour.	Following completion of the relevant proceedings, on 9 December 2025, the Plenary of the CGC adopted a resolution finding certain Alsa companies liable for an infringement of the LDC and imposing a financial penalty, together with a 12-month prohibition on participating in any public tender launched by the Xunta de Galicia for concessions to operate regular public road passenger transport services for general use within the Autonomous Community of Galicia. The Alsa companies paid the fines imposed and requested that the CGC and the Xunta's Public Procurement Board give effect to the prohibition on contracting imposed by the Resolution. Notwithstanding the above, on 4 February 2025, they lodged an administrative court appeal against the Resolution, on the grounds that it is affected by multiple grounds for nullity and contains manifest errors in the assessment of the facts which, in their view, render it null and void.	
GRI 301: Materials 2016		**Materials**		
	301-1	Materials used by weight or volume.		146
	301-2	Recycled waste used.	Due to the conditions of the business, not used Resources recycled beyond those commented to length of the report (for instance, paper, washing paper, etc.).	
GRI 303: Water and effluentes 2018		**Water**		
	303-1	Interaction with water as a shared resource.	The water used always come from the municipal plumbing network and is conducted over the municipal plumbing network. At specific times, there is a park site where water comes from an authorized watering well used to wash the vehicles.	106-107, 146
	303-2	Management of impacts related to water spills.	The highest water consumption is the washing facilities. These waters are duly refined through hydrocarbon dividers before spilling into municipal plumbing network. Working on further leveraging these waters to be reintroduced in the process. All spill areas are dully controlled to ensure the compliance with current legislation	106-107, 146
	303-3	Water withdrawal by source.	Water consumption is from the municipal supply.	106-107, 146
	303-4	Water spill.	All water is discharged into the municipal sewage system. in 2025, increase in waste was mainly due to data availability in 2025, emerging from the absence of some bills, which makes that the value registered in this financial year is not totally representative.	106-107, 146
	303-5	Water recycled and reused.		106-107, 146
GRI 304: Biodiversity 2016		**Biodiversity**		
	304-1	Operational sites owned, leased or managed, located within or adjacent to protected areas or areas of high biodiversity value outside protected areas.	Alsa does not have operational sites located in or near protected areas or areas of high biodiversity value	
	304-2	Significant impacts of activities, the products and services of biodiversity.	No significant impacts of activities, products, and services on biodiversity have been identified.	
	304-3	Habitats protected or restored.	Alsa Forest - Reforesting Congosto de Valdavia (Palencia) with drones.	90, 102

GRI Standard	Version	Description summary	Feedback	Page/s
GRI 308: Environmental assessment of suppliers 2016		**Environmental assessment of suppliers**		
	308-1	New suppliers that were screened using assessment and selection for agreement with environmental criteria.	100% of the corporate suppliers.	38
	308-2	Negative environmental impacts in the supply chain and actions taken.	Mitigation of potential environmental impacts in the supply chain is considered by including requirements in the tenders through the several suppliers are hired, who must comply with each of them.	38
GRI 402: Relations worker-company 2016		**Relations between employees and managers**		
	402-1	Warning deadlines on operational changes.	4 weeks.	
GRI 203: Indirect economic impacts 2016		**Occupational health and safety in the workplace**		
	403-1	Health and Safety Management System at the Workplace.	In Spain and Portugal, the company has an occupational health and safety management system in place subject to the ISO 45001 standard.	50-51, 84-89, 142
	403-2	Identification of hazards, risk assessment and investigation of incidents.	The safety management System in place include the dangers at the workplace and assess the risks at a regular basis or regarding incidents in order to assess and improve on a sustained basis the system to manage health and safety at the workplace . Also, added to the delegates for prevention, employees are encouraged to participate that may report dangerous situations through the existing communication channels. All incidents, apart from being investigated at the local level (in all countries where we operate) are reported to the Group Corporate Services supervising the investigation conducted, monitoring them and used to remove hazards at the global level and add improvements into the system to remove hazards at the global level and add improvements into the system.	50-51, 84-89, 142
	403-3	Medical services at the workplace.	In Spain, the company has an external prevention service for companies operating on the mainland (Quirón) and another for the islands (Previs). In the companies where this is required by law, they have their own prevention system. In the case of Switzerland-France, employees have a private medical service and are subject to Medical checks according to the laws in place in each country. In Portugal, Quirón's external prevention service is available.	67-72
	403-4	Participation of employees, consultations and communications on health and safety at the workplace.	71.57% of the Spanish staff is represented at Safety and Health Committees. The rest of the workforce up to the total of 100%, belong to group companies which - due to their number of employees - are only represented through their Prevention Representatives. 100% of the staff in Morocco and Portugal is covered by Safety and Health Committees, with a specific Committee in each local business. No official Safety and Health Committee exist in Switzerland-France. Health and Safety issues related are managed and communicated by the Safety and HR managers. The company has also in place other communication channels available for employees to be updated and report any concern or incident about Safety and Health that is relevant.	84-89, 142

GRI Standard	Version	Description summary	Feedback	Page/s
	403-5	Training of employees on health and safety management system in the workplace.		84-89, 142
	403-6	Ensure health of employees.		84-89, 142
	403-7	Prevention and mitigation of impacts in health and safety of employees directly connected to commercial relations.		50-51, 84-89, 142
	403-8	Health and Safety Management System coverage at the Workplace.		50-51, 84-89, 142
	403-9	Injuries at the workplace.	In 2025, there have been 0 fatal victims.	142
	403-10	Sickness and injuries at the workplace.		142
GRI 404: Training and education 2016		**Education and skills**		
	404-1	Average hours of training per year per employee.		70-80
	404-2	Programmes for upgrading employee skills and transition assistance programs.		70-80
	404-3	Percentage of employees receiving regular performance and career development reviews.		142-143
GRI 407: Freedom of association and collective bargaining 2016		**Freedom of association and collective bargaining**		
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.	Enforcement of the ethical code and Compliance committee.	
GRI 408: Child labour 2016		**Child labour**		
	408-1	Operations and suppliers at significant risk for incidents of child labour.	Enforcement of the ethical code and Compliance committee.	
GRI 409: Forced labour or compulsory 2016		**Forced labour**		
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour.	Enforcement of the ethical code and Compliance committee and Modern Slavery.	
GRI 410: Practices regarding safety 2016		**Security practices**		
	410-1	Security personnel trained in human rights policies or procedures.	Security personnel are external suppliers and this information is not currently available.	
GRI 203: Indirect economic impacts 2016		**Local communities**		
	413-1	Operations with local community engagement, impact assessments, and development programmes.		110-116
	413-2	Operations with significant actual and potential negative impacts on local communities.		110-116
GRI 414: Assessment social of suppliers 2016		**Supplier assessment in Human Rights, labour practices and social impact**		
	414-1	New suppliers were screened using social criteria.	100% of suppliers have undergone screening based on social criteria.	38

GRI Standard	Version	Description summary	Feedback	Page/s
	414-2	Negative social impacts in the supply chain and actions taken.	Mitigation of potential environmental impacts in the supply chain is considered with the inclusion of requirements in documentations generated in the relations and contracts (contracts, bids, purchase orders, etc.) with several suppliers, who must comply with each of them.	38
GRI 415: Public policy 2016		**Public policy**		
	415-1	Value of political contributions by country and recipient.	None.	
GRI 417: Marketing and labelling 2016		**Labelling of products and services**		
	417-2	Incidents of non-compliance concerning marketing communications requirements for product and service information and labelling.	No corruption cases.	
	417-3	Incidents of non-compliance concerning marketing communications.	No corruption cases.	
GRI 418: Customer privacy 2016		**Customer privacy**		
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data.	Zero customer complaints in relation to data protection.	

Additional information

Economic figures:

Description		Spain	Morocco	Switzerland	France	Portugal	Italy	Andorra	Total
Direct economic value generated	2024	96.90	16.14	-0.35	0.76	2.97	-0.05	-0.23	116.01
	2025	115.11	-13.37	0.90	0.83	2.71	-0.03	-0.35	**105.79**
Revenue	2024	1,340.12	183.17	29.03	2.68	69.34	0.00	0.12	1,624.46
	2025	1,498.84	147.07	28.91	2.16	74.13	0.00	0.07	**1,751.17**
Operating costs	2024	1,283.09	174.61	29.81	1.97	68.28	0.05	0.35	1,558.28
	2025	1,421.05	158.80	28.55	1.32	72.33	0.03	0.42	**1,682.51**
Employees' Salaries	2024	411.05	40.94	14.88	0.23	19.03	0.00	0.10	486.23
	2025	491.67	42.89	14.44	0.15	23.48	0.00	0.10	**572.73**
Social Security Costs	2024	139.92	10.83	1.82	0.08	4.71	0.00	0.00	157.37
	2025	165.57	10.88	1.55	0.04	5.53	0.00	0.00	**183.56**
Payments to suppliers	2024	727.16	111.00	14.67	1.89	67.33	0.00	0.25	922.31
	2025	832.72	87.39	12.82	1.00	49.77	0.00	0.73	**984.43**
Payments to government (taxes and fees)	2024	90.21	19.80	1.73	-3.81	-3.81	0.00	0.00	107.52
	2025	145.30	19.11	2.34	0.08	1.57	0.00	0.00	**168.40**
Payments to the government (Hydrocarbons tax)	2024	42.47	15.52	0.00	3.62	3.62	0.00	0.00	61.61
	2025	43.33	14.72	0.00	0.00	3.94	0.00	0.00	**61.99**
Tax credits and tax allowances	2024	3.35	0.00	0.00	0.00	0.00	0.00	0.00	3.35
	2025	2.63	0.00	0.00	0.00	0.00	0.00	0.00	**2.63**
Subsidies for investment and research	2024	6.94	0.00	0.00	0.00	0.00	0.00	0.00	6.94
	2025	10.86	0.00	0.00	0.00	0.00	0.00	0.00	**12.30**
Investment in infrastructures and fleet	2024	107.78	2.29	0.73	0.00	0.00	0.00	0.00	110.80
	2025	122.05	9.79	0.33	0.00	0.00	0.00	0.00	**132.16**
Sanctions/sanction amounts	2024	6.58	0.66	0.10	0.01	0.01	0.00	0.00	7.34
	2025	-4.67	1.57	-0.03	0.00	0.00	0.00	0.00	**-3.11**

Note: following the dissolution of the entity operating in Puerto Rico in 2023, revenue in 2024 amounted to €-0.12 million, while operating costs amounted to €0.12 million. The remaining values are €0.00.

Activity figures:

		Spain	Morocco	Switzerland	France	Portugal*	Italy	Andorra	Total
Buses in fleet	2024	4,719	2,000	141	29	307	0	1	7.197
	2025	4,947	1,736	134	30	459	0	1	**7.307**
Passengers Carried (Million)	2024	253.67	346.72	4.51	0.34	30.54	0.00	0.00	635.77
	2025	278.48	321.90	5.20	0.33	34.75	0.00	0.00	**640.65**

*Data from own fleet and temporary subcontractors. Portugal is the only country with permanent subcontracted fleet.

Employee data:

Staff distribution

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Total	2024	12,787	5,873	298	12	4	766	**19,740**
	2025	13,971	4,417	267	10	4	898	**19,567**
Males	2024	10,376	5,363	263	12	2	658	**16,674**
	2025	11,088	3,949	237	10	2	756	**16,042**

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Female	2024	2,411	510	35	1	2	108	3,066
	2025	2,883	468	30	0	2	142	**3,525**

Number of total employees per age

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Staff under 30 years old	2024	1,043	409	26	3	0	36	1,517
	2025	1,324	240	30	1	0	40	**1,635**
Staff between 30 and 50	2024	6,384	3,879	181	6	3	448	10,901
	2025	6,857	2,808	166	4	3	526	**10,364**
Above 50	2024	5,359	1,585	91	3	1	282	7,321
	2025	5,791	1,369	71	5	1	332	**7,569**

Number of total employees per professional category

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Management	2024	91	14	1	0	0	0	106
	2025	104	16	1	0	0	0	**121**
Middle management	2024	187	49	8	0	0	12	256
	2025	233	233	6	0	0	10	**286**
Qualified professionals	2024	1,246	943	11	0	0	42	2,242
	2025	1,833	808	11	0	0	51	**2,703**
Operators	2024	11,263	4,867	278	12	4	712	17,136
	2025	11,802	3,556	249	10	4	837	**16,458**

Number of employees pre gender and type of contract

			Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Permanent contract	Male	2024	9,135	5,363	152	3	2	650	15,305
		2025	9,820	3,944	168	6	2	725	**14,665**
	Female	2024	2,093	510	17	0	2	107	2,729
		2025	2,499	468	17	0	2	137	**3,123**
Temporary work contract	Male	2024	1,241	0	111	9	0	8	1,369
		2025	1,268	5	69	4	0	31	**1,377**
	Female	2024	318	0	18	0	0	1	337
		2025	384	0	13	0	0	5	**402**
Part-time contract	Male	2024	820	0	22	0	0	0	842
		2025	865	0	13	1	0	1	**880**
	Female	2024	474	0	9	0	0	0	483
		2025	506	0	7	0	0	0	**513**
Full-time contract	Male	2024	9,556	5,363	241	12	2	658	15,832
		2025	10,223	3,949	224	9	2	755	**15,162**
	Female	2024	1,937	510	26	0	2	108	2,583
		2025	2,377	468	23	0	2	142	**3,012**

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Employees with permanent contracts by age								
Staff under 30 years old	2024	746	409	12	0	0	34	**1,201**
	2025	936	240	21	0	0	33	**1,230**

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Staff between 30 and 50	2024	5,477	3,879	109	1	3	444	9,913
	2025	5,949	2,805	115	2	3	498	**9,372**
Above 50	2024	5,004	1,585	48	2	1	279	6,919
	2025	5,434	1,367	49	4	1	331	**7,186**
Employees with temporary contracts by age								
Under 30	2024	297	0	14	3	0	2	316
	2025	388	0	9	1	0	7	**105**
Staff between 30 and 50	2024	907	0	72	5	0	4	988
	2025	908	3	51	2	0	28	**992**
Above 50	2024	354	0	43	1	0	3	401
	2025	357	2	22	1	0	1	**383**
Employees with Retirement contracts by age								
Under 30	2024	128	0	5	0	0	0	133
	2025	165	0	0	0	0	1	**166**
Staff between 30 and 50	2024	532	0	21	0	0	0	533
	2025	526	0	16	1	0	0	**543**
Above 50	2024	635	0	5	0	0	0	640
	2025	679	0	4	0	0	0	**683**
Employees with full-time contracts by age								
Under 30	2024	916	409	21	3	0	36	1,385
	2025	1,159	240	30	1	0	39	**1,469**
Staff between 30 and 50	2024	5,853	3,879	160	6	3	448	10,349
	2025	6,331	2,808	150	3	3	526	**9,821**
Above 50	2024	4,724	1,585	86	3	1	282	6,681
	2025	5,112	1,369	67	5	1	332	**6,886**
Employees with permanent contracts by professional category								
Management	2024	91	14	1	0	0	0	106
	2025	104	16	1	0	0	0	**121**
Middle management	2024	184	49	8	0	0	12	253
	2025	229	37	6	0	0	10	**282**
Qualified professionals	2024	1,083	943	10	0	0	41	2,077
	2025	1,558	807	10	0	0	51	**2,426**
Operators	2024	9,870	4,867	150	3	4	704	15,598
	2025	10,428	3,552	168	6	4	801	**14,959**
Employees with temporary contracts by professional category								
Management	2024	0	0	0	0	0	0	0
	2025	0	0	0	0	0	0	**0**
Middle management	2024	0	0	0	0	0	0	4
	2025	4	0	0	0	0	0	**4**
Qualified professionals	2024	163	0	1	0	0	1	165
	2025	275	1	1	0	0	0	**277**
Operators	2024	1,393	0	128	9	1	8	1,538
	2024	1,374	4	81	4	0	36	**1,499**
Employees with Retirement contracts by professional category								
Management	2024	2	0	0	0	0	0	2
	2025	3	0	0	0	0	0	**3**
Middle management	2024	2	0	0	0	0	0	2
	2025	6	0	0	0	0	0	**6**
Qualified professionals	2024	59	0	1	0	0	0	60
	2025	94	0	1	0	0	1	**96**

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Operators	2024	1,231	0	30	0	0	0	**1,261**
	2025	1,268	0	19	1	0	0	**1,288**
Employees with permanent contracts per professional category								
Management	2024	89	14	1	0	0	0	**104**
	2025	101	16	1	0	0	0	**118**
Middle management	2024	185	49	8	0	0	12	**254**
	2025	227	37	6	0	0	10	**280**
Qualified professionals	2024	1,187	943	10	0	0	42	**2,182**
	2025	1,739	808	10	0	0	50	**2,607**
Operators	2024	10,032	4,867	248	12	4	712	**15,875**
	2025	10,534	3,556	230	9	4	837	**15,170**

			Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
ANNUAL AVERAGE of employees per gender									
Permanent contract	Male	2024	8,434	5,210	151	4	2	646	**14,447**
		2025	9,495	5,183	162	3	2	725	**15,570**
	Female	2024	1,690	418	18	0	1	106	2,233
		2025	2,163	528	18	0	2	129	**2,840**
Temporary work contract	Male	2024	1,134	205	71	3	0	3	1,416
		2025	1,152	3	45	3	0	26	**1,229**
	Female	2024	286	64	7	0	1	1	359
		2025	349	0	6	0	0	2	**357**
Part-time contract	Male	2024	473	0	6	0	0	0	480
		2025	462	0	8	0	0	1	**470**
	Female	2024	240	0	2	0	0	0	241
		2025	226	0	2	0	0	0	**228**
ANNUAL AVERAGE of employees by age									
Permanent contract	Under 30	2024	571	308	11	0	0	33	923
		2025	833	333	15	0	0	31	**1,212**
	Between 30 and 50	2024	4,943	3,663	109	2	2	428	9,146
		2025	5,623	3,690	110	1	3	480	**9,907**
	More than 50	2024	4,611	1,657	49	2	1	291	6,611
		2025	5,203	1,689	54	2	1	342	**7,292**
Temporary work contract	Under 30	2024	252	49	5	1	0	0	307
		2025	323	0	3	1	0	4	**331**
	Between 30 and 50	2024	848	204	38	2	1	1	1,093
		2025	846	2	29	2	0	20	**899**
	More than 50	2024	320	17	35	0	0	2	374
		2025	333	1	18	0	0	4	**356**
Part-time contract	Under 30	2024	78	0	1	0	0	0	80
		2025	75	0	0	0	0	1	**76**
	Between 30 and 50	2024	357	0	5	0	0	0	363
		2025	318	8	0	0	0	0	**326**
	More than 50	2024	277	0	2	0	0	0	279
		2025	294	2	0	0	0	0	**296**

ANNUAL AVERAGE of employees per professional category									
Permanent contract	Management	2024	90	14	1	0	0	0	105
		2025	97	17	1	0	0	0	**114**
	Middle management	2024	171	49	9	0	0	12	241
		2025	192	47	7	0	0	10	**256**
	Qualified professionals	2024	1,071	936	7	0	0	40	2,053
		2025	1,873	923	10	0	0	59	**2,865**
	Operators	2024	8,792	4,629	152	4	3	700	14,282
		2025	9,498	4,725	161	3	4	784	**15,175**
Temporary work contract	Management	2024	0	0	0	0	0	0	0
		2025	0	0	0	0	0	0	**0**
	Middle management	2024	3	0	0	0	0	0	3
		2025	1	0	0	0	0	0	**1**
	Qualified professionals	2024	139	5	0	0	0	1	146
		2025	247	1	1	0	0	0	**238**
	Operators	2024	1,278	264	77	3	1	3	1,627
		2025	1,254	2	50	3	0	29	**1,337**
Part-time contract	Management	2024	1	0	0	0	0	0	1
		2025	1	0	0	0	0	0	**1**
	Middle management	2024	1	0	0	0	0	0	1
		2025	1	0	0	0	0	0	**1**
	Qualified professionals	2024	43	0	0	0	0	0	43
		2025	38	1	0	0	0	1	**39**
	Operators	2024	669	0	8	0	0	0	677
		2025	648	9	0	0	0	0	**657**

*Turnover

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Rate of staff turnover and country								
Male	2024	6.19%	5.41%	10.61%	4.17%	0.00%	9.70%	6.17%
	2025	6.08%	6.53%	15.21%	5.26%	0.00%	3.77%	**6.27%**
Female	2024	8.66%	8.45%	14.75%	0.00%	0.00%	5.74%	8.63%
	2025	8.10%	9.53%	17.39%		0.00%	1.28%	**8.15%**
Total	2025	6.55%	6.83%	15.46%	5.26%	0.00%	3.40%	**6.63%**

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Turnover rate per age and country								
2024	Under 30	13.86%	15.79%	20.00%	0.00%	0.00%	11.90%	14.36%
	From 30 to 50	7.55%	5.99%	9.52%	6.25%	0.00%	8.53%	7.10%
	Over 50	3.69%	2.26%	11.11%	0.00%	0.00%	9.79%	3.73%
2025	Under 30	12.50%	17.04%	8.89%	0.00%		0.00%	**12.99%**
	From 30 to 50	7.95%	7.44%	15.57%	9.09%	0.00%	4.29%	**7.75%**
	Over 50	3.06%	2.85%	17.86%	0.00%	0.00%	2.48%	**3.18%**

*Note: In Spain, VTCs are not considered for the calculation of turnover, as the characteristics of this activity in this respect are very different from the rest of the company's activities.

Number of new contracts

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Per gender								
Male	2024	2,694	315	90	7	0	116	3,222
	2025	2,027	324	92	6	0	198	**2,647**
Female	2024	1,279	141	19	0	0	20	1,459
	2025	1,126	117	11	0	0	42	**1,296**
Total	2024	3,972	456	109	7	0	136	4,681
	2025	3,153	441	103	6	0	240	**3,943**
By age								
Under 30	2024	1,010	162	23	3	0	18	1,216
	2025	1,102	135	22	1	0	22	**1,282**
From 30 to 50	2024	2,007	287	68	3	0	96	2,461
	2025	1,626	303	66	3	0	183	**2,181**
Over 50	2024	956	7	18	1	0	22	1,004
	2025	425	3	15	2	0	35	**480**

Number of dismissals

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Per gender								
Male	2024	141	67	19	0	0	18	245
	2025	297	67	30	1	0	8	**403**
Female	2024	39	14	4	0	0	3	60
	2025	63	13	5	0	0	1	**82**
Total	2024	179	81	23	0	0	21	305
	2025	360	80	35	1	0	9	**485**
Per professional category								
Management	2024	1	1	0	0	0	1	2
	2025	0	0	0	0	0	0	**0**
Middle management	2024	3	0	0	0	0	1	4
	2025	6	1	1	0	0	0	**8**
Qualified professionals	2024	17	5	0	0	0	2	24
	2025	22	12	0	0	0	1	**35**
Operators	2024	158	75	23	0	0	18	274
	2025	332	67	34	1	0	8	**442**
By age								
Under 30	2024	21	9	7	0	0	3	40
	2025	74	9	1	0	0	0	**84**
From 30 to 50	2024	92	60	11	0	0	11	174
	2025	207	48	26	1	0	6	**288**
Over 50	2024	67	12	5	0	0	7	91
	2025	79	23	8	0	0	3	**113**

Diversity of governance bodies

Number of people in the Group Exec Comm								
	Spain	Morocco	Switzerland	France	Andorra	Portugal	Total 2024	Total 2025
Per gender								
Male	6	1	0	0	0	0	6	7
Female	3	0	0	0	0	0	3	3
By age								
Under 30	0	0	0	0	0	0	0	0
From 30 to 50	1	0	0	0	0	0	2	1
Over 50	8	1	0	0	0	0	7	9

Parental leaves

Number of of employees who enjoyed a parental leave								
		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Male	2024	155	0	13	0	0	6	173
	2025	246	N/A	5	0	0	28	**279**
Female	2024	31	19	0	0	0	0	50
	2025	37	25	1	0	0	2	**65**

* No information available.

Number of employees who returned to work in the reporting period after the end of parental period								
		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Male	2024	141	0	13	0	0	6	159
	2025	240	N/A	5	0	0	27	**272**
Female	2024	29	19	0	0	0	0	47
	2025	34	25	1	0	0	1	**61**

Rate of return to work and retention after maternity or paternity leave, by gender							
		Spain	Morocco	Switzerland	France	Andorra	Portugal
Male	2024	91%	0%	100%	0%	0%	100%
	2025	98%	N/A	100%	0%	0%	96%
Female	2024	92%	100%	0%	0%	0%	0%
	2025	92%	100%	100%	0%	0%	50%

Pays

Average pays in 2025	Spain	Morocco	Switzerland	France	Andorra	Portugal
Per gender						
Male	37,576.93	6,807.46	64,742.58	27,429.00	NA	27,291.94
Female	30,892.23	7,796.91	63,182.83		NA	22,692.84
Per professional category						
Management	175,095.10	77,934.73			NA	
Middle management	64,344.10	43,070.82	87,113.60		NA	60,376.87
Qualified professionals	34,724.58	7,448.96	64,283.64		NA	27,588.94
Operators	34,713.91	6,190.98	63,564.81	27,429.00	NA	26,200.03
By age						
Under 30	28,312.83	6,825.33	59,882.67	24,800.00	NA	23,868.83
From 30 to 50	35,797.17	6,791.60	65,105.05	27,997.50	NA	27,084.34
Over 50	39,594.14	7,251.65	65,321.72	27,500.00	NA	26,249.81

Average pays compared to 2024	Spain	Morocco	Switzerland	France	Andorra	Portugal
Per gender						
Male	4.34%	4.59%	-0.26%	-1.83%	NA	10.59%
Female	3.54%	5.82%	3.93%	-	NA	8.44%
Per professional category						
Manage-ment	3.51%	4.10%	-	-	-	
Middle management	3.14%	3.77%	11.72%	-	-	4.79%
Qualified professionals	3.28%	3.54%	11.63%	-	-	1.33%
Operators	3.77%	3.13%	-1.45%	-1.83%	NA	11.29%
By age						
Under 30	5.55%	9.46%	3.89%	-9.82%		7.52%
from 30 to 50	5.85%	4.95%	0.70%	0.10%	NA	8.97%
Over 50	5.16%	5.25%	-0.49%	-2.37%	NA	12.83%

NA: Not published because it was only one person.

In the case of Switzerland and France, the data has been annualised, as their activity is mainly seasonal.

	Spain	Morocco	Switzerland	France	Andorra	Portugal
Salary gap	17.79%	-14.53%	2.41%	NA	NA	16.85%

	Spain	Morocco	Switzerland	France	Andorra	Portugal
Ratio of remuneration of the lowest salary vs the minimum wage	0.0001	0.0012	NA	0.1470	NA	0.0121

* The salary tables of the collective agreement are applied without differentiation by gender.

Occupational safety and health of the employees

2024	Spain	Morocco	Switzerland	France	Portugal
Accident frequency rate (%)*	17.27*	9.79	16.44	0	17.5
Male	0	9.60	16.44	0	15.8
Female	0	11.97	0	0	28.6
Accident severity index (%)*	0.57*	0.50	0.66	0	0.6
Male	0	0.48	0.66	0	0.6
Female	0	0.73	0	0	0.3
Occupational diseases	1	0	0	0	7
Male	1	0	0	0	3
Female	0	0	0	0	4
Absenteeism hours*	1,617,926	638,722	34,152	0	12,304
Male	9.18%	5.08%	14.57%	0.00%	0.60%
Female	9.04%	4.85%	12.47%	0.00%	0.63%
Absenteeism**(%)	9.91%	7.83%	2.34%	0.00%	0.40%
Male absenteeism	1,481,083.97	126,843.41	15,462.00		63,224.23
Female absenteeism	78.57%	100%	0	0	100%
Investment in Prevention, Health and Wellbeing	0	0	0	0	0
% staff represented on formal health and safety committees	1	5	0	0	0
Workers with high incidence or high risk of occupational diseases	0.24	0.04	0	0	0
No. of injuries per accident with serious consequences	2	1	0	0	0
Fees of injuries per accident with serious consequences	0.61	0.01	0	0	0

2025	Spain	Morocco	Switzerland	France	Portugal
índice de frecuencia de accidentes (%)*	19.21	9.00	9.02	0	10.34
Hombres	19.02	8.81	10.16	0	7.90
Mujeres	19.93	11.00	0	0	24.50
Índice de gravedad de accidentes (%)*	0.62	0.55	0.39	0	0.37
Hombres	0.55	0.54	0.45	0	0.32
Mujeres	0.92	0.68	0	0	0.65
Enfermedades profesionales	0	0	0	0	10
Hombres	0	0	0	0	9
Mujeres	0	0	0	0	1
Horas absentismo	3,263,897	634,959	19,288	595	186,365
Absentismo**	9.08%	5.06%	3.48%	3.28%	8.38%
Absentismo Hombres	8.86%	4.77%	3.19%	3.28%	7.65%
Absentismo Mujeres	10.03%	8.13%	5.69%	0%	12.59%
Investment in Prevention, Health and Wellbeing	1,698,285.87€	105,015.97€	29,798€		69,886.52€
% staff represented on formal health and safety committees	71.57%	100%	Actualmente no hay comités. están en proceso de constitución		100%
Workers with high incidence or high risk of occupational diseases	0	0	0	0	0
No. of injuries per accident with serious consequences	0	13	0	0	0
Fees of injuries per accident with serious consequences	0	0.12	0	0	0
Number of days lost due to occupational accidents or occupational diseases	10.657	53.523	221	0	967

*No information broken down by gender available.
** Absenteeism rate=(Lost hours/employees*days)x100
Note: The data for Spain does not include workers who are not included in the Alsa employee database, who represent around 10% of the workforce..

Evaluation of performance and training

The figures below describe the evaluation of performance for office-based staff.

Employees receiving regular performance reviews by gender								
		Spain	Morocco	Switzerland	France	Portugal	Andorra	Total
Per gender								
Male	2024	68%	76%	91%	96%	100%	56%	70%
	2025	69%	78%	88%	74%	100%	85%	72%
Female	2024	41%	74%	43%		0%	44%	45%
	2025	44%	79%	54%		0%	68%	49%
Per professional category								
Management	2024	84%	90%	100%	–	–		85%
	2025	81%	91%	100%	–	–	–	82%
Middle management	2024	75%	85%	89%	–	–	33%	76%
	2025	87%	94%	100%	–	–	–	86%
Qualified professionals	2024	21%	40%	42%	–	–	49%	27%
	2025	20%	45%	85%	–	–	10%	26%
Operators	2024	68%	83%	85%	96%	50%	55%	72%
	2025	72%	84%	84%	74%	50%	87%	76%

Environmental data[1]:

Fleet and environmental investment

	Spain	Morocco	Switzerland Francia[2]	Portugal	Total
2024					
Vehicles driven by alternative energy	1,025	6	37	45	**1,113**
Vehicles driven by alternative energy vs fleet (%)	23%	0%	22%	15%	**16%**
Vehicles driven by alternative energy (added)	150	0	3	0	**153**
Investment in vehicles driven by alternative energy (M€)	66.5	0	0.06	0	
EURO VI Vehicles	3,045	810	152	264	**4,271**
EURO VI Vehicles (%)	68%	41%	89%	86%	**62%**
EURO VI Vehicles (added)	246	6	42	0	**294**
Expenditure or investment in environment (k€)	533,217.12	0	0	42,015.37	**575,232.49**
2025					
Vehicles driven by alternative energy	1033	0	36	176	**1,245**
Vehicles driven by alternative energy vs fleet (%)	21%	0	22%	38%	**17%**
Vehicles driven by alternative energy (added)	134	0	1	16	**151**
Investment in vehicles driven by alternative energy (M€)	47,3	0	0	0	**47.7**
EURO VI Vehicles	2,211	950	112	281	**3,351**
EURO VI Vehicles (%)	45%	55%	68%	61%	**49%**
EURO VI Vehicles (added)	153	146	3	11	**313**
Expenditure or investment in environment (k€)	537,540.86	–	–	28.97	**537,569.83**

1 Complete environmental data is not included for some of the companies incorporated during 2024 (e.g. SANIR and company depots in Canary Islands). Emission factors: MITERD V24 May 2024.
2 Environmental data in Switzerland also included the operations in France.

Emissions

	Spain	Morocco	Switzerland Francia [3]	Portugal	Total
2024					
Total emissions (tCO_2e)	469.558,38	195.580,30	5.634,27	42.849,30	**713.622**
A1 direct emissions (tCO_2e)	304.918,28	158.592,45	3.069,26	20.593,87	**487.174**
A2 Indirect emissions (tCO_2e)	9,39	2.083,76	0,00	1.607,32	**3.700**
A3 Indirect emissions (tCO_2e)	164.630,71	34.904,10	2.565,01	20.648,12	**222.748**
Intensity of direct emissions (tCO_2e/thousand €)	0,233	0,994	0,101	0,299	**0,455**
CO direct emissions (t)	439.723	179.009	3.959,36	34.221,99	**656.913**
NOx direct emissions (t)	1.663.162	835.189	17.297	120.196	**2.635.844**
HC direct emissions (t)	2.217.550	1.113.585	23.063	160.261	**3.514.459**
PM direct emissions (t)	510.036	256.125	5.305	36.860	**808.326**
CH4 direct emissions (tCO_2e)	200	25	30	5	**260**
N2O direct emissions (tCO_2e)	2.967	1.346	1.645	273	**6.231**
HFCs direct emissions (tCO_2e)	21.422	15.200	0	686	**37.308**
2025					
Total emissions (tCO_2e)	456.170,83	162.891,46	3.463,44	27.946,08	**680.823,47**
A1 direct emissions (tCO_2e)	313.032,52	130.499,64	2.627,08	19.172,59	**465.331,83**
A2 Indirect emissions (tCO_2e)	0,00	2.810,58	12,99	1.115,62	**3.939,19**
A3 Indirect emissions (tCO_2e)	171.066,43	31.763,45	1.064,70	7.657,86	**211.552,44**
Intensity of direct emissions (tCO_2e/thousand €)	0,21	0,86	0,09	0,26	**0,46**
CO direct emissions (t)	456.170,83	162.891,46	3.463,44		**622.525,73**
NOx direct emissions (t)	1.701.171,00	924.664,00	15.697,00	105.382,00	**2.746.914,00**
HC direct emissions (t)	2.268.228,00	1.232.885,00	20.929,00	140.509,00	**3.662.551,00**
PM direct emissions (t)	521.693,00	283.564,00	4.814,00	32.317,00	**842.388,00**
CH4 direct emissions (tCO_2e)	228,72	20,29	3,70		**252,72**
N2O direct emissions (tCO_2e)	3.160,13	1.254,02	237,63		**4.651,78**
HFCs direct emissions (tCO_2e)	24.520,11	907,90	0,00		**25.428,02**

Consumption

	Spain	Morocco	Switzerland Francia [4]	Portugal	Total
2024					
Natural gas Consumption (kWh)	790.435,00	0	0	0	**790.435**
Diesel oil consumption of the boiler (kWh)	1.354.694,14	1.110.038,13	35.226,73	0	**2.499.959**
Consumption of other resources (kWh)	99.525,90	0	0	0	**99.526**
Electric consumption in facilities (kWh)	16.214.235,00	2.482.139,90	75.912,01	27.766,00	**18.800.053**
Energy consumption in facilities (kWh)	18.458.890,04	3.592.177,58	111.138,73	27.766,00	**22.189.972**
Diesel oil consumption of automotive (kWh)	1.108.774.998,00	556.792.421,15	11.531.575,57	80.130.685,12	**1.757.229.680**
Consumption of SP95 automotive (kWh)	418.755,80	0	132.419,30	0	**551.175**
Consumption of GAS (GNC, GNL) automotive (kWh)	32.265.025,40	0	0	0	**32.265.025**
Consumption of GLP automotive (kWh)	20.718,00	0	0	0	**20.718**
Electricity consumption due to transport (kWh)	3.634.685,99	0	1.537.778,70	6.181.987,05	**11.354.452**
Fleet fuel consumption (kWh)	1.141.479.497,01	556.792.421,15	11.663.994,87	80.130.685,12	**1.790.066.598**
Consumption of renewable sources (kWh)	19.848.920,99	0	1.545.369,90	0	**21.394.291**

3 Environmental data in Switzerland also included the operations in France.
4 Environmental data in Switzerland also included the operations in France.

Consumption of total energy (kWh)	1.163.573.073,04	560.384.598,73	13.312.912,30	86.340.438,17	**1.823.611.022**
2025					
Natural gas Consumption (kWh)	905,243.40	0	0	0	**905,243.40**
Diesel oil consumption of the boiler (kWh)	1,974,932.22	122,554.40	67,165.40	0	**2,164,652.02**
Consumption of other resources (kWh)	265,906.41	0	0	0	**265,906.41**
Electric consumption in facilities (KWH)	14,083,023.91	3,347,922.00	32,798.00	344,080.80	**17,807,824.71**
Energy consumption in facilities (kWh)	17,229,105.94	3,470,476.40	99,963.40	344,080.80	**21,143,626.54**
Diesel oil consumption of automotive (kWh)	1,134,114,134.99	616,442,464.46	10,464,588.39	70,254,359.42	**1,831,275,547.26**
Consumption of SP95 automotive (kWh)	28,432,622.81	0	43,702.88	0	**28,476,325.69**
Consumption of GAS (GNC, GNL) automotive (kWh)	40,218,105.91	0	0	0	**40,218,105.91**
Consumption of GLP automotive (kWh)	27,462.91	0	0	36,927,348.00	**36,954,810.91**
Electricity consumption due to transport (kWh)	5,892,154.58	0	1,441,278.00	5,914,860.00	**13,248,292.58**
Fleet fuel consumption (kWh)	1,202,792,326.62	616,442,464.46	10,508,291.27	107,181,707.42	**1,936,924,790**
Consumption of renewable sources (kWh)	19,975,178.49	0.00	147,407.60	0.00	**20,122,586**
Consumption of total energy (kWh)	1,225,913,587.13	619,912,940.86	12,049,532.67	113,440,648.22	**1,971,316,709**

Waste

	Spain	Morocco*	Switzerland Francia [5]	Portugal	Total
2024					
Non-hazardous waste managed (t)	658.85	206.92	0.00	25.47	**891**
Hazardous waste managed (t)	488.65	196.14	8.215	78.56	**772**
Paper for recycling (t)	29.94	0.00	0.00	1.28	**31**
Removal of RNP (t)	0.00	0.00	0.00	10.82	**11**
Cremation	0.00	0.00	0.00	0.00	**0**
Taken to landfill	93.16	0.00	0.00	10.82	**104**
Other	65.50	0.00	0.00	0.00	**65**
Removal of RP (t)	0.00	0.00	0.00	0.69	**0.69**
Cremation	0.00	0.00	0.00	0.00	**0.00**
Taken to landfill	0.75	0.00	0.00	0.69	**1.44**
Other	43.13	0.00	0.00	0.00	**43**
RNP valuation (t)	0.00	0.00	0.00	14.65	**15**
Preparations for reuse	1.75	0.00	0.00	0.00	**2**
Recycled	182.81	196.14	0.00	14.65	**394**
Other	145.43	0.00	0.00	0.00	**145**
RP valuation (t)	0.00	0.00	0.00	77.88	**78**
Preparations for reuse	0.00	206.924	0.00	0.41	**207**
Recycled	563.34	3	0.00	77.47	**644**
Other	51.63	0.00	0.00	0.00	**52**
2025					
Non-hazardous waste managed (t)	748.22	318.34	5.32	58.75	**1,131.63**
Hazardous waste managed (t)	562.82	468.80	2.68	38.61	**1,072.91**
Paper for recycling (t)	44.65	0.00	0.00	2.36	**47.02**
Removal of RNP (t)	208.89	0.00	0.00	0.00	**208.89**
Cremation	0.00	0.00	0.00	0.00	**0.00**
Taken to landfill	0.00	0.00	0.00	0.00	**0.00**
Other	208.89	0.00	0.00	0.00	**208.89**
Removal of RP (t)	59.83	0.00	0.00	10.12	**69.95**
Cremation	0.00	0.00	0.00	0.00	**0.00**
Taken to landfill	0.00	0.00	0.00	0.00	**0.00**

5 Environmental data in Switzerland also included the operations in France.

Other	59.83	0.00	0.00	10.12	69.95
RNP valuation (t)	353.93	468.80	2.68	38.61	864.02
Preparations for reuse	0.00	0.00	0.00	0.00	0.00
Recycled	160.62	0.00	0.24	0.00	160.86
Other	193.31	0.00	2.44	38.61	234.36
RP valuation (t)	688.39	318.34	5.32	48.63	1,060.68
Preparations for reuse	0.00	0.00	0.00	0.00	0.00
Recycled	637.42	0.00	2.92	0.00	640.35
Other	50.97	0.00	2.40	48.63	102.00

* In the case of Morocco, it is the volume of waste produced, the management data is not still available.

Water

	Spain	Morocco	Switzerland Francia [6]	Portugal	Total
2024					
Urban waste water discharge (m³)	63,227.09	0.00	0.00	0.00	63,227
Industrial waste water discharge, automotive (m³)	102,449.09	0.00	0.00	0.00	102,449
Industrial waste water discharge Catering (m³)	13,516.59	0.00	0.00	0.00	13,517
Water consumption (m³)	179,192.76	47,643,16	328,92	4,669	231,834
Water consumption from water sources (wells, etc.) (m³)	0.00	0.00	0.00	0.00	0
Volume of water recycled or used (m³)	8,467.00	0.00	0.00	0.00	8,467
2025					
Urban waste water discharge (m³)	59,567.71	0.00	0.00	0.00	59,567.71
Industrial waste water discharge, automotive (m³)	88,009.77	0.00	0.00	0.00	88,009.77
Industrial waste water discharge Catering (m³)	19,651.02	0.00	0.00	0.00	19,651.02
Water consumption (m³)	167,228.49	56,582.00	1,069,00	7,984.00	232,863.49
Water consumption from water sources (wells, etc.) (m³)	0.00	0.00	0.00	0.00	0
Volume of water recycled or used (m³)	6,698.40	0.00	0.00	0.00	6,698.40

* Data estimated based on the performance of the equipment for water recycling installed in the washing facilities.

Materials consumed

Consumption of main materials in Spain	2024	2025
Oil (l)	216,229.54	242,778.38
Urea (l)	3,087,825.28	3,140,138.28
Antifreeze	201,832.48	203,004.16

6 Environmental data in Switzerland also included the operations in France.

Corporate structure

As of 31 December 2025, Alsa is formed by the companies listed below Including the tax consolidation group with a composition and operation given by What is set in the articles 42 and beyond the Commerce code.

AEROBUS ZARAGOZA, S.L.
AGREDA BUS, S.L.
ALIANZA BUS, S.L.U.
ALPYBUS, SARL
Alsa AL BAIDA, S.A.
Alsa ATLANTICA, S.L.U.
Alsa BUSES DE EXTREMADURA, S.L.U.
Alsa BUSTOURS GEX
Alsa CITY AGADIR S.A.
Alsa CITY BUS RABAT SALE TEMARA, S.A.
Alsa CITY MARRAKECH
Alsa CITY TOUR, S.A.R.L.
Alsa EDUCATION A LA SECURITE ROUTIERE, S.A.R.L.
Alsa FERROCARRIL, S.A.U.
Alsa GRANADA AIRPORT, S.L.
Alsa GRUPO, S.L.U.
Alsa INNOVACION Y PROYECTOS DE MOVILIDAD, S.L.U.
Alsa INTERCITY SERVICES, S.A.
Alsa INTERNACIONAL, S.L.U.
Alsa ITALIA S.R.L.
Alsa KHOURIBGA, S.A.
Alsa METROPOLITANA ,S.A.U.
Alsa MICROMOBILITY, S.L.
Alsa RAIL, S.L.U.
Alsa SERVICIOS LOGISTICOS FERROVIARIOS, S.L.
Alsa TANGER, S.A.
Alsa TODI METROPOLITANA DE LISBOA, L.D.A.
Alsa TRANSPORTE SANITARIO, S.L.
APLIC. Y SIST. INTEGRALES PARA EL TRANSPORTE, S.A.
ARAGONESA DE ESTACIÓN DE AUTOBUSES, S.A.
ARGABUS, S.A.
ARTAZO SERVICIOS INTEGRALES, S.L.
AUTOBUSES URBANOS DE BILBAO, S.A.
AUTOBUSES URBANOS DE LEON, S.A.U.
AUTOCARES CASTILLA Y LEON, S.A.U.
AUTOCARES DISCRECIONALES DEL NORTE, S.L.U.
AUTOMOVILES LUARCA, S.A.U.
AUTOMOVILES SIGRAS CARRAL, S.A.
AUTOS CALPITA, S.A.
AUTOS PELAYO, S.A.U.
AUTOS RODRIGUEZ-EOCAR, S.L.
BAHIA ZERO, S.L.
BALEARES BUSINESS CARS, S.L.U.
BALEARES CONSIGNATARIOS TOURS, S.L.U.
BALEARES CONSIGNATARIOS, S.L.U.
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BERLINAS DE ASTURIAS, S.L.U.
BERLINAS DE TOLEDO, S.L.U.
BERLINAS VTC DE CANTABRIA,S.L.U.
BILBOKO HIRIBUS JASANGARRIA, S.L.
BUS METROPOLITANO DE GRANADA, S.L.
BUS URBANO DE CASTRO URDIALES, S.L.
BUSES DE PALENCIA, S.L.
BUSTURIALDEA LEA ARTIBAI BUS, S.A.
CANARY BUSINESS CARS, S.L.U.
CANARY LOGISTIC SOLUTIONS, S.L.
CATALUÑA BUSINESS CARS, S.L.U.
CENTRE DE FORMATION TECHN. PROFES. TRANSPORT, S.A.R.L.
CETRALSA FORMACION, S.L.U.
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JIMENEZ LOPERA, S.A.U.
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LA UNION DE BENISA, S.A.
LOS ABADES DE LA GINETA, S.L.U.
MAITOURS, S.L.
MANUEL VAZQUEZ VAZQUEZ, S.L.
MICROBUSES CANDIDO, S.L.
MOVELIA TECNOLOGIAS, S.L.
MOVILIDAD BALEAR, S.L.U.
MOVILIDAD MULTIMODAL, S.L
MOVILIDAD PENINSULAR, S.L
MOVILIDAD TURISTICA CANARIA, S.A.U.
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TRANVIA DE VELEZ, S.A.U.
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NEXCON SLU, SERCOBUS SL Y LA SEPULVEDANA SA U.T.E.
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