

100 años



Non-financial reporting statement
sustainability report 2022



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Once again this year we are presenting our Sustainability Report, with the performance from 2022 in terms of environmental, social and good governance issues.

The solid foundations of our corporate values (Excellence, Safety, Customers, People and Community & Environment) guide us in delivering our ESG performances this year. A commitment that goes deeper into our organisation and expands to all the countries in which we operate. In 2022, Morocco, Switzerland and France certified their Corporate Social Responsibility systems, the latter two countries entering the scope of certification for the SR10 system that exists in Spain.

In late 2021, we redefined our strategy to become the world's premier public mobility operator, leading the modal shift to collective public transport with a different value proposition for our customers, making commitments that can ensure strong financial results and the long-term sustainability of the company. We have therefore deployed a new "Operate" methodology through which we seek continuous improvement using Lean tools.

This evolution has meant that the degree of contribution to and alignment with the Sustainable Development Goals (SDGs) must be reviewed, checking that each value proposition in the new Evolve strategy and its business commitments contribute towards specific SDGs, under which we have set clear medium- and long-term goals that will guide our environmental, equality and safety plans, making an essential contribution to SDG 13 "Climate Action", SDG 5 "Gender Equality", and SDG 3 "Health and Well-being".

Our commitment to being a leading employer has earned great accolades over year, such as the DEC award for the best employee experience strategy, or the Best Place to Work stamp in the case of Alsa Morocco. The same applies to the commitment towards more satisfied customers, once again being recognised with the BCX stamp for the company with the best customer experience in the transport sector in 2022.

And I do not want to forget the value that we, as a team and as a company, have shown in the social arena, with the support given to the evacuation of refugees from Ukraine, with over 1,000 people being transported from the Ukrainian border with Poland and Romania to Spain thanks to the collaboration of our drivers, as well as to NGOs and private organisations.

As we look back on the year, I am pleased to see how we have been able to recover from such a difficult scenario as the one posed by Covid-19 in our activities. Much of the strength of Alsa, its ability to adapt and continuously improve, lies in the people who form part of our company and who are the main driving force behind us.

Jorge Cosmen
Chairman



In an exercise of transparency, we are publishing our Sustainability Report for the sixth year, verified by AENOR and in accordance with GRI standards, and the second year in which this report is also our Non-Financial Reporting Statement under Law 11/2018. The report covers all our activities over 2022, at national and international level, with a focus on the three areas of ESG: environmental, social, and governance.

2022 was the year in which our activity recovered to reach historic heights in terms of turnover, with more than 525 million travellers and a workforce of over 16,000 people.

Our internationalisation strategy remains strong. In addition to Spain and Morocco, we now operate in Switzerland, France and, new to this year, Portugal, where we have started metropolitan service operations in Lisbon. Proof of the consolidation of this internationalisation are the 333 million people who used our services in Morocco during 2022. Another milestone was the awarding of 27 intercity lines in Saudi Arabia: our first foray into the Middle East. We have also been awarded the six new lines of the urban services in Geneva, Switzerland, enabling us to gain a firm footing in the country.

At home, we have successfully bid for several regional contracts in the Autonomous Region of Valencia and in Aragon, and continue with our plan of diversification, with the strong growth of our railway activity, our entry into patient transportation, urban bicycle services, and tourist boats such as those in the Bay of Santander, placing us at the forefront of the mobility market.

But I do not want my introduction to be restricted solely to the evolution of the business without highlighting other extremely remarkable aspects of our transformation towards sustainable, modal and connected mobility. These include the steps we are taking in digitisation, with a focus on customer experience, the development of new products, the improvement of our management tools, and data analysis. In innovation, we have also experienced extremely significant growth, with active participation in important R&D projects together with several research centres.

Finally, the efforts we are making to meet our decarbonisation challenges must be highlighted. These include the renewal of our fleet with less polluting vehicles and the introduction of alternative propulsion or zero-emission vehicles, with very notable cases such as the introduction of the first hydrogen bus in Spain, the first regional intercity electric bus or the pilot tests with net zero-emission fuel. 27.9% of our fleet is now Green in urban and metropolitan services in Spain, which have meant a total of 19,639 fewer tCO₂e emissions into the atmosphere this year. Also important has been the ability to raise the awareness of customers regarding our decarbonisation goals. 40,000 of them have made contributions to offset over 400 tCO₂e through the "Alsa Forest" in Congosto de Valdavia (Palencia), where we are replanting a forest area that was involved in a fire.

I am proud to say that 2022 has been a great year in which we have been able to overcome the difficulties of the previous two years. As I write this letter, the celebrations for our first centenary are already underway to mark a milestone in the company's history. This undoubtedly makes us aware of just how far we have come and of the challenges we will have to face in the future to build an increasingly solid and sustainable company, based on the great human quality of our professionals.

Francisco Iglesias
Chief Executive Officer

Key figures

	2021		2022
Direct economic value generated (€M)	-14.71	↑	46.87
Revenue (€M)	877.74	↑	1,199.55
Operating costs (€M)	892.45	↑	1,152.68
Employee salaries (€M)	307.54	↑	355.82
Social Security costs (€M)	103.18	↑	112.49
Payments to suppliers (€M)	512.98	↑	546.28
Taxes and Fees (€M)	101.81	↑	148.74
Payments to government (€M)	61.76	↑	95.48
Payments to government (€M)	40.05	↑	53.25
Tax deductions and credits (€M)	0.82	↑	1.64
Investment and research grants (€M)	2.68	↑	3.07
Investment in infrastructure and fleet (€M)	130.44	↓	96.72
Fleet buses	5,598	↑	5,931

Alsa Values

Excellence	No. of complaints through the Ethics Channel	0	0
	Total suppliers	8,128	10,917
	Volume of payments to domestic suppliers (%)	99.30	98.70
Safety	FWI (Fatality Weight Injuries. Heridos en accidentes con responsabilidad)	2.65	1.12
	At-fault accident rate	1.11	1.04
	Total accident rate	2.84	2.75
Customers	Transported passengers (millones de viajeros)	423.07	527.44
	Km covered (millones Km)	363.97	468.03
	CSI - Customer Satisfaction Index*	8.07	8.27
	MPS - Net Promoter Score (%)*	46.9	52.6
People	No. of employees (plantilla media)	14,928	16,079
	Percentage of women in the workforce (%)	10.89	11.87
	Percentage of workers on permanent contracts	87.56	88.96
	No. of new hires	2,841	3,036
Community and the Environment	Direct emissions Scope 1 and 2 (tCO ₂ eq/100 km)	0.101	0.086
	Fleet fuel consumption (kWh/100 km)	383.42	400.78
	Total energy consumption (kWh/100 km)	386.73	405.09

*Data for Spain

Leading mobility operator

Alsa is the sustainable, multimodal and connected mobility operator, the leader in the road passenger transport sector in Spain, with a constantly growing international presence.

With over a hundred years of experience and a vocation for permanent innovation, Alsa is integrated within the National Express group, the international public transport operator for buses, coaches and railways. The group is present in the United Kingdom, Continental Europe, North America, North Africa, and the Middle East.

This comprehensive vision of transport enables Alsa to meet citizens' diverse mobility needs through a wide range of transport services in the regional, national, international, urban, charter (coach hire) and tourist spheres, while also specialising in the management of bus stations, service stations and vehicle maintenance areas.

Customers are at the heart of Alsa's business efforts, in accordance with

the principle of **safety**. 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 countries of the European Union, recently expanded with the operations of the Metropolitan Services in Lisbon and the forthcoming opening in Porto, the tender awarded in Saudi Arabia, the substantial operations in Switzerland and the French border area, as well as in the Kingdom of Morocco, making it the country's leading urban operator, providing in each case the best possible solutions for citizen mobility.

As a mobility operator, the company is involved in other activities, in addition to road passenger transport, in rail and patient transportation.

Alsa undertakes its operations by viewing transport from a comprehensive approach and with permanent customer satisfaction



Mission, vision and values

Mission

To lead the modal shift towards collective public transport.

Vision

To be the world's leading public mobility operator.

Our Values

Excellence



We constantly strive to **be excellent** in everything we do.

Safety



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

Customers



They are at the **centre of everything we do and we work tirelessly** to meet their expectations.

People



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

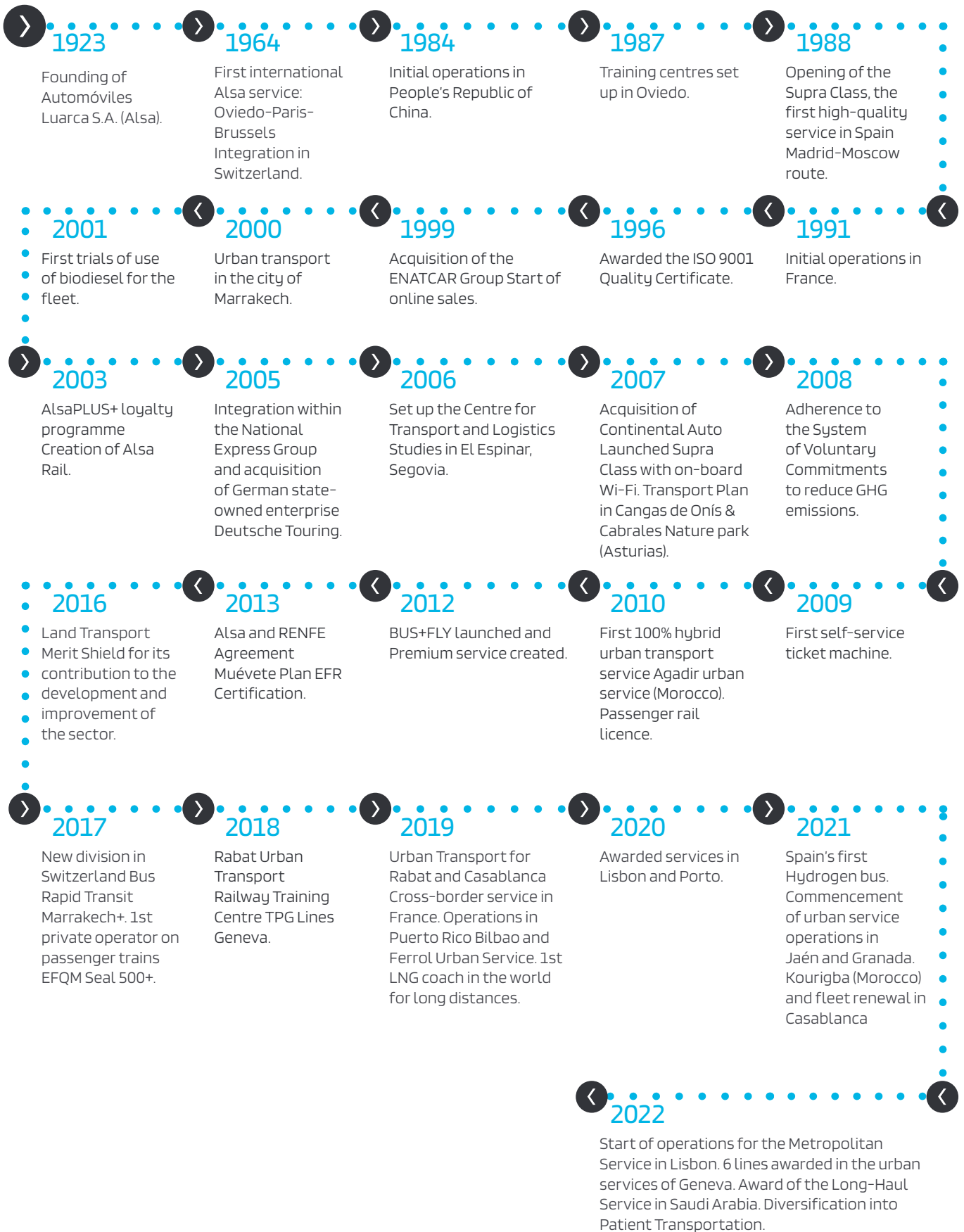
Community and the Environment



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



Timeline and key milestones



Mobility operator



Alsa around the world

Alsa started an international expansion process in 2000, leading it its presence in Morocco and Switzerland. The company currently operates in France and Portugal, and aims to start operations in Saudi Arabia and Porto shortly.

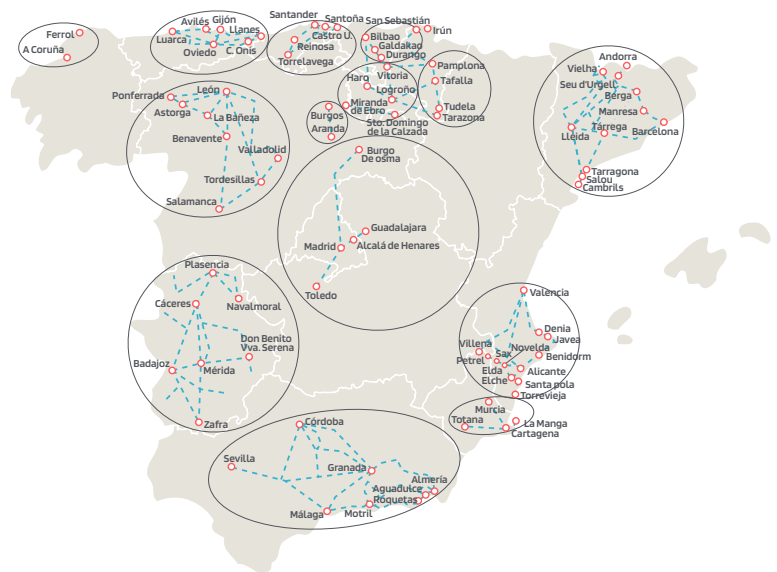


Regional Transport

Alsa works actively with the various regulatory bodies on the development of Regional Transport Consortia in the Autonomous Regions.

Since 2020, Alsa's regional transport has had a presence present in almost every Autonomous Region.

During 2022, a successful bid was made for the regional contracts for the Autonomous Region of Valencia between Valencia and Alicante and Las Marinas - Alicante, as well as the service in Aragon between Fraga- Zaragoza and Zaragoza and its Airport.



We are in **15** Autonomous regions

Urban and metropolitan transport

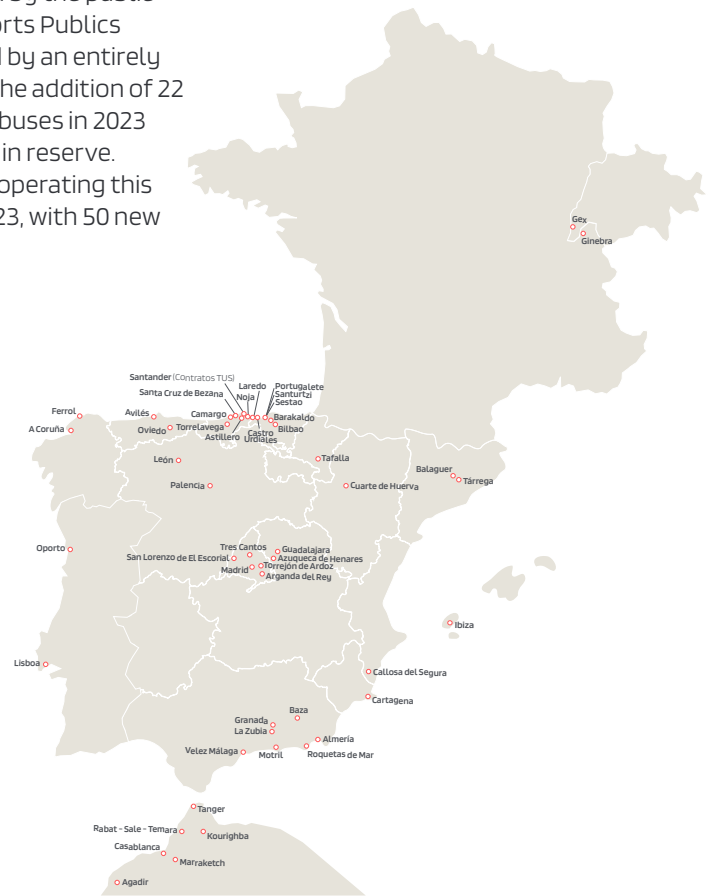
Alsa manages 44 urban networks in different cities and metropolitan areas of Spain.

Alsa is the first public transport company in Morocco, operating in the country's main cities (Marrakech, Khouribga, Agadir, Tangier, Rabat, and Casablanca). A record number of passengers was registered in 2022, recovering fully to pre-Covid figures.

In Switzerland, Alsa operates 2 lines for TPG (Public Transport of Geneva), and since 2020 the urban service in Gex, France, the first such service that Alsa has run in the country.

In 2022, Alsa was awarded the tender for 6 new lines of the urban

transport in Geneva by the public entity TPG (Transports Publics Genevois), operated by an entirely electric fleet, with the addition of 22 new zero-emission buses in 2023 plus 6 hybrid buses in reserve. The plan is to start operating this contract by late 2023, with 50 new jobs.



We manage **54** networks in cities and metropolitan areas

In Morocco **333** million of passengers

New Metropolitan Services in Portugal

In June 2022, Alsa began operations for the Metropolitan Service in Lisbon.

A team of 350 people, including driving, garage and office staff, joined the group to operate a fleet of 227 buses connecting the south-eastern area of Lisbon (Setúbal, Montijo, Palmela, Alcochete, Moita and Barreiro), serving the mobility needs of a population of 390,000 people.

In addition, the contract for the Metropolitan Services of Porto was signed at the end of 2022, which involves the municipalities of Santo Tirso, Valongo and Gondomar, with a population of over 300,000 inhabitants. Operations will begin in late 2023, over a network of 131 lines (urban and interurban) for which it will have a fleet of 200 vehicles, 14 of which are electric, and a team of 350 drivers.



Long-haul services

Leader in Spain for scheduled passenger services.

Alsa's national network connects almost every one of Spain's autonomous region together, covering over 3,500 destinations.



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

It also operates the cross-border lines between France (Pays de Gex) and the Swiss canton of Vaud.

Alsa connects over 300 international destinations



New Intercity Services in Saudi Arabia

In 2022, Alsa was awarded the tender to operate the Intercity Services of Saudi Arabia (Southern Lot), connecting over 80 destinations and 27 scheduled lines, in collaboration with its local partner SAPTCO. This contract will enable it to operate a total of 129 buses over the next 10 years, with almost 400 new jobs. The contract was signed in early 2023 and operations are scheduled to start by the end of the year. This is a major milestone in terms of the implementation of Alsa in the Middle East.



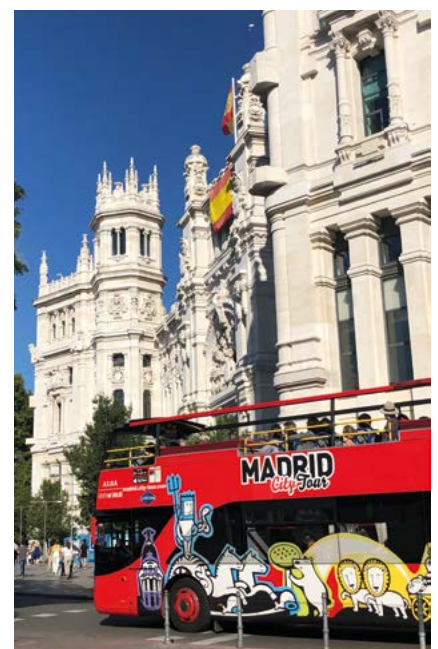
Occasional and Tourist Transport

Alsa manages or participates in the management of tourist bus services of the cities of Madrid, Barcelona, Bilbao, Gijón, San Sebastian, Seville, Murcia and Marrakech and the tourist train of Almeria. It also offers Spain's broadest, most comprehensive charter transport services and is the country's largest provider of transport for major events.

In addition to these services was the launch in 2022 of a zero-emissions boat in the Bay of Santander, from which some of the most emblematic points of the city, its beaches and surrounding area can be seen.

At the international level, the company operates a major tourism operation in Switzerland, connecting

Geneva Airport to the main ski resorts in Switzerland, France and Italy. Through different forms of service, from private premium transfers and excursions, to smaller group transfers to all tourist destinations, as well as all types of charter service.



Rail transport

Alsa's railway operations continue to grow. Tourist train operations, which began in 2017, exceeded the figures of previous years by transporting 35,000 passengers in different concepts involving leisure and culture during 2022. With the new additions of rolling stock in 2022, a dozen locomotives of different types are available to ensure the range of services offered in the rail transport market.

The Alsa Railway Training Centre, which has been providing specialist courses for railway companies and individuals since 2018, now includes a new centre in Zaragoza, equipped with the latest technologies, along with those in Madrid and Lleida.

With regard to logistics services, activities were consolidated at the logistics terminals of Zaragoza-Plaza, Valencia Fuente de San Luí, and the network of the Port Authority of Valencia, with significant increases in the volume of activity. The company has also been awarded the tender for the switching

service in the Barcelona port railway complex (which moves 35% of all national operations) and, in addition, the services provided for the Madrid railway complexes.

To support all this growth, a new Operations Management Centre (24 hours a day, 365 days a year) has been set up as vital support to ensure the correct functioning of the railway system nationwide, allowing for ancillary technical maintenance

and railside support services to be deployed throughout the country.

Lastly, in June 2022, Alsa was certified as the Entity In Charge of Maintenance in the field of railways, which enables it to manage and maintain railway vehicles.



Patient Transportation

During 2022, Alsa entered the patient transportation sector through Vitalia, an operator in all modalities of this sector (individual and collective ambulances, and those with basic life support (BLS), advanced life support (ALS), and rapid intervention vehicles (RIV), etc.), based in Madrid with offices in Toledo, Alicante and Tenerife. This company is responsible for all types of patient transportation and the coverage of major events, and it has a fleet of over 150 vehicles and a workforce of 280 professionals. The company provides its services to the public health sector (SUMMA Madrid) and the private sector,

with customers including Sanitas, Adeslas, Mapfre and Quirón.



Future strategy

The group evolved its corporate strategy in late 2021, redefining its Mission and Vision, to become the world's leading public mobility operator, leading the modal shift towards collective public transport.

This new strategy crystallised on 5 customer value propositions supported by a more intensive use of technology:

Revitalising public transport

To restore confidence in public transport, and increase demand by providing high quality services.

Operational efficiency

To operate mobility solutions more efficiently than its competitors.

Geographical and/or multi-product expansion

To expand the product portfolio in the regions in which it already operates and/or diversify activity into other markets.

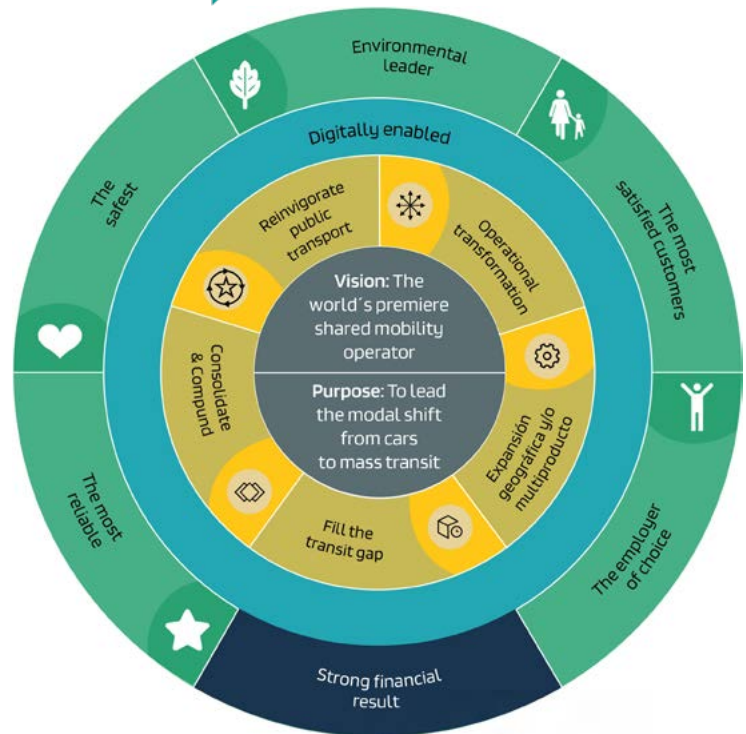
New mobility solutions

To support the transition from private vehicles to public transport by offering new mobility solutions.

Market Consolidation

To generate growth based on potential network economies or economies of scale that can be generated or through partnerships.

THE **evolve** STRATEGY



And, in order to facilitate the value propositions, the organisation undertakes certain business commitments:

Meeting these commitments will ensure the strong financial performance and long-term sustainability of the company



Milestones in 2022

More satisfied customers

Revitalising Public Transport

- Alsa records its highest turnover, above Pre-Covid levels.
- Rebranding and transformation of points of sale.
- ISO 16880 customer experience certification in Bilbobus, Ferrol and Coruña.
- The customer CSI level beats the record score of 2019 with 8.27.
- Excellent level of customer service with CSI over 8 in prioritised processes: social media, Alsa Plus, and immediate service incidents.
- Increase in the range of accessible services, with reservation of places for wheelchair users and purchases 36h in advance.
- New brand campaign "Nos mueves" .
- Presentation of the Alsa Accessible and Inclusive Mobility Plan in Cantabria with COCEMFE.
- First meeting of the Alsa Accessible and Inclusive Mobility Plan with Plena Inclusión Madrid.
- Transformation of points of sale, rebranding, and updated kiosks.
- Accessible and Inclusive Mobility Plan in Cantabria. 100% of the regional services operated by Alsa in Cantabria are accessible.

Operational Efficiency

- Study of user archetypes in regional and metropolitan areas.
- New self-service ticket machines - major advances in usability, functionality, reliability, and tracking of incidents. Installation of the prototype of new kiosks in Avda. América.
- Continuous improvement in contactability (website, app, and kiosks) and campaign customisation in CRM.
- New change notification process (time and/or place of departure) for passengers on international routes.
- New QR for incidents and service evaluation in BILBOBUS.
- Pilot to measure on-board QR for satisfaction on urban transport (Jaén, Granada, Ferrol and Leste).

New mobility solutions

- Awarding of tender for new on-demand transport routes in Andalusia, served by ride-sharing services.
- Mobi4U. First phase of the app for corporates completed
- Mobi4U: first mobile payment operation underway (Jaén).
- Mobi4U: Inclusion of Ibiza and Leon, bringing the total to 13 areas.
- Proposal agreed with CRTM for on-demand stops in VCM067 (Madrid West).
- Special transport plan for Lagos and Poncebos reaches 2.5 million passengers.

Market Consolidation

- Renewal of agreement with RENFE for combined train and bus use.
- New ATUC "Accessibility in Transport" committee.
- Civitatis and Alsa team up to bring new experiences to bus travel.

The most reliable

Revitalising Public Transport

- Award of the tender for Transport Services for the Army.
- Successful bid for the Aragon Scheduled Public Regional Passenger Transport Service, Fraga-Zaragoza along the Ebro Route. Lot 5.
- 58% increase in the financial value of media appearances compared with 2021.
- Successful bid for the Valencia Scheduled Public Regional Passenger Transport Service, CV-202 Les Marines - Alicante.
- Successful bid for the Valencia Scheduled Public Regional Passenger Transport Service, CV-302 Valencia - Alicante - Elche.

- Present at FITUR.
- Global MERCO ranking, climbing to position 51.
- Recognition of Food Bank of Madrid for our collaboration during the pandemic.
- Aid plan for refugees from Ukraine: over 1000 people transported from the Ukraine border to Poland and Romania.
- Aid plan for refugees from Ukraine: Donation campaign with UNICEF.
- Asturias Ambassador Award 2022 from the Association of Hospitality and Tourism of Asturias (OTEA).
- Publication of the "Executive Summary of the Sustainability Report".

Operational Efficiency

- SR10 certification in Switzerland.
- CSR socially responsible company certification in Morocco
- Detection of bus located in bay (DARSEDET).
- Digitisation: specific web forms for management in Icasework.
- GOAL - Integration of operations and training in GBus and GDriver.
- Icasework in the new contracts in complaints management.
- New fleet pre-delivery app.
- New ITOS boarding hardware - Payment by bank card and QR validation.
- SWIFTLY pilot for transport network optimisation.

Geographical and/or Multi-product Expansion

- Awarded the Railway Switching Contract from the Generalitat de Catalunya in Lleida.
- Awarded the management of the Adif Goods Terminals in Can Tunis (Barcelona).
- Awarded the tender to Operate the des Llacs Tourist Train in Lleida.
- Awarded KSA South Lot in Saudi Arabia.
- Successful bid for the Scheduled Passenger Transport Service between Zaragoza and the Airport.
- Acquisition of SEVIRAMA (Seville Tourist Bus).
- Increase of ofibus in contracts with CAIXABANK and CAJAMAR.
- Start of new tourist bus in Oviedo.
- Start of AlsaCab operations in Cantabria.
- Start of operations in Lisbon.
- Start of urban transport service in Santa Lucía de Tirajana (Gran Canaria - Gumidafe).
- Portugal: awarded and signed the Service contract for the Metropolitan Area of Porto.
- Implementation of charter services for the NATO Summit in Madrid.
- Awarded the tender to manage Albacete bus station premises.
- Diversification into the patient transportation sector: acquisition of the ambulance company VITALIA and signing of the Agreement with Sanitas.
- Awarded 6 lines for Geneva Public Transport (TPG) with 22 new electric and 5 hybrid buses.
- Awarded the tender for the audio guide system for the Alcázar of Seville.
- Awarded the tender for bus access control and parking at the new Barajas T4 station.
- Pre-qualified for the new "NEOM" city project in Saudi Arabia.

New mobility solutions

- Awarded the tender for the public bicycle system in Santander.
- Bike & scooter sharing pilot in Torrelavega (Cantabria).
- Presentation of the autonomous bus to the President of the Autonomous Region of Madrid.
- Presentation of the new bike service in Leon in conjunction with NextBike.
- Awarded the tender for the R&D Centre in Asturias by the Institute for Economic Development of the Principality of Asturias.

Market Consolidation

- Extension of the Grenada contract is approved.
- On-demand rural transport pass in Castilla y Leon.
- 21% increase vs 2019 in advertising revenue following the incorporation of new businesses, such as the urban transport systems in Granada, Jaén, Ferrol or the tourist bus in Seville.
- Design and implementation of the "Digital Passes" subsidised by Mitma.
- Extension of the Ibiza contract.
- Extension of the Marrakech contract.
- Conference on the latest developments in Compliance in Spanish companies, participation of Alsa and the Corell Foundation.
- New passes as per RDL 11/2022.
- Extension of the Bulnes Funicular.
- Extension of Alsa-Mirat Extremadura JEV-009.
- Renewal of the agreement with the Botín Foundation to promote the centre as a leading cultural destination and promote the bus.
- New ATUC "Communication and Institutional Relations" committee.

The Safest

Revitalising Public Transport

- Urban Coexistence Campaign in conjunction with FESVIAL.
- "Blind spots. Suddenly invisible" initiative in Asturias along with DGT, Mapfre, and Inst.Asturiano de riesgos laborales.
- Pilot for on-board interior air quality measuring equipment.
- Gold plaque for Safety.
- Renewal of the agreement with the A Víctimas Tráfico Foundation.
- Removal of gel dispensers and additional provision of boxes of masks in vehicles.
- "VULNERABLE USERS" advertising campaign together with DGT and Fesvial.
- Alsa celebrates the 10th anniversary of its first AENOR Road Safety Certificate.

Operational Efficiency

- Adaptation to COVID restrictions according to regulations.
- Start of the DriveCam programme under contract with Atlántico.
- Project for ZERO fires in our fleet.
- Pedestrian detection project.
- Safety week 2022.

Outstanding employer

Revitalising Public Transport

- Celebration of the 2022 Summit and start of the events to commemorate the centenary of Alsa.
- End of the 20th Master's Degree in Transport and Logistics Management at the University of Oviedo.
- Presentation of the Juan Antonio Esteban Literary Awards, together with Asociación CentrRHo.
- The Association for People with Down Syndrome of Cartagena and District (Asido) recognises the charity Work of Alsa in the 19th.
- 'Amigo Solidario' award, which distinguishes the work of institutions, companies and individuals in social inclusion.
- New corporate headquarters at Josefa Valcarcel 20.
- DEC Award for best strategy in Employee experience.
- Titila Award to Al Baida in Morocco (focus on women in communication campaigns) for the "Bkoul Houria" campaign.
- Best Place to Work stamp for Alsa Morocco.
- Morocco obtains the "Excellence for a Mixed Pool of Professions" recognition.
- Obtaining of the diversity stamp in Morocco to recognise the inclusion of women and disadvantaged groups and the promotion of equality.

Operational Efficiency

- Employee survey exceeds an 80% response rate.

Market Consolidation

- New ATUC "Mobility and Gender" committee.
- Joined the UITP "Human Resources" committee.

Environmental leader

Revitalising Public Transport

- DUX Sustainability awards finalists, CEO category.
- Inclusion of the Alsa forest as one of the 101 business examples #PorElClima.
- Creation of the "Alsa Forest" in Congosto de Valdavia (Palencia).
- Organisers of COMUS 2022 - Sustainable Urban Mobility Congress.

Operational Efficiency

- Presentation of the new 100% electric bus (IRIZAR IE TRAM) in Bilbobus, with an autonomy of 250 km.
- Presentation of the first 100% electric vehicle operating on an intercity route between Madrid-Tres Cantos (CRTM). Solaris, 300-350km autonomy.
- First 100% electric urban bus Jaén.
- First permanently operating hydrogen bus (urban and metropolitan) in Spain, on line 4 in Torrecon.
- Testing of a state-of-the-art electric vehicle in (Rabat) Morocco.
- Alsa Hydrogen Route: demo vehicle test drives in Spain's major urban operations.
- Incorporation of 2 new electric locomotives for AlsaRAIL, christened as Marta and Patricia.
- Pre-approval of the Singular Moves II Plan in urban electrical projects (Goal and Medusa).
- Granada City Council renews the bus fleet with three new electric vehicles and one hybrid. Saving 100 t of CO2 emissions per year.
- Jaén City Council adds first electric bus to its emission-free urban transport.

New mobility solutions

- New ZERO EMISSIONS electric catamaran in the Bay of Santander

Market Consolidation

- Awarding of the first €40M for Strategic Projects for Economic Recovery and Transformation (PERTE). from the CDTI for electric and connected vehicles to a consortium of 35 companies including Renault, Ford, Avanza and Alsa, among others.
- REPSOL SHYNE Consortium, including 30 companies: Alsa, Bosch, Enagás, Scania, Talgo, Iberia, Balearia, etc.
- Launch of the R3CAV project (Robust, Reliable and Resilient Connected and Automated Vehicle) by Alsa, GMV, INDRA, MASERMIC, MASMOVIL, RENAULT and SIGMA.
- Contract for consulting on the management and supply of fuel at Leon Bus Station for 10 years.

Organisation

Charmain

Charmain
Jorge Cosmen

Board of Directors

Chief Executive Officer
Francisco Iglesias

G.M. Spain Víctor López	G.M. Morocco Alberto Pérez	Strategy and Organization Carlos Huesa	Legal Counsel María Pérez
CFO Marcos García	G.M. Alsa International and M&A Miguel Pérez-Juez	H.R. Ruth Hernández	Digitalisation M ^a Ángeles Vicente

G.M. Spain

Sales and marketing dept. Rocío Escondrillas	Studies and Tenders dept. Alberto Cillero	Operations and Maintenance dept. Javier Martínez	A.D. Madrid Víctor Hernando	
A.D. Mediterranean Valeriano Díaz	A.D. North West M ^a Elena Álvarez	A.D. North Luis G. Panizo	A.D. Tourism Isaac Álvarez	European Funds and NX Engineering dept. Miguel Ángel Alonso

G.M. Morocco

Administrative and Financial dept. Jorge Sanandrés	HR dept. Widad Smyej	Operations dept. Felipe Santamarta	Safety Jose A. Vigil	Technical Daniel Mariano
A.D. Morocco North Ramón Fernández	A.D. Morocco South Rafael Fernández	A.D. Morocco Centre Mehdi Safouane		

G.M. International

Portugal Juan Gómez	Switzerland, France and int. routes Borja Bermúdez	International development Enrique Blanco	Coordination Diego Granado
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Otros comités

Strategy Committee. HR Committee. Transport Committee. Compliance Committee. Equality and Work-Life Committee.	Innovation Committee. CSR Committee. Trade Committee. Digital Committee. Environment Committee.
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Note: Organisational chart at April 2023. Changes can be found in the GRI index, indicator 2-9.

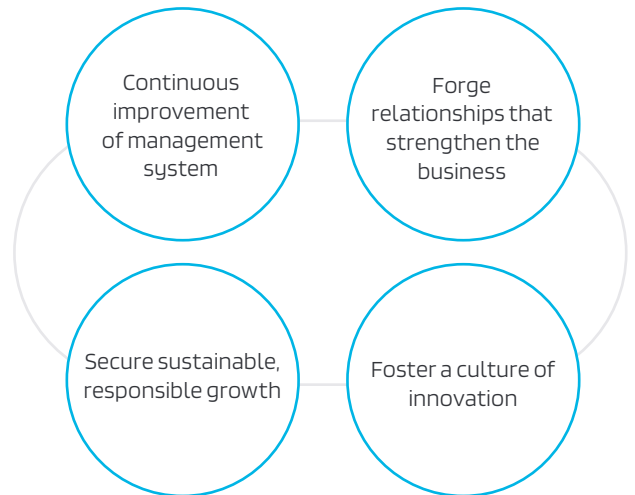


Excellence

Our approach

Alsa constantly strives to achieve excellence in all that it does. The deployment of its sustainability policy and its commitments to its stakeholders is supported by robust management tools, continuous innovation and strategic partnerships.

The company's management systems allow for the different policies and programmes to be deployed in all its activities and locations. Certification of these systems ensures their effectiveness for stakeholders while providing leverage for continuous improvement.



€ 546.28 €M in supplier expenditure

↔ 10,917 suppliers

↔ 98.7% National suppliers

 Ethics Channel
0 complaints through

 6^a Sustainability report



Corporate Social Responsibility

Corporate Social Responsibility Management Certificate

Alsa's CSR strategy is implemented through its values, which guide the company's economic, social and environmental performance both in its operations and in its relations with stakeholders.



Our Values



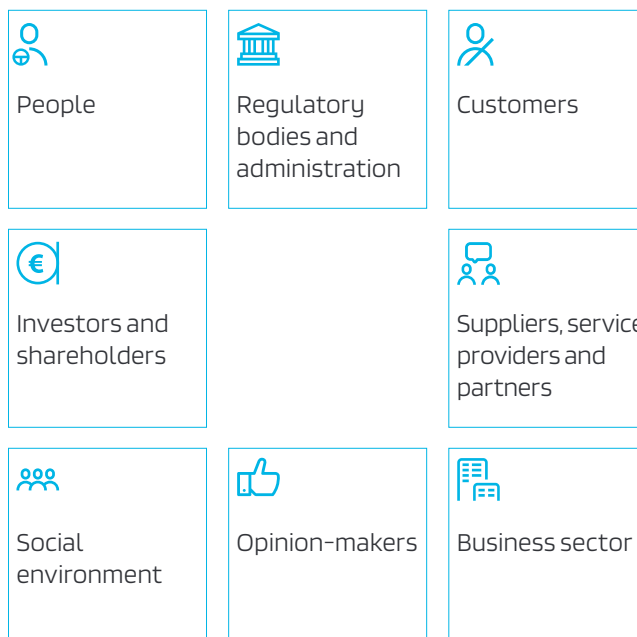
Through its Corporate Social Responsibility management system, the organisation manages the development of its sustainability policy in accordance with the company's strategic pillars and

in line with material or relevant aspects for its stakeholders. Progress continued in Morocco, Switzerland and France in the progressive implementation of the

group's CSR policies during 2022. These include obtaining certification for companies in Switzerland and France according to the IQNet SR10 standard.

Stakeholders

Through its **Stakeholder Relations Model**, Alsa identifies its requirements, needs and expectations in order to minimise risks and detect new business opportunities.



Sustainability Policy

"Our commitments" to stakeholders

Shareholders and Investors

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

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.

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 (GHG) emissions.

Committee

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

People

- Talent development and Benefits.
- 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.

Opinion-Makers

- Ensure transparency and active cooperation, facilitating access to information.

Administrations and Regulatory Authorities

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

Suppliers and partners

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

Business Sector

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

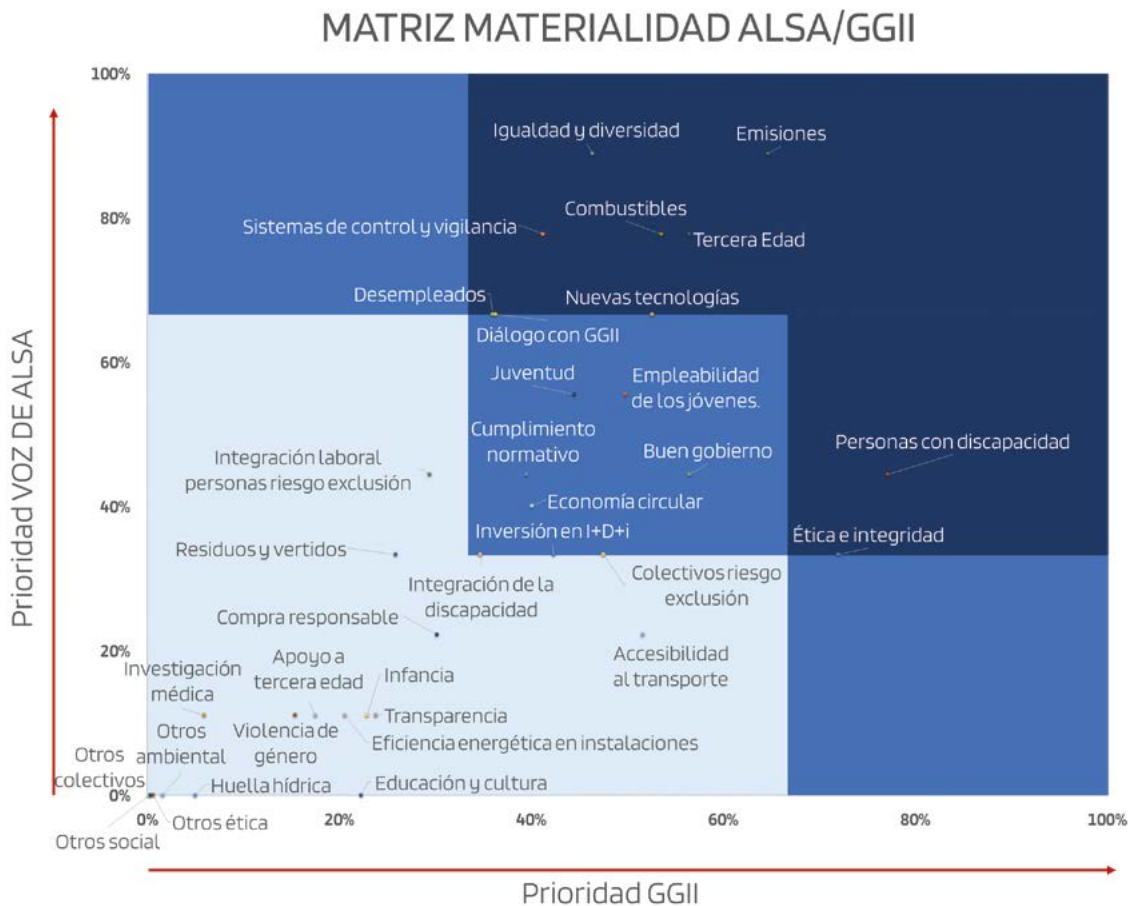
3rd Materiality Study

During 2021, a materiality study was conducted involving all stakeholders with the aim of identifying the ethical and good governance, social and environmental aspects that Alsa Stakeholders consider most relevant when developing corporate responsibility actions.

Based on the results of this study, a materiality matrix was produced to plot the different aspects depending

on their degree of priority for the company's management and stakeholders.

A new Materiality Study will be conducted in 2023, in line with the new GRI and Double materiality requirements



Intrinsic value

Safety as an unquestionable, inherent value.

Priority aspects

Control and monitoring systems; ethics and integrity; improving dialogue with stakeholders; reducing pollution/emissions; fuel efficiency and use of alternative fuels; inclusion and development of new cleaner and more efficient technologies; equality and diversity; actions targeting the unemployed, disabled and senior citizens.

With the inclusion of Switzerland-France in the scope of the Alsa Corporate Social Responsibility system, a specific materiality analysis was conducted and its results demonstrated their full alignment with those of the group.

CSR Lines of Action

In view of the actions undertaken during 2022 and the outcome of the materiality studies, the action plan has been reviewed, including new lines and continuing those already in place, which will serve to align stakeholder expectations with the policies to be implemented during 2023.

Value	Priority aspects	Lines of action
Excellence	Deployment of policies and codes of conduct Ethics and integrity.	Maintain UNE 19601 certification
		Implement 100% compliance model in Portugal
	Improve dialogue with stakeholder groups	New materiality study.
		Control and monitoring systems
Implementation of new purchasing tool.		
Control and monitoring systems	Alignment of new strategy with the SDGs.	
	2022 report and executive summary.	
	Maintaining of certified systems.	
Community and the Environment	Reduce emissions and fuel consumption.	Certified management systems in new contracts.
		Continue with ECO and ZEV fleet renewal.
	Use of new technologies and alternative fuels	Hydrogen Route.
		Developments in alternative fuels (partnerships) for H2.
		Alsa Forest.
	Circular economy	Waste minimisation programme.
		Optimisation of raw materials.
		Use of new alternative fuels.
	Accessibility	Accessibility Plan.
		Extension of UNE 170001 to include more contracts.
Senior Citizens	Alsa Helps You.	
	Senior Club.	
	Other collaboration programmes with foundations and/or NGOs.	
	Senior Citizen Commercial Discounts.	
People	Disability	"What are you capable of?" programme.
		Cooperation with Integra Foundation.
		Agreement with the ONCE Foundation to promote employment.
		Full Inclusion.
		Accessibility plan.
	Employability and diversity	Equilibra Plan.
		"What are you capable of?" programme.
		Cooperation with Integra Foundation.
		Cooperation and agreements with universities.
		Muévete Programme and Graduates Programme.
Implementation of actions to raise awareness.		
Safety	Road Safety	Safety programme.
Customers	Accessibility	Accessibility plan.
	Senior citizens	Accessibility plan.
		Senior Citizen Commercial Discounts.

Code of Ethics and Criminal Compliance Management System at Alsa

Alsa has had a code of ethics in place since 2011, which was updated in 2021 and approved by the Compliance Committee. The expansion of the company and its presence in new regions means that its code of ethics must be adapted to the local laws, languages and operations specific to each country.

Furthermore, progress continues to be made in improving the Compliance Systems of the different countries where the company operates, with the ultimate aim of implementing a uniform system as robust as the one implemented in Spain, which was certified under UNE 19601 in 2019 and renewed in 2022.

In June 2022, as activity began in Portugal, a new Decree-Law 109-E/2021 on the General Regime for the Prevention of Corruption (RGPC) was published, requiring all companies with more than 50 employees to have a specific system for the prevention of corruption within the company. The entire application system was therefore reviewed.

During 2022, the code of ethics was revised and adapted for operations in Switzerland and France

Training, dissemination and awareness-raising in criminal compliance

The personnel performing compliance tasks attend training on the subject each year in order to learn about the best practices applicable. In addition, specific training for operational staff (drivers, sales representatives, service technician, managers, etc.) was provided in 2022. In addition to this training were the contents of the onboarding plan for new hirings, which includes specific training on the Criminal Compliance Management System, the code of ethics, the compliance policy, and modern slavery.

A sign of Alsa's commitment to this matter, to the culture of compliance, and to continuous improvement, is the annual Compliance Day that was held in April 2022 with over 200 people present. In November, Alsa also took part in one of the debates held on the Compliance Officer's Day organised by the Spanish



Compliance Association (ASCOM).

Informative activities were also carried out via all the internal communication channels set up for this purpose on the gift policy, corruption, and discrimination, with appropriate information on the

latest versions of the Alsa Code of Ethics and Compliance Policy.

Compliance Committee

The Compliance Committee was established in 2016 with responsibility for overseeing the development, implementation and maintenance of the Compliance System as its guarantor, likewise aiming to consolidate a corporate culture of compliance.

Three meetings were held during 2022 to address issues such as the approval of basic system documents, the analysis of communications received from employees, and enquiries regarding the Alsa Gift Policy.

In 2022, Alsa renewed the UNE 19601 certification from AENOR for Criminal Compliance Management Systems.

Communication Channels

In accordance with the Whistleblowing Directive, Alsa has a whistleblowing channel that is managed solely and exclusively by the Compliance Committee (buzon.compliance@alsa.es), along with an ethics hotline, the calls of which are received by a third party

but which are also analysed by the Compliance Committee. The acquisition of a specific tool to manage the whistleblowing channel and serves all Group employees (Spain, Portugal, Morocco, France and Switzerland) is currently being considered.

In 2022, three communications were received that required analysis, five communications at an informative level that did not require analysis and 11 enquiries on the gift policy and on possible conflicts of interest. No breach was verified in any of the three cases analysed.

Risk management

At Group level, Alsa has a Risk Management Procedure that describes the methods for risk management, including indications of the personnel involved, the identification of risks, the assessment of risks, criteria for calculating probability, and the impact of each risk according to a specific classification, such as the financial damage or impact on the business, etc.

The risks are identified and updated at meetings held with the Risk Owners (Area Directors) and Risk Champions (Risk Managers), so that the risks are identified and the controls implemented by the areas involved that are most familiar with them.

The assessment is performed twice a year, in February and June, and is presented to the Audit Committee and the PLC. In June, the Global Risk Matrix was updated to include risks of different types: financial, human, legal and regulatory, strategic, operational, commercial, and supply chain risks. The most significant net (residual) risks are the potential loss of business, safety, inflation, regulatory, supply chain, and cybersecurity.

Alsa's contribution to the Sustainable Development Goals (SDGs)

The mission of becoming a multi-modal mobility operator involved in community development and environmental care is what sets out Alsa's strategy and therefore its contribution to the Sustainable Development Goals and the 2030 Agenda.

Each of the value propositions of the new EVOLVE strategy and its business commitments contribute to specific SDGs and their goals.

Specifically and as a priority, SDG 3: Good Health and Well-Being; SDG 8: Decent work and economic growth; and SDG 11: Sustainable cities and communities, are the priority goals for the organisation. Added to these are SDG 5 (Gender Equality) and SDG 10 (Reduced inequality) are part of the company's equality policy.

During 2022, the contribution and alignment of the new EVOLVE strategy to the SDGs was reviewed, and new challenges with specific

goals and time frames were established.

The following table provides an overview of Alsa Spain's contribution to the SDGs in 2022, in line with the new Evolve strategy:



Both the value propositions of the new EVOLVE strategy and the business commitments are in line with Alsa's contribution to the SDGs

EVOLVE business commitment	Value proposition	SDG	SDG targets	Progress of Alsa's contribution	Alsa Commitment	Challenges																								
Robust financial results	<ul style="list-style-type: none"> Revitalising public transport. Geographical and multi-product expansion. Operational efficiency. New mobility solutions. Market consolidation. 		8.1. Maintaining economic growth.	<p>Revenue (€M)</p> <table border="1"> <tr> <th>Year</th> <th>Revenue (€M)</th> </tr> <tr> <td>2020</td> <td>638.17</td> </tr> <tr> <td>2021</td> <td>835.76</td> </tr> <tr> <td>2022</td> <td>937.33</td> </tr> </table>	Year	Revenue (€M)	2020	638.17	2021	835.76	2022	937.33	Achieve sustainable economic growth with a positive impact on the territories in which it operates.																	
Year	Revenue (€M)																													
2020	638.17																													
2021	835.76																													
2022	937.33																													
The safest	<ul style="list-style-type: none"> Revitalising public transport. Operational efficiency. New mobility solutions. 		3.6. Reduction of Traffic Accidents	<p>% workforce monitored with Drivecam</p> <table border="1"> <tr> <th>Year</th> <th>% workforce monitored with Drivecam</th> </tr> <tr> <td>2020</td> <td>68.20</td> </tr> <tr> <td>2021</td> <td>58.31</td> </tr> <tr> <td>2022</td> <td>71</td> </tr> </table> <p>% workforce monitored with GPS</p> <table border="1"> <tr> <th>Year</th> <th>% workforce monitored with GPS</th> </tr> <tr> <td>2020</td> <td>88</td> </tr> <tr> <td>2021</td> <td>95.93</td> </tr> <tr> <td>2022</td> <td>92</td> </tr> </table> <p>No. of vehicles with smart cameras</p> <table border="1"> <tr> <th>Year</th> <th>No. of vehicles with smart cameras</th> </tr> <tr> <td>2020</td> <td>1,560</td> </tr> <tr> <td>2021</td> <td>1,432</td> </tr> <tr> <td>2022</td> <td>1,800</td> </tr> </table>	Year	% workforce monitored with Drivecam	2020	68.20	2021	58.31	2022	71	Year	% workforce monitored with GPS	2020	88	2021	95.93	2022	92	Year	No. of vehicles with smart cameras	2020	1,560	2021	1,432	2022	1,800	<p>Safety as a priority value.</p> <p>Improve safety by incorporating new technologies to help change driving habits.</p>	<p>By 2040, the entire workforce in Spain will be monitored.</p> <p>By 2040, the entire fleet in Spain will be equipped with smart cameras.</p>
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EVOLVE
business
commitment

Value proposition

SDG

SDG targets

Progress of Alsa's contribution

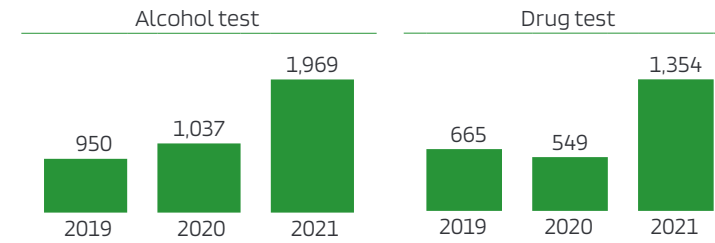
Alsa Commitment

Challenges

- Revitalising public transport.
- Operational efficiency.



3.5. Prevention and Treatment of Drug and Alcohol Abuse.



Improve employee health and provide safe services.

By 2040 in Spain, all drivers will have a prevention system for alcohol consumption.

- Revitalising public transport.
- Operational efficiency.
- New mobility solutions.

3.6. Reduction of Traffic Accidents.

-22% accident rate
since programme implementation
Eliminating Risks (DOH) in 2010 in Spain

Safety as a priority value.

Alsa undertakes to reduce the accident rate on new networks by at least 10% in the first 5 years.

The safest



- Revitalising public transport.
- Operational efficiency.
- New mobility solutions.



11.2. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all.

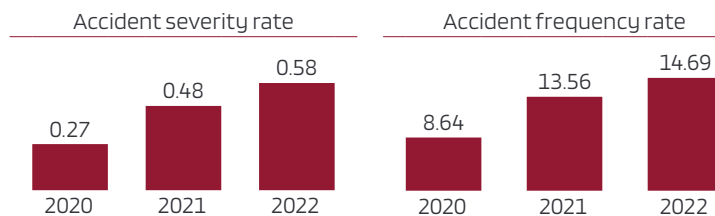
3,780 students in safety training
during 2022.

Promote through policies and management systems - a safe, risk-free working environment for all employees.

- Revitalising public transport.
- Operational efficiency.



8.8. Protect labour rights and promote safe and secure working environments.



The most satisfied customers



- Revitalising public transport.
- Geographical and multi-product expansion.
- New mobility solutions.
- Market consolidation.



10.2. By 2030, enhance and promote the social, economic and political inclusion of all persons regardless of age, gender, disability, race, ethnicity, origin, religion or economic status or other status.

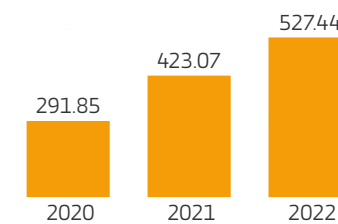
4,429 Spanish municipalities served.

Provide 100% accessible services that reach the whole territory as a tool to combat inequalities.



11.2. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all.

Millions of passengers transported



Guarantee sustainable transport with particular emphasis on seniors, children and people with disabilities.

EVOLVE
business
commitment

Value proposition

SDG

SDG targets

Progress of Alsa's contribution

Alsa Commitment

Challenges

Environmental
leader

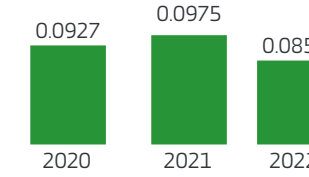


- Operational efficiency.



13.1. Strengthen resilience and adaptive capacity to climate-related hazards.

Direct emissions (tCO₂/100km)



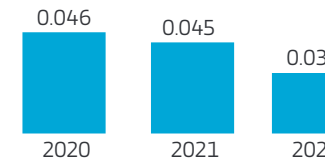
Reduce transport-related emissions through the incorporation of clean, low-emission vehicles, efficient driving programs, reducing consumption and improving energy efficiency.

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



6.3. Improve water quality. Reduce pollution and waste water.

Automotive waste water discharge (m³/100Km)

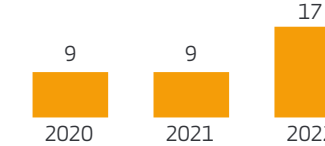


Moving towards the circular economy by reducing and recycling water used in laundry facilities.



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

% fleet with alternative propulsion



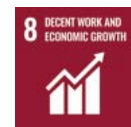
Improve the environmental quality of the cities where the company operates, not only by offering quality public transport to reduce the use of private vehicles but also by investing in clean technologies and an environmentally sustainable fleet.

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

The most
reliable

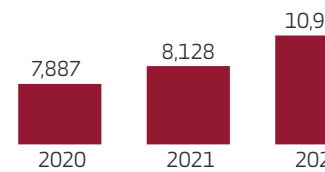


- Market consolidation.



8.3. Developing productive activities and promoting small and medium-sized enterprises.

No. of national suppliers



- Operational efficiency.

8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

103,531 hours of training in 2022.

Outstanding
employer

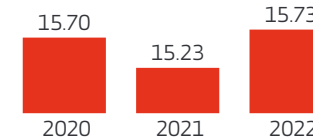


- Revitalising public transport.



5.1. Ending discrimination.

% women at Alsa



0 discrimination cases.

Equality as an identity policy and the promotion of women's inclusion in the transport sector.

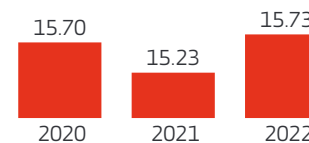
Reach 25% in Spain by 2035.

5.2. Eliminating all forms of gender-based violence.

0 cases of harassment.

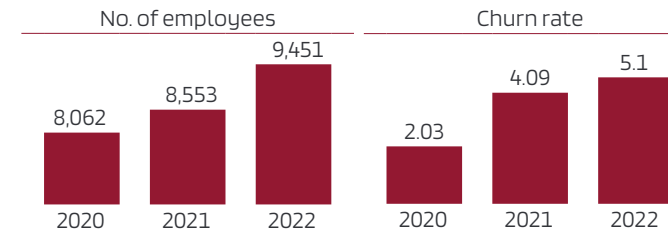
5.5. Ensuring women's full participation and equal opportunities.

% women at executive level



Reach 35% in Spain by 2030.

8.5. Achieving full employment and decent work (including young disabled people and equal pay).



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

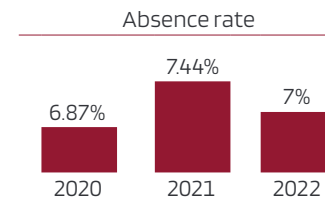
Outstanding employer



- Operational efficiency.



8.8. Protect labour rights and promote safe and secure working environments.



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

8.5. Achieving full employment and decent work (including young disabled people and equal pay).

35.93% of men and **21.28%** of women have received frequent performance appraisals in 2022.

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



Partnership Management




Alsa has in place a **Partnership Management Model**, under which tools and procedures have been developed and standardised to streamline the identification and validation of new opportunities.

During 2022, progress continued on this model, standardising and improving processes, aligning them with company strategy and improving communication and evaluation channels.

In particular, the compliance policy, sustainability policy, and code of ethics have been included in all

bidding processes held during the year and in the contracts resulting from them. Work is also underway on the implementation of a purchasing tool, Source to Payment, which will allow for improved communications with suppliers by 2023.

The company also continues to promote and support innovation through cooperation agreements with R&D centres and partnerships with other organisations, undertaking joint projects which offer high added value for all partners.

In 2022  **98.7%** Spanish suppliers

 **10,917** suppliers across all Alsa's business activities

Supplier clauses

Quality Service	Quality Management System compliant with ISO 9001.	Good practice clause.
Environmental Impact	Environmental Management System compliant with ISO 14001.	Energy Efficiency.
Responsible work policies	Compliance with requirements under ISO 45001.	FRC Certification (Family Responsible Company).
Involvement with the community	Cooperation with special employment centres.	

Medusa



Public-private collaboration among the company MEDUSA (REPSOL, EVE, ASE), Metro de Bilbao, and Alsa to deploy an electricity connection from Metro de Bilbao to the Bilboko facilities. This means that the network can be expanded as required for the addition of 8 new electric vehicles.

This initiative is ground-breaking and uses the unused electricity from the underground network at night to recharge the batteries of buses while they are at the depot.

This initiative is subsidised by European Next Generation Funds.



Other major partnership management milestones

Hydrogen Bus.



The pioneering deployment of a hydrogen bus, establishing a hydrogen route for Alsa jointly with Toyota/Caetano and Carbueros Metálicos. The hydrogen bus has been conducting various pilot tests in urban operations, accompanied by a portable 'hydrogen station' with renewable hydrogen supply.

This route was extended in 2021 and 2022 through key urban contracts such as Madrid, Oviedo, Bilbao, Zaragoza, La Coruña, Torrelavega, Cabárceno, and Diputación Foral. The initiative culminated in the commissioning of the first Hydrogen bus on a scheduled route in Spain in 2022.

Other partnerships: Mercedes Benz, Scania, Toyota Caetano, Ibizar and Caf-Solaris.



Launch of courses of action to improve maintenance systems, testing of new fuels and new ZERO-emission vehicles, as well as development or implementation in other markets outside Spain.

In 2022, based on this collaboration, Zero-emissions vehicles from the main manufacturers were tested to check their performance, ensure that they will comply with the efficiency, sustainability, and total cost of ownership requirements when they join the fleet, and the first metropolitan 100% electric battery-powered bus is already operational in Madrid (CRTM).

This is linked to the significant addition of zero-emission buses that will be regularly phased in over the coming years, in line with the company's commitments and goals for 2035.

Repsol.



Renewed partnership providing the framework for key projects for the coming years related to the ecological transition, including the development of other elements such as Hydrogen, fleet charging points, gas stations, etc.

First test in Spain with HVO (Net Zero Emissions) eco-fuel on 12 vehicles in the Bilbao City Service.

Participation as promoters of the first consortium for the H2 development at the national level, named SHYNE (Repsol, Bosch, TALGO, ENAGAS, Scania, Celsa and Alsa).



Digitisation and innovation for sustainable, multimodal and connected mobility

The mobility market is facing major changes beyond the reduction of operating margins and efficiency associated with new revenue mixes, business models, and environmental, social and regional cohesion criteria.

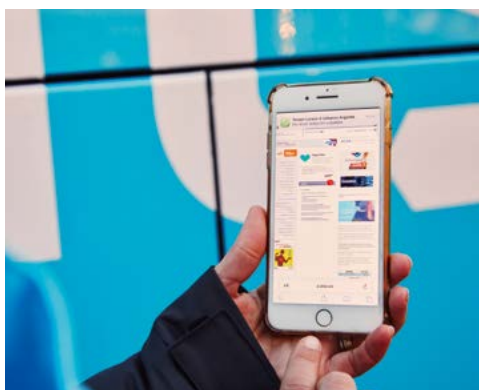
Customers and other stakeholders have also changed and evolved their habits. They are permanently connected, requesting real-time information, seeking simplicity, comparing Alsa with its competitors,

but also communicating what they need from the company, which is a great opportunity to meet their needs.

To a large extent, all of these changes are driven by the effect of the digital transformation that we are all experiencing in one way or another.

The new EVOLVE strategy bases the meeting of business commitments on digitisation and, therefore, on the

response to new digital behaviours. Alsa's digital proposal aims for a new customer relationship model, adopting a comprehensive approach. Incorporating new business models arising from the opportunities that digital elements bring.



The basis of the company's digital proposition is:

- To offer customers all its products and services through digital channels.
- To significantly increase its presence in the "new digital mobility".
- To give technology a greater, results-based approach to business.
- To develop the talent and digital skills of the workforce.
- To place the management of Data and Analytics at the heart of business decision-making.
- To include disruptive and emerging technologies in the sector.

Digitalización

During 2022, the lines of action were as follows:

- Improved management tools: predictive maintenance, operational optimisation, advances in B2C and B2B customer journeys.
- Management of customer channels and information: deploying digital sales, renewing and improving channels, informing customers in real time.
- Development of new business models supported by the use of digital technologies: on-demand

transport, micro-mobility, Mobi4u, and the autonomous vehicle.

- Management of technology platforms: AI & Analytics / IoT / Automation; means of payment, and flexibility of back-end sales.
- Data management: with AI models, process automation, and the creation of advanced KPIs and dashboards for real-time service level monitoring.

Mobi4U, the Alsa MAAS deployed in 15 areas with the capacity to manage digital payments

Innovation

The drive for innovation in Alsa saw significant growth in 2022, it being actively involved in a great many projects. One example of this is the selection by the Principality of Asturias Institute of Economic Development (IDEPA), as part of its call for priority projects given their content and level of innovation, of three projects presented by Alsa, all of which are directly linked to business and will be implemented through an R&D Centre in 2023:

- AI predictive management and maintenance models in ZERO-emission vehicles.
- Research into new technologies for on-demand transport systems.
- Research and implementation of new technologies relating to the customer experience and creation of value for people in the definition of new sustainable mobility products and services.

In addition to the three projects, the R&D Centre will take the lead in 2023 on the R&D initiatives already in place at Alsa. It will also proactively seek new R&D initiatives, fostering institutional relations, benchmarking with other innovation centres, etc. The aim is to make this Alsa R&D centre a regional, national and international benchmark for mobility

Other projects under development:

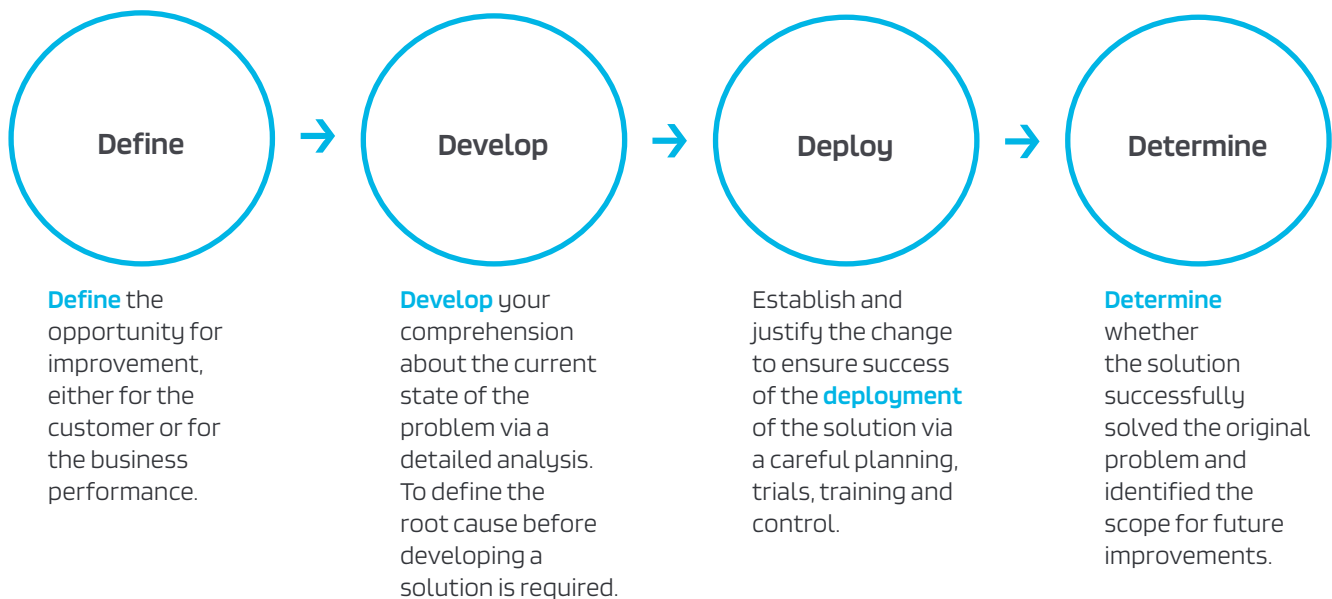
Research and development of new connected technologies, and development of the new adaptive architecture for the future connected autonomous vehicle.	2021 Sustainable Automotive Technology Programme (PTAS) of the Centre for Technological Development and Innovation (CDTI) under the Ministry of Science and Innovation.
Analysis of case study data in terms of efficiency, safety and the environment to make future forecasts for 2030.	Developed together with four Polytechnic Universities (Madrid, Cartagena, Barcelona, and Valencia) and AMB in Barcelona. Funded by the Ministry of Science and Innovation, through the State Research Agency.
Specifying, designing, developing and validating a prototype AI toolbox applicable to the planning and management of operations in public road passenger transport networks (urban and medium to long-haul transport)	Awarded by Red.es.
Creation of analytical tools to measure and improve safety and emissions of services based on service type and customer profile.	Awarded by the Ministry of Science and Innovation, through the State Research Agency and in collaboration with the UPM.
Development of the adaptation and optimisation of the infrastructure for Hydrogen (Fuel Cell) vehicles throughout its value chain.	In consortium with Capital Energy, AENA, ARIEMA, ENAGAS, IRIZAR, and Renault. Project linked to the Ministry of Science and Innovation.
Search for a technological solution for the optimisation and digitisation of electric bus operations.	Project included in the call by MOVES Singulares II, under MITMA.
Development of innovative techniques to enable continuous, real-time monitoring of onboard transport infrastructure, sending events to our transport SOC for processing and analysis by cybersecurity professionals.	"Innovative Public Procurement" procedure prepared by INCIBE (National Institute of Cybersecurity).

OPERATE: continuous improvement

Set within the scope of digitisation and innovation is OPERATE. This is a method developed within the company that takes contents and tools from Lean Six Sigma. It proposes the analysis of problems based on the observing of objective data and the search for solutions using techniques such as: dialogue between the participants in the chain, the detection of waste and the evaluation of the effort and impact of the different options available.

This method structures the analysis process into four stages:

55 improvements were implemented in



Deployment of this method began in Alsa at the end of 2021, as a tool introduced by EVOLVE to meet its strategic goals. Training and implementation actions were conducted over 2022. In order to boost this cultural change at all levels of the organisation, a significant investment of resources was made in order to promote it:

- Over one thousand people received on-line training.
- Different forms of in-person courses were taken by 180 people, with different levels, complexity and duration.
- In-person training courses were provided in 6 cities in different

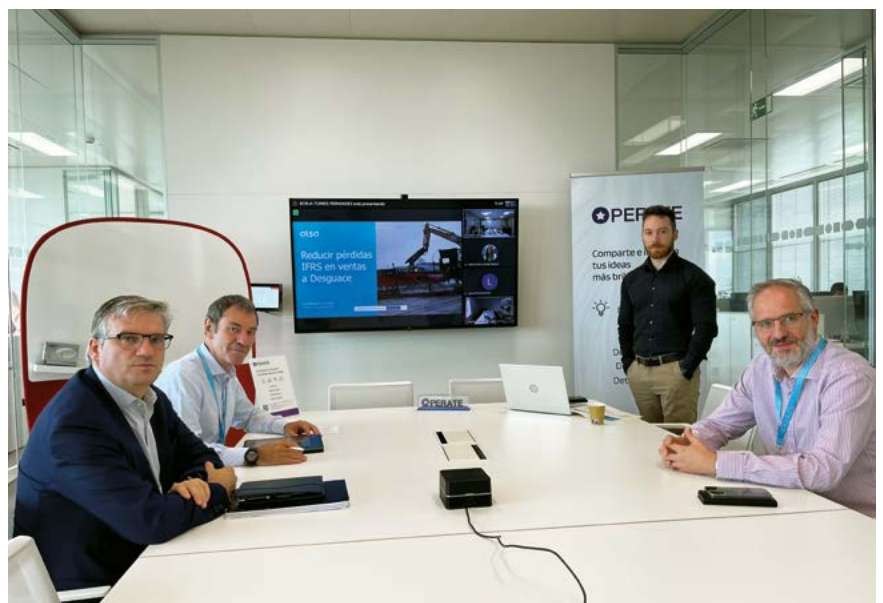
countries and were given by an accredited company in the field.

Thanks to the knowledge provided through the different courses, a total of 55 improvements were and implemented over the year. These include those mentioned below, which are great examples of good practices achieved through the use of this new method:

- Automatic validation and digitalisation of the documentation required from collaborating companies.
- Optimisation of the shop inspection process.
- Cleaning record for garage areas using a QR code.

- Automation of cash balancing in Morocco.
- Digitalisation of pre-service checklist in Alsa Rail.

The areas affected by the improvements implemented were extremely diverse: processes related with the management of lost property at points of sale and the creation of specific action plans aimed at increasing certain parameters of the CSI. All areas of the organisation have led or have at least been involved in one of these improvement processes.



Certifications

Having certified management systems based on international standards helps the company achieve its goals of ensuring safety, increasing customer and employee satisfaction, and taking care of the environment.

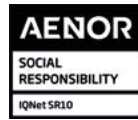
Excellence



Quality management¹⁻²⁻³



Efqm 500+ seal of excellence



Management of corporate social responsibility



STANDARDS
Audited sustainability report



Legal compliance



Information security management



CSR label³

Safety



Road safety management¹⁻²⁻³



Emergency management¹⁻³



Health and safety at work¹



CSEEA-INSIA in road safety

Customers



Service charters⁴



Public passenger transport services¹



Excellence in service



Universal accessibility¹⁻⁴



Complaints management

People



Healthy company



Work-life balance and equality

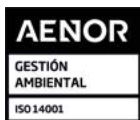


Covid-19 protocol

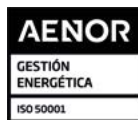


Great Place to Work³

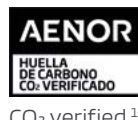
Community and the environment



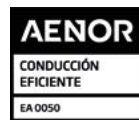
Environmental management¹



Energy management¹⁻²



CO₂ verified¹⁻²



Efficient driving of commercial vehicles



Carbon footprint record



Emas certificate

All the above certifications are in Spain and additionally according to the headings indicated:

¹ Portugal.

² Switzerland.

³ Morocco.

⁴ Casablanca.

Note: Lisbon was also certified in 2022 under NP 4493:2010 and NP 4514:2014 for Public passenger transport, urban bus lines and intercity bus lines.

New certifications

In 2022, the Criminal Compliance (UNE 19601) and Corporate Social Responsibility certification were renewed in accordance with IQNet-SR10, the scope of which already includes Alsa's activities in Spain, France and Switzerland.

Furthermore, in 2022 operations in Lisbon were also certified under ISO9001, 39001, 13816, 22320, 14001, 50001, 45001, 14064, NP 4493:2010 and NP 4514:2014.

In the case of Casablanca (Morocco), ISO1700001 and UNE93200 Service Charter certifications were achieved, in addition to the ISO9001, 39001, 22320 certifications held by Alsa in Morocco since 2020.

Morocco also achieved CSR Label Corporate Social Responsibility and Best Place to Work certifications.

In Switzerland, the company ODIER certified its management system according to ISO9001, 39001 and 50001 standards; the certification is expected to be extended to the company CHAMEXPRESS in 2023.

In just one year,
Alsa in Lisbon
has certified its
management
systems under the
main standards
of quality, safety,
environmental
management,
and occupational
health and safety



Alsa Todi Lisboa was awarded the road safety certificate from AENOR, for their contribution to safety and ongoing improvement.

Alsa's new
certifications in
Morocco will have
a positive impact
on employees,
customers and users



2023 Objectives

Excellence model	Development of the OPERATE model.
Corporate Social Responsibility	<p>Materiality Study.</p> <p>Continuing to converge with the Model in other countries.</p> <p>Strengthening External and Internal Communication.</p>
Compliance Management System	<p>AENOR Criminal Compliance audit process (UNE19601) with an ENAC approach.</p> <p>Criminal Compliance Model in Portugal according to Decree-Law 109-E/2021.</p> <p>Implementation of the new reporting channel tool at Group level.</p> <p>Reinforcement of the Compliance Team.</p> <p>Progress in the standardisation of Compliance Models in different countries.</p>
Partnership management	<p>Formalisation of partnerships for the deployment of Zero-Emission bus charging infrastructure.</p> <p>Development of partnerships with the different players involved in Digitisation in Transport for project deployment.</p> <p>Consolidation of partnerships focused on internationalisation with leading vehicle manufacturers for the development of international markets.</p>
Digitisation	<p>Deployment of AI initiatives: Predictive Maintenance, Driver safety, and management of Supply and Demand models in urban transport.</p> <p>New platform for the comprehensive management of methods of payment, promotion of intermodality, and simplified bus access.</p> <p>Deployment of digital ticketing systems in Morocco.</p> <p>Optimisation of resources (fleet) adapted to the electric fleet.</p>
Innovation	<p>On-demand transport: deployment of new initiatives, in corporate clients and in Switzerland and Lisbon. And a new management platform for high availability systems.</p> <p>Autonomous Bus: Research into development and new deployment initiatives.</p> <p>Advanced management of lost luggage.</p> <p>Initiatives for the development of activities in the Metaverse.</p>

Safety

Our approach

Alsa values safety above all else. It only does what is safe and stop any unsafe behaviour. To this end, the company always applies the highest standards in all the countries where it operates, even exceeding the requirements of the applicable legislation.

Alsa's safety management is based on the Driving Out Harm (DOH) projects in place at all companies in the NATIONAL EXPRESS group. This programme has a clear goal: that safety is the most important and that the company standards are the best-in-class in the industry.



The safety management system, according to ISO 39.001 implemented in Alsa is the foundation of the programmes and activities addressed to an ongoing improvement of the performance in this area, that over 2022 was certified in Lisbon (Portugal), Granada, Jaén, Odier (Switzerland), Extremadura and Guipúzcoa.

At-fault accident rate decreased by **↓6.7%** in Switzerland compared to 2021

Since 2010
22% reduction of the accident rate in Spain

Since 2010
28% reduction of the accident rate in Morocco

Overall
57% reduction of the FWI¹ vs 2021

Spain
64% reduction of the FWI¹ vs 2021

Morocco
100% monitored staff

¹ (Fatality Weight Injuries) Injuries in at-fault accidents.

**ELIMINANDO
RIESGOS**
Driving out harm

Control and training for excellence in driving

The human factor is the variable with the highest impact in road safety. By monitoring and improving drivers performance, a reduction of accident rates will be achieved.

Assessment and control

The implementation of new technologies provides control and monitoring systems for drivers, assessing the performance behind the wheel of a gradually diverse and larger staff.

71% of the staff in Spain is monitored by DriveCam, and in Morocco, 100% via CCTV

This allows for a preventive management of drivers using the several monitoring systems installed. Particularly, there is a gradual increase of smart cameras (Drivecam or last generation CCTV) given the proven effectiveness both to reduce accident rates and in the improvement of the performance behind the wheel.

The implementation of monitoring systems continued in 2022 (DriveCam, CCTV, Speeding Control, ABC Driving Control) in more transport services, as in the case of the services in Jaén, Canary Islands, Atlantic, etc. In the case of Morocco, driver's monitoring was digitalised via CCTV and inspections conducted by safety technicians.

Over the last year, predictive driver management using AI techniques has been developed, based on available information on individual drivers performance, which will allow new correlations between observed behaviours and potential accident risks to be identified.

Regarding control and measurement of speed, in the first place we made progress in measuring minor speeding events, and on the other hand, GPS devices are being installed in the urban services of Switzerland, Canary Islands, Aragón, Guipúzcoa y Baracaldo, that will allow identifying speeding events and areas with further risk.

92% of the staff in Spain is monitored by GPS, and 49% in Morocco

In Morocco it was developed a data input software for accidents (pilot trial in Casablanca) which makes it possible to locate accidents on a map, collect accident information (photos, videos of the event), interconnect with the insurance company to share accident information and monitor accident sites for preventive action.

At-fault accident rate decreased by -14% in Morocco vs 2021

Software to monitor drivers in Morocco

Morocco has developed software (SECURMA) to monitor drivers to ensure that each driver in each contract are monitored over the course of one month. Each driver shall be supervised by at least once per month via CCTV.

In addition to these CCTV reviews, each driver is assigned to a Safety Technician who performs an additional monitoring via Direct Observation while in service.

100% of the staff monitored via CCTV

Training and awareness

The kick off and approval process on safety policies implemented by Alsa in Portugal required 8,500 hours of training delivered to staff in Portugal

Training is another key cornerstone to reduce accident rates. By the end of 2020, Alsa started implementing a new "Training and Monitoring Model for Drivers in Spain", delivering a further focus on drivers with poorer performance. 65% of drivers trained in 2021 have improved their performance, an evidence of the efficiency of the model. Therefore, the same line was followed over 2022, delivering a Training Course on Competence Improvements on

Driving to 292 people. 40% of them have improved their performance already. 20% of drivers were prevented from increasing their risk levels.

Training plans have been also supported by internal communication campaigns delivered to raise awareness on the risks while driving. Particularly, communications were launched in 2022 focusing on "vulnerable users" in urban areas.

Externally, completed campaigns to raise awareness with the collaboration of MAPFRE Foundation, in Oviedo, Madrid, Gijón and León, to communicate to the rest of users of the roads any blind spot identified on buses.

Another campaign launched was the CONviviencia Vial Urbana

(Urban Road Coexistence), where FESVIAL and Alsa, supported by the DGT, paid a particular focus on people travelling with vulnerable transport resources, and to raise awareness among drivers about how coexistence in mobility is key to reduce accident rates in urban roads.

292 people were trained on the Competence Improvements on Driving



Safety Week 2022

In 2022, Safety Week focused on the challenges where further work is being developed.

In the first place, it highlighted the issues arising from a gradual increase of "vulnerable users" (electric scooters, bicycles, etc.) in urban environments. This new phenomena highlights that it is essential that drivers take extra precautions to avoid accidents, check at a regular basis the technology available to provide a safe driving and jointly work with stakeholders (public administrations, regulatory authorities, etc.) in order to ensure that the co-existence with these new mobility systems is safely performed.

Another focus of the week was placed on health, both physical and mental. Through For Your Health programme, several activities were conducted, as well as briefings and workshops in many working sites of Spain, Morocco, Switzerland and Portugal to raise awareness about these aspects.

Fleet featuring state-of-the-art technologies

The company is in constant search for new technologies to be fitted into the vehicles, aimed at supporting driving tasks for drivers, and to increase safety at transport. Thus, the observatory of technological innovations in road safety was created in 2022. This is a multidisciplinary forum to review at a monthly basis the different

technologies installed on board the vehicles in order to check efficiency, via pilot trials, and assess whether to roll them out in Alsa fleet. This was the case for technologies to identify pedestrians and fatigue management.

In 2022, the observatory of technological innovations in the field of road safety was created

 More than **1,800** vehicles provided with smart cameras

The key actions performed regarding the fleet are as follows:

Pedestrian detector

Technology to identify pedestrians and bicycles. Installed in 12 vehicles.

Parking brake cotter pins

Campaign to check the correct functioning and implementation of the device in all fleet vehicles available for this system.

360° view camera

Full peripheral vision system around the vehicle ensuring safe driving and facilitating parking manoeuvres. This device has been installed in 17 vehicles in the Asturias contract.

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 Class II and Class III vehicles, both new and retrofit in existing ones.

Action plan regarding blind spots on vehicles

As a voluntary gesture, Alsa has placed in all its vehicles blind spot stickers (two on the sides and one rear sticker), addressing the instruction published by the DGT regarding the "Voluntary Blind Spot Hazard Warning Sign" pursuing to protect vulnerable users (bicycle riders, users of personal mobility vehicles).

The safest facilities

Over 2022, we continued with the Safety Plan at Facilities to perform visits and update assessment of risks, drafting protocols and proposing improvements.

Also, as part of this safety plan, all the posters and signals placed at the facilities across Spain were redesigned and updated.

In 2022, 26 were visited and 15 protocols drafted

alsa

Aparatos sursidores
Instrucciones de utilización

Para un repostaje seguro y limpio

- Elija la manguera que queda **del lado del depósito** del vehículo
- Tire de la manguera** para acercarla, no de la pistola
- No pase la manguera por **debajo del vehículo**
- No fuerce el giro de la pistola. Tiene un tope
- Deje la **carcasa de caucho fuera** de la boca de depósito
- Recoja la manguera** para evitar que la puedan pisar los vehículos
- Deje la pistola en su alojamiento** sin que el giro esté forzado

Prohibido fumar
Prohibido usar el teléfono móvil
Prohibido hacer fuego
Apagar Luces y motor

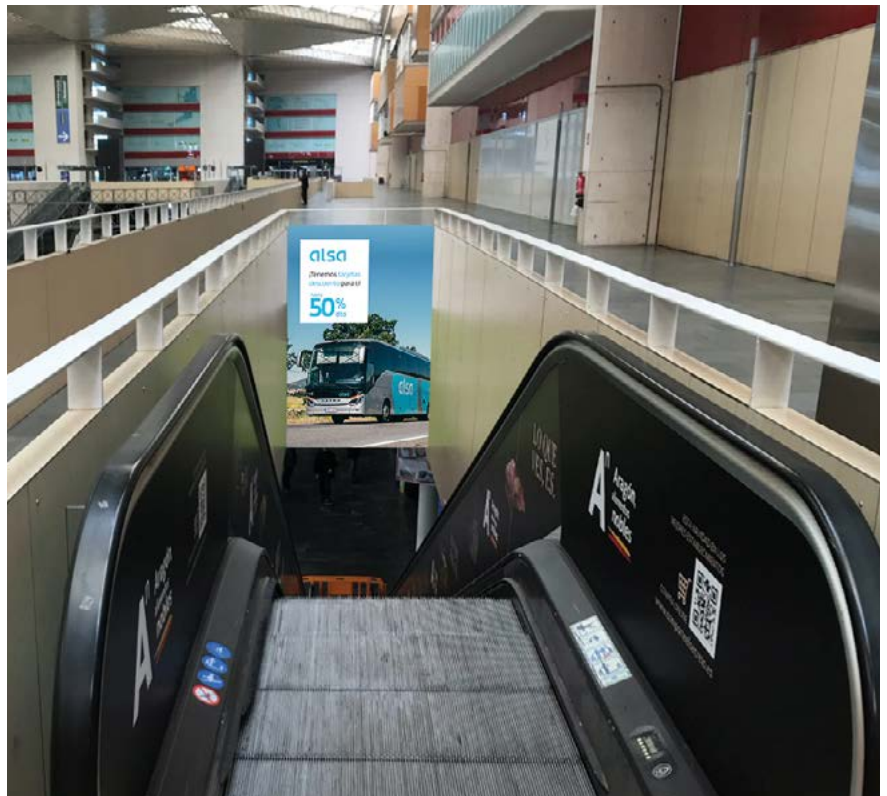
alsa

Normas de seguridad de obligatorio cumplimiento

- Zona de riesgo de accidentes
- Es obligatorio seguir las indicaciones de la instalación
- Es obligatorio el uso de chaleco reflectante
- Es obligatorio el uso de luces de cruce
- Circular por las vías de peatones habilitadas
- No superar límite de velocidad
- Excepto en zonas habilitadas
- Excepto zonas habilitadas
- Prohibido fumar en todo el recinto
- Estacionar marcha atrás

Following a review of the situation in each facility, several actions were conducted to adjust them to the protocols approved (highlighting the access to the refuelling and cleaning areas, repair and maintenance works as needed, etc.). These actions included training and awareness of the staff via specific videos with the policy rules at the facilities.

Also, videos shooting in some of the facilities with a higher number of accidents, providing the necessary guidelines to perform the manoeuvres and reduce potential risks.





2023 Objectives

Accident rates

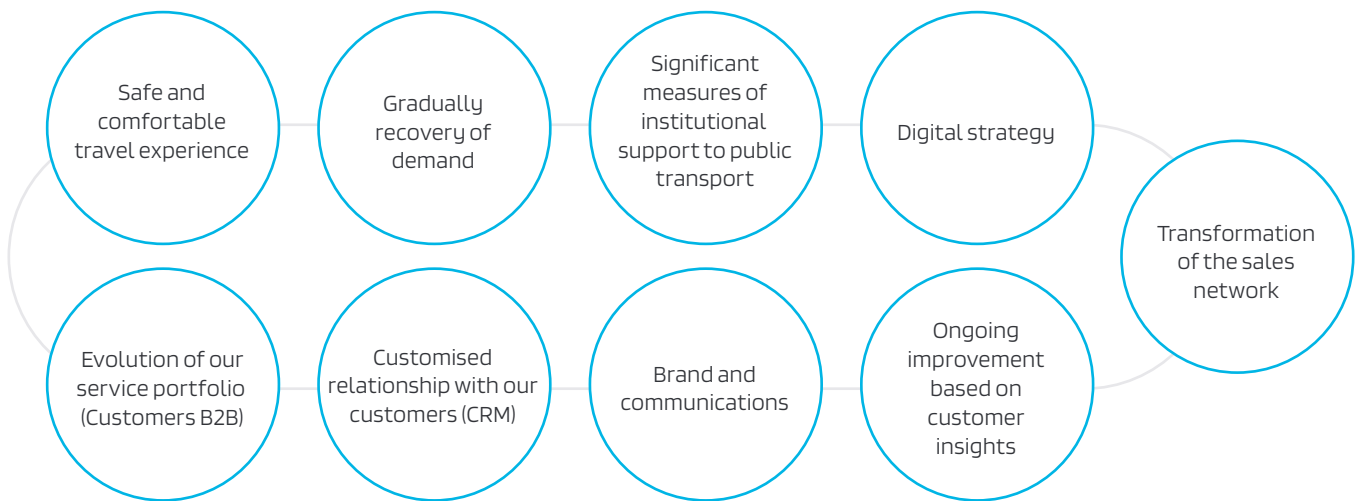
Normalised FWI (FWI/1 million miles): 0.011.

At-fault accident rates (every 100,000 km): 0.92.



Customers

Our approach



Customers are the top priority for Alsa, committed to a safe, sustainable and connected mobility.

2022 was a year highly impacted still by the COVID-19 and the control measures from the pandemic were maintained in public transport.

Since mid-year, the Regulators adopted very ambitious measures to lower the cost of public transport, in the context of economic and social recovery measures following the

pandemic and the war-related crisis in Ukraine.

Alsa significantly improved the service offering and the travel experience, re-establishing frequencies and offering new multi-travel passes (both digital and paper tickets) that were very well received in the market. Improved the information and sales channels, with new functions and developments in our apps, websites and vending machines.

The company closed the year with satisfaction levels similar to pre-pandemic levels, with the backdrop of a still challenging market environment, thanks to the outstanding work of all people being part of Alsa, particularly drivers and front-line staff. In 2022, the best rated attributes by customers in the surveys were safe driving and the service provided. And this is the best reward.

Carried
527.4 millions of passengers

Traveled
468 millions of km

222,838 Surveys received³

8.27 CSI¹

52.6 NPS²

¹ Average score assigned by customer in response to the question: How would you rate your overall satisfaction level, from 0 to 10? Alsa Spain Services.

² Safety 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.

³ Alsa Spain Services.

Travel experience and customer know-how

Alsa Safe Mobility

The programme Alsa Safe Mobility was still one of the pillars of the 2022 customer strategy, as in the two previous years, with the main goal to deliver a **safe experience in every stage of the trip**.

2022 brought several changes that requested the best of every single person working for Alsa. In this sense, it should be highlighted three top milestones: the impact of the **Omicron** variant in January-February, the **end of the prohibition of the mandatory use of face masks** in a wide range of activities and public places in April, however transport remained impacted by this measure until February 2023, and the **recovery of demand** by the second half of the year driven mainly to the use of public transport.

In such an uncertain context, in addition to continuing the implementation of personal protective measures, in Alsa we have worked to **improve air quality**, not only to reduce potential transmission of the virus, but also to provide passengers with the **most comfortable travel** experience in a post-pandemic era.

Some of the key measures taken are as follows:

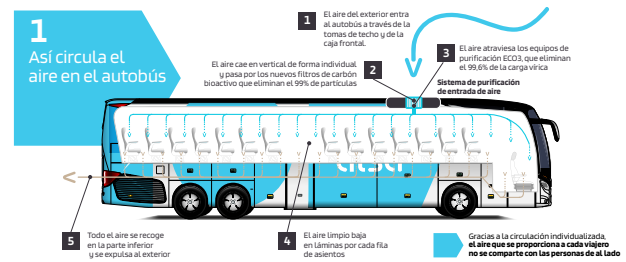
- Trials on the frequency of air renewal and indoor air quality in urban, metropolitan and intercity fleet, performed by an independent authority. **These trials evidenced a 100% indoor air renewal every 2.3 minutes for intercity and metropolitan fleet; and 1 minute in urban fleets.**
- Installation in all the fleet air **purifiers** and bioactive carbon **filters**.
- Implementation in the long haul fleet a one of a kind, unique bio-engineering device developed jointly between Alsa and BLOW, removing all type of particles and micro-organisms with several layers of filtering and air treatment.
- Pilot testing of indoor **air quality measurement equipment** that assesses the different concentrations of compounds in the atmosphere and helps to optimise the use of air conditioning and air renewal on board.



Innovación al servicio de la movilidad segura

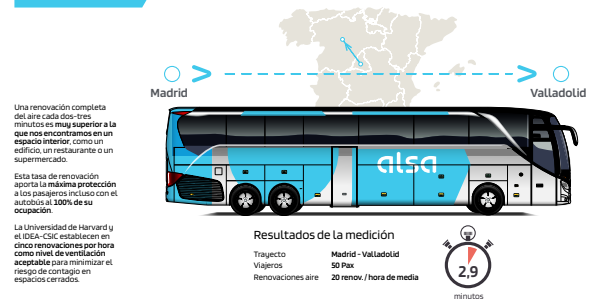
Alsa supera las recomendaciones de renovación de aire, haciéndolo cada tres minutos como mínimo en autobuses de largo recorrido

Estudios realizados por la entidad de salud y prevención externa, Cualtis, han arrojado una media de 20 renovaciones por hora



2 Tiempo necesario para la renovación completa de aire

Un ejemplo de medición real en un trayecto Madrid-Valladolid revela que el aire se renueva completamente cada 3 minutos como mínimo



Communication of Customer Satisfaction KPIs to operational staff

In 2022, a new communications channel for drivers and depot staff has been developed, based on monthly computer graphics including the main data and attributes most relevant for each division or team (CSI results, attributes most rated and worst rated by customers). This initiative aims to involve Alsa employees in the actions and results achieved regarding customer satisfaction.



Gradual recovery of the satisfaction metrics

The company gradually recovered customer’s satisfaction and improve their travel experience, according to the results arising from the external

satisfaction survey conducted for Alsa Spain, in December 2022.

These results confirmed that we are on the right track to align supply

and value proposal with the new mobility needs emerging after the pandemic.

Año	CSI (Customer Satisfaction Index)	NPS (Net Promoter Score)
2019	8.03	46%
2020	ND	ND
2021	8.07	47%
2022	8.27	52.6%



Improvement of products and services

New continuous improvement team based on customer feedback

Alsa has in-depth knowledge of its customers obtained through post-trip surveys, studies, focus groups, consultations, suggestions, complaints, etc. However, in 2022, it has gone a step further and has begun to put this information into practice to be able to launch specific improvement initiatives for specific areas or situations.

This is the case of the kick off of a **new working group including local managers and technicians of the customer experience team** in one of the contracts with highest competitive pressure, arising from

the boost of high-speed low-cost trains. Via regular meetings, open feedback provided by external post-travel surveys of customers is reviewed, and action plans are defined. **More than 30 improvement actions** have been implemented with a direct impact on customers, some of them exportable to other Alsa operations.

Classified +40,000 open comments from customers (feedback), used for the improvement of services

Accessible, Inclusive Mobility Plan

2022 was the year to resume some projects aimed at the improvement of services suspended over the pandemic. Among these, those related to the objective of being an inclusive and accessible transport that meets the mobility needs of all people have gained special prominence. This was the case of a better visibility of the **services offered for people with reduced mobility in long haul contracts**, the complete redesign of the **sales process for seats for People with reduced mobility** that will be published by the beginning of 2023, or the pilot trial of a **new solution for the loading and anchoring of auxiliary devices for**

personal mobility in the luggage compartment of the vehicles, that will be also implemented at the national level over the next year.

Also, work has been done regarding communicating and raising awareness on the needs of people

with reduced mobility in the use of public transport, both internally and externally. And that was the purpose to hold the first **"Meetings of Accessible and Inclusive Mobility"**, in Madrid with **Plena Inclusión** and in Cantabria with **COCEMFE**.



New bus terminal in the airport Madrid - Barajas - Adolfo Suarez

Launched in October, the new bus station of the T4 of the Barajas airport means a massive change for Alsa passengers connecting with domestic flights.

The new terminal occupies a surface area of 12,600 m2 and has a building, platforms and roads where regular buses with national and international origin or destination will make a stop, as well as discretionary bus services for groups or tours.

Added to the operation of popular services as origin and destination station in Alsa services, as the Madrid-Zaragoza-Barcelona or Madrid-Bilbao, Alsa also operates the access and parking of all buses in this terminal.



This is a huge step forward to promote intermodality and providing a better customer experience.

Agreement CIVITATIS – ALSA

At the end of the ticket purchasing process, Alsa customers will have access and updates of the activities provided by Civitatis in their city of destination, including more than 3,700 tourist activities in Spain.

Alsa plays a key role in the tourism sector of our country, as a facilitator of a more sustainable mobility, as its extensive network allows travel to more than 5,000 destinations, large and small, generating 5.5 times fewer emissions than travelling by car.

For Alsa this is a key partnership, as this makes a difference for customers that certainly will enrich and improve their travel experience.

The screenshot shows the Alsa website interface. At the top, there are navigation links: Destinos y rutas, Tu viaje, A bordo, Servicios de movilidad, and Alsa Plus. Below this is a large banner with the text "Hasta donde tú quieras" and "Sigue disfrutando de nuestros destinos." The main search area includes a form with the following fields: Origen (Madrid (Todas las paradas)), Destino (Barcelona (Todas las paradas)), Fecha de ida (Jue. 24 Nov.), and Fecha de vuelta (Añadir vuelta). There is a "Buscar" button and a "PASAJEROS" dropdown set to "8 PASAJEROS". Below the search form, there is a promotional banner for Civitatis with the text "Los mejores tours y actividades en español en todo el mundo" and a "¡Reserva ya!" button. At the bottom, there are three navigation links: Bonos, Gestión de billetes, and Localiza tu bus.

New Centre I+R – Project #Túnosmueves

The Government of Asturias, through the Institute for Economic Development of the Principality (IDEPA), has promoted in 2022 the creation of four new centres for research, technological development and innovation connected to leading companies, one of them awarded to Alsa.

Achieving this important milestone within such a competitive environment with leading companies is due to the content and level of innovation of the projects submitted

in the field of the investigation looking for new solutions of smart, sustainable, inclusive and multi-segment solutions.

Regarding customer experience, the company contributed with the project "Research and application of new technologies related to customer experience and the creation of value for people for the definition of new sustainable mobility products and services". The ultimate goal of this project, which will start in summer 2023 and which

will be supported by public research centres and leading technical consultancies, is the definition and design of new mobility services adapted to current and potential users, always bearing in mind their needs and expectations, from a sustainable and accessible point of view. All this in the region of Asturias, with a population scattered geographically, and a positive natural growth.

Promotion of public transport and modal shift

In September 2022, Alsa joined the energy saving measures and promotion of public transport approved by the Spanish Government, in order to promote a more sustainable mobility by reducing the use of private cars.

Since September 1st, the company launched **multi-travel passes at 50% discount to travel to hundred of domestic destinations**, valid to travel until December 31 and supported by MITMA funding. These passes benefited to thousand of citizens living in cities with no train services covering those areas.

Also, in the regional urban and metropolitan services, the company also marketed season tickets and multi-journey tickets at a discount of between 30% and 50%, depending on the different policies approved by the municipalities and regional

governments under the measures adopted by MITMA.

With this initiative, Alsa was able to improve economy of thousands of Spanish households, providing significant savings for families, providing transport for commuters to get to their education or work centres at half price, and also to cooperate with energy saving measures and the promotion of public transport decreed by the Government, and providing a more economic and sustainable alternative by public transport to passengers using private cars for these trips.

Since these passes were launched, almost 100% of the performance communication was based on launching this new product and its terms and conditions.



Más que un puente
3 o 4 viajes
50% dto
¡Compra tu bono!

The advertisement features a blue background with white text. On the right side, there is a photograph of people sitting at an outdoor table at night, illuminated by string lights. The text is arranged in a vertical stack, with the discount percentage '50%' being the largest and most prominent element.

Marketing, brand and communication

Alsa brand

Over 2022 continued the gradual transformation of the points of sale with the objective of improving visibility and customer experience, also allowing also a better functioning of stations.

The actions taken cover both the update of the corporate image, as improving the job positions of the sales agents and the drive lounges. All of them undertook a simplification of all the signals and

posters to make it more intuitive, changing the furniture and including brand elements to make these areas recognisable and standard across Spain.

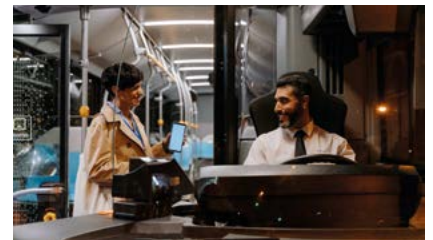
On the other hand, continued incorporation of the new brand in our most representative assets: the buses.

A total of 74 points of sale were refurbished in the main bus stations at the national level

Brand Campaign B2C

In 2022 it was launched a new communication platform to position Alsa as a company of reference in Mobility that highlighted one century of the company working to provide services to people, carrying passengers to the largest

number of destinations as possible, regardless the journey and focused on the reasons behind every single passenger, either they perform urban, metropolitan or long haul routes.



Customised communications and growth of Alsa Plus

Social Media



+ 175,000 fans
/alsautobuses



+ 37,000 followers
@Alsa_autobuses



+ 32,000 followers
@Alsa



+ 35,000 followers
Alsa



+ 8.6 million views
Alsa
miradasdesdeelbus.alsa.es

Data as of December 31, 2022

Alsa Plus

As long as there's a reason,
we will have a way to get to it

alsa
You move us

More than
2 million loyal
customers

In 2022 more than
370,000 new
registrations

More than
47 million sent
through CRM



Customer Service (SAC)*

Average
2.5 days of
response time



Score
7.4 in CSI of
the SAC

More than
175,000 written communications
managed

Claims

- 42,720 claims submitted.
- 31,833 claim files.
- 1.2 Claim rates presented (No/10,000 passengers).
- 74 days average time of response.

Information requests and immediate incidents

- 93,167 Information requests and immediate incidents.
- 0.7 days average time of response.

Suggestions

- 2,681 suggestions received.
- 1.1 days average time of response.

* Data of Alsa Spain figures.

2023 Objectives

Demand growth: more passengers in public transport

Achieve demand and revenue levels ahead of pre-pandemic levels.

Management of multi-travel free passes in our state routes and with subsidised prices in regional and urban contracts.

Improvement of services, supply capacity and leverage in demand peaks.

Continuity of the contracts

Renewal via bids in regional and metropolitan services.

Concessional management of the state route network and in urban contracts.

Growth opportunities and diversification.

Continuous improvement of services

Improvement in the response to customers to changes and incidents.

Roll over the initiative "Close the Loop" (management of customer feedback) to further contracts and services and new KPIs of satisfaction in the product portfolio.

Promotion of the OPERATE programme initiatives, related to customer service

Satisfaction and use value

Ancillaries management adding value to customers.

Accessible, Inclusive Mobility Plan.

Development of the project I+R+i "#TuNosMueves #YouMoveUs, Improvement of customer experience and creation of value with new products and sustainable mobility services in the Principality of Asturias".

Digitalisation and connectivity

Ongoing improvement of functions and usability in all website channels, apps and vending machines.

Evolution of the website and app focused on the regional sale.

Customer experience manifesto Alsa Plus.

Brand strategy

Celebration of the first Alsa centenary ("From 1923, wherever you want to go").

Marketing, communication and brand positioning plan.

CRM improvements: identification and contact, B2B project, Social Media services.



People

Our approach

Over 2022, Alsa has focused development of their continuation of the policies on and integrate and on the professional development, focusing on digital transformation of the company.



16,079 employees

1,908 women

88.96% permanent employees

6.50% female drivers

130,650 training hours



Alsa, committed to diversity and inclusion

The company has set as a goal to deploy a change in culture through an innovative and inclusive environment, transforming diversity into strengths, and in an added value for Alsa and the people working for the company.

For this purpose, Alsa has reviewed the policies and started to work on the new strategy of diversity and inclusion, with a focus beyond gender equality. This strategy is promoted by the Steering Committee.

Alsa is designing a new strategy for diversity and integration

Support to female talent

Within a still male-dominant environment, Alsa has developed an ambitious Gender Diversity plan deployed with several actions targeted to increase both the number of female drivers and female managers.

Also, a recruitment process over 2022 was rolled over based on equal

opportunities in all the countries where the company has operations.

In 2019, Alsa joined the programme "Protocol, more women, better companies" to encourage a more balanced participation by both men and women in the decision-making process. This protocol set female representation targets within 4


years in Spain: In pre-management job positions, going from 24% to 34%; in management positions, going from 10% to 20% and in the Steering Committee, going from 7% to 20%.

Currently, women representation in pre-management positions is 35%, in managing roles by 12% and in the Board of Directors, by 22%.

In order to reach these targets, the company takes part in leadership programmes for women. Particularly, over 2022 we continued with the Promociona Project and the Progresia Project. These are two leadership programmes focused on women, with the aim to reinforce female presence in managing roles.

Also, Alsa Morocco has renewed the Diversity and Inclusion Committee, something that will have a positive impact in the work performed by the company to promote equality and the incorporation of female women and disadvantaged groups at the workplace. Also, work-life balance measures and social benefits for employees and their families have been developed through agreements with large companies. Some of the key actions taken in Morocco included the financing of the driving licence for women to encourage female incorporation in the company.

 **11.86%** women on the workforce

 ^{In 2022} **26.09%** women on the executive scale

 ^{In 2022} **9.05%** female drivers in Spain



Alsa committed to integration

Alsa has always been committed to labour integration of people with disabilities and this is reflected in the new diversity strategy. Thanks to long term programmes and the collaboration of associations and foundations, the company keeps

making progress in its commitment to inclusion.

Since 2013, the company has been working in their commitment with the Diversity Charter to promote the fundamental principles of

equality and a behaviour of respect for the right to inclusion of all people regardless of their diverse backgrounds, in the working environment and in society. For that purpose, they implement specific policies: implementation specific policies to encourage an unprejudiced working environment in terms of employment, training and promotion.



Almost 150
people with
disabilities in Spain

What are you capable of?

Alsa has a corporate commitment to **training and integration of people with disabilities**. This was developed over the years with the initiative **What are you capable of**. As an important milestone in 2022, it should be highlighted the signature of the agreement between ALSA and ONCE-INSERTA targeted to improve employability of people with some disability degree.

Training is a key part of this agreement, aimed at providing the people involved the D licences and the Certificate of Professional Competence (CAP), as well as an additional practical training to improve skills regarding a safe, efficient driving.

More than **15 peoples** will benefit from the training that will take place in 2023, and that would open the doors in a sector with a great demand of professionals.

Signature of the agreement
with ONCE-INSERTA to
improve employability



Quality employment and talent management

Alsa people are their main asset, and the best ambassadors of their brand. With more than 16,000 professionals, the group focused its efforts to create stable employment in which each employee can develop both in the personal and in the professional area.

Ongoing growth of the company requires having in place corporate policies in the people area that can be deployed in each of the countries where Alsa has a presence. Over 2022 there were more than 3,000 new hirings. Particularly, to be highlighted a staff increase by 28% in Spain, or by 450 people in Portugal.

A Talent Assessment is conducted every year to identify the needs to support people development, rolling out an Action Plan based on people ambition and preferences in the company. These Action Plans have associated self-development actions and training actions (languages, soft skills, advanced training, Mentoring, Coaching, etc.).

Almost 1000 talent evaluations completed

 89% are permanent contracts

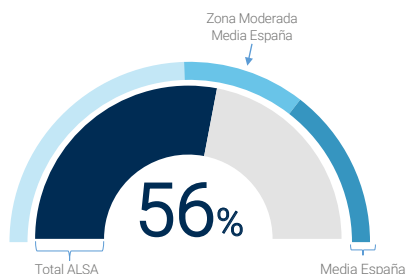
Employee feedback

Over 2022, for the first time it was conducted an employee survey, "Your Voice Matters" at the Group level, with highly satisfactory results.

Following this survey, a global plan with 11 actions was defined, and an ad-hoc plan per Division, with 21 plans more and 92 actions, focusing

on the Career, Recognition, Diversity and Inclusion Plans.

Engagement summary - Alsa



82% response rate and 56% engagement level

Customised, pro-active training

Alsa customised its training based on the needs of their professionals. This customised approach was possible thanks to the monitoring and follow-up place at of all staff, allowing the company to identify **the areas for improvement** specifically in order to conduct **training actions in a pro-active manner**.

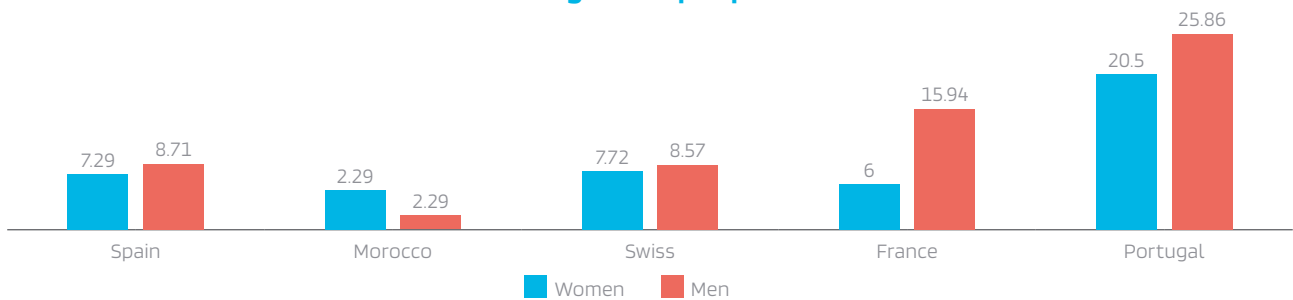
The Objective-Based Assessment (DPO) is conducted through Chris and on-line information is provided. This platform allows to complete the training courses and training itineraries available.

 **130,656** hours of in-house training

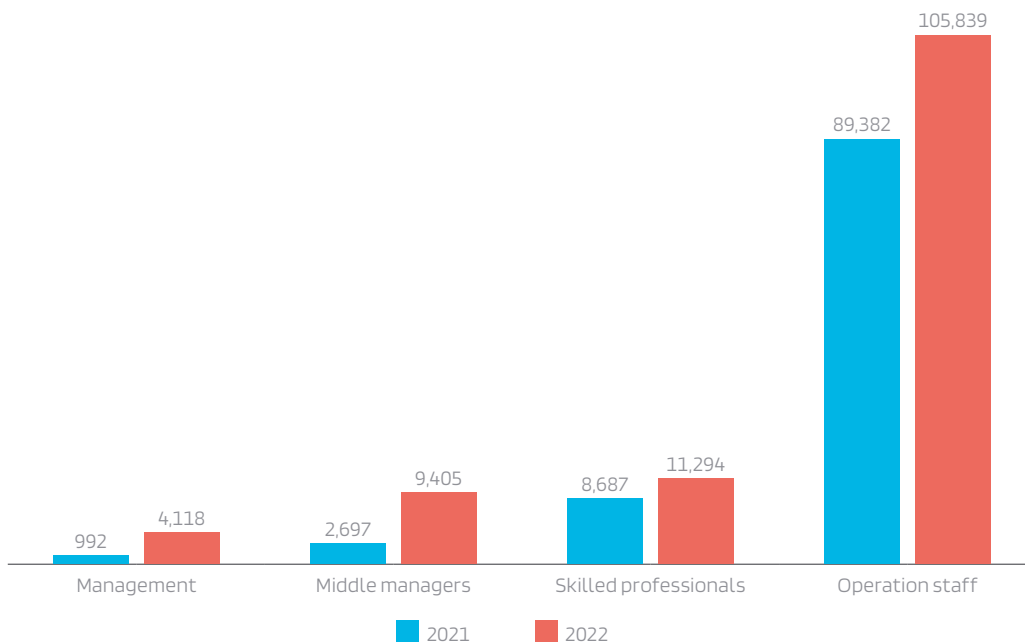
 Per employee **8.13** training hours

 In 2022 **758,645 €** training hours per employee

Training hours per person



Training hours per professional category





IRU Road Máster

Alsa remained working in 2022 with the IRU (International Organisation for the Transport by Road), in the certification of their drives, this year focusing on Moroccan drives. This certification process allows to:

- Validate the recruitment and of training systems.
- Retain an attract talent.
- Strengthen the Master Driver programme.
- Improve efficiency and safety standards.

IRU RoadMasters acts as a complement to Alsa evaluation and training processes, with the objective of improving safety and the service quality provided to all our customers.

+ than 1,400
people
completed the
qualification
process in 2022 in
Casablanca with
84% successful
applicants

Initial support to drivers

One more year, support and time was invested in ensuring that the new drivers recruited in Alsa received **full training** and support to carry out the services, with safety as the main priority.

Following a demanding recruitment process, each individual is assigned to a mentor that will carry out a follow-up over the six first months of work. The induction plan includes both training actions (in-house and e-learning) and a number of assess,et that help to identify improvement areas. Taking this information into consideration, the training can be tailored subject to the needs of each professional.

More than 16,000
hours in 2022 in
the escorting
sessions, 50%
more than in 2021



2,728 Students in the Welcome Plans to the PDA

Training of new trainers

The project "Training of new Trainers" includes drives with extensive experience and knowledge supporting the drivers since they joined the company.

Over 2022, **three trainings of new trainers certified by Alsa** have been completed, with an increase of staff by Spain, Switzerland and Portugal. Also, training sin updating and refreshing the group of trainers have been conducted.



More than
100 people working to
train drivers

More than
19,000 training and
assessment
actions over 2022

Use of simulators

In Alsa, we remain committed to the use of the new technologies applied to safety and training. A new training programme was developed for this purpose, implemented via a simulator.

Using a simulator allows the company to create circumstances where the techniques can be used without any risk. For instance, a child running into the road, and repeat them as many times as needed, encouraging an improvement of skills during that simulation.

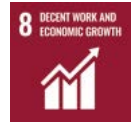


Muévete programme

The Muévete ("Get moving") programme was created over ten years ago to provide professional training, university undergraduate and post-grad students the opportunity to carry out practical placements at Alsa and acquire professional skills at an industry-leading company.

77 people joined
the Muevete
programme in
2022

Management of work-life balance



Alsa's commitment to work-life balance was evidenced in 2013 with the EFR certification and since then, the company has been consolidating the Model year after year, showcasing an efficient management and its impact in people. In 2022, the company renewed this seal once again.

Alsa's work-life balance approach is based on the creation and development of social improvement processes, in order to create a work-life balance for their employees, at the same time meeting the results

committed with the company, and also meet their own personal well-being expectations.

Over the last cycle, the Division confirmed its desire to keep working to improve people's life quality.

On the other hand, the Model has proved to be efficient even in challenging situations as the ones experienced over the last few years.

Alsa renewed the EFR seal in Spain in 2022



FRC measures implemented	2020	2021	2022
Quality of employment	19	19	19
Flexible hours and locations	14	15	15
Family support	20	20	19
Personal and professional development	15	15	14
Equal opportunities	5	5	5

Model of remote work







Alsa launched in 2021 a new measure to promote flexibility to office-based staff: the possibility of working remotely.

Alsa aims to keep adding up measures to help setting a balance between work and personal life for the employees of the company.



Alsa helps you

With the COVID-19 pandemic it was launched the programme "Alsa helps you" to help Alsa employees and their families to be safe, and to provide a better balance in work-personal life conditions. Due to its success, this programme continued over 2022.

 <p>Do you have any concerns about a medical drug and you need to check with a doctor? Phone medical appointments. Unlimited free calls.</p>	 <p>Would you like any ideas to entertain children at home? myAssistant, a personal manager for everything you may think of. Unlimited free service.</p>	 <p>Feel safe with a 24/7 personal assistance service? SOS button. Unlimited free service.</p>
 <p>What should be like to have help at home when you are sick? Personal Assistance Service at Home. 28 hours for free per year when you are sick.</p>	 <p>Would you like to receive at home the drug you need? Tele-Pharmacy. Free service included in the Personal Assistance Service at Home.</p>	 <p>Would you like some assistance to handle your emotions supported by a professional? Phone psychological sessions. Free unlimited sessions available.</p>

Senior Committee

For Alsa the senior group is key, and also to improve and reinforce a bond with retired employees. The company launched the Seniors Committee, offering benefits to the members joining.

- The Bus Plus Card for Retired people and their partner.
- Discounts in EXIT establishments.
- Organisation of events.
- Updates on news and key issues.
- Volunteer actions at the local level.

In 2022, the Seniors Committee arranged a visit to the new Alsa headquarters in Madrid with a retired staff in the area of Asturias and Madrid.



Safety and Health



For your health

"For Your Health" is a programme aligned with the company's strategy in the area of health and well-being, with the clear objective to protect and promote a healthy, happy life style of people in Alsa and their families; to promote safe, healthy and sustainable working environments, on-going improvement, the best performance as a Healthy Company, supporting improvements in Community and Customer values, and with the

belief that safety and health are a key factor for the competition, productivity, talent retention and sustainability of the Company.

"For Your Health programme sets clear lines of action to address any issue arising regarding existing health and well-being, also addressing the needs " and expectations of staff regarding this area.

Alsa management system of health and safety in Spain is certified according to the Standard ISO 45001

AENOR Healthy Company Certificate

Alsa was granted in 2016 the Healthy Company certificate, certified by AENOR.

This certificate certifies that the company has in place a management system to promote and ensure health and safety of our employees, and the sustainability in the working environment.

Also, the **"For your health" programme is reviewed.**



Healthy people network

The "Four your health" programme had the support of the Blue Agents, benchmark people of the programme, with an active collaboration in the release and execution of the programmes and/or actions developed to improve safety, health and well-being.

This group of volunteers, represented across the country, collaborate in the Safety, Prevention and Health Area to manage campaigns and proposing actions to encourage the programme through the e-mail portusalud@alsa.es and the WhatsApp Group created for the direct communication with Blue Agents.

The Blue Agents are the healthy ambassadors of Alsa. Thanks to all these volunteers, the programme For Your Health comes to life and is widely rolled out across all levels of the company, reaching all areas where Alsa has a presence.

A significant achievement in 2022 was: the implementation of a private medical insurance company in Morocco for all the employees, which gives them access to better quality health care without having to worry about fees.

More than **70** Blue Agents among drivers, sales agents, office-based staff

Medical examinations

In the preventive medical checks, further improvements to the medical protocol were added subject to the job position, as detection of prostate cancer for males older than 45 years old, the gynaecological tumour markers for women, the Epworth sleepiness test and the Pichot fatigue test for drivers.

Also, all initial examinations includes drug and alcohol consumption tests.

More than
4,700 regular medical checks in Spain

More than
2,300 initial medical checks in Spain over 2022

80.61% of the staff conducted the medical examinations

Drug and alcohol prevention programme

The philosophy of the preventive programme on alcohol and drug consumption is to implement an action policy based on zero tolerance to alcohol and drugs in Alsa, with the objective of warning and informing all employees on the issues and matters related to drug use and alcohol consumption and to comply with the Healthy Company

requirement. Over 2022, 1,969 alcohol tests and 1,354 drug tests were conducted.

In Spain
1,969 alcohol controls

In Spain
1,354 drug controls

Prevention and management of Covid-19

As in 2022 it seemed the pandemic was over, the company has offered all its employees over this year the possibility of conducting the Covid -19 test to identify a potential infection capacity to others. By the end of 2022, 3,721 tests were taken in Spain to employees.

Workshops and health campaigns developed in 2022

Also, included in this programme over 2022, it was developed a number of workshops and campaigns targeted to improve people's health and to prevent diseases.

Depots	<p>Back workshops</p> <p>In 2022, several workshops were delivered in Spain including exercises to treat musculoskeletal problems of Alsa staff, particularly maintenance staff and drivers. Different exercises to relax the back and some guidelines were provided to maintain an adequate posture and avoid damage.</p>
	<p>Cardiopulmonary resuscitation</p> <p>SSCC and Ferrol welcomed in 2022 two depots in Spain where the activity consisted on knowing how to act in case of a potential choking or respiratory arrest.</p>
	<p>Apnoea and sleep disorders</p> <p>Two workshops conducted in the Basque Country to manage sleep disorders and apnoea.</p>
	<p>Dealing with stress</p> <p>Oviedo and León delivered in 2022 two workshops about how to deal with stress and to share best practices.</p>
Health campaign	<p>Distribution of fruit</p> <p>In order to promote healthy eating at the company, fresh seasonal fruit was distributed fortnightly at the main work centres of Madrid and Santander.</p>
	<p>Campaign preventing eye glaucoma</p> <p>Launched in Spain two campaigns on eye glaucoma in 2022 in two stations for drivers.</p>
	<p>Campaign for the International Breast Cancer Day</p> <p>Alsa launched a campaign on the International Day against Breast Cancer in order to showcase and raise awareness on the importance of preventing this disease, encouraging all staff to offer their support and solidarity by joining to the great "pink tide". Employees requested to share their pictures. Distribution of pink bracelets, from the Spanish Cancer Association (AECC) in the main sites of Spain, Morocco and Switzerland.</p>
	<p>November campaign</p> <p>Alsa signed up to the Movember Movement to raise awareness of men's health issues such as prostate cancer, testicular cancer, depression and physical inactivity and to raise money to help tackle those health issues. An informative communication was launched on the World's Men Day regarding prevention of prostate cancer.</p>

Alsa promotes the practice of sports, as it also encourages social networking between employees, engagement, brand identity and improving the work environment at the company.

**Promotion
of sports**

Gympass

Alsa joined up to Gympass, a health scheme to encourage employees and their families to do more sport, with access to over 1,900 sports and physical activity centres including gyms and physiotherapists, among others, and more than 300 different activities, such as yoga, mindfulness, and psychotherapy.

Met Life Race

In 2022, shared with employees in Madrid the 6th Edition of 15Km MetLife Madrid Activa. Distributed 20 number races for free to promote and encourage sports in the company.





2023 Objectives

Diversity and Inclusion

Refocusing and boosting the overall strategy of Diversity and Inclusion in all countries where we operate.

Recognition

Drafting of a global recognition programme for all business units, segmented by groups, according to the needs identified in the climate survey.

Talent

Implemented a new organisation model adjusted to the new needs of the company (career plans and succession plans). Focus on international mobility.

Health

Keep leading a health strategic plan in the sector. Including new services for employees on psycho-social issues, nutritional issues and access of employees to medical appointments, reducing waiting time and promoting an improved health and medical advice.

Community and the Environment

Our approach

As a family responsible company, Alsa plays a key role to impact directly in the quality of life of the communities we serve.

In this sense, Alsa implements the COMMUNITY AND ENVIRONMENT VALUE by launching environmental policies and social actions to help improving the environment where we serve.



Reduction by **21.5%** of 1 and 2 scope emissions vs 2015

Reduction by **12.3%** in 1 and 2 scope emissions vs 2021

For Alsa Forest **40,000** customers contributions to reduce emissions

100% renewable energy

In Spain **27.9%** Eco or Zero fleet in urban and metropolitan

More than **1,000** Ukrainian refugees transported

8 drivers with disabilities trained

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.

Leading the Environmental Change: Sustainable, Smart Mobility

As a mobility operator, Alsa is aware of the impact of its activity in the environment, and the role they play to reduce them and lead the environmental change in the industry.

Alsa roadmap for achieving emission neutrality involves actively

influencing the promotion of the use of Public Transport, the assumption of environmental commitments aimed at achieving the goal of zero emissions, and the development of an environmental strategy designed to achieve these commitments.

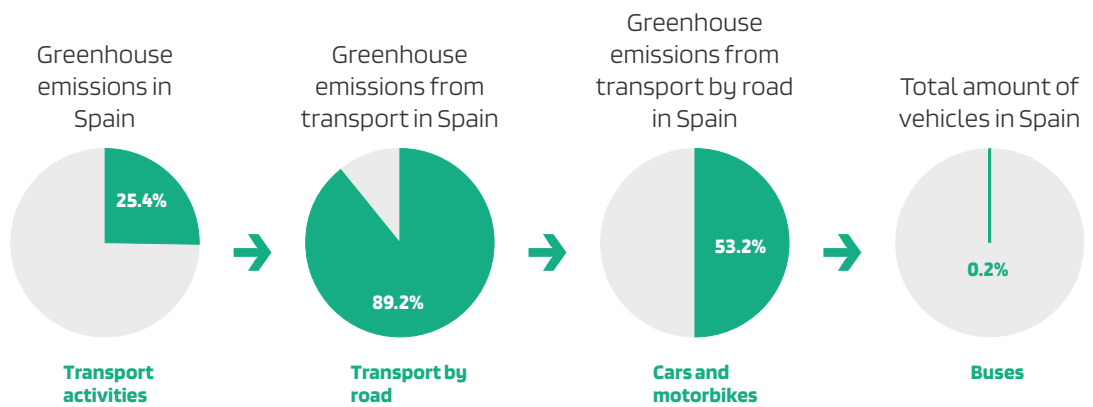


Promoting public transport

Energy transition and the fight against global warming are crucial and it is established by the EU Green Deal and the Sustainable, Smart Mobility Strategy, setting clear carbonization objectives until 2050 and a very demanding target in 2030 with a reduction of emissions by 55%.

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

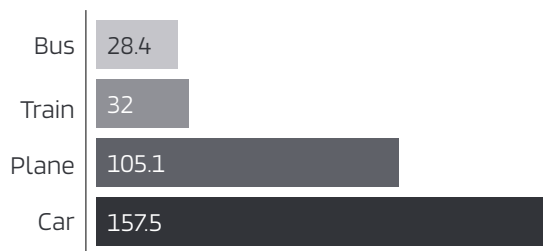
Generation of Greenhouse Gas Emissions by transport in Spain



In view of the above information, promoting the use of Public Transport and associated policies to reduce the use of private vehicles is the way forward to reduce 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 vehicle.

Greenhouse emissions by transport mode (CO₂ grams equivalent per passenger-km).



Fuente: CONFEBUS



Bus produces the lowest Greenhouse emissions, 3.7 less than the plane, 5.5 times less than the car and 13% less than the train.

Lakes Plan: Promoting public transport

The Lakes Plan is the best case to promote public transport instead of private transport, targeted to preserve high-value ecological areas as the Lakes of Enol, in the National Park of Picos de Europa. This plan applies restrictions in private circulation in peak seasons, and therefore promotes public transport.

In 2022, operated services for 174 days, achieving a reduction by more than **750 t CO₂**.

Since the plan was launched in 2014, 5,203 tons of CO₂* were saved.

Note: In-house calculation based on operating data and average consumption of private cars. Emission factors of MITERD.



Alsa's Environmental Commitment

The company has established environmental commitments that directly contribute to the ODS of the Agenda 2030 and its goals.

Particularly, Alsa has set some challenges to remove emissions in

urban routes in Spain by 2035 and in long distance by 2040. In the case of Morocco, the goal is to reach zero emission by 2040 for urban buses.



Action for climate

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

Alsa is committed to reduce emissions coming from transport through the addition of clean, low-emission technology-driven vehicles, efficient driving programmes, efficient consumption and energy efficiency vehicles.



Cities and sustainable growth

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

Alsa is committed to 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.

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

Zero Emission fleet by 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..



Alsa's Environmental Strategy

The Integrated Management System and the environmental efficiency system of Alsa is the tool aimed at developing its strategy and reducing environmental impact, through management and control of activities that have an impact in environment.

This a strong, efficient environmental management system, certified under the requirements set by the main standards of reference, like: ISO 14001, ISO 50001, ISO 14064-1, EMAS regulation EMAS and EA 0050 standard for an efficient driving, providing the grounds and

tools required to develop the six keys of the environmental strategy.

Alsa has in place
9 certificates
according to the
requirements of
the Regulation
1221/2009 EMAS III

Alsa deploys its strategy based on the following items:



Reduction of carbon footprint



Waste management



Reduction of energy consumption at transport



Water management



Reduction of energy consumption at facilities



Training and communications

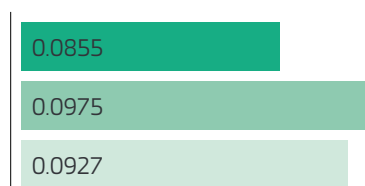


Reduction of Carbon Footprint

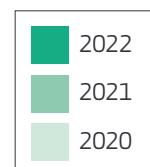



Emissions generated are a key indicator in the policy to reduce the environmental impact of the company.

Direct and indirect GHG (scope 1 and scope 2) (tCO₂eq/100 km)



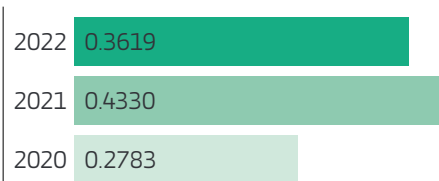
Greenhouse Emissions (scope 1, scope 2 and scope 3) (tCO₂eq/100 km)



Scope 1+2
 ↓ **21.5%** GHE emissions vs 2015

Scope 2
0 Indirect GH emissions from electricity use

Intensity of direct emissions (tCO₂eq/thou €)



0.5609
t/100km



0.0002
t/100km



0.7478
t/100km



0.1720
t/100km



0.0075
t/100km



0.0056
t/100km



0.0014
t/100km

Alsa calculates and checks at a yearly basis its Carbon Footprint according to the ISO 14064 standard with scope 1+2+3 and registers this in the Carbon Footprint Section of the registry of the Ministry for Ecological Transition and the Demographic Challenge (MITERD).

In 2021 Alsa adjusted to the new ISO 14064, allowing for a better tracking of the compliance with the commitments to zero net emissions

Projecto Bosque Alsa

Alsa created in 2021 the project Alsa Forest, committed to repopulating a forest area seriously damaged in 202 due to a fire with more than 100,000 trees 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.

With this project, completed with the support by the company CO₂ Revolution, 58.9 hectares of forest with more than 92,000 trees of local species are being replanted, both using traditional methods and state-of-the-art technology (us of Big Data, smart seeds, planting with drones...). Reforestation in this area is equivalent to absorbing almost 82,000 tons of CO₂, over the complete cycle of the project. Alsa has an initial reserve of 10,000 tonnes, which will mean focusing on an area of 8 hectares and on the planting of more than 11 trees.

Over 40,000 passengers have taken part in this initiative over 2022, equivalent to planting more than 2,900 trees in a surface of 3 hectares. This equals to a compensation of 308.9 CO₂ tons.

In February 2022, Alsa committed to duplicate all the compensations donated by the passengers between September 2021 to the end of February 2022, meaning 109.4 additional tons of CO₂.

418 Tn de CO₂ compensated

For Alsa Forest
40,000 contributions by customers

These results are particularly successful as they are the evidence of a growing environmental awareness in society, and that the vision, message and image projected by Alsa is promoting this change, so necessary for all of us.



First H2 bus in the CRTM

This first year was key in order to cover the learning curve with this new technological solution, a fuel cell electric vehicle.

Alsa operated this bus over the entire year and under all the weather and charging conditions, showcasing the maturity of a technology from the traction point of view and the electricity generation, through the H2 stored in the vehicle.

The Route of the H2, started in February 2021 in Madrid and completed in 2022 with visits to Torrelavega, Cabarceno, the Basque Provincial Council and La Coruña, allowed to trial the bus under several conditions, allowing drivers and maintenance staff to learn more and get used to this technology, providing their improvement ideas for a deployment in the future.

100% integration of the fuel cell featured by TOYOTA in the CAETANO vehicle, delivering a highly efficient vehicle regarding consumption and features, based on a highly advanced management.

Also, these last few months evidenced the great range achieved, and the short time required for recharging, the greatest benefit provided compared to other electric solutions.

Alsa operates
the first
hydrogen bus
in Spain



The charging infrastructure for this case was provided by Carbueros Metalicos, but one of the main challenges in the future of H2 is the production and supply at a large scale to ensure affordable and profitable prices.

First electric bus of batteries in Class 2 in the CRTM

2022 was the first year of the first metropolitan vehicle 100% electric, used to check the interesting evolution of this technology, and also the strengths and weaknesses for this type of routes.

The development of this vehicle together with the manufacturer CAF-Solaris opened the door to the possibility of having in a near future battery-driven vehicles not only for the urban area, but also for the transport of passengers in metropolitan areas, with an expected evolution and development of the new generation of batteries.



First MB bus with solid state batteries

This technology that was recently added by Mercedes Benz in their electric buses provides an option versus the standard lithium-ion battery technology also fitted in the vehicles, and Alsa wanted to trial this.

This is a type of battery provided as an option, and is mainly oriented to routes needing a further range and less recharging time, providing further safety levels regarding potential thermal risks, as it is fitted with a solid electrolyte instead a liquid one.



Reduction of energy consumption in transport

In the long run, we are focusing on the decarbonisation commitments made, and the company is developing its strategy to reduce energy consumption on three lines of action:

More than 19,600 tons of CO₂ saved thanks to the use of ECO vehicles in 2022

Gradual renewal of the fleet

→ In 2022, 79 fitting EURO VI technology were added, increasing to 54% the proportion of EURO VI vehicles among the traditional Diesel vehicles of the fleet.

Vehicles driven by alternative energy

→ Addition of 88 new vehicles driven by alternative energy ECO or ZERO, raising the percentage of these vehicles to 17% of the fleet in 2022. This represents 27.9% of the total urban and metropolitan fleet in Spain.

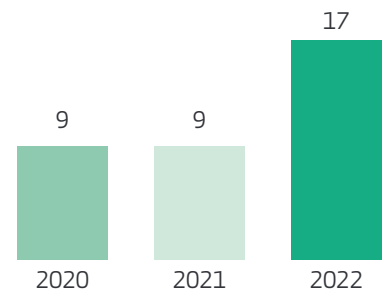
Efficient services

→ Optimization and monitoring of routes, and comprehensive programmes of predictive maintenance delivering highly efficiency vehicles.

Also, outside Spain, for the Metropolitan Service of Lisbon that started operating in June 2022, 23 electric vehicles and 35 gas-driven vehicles were hired, which will see a reduction of CO₂ emissions.

In 2022, Alsa conducted trials in Rabat with the first electric bus operated in Morocco.

% fleet driven by alternative energy



27.9% Eco or Zero vehicles including both urban and metropolitan in Spain

Alsa's mobility is green. HVO Pilot Trial

Repsol and **Alsa** conducted the first pilot trial in Spain with net zero fuel emissions from June to September 2021, based on its dedication to sustainable mobility and on their pursuit of alternatives to traditional fuels. Over 2022, results have been reviewed.

The main aspect to be highlighted after conducting this pilot trial was the similarities observed in the use of HVO compared with traditional diesel oil and the normal development of the operation over the 4 months while the pilot duration. Vehicles do not require any additional amendment or requirements for repair or service.

Also, the monitoring trials of the emissions in real driving conditions performed by the UCLM allow to conclude that there are no significant differences in consumption, CO₂ emissions, CO emissions and combustibles, particles and NO_x associated to the use of HVO to replace diesel of mineral origin.

The HVO was supported by vehicle manufacturers in the Worldwide Fuel Charter



Climate project

Alsa has received a Climate Project of the Carbon Fund for a Sustainable Economy (FES-CO₂) attached to the MITERD.

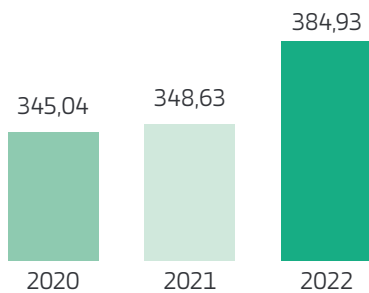
The project "Alsa, alternative technologies" is based on the reduction of emissions verified by the replacement of traditional vehicles into operation by other vehicles driven by alternative technologies (hybrid and electric).



Thanks to this project, emissions were reduced by 1.141 tCO₂. Since 2020.



Fuel consumption (kWh/100km)



The increased consumption of fuel is directly linked to an increased activity in the business after the COVID-19 pandemic



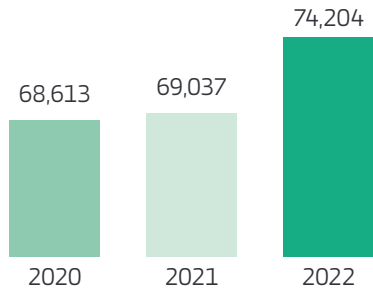
Reduction of energy consumption in facilities

The largest energy consumption in Alsa comes from vehicles, but we must not forget all the facilities required to keep the company working: depots, parking spaces, ticket sale offices, bus stations, offices... In all these locations and sites use different types of energy to light, heat and cool facilities, and work, and these consumptions are

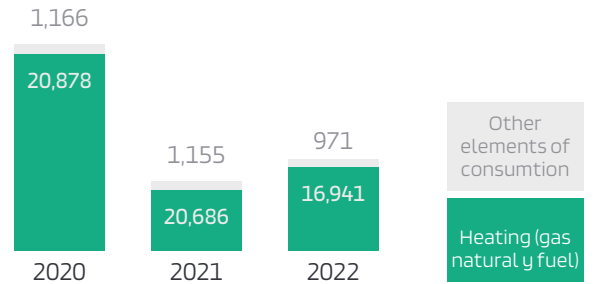
collected and reviewed to identify the largest consumers, and the best opportunities to improve energy efficiency of facilities.

These improvements in consumption are mainly focused on an efficient lighting, a smart switch-off and a responsible heating and cooling approach.

Electricity consumption (kWh/no. of facilities)



Energy consumption - Other energy sources (kWh/no. of facilities)



100%
of the electricity consumed is from renewable origin

↓ 25.9%
electricity consumption since 2015

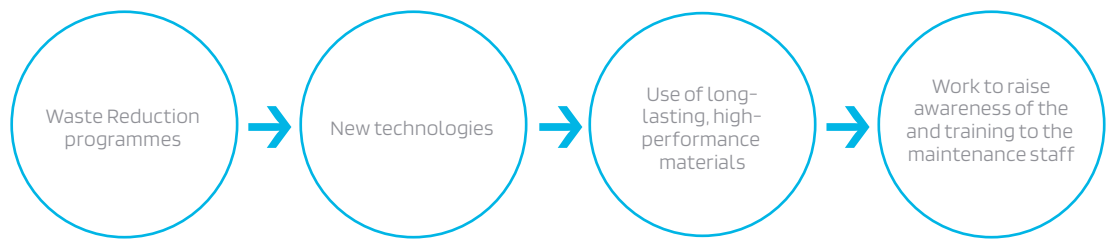
↓ 33%
of reduction of heating consumptions since 2015



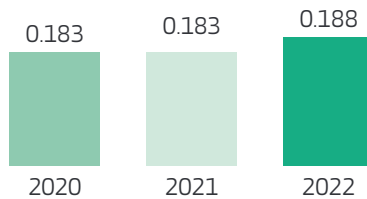
Waste management

Waste generated by Alsa comes from the servicing and repairing of the fleet vehicles conducted in own facilities. This generation of waste, both hazardous and otherwise, have a direct environmental impact in transport.

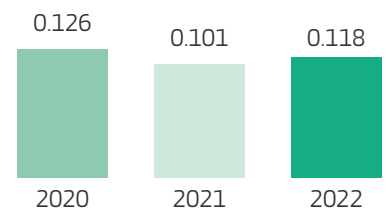
In order to manage and minimise waste, four action lines are followed:



Hazardous waste from maintenance (t/vehicle)



Non-hazardous waste from maintenance (t/no. vehicles)



Since 2015

↓ 25.8% Generation of hazardous waste

↓ 22% no hazardous waste

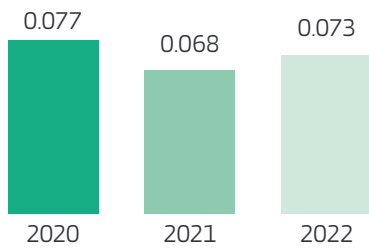


Water management

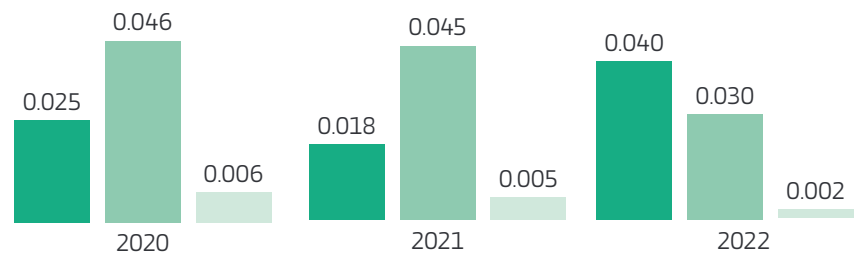
Monitoring the water consumption in the company allows to identify the most relevant use of this resource and be able to implement saving measures and water recycling. Also, conducted quality controls of water coming from the cleaning facilities of buses, to ensure that the parameters established in the activity licences of each facility are complied with.

The highest water consumption comes from the vehicle washing activity

Water consumption (m³/100km)



Total water discharge (m³/100km)



Water equal to urban services.

Offices, stations and points of sale.

Industrial waters from the automotive sector.

Depots, parking spaces, pump dispensers and cleaning facilities.

Industrial waters from the catering sector.

Service areas.



Training and communications

Education is the best vehicle to raise awareness in society of the importance of living in sustainable, healthy environments.

Alsa raises awareness and trains all their members so their environmental impact improves year after year, as all of them can contribute to this objective.

Also, with a clear objective of reducing emissions generated in transport, an efficient driving programme was developed, deployed in 3 stages:

19 environmental simulacrum were performed in 2022

Report

FleetBoard system in the fleet vehicles, to monitoring the driving style.

Train

Currently established Training Plans for a theoretical-practical individual training process, with a particular focus on drivers needing further improvement.

Motivate

Communications sent to all staff so they are aware of the programme, their results and to implement an efficient driving in their daily work.



Support for the community



In 2022, continued implementation of the Corporate Social Responsibility Action Plan addressing the key issues for Alsa and their stakeholders, based on the outcomes and feedback coming from the materiality research.

Equality and Diversity

The company is highly committed to integrating diversity in their People and Talent policies and is deploying it through several programmes and initiatives addressed to facilitate the scaling into managing positions for women across the business, and increasing female presence in the sector. As an evidence of these policies, in 2022 10 female drivers were trained in La Coruña, aimed at obtaining the Driving Licence and the CAP and being able to provide access to the driving role.

From the external point of view, public transport activity developed by Alsa is also committed to ensure equality and diversity for customers in the communities where we operate. All this underpinning social and geographical cohesion, connecting the areas operated by the company, and ensuring accessible, quality services for all type of customers from all social backgrounds.

Employability

The company develops several programmes and policies to promote and encourage employability. Some are internally developed, detailed in the People section, as the Muevete Programme and the Graduate Programme, with the purpose of integrating young talent; of the programme What are you capable of?, to hire people with disabilities. And some other external programmes, as the agreements and collaborations with universities; or the Integral Qualification and Employment Programme of the Spanish Chamber of Commerce.

Alsa joined this programme of the Chamber of Commerce in 2021 with the objective of designing training actions to train drivers, granting them an official driving licence and the CAP, helping young people to get access to a highly demanded profession.

Another of the most relevant collaborations of the company regarding employability is developed with the Foundation Integra. In 2022, Alsa resumed strongly the hiring of applicants of the Foundation Integra after the pandemic. And as an evidence, there was a Special Mention to Human Resources, received by one of the recruiting managers of operational staff in Alsa, and awarded to the commitment with the integration of people in social exclusion.

Also, the company renewed one more year its commitment with the Foundation through its donation campaign on the website to the employment integration of people in social exclusion.

Alsa has signed 25 agreements with Spanish universities to promote employment for young people

Over 2022, a total of 56 young people below the age of 30 years old have been trained, in partnership with the Chambers of Commerce of León, Madrid, Granada, La Coruña



In 2022, Alsa People and Culture Director took part in the Workshop ESG to talk about the social impact in business strategy, hosted by the Integra Foundation and Deepki.

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 6,661 unemployed drivers trained by Alsa and the 8,412 unemployed trained.

And particularly, in 2022 35 drivers were trained, 9 of them with some disability, 24,000 training hours were delivered and 9 students were hired by the company.

Also, unemployed people benefit from special discounts in several Alsa transport services, as Calpita in Galicia, Madrid-Guadalajara and long-haul services of Madrid-Castilla and León-Asturias Madrid- Barcelona and Asturias-Castilla y León-Extremadura-Andalucía.

In 2022, 12,000 Alsa customers joined the charity initiative developed by the Integra Foundation



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 XXII; or 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.

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.

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.

Also, training actions were conducted in 2022 with the Foundation ONCE/INSERTA, focused on driving buses by people with disabilities. A total number of 9 people were trained in the site of Oviedo.



Support to Childhood in Morocco

To be highlighted the importance of the work done to support childhood in Morocco by the company, as the initiatives below::

- **Road safety training school in Marrakech** aimed at training children as ambassadors of Road Safety. In 2022, 24 schools, 15 associations, and employee family members participated, with a total number of 936 girls and 884 boys trained.
- **Collaboration with the Province of Rhamna**, in the outskirts of Marrakech, to support the authorities in the management of school transport of the province, carrying about 10,000 children every day from their villages to their educational centres on board 110 minibuses.
- **Agreement with the French Institute of Marrakech** offering the employee's children to benefit from 50% discounts in the courses delivered by the French institution. More than 8 students benefit from this at a quarterly basis.



Tercera Edad

In 2022, the company has implemented and developed specific policies targeted to the elderly, as a priority group.

Particularly, people over 60 years old have specific discounts in several Alsa transport services, as the long haul services between capital cities, the routes connecting Andalucía-Murcia-C.Valenciana-Cataluña, Asturias-Castilla y Leon-Extremadura-Andalucía, Madrid-Burgos-Basque Country, Madrid-Granada, Madrid-Zaragoza-Barcelona and Regional Services of the Comunidad Valenciana and Murcia.

Also, Alsa implements actions related to their human capital, with specific programmes providing **Support to retired people**, as well as senior family members of the employees with the **Programme "Alsa Helps You"**, both developed in the section People.

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

Otras acciones solidarias

Alsa cooperated in 2022 with several entities to support disadvantaged groups. The most notable were as follows:

- **Donations to the people affected by the volcano in La Palma**: Addressed the call made by the transport concessionaire company in the island of La Palma, TILP Group, Alsa employees and the company itself collaborated with private donations to support the house renting for six months of a neighbour family of the island..
- **Alsa response to the Ukraine crisis**: Following the invasion of Ukraine, the company deployed an important device to address the needs of the movement of refugees. Alsa made its fleet and logistical capacity available to all



public and private organisations, as well as to NGOs that requested it, to collaborate in this humanitarian emergency and facilitate the transfer of refugees to Spain.

More than 20 services, with departures from Madrid, Barcelona, Guadalajara, Sevilla, Salamanca, Ávila, León and Orense from where, after travelling more than 6,000 km, more than 1,000 refugees were transported -mainly mothers with their children- always in coordination and cooperation with Spanish authorities.

At the local level, supported all operations requiring transfers from airports, to refugee reception centres or schools for more than 500 people.

To be highlighted the internal voluntary work, collecting essential material for people travelling, and to over 800 drivers who offered as volunteers to travel to the Ukrainian borders, in trips with 3 drivers to make the journey in 5 days (in-bound and out-bound).

More than

1,000 refugees transferred

80 voluntary drivers

15,000€ donated



Alsa enabled its customers and employees to make donations to UNICEF Spain on its website to support the organisation's response to the emergency in Ukraine. Customers could make a voluntary donation online and an internal campaign was conducted to raise funds from employees. The company committed to double the amounts donated by their customers (2,500) and employees. The final amount raised amounted to 14,946 Euros, that were given to UNICEF

This solidarity movement was supported by installing a large Ukrainian flag at the company's headquarters.

Also, since July 2022, Alsa provided a school-bus for the **"Child Friendly Spaces" Project** of the International Plan Spain, at the Reception, Service and Transfer of people displaced from Ukraine (CREADE) in Pozuelo de Alarcón, in collaboration with the Ministry of Inclusion.

The overall objective of the project has been to provide safe spaces for the development of language and digital skills, play activities, pedagogical activities, emotional support and educational reinforcement for Ukrainian refugee children between the ages of 3 and 14 years old who are permanently residing in the CREADE.

- **INSPIRING DIGITAL BUS:** Along with the organisation Inspiring Girls, we collaborated with the implementation of a course for children and

Alsa collaborates with the International Plan with a school-bus addressed to restore a feeling of normality and continuity for children victims of the war

senior people in villages of Extremadura, included in a first pilot project to increase digital skills in the emptied Spain.

- **Women association Amal** in Morocco to promote employability and training of women at risk of exclusion. Alsa collaborates with this association by providing transport in the Association and to all the people benefiting from it.
- **Other actions in Morocco** aimed at promoting blood donation, transport cards benefiting disadvantaged groups, or collaborations with associations or cultural and sports associations.
- **Collaboration with the Centre of Research of Alpine Ecosystems (CREA- Mont Blanc) in Switzerland:** this centre has as its mission to assess the impact of climate changes in the biodiversity of the mountains. The company collaborates through a voluntary contribution of €0.50 made by passengers in each booking.

At the same time, our commitment with this project and the partnership with CREA Mont-Blanc was posted in the websites of Alpybus and GVA Transfers.



En 2022
1,778€ recaudados para
 CREA-Montblanc

2023 Objectives

Go forward with the strategy on Social Action 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

132 Vehicles using Alternative Technology added.

Reduction of emissions of 522 tCO₂e.

Environmental efficiency measures in the transport

Enabling recharging points for all new urban coming from Next Generation European Funds (manufacturers, distribution companies,..).

Development of electrification projects in Morocco.

Environmental efficiency measures in the facilities

Energy efficiency programme.

Reduction by 1.3% of the energy consumption in facilities.

Reduction of emissions of 4 tCO₂e (100% of the electric energy Consumed has GDO's).

GRI Annexes

About this Sustainability Report

GENERAL TÉCNICA INDUSTRIAL, S.L.U. (Alsa hereon) presents its sixth 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 2022 to 31 December 2022.

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 2022 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 identified as the document 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 activity performed by the company 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.

Materiality - GRI Standards

The following table links the material or relevant matters identified through the 2021 Materiality Assessment with the GRI standards used to respond to each of them.

CSR Area	Material aspect	GRI Standards
Excellence	Surveillance and control systems	2-9; 2-10; 2-11; 2-12; 2-13; 2-15; 2-17; 2-18; 2-23; 2-26; 2-27
	Ethics and Integrity	2-23; 2-26
	Improve dialogue with stakeholder groups	2-12; 2-29
Safety	Road Safety	416-1; 416-2
Customers	Accessibility	416-1
	The elderly	2-23
	Improve dialogue with stakeholder groups	2-12; 2-29
People	Equality and Diversity	2-7; 2-23; 405-1; 405-2; 406-1
	Improve employability	401-1; 405-1
Community and the Environment	Reduce emissions	305-1 a 305-7
	Efficiency in the consumption of fuels	302-1 a 302-5
	Use of alternative fuels	201-2
	Inclusion and development of cleaner, more efficient technologies	201-2
	The elderly	2-23
	People with disabilities	2-23; 413-1

For greater clarity, in the GRI index below, the GRI indicators that respond to the material topics are highlighted in blue.

Requirements Act 11/18

Contents of the Law 11/2018 INF			Standard used	Feedback
Business model	Description of the group business model	Brief description of the group business model, that would includes 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 2-13, 2-1, 2-6, 2-7	
Information on 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 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, 3-3, 2-12, 201-2	
	General	Current and foreseeable impacts of the company activities in the environment and in health and safety.	GRI 2-12	
		Procedures for assessment or environmental certification.	GRI 2-23, 3-3, 2-12	
		Resources to prevent environmental risks.	GRI 2-12	€549,528 in environmental expenditure or investment
		Application of the precaution principle.	GRI 2-23, 3-3	
		Provisions and guarantees for environmental risks.	GRI 2-27	Policy of 1 M Euros for environmental liability.
	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 3-3, 302-4, 305-5, 305-7	
	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 3-3, 301-1, 301-2, 303-3, 306-1, 306-2	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 303-1, 303-3, 303-5	
		Consumption of raw material and actions taken to improve efficiency of use.	GRI 3-3, 301-1, 301-2	
		Energy: Direct or indirect consumption; measures taken to improve energy efficiency, use of renewable energies.	GRI 3-3, 302-1, 302-3, 302-4	
	Climate Change	Greenhouse emissions.	GRI 305-1, 305-2, 305,3, 305-4	
The measures taken to adjust to the consequences of the climate changes.		GRI 3-3, 305-5		
Reduction goals established voluntarily at the medium and short term to reduce Greenhouse emissions and the actions taken for that purpose.		GRI 3-3		

	Contents of the Law 11/2018 INF	Standard used	Feedback
	Protection of bio-diversity	Actions taken to preserve or restore bio-diversity.	GRI 3-3
		Impacts caused by the activities or operations in the protected areas.	GRI 304-1
Information on social matters 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 3-3, 2-25, 2-19
	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
	Employment	Total number and distribution of employees per gender, age, country and professional category.	GRI 2-6, 2-7, 405-1 b)
		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 b)
		Average salaries and the evolution per gender, age and professional category.	GRI 405-2
		Salary gap.	GRI 405-2
		Remuneration of equal or average jobs in society.	GRI 202-1
		The average remuneration of directors and executives, including variable remuneration, allowances, indemnities, payments to long-term savings schemes and any other payments broken down by gender.	GRI 2-19, 2-20
Implementation of work disengagement measures.	GRI 3-3		
Employees with disabilities.	GRI 405-1 b)		
Company Planning	Organisation of the time of work.	GRI 102-8 c), 3-3	
	Number of absenteeism hours.	GRI 403-2 a)	
	Measures targeted to ensure employees enjoy the work-life balance and encourage the co-responsible exercise of these rights by both parent.	GRI 3-3, 401-3	
Health and safety	Occupational safety and health conditions at the workplace.	GRI 3-3	
	Accident at the workplace (frequency and degree of seriousness) disaggregated by gender.	GRI 3-3	
	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, 403-1	
	Percentage of employees covered by the collective bargain per country.	GRI 2-30	
	Review of collective agreements, particularly in the field of occupational health and safety at work.	GRI 403-1, 403-4	
Training	Policies implemented in the training field.	GRI 3-3	
	Total amount of hours per professional category.	GRI 404-1	
Accessibility	Universal accessibility of people with disabilities.	GRI 3-3	
Equality	Actions taken to promote equal treatment and opportunities between male and female employees.	GRI 3-3	
	Equality Plans.	GRI 3-3	Most part of equality plans have been registered. The rest are located in different registration phases or under a negotiation commission.
	Actions taken to promote employment.	GRI 3-3	
	Protocols for sexual and gender-based harassment.	GRI 3-3	
	The integration and Universal accessibility of people with disabilities.	GRI 3-3	
	Policy against all types of discrimination, and the management of diversity if the case may be.	GRI 3-3, 406-1	
Information on human rights respect	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, 3-3, 410-1, 412-2
	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

	Contents of the Law 11/2018 INF	Standard used	Feedback	
	Human Rights	Application of due diligence procedures in human rights.	GRI 3-3	
		Prevention of potential risks of violations of human rights, and if the case may be, measures to mitigate, manage and repair potential crimes.	GRI 3-3, 412-1	
		Reporting cases of violations of human rights.	GRI 2-26, 3-3, 411-1, 2-27	
		Promotion and compliance of the provisions included in the fundamental collective bargains of the OIT related to the respect for the 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 3-3	
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 3-3, 205-2	
	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, 205-1	
	Corruption and bribery		Actions taken to prevent corruption and bribery.	GRI 3-3
			Actions to fight against money laundering.	GRI 3-3
		Contributions to non-profit organisations.	GRI 3-3, 201-1, 203-2, 415-1	
Information about 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 2-12	

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 modalities in these.	GRI 2-29, 413-1	
	Partnership or sponsorship actions.	GRI 2-28, 201-1, 203-1	
Subcontracting and suppliers	Included in the purchase policy social matters, gender equality matters and environmental matters.	GRI 3-3, 308-1, 308-2, 414-1, 414-2	
	Consideration in the relation with suppliers and subcontracts of their social and environmental responsibility.	GRI 3-3, 308-1, 308-2, 414-1, 414-2	
	Monitoring and audit systems, and review of them.	GRI 308-1	No audits performed to suppliers
Consumers	Measures for health an safety of consumers.	GRI 3-3, 416-1,	
	Systems for claims received and solution.	GRI 2-26, 3-3	
Tax information	Benefits obtained per country.	GRI 207-4	
	Taxes on benefits paid.	GRI 207-4	
	Public subsidies received.	GRI 207-4	

GRI Index

Alsa has prepared the report complying with the GRI Standards for the period from January 1st to December 31 2022.

GRI Standard	Version	Brief description	Commentary	Pages
OVERALL CONTENTS				
The organisation and their practices for reporting				
2-1	2021	Organisational details.	Alsa GRUPO S.L.U. (Referred to herein as Alsa) C./Josefa Valcarcel 20 - 28027 Madrid (España).	5, 8-12
2-2	2021	Entidades incluidas en la presentación de informes de sostenibilidad.		119-120
2-3	2021	Reporting period, frequency and contact.	Reporting period of this report: 1/1/2022 – 31/12/2022 Published: Annually Contact: Ignacio Pérez-Carasa. ipcarasa@alsa.es	89
2-4	2021	Information updated.	Los cambios en método de cálculo se especifican a lo largo de la memoria.	
2-5	2021	External assurance.		89-91
Activities and employees				
2-6	2021	Activities, value chain and other commercial relations.	Alsa splits its suppliers into direct suppliers (suppliers related to the cost of the activity) and indirect suppliers (related to office-based staff). Direct suppliers include fuel suppliers, vehicle maintenance, etc., and transport suppliers offer reinforcing support in case Alsa is not able to perform any service with their main resources due to the volume of demand. In the case of suburban and commuting services, the activities are not subcontracted. In February 2022, a new HR Director joined the company.	5, 8-12
2-7	2021	Employees.		4, 57-70, 108-115
2-8	2021	Workers who are not employees.	There is not a significant number of employees controlled by the organisation.	
Governance				
2-9	2021	Governance structure and composition.	The Committee making the decisions on economic, environmental and social issues is the Board of Directors. Changes in the organisational chart of the company vs 2022 are as follows: CDO Division was rebranded as Digitalisation, and Carlos Acha, Director, was replaced by Miguel Ángel Vicente. In Spain, the North-Western Director Miguel Ángel Marqués was replaced by María Elena Álvarez. The Discretionary Division was rebranded as Tourism Division. Morocco included in the organisational chart the Technical Division reporting to Daniel Mariano. In the International Division, M&A Division also reports now to the Alsa International Director, Miguel Pérez-Juez. The Director of the International Development Division is Enrique Blanco. By the beginning of 2023 it was created the OPERATE Committee.	18
2-10	2021	Appointment and selection of the highest governance body	The members of the Board of Directors are selected at the discretion of the CEO.	18
2-11	2021	Chair of the highest governance body		18

GRI Standard	Version	Brief description	Commentary	Pages
2-12	2021	Highest governance body's role in sustainability the report.	<p>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. The Chief Safety Officer registers the main corporate risks and their status on an annual basis, reporting to the National Express Group</p> <p>The entire Board of Directors participated in the last Materiality Assessment in 2021, and the definition of the relevant aspects for the organisation, as well as the corresponding response to each through this sustainability report.</p> <p>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.</p> <p>The Sustainability Report is revised by the Board of Directors prior to publication.</p>	18, 22
2-13	2021	Delegation of responsibility in the impact management.	<p>Environmental topics fall under the remit of the Strategy and Organisation Committee. Economic impact are covered by the Financial Area, and social impact rely on People and CSR.</p>	
2-14	2021	Highest governance body's role in sustainability the report.	<p>The entire Board of Directors participated in the last Materiality Assessment in 2021, and the definition of the relevant aspects for the organisation, as well as the corresponding response to each through this sustainability report.</p> <p>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.</p> <p>The Sustainability Report is revised by the Board of Directors prior to publication.</p>	18, 22
2-15	2021	Conflicts of interest.	<p>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 policy.</p>	24-25
2-16	2021	Communication of critical concerns.		22-23
2-17	2021	Collective knowledge of highest governance body.	<p>The Board of Directors meets regularly to receive reporting and undertake monitoring of economic, environmental and social matters, and is trained in these areas where necessary. The Institutional Relations Department reports to the Board of Directors on CSR-related matters.</p>	22, 24-25
2-18	2021	Evaluating the highest governance body's performance.	<p>The members of the Board of Directors are subject to the annual target-based Performance Appraisal, which is governed by the criteria of the National Express Group.</p> <p>There is in place a remuneration policy foreseeing all the causes: salary ranges, review criteria, social benefits, travels, secondments and internationalisation, business vehicles, etc.</p>	
2-19	2021	Remuneration policies.	<p>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.</p>	

GRI Standard	Version	Brief description	Commentary	Pages									
2-20	2021	Process for determining remuneration.	The Board of Directors decides on the general financial criteria to be reviewed annually, and its members organise the reviews for their respective teams in accordance with the internal equality and merit criteria stipulated by HR's Horizontal Services.										
			<table border="1"> <thead> <tr> <th>GRI 2-21 a.</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Spain*</td> <td>12.82</td> <td>13.89</td> </tr> <tr> <td>Morocco**</td> <td>28.46</td> <td>27.15</td> </tr> </tbody> </table>	GRI 2-21 a.	2021	2022	Spain*	12.82	13.89	Morocco**	28.46	27.15	
GRI 2-21 a.	2021	2022											
Spain*	12.82	13.89											
Morocco**	28.46	27.15											
2-21	2021	Annual total compensation ratio.	<p>(Calculated by dividing the fixed salary of the best paid person by the average salary of all workers in 2021, not including the best paid person)</p> <p>*The companies being run by external administrative companies were not included. 2002 data without MBO. Including MBO the ratios are Spain 46.02 and Morocco 35.02.</p> <p>** Casablanca data were not included in the calculation, because the costs for this contract have not been added into the system yet. It is expected to have them included for the next reports.</p> <p>GRI 3.21 b. Spain 2022: 0,39 Morocco 2022: 5,07 Increases are calculated without DPO, as in 2021 due to COVID there was no DPO.</p>										
Strategy, policies and practices													
2-22	2021	Statement on the strategy for sustainable development.		2-3									
2-23	2021	Commitments and policies.		16, 13									
2-24	2021	Addition of commitments and policies.	"Our values" of Excellence, Safety, Customers, People and Community are the National Express group values, which Also embraces and applies across all its activities.	6, 13, 19, 26-33, 43, 49, 57, 71									
2-25	2021	Processes aimed at mitigating negative impact.	The management approach is outlined in the GRI index for each material topic and all over the report.	19, 43, 49, 57, 71									
2-26	2021	Mechanisms to request advising and make suggestions or submit concerns.		22, 24-25									
2-27	2021	Compliance with environmental laws and the regulations.	Sanctions received over 2022 are €932,671* *Includes all Also activity, domestic and international	24-25									
2-28	2021	Membership of associations.	Also belongs to various industry associations, including the international association IRU and the Spanish associations CONFEBUS, ASTIC and ATUC.										
Stakeholders involvement													
2-29	2021	Approach to stakeholder engagement.	The Institutional Relations Department reports to the Board of Directors on CSR-related matters. Analysis of material topics is undertaken across all stakeholder groups.	20-22									
2-30	2021	Collective bargaining Agreements.	100% of the staff is covered by collective bargain negotiations.										
Material Topics													
3-1	2021	Process of determination of material topics.		22									
3-2	2021	List of material topics.		22, 23, 92									
3-3	2021	Management of material topics.	Material topics are highlighted in blue within the GRI index. The management approach is outlined in the GRI index for each material topic and all over the report.										
200-Economic performance													
Focused on generating financial profits based on corporate social responsibility and sustainability, i.e., creating a positive impact for employees and society alike through increased economic activity.													
Economic performance													
201-1	2016	Direct economic value generated and distributed.		4, 108									

GRI Standard	Version	Brief description	Commentary	Pages														
201-2	2016	Financial consequences and other risks and opportunities for the activities of the organisation due to climate change		71-83. 115-118														
201-3	2016	Obligations of the benefit plan defined and other retirement plans.	There is a policy of social benefits designed with the Employee Bus Plus Card. For most part of employees in collective bargains, the company voluntarily assumed the obligation to accept the requests for an advanced partial retirement. There are not private Pension Plans.	64-65														
201-4	2016	Financial assistance received from government.		4, 108														
Market presence																		
202-1	2016	Ratios of standard entry level wage by gender compared to local minimum wage.	The salary tables of the collective agreement are applied without differentiation by gender. <table border="1"> <thead> <tr> <th></th> <th>Spain</th> <th>Morocco</th> <th>Swiss</th> <th>France</th> <th>Portugal</th> <th>Andorra</th> </tr> </thead> <tbody> <tr> <td>Ratio</td> <td>0.97%</td> <td>1.39%</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>		Spain	Morocco	Swiss	France	Portugal	Andorra	Ratio	0.97%	1.39%	N/A	N/A	N/A	N/A	
	Spain	Morocco	Swiss	France	Portugal	Andorra												
Ratio	0.97%	1.39%	N/A	N/A	N/A	N/A												
202-2	2016	Proportion of senior management hired from the local community.	100% (Local community is understood to be Spain).															
Indirect economic impact																		
203-1	2016	Infrastructure investments and services supported.		4, 108														
203-2	2016	Significant indirect economic impact.	Data on the significant indirect economic impact is not available.															
Procurement practices																		
204-1	2016	Proportion of spending on local suppliers.		4, 34-35, 108														
Anti-corruption																		
205-1	2016	Operations assessed for risks related to corruption.	100% of the company's operations in 2022 underwent due diligence proceedings which exhaustively cover all the critical components of a company.															
205-2	2016	Communication and training on anti-corruption policies and procedures.		24-25														
205-3	2016	Confirmed incidents of corruption and actions taken.	Zero incidents of corruption.															
Unfair competition																		
206-1	2016	Total number of legal actions for anti-competitive behaviour.	0 actions in this regard.															
Taxes																		
207-1	2019	Tax approach.	Not reported as it is not material.															
207-2	2019	Tax governance, control and risk management.	Not reported as it is not material.															
207-3	2019	Stakeholders participation and management of enquiries related to taxes.	Not reported as it is not material.															
207-4	2019	Submission of reports country by country.	Not reported as it is not material.															
300-Environmental performance																		
Materials																		
Focused on reducing the company's main area of consumption - fuel consumption - and to the use of alternative energy sources.																		

GRI Standard	Version	Brief description	Commentary	Pages	
301-1	2016	Materials used by weight or volume.	Reported detailed information on the fuel consumption for being something identified as material.	71-83, 116-118	
			The rest of consumptions (i.e., engine oil, antifreeze and urea) are duly controlled and managed within the management systems implemented in the company. Consumption data in Spain are as follow:		
			2021		2022
			OIL CONSUMPTION (l)		132,901
			UREA CONSUMPTION (l)	1,906,714	1,912,206
			ANTIFREEZING CONSUMPTION (l)	136,806	196,405
301-2	2016	Recycled input materials used.	Due to the nature of the company, no recycled materials are use, beyond the ones included in the report (p.e. Paper, washing water, etc.)		
301-3	2016	Reclaimed products and their packaging materials.	Not applicable.		
Energy					
Focused on both energy use stemming from fuel for passenger transport and energy use at the company's facilities. The total values in both cases are directly linked to the volume of activity and the number of facilities.					
302-1	2016	Energy consumption within the organization.	Data in the Annex. For confidentiality purposes, the own emission factor of employees is not provided for the calculation of the fuel consumption Fuel.	4, 71-81, 116-117	
302-2	2016	Energy consumption outside the organization.	Data in the Annex.	4, 71-81, 116-117	
302-3	2016	Energy intensity	Energy intensity is calculated as emissions (tCO ₂ eq) divided by the company's revenue (€).	4, 71-81, 116-117	
302-4	2016	Reduction of energy consumption.		4, 71-81, 116-117	
302-5	2016	Reduction in energy requirements of products and services.		4, 71-81, 116-117	
Water					
303-1	2018	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 Vehicles.	82, 118	
303-2	2018	Management of impacts related to water spills.	The highest water consumption is the the washing facilities. These waters are duly refined through hydrocarbon dividers before spilling into municipal plumbing network. Currently, 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.	82, 118	
303-3	2018	Water withdrawal by source.	Water consumption is from the municipal supply. Currently, we only have consumption data for Spain. Working to collect data from the rest of countries, that will be included in the future reports.	82, 118	
303-4	2018	Water spill	All waste are released through the plumbing network.	82, 118	
303-5	2018	Water recycled and reused.		82, 118	
Biodiversity					
304-1	2016	Operational sites owned, leased, managed in, or adjacent to, protected areas and 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.		

GRI Standard	Version	Brief description	Commentary	Pages
304-2	2016	Significant impacts of activities, products, and services on biodiversity.	No significant impacts of activities, products, and services on biodiversity have been identified.	
304-3	2016	Habitats protected or restored.	Alsa Forest - Reforesting Congosto de Valdavia (Palencia) with drones.	76-77
304-4	2016	IUCN Red List species and national conservation list species with habitats in areas affected by operations.	Not applicable.	
Emissions				
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.				
305-1	2016	Direct (scope 1) and indirect (Scope 2) GHG emissions.	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.	4, 71-81, 115-116
305-2	2016	Energy indirect GHG emissions.		4, 71-81, 115-116
305-3	2016	Other indirect GHG emissions (Scope 3).		4, 71-81, 115-116
305-4	2016	GHG emissions intensity.		4, 71-81, 115-116
305-5	2016	Reduction of GHG emissions.		4, 71-81, 115-116
305-6	2016	Emissions of ozone-depleting substances (ODS).		76, 115-116
305-7	2016	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions.		76, 115-116
Effluents and waste				
Focused on managing the waste generated by the organisation. The main waste-generating activity is vehicle maintenance, so the volume of waste generated is directly linked to the volume of activity.				
306-1	2020	Generation of waste and significant impacts related to waste.	Both in Morocco and in Switzerland-France, making progress in the control and management of waste. It is foreseen to report information related to that in the upcoming reports.	81, 117-118
306-2	2020	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 were registered as producer of dangerous waste, subject to the regulation into force. A contract for waste processing is in place with the waste manager authorised according to the current law into force for all the waste produced in maintenance activities. Monitoring and control of waste generated in the depot, both dangerous and otherwise establishing basic lines subject to the activity in order to identify potential deviations in the environmental performance and actions to reduce waste are conducted to reduce the production and the dangerous nature of these dangerous.	81, 117-118
306-3	2020	Waste produced.		81, 117-118
306-4	2020	Waste not targeted to be removed.		81, 117-118
306-5	2020	Waste targeted to be removed.		81, 117-118
Supplier environmental assessment				

GRI Standard	Version	Brief description	Commentary	Pages
308-1	2016	New suppliers that were screened using environmental criteria.	100% of corporate suppliers. Suppliers are required to have the ISO 9001 standard in place and the rest of certificates in the CSR area.	34-35
308-2	2016	Negative environmental impacts in the supply chain and actions taken.	Mitigation of potential environmental impacts in the supply chain is accounted for by including requirements in the tender processes through which suppliers are contracted; all suppliers must fulfil all of these requirements.	34-35
400-Social performance				
Employment				
401-1	2016	New employee hires and employee turnover.		111-112
401-2	2016	Benefits provided to employees.		64-65
401-3	2016	Parental leave.		112
Labour/management relations				
402-1	2016	Minimum notice periods regarding operational changes.	4 weeks.	
Occupational health and safety				
Focused on improving the prevention of occupational accidents and improving the health and wellbeing of the people who make up the organization.				
403-1	2018	Health and Safety Management System at the Workplace.	In Spain, the company has in place a management system of safety and health subject to the ISO 45001 standard, used to ensure good management in Morocco and Switzerland. 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 .	40, 66-69
403-2	2018	Identification of hazards, risk assessment and investigation of incidents.	Also, added to the delegates for prevention, it is encouraged the involvement of employees 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.	66-69,113-114
403-3	2018	Health services at work.	External prevention system in place (Cualtis). 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.	66-69
403-4	2018	Participation of employees, consultations and communications on health and safety at the workplace.	70.69% 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 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. Matters in Safety and Health 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.	66-69
403-5	2018	Training of employees on Health and Safety Management System at the Workplace.		66-69

GRI Standard	Version	Brief description	Commentary	Pages
403-6	2018	Ensure health of employees.	Además de la información reportada sobre España a lo largo de la memoria. To be highlighted that in Morocco, 100% of employees pass an annual medical check. In Switzerland, employees have a private medical service and they conduct the medical checks required by the national regulation. Also, initiatives to promote a healthy life were conducted. In Morocco, a medical insurance in 2022 was provided to all employees and their family members.	66-69
403-7	2018	Prevention and mitigation of impact in health and safety of employees directly connected to commercial relations.		66-69,113-114
403-8	2018	Health and Safety Management System at the Workplace.		66-69
403-9	2018	Injuries at the workplace.		113-114
403-10	2018	Sickness and injuries at the workplace.	In 2022, there was one death due to an occupational accident in Spain.	113-114
Skills and Training				
404-1	2016	Average hours of training per year per employee.		57, 61-63, 114-115
404-2	2016	Programs for upgrading employee skills and transition assistance programs.		57, 61-63, 114-115
404-3	2016	Percentage of employees receiving regular performance and career development reviews.		57, 61-63, 114-115
Diversity and equal opportunity				
405-1	2016	Diversity of governance bodies and employees.		4, 18, 57-59, 108-112
405-2	2016	Ratio of basic salary and remuneration of women to men.	Ver tabla en Anexo 7.7.3.5 Remuneraciones.	113
Non-discrimination				
406-1	2016	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.	
Freedom of association and collective bargaining				
407-1	2016	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.	
Child labour				
408-1	2016	Operations and suppliers at significant risk for incidents of child labor.	Enforcement of the ethical code and Compliance committee.	
Forced labour				
409-1	2016	Operations and suppliers at significant risk for incidents of forced or compulsory labor.	Enforcement of the Ethical Code and Compliance Committee and Modern Slavery.	
Security practices				
410-1	2016	Security personnel trained in human rights policies or procedures.	Security personnel are external suppliers and this information is not currently available.	
Rights of indigenous peoples				
411-1	2016	Incidents of violations involving rights of indigenous peoples.	Not applicable.	

GRI Standard	Version	Brief description	Commentary	Pages
Local communities				
Focused on Integration, mainly in groups of people with disabilities through training and employability.				
413-1	2016	Operations with local community engagement, impact assessments, and development programs.	Enforcement of the Ethical Code and Compliance Committee and Modern Slavery.	24-25, 84-88
413-2	2016	Operations with significant actual and potential negative impacts on local communities.		24-25, 84-88
Supplier assessment in terms of human rights, labour practices and social impact				
414-1	2016	New suppliers that were screened using social criteria.	100%	34-35
414-2	2016	Negative social impacts in the supply chain and actions taken.	Mitigation of potential social impacts in the supply chain is accounted for by including requirements in the tender processes through which suppliers are contracted; all suppliers must fulfil all of these requirements.	34-35
Public policy				
415-1	2016	Value of political contributions by country and recipient.	None.	
Customer health and safety				
Focused on customer safety, mainly in relation to traffic accidents in which the organisation was at fault.				
416-1	2016	Assessment of the health and safety impacts of product and service categories.	In 2022 foreseen mainly in the Alsa Safe Mobility and the programme Driving Out Harm.	43-48
416-2	2016	Incidents of non-compliance concerning the health and safety impacts of products and services.	There were no incidents of fines, sanctions or warnings.	
Product and service labelling				
417-1	2016	Requirements for product and service information and labeling.	Not applicable.	
417-2	2016	Incidents of non-compliance concerning product and service information and labelling.	0 incidents of non-compliance.	
417-3	2016	Incidents of non-compliance concerning marketing communications.	0 incidents of non-compliance.	
Customer privacy				
418-1	2016	Substantiated complaints concerning breaches of customer privacy and losses of customer data.	The total number of customer complaints in relation to data protection was 0.	

Additional information

Economic figures:

Description (M€)	Spain	Marocco	Swiss	France	Portugal	Italy	Andorra	Puerto Rico	Total 2022	Total 2021
Direct economic value generated	32.04	17.03	-1.38	-0.15	-0.02	-0.04	-0.34	-0.27	46.87	-14.70
Revenue	975.31	194.51	10.92	3.11	15.66	0.00	0.04	0.00	1,199.55	877.74
Costes operacionales	943.27	177.48	12.30	3.25	15.68	0.04	0.38	0.27	1,152.68	892.46
Salarios empleados	306.28	38.16	5.73	0.71	4.88	0.00	0.06	0.00	355.82	307.55
Costes Seguridad Social	99.77	10.44	0.89	0.23	1.15	0.00	0.01	0.00	112.49	103.17
Payments to suppliers	469.46	165.79	4.20	1.32	8.99	-0.01	0.31	0.00	650.07	512.98
Payments to government (taxes and fees)	76.63	17.15	0.85	0.36	0.49	0.00	0.00	0.00	95.48	61.76
Payments to the government (Hydrocarbons tax)	32.73	19.82	0.00	0.00	0.70	0.00	0.00	0.00	53.25	40.05
Tax credits and tax allowances	1.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.64	0.82
Subsidies for investment and research	3.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.07	2.68
Investment in infrastructures and fleet	95.44	1.13	0.15	0.00	0.00	0.00	0.00	0.00	96.72	130.44
Sanctions/sanction amounts	0.62	0.07	0.00	0.23	0.01	0.00	0.00	0.00	0.93	1.85

Activity figures:

	Spain	Marocco	Swiss	France	Portugal	Italy	Andorra	Puerto Rico	Total 2022	Total 2021
Buses in fleet	3,565	2,074	94	24	173	0	1	0	5,931	5,598
Passengers Carried (Million)	186.24	333.62	1.16	0.31	6.11	0.00	0.00	0.00	527.44	423.07

Employee figures:

Staff distribution

	Spain	Marocco	Swiss	France	Andorra	Portugal	Total 2022	Total 2021
Total	9,451	5,962	182	28	2	454	16,079	14,982
Male	7,965	5,630	153	26	1	396	14,171	13,351
Femele	1,486	332	29	2	1	58	1,908	1,632

Employees by age

	Spain	Marocco	Swiss	France	Andorra	Portugal	Total 2022	Total 2021
Under 30	428	425	21	-	-	23	897	765
Staff between 30 and 50	5,036	3,991	113	17	1	305	9,463	8,927
Above 50	3,987	1,546	48	11	1	126	5,719	5,279

Employees per professional category

	Spain	Marocco	Swiss	France	Andorra	Portugal	Total 2022	Total 2021
Management	88	15	1	-	-	-	104	101
Middle management	145	46	9	-	-	15	215	189
Qualified professionals	793	1.032	6	-	-	12	1.843	1.724
Operators	8.426	4.869	166	28	2	427	13.918	12.969

		Spain	Marocco	Swiss	France	Andorra	Portugal	Total 2022	Total 2021
Permanent contract	Male	6,857	5,350	36	18	1	392	12,654	11,773
	Female	1,277	303	11	1	-	57	1,649	1,347
Temporary work contract	Male	1,108	280	117	8	-	4	1,517	1,578
	Female	209	29	18	1	1	1	259	285
Part-time contract	Male	675	-	14	-	-	-	689	704
	Female	269	-	4	-	-	-	273	217
Full-time contract	Male	7,290	5,630	139	26	1	396	13,482	
		1,218	332	25	2	1	58	1,636	

		Spain	Marocco	Swiss	France	Andorra	Portugal	Total 2022	Total 2021
Employees with permanent contracts by age									
	Under 30	249	353	4	-	-	22	628	516
	30 to 50	4,186	3,774	27	11	-	302	8,300	7,659
	Above 50	3,699	1,526	16	8	1	125	5,375	4,940
Employees with temporary contracts by age									
	Under 30	179	72	17	-	-	1	269	249
	30 to 50	851	217	86	6	1	3	1,164	1,268
	Above 50	288	20	32	3	-	1	344	340
Employees with Retirement contracts by age									
	Under 30	62	-	3	-	-	-	65	38
	30 to 50	400	-	10	-	-	-	410	399
	Above 50	483	-	5	-	-	-	488	481
Employees with full-time contracts by age									
	Under 30	366	425	18	-	-	23	832	-
	30 to 50	4,636	3,991	103	17	1	305	9,053	-
	Above 50	3,504	1,546	43	11	1	126	5,231	-
Employees with permanent contracts by professional category									
	Management	88	15	1	-	-	-	104	99
	Middle management	145	46	9	-	-	15	215	187
	Qualified professionals	716	1,027	4	-	-	12	1,759	1,675
	Operators	7,186	4,565	33	19	1	422	12,226	11,158
Employees with temporary contracts by professional category									
	Management	-	-	-	-	-	-	-	1
	Middle management	-	-	-	-	-	-	-	2

	Spain	Marocco	Swiss	France	Andorra	Portugal	Total 2022	Total 2021
Qualified professionals	77	5	2	-	-	-	84	49
Operators	1,240	304	133	9	1	5	1,692	1,811
Employees with Retirement contracts by professional category								
Management	1	-	-	-	-	-	1	2
Middle management	1	-	-	-	-	-	1	1
Qualified professionals	65	-	-	-	-	-	65	28
Operators	878	-	18	-	-	-	896	890
Employees with permanent contracts by professional category								
Management	87	15	1	-	-	-	103	-
Middle management	143	46	9	-	-	15	213	-
Qualified professionals	728	1,032	6	-	-	12	1,778	-
Operators	7,548	4,869	148	28	2	427	13,022	-

	Spain	Marocco	Swiss	France	Andorra	Portugal
ANNUAL AVERAGE of employees with permanent contract						
Male annual average	6,313	5,435	41	15	2	324
Female annual average	1,082	292	10	1	-	53
ANNUAL AVERAGE of employees with temporary contract						
Male annual average	1,120	297	56	5	-	-
Female annual average	221	27	9	1	1	-
ANNUAL AVERAGE of employees with partial contract						
Male annual average	396	-	6	-	-	-
Female annual average	139	-	1	-	-	-
ANUAL Employees with permanent contracts by age						
Under 30	181	315	4	-	-	13
30 to 50	3,770	3,779	28	10	-	243
Above 50	3,443	1,633	19	6	2	122
ANUAL Employees with temporary contracts by age						
Under 30	176	75	7	1	-	-
30 to 50	869	227	41	3	1	-
Above 50	297	22	17	2	-	-
ANUAL AVERAGE of Employees with partial contracts by age						
Under 30	41	-	0	-	-	-
30 to 50	291	-	3	-	-	-
Above 50	204	-	4	-	-	-
ANNUAL AVERAGE Employees with permanent contracts by professional category						
Management	85	14	2	-	-	-
Middle management	142	47	6	-	-	14
Qualified professionals	672	1,099	5	-	-	11
Operators	6,504	4,567	38	16	2	352
ANNUAL AVERAGE Employees with temporary contracts by professional category						
Management	0	-	0	-	-	-

Middle management	0	-	1	-	-	-
Qualified professionals	82	9	3	-	-	-
Operators	1,251	315	61	6	1	-
ANNUAL AVERAGE Employees with part-time contracts by professional category						
Management	0	-	-	-	-	-
Middle management	1	-	-	-	-	-
Qualified professionals	38	-	-	-	-	-
Operators	504	-	7	-	-	-

Turnover

Rate of staff turnover and country

		Spain	Marocco	Swiss	France	Andorra	Portugal
2022	Male	4.31%	9.17%	0.00%	1.85%	33.33%	5.54%
	Female	5.88%	10.37%	2.78%	0.00%	0.00%	22.03%
2021	Male	3.74%	15.58%	0.00%	0.00%	0.00%	0.00%
	Female	5.64%	24.47%	0.00%	0.00%	0.00%	0.00%

Rate of staff turnover per age and country

		Spain	Marocco	Swiss	France	Andorra	Portugal
2022	Below the age of 30 years old	12.90%	11.49%	0.00%	0.00%	0.00%	15.38%
	Between 30 and 50 years old	5.38%	8.38%	0.65%	0.00%	0.00%	6.29%
	Over 50	2.68%	10.66%	0.00%	4.76%	33.33%	3.88%
2021	Below the age of 30 years old	12.71%	15.21%	0.00%	0.00%	0.00%	0.00%
	Between 30 and 50 years old	4.56%	12.84%	0.00%	0.00%	0.00%	0.00%
	Over 50	2.44%	23.45%	0.00%	0.00%	0.00%	0.00%

New hirings

		Spain	Marocco	Swiss	France	Andorra	Portugal	Total 2022	Total 2021
Per gender									
	Male	1,531	410	68	22	-	396	2,427	2,505
	Female	463	73	13	2	-	58	609	336
Per age									
	Under 30	477	174	13	3	0	23	690	472
	Between 30 and 50 years old	1,186	298	54	14	0	305	1,857	1,765
	Over 50	331	11	14	7	0	126	489	594
	New contracts	1,994	483	81	24	0	454	3,036	2,831

Number of dismissals

		Spain	Marocco	Swiss	France	Andorra	Portugal	Total 2022	Total 2021
Per gender									
	Male	96	216	2	0	0	0	314	79
	Female	11	24	1	0	0	0	36	126

Number of dismissals

	Spain	Marocco	Swiss	France	Andorra	Portugal	Total 2022	Total 2021
Total	107	240	3	0	0	0	350	205
Per professional category								
Management	2	0	1	0	0	0	3	0
Middle management	4	3	0	0	0	0	7	1
Qualified professionals	9	1	1	0	0	0	11	13
Operators	92	236	1	0	0	0	299	191
Per age								
<30	3	1	0	0	0	0	4	25
30-50	35	129	3	0	0	0	167	126
>50	38	110	0	0	0	0	148	54

Diversity in the Government Bodies

Number of people in the Group Exec Comm by gender

	Spain	Marocco	Swiss	France	Andorra	Portugal	Total 2022	Total 2021
Per gender								
Male	7	0	0	0	0	0	7	7
Femele	2	0	0	0	0	0	2	1
Per age								
<30	0	0	0	0	0	0	0	0
30-50	5	0	0	0	0	0	5	5
>50	4	0	0	0	0	0	4	3

Parental leaves

Number of employees who enjoyed a parental leave

	Spain	Marocco	Swiss	France	Andorra	Portugal	Total
Male	129	355	1	-	-	1	485
Femele	14	7	0	-	-	1	21

Number of employees who returned to work in the reporting period after the end of parental period

	Spain	Marocco	Swiss	France	Andorra	Portugal	Total
Male	129	355	1	-	-	1	485
Femele	13	7	0	-	-	1	21

Rate of return to work and retention after maternity or paternity leave, by gender

	Spain	Marocco	Swiss	France	Andorra	Portugal
Male	100%	100%	100%	-	-	100%
Femele	93.03%	100%	-	-	-	100%

Pays

		Average pays					
		Spain	Marocco	Swiss	France	Andorra	Portugal*
Per gender							
	Male	35,683.75 €	5,905€	61,993.12 €	28,700.00 €	27,239.87 €	23,871.52 €
	Femele	29,307.47 €	8,002€	54,592.86 €	27,300.00 €	NA	21,017.73 €
Per professional category							
	Management	158,541.12 €	62,278€	NA	- €	- €	- €
	Middle management	58,562.71 €	25,398€	75,914.29 €	NA	- €	37,658.99 €
	Qualified professionals	35,637.69 €	5,539€	54,756.41 €	NA	- €	23,662.61 €
	Operators	32,650.59 €	5,646€	60,027.03 €	27,308.00 €	23,098.39 €	23,001.91 €
Per age							
	< 30	25,488.63 €	5,905€	57,000.00 €	- €	- €	26,131.22 €
	30-50	33,705.74 €	5,865€	60,702.25 €	29,540.00 €	NA	23,849.28 €
	> 50	36,620.41 €	6,396€	60,831.43 €	27,300.00 €	27,239.87 €	22,231.13 €

NA: Not published because it was only one person.

* In the case of Portugal there are only pays from August 2022 until the end of the year. The pay of December was taken as a basis to calculate the average salary and was multiplied by 12.

Note: no evolution data provided in the average pays as the calculation was amended and improved.

	Spain	Marocco	Swiss	France	Andorra	Portugal
Salary gap	17.87%	-35.51%	11.94%	4.88%	-	11.95%

	Spain	Marocco	Swiss	France	Andorra	Portugal
Ratio of remuneration of the lowest salary vs the minimum wage	0.97%	1.39%	NA	NA	NA	NA

7.7.3.6 Occupational safety and health:

2022	Spain	Marocco	Swiss	France	Portugal	
Accident frequency rate (%)*	14.69	9.96	2.66	40.88	1.70	
	Male	-	9.43	2.66	20.44	1.60
	Female	-	0.53	0	20.44	2.10
Accident severity index (%)*	0.58	0.67	0.02	0.74	0.10	
	Male	-	0.63	0.02	0.12	0.10
	Female	-	0.04	0	0.61	0.10
Occupational diseases	3	0	0	0	5	
	Male	2	0	0	2	
	Female	1	0	0	3	
Absenteeism hours	1,282,664	65,106	2,368	3,480	99,560	
	Male	-	-	2,320	3,304	76,592
	Female	-	-	48	176	22,968
Absenteeism**	6.78	0.49			2.74	

2022	Spain	Marocco	Swiss	France	Portugal
Male absenteeism	-	0.46	1.94	17.20	2.43
Female absenteeism	-	0.03	0.17	7.33	4.81
Investment in Prevention, Health and Wellbeing	1,044,379.89 €	2,560,541 €	7,500 €	2,500 €	10,000 €
% of staff represented in official safety and health committees	86.7%	-	-	-	100%
Workers with or high risk of diseases related to their occupation	0	0	0	0	
No. of injuries per accident with serious consequences	0	4	0	0	0
Fees of injuries per accident with serious consequences	0	3%	0	0	0

2021	Spain	Marocco	Swiss	France	Portugal
Accident frequency rate (%)*	13.56	9.23			
Male	-	-	3.71	4.59	-
Female	-	-	0	0	-
Accident severity index (%)*	0.48	0.58			
Male	-	-	0.018	0.39	-
Female	-	-	0	0	-
Occupational diseases					
Male	1	0	0	0	-
Female	0	0	0	0	-
Absenteeism**	141,937 journeys	55,908.78 hours	45 hours	112 hours	-
Male absenteeism	6.7%	1.86%	0.010	0.095	-
Female absenteeism			0	0	-
Investment in Prevention, Health and Wellbeing	884,067.18 €	18,964,482.70 MAD	7,000 €	2,000 €	-
% of staff represented in official safety and health committees	70.69%	95%	-	-	-
Workers with or high risk of diseases related to their occupation	0	0	0	0	-

*No information broken down by gender available.

** Absenteeism rate=(Lost hours/employees*days) x 100.

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	Marocco	Swiss	France	Portugal	Andorra
Per gender							
2022	Male	35.93%	4.71%	45.00%	0.00%	10.00%	0.00%
	Female	21.28%	11.76%	30.00%	0.00%	11.11%	0.00%
2021	Male	6.16%	0.38%	0.00%	0.00%	0.00%	0.00%
	Female	16.48%	3.91%	0.00%	0.00%	0.00%	0.00%

Employees receiving regular performance reviews by gender

		Spain	Marocco	Swiss	France	Portugal	Andorra
Per professional category							
2022	Administrative	1.76%	2.60%	0.00%	0.00%	0.00%	0.00%
	Technicians	48.70%	23.15%	30.00%	0.00%	100.00%	0.00%
	Executives	89.16%	37.50%	100.00%	0.00%	0.00%	0.00%
	Management	24.07%	4.06%	77.78%	0.00%	7.41%	0.00%
2021	Administrative	0.01%	0.00%	0.00%	0.00%	-	0.00%
	Technicians	38.84%	0.93%	0.00%	0.00%	-	0.00%
	Executives	73.88%	64.41%	0.00%	0.00%	-	0.00%
	Management	113.18%	30.54%	0.00%	0.00%	-	0.00%

Environmental figures¹:

Fleet and environmental investment

	Spain	Marocco	Swiss	Portugal	Total
2022					
Vehicles driven by alternative energy	596	6	11	0	613
Vehicles driven by alternative energy vs fleet (%)	17%	0%	9%	-	10%
Vehicles driven by alternative energy (added)	88	0	0	0	88
Investment in vehicles driven by alternative energy (M€)	22.024	-	-	-	-
EURO VI Vehicles	1,919	804	102	173	2,998
EURO VI Vehicles(%)	54%	39%	86%	-	51%
EURO VI Vehicles (added)	144	0	1	173	318
Environmental expenditure or investment (€)	549,528	-	-	6,497	556,025
2021					
Vehicles driven by alternative energy	466	6	11	-	483
Vehicles driven by alternative energy vs fleet (%)	13%	0%	8%	-	9%
Vehicles driven by alternative energy (added)	131	0	0	-	131
Investment in vehicles driven by alternative energy (M€)	46.3	-	-	-	46.3
EURO VI Vehicles	1,562	804	110	-	2,476
EURO VI Vehicles(%)	45%	39%	82%	-	44%
EURO VI Vehicles (added)	20	700	0	-	720
Expenditure or investment in environment (k€)	-	-	-	-	-

Environmental data for Switzerland also includes operations in France.

Emissions

	Spain	Marocco	Swiss	Portugal	Total
2022					
Total emissions (tCO ₂ e)	352,956.47	208,550.51	15,504.40	26,725.99	603,737.38
A1 direct emissions (tCO ₂ e)	234,312.30	113,754.25	12,553.38	5,379.13	365,999.06

¹ Data of consumption and generation of waste at the facilities of Morocco and Switzerland-France are not available. Working to improve the control and data gathering. Expected to report the information over the next reports.
Emission factors : MITERD V22 July 2022.
Environmental data in Switzerland also included the operations in France.

A2 Indirect emissions (tCO ₂ e)	0.00	0.00	0.00	0.00	0.00
A3 Indirect emissions (tCO ₂ e)	118,644.17	94,796.26	2,951.03	21,346.87	237,738.32
Intensidad de emisiones totales (tCO ₂ e/mil €)	0.362	1.072	1.105	0.990	0.503
CO direct emissions (t)	1,536,349.00	944,162.00	7,484.00	34,118.00	2,522,113.00
NOx direct emissions (t)	2,048,465.00	1,258,883.00	9,978.00	45,490.00	3,362,816.00
HC direct emissions (t)	471,147.00	289,543.00	2,295.00	10,463.00	773,448.00
PM direct emissions (t)	20,485.00	12,589.00	100.00	455.00	33,629.00
CH ₄ direct emissions (tCO ₂ e)	516.77	233.14	16.24	6.74	772.88
N ₂ O direct emissions (tCO ₂ e)	3,941.04	2,779.00	193.56	80.31	6,993.91
HFCs direct emissions (tCO ₂ e)	15,303.86	1,684.68	34.32	148.12	17,170.98
2021					
Total emissions (tCO ₂ e)	300,615.74	271,215.07	1,296.42	-	573,127.23
A1 direct emissions (tCO ₂ e)	215,260.13	136,265.78	1,050.42	-	352,576.33
A2 Indirect emissions (tCO ₂ e)	0.00	0.00	0.00	-	0.00
A3 Indirect emissions (tCO ₂ e)	85,355.61	134,949.29	246.00	-	220,550.90
Intensidad de emisiones totales (tCO ₂ e/mil €)	0.433	2.035	0.156	-	0.686
CO direct emissions (t)	1,154,147.00	806,879.00	6,102.00	-	1,967,128.00
NOx direct emissions (t)	1,538,863.00	1,075,839.00	8,136.00	-	2,622,838.00
HC direct emissions (t)	353,939.00	247,443.00	1,871.00	-	603,253.00
PM direct emissions (t)	15,389.00	10,758.00	81.00	-	26,228.00
CH ₄ direct emissions (tCO ₂ e)	451.61	175.59	1.41	-	641.25
N ₂ O direct emissions (tCO ₂ e)	3,075.30	2,093.05	15.96	-	5,381.05
HFCs direct emissions (tCO ₂ e)	14,430.85	120.84	17.16	-	14,568.85

Environmental data in Switzerland also included the operations in France.

Consumption

	Spain	Marocco	Swiss	Portugal	Total
2022					
Natural gas Consumption (kWh)	891,369.00	-	22,923.00	-	914,292.00
Diesel oil consumption of the boiler (kWh)	1,903,963.18	108,156.00	21761	-	2,012,336.79
Consumption of other resources (kWh)	160,195.86	-	-	-	160,195.86
Electric consumption in facilities (kWh)	12,243,683.30	2,858,171.24	75,126	153,351	15,330,331.54
Energy consumption in facilities (kWh)	15,199,211.35	2,966,327.24	98,266.61	153,351.00	18,417,156.19
Diesel oil consumption of automotive (kWh)	1,024,232,747.28	629,441,469.36	4,989,233.12	22,745,035.09	1,681,408,485.66
Consumo of SP95 automotive (kWh)	21,324.59	-	-	-	21,324.59
Consumption of GAS (GNC, GNL) automotive (kWh)	29,695,506.75	-	-	-	29,695,506.75
Consumption of GLP automotive (kWh)	431,781.04	-	-	-	431,781.04
Electric consumption from transport (kWh)	1,075,398.00	-	-	-	1,075,398.00
Fleet fuel consumption (kWh)	1,054,381,359.66	629,441,469.36	4,989,233.12	22,745,035.9	1,688,812,062.14
Consumption of renewable sources (kWh)	13,319,081.30	0	0	0	13,319,081.30
Consumption of total energy (kWh)	1,069,580,571.01	632,407,796.60	5,087,499.73	22,898,386.90	1,729,974,254.23

Fuel consumption outside the organization (kWh)	-	-	-	-	-
2021					
Natural gas Consumption (kWh)	1,033,731.52	-	-	-	1,033,731.52
Diesel oil consumption of the boiler (kWh)	2,420,854.87	-	-	-	2,420,854.87
Consumption of other resources (kWh)	192,858.70	-	-	-	192,858.70
Electric consumption in facilities (KWH)	11,529,162.38	-	-	-	11,529,162.38
Energy consumption in facilities (kWh)	15,176,607.47	-	-	-	15,176,607.47
Diesel oil consumption of automotive (kWh)	769,431,548.25	537,919,466.38	4,067,824.31	-	1,311,418,838.94
Consumption of SP95 automotive (kWh)	195,063.35	-	30,524.22	-	225,587.57
Consumption of GAS (GNC, GNL) automotive (kWh)	23,625,661.73	-	-	-	23,625,661.73
Consumption of GLP automotive (kWh)	246,293.94	-	-	-	246,293.94
Electric consumption from transport (MWh)	140,578.84	-	-	-	140,578.84
Fleet fuel consumption (kWh)	793,639,146.11	537,919,466.38	4,098,348.53	-	1,335,656,961.02
Consumption of renewable sources (kWh)	11,669,741.22	-	-	-	11,669,741.22
Consumption of total energy (kWh)	805,168,308.49	537,919,466.38	4,098,348.53	-	1,347,186,123.40
Fuel consumption outside the organization (kWh)	57,644,253.46	-	25,825.15	-	57,670,078.60

Environmental data in Switzerland also included the operations in France.

Waste

	Spain	Marocco	Swiss	Portugal	Total
2022					
Non-hazardous waste managed (t)	670.56	4.48	-	4.4	679.44
Hazardous waste managed (t)	422.39	-	-	14.95	437.34
Paper for recycling (t)	19.73	-	-	1.36	21.09
Removal of RNP (t)	106.90	-	-	14.95	121.85
Cremation	0.00	-	-	-	0.00
Taken to landfill	-	-	-	-	0.00
Other	106.89	-	-	14.95	121.84
Removal of RP (t)	103.69	-	-	4.4	108.09
Cremation	0.00	-	-	-	0.00
Taken to landfill	-	-	-	-	0.00
Other	582.79	-	-	4.4	587.19
Valorization of RNP (t)	320.87	-	-	14.95	335.82
Preparations for reuse	-	-	-	-	0.00
Recycled	7.54	-	-	-	7.54
Other	420.22	-	-	14.95	435.17
Valorization of RP (t)	582.79	-	-	4.4	587.19
Preparations for reuse	0.91	-	-	-	0.91
Recycled	43.34	-	-	-	43.34
Other	1,061.80	-	-	4.4	1,066.20
2021					
Non-hazardous waste managed (t)	351.41	-	-	-	351.41

Hazardous waste managed (t)	633.96	-	-	633.96
Paper for recycling (t)	20.00	-	-	20.00
Removal of RNP (t)	34.32	-	-	34.32
Cremation	-	-	-	-
Taken to landfill	-	-	-	-
Other	34.32	-	-	34.32
Removal of RP (t)	141.09	-	-	141.09
Cremation	-	-	-	-
Taken to landfill	-	-	-	-
Other	141.09	-	-	141.09
Valorization of RNP (t)	317.09	-	-	317.09
Preparations for reuse	-	-	-	0.00
Recycled	85.06	-	-	85.06
Other	232.03	-	-	232.03
Valorization of RP (t)	492.87	-	-	492.87
Preparations for reuse	1.85	-	-	1.85
Recycled	250.25	-	-	250.25
Other	240.77	-	-	240.77

Environmental data in Switzerland also included the operations in France.

In the case of Morocco, it is the volume of waste generated, management data is not yet available..

Water

	Spain	Marocco	Swiss	Portugal	Total
2022					
Urban waste water discharge (m ³)	110,017.40	-	-		110,017.40
Vertido industrial automoción (m ³)	82,489.00	-	-		82,489.00
Vertido industrial restauración (m ³)	6,419.00	-	-		6,419.00
Consumo de agua (m ³)	198,925.40	63,743.68	1,107.00	1,324.00	265,100.08
Water consumption from water sources (wells, etc.) (m ³)	0	-	-	2,925.00	2,925.00
Volumen de agua reciclada o reutilizada (m ³)	7,607.80*	-	-	1,023.75	8,631.55
2021					
Urban waste water discharge (m ³)	38,980.00	-	-		38,980.00
Vertido industrial automoción (m ³)	99,617.00	-	-		99,617.00
Vertido industrial restauración (m ³)	11,621.00	-	-		11,621.00
Consumo de agua (m ³)	150,537.00	-	-		150,537.00
Water consumption from water sources (wells, etc.) (m ³)	125.00	-	-		125.00
Volumen de agua reciclada o reutilizada (m ³)	8,601.60*	-	-		8,601.60

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

Alsa Corporate Structure

At 31 December 2022, Alsa Group is comprised of the companies listed below, which comprise

a tax consolidation group. The composition and operation of the group is governed by the provisions

of Articles 42 et seq. of the Spanish Commercial Code.

A.S.I.T.S.A. Y Gti, S.L.U. U.T.E. Ley 18/1982
Agreda Bus, S.L.
Alhambra Bus, S.A.U.
Alianza Bus, S.L.U.
Almeria-Murcia Bus, S.L.
Alpybus S.A.R.L.
Alsa Al Baida, S.A.
Alsa Atlántica, S.L.U.
Alsa Bustours Gex
Alsa City Agadir S.A.
Alsa City Bus Rabat Sale Temara S.A.
Alsa City Sightseeing Maroc
Alsa City Tour S.A.R.L.
Alsa Education A La Sécurité Routière Sarl
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. Y Otros U.T.E.
Alsa Internacional, S.L.U.
Alsa Italia S.R.L.
Alsa Khouribga S.A.
Alsa Metropolitana, S.A.U.
Alsa Micromobility, S.L.
Alsa Puerto Rico, LLC
Alsa Rail, S.L.U.
Alsa Rail, S.L.U. Y Alsa Ferrocarril, S.A.U. U.T.E. Maniobras Barcelona
Alsa Rail, S.L. Y Alsa Ferrocarril S.A. U.T.E. Valencia
Alsa Rail, S.L. Y Alsa Ferrocarril S.A. U.T.E. Zaragoza
Alsa Servicios Logísticos Ferroviarios, S.L.
Alsa Tanger, S.A.
Alsa Todi Metropolitana De Lisboa, Lda
Alsa Transporte Sanitario, S.L.
Aplic. Y Sist. Integrales Para El Transporte, S.A.
Argabus, S.A.
Artazo Servicios Integrales, S.L.
Autobuses La Tafallesa, S.A.
Autobuses Urbanos De Bilbao, S.A.
Autobuses Urbanos De León, S.A.U.
Autocares Castilla-León, S.A.U.
Autocares De Badajoz, S.L.
Autocares Discrecionales Del Norte, S.L.U.
Automoviles Luarca S.A.U., Yaiza Bus S.L., Medtrast98 S.L.
Automóviles Luarca, S.A.U.
Automóviles Sigras Carral
Autos Cal Pita, S.A.
Autos Pelayo, S.A.U.
Autos Rodriguez-Eocar, S.L.
Balears Business Cars, S.L.
Balears Consignatarios Tours, S.L.
Balears Consignatarios, S.L.
Berlinas Calecar, S.L.U.
Berlinas De Asturias, S.L.
Berlinas De Canarias, S.L.
Berlinas De Toledo, S.L.
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.
Cataluña Business Cars, S.L.
Centre De Formation Techn. Profes. Transport Sarl
Cetralsa Formación, S.L.U.
Cía. Del Tranvía Eléctrico De Aviles, S.A.
Compañía Navarra De Autobuses S.A.
Compostelana S.A.U.
Ebrobus, S.L.U.
Eggmann Frey
Estación Autobuses De Cartagena, S.A.
Estación De Autobuses Aguilar De Campoo, S.L.
Estación De Autobuses De Astorga, S.L.
Estación De Autobuses De Aviles S.L.
Estación De Autobuses De León, S.A.
Estación De Autobuses De Plasencia, S.A.
Estación De Autobuses De San Lorenzo Del Escorial, S.A.U.
Estaciones Terminales De Autobuses, S.A.
Euska Alsa, S.L.U.
Ezkerraldea-Meatzaldea Bus, S.A.
General Técnica Industrial, S.L.U.
Gestión De Movilidad Integral, S.L.
Gorbea Representaciones, S.L.
Groupe Alsa Transport S.A.
Grupo Enatcar, S.A.
Guaguas Gumidafe, S.L.
Gva Transfers.Com S.A.R.L.
Iberia S.A., Integracion Agencias De Viaje S.A., Nex S.L.
Immeubles, Vehicules Accessoires Maroc S.A.R.L.
Intercambiadores Europeos, S.L.
Intercar Business Cars, S.L.U.
International Business Limousines, S.A.U.
Interprovincial Maroc S.A.R.L.
Interurbana De Autocares, S.A.U.
Irubus, S.A.U.
Jimenez Lopera, S.A.U.
Julia Travel Y Automoviles Luarca S.A. U.T.E.
La Unión Alavesa S.L.
La Unión De Benisa, S.A.
Los Abades De La Gineta, S.L.U.
Maitours, S.L.U.
Manuel Vazquez Vazquez, S.L.
Movelia Tecnologías, S.L.
Movilidad Balear, S.L.
Movilidad Multimodal, S.L.
Movilidad Peninsular, S.L.
Mundaka Consultoria, S.L.U.
Nex Continental Holding S.L. - Sucursal Em Portugal
Nex Continental Holdings S.L.U. Y Damas S.A. U.T.E.
Nex Continental Holdings, S.L.
Nexcon S.L.U., Sercobus S.L. Y La Sepulvedana S.A. U.T.E.
Nx Middle East, S.L.U.

Odier Excursions, S.A.
Proyectos Unificados, S.A.U.
Publi Imagen Granada, S.L.U.
Representaciones Mecánica, S.A.U.
Rutas Del Cantábrico, S.L.
Sarl Chamexpress.Com
Serviareas 2000, S.L.U.
Servicios Auxiliares Del Transporte C.B.
Servicios Del Principado, S.A.U.
Servicios El Temple, S.L.
Servicios Empresariales Especiales, S.L.U.
Setra Ventas Y Servicios, S.A.U.
Sevirama, S.L.
Soc. Conces. Interurbano Tolosa Buruntzaldea, S.L.
Sociedad Anónima Unipersonal Alsina Graells De A.T.
Soria Movilidad Conectada, S.L.
Takselia, S.L.
Tar S.L., Maitours S.L., Intercar S.A., Cousa S.A. U.T.E.
Técnicas En Vehículos Automóviles, S.L.U.
Tiac Viagens E Turismo Lda
Tibus Berlínes De Luxe, S.L.U.
Tibus Business Cars, S.L.U.
Tibus Business Limousines, S.L.U.
Tibus Luxury Services, S.L.U.
Tibus, S.A.
Transitia S.L.-Transportes Unidos De Asturias S.L. U.T.E.
Transport De Voyageurs En Autocar Maroc S.A.
Transportes Accesibles Península, S.L.
Transportes Adaptados Andaluces, S.A.U.
Transportes Adaptados Cantabros, S.A.
Transportes Adaptados Regionales, S.L.U.
Transportes Bacoma, S.A.U.
Transportes De Viajeros De Aragón, S.A.
Transportes Rober, S.A.U.
Transportes Santo Domingo, S.L.U.
Transportes Terrestres Cantabros, S.A.
Transportes Unidos De Asturias, S.L.
Transportes Urbanos De Cantabria, S.L.U.
Transportes Urbanos De Cartagena, S.A.
Transportes Urbanos De Guadalajara, S.L.
Transports Dels Pirineus
Tranvía De Velez, S.A.U.
Tranvías Metropolitanas De Granada, S.A.U.
Tury Express, S.A.
U.T.E. Aut.Luarca S.A.U. Y Julia Travel, S.L.U.
U.T.E. Estacion De Autobuses De Alicante 18/1982
U.T.E. Julia Travel, Autom. Luarca, Transportes Bacoma
U.T.E. Mundiplan
U.T.E. Mundiplan li
U.T.E. Tar, Cousa, Intercar, Nexcon, Calecar Y Otros
Viajes Alsa Sau Pancho Tours SL.U. U.T.E.
Viajes Alsa, S.A.U.
Viajes Por Carretera, S.A.U.
Vitalia Servicios Sanitarios, S.A.U.
Voramar El Gaucho S.L.U.

alsa 100 años