alsa

Sustainability Report 2024

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

Josefa Valcárcel 20
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alsa.es

External assurance

AENOR

VERIFICATION OF SUSTAINABILITY REPORT

AENOR
INFORME DE SOSTENIBILIDAD VERIFICADO

VMS-2025/0020

AENOR has verified the Sustainability Report by the organization

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

concluded that the Sustainability Report comply with GRI reporting standards and provide a comprehensive picture of its most significant impacts on the economy, environment, and people, including impacts on their human rights and how the organization manages these impacts.

Title: MEMORIA DE SOSTENIBILIDAD-ESTADO DE INFORMACIÓN NO FINANCIERA 2024 ALSA

For the period: 1st January - 31th December 2024

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AENOR

Non-Financial Information Verification Disclosure

AENOR verification Disclosure for

General Técnica Industrial S.L.U.

concerning the consolidated disclosure of non-financial information **MEMORIA DE SOSTENIBILIDAD-ESTADO DE INFORMACIÓN NO FINANCIERA 2024 ALSA**

according to law 11/2018

for the period ending on December 31, 2024

In Madrid July, 22 2025

Rafael García Meiro
CEO

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We are pleased to present our eighth Sustainability Report, covering the year 2024. Alongside the joy of celebrating our centenary – the closing ceremony of which was hired by His Majesty the King in Oviedo – the company has continued to make progress towards its goals.

This year also marks the 25th anniversary of our operations in Morocco, where Alsa is recognised as a benchmark in mobility, always guided by our values and our principles of humility, honesty, humanity and a touch of humour. These qualities have once again earned Alsa recognition in recent months, including the Business Trajectory Award from the Asturian Federation of Entrepreneurs, the Tourism Department of Madrid City Council, the Madrid Business Confederation 2024 Award for Emblematic Company of the Community of Madrid, and the Equality in the Company Distinction from the Women's Institute of the Ministry of Equality, among others.

We have also improved our position in the corporate reputation MERCO ranking of companies, reaching 47th place and becoming leaders in our sector. Our continuous improvement has, in turn, enabled us to receive once again the Top Employer 2024 Spain distinction – an accolade that will also be awarded in Morocco in 2025. As these awards demonstrate, our employees – now numbering almost 20,000 – are an essential part of the Alsa team. I wish to thank them for their daily effort and commitment, which allow the company to continue to grow.

Our company's engagement with society remains a constant, as shown once again during the terrible events caused by the DANA storm. In response, we acted in various ways, from collaborating with the authorities to organising food collection campaigns and joining forces with Cáritas to help restore normality as quickly as possible in the affected areas. The spirit of solidarity that has characterised our centenary company reappeared when it was most needed.

For all these reasons, I would like to express my gratitude once again to everyone who, in one way or another, is part of Alsa. They are the ones who give meaning to everything we do and who drive us to continue improving year after year.

Jorge Cosmen
Chairman

We are pleased to present, for the eighth consecutive year, our Sustainability Report, together with the Non-Financial Information Statement in accordance with Law 11/2018, verified by AENOR. This report covers all our activities at national and international level, highlighting our performance in the three ESG areas in 2024: environmental, social and governance.

Throughout the year, we have continued to expand while diversifying our activities. We carried almost 636 million passengers with a fleet of over 7,000 buses and a workforce of around 20,000 employees.

We were also honoured to close our centenary celebrations alongside His Majesty the King, while celebrating the 25th anniversary of our operations in Morocco. In the other countries where we operate, we continue to consolidate our presence and seek growth opportunities.

In Spain, we have achieved significant milestones, being awarded new contracts, including the Lleida–Zaragoza–Molina de Aragón line. We also launched the new Aerobús Zaragoza service, which already operates four green hydrogen buses. In addition, we obtained extensions and renewals for multiple contracts where we already operate – a sign of the administrations confidence in our management. Our urban transport operations in Jaén, Granada and Bilbao are particularly noteworthy.

We further strengthened our position in the mobility sector with the acquisition and integration of Grupo 1844, a leading passenger transport company in the Canary Islands.

Internationally, 2024 has seen the consolidation of our operations, which experienced strong growth during the previous year, especially in Porto, Geneva and Saudi Arabia. Alsa has been recognised by the Lisbon Authority as a leading urban transport operator. A year has now passed since the start of operations in Saudi Arabia, with strong growth, while in Switzerland, the new headquarters in Geneva have been consolidated and the new TPG urban contract, carried out entirely with a zero-emission fleet, has stabilised.

Regarding diversification, we secured new contracts in healthcare transport, such as the Scheduled and Urgent Health Transport Service in Vizcaya and Catalonia. We have also expanded other areas of mobility, as shown by the Bus Nàutic in the Port of Barcelona, which sustainably connects the Drassanes and Llevant docks in just 10 minutes. Similarly, our rail transport operations have taken on the management of the Algeciras terminal and developed new facilities in Barcelona (Morrot).

We have continued working to protect the environment: 39.3% of our urban and metropolitan fleet in Spain is ECO or Zero, reflecting our commitment to the decarbonisation process we embarked on some time ago. The Alsa Forest project, supported by our customers, continues to bear fruit by offsetting tonnes of CO_2 emissions.

Once again, Alsa has consolidated its position as a benchmark company in the mobility sector. The future presents an exciting prospect, and I am confident that we will meet it with the quality and excellence that have always characterised us.

Francisco Iglesias
Chief Executive Officer

Key figures

	2023		2024
Direct economic value generated (€M)	41.71	↑	116.01
Revenues (€M)	1,374.28	↑	1,624.46
Operating costs (€M)	1,332.57	↑	1,558.28
Salaries of employees (€M)	426.92	↑	486.23
Social Security Costs (€M)	132.02	↑	157.37
Payments to suppliers (€M)	713.63	↑	922.32
Taxes and fees (€M)	158.17	↑	169.14
Payments to government (taxes and fees)	99.06	↑	107.52
Payments to the government (Hydrocarbons tax)	59.11	↑	61.61
Tax credits and tax allowances (€M)	2.07	↑	3.35
Subsidies for investment and research (€M)	3.09	↑	6.94
Investment in infrastructures and fleet (€M)	83.56	↑	110.80
Buses in fleet	6,262	↑	7,197

Alsa Values

		2023	2024
Excellence	Number of claims in the ethical whistle-blower channel that are relevant	0	1
	Number of total suppliers	11,765	11,930
	Volume of contract to domestic suppliers (%)	98.46	95.84
Safety	FWI (Fatality Weight Injuries. Injuries in at-fault accidents)	0.0051	0.0027
	At-fault accident rate	1.03	0.99
	Total accident rate	2.72	2.50
Customers	Passengers carried (millions of passengers)	588.82	635.77
	Km covered (millions of Km)	508.28	526.29
	Customer Satisfaction Index (CSI)*	8.16	8.18
	Net Promoter Score (NPS)*	51.4	53.7
People	No. of employees	17,137	19,740
	Percentage of women on the workforce (%)	12.68	15.53
	Percentage of workers on permanent contracts (%)	88.67	91.36
	New contracts	3,081	4,860
Community and Environment	Direct emissions Scope 1 and 2 ($tCO_2eq/100$ km)*	0.0919	0.0847
	Fleet fuel consumption (kWh/100 km)*	391.02	316.93
	Total energy consumption (kWh/100 km)*	396.57	323.04

*Datos España.

Leading Mobility Operator

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

With over one hundred years of experience and a vocation for permanent innovation, Alsa is integrated within the National Mobico Group, an international bus, coach and railway public transport operator. 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. Also, it has recently started operations in the medical transport and railway transport.

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 part of the countries of the European Union. In recent years, the start of operations of the Lisbon and Porto Metropolitan services, the interurban services in Saudi Arabia, their significant implementation in Switzerland and the French border area, as well as in the Kingdom of Morocco, have been particularly noteworthy, making Alsa the leading urban operator in the country, providing the best mobility solutions for citizens in each case.

As a mobility operator, the company develops further activities in addition to the passenger transport by road, in the railway area and in the medical transport.

Alsa undertakes its operations by viewing transport from a comprehensive perspective, with ongoing customer satisfaction

Mission, Vision and Values

Mission

To lead the modal shift from cars to mass transit.

Vision

Be the world´s premier shared mobility.

Our Values

Excellence

We constantly strive to **achieve excellence** in everything we do.

People

We develop talent, **reward excellent work and treat all employees** with respect.

Safety

We only do **what is safe** and have zero tolerance for any behaviour that puts safety at risk.

Community and Environment

We work **actively in the communities** where we provide our services to help generate economic, social and environmental benefits.

Customers

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

Historia y logros

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

1964
First international Alsa service: Oviedo-Paris-Brussels.
Merger in Switzerland.

1984
Implemented services in China.

1987
Set up training centres in Oviedo.

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

1991
Launched services in France.

1996
Awarded the ISO 9001 Quality Certificate.

1999
Acquisition of the ENATCAR Group.
Start of online sales.

2000
Urban transport in the city of Marrakech.

2001
First biofuel trials with ALSA fleet.

2003
The AlsaPLUS+ loyalty programme was created + Alsa Rail was launched.

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

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

2007
Acquisition of Continental Auto
Launched First Class with onboard Wi-Fi.
Transport Plan for National Park areas in Cangas de Onís and Cabrales (Asturias).

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

2009
First self-service ticket machine.

2010
First 100% hybrid urban transport service.
Urban transport service in Agadir (Morocco).
Railway licence for passenger transport.

2012
BUS+FLY and creation of Premium service.

2013
Agreement between Alsa and RENFE Plan Move EFR certificate.

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

2017
New division in Switzerland.
Bus Rapid Transit Marrakech+.
1st private passenger railway operator.
EFQM 500+ Seal of Excellence.

2018
Urban transport of Rabat.
Railway Training Centre TPG Geneva.

2019
Urban transport of Rabat and Casablanca and Crossborder Service in France.
Operations in Puerto Rico
Urban Services in Bilbao and El Ferrol.
1st LNG coach in the world for long distances.

2020
Awarded services in Lisbon and Oporto.

2021
First hydrogen bus in Spain.
Commencement of urban service operations in Jaén and Granada.
Khouribga (Morocco) and fleet renewal in Casablanca.

2022
Awarding of 6 routes in the urban service of Geneva.
Diversification in Medical Transport

2023
Celebration of the First Centenary.
Start of operations in the Metropolitan service of Oporto and the Intercity in Saudi.
SANIR, awardee of the Emergency Health Transport of the Community of Madrid.
Top Employer company 2023.

2024
25th Anniversary of Operations in Morocco.
Closing of the Centenary His Majesty the King of Spain in Oviedo.
Award of Non-Emergency Medical Transport Contracts in Biscay and Catalonia.

Mobility operator

Alsa in the world

Since 2000, Alsa has deployed an international expansion process including presence in Morocco, Switzerland and France, and from 2022 in Portugal. In 2023, started the operation of intercity services in the Saudi Arabia Kingdom.

↑ 8% **more passengers carried in 2024**

↑ 15% **growth of fleet in 2024**

636 million passengers in 2024

19,740 professionals

7,197 buses

Alsa in Spain

Regional Transport

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

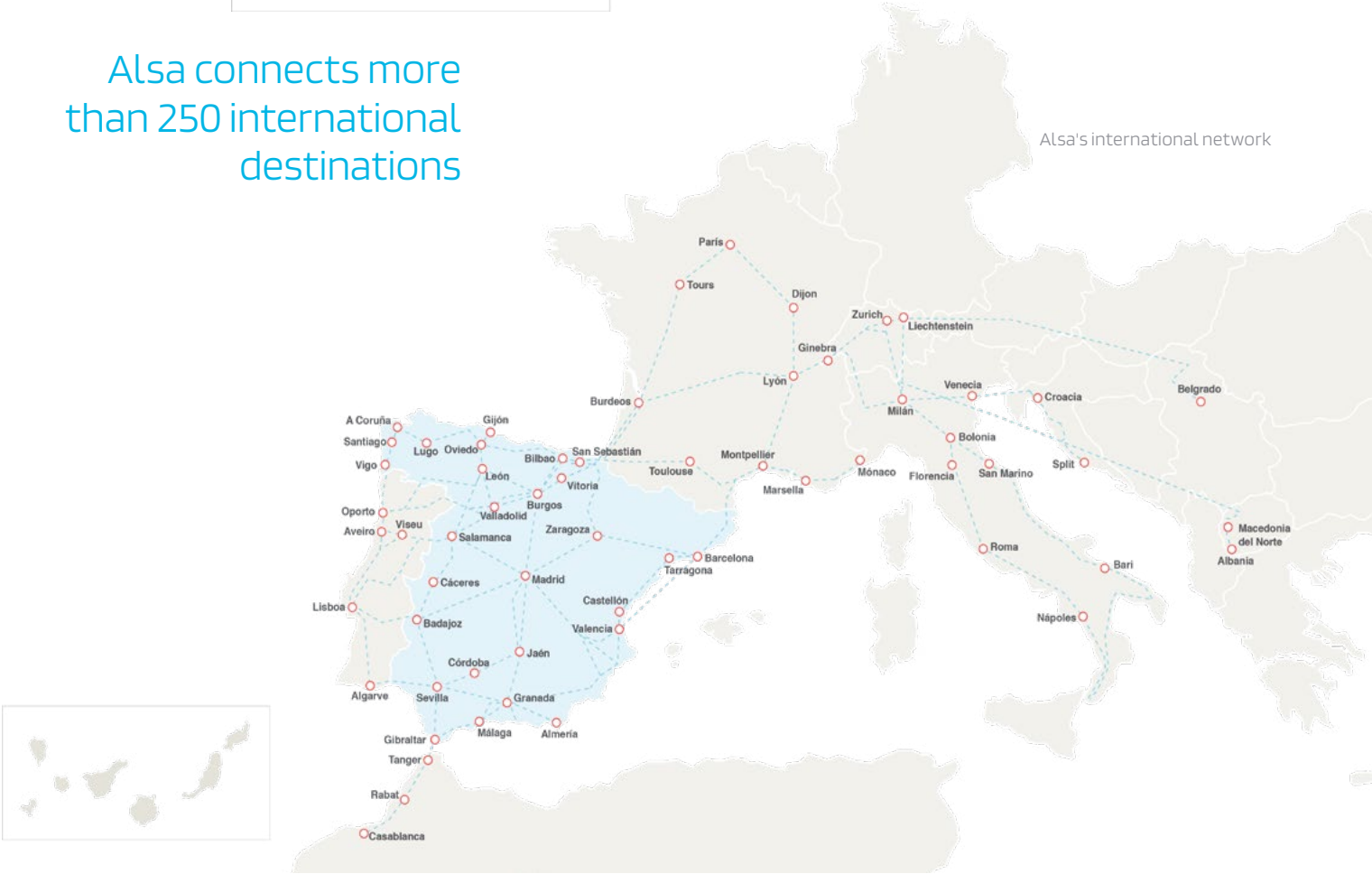
Alsa's regional transport service is now available in almost all of Spain's autonomous communities.

Long distance services

Alsa´s national network connects almost all the Autonomous Regions in Spain, with more than 3,500 destinations.

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

Alsa connects more than 250 international destinations



Urban and metropolitan transport

Alsa manages 46 urban networks in different cities and metropolitan areas of Spain.

Highlighted the transport services of thecapital cities of Bilbao, Oviedo, León, Palencia, Guadalajara, Granada, Almería y Jaén.

Also, the metropolitan services of large urban areas as Madrid, San Sebastián, Santander, Coruña, Bilbao, Ibiza, Murcia, Zaragoza, Sevilla, Asturias y Fuerteventura were added.

In 2024, Grupo 1844 was acquired, which was awarded, among other things, the Regular Public Passenger Transport Service on the island of Fuerteventura.

Over **57** networks managed in various Spanish cities and metropolitan areas

Occasional and tourism transport

Alsa operates or takes part in the operation of tourist sightseeing buses in the cities of Madrid, Barcelona, Bilbao, Gijón, San Sebastián, Sevilla, Murcia and the tourist train in Almería. ALSA offers Spain's broadest, most comprehensive occasional transport services and is the country's largest provider of transport for major events in Spain.

The recent acquisition of Grupo 1844, a leading company in the Canary Islands archipelago, complements the range of discretionary and tourist services in the Canary Islands.

In 2024, Alsa was awarded the contract for mobile customer service offices for the Community of Madrid (012), an initiative that is part of the Pueblos con Vida programme to provide coverage to the 50 smallest towns in the region.

Alsa has been the transport provider for the Copa del Rey in Seville

Alsa in Morocco

Alsa is the leading company to operate the pPublic tTransport of the Kingdom of Morocco, with presence in Marrakech, Khouribga, Agadir, Tangier, Rabat and Casablanca, five of which are among the 6 largest cities in the country. With nearly 6,000 employees, it serves a combined population of close to 11 million people. Over 2024, Alsa has celebrated its 25th anniversary in the country.

In 2024, Alsa Morocco exceeded 340 million passengers with a fleet of almost 2,000 buses

Alsa in Switzerland and France

Based in Geneva, where it coordinates international long-distance operations for the rest of Europe, as well as operations in Switzerland and France, Alsa has been a pioneer in incorporating 100% electric buses for Geneva Public Transport (TPG).

Since 2020, the company has been operating the Gex urban service in France and cross-border lines between France (Pays de Gex) and the Swiss canton of Vaud in collaboration with Nyon public transport (TPN).

It also continues to operate nine urban transport lines in Geneva.

Furthermore, the alpine transfer service offering has been improved in the rest of the country by unifying the Alpytransfers brand with a new website and various sales and marketing initiatives. The available service offering has also been increased by 10% with the addition of six new vehicles (four thermal and two additional electric vehicles). The adaptation of the new electrified facilities at Satigny has also been completed.

Alsa also carries out significant operations in Switzerland, managing a wide range of school, charter, and tourist transport services. Outside of the alpine season, the company offers premium excursions and private services in both Switzerland and France. In 2025, the launch of new connections from Geneva to Tignes and Val Thorens is expected.

Alsa in Portugal

Alsa began operations in Portugal in 2022 with the Lisbon Metropolitan Service, to which the Porto service was added in 2023. After two years of activity in the neighbouring country, Alsa has been recognised by the Lisbon authority TML (Transportes Metropolitanos de Lisboa) as the leading urban transport operator in the city, according to the Customer Satisfaction Index (ISC).

Operations in Portugal remained satisfactory throughout 2024. In the Lisbon metropolitan area, Alsa served half a million residents with a fleet of 248 buses – 43.5% of which are zero-emission vehicles – and a workforce of 588 employees.

Passenger numbers rose by 31% compared to the previous year, reaching 20 million.

In Porto, 750,000 residents in the metropolitan area are served by 236 buses, 25% of which are zero-emission vehicles, supported by a workforce of 347 employees.

More than 32 million kilometres were operated in Portuguese territory, double the figure for 2023.

Alsa in Saudi Arabia

Over 2023, Alsa was awarded the contract to operate Intercity Services in Saudi Arabia (South Lot) connecting more than 80 destinations and 27 regular routes, in collaboration with the local partner SAPTCO. In 2024, therefore, it was held the first anniversary of the operations in this country. During this time, 25 new vehicles have been acquired, adding to the 129 already available, reaching a total of 425 drivers and 45 million kilometres travelled.

Rail transport

Alsa remains committed to rail transport, with 18 locomotives already in service and covering 290,000 kilometres by 2024. Regular freight train transport operations have started, making the company a comprehensive and consolidated operator in the logistics chain, providing value to its customers in terms of operational excellence and safety.

To this end, it has specific locomotives that have enabled it to advance in its positioning. Similarly, it has managed to position itself as the main and preferred service provider for other railway companies in the sector at the country's most important railway terminals, adding in 2024 the Algeciras Terminal, in collaboration with the Port Authority, which has also enabled the start and entry into operation of cargo logistics.

Currently, Alsa manages the operation of the freight trains for all the players in the sector, reaching a national service quote by 70%. The main facilities include Valencia, Sagunto, Barcelona, Zaragoza, Córdoba, Algeciras or León.

It also presented its new facilities in the Barcelona area (Morrot), where it has been opened a railway training centre approved by the State Railway Safety Agency (AESF) and an Operations Centre to support current and future growth.

In the field of railway training, the preparation for the profession of train driver stands out, which this year has surpassed the barrier of 500 drivers who are already working professionally in this field, having obtained their licence through Alsa. Currently, the company has authorised sites in Madrid, Zaragoza, Lérida, Barcelona, León and Oviedo.

Finally, it continues to grow in the area of rail transport, primarily for tourism, carrying 43,000 passengers and becoming the only rail operator offering historic trains on the General Interest Rail Network managed by ADIF.

Health Transport

Sanir, a partially-owned company dedicated to medical transport, has become a benchmark in the sector through continuous growth both in the Community of Madrid, where it is currently the leading operator, and in other autonomous communities, with contracts recently awarded in Catalonia and the Basque Country.

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

In 2024, Alsa reached significant milestones in the medical mobility area. To be highlighted the awarding of the contracts of the medical transport in Bizkaia, both regulated and urgent. In this case, they operated under the Bizkanb with a total fleet of over 230 vehicles and a workforce of 950 people.

And, in Catalonia, Alsa has been awarded one of every ten lots of the medical transport of the Generalitat, the corresponding regulated and urgent transport of the medical area of Terres de L'Ebre. In this case, it is a 5-year contract that will operate under the Sanir brand, and has a staff of more than 300 people, and a fleet of 120 vehicles, all of them new and featuring the latest technology, that will be launched by the end of 2025.

Within the private sector, work is undergoing for the large insurance companies (Fraternidad, Mutua Universal, Sanitas, Adeslas, Mapfre, etc.), as well as for important events and companies (Circuito del Jarama, Atlético de Madrid, San Silvestre Vallecana, Banco Santander, Ifema, etc.)

Sea Transport

Alsa continues to be engaged in the process of transformation towards more sustainable forms of mobility. In 2024, the Bus Nàutic in Barcelona was launched, connecting the Drassanes and Llevant docks in just 10 minutes thanks to the use of two zero-emission catamarans powered by electricity generated through solar panels.

This new service improves connectivity at the port of Barcelona and is useful both for local workers and for residents and tourists who wish to reach the city's seafront easily.

The vessels are zero-emission and have a capacity ranging from 56 to 84 passengers. This new transport will help to prevent the emission of 180 tCO_2 per year and reduce the road congestion in the area.

Strategy for the future

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

This new strategy is translated in five value proposals to the customers, supported by a more intensive use of technology:

Reinvigorate public transport

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

Operational transformation

Delivering mobility solutions more efficiently than our competitors.

Multi-modal expansion

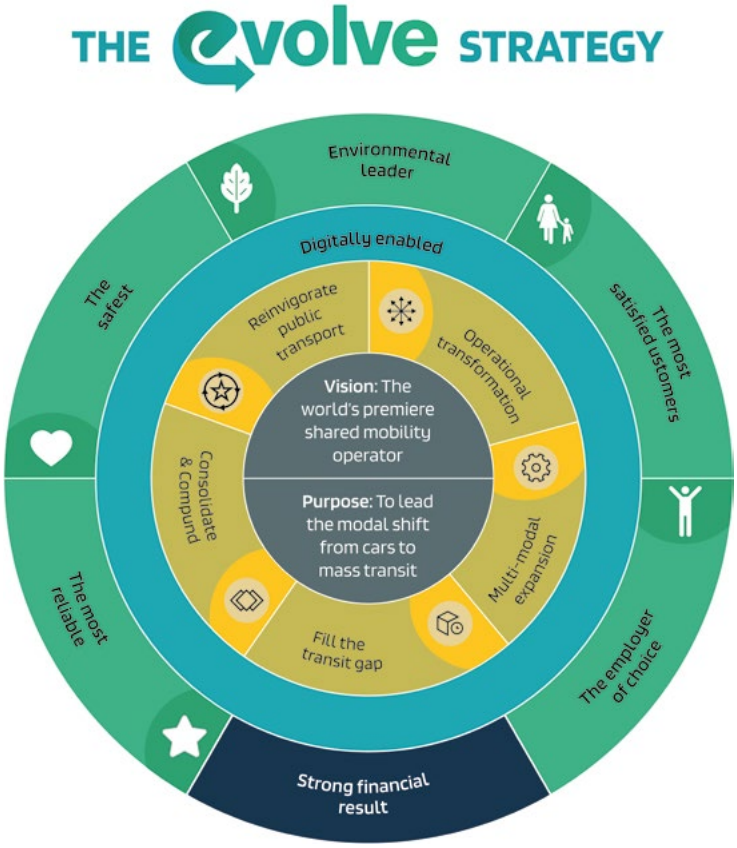
Expanding our product pipeline in the markets we operate and/or scale our activity into other markets.

Fill the transit gap

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

Consolidate & compound

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



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

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

2024 Milestones

The most satisfied customers

Reinvigorate public transport

- Record figures in passengers, customer satisfaction, and digitalization.
- Continuity of the discounts "Verano Joven" for 2024.
- CSI and NPS at maximum levels.
- Awards for Excellence in Customer Relations Spanish Association of Customer Relations AEERC to 'Best E-commerce Relationship' and 'Best Social Project'.

Consolidate & compound

- New agreement signed with Plena Inclusión Madrid.
- Participation in FITUR 2024.
- Sponsorship of La Velada IV by Ibai Llanos with a strong presence and high profile.

Operational efficiency

- Certification "Quality management systems (ISO 9001)" in Oporto
- Extension of shipment control with OBTABLET to regional services
- Launch of the new website in Saudi Arabia
- Improvements of boarding controls
- Introduction of bank card payment for single tickets in the Community of Madrid.

The most reliable

Reinvigorate public transport

- Awarded 9 new CaixaBank mobile offices in Catalonia.
- Awarded Tourist Bus in San Sebastian.
- Awarded concessions in Extremadura JEV-009 (Valverde del Fresno-Cáceres and Madrigal de la Vera-Plasencia and Navalmoral de la Mata, with Hijuelas) JEV-023 (Casares De Las Hurdes-Plasencia, with Hijuelas) and JEV-025 (Oliva de la Frontera-Cáceres and Higuera).
- Awarded contract for senior management transfers at Endesa.
- Awarded concession Lleida - Zaragoza - Molina de Aragón.
- Awarded mobile customer service offices for the Community of Madrid.
- Awarded school bus routes in Castilla-León and Extremadura.
- Awarded transport on demand of Fasnia, Arico and Güimar (Canarias).
- Direct award for 2 years of the MUR-005 Puerto Lumbreras-Cartagena.
- Awarded the school transport in Ibiza and Mallorca.
- Awarded the Funicular de Bulnes (Funicular).
- Awarded lot 2 of SUMMA Madrid ambulances.
- Awarded new Cajamar mobile offices.
- Awarded on-demand transport in Almería.
- Awarded TUS - Santander Urban Transport.
- Awarded Jaén Urban Transport.
- Promotion in MERCO ranking: 47th position, leaders in the transport sector.
- Continuation of Bilboko contract - Bilbao urban transport.
- New contracts with Banco Santander.
- New contracts with BBVA.
- Award to the Tourism area of the City Council of Madrid to Alsa.
- Award for 'Business Trajectory' from FADE - Asturian Federation of Entrepreneurs.
- Asturias Innova 2024 Award for 'Business Strategy'.
- CEIM 2024 Award for 'Emblematic Company of the Autonomous Community of Madrid'.

Geographical and multi-product expansion

- Awarded contract for internal mobility at Cabárceno Park.
- Awarded contract for nationwide VTC service for Navantia.
- Acquisition of Grupo 1844, leading transport company in the Canary Islands.
- Start of new Aerobús Zaragoza contract and supply of green H2.
- We take on the VAC-242 Madrid-Aranda contract.
- Transporters for the Final of Copa del Rey in Seville.

Fill the transit gap

- Awarded Bus Náutic contract for the Port of Barcelona.
- Awarded the shuttle port services contract for Carnival UK.
- Awarded the collective ambulance contracts for Fraternidad and Ibermutuamur.
- Awarded the railway services for the Port of Algeciras.
- Awarded Lot 4 of the scheduled health transport service for Catalonia.
- Awarded the Alcobendas ambulance service.
- Awarded the scheduled and emergency health transport service in Vizcaya.
- Presentation of the #MobilitiesForEU project in Madrid.

Consolidate & compound

- ALSA collaborates with those affected by the DANA: campaign with the Food Bank of Granada, with Cáritas and collaboration with the authorities.
- Alsa participates in the Global Mobility Call 2024 Congress.
- Alsa joins the Reina Sofía School of Music as a Corporate Friend.
- Expansion of the electric bicycle service in Santander.
- Creation of the new Alsa-UPM Transyt Chair 'We move you. Innovation, technology and sustainable mobility at the service of people'.
- Smart Cities Expo World Congress Barcelona.
- 25th anniversary event in Marrakech.
- Extension of the Marrakech and Tangier contract.
- New tourist bus service in Oviedo.
- New services to connect with the Asturias-Madrid AVE high-speed train.
- Extension of the Astillero urban transport contract.
- Extension of the Guadalajara urban transport contract.
- Extension of the León urban transport contract.
- Extension of the Madrid Regional Transport Consortium contracts.
- Extension of Bizkaibus concessions (EMB and BLB).
- Renewal of the REPSOL-JILOSA agreement.
- Renewal of the discretionary services contract with REPSOL.
- Renewal of the Iberia crew contract.

The safest

Reinvigorate public transport

- Campaign of FESVIAL and Alsa, along with DGT, about raising awareness on functional diversity and safe mobility.
- Collaboration with the Civil Guard Traffic Association on its 65th anniversary.
- Development of a Safety technological platform involving the digitalisation of the main road safety processes in Spain, Morocco, Switzerland and Portugal.
- Awarded the "Commitment to Road Safety and Sustainable Mobility", awarded by the Foundation CNAE (National Confederation of Driving Schools in Spain).

Operational efficiency

- Certification "Quality management Road Safety ISO 39001 in Oporto.

Consolidate & compound

- 'Together for Your Digital Security', in collaboration with the Civil.
- Annual Congress of the Smart City Network of the FEMP in Madrid.
- Implementation of the road safety management system "Driving Out Harm" in the new operations of the Canary Islands.
- Installation of Drivecam 2.0 last-generation smart cameras in 580 buses.

The best employer

Reinvigorate public transport

- Alsa has been recognised as Top Employer company in Spain for the second year in a row.
- Alsa received the recognition 'Equality in the Workplace' award from the Women's Institute of the Ministry of Equality.
- Collaboration with the Spanish Cancer Association for the prevention and research on breast cancer.
- Completion of pilot programme Incorporation of seven drivers from Morocco.
- Adding female drivers: training and commitment to hiring.

Environmental Leader

Reinvigorate public transport

- Participation in the Forest of Granada, along with the City Council, the transport consortium and the Asociación Huella Verde (Green Footprint Association).
- Campaign to duplicate compensations contributed by customers in ALSA Forest.
- Lakes Plan 2024.
- EMT Muévete Verde 2024 Award for 'Improving the Customer Experience in Transport' for our PMRSR accessibility.

Operational efficiency

- Alsa introduced two new electric buses in the regional services of Cantabria.
- Addition of six new hybrid vehicles and two new electric buses in the Urban Service of Granada.
- Addition of four new electric vehicles in the urban service of Leon.
- Addition of twelve new sustainable buses to the metropolitan service of Leon.

Consolidate & compound

- Alsa Partner of the MINE-2-H2 Project .
- We take part in the Green Gas Mobility Summit.
- Electrification (power grid) project TUA-Oviedo.
- HY2MARKET project to create inter-regional and international value chains for green hydrogen.
- MEDUSA project Bilboko.

Company

Chairman

Chairman
Jorge Cosmen

Board of Directors

Chief Executive Officer
Francisco Iglesias

Strategy and Organisation
Carlos Huesa

Legal Services
María Pérez

CFO
Marcos García

HRs
Ruth Hernández

Maintenance
Javier Martínez*

Digitalisation
Mª Ángeles Vicente

MD. Spain
Víctor López

MD. Morocco
Alberto Pérez

MD. Alsa International & M&A
Miguel Pérez-Juez

Spain G.D.

D.G. España
Víctor López

Institutional Relations and ESG D.
Ignacio Pérez-Carasa*

Sales and marketing Division
Rocío Escondrillas

Research and Tenders D.
Alberto Cillero

Operations D.
Eloy Redondo*

NX EU funds and engineering management
Miguel Ángel Alonso

People D.
Elías Rubio

D.Z. Mediterránea
Valeriano Díaz

D.Z. Noroccidental
Mª Elena Álvarez

D.Z. Norte
Luis G. Panizo

D.Z. Turismo
Isaac Álvarez

D.Z. Madrid
Víctor Hernando

Morocco G.D.

Morocco D.
Alberto Pérez

Administrative and Finance D.
Jorge Sanandrés

HRs D.
Widad Smyej

Operations D.
Ayman Machhidan

Safety
Jose A. Vigil

Technical
Daniel Mariano

Area Unit Morocco North
Ramón Fernández

Area Unit Morocco South
TBC

Area Unit Morocco Centre
Mehdi Safouane

International G.D.

Alsa International and M&A D.
Miguel Pérez-Juez

Portugal
Juan Gómez

Switzerland, France and Int. routes
Borja Bermúdez

Saudi Arabia
Jonas Vélez

International development
Enrique Blanco

Coordination
Diego Granado

Other committees

Strategy Committee.
HR Committee.
Transport Committee.
Compliance Committee.
Innovation Committee.
Sustainability Committee.
Trade Committee.
Digital Committee.
Diversity and Inclusion Committee.
OPERATE Committee.
Security Information Committee.

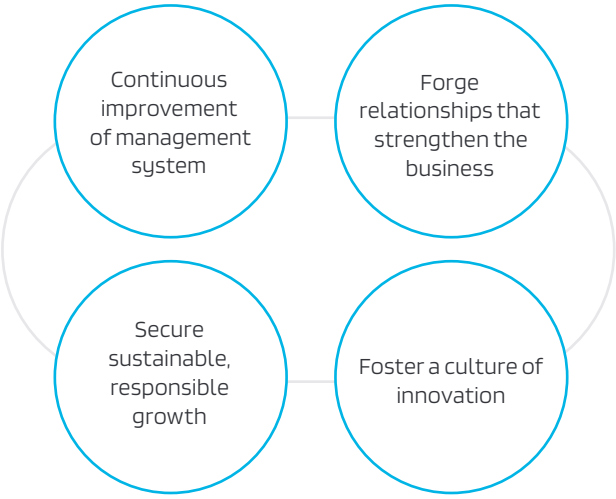
*Organisational changes in 2025.

Excellence

Our approach

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

The company's management systems enable the development of the different policies and programmes in all its activities and geographies. The certification of all these systems is a guarantee for the stakeholders of the efficiency of these, and it is also a driver to build on constant improvements.



Corporate Social Responsibility

Corporate Social Responsibility Management Certificate

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

AENOR
SOCIAL RESPONSIBILITY
IQNet SR10

Nuestros valores

- Excellence
- Safety
- Customers
- People
- Community and Environment

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

Stakeholders

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

- People
- Regulatory bodies and administration
- Customers
- Investors and shareholders
- Suppliers, service providers and partners
- Social environment
- Opinion leaders and influencers
- Business Sector

Sustainability Policy

"Our commitments" to stakeholders

Shareholders and Investors

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

Management

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

Public administrations and regulators

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

Customers

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

People

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

Suppliers and partners

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

Social setting and the environment

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

Opinion leaders and influencers

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

Business sector

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

Double Materiality Study

During 2023, a new 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 from an ESG perspective. Unlike the previous materiality study in 2021, all stakeholders were involved this time in all the activities performed by Alsa and in all countries where it operates.

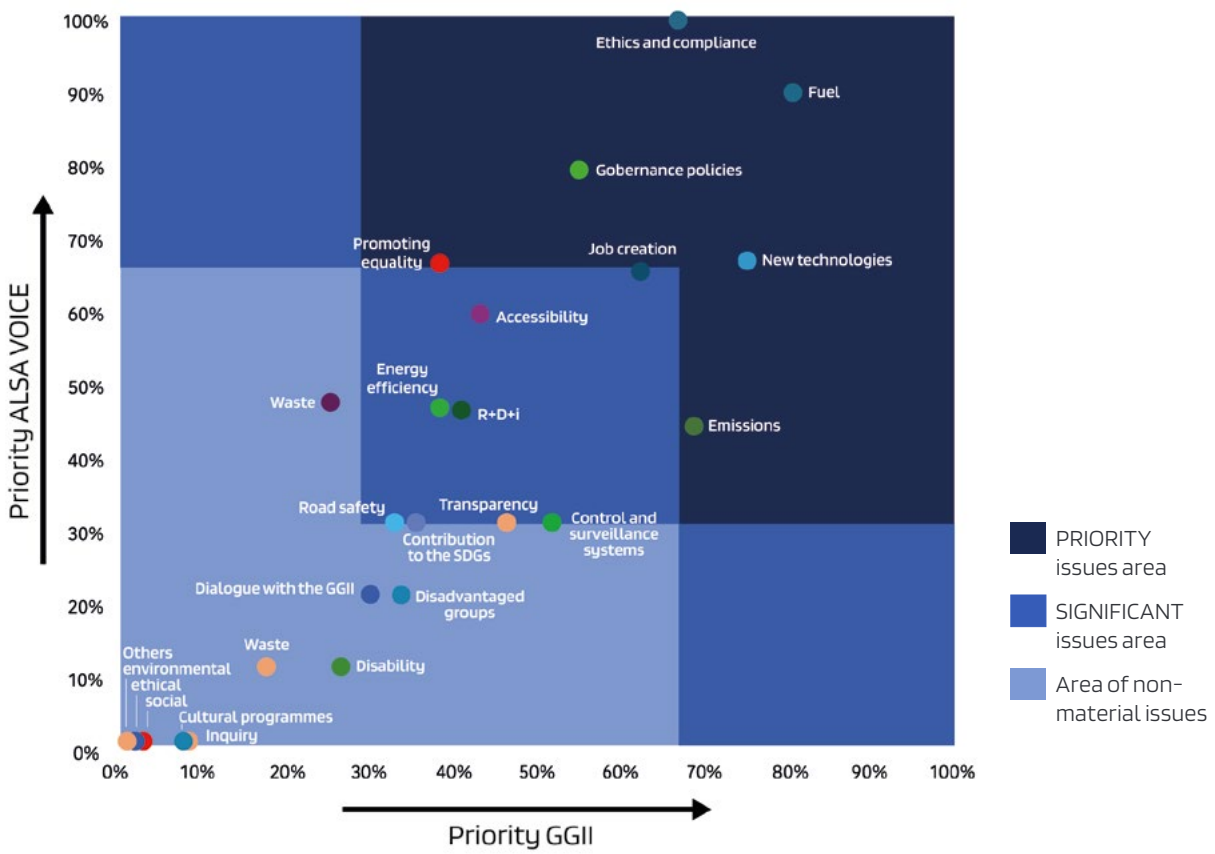
The review was based on the concept of dual materiality, with a strategy focus on impacts, risks and opportunities. This establishes the basis on which the ESG priority areas have been defined, following the guidelines set out in the Global Reporting Initiative (GRI) and the CSRD Directive.

Identified the risks, impacts and opportunities on the economy, environment and people, included the impacts on human rights in all the activities and commercial relationships of the company in the value chain. To subsequently prioritise these risks, impacts and opportunities through participation and consultation with stakeholders and shareholders.

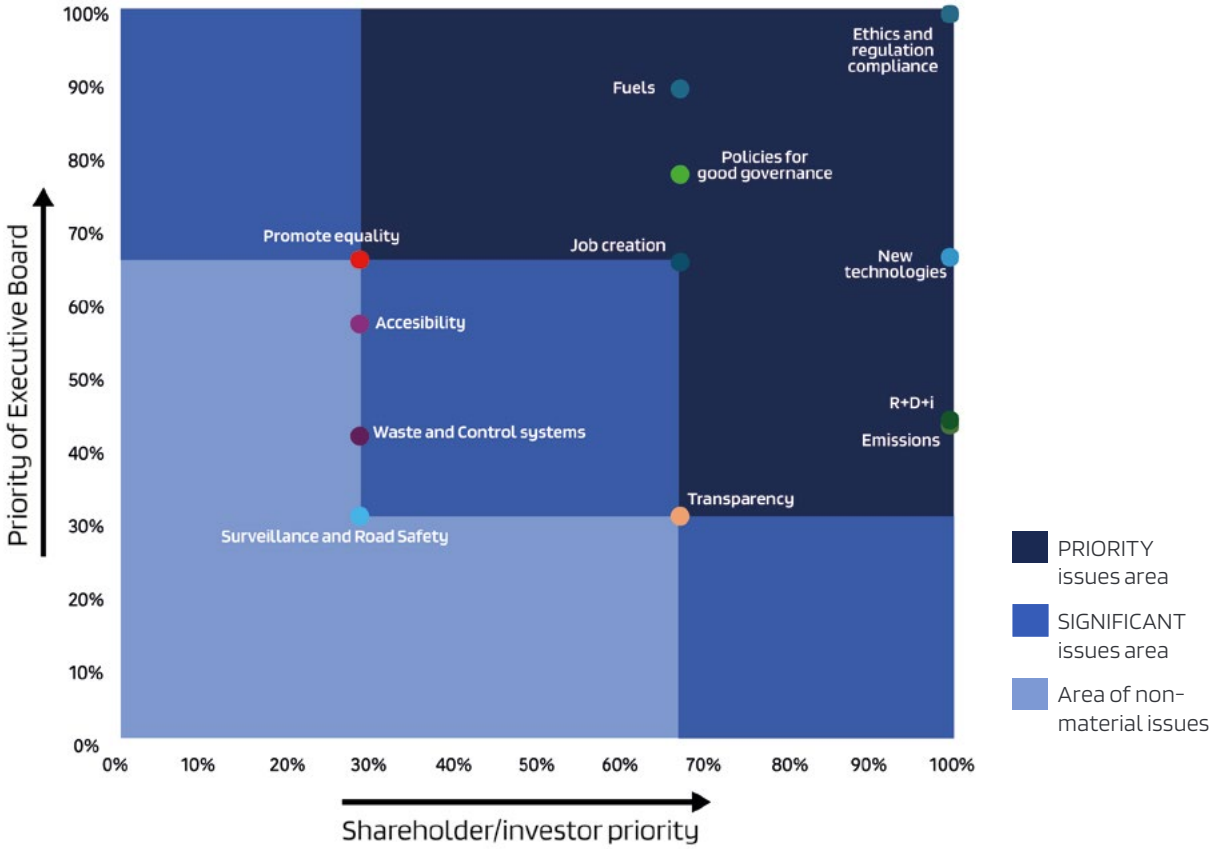
A new Double Materiality Assessment is under way in 2025 in accordance with GRI and CSRD requirements

Assessed the sustainability issues considering:

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



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



Issues considered material are those that have been placed in the priority and important areas in each of the matrices.

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

E -Environment

- Fuels: Introducing alternative fuels and consumption efficiency.
- Emissions: Calculation, reduction and compensation of GEI emissions (Carbon Footprint).
- New technologies: Inclusion or development of cleaner, more efficient technologies in the vehicles.
- Waste: Waste management and actions to highlight the value (Circular Economy).

S -Society

Employment: Job creation.

i+D+r: Investment in technological research and innovation.

Equality: Promote equality by supporting female talent and leadership.

Accessibility: Improve the accessibility of transport services.

Road Safety: Promote and raise awareness about road safety.

G -Ethics and good governance

- Ethics and regulation Compliance: Enforcement of the ethical code and Compliance model in all the company.
- Transparency: Publish relevant information as an evidence of transparency with society.
- Policies for the good governance: Policies to ensure the good governance in the company (avoiding conflict of interests, non-political criteria, sustainable growth, objective contracts, fighting against corruption, etc.).
- Surveillance and control systems: Control and surveillance internal audits and maintenance of certified systems.

ESG Action Plan

Over 2024, Alsa has continued to move forward in the initiatives of the ESG plan, giving way to the new plan 2024-2026. Following the materiality results, the plan has been reviewed to include new action lines and continue with the existing ones, developing the ESG Action Plan 2024. This approach will ensure the alignment of the stakeholders' expectations with the policies to be implemented, all this in compliance with the corporate values.

The monitoring of this action lines developed over 2024 and the results achieved are available in this report.

Values	Priority aspects	Lines of action
Excellence	Ethics and Regulation Compliance	Code of ethics implemented globally (Spain, Morocco, Switzerland, France, and Portugal).
		Adaptation of the Integrity Channel in accordance with local legislation in Spain, Morocco, France, Switzerland, and Portugal.
		Renewed UNE 19601 certification in Spain.
		Implementation of the surveillance system in France and Switzerland and monitoring in other countries. Regulatory Monitoring Committee in Switzerland and France.
	Policies for the good governance	Renewal of the Management System according to SR10 in Spain, Switzerland and France.
		CSR Label certification in Morocco (certified period 23-25).
		Creations of the Internal Mobility Committee.
		Rollout of the Organisational Model at a global level.
		Salary bands associated with the Model in Spain.
		Compliance model implemented in Portugal and timely compliance with requirements requested by the Anti-Corruption Mechanism in Portugal.
		Standardise the Compliance Model in all countries (training prioritised in 2024).
		Supplier evaluation and approval panel and value chain alignment. Validation of documentation provided by suppliers regarding compliance (Code of Ethics, Compliance Policy and Responsibility Statement).
		Review and analysis of donations and sponsorships granted by the Organisation, in accordance with the procedure.
	Transparency	Taxonomy report.
		2024 report and executive summary.
		Monitoring of reputation indices (MERCO). Significant improvements in Merco Companies, Talent and ESG.
		Reinforcement of communications to stakeholders.
		Participation in forums and dissemination of Alsa´s environmental strategies
	Surveillance and control systems	Improvements in the implementation of ITBID for supplier management (certification, expense approval and traceability).
		Maintenance of certified management systems and globalisation to third countries as far as possible.
		First-time certification of passenger and freight rail transport activities
		Quality and Safety Certification for metropolitan transport in Porto, Portugal, continuing the certifications already held by metropolitan transport services in Lisbon.
	I+D+r	Investment in safe and sustainable technologies. Cybersecurity. Electric vehicles, alternative fuels and optimisation. DriveCam with AI and Pave Scan.
		Development of the I+R+i in Asturias.

Environment	Fuels	Renewable fuels: Trials in Granada and consumption in Madrid.
		Implementation of Hydrogen Solutions: 2 new vehicles in the service from Airport Zaragoza.
		Biogas and Guaranteed Origin Certificates.
		Partnerships in Hydrogen: SHYNE established as an association.
		Partnership in renewable fuel: CRECEMOS established as an association
	Emissions	Continue with the renewal of the ZEV fleet and, failing that, implement ECO solutions with an international impact.
		Continue with the Alsa Forest project: Campaign to double customer contributions, since July 405 t offset 43,645 customers.
		GdO Electricity (green).
		Efficient driving programme.
		Measurement of Carbon Footprint
	New technologies	Environmental line of I+R+i. Route optimisation and use of electric vehicles.
		Radar in alternative fuels.
		Net zero emissions: (HVO, Efuels, BioGas and Biomethane).
		Zero emission vehicles: BEV, FCEV, FCHV and Dualisations.
		BEV autonomous vehicle.
	Waste	Circular economy strategy.
Community	Job creation	Programme "Sumando Conductores" (Adding Drivers) (Cape Verde, Morocco, Army, Chamber of Commerce, Scholarships to Female Drivers...).
		Support to the Dual and Traditional Training.
	Fostering equality	Promoting women's participation in driving (Scholarships in Spain, Morocco and Portugal).
		Plan Emerge to identify disabilities among staff and in their environment.
	Accessibility	Continue with collaborations to include people with disabilities.
	Road Safety	Road safety school in Morocco.
People	Accessibility	Continued implementation of Accessibility Plan.
		Continue with collaborations to include people with disabilities.
		Actions to raise awareness among employees.
	Job creation	Reinforcement of Recognition Programmes (Master Programmes (Driver, Mechanics, Exit, Sanir and Rail), Career Paths for Structure).
		Improvement in Top Employer Spain Certification and Achievement of Top Employer Morocco.
		Consolidation of fixed employment.
	Fostering equality	Plan Emerge to identify disabilities among staff and in their environment.
		Creation of diversity and inclusion committees in all countries (50 pax).
		Awareness-raising activities (8 M, LGTBI+, Down Syndrome, Gender Violence, Cancer Awareness Campaigns, Disability Day, etc.).
Safety	Road Safety	Alsa Safety Plan.
Customers	Accessibility	Continued implementation of Accessibility Plan.
		Guidance on purchasing process, prioritisation of shipments, improvement of information, extension of PRM seats...
		Extension of Certification in Universal Accessibility: UNE 170001 (of urban and intercity to regional).

Management System of the Criminal Compliance

Alsa's corporate culture is based on acting in accordance with the values and ethical standards that make up the company, promoting the application of procedures and controls designed to prevent irregular or illegal behaviour.

Since 2011, Alsa has had a Code of Ethics, updated in 2023 and approved by the Compliance Committee, which has been rolled out to the new geographical areas where the company is expanding.

By 2024, 86% of the planned activities had been completed, notably the implementation of the recommendations included in the latest AENOR report, the preparation of the 2023 Compliance Report, the updating of the General Risk Matrix, the successful completion of the internal audit carried out by PwC and the follow-up audit of the UNE19601 Criminal Compliance Certification.

Integrity Channel

Alsa has an Integrity Channel that allows anonymous communications to be made through the tool itself, by telephone or via the website using a QR code. We will report both anonymously and personally, offering the maximum guarantees of confidentiality, privacy and safety. Only specific people in Alsa have access to communications, which allow a strictly confidential treatment.

All the corporate webs have included a section related to an Integrity Channel including a direct access, as well as the internal Politic of the System and the main conditions to be used.

Throughout 2024, 88 communications were received through existing channels, with the majority (70) relating to labour and human resources issues, diversity and respect in the workplace. All the cases have been treated appropriately according to the Management Procedure of the Information Received. One of these led to an additional internal analysis, with the adoption of the relevant measures.

During 2024, a reputable law firm was commissioned to prepare a verification report on the proper functioning of Alsa's Internal Information System. The results obtained were satisfactory and demonstrate the good management and efficiency of the System.

Ethical Code and Compliance Model

In 2016 it was established the Compliance Committee with the intention to safeguard the development, implementation and maintenance of the Compliance Committee, being the guarantor of this with the intention of consolidating a corporate policy committed to compliance.

In Spain, the company has in place a certified Criminal Compliance Management System under the UNE 19601 with an ENAC approach. No non-conformity was identified, and the robustness of the Compliance Model was verified. However, given that this is an ongoing improvement process, the observations and opportunities recommended by the auditors will be considered.

Training on Compliance

Updating of the Compliance Onboarding training to make it more dynamic and visual. A training video has been produced explaining the essential aspects of compliance and the compliance management system.

With regard to annual training, in 2024 the focus has been on operational staff, prioritising and adapting training to employees in the Rail, Healthcare Transport, Service Areas, VTC and Grupo 1844 areas, taking into account their specific risks.

Internal Audit

In 2024, an internal audit was carried out by a specialised consulting firm, which Alsa passed satisfactorily. The results from the controls implemented were: 88% of controls were found to be satisfactory, and 10% of controls were considered satisfactory with improvements.

Identification of risks and controls

Over the last few years, Alsa has experienced a positive growth, which has boosted the diversification of its operations. In 2024, risks were identified and the respective controls

were established to minimise or prevent them in the activities carried out by BC Tours (port agents and cruise ship logistics), Rail (railway activity) and Sanir (medical transport).

Integration of the Grupo 1844 Compliance Model into Alsa's Compliance Model

During 2024, Alsa acquired part of the companies and activities of Grupo 1844. It is a business group specialising in passenger transport in the Canary Islands.

From the outset, the compliance area worked with the aim of aligning both Compliance Models. The main actions taken with this purpose were:

- Replacement of the Grupo 1844 Compliance Committee and appointment of a new Alsa Compliance Committee.
- Communication and dissemination of the Alsa Integrity Channel to the companies and employees of Grupo 1844.
- Identification of particularly exposed personnel within the 1844 Group and signing of the Declaration of Absence of Conflicts of Interest and adherence to Alsa's Code of Ethics and Compliance Policy.

Portugal

In compliance with Decree-Law 109-E/2021, the reports required by the

aforementioned regulations have been prepared and published on Alsa's websites. These reports are:

- April 2024 Annual Risk Assessment Report, which provides a detailed overview of the risks identified and the measures implemented to mitigate them.
- October 2024 High or Maximum Risk Assessment Report, which focuses on the most critical risks and specific strategies for managing them.

Compliance Sessions

On 31 May 2024 were held the Compliance Sessions hosted by Alsa. The event featured high-profile speakers and addressed highly topical issues, which resulted in a very positive reception. A total of 152 people attended the event in person.

During the conference, crucial topics were discussed, such as internal corporate investigations, the responsibility of executives in matters of free competition, and criminal liability in multinational business groups. These topics were selected to provide attendees with an in-depth and up-to-date understanding of the challenges and best practices in the field of compliance.

Risk management

Alsa has a Group-wide Risk Management Procedure in place that describes the methodology for managing risks, including references to the personnel involved, risk identification, risk assessment, criteria for calculating the probability and impact of each risk based on a specific categorisation such as financial damage, impact on the business, etc.

The process of identifying and updating risks is carried out by holding meetings with Risk Owners (Area Directors) and Risk Champions (Risk Managers) so that the identification of risks and the controls implemented are carried out by the areas involved, which are the ones with the most knowledge about them.

Risk assessment takes place twice a year, and is presented to the Audit Committee of Mobico Group PLC and the Board of Directors. In May, the Global Risk Matrix was updated to include risks of different types, such as financial, human resources, legal and regulatory, strategic, operational, commercial and supply chain risks. The most significant residual risks are those related to potential loss of business, security, inflation, regulations, supply chain and cybersecurity.

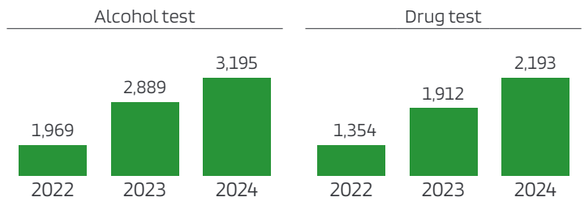
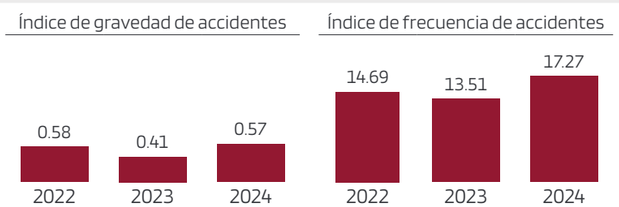
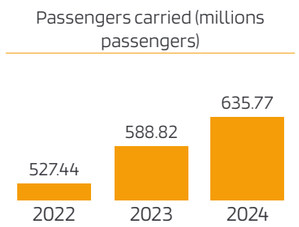
Contribution to the Sustainable Development Objectives (SDO)

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

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

The following table provides an overview of Alsa's contribution to the SDGs in 2024, aligned with the EVOLVE Strategy:

Business commitment EVOLVE	Value Proposal	SDG	SDG Goals	Evolution of Alsa contribution	Alsa commitment	Challenges
Strong financial results	• Reinvigorate public transport. • Geographical and multi-product expansion. • Operational transformation. • Fill the transit gap. • Consolidate & compound.	8 DECENT WORK AND ECONOMIC GROWTH	8.1. Maintenance of the Economic Growth.	Revenues (M€) 1,200 (2022) 1,374* (2023) 1,624 (2024)	Achieve a sustainable economic growth with a positive impact on the areas of operation.	
The safest	• Reinvigorate public transport. • Operational transformation. • Fill the transit gap.	3 GOOD HEALTH AND WELL-BEING	3.6. Reduction of Road Accidents.	Number of drivers monitored with Drivecam 3,019 (2022) 3,191 (2023) 3,107 (2024) % of staff monitored with GPS 92 (2022) 92 (2023) 92.60 (2024) No. of vehicles with smart cameras 1,800 (2022) 1,864 (2023) 1,870 (2024)	Safety as a priority value. Improved safety by adding new technologies to support changing driving habits.	By 2040, all staff in Spain will be monitored. In 2040, all the fleet in Spain will be fitted with smart cameras.

Business commitment EVOLVE	Value Proposal	SDG	SDG Goals	Evolution of Alsa contribution	Alsa commitment	Challenges
The safest	• Reinvigorate public transport. • Operational transformation.	3 GOOD HEALTH AND WELL-BEING	3.5. Prevention and handling drug and alcohol consumption.		Improve health of employees and provide safe services.	By 2040 in Spain, 100% of drivers will have a prevention system for alcohol consumption testing in place.
	• Reinvigorate public transport. • Operational transformation. • Fill the transit gap.		3.6. Reduction of Road Accidents.	**-12% of accident rates** Since the programme was implemented Driving Out Harm (DOH) launched in 2010 in Spain.	Safety as a priority value.	Alsa committed to reduce accident rates of new networks, at least by 10% in the first 5 years.
	• Reinvigorate public transport. • Operational transformation. • Fill the transit gap.	11 SUSTAINABLE CITIES AND COMMUNITIES	11.2. From now to 2030, provide access to safe transport systems that are affordable, accessible and sustainable for all.			
	• Reinvigorate public transport. • Operational transformation.	8 DECENT WORK AND ECONOMIC GROWTH	8.8. Protect labour rights and promote safe and secure working environments.	**10,583** students in safety training over 2024. 	Protect labour rights and ensure - through policies and management systems - a safe, risk-free working environment for all employees.	
The most satisfied customers	• Reinvigorate public transport. • Geographical and multi-product expansion. • Fill the transit gap. • Consolidate & compound.	10 REDUCED INEQUALITIES	10.2. From now to 2030, promote and encourage social, economic and political inclusion of all people, regardless of age, gender, disability, race, ethnicity, origin, religion or economic or other.	**4,716** Spanish cities covered.	Provide 100% accessible services that reach the entire territory as a tool to combat inequality.	
		11 SUSTAINABLE CITIES AND COMMUNITIES	11.2. From now to 2030, provide access to safe transport systems that are affordable, accessible and sustainable for all.		Guarantee sustainable transport with particular emphasis on the elderly, children and people with disabilities.	

Business commitment EVOLVE	Value Proposal	SDG	SDG Goals	Evolution of Alsa contribution	Alsa commitment	Challenges
		13 ACCIÓN POR EL CLIMA	13.1. Strengthen resilience and the ability to adjust to climate-related risks.	tCO_2 direct emissions/100km 2022: 0.0955 2023: 0.0932* 2024: 0.0847	Reduce transport-related emissions through the incorporation of clean, low-emission vehicles, efficient driving programmes, reducing consumption and improving energy efficiency.	All urban buses in Spain will be zero emissions in 2035, and intercity by 2040, also in Morocco.
Environment leader	• Operational transformation.	6 CLEAN WATER AND SANITATION	6.3. Improve water quality. Reduce pollution and wastewater.	Discharge of automotive wastewater (m^3) 2022: 0.030 2023: 0.035* 2024: 0.028	Towards circular economy via reducing and recycling of the water used in washing facilities.	
		11 SUSTAINABLE CITIES AND COMMUNITIES	11.6. Reducing the negative environmental impact per capita in the cities.	% fleet driven with alternative energy in Spain 2022: 17 2023: 21 2024: 22.2	Improve the environmental quality of the cities where the company operates, not only by offering quality public transport to reduce the use of private vehicles but also by investing in clean technologies and an environmentally sustainable fleet.	All urban buses in Spain will be zero emissions in 2035, and intercity by 2040, also in Morocco.
The most reliable	• Consolidate & compound.	8 DECENT WORK AND ECONOMIC GROWTH	8.3. Development of small and medium companies.	No. of national suppliersd Alsa Group 2022: 9,560 2023: 11.074 2024: 11.434		
	• Operational transformation.		8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including focus on labour-intensive, high value-added industries and leveraging the workforce.	**157,426** hours of training over 2024.		
The best employer	• Reinvigorate public transport.	5 GENDER EQUALITY	5.1. Ending discrimination.	% women in Alsa 2022: 15.73 2023: 15.94 2024: 18.85	Equality as an identity policy and the promotion of women's inclusion in the transport sector.	Reach a percentage of 25% in Spain by 2035.
			5.5. Ensure the full involvement of female workers and ensure equal opportunities.	% of women in top management positions 2022: 26.32 2023: 26.98 2024: 27.51		Reach a percentage of 35% in Spain by 2030.

Business commitment EVOLVE	Value Proposal	SDG	SDG Goals	Evolution of Alsa contribution	Alsa commitment	Challenges
			8.5. Achieving full employment and decent work (including young disabled people and equal pay).	No. of employees: 9,451 (2022), 10,138 (2023), 12,787 (2024) Turnover rate: 5.1 (2022), 5.8 (2023), 6.72 (2024)	Training programmes to integrate young people into the workforce in quality jobs that enhance their skills.	
The best employer	• Operational transformation.	8 DECENT WORK AND ECONOMIC GROWTH	8.8. Protect labour rights and promote safe and secure working environments.	Absenteeism rate: 6.78% (2022), 8.44% (2023), 9.18% (2024)	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).	**65%** of the workforce has received regular performance appraisal by 2024.	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.	

*The error detected in the 2023 data has been corrected.

Partnership management

Alsa continues to develop its Partnership Management Model, under which tools and procedures have been deployed and standardised to streamline the identification and validation of new opportunities.

During 2024, and in order to advance the process standardisation model, work has been carried out to improve knowledge of indirect suppliers, with an emphasis on registering them on the Source To Pay platform, whose implementation and roll-out began in the second half of 2023.

The objectives achieved in 2024 highlight the increase in the number of indirect suppliers registered and accepted on the purchasing platform, which stood at 785 at the end of 2024, for which more than 3,300 purchase orders were generated and issued in 2024, for a total amount of more than 40.5 million euros.

All indirect suppliers registered in the purchasing tool in 2024 and direct suppliers have passed the basic document approval process, accepting Alsa's compliance policy and code of ethics, and providing documentation related to legal compliance, such as certificates of being up to date with Social Security and tax payments, or signing a responsible declaration regarding their ability to contract with the Administration, in addition to committing to combat modern slavery.

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

Growth by **1.8%** in national suppliers over 2024

11,930 suppliers for all Alsa activity

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.	

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

New partnerships

DecarboniSation of transport

Over 2024, Alsa further strengthened its strategic position in the new alliances established in previous years, such as CRECEMOS and SHYNE, now already established as Full membership associations. The working groups that have been launched enable collaboration with public administrations to provide positioning and cooperation and promote the development of hydrogen and renewable fuels among the different partners.

Other partnerships

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

Digitalization and innovation for a sustainable, multimodal and connected mobility

In Alsa, Digitalisation and innovation are combining to generate new opportunities in the field of mobility, responding to the environmental, social and economic challenges facing society. With the aim of creating new, healthier, more sustainable and efficient mobility models, they adopt emerging technologies that provide innovations in the sector, achieving everything from reducing emissions to designing new solutions that make shared mobility more attractive, inclusive and accessible.

In this way, all technological developments incorporated have

Featuring **IA** for the optimisation and improvement of operations and processes

a positive impact on customers, the company and society, placing data management and analysis at the centre of decision-making and integrating artificial intelligence to improve and optimise processes and different areas of the company's operations.

Over 2024, Alsa achieved significant milestones in digitalisation and innovation, including the progress in the data-driven company strategy and the application of AI. A notable achievement was the launch of a new generative AI chatbot, which aims to improve customer service and optimise Customer Service resources.

Among these milestones, the improvement in customer information before and during the journey is particularly noteworthy. Then, Alsa customers were the

first passenger transport by road customers to have in place a real-time information system about their journey. Since mid-June 2024, information regarding the bus registration number, the bus stop, the start of boarding and the last call has been provided on all long-distance routes. In addition, passengers can check real-time information at any time, including the status of their journey, route tracking and estimated arrival time at their destination.

An artificial intelligence-based solution has been implemented for lost luggage management, with a very positive impact in terms of efficiency, recovery and return of luggage to passengers.

In 2024, with the aim of improving vehicle information, operation and maintenance, Alsa collects data from electric vehicle telemetry, allowing its status to be monitored in real time.

This year, R&D&I projects funded by the Sekuens Agency of the

SEKUENS
Agencia de Ciencia, Competitividad Empresarial e Innovación del Principado de Asturias

Principality of Asturias have been carried out:

- **Research and application of new technologies related to customer experience**. The project develops new concepts and forms of mobility that enable users to switch from private vehicles to new sustainable mobility products and services. The aim is to generate the knowledge necessary to obtain the technological tools that will serve to adapt to the real needs of people who travel.
- **Development of predictive management and maintenance models using Artificial Intelligence in zero-emission vehicles**. The project focuses on electric vehicles, which have a large number of sensors in various components, allowing their status to be monitored in real time in order to identify anomalies and develop predictive models. Among these milestones, the improvement in customer information before and during the journey is particularly noteworthy.
- **Investigation in new technologies of different transport systems on demand**. Among these milestones, the improvement in customer information before and during the journey is particularly

First passenger transport by road users with information in real time

noteworthy. This is a model appropriate for rural areas, as it can be be more flexible and break away from scheduled routes.

In addition, other public-private partnership projects supported by various administrations stand out for the implementation of R&D&I projects in 2024, such as:

- R3CAV for the development of an autonomous platform funded by the CDTI and due to be completed in summer 2024;
- Metrópolis, which aims to prepare cities for the mobility of the future, funded by the State Research Agency (AEI), to be completed by the end of 2024;
- MOTIA, for the multidimensional optimisation of transport and its environmental impact, Pre-commercial Public Procurement by the State Research Agency, which will continue until 2026;
- Cibersonda SOC de Transporte, Compra Pública Innovadora of Incibe;
- IECPI, for the multidimensional optimisation of transport and its environmental impact, Pre-commercial Public Procurement by the State Research Agency, which will continue until 2026.

In 2024 were prepared three new projects to be implemented in 2025 with the support of CDTI and the Agency SEKUENS:

- CDTI-Icónica - Research into safe, intelligent, connected and autonomous driving.
- Sekuens-Camín - Research into neurological and cognitive factors that affect driving in order to design predictive tools that support safer driving.
- Sekuens-SinHuella - Research into new sustainable and efficient energy solutions for transport.

On the other hand, Alsa takes part and collaborates with technological and innovation centres, business hubs and entities developing technologies suitable for the company. Including:

- **Madrid Green Urban Mobility Lab (MGUML)**. Alsa is one of the companies associated and sponsoring this partnership, and seeks to turn the city of Madrid into an international benchmark in urban mobility by integrating ideas, projects and solutions shared by the main public and private entities in the sector. Particularly, Alsa takes part in the working groups about industry, connected mobility and low-emission city.
- **CTIC Information and Communication Technology Centre Foundation**, which will allow Alsa to be in first-hand contact with new technological advances in the field of ICTs of interest to the mobility sector.
- **Network of Business R&D&I Centres**, created in 2023 and involving 16 large companies with innovation centres. This network enables the exchange of best practices and promotes the creation of synergies in highly relevant technological areas between companies from different sectors.

In addition, in 2024, various articles have been published in the press and on social media about Alsa's digitisation and innovation activities, and the company has participated in multiple forums to publicise these initiatives, such as the Transfiere Forum, the Smart Green Mobility Congress, Meetech Spain, MOVEO and Science4Industry.

Furthermore, as part of its commitment to society and technology, Alsa has supported various programmes to promote STEM (Science, Technology, Engineering, Mathematics) careers, such as the MASTEAM programme run by FADE and the CTIC Foundation, whose participation was recognised with an honourable mention at the Gijón City Council Employment Awards.

OPERATE: ongoing improvement

Since 2022, the Mobico Group has been consolidating the use of a common working methodology based on the principles of Lean Six Sigma, which aims to implement process analysis and optimisation through four steps:

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

Identify the improvement opportunity, whether for the customer or for business performance.

Gain a clear understanding of the current state of the problem through a detailed analysis. The root cause must be determined before developing a solution.

Establish and **justify** the change, then ensure the successful deployment of the solution through careful planning, testing, training, and control.

Assess whether the solution has successfully resolved the original problem and identify opportunities for refinements and future improvements.

This methodology is called OPERATE and helps spreading the knowledge and best practices be-tween areas, departments and countries. To promote and drive global adoption of the tools it proposes, the committee was established in 2023 of OPERATE.

Over 2024, a total number of 26 improvements were implemented by the several areas and de-partments, highlighting the following:

- Automation of the process of analysing inconsistencies in GPS positions generated in the Operational Support Systems tool (SAE).
- Review and improvement of the existing leisure access system on board.
- Implementation of a departmental visual management board for task tracking.
- Digitisation of inspection report information.
- Improvements to the compensation process for lost luggage.

At the beginning of 2024, with the aim of creating an internal culture conducive to change and incorporating new working methods into the routine of the various positions and hierarchical levels of the organisation, the role of Change Agent was created, with 16 members. These Agents of Change have promoted 27 initiatives of varying complexity, scope and nature, including:

- Delivery of training material and pills of knowledge about the most commonly used tools.
- Organization of outreach events to promote awareness of the methodology.
- Monitoring and support for work teams that want to develop improvements with this per-spective.
- Introduction of root cause analysis tools into everyday internal procedures.

Both strategic lines, the OPERATE Committee and Agents of Change, which seek to integrate continuous improvement at the corporate, departmental and area levels, will continue to evolve and mature in 2025 with the aim of maintaining progress towards excellence.

Certifications

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

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

Excellence

- AENOR GESTIÓN DE LA CALIDAD ISO 9001 — Quality management [1-2-3]
- RSE Label[3]
- AENOR SOCIAL RESPONSIBILITY IQNet SR10 — Social responsibility management [2]
- GRI STANDARDS — Verified sustainable report
- AENOR COMPLIANCE PENAL UNE 19601 — Legal Compliance
- AENOR SEGURIDAD INFORMACIÓN ISO/IEC 27001 — Management of the security in the information

Safety

- AENOR SEGURIDAD VIAL ISO 39001 — Road safety management [1-2-3]
- AENOR GESTIÓN DE EMERGENCIAS ISO 22320 — Emergency management [1-3]
- AENOR SEGURIDAD Y SALUD EN EL TRABAJO ISO 45001 — Ocuppational safety and health [1]
- CSEAA - INSIA — Cseea-insia in road safety

Customers

- AENOR CARTAS DE SERVICIO UNE 93200 — Service letters [4]
- AENOR TRANSPORTE DE PASAJEROS UNE-EN 13816 — Public passenger transport services [1]
- AENOR EXPERIENCIA DE CLIENTE — Service excellence
- AENOR ACCESIBILIDAD UNIVERSAL UNE 170001-2 — Universal accessibility [1-4]
- AENOR GESTIÓN DE RECLAMACIONES ISO 10002 — Claim management

People

- AENOR EMPRESA SALUDABLE — Healthy company award
- efr certificado en conciliación empresa grande ES - 132 / 01-2013 / AENOR — Work-life balance and equality
- Great Place To Work. — Best place to work[3]
- top EMPLOYER ESPAÑA SPAIN 2024 — Top Employer Spain 2024

Community and Environment

- AENOR GESTIÓN AMBIENTAL ISO 14001 — Environmental management [1]
- AENOR GESTIÓN ENERGÉTICA ISO 50001 — Power management [1-2]
- AENOR HUELLA DE CARBONO CO_2 VERIFICADO — Verified carbon footprint [1-2]
- AENOR CONDUCCIÓN EFICIENTE EA 0050 — Efficient driving of industrial vehicles
- EMAS GESTIÓN AMBIENTAL VERIFICADA — Emas certificate

All previous certifications are in Spain and additionally according to indicated epigraphs: [1] Portugal. [2] Switzerland. [3] Maroco.[4] Casablanca.
Note: Also Lisbon is certified in NP 4493:2010 and NP 4514:2014 for the Public Transport, passengers of urban routes and intercity bus routes.

New certifications

During 2024, the following companies have been certified for the first time: VALENCIA ALICANTE BUS, ESTÉBANEZ AJA, AEROBUS ZARAGOZA, SEVIRAMA y TRANVIAS DE SEVILLA, as well as the new concession CV-202 of UBESA.

On the other hand, certifications for companies in the railway sector have been expanded, with the activity of passenger and freight transport by rail being certified for the first time, managed by ALSA FERROCARRIL and the company ALSA SERVICIOS LOGÍSTICOS FERROVIARIOS.

Also, renewed the certifications of the medical transport VITALIA, under the name SANIR MOVILIDAD SANITARIA.

At the international level, in the city of Oporto, NEXCON OPORTO has achieved the certification of the Quality Management Systems (ISO 9001) and the certification of the Road Safety Management System (ISO 39001).

	ISO 9001	ISO 39001	ISO 10002	ISO 93200	ISO 16880	ISO 22320	ISO 170000	ISO 13816	ISO 14001	ISO 50001	ISO 14064	EMAS	ISO 45001	ISO 179002
VALENCIA ALICANTE BUS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
ESTÉBANEZ AJA	✓	✓												
AEROBUS ZARAGOZA	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
SEVIRAMA	✓	✓				✓	✓		✓	✓	✓		✓	
TRANVIAS DE SEVILLA	✓	✓				✓	✓	✓	✓	✓	✓		✓	
NEXCON OPORTO	✓	✓												
UBESA	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
ALSA FERROCARRIL	✓								✓				✓	
ALSA SERVICIOS LOGÍSTICOS FERROVIARIOS	✓								✓				✓	
SANIR MOVILIDAD SANITARIA	✓					✓			✓				✓	✓

Awards and Recognition

The main recognition to Alsa in 2024 was the visit by His Majesty the King of Spain, Felipe VI, who visited in January 2024 the Bus Station of Oviedo to close the commemorative events of the first centenary of Alsathe company. A diverse representation of all our employees had the honour of spending time with His Majesty, a special moment that fills us with pride and responsibility for the generations to come. The best memory that will go down in our history is the dedication that H.M. the King left us in the Centenary book, with a special mention of "our Alsa for society by helping to build a better Asturias, for a better Spain".

Alsa received further awards and recognition over 2024, such as:

- Award to the Tourism area of the City Council of Madrid.
- 2024 Asturias Innova Award in the category of business strategy for the creation of the innovation centre.
- Industry 4.0 Award in the services sector category for Alsa's commitment to digitalisation and innovation, organised by Caja Rural de Asturias and CTIC Technology Centre.
- Awards for Excellence in Customer Relations Spanish Association of Customer Relations Experts (AEERC) for 'Best E-commerce Relationship' and 'Best Social Project'.

- EMT Muévete Verde 2024 Award for 'Improving the Customer Experience in Transport' for our PMRSR accessibility project.
- Award for 'Business Trajectory' from FADE – Asturian Federation of Entrepreneurs.
- CEIM 2024 Award to an 'Emblematic company of the Community of Madrid'.
- Award to the Commitment to Road Safety and Sustainable Mobility for the work "Analysis and improvement of the cognitive health of driving staff of ALSA".
- Recognition Top Employer 2024 Spain.
- Recognition 'Equality in the Workplace' award from the Women's Institute of the Ministry of Equality.
- Rise in corporate reputation MERCO ranking: 47th position, leading the passenger transport sector for the first time.

Objectives for 2025

Excellence model	Development of ongoing improvement through Operate.
Corporate Social Responsibility	Development of action plans.
	Renewal of SR10 certifications and integration of new activities.
	Convergence of the new requirements imposed by the Corporate Sustainability Reporting Directive and the CSRD Taxonomy.
	New Double Materiality Assessment.
Compliance System	Launching an employee survey about the level of "Ethical culture" in Alsa.
	Publication of an executive version of the Compliance Report on the corporate website of Alsa.
	Inclusion of questions on compliance issues in promotion and internal mobility processes.
	Implementation of a tool for digitising the area and improving the traceability of risk assessments and controls.
	Use of Moddy´s tool in the selection of suppliers to have further information in place.
Partnership management	Identify and consolidate partnerships with fleet providers in new markets worldwide.
	Develop partnerships related to new solutions in the field of decarbonisation.
Digitalisation and Innovation	Responsible implementation and democratisation of Artificial Intelligence technologies.
	Implementation of a Safety Analytics platform to improve safety, and advance any risks in the operation.
	Implementation of the Operational Analytics project to provide the company with a data platform offering real-time information on services.
	Continue with the telemetry project for reporting alerts with IoT vehicle data.
	New fare model featuring further information about each service, flexibility and benefits.
	New People management tool that will provide a single master file and manage all processes in the employee lifecycle.
	Execute the three R&D&I projects subsidised by the CDTI (Iconica) and the Sekuens Agency (Camín and SinHuella) in the 2024 calls for proposals.

Safety

Our approach

Since 2010

↓ 12% Reduced at-fault accident rate in Spain

Vs 2010

↓ 44% Reduced at-fault accident rate in Morocco

Vs 2021

↓ 18% Reduced at-fault accident rate in Switzerland

Respecto a 2022

↓ 62% Reducción siniestralidad culpable en Portugal

Vs 2022

↓ 47% Reduced FWI[1] at the global level

↓ 40% Reduced FWI in Spain

↓ 64% Reduced FWI in Morocco

100% Monitored staff

8,300 Individual training to review "events" observed by smart cameras

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

In Alsa, safety is our core values, therefore we have established a zero-tolerance policy for any behaviour that could compromise the safety of our operations and the services we provide. This commitment is reflected in the consistent and rigorous application of the strictest safety policies in all countries where the company operates.

Safety management at Alsa is based on the principles of prevention, control and continuous improvement, ensuring that every operational process is carried out in accordance with the highest safety and quality standards. For that purpose, the programme "Driving Out Harm" (DOH), has been implemented. This is a strategic initiative taken in all the companies of Mobico Group. This programme aims to strengthen security in services by establishing benchmark standards within the sector at both national and international level.

The "Driving Out Harm" programme is based on identifying, assessing and mitigating the potential hazards that may impact in the safety of customers, employees and other players involved in the operation. Through ongoing training, use of state-of-the-art technologies and the enforcement of strict protocols, Alsa seeks to mitigate or prevent the impact of any type of incident and ensure a safe environment for everyone.

CAs part of this commitment, Alsa´s safety Management System meets with the requirements of the ISO 39001 standard on Road Safety. This standard is the reference point on which programmes and activities in this sector are structured. Certification to this standard reinforces the company's commitment to reducing accidents and promoting a culture of road safety that benefits both passengers and society as a whole.

Certificados en la norma ISO 39001 de Seguridad Vial

Recognition of this effort is reflected in the positive perception of customers, who highlight

smoothness and safety as one of the most valued attributes in satisfaction surveys. In 2024, this aspect reached a score of 8.91 consolidating as the best rated factor. These indicators demonstrate the effectiveness of the strategies implemented and the company's commitment to operational excellence.

Beyond implementing specific regulations and programmes, Alsa recognises that safety is a shared commitment that requires the involvement of everyone in the company, from senior management to each and every employee. They therefore promote a safety culture based on awareness, individual responsibility and continuous improvement, ensuring that every action contributes to the consolidation of an increasingly safe and efficient working and operating environment.

This strong commitment to safety not only ensures passenger and employees protection, but also strengthens the company´s reputation as a benchmarking company in the transport industry. The combination of innovative strategies, specialised training and the use of cutting-edge technology allows Alsa to remain at the forefront of safety, ensuring the long-term trust and satisfaction of its customers.

La conducción segura: el factor mejor evaluado por los clientes

Monitoring and training for excellence in driving

The human factor is the variables with the greatest impact on road safety, as drivers' behaviour, habits and decisions play a crucial role in preventing incidents. That is why Alsa works restlessly to identify performance patterns and behaviours to implement monitoring, evaluation and specialised training strategies for each driver. Through advanced monitoring systems, training programmes and awareness campaigns, they seek to reinforce good driving practices and minimise the risks associated with the human factor in the operation of services.

Assessment and monitoring

The implementation of new technologies plays a key role in identifying areas for improvement and optimising the performance of driving staff. Thanks to the use of advanced tools, Alsa is conducting a proactive, detailed monitoring of the performance behind the wheel of a gradually larger and diverse workforce, ensuring that safety standards are the best of class.

To enhance this preventive management, it has been installed various monitoring systems that allow real-time analysis of driving and detection of potential risks before they become incidents. To enhance this preventive management, they have installed

Monitoring systems such as smart cameras, CCTV, speed control and driving style as safety enhancements

various devices. In particular, the use of state-of-the-art smart cameras, such as Drivecam and advanced CCTV, is becoming widespread, as they have been proven to be highly effective in reducing accidents and improving driving behaviour. These devices not only record and analyse critical events, but also provide feedback to drivers, helping them to improve their skills and adopt safer driving habits.

In 2024, continued the implementation of advanced monitoring systems in the new services operated, in order to reinforce safety and ensure the best performance of drivers. These technologies include smart cameras, CCTV video surveillance systems, speed control tools, and driving style monitoring systems, which analyse key parameters such as sudden braking, excessive acceleration, and sharp turns, enabling the detection of driving habits that may entail a risk.

In Morocco, ongoing digitalisation of the drivers assessment via CCTV to improve objectivity and accuracy of analysis. In parallel, inspection processes carried out by safety technicians have been streamlined, ensuring more rigorous and efficient monitoring. In addition, the data obtained is extracted and analysed in order to obtain more detailed information on driver behaviour patterns and their impact on road safety.

The use of various technologies allows for more accurate calculation of each driver's risk profile, facilitating the implementation of personalised actions. These actions included specific training programmes, tailored monitoring plans and ongoing monitoring systems. Thanks to this approach based on data, Alsa may identify new correlations between the behaviours observed and the potential risks of accidents, improving prevention levels.

Likewise, efforts continue to identify and take action in areas with the highest concentration of speeding, as well as drivers who repeatedly engage in this behaviour. Aligned with this commit-ment to safety, the deployment of advanced tools continues in all geographical areas where the company operates. An example of this expansion is the installation in Switzerland and Portugal of new state-of-the-art technologies for the control and monitoring of speeding events in the fleet, reinforcing efficiency levels of the preventive measures and promoting a safer, more re-sponsible driving.

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

Training and awareness

Training is the other fundamental cornerstone for minimising accidents. 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.

In 2021, an assessment of the efficiency of the model was performed, and it was confirmed that 65% of the drivers trained over the year improved their performance. Therefore, the same line was followed over 2024, delivering a Training Course on Competence Improvements on Driving to 118 people of them have improved their performance already. The course was tailored and adjusted to the need to change habits and behaviours of each drive.

A new awareness course is also being offered to increase drivers' awareness of the conse-quences and impact of poor decisions, selecting small groups for joint sessions.

Training plans have been also supported by internal

118 people were trained on the Competence Improvements on Driving in 2024

communication campaigns delivered to raise awareness on the risks while driving. During 2024, several announcements were made about the use of seat belts, the consumption of medication and its effects on driving, and what to do in the event of a fire on the bus.

In Morocco, drivers receive daily communications on safe-ty aspects that need to be highlighted in due time.

In this line, Alsa collaborates in awareness campaigns promoted by key independent entities, such as the dissemination of the "CONvivencia Vial Urbana" campaign, along with FESVIAL, Spanish Foundation for Road Safety, and the DGT, which aims to raise awareness among vulner-able users and drivers that coexistence in mobility is key to reducing urban road accidents.

Fleet featuring state-of-the-art technologies

Alsa 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 the services. A multidisciplinary team, made up of specialists in various fields such as engineering, road safety, and training, periodically analyses the available technologies in order to evaluate their effectiveness through pilot tests and assess their potential implementation in the Alsa fleet.

Once the testing and analysis phase is complete, the feasibility of implementing these technologies is assessed, taking into account key factors such as the impact on safety, operational efficiency and sustainability.

Among the main initiatives and technological improvements that have been implemented in the fleet, the following stand out:

A multidisciplinary team assesses feasibility and compatibility of new technologies

Installation of AZIMUT | Technology to identify pedestrians and bicycles.

360º view camera	Full peripheral vision system around the vehicle facilitating parking manoeuvres.
Parking brake cotter pins	Campaign to check the correct functioning and implementation of the device in all fleet vehicles available for this system.
Truckview Lens to reduce blind spots	Following an internal assessment of the product and after obtaining positive results, it is being conducted an installation campaign in all Spain and Portugal ones.

The safest facilities

Alsa is committed to continuously improving its safety standards, ensuring that all its infrastructure complies with the highest levels of protection and risk prevention.

Throughout 2024, the Facility Safety Plan has continued, with the aim of minimising the risk of accidents and incidents within Alsa's facilities. As part of this process, areas with a higher concentration of accidents or where risky manoeuvres have been detected are identified. Based on these findings, Alsa conducts a comprehensive assessment of the factors that may contribute to the occurrence of incidents. The results are then used to develop specific action protocols designed to mitigate the identified risks and enhance safety across each facility. Structural and operational improvements are also proposed and implemented to reduce the likelihood of such incidents recurring.

With the introduction of new technologies, the available market alternatives are evaluated — for example, systems for detecting and extinguishing fires at facilities.

In 2024, a detailed study was carried out on the seven main Alsa facilities, analysing the specific measures to be implemented at each to minimise potential incidents. This study identified the most suitable alternatives for preventing fire-related incidents, ensuring that facilities are equipped with the most efficient and up-to-date prevention and response systems.

Durante 2024, Alsa estudió mejoras en la detección y extinción de incendios en sus instalaciones

Objectives for 2025

Accident rates	Normalised FWI (FWI/1 million miles): 0.0041
	At-fault accident rates (every 100,000 km): 1.12

Customers

Our approach

Alsa main objective is to provide service to people: customers choosing to travel by Alsa, aAdministrations and entities entrusted with their mobility contracts, and society overall, where they develop their activities in public services.

2024 was a record year in the user figure of public transport. The mobility incentive measures implemented by various administrations, together with the economic situation and customer-focused management by companies, are driving an increase in demand for public transport, especially on regional and metropolitan routes.

Various studies carried out by public administrations and operators have demonstrated a modal shift from private cars to public transport (buses and trains), thereby reducing emissions associated with mobility.

Alsa is successfully managing this growing demand by enhancing services to better align with customers' needs. In 2024, satisfaction KPIs (CSI, NPS, CSR, NEV) once again showed year-on-year growth. The highest-rated attributes were the service provided by drivers, the perception of a safe journey, and the optimisation of digital channels. These results provide the strongest assurance of our continued commitment to the values of excellence, continuous improvement, and inclusive digitalisation in management.

2024 was a record year in the user figure of public transport

Alsa's marketing and brand-driven actions remain focused on strategic targets, such as the youth segment and Generation Z, through high-impact initiatives including the sponsorship of La Velada by Ibai Llanos and partnerships in major music events.

Traveled
526 Millon kilometers

Carried
636 Million passengers

246,559 Surveys received[3]

8.18 CSI[1]

53.7 NPS[2]

[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

Satisfaction improvement

Alsa has delivered excellent results in the total number of national contracts, both in the number of passengers and in the satisfaction level with the services provided. As proof of this, during Easter in 2024, there was a 7% increase in the number of passengers compared to 2023.

Also worth highlighting are the summer figures, which once again broke records, with the 10 days of July and August achieving the highest turnover in our history. Satisfaction rates also increased, with the CSI rising to 7.54 — more than 2% higher than the 2023 results. The successful campaigns promoting travel to the Sanfermines and the main summer festivals played a significant role in these results.

All these Alsa achievements were possible thanks to the high-quality levels agreed with the Administrations. In 2024, 100% of the quality objectives have been achieved, as it was recognised in the metropolitan transport services of Vizcaya (Bizkaibus).

Increase of 2% of the CSI in summer 2024 vs 2023

Customer research on the assessment of discounts and benefits

Throughout 2024, two studies were conducted to assess passengers' perceptions of the measures implemented by the Spanish Government regarding multiple-journey tickets and the Verano Joven (Young Summer) promotion. The results from both studies showed a positive impact of these actions, where more than 90% passengers surveyed considered this an attractive product and more than 80% assured that was the reason why they travelled more. Also, more than 70% of the passengers regularly using private vehicle for their travels said that they used bus more thanks to these initiatives. More than 90% of people surveyed saw these measures as the appropriate ones to promote the use of public transport and sustainable mobility.

Likewise, passengers who benefited from the Verano Joven promotion said that year-round promotions and discounts would be very attractive, while users of multi-journey tickets said that increased service frequency would be interesting.

+90% of the people surveyed thought of the measures implemented as attractive and encouraging for sustainable mobility

#TúNosMueves Asturias Project

In 2024, progress was made in the project #TúNosMueves Asturias, the I+D project in customer experience to design new sustainable, inclusive mobility services in the Principality of Asturias. Thanks to this initiative, Alsa may define customer-centric products and solutions via co-creation processes and participative design, taking into consideration the users -knowing their needs and expectations for their journeys-, and with the rest of the agents involved in the mobility value chain.

This 18-month project co-funded by the Agency for Science, Business Competitiveness and Innovation (SEKUENS) of the Principality of Asturias, with the participation of theUniversity of Oviedo, the Information and Communication Technology Centre Foundation (CTIC), the service company VECTIO of mobility consulting services and the company IZO, providing consulting and technology services in customer experience.

Among the milestones achieved in 2024, the first research panel specifically focused on mobility in Spain has been created, where 14 focus group sessions and nine co-creation workshops with users have been held.

Alsa-UPM Transyt "Nos mueves" Chair

"You move us: innovation, technology and sustainable mobility for people" is the first Alsa University Chair, with the Polytechnic University of Madrid (UPM), specifically with the Transport Research Centre (TRANSYT), presented on 23 October 2024 with a first seminar on incentives for mobility in public transport.

The Chair takes an in-depth approach in the public transport shift to speed up modal shift, attracting more customers and placing the focus on their needs (customer centric).

Improvement of products and services

Customer information in real time

Improve customer information in real time

It is one of Alsa strategic projects in Spain for 2024. Aimed at enhancing information provided to customers on services in real time, particularly in case of incidents, and to reduce the number of consultations and claims for this reason.

The results from this project send communications to customers during the stages of their journey (for instance: two hours before departure, during the boarding, etc.) and via several channels depending on their preferences (app, Whatsapp, SMS and mail), informing them of the registration number of the vehicle, the GPS location, and the platform number where it is placed if the boarding process has already started.

#MobilitiesForEU project in Madrid

Alsa is part of the European consortium for the testing and deployment of several solutions in different cities including Madrid, led by the City Council and digital Office, who provide to the research consortium the Mercamadrid environment and the surroundings.

The objective is to put into practice different CCAM solutions (Connected, Cooperative and Automatized Mobility) with autonomous vehicles, zero emission vehicles, different charging solutions and a 5G+ communications environment.

Alsa specifically leads a pilot project on the deployment of the new

autonomous vehicle for passenger transport inside the facilities of Mercamadrid, with a vehicle with greater capacity than other existing drivers on the market, and integrating the customer experience perspective, whereby services are designed with a customer-centric approach.

Inclusive, Accessible Mobility

2024 has been for Alsa a year of continuity in the works related to accessibility and inclusion, keeping the objective of being a supplier of mobility services for everyone. During the year, initiatives such as the following have been implemented:

- New accessibility measures included in the new contracts awarded, such as accessible sign-age, easy-to-read passenger guides, explanatory videos on accessibility, etc.
- Conducting group dynamics, brainstorming sessions and focus groups with different associa-tions of people with disabilities to identify opportunities for improvement, with the support of external consultants specialising in customer experience.
- Accessibility training, in a user-friendly and engaging format, for all operational staff on ac-cessibility concepts, how to sell accessible services, and how to organise these services oper-ationally.
- Held the 4th Accessible and Inclusive Mobility Meeting, this time focusing on people with reduced mobility and special needs, in collaboration with COCEMFE at the Oviedo Bus Sta-tion.
- Extension of the accessible new vending machines Go-Easier in up to 60 locations, and con-ducting cognitive validation field tests.
- Renewal of the collaboration agreement with Plena Inclusión Madrid, with the programme "Travelling with Support" as the key initiative.

Digital channels

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

In line with the Alsa's strong commitment to continuously improving its sales channels, various improvements focused on the user experience have been implemented throughout the year. Priority given to delivering travel information in real time to improve travel experience, from boarding to the arrival at destination. This improvement has resulted in a new 'dynamic digital ticket' for long-distance services. As the journey approaches, the dynamic ticket provides relevant information such as the bus registration number, the departure platform, the start of boarding and the real-time location of the service, providing greater certainty and convenience to the user with just one click.

In parallel, Alsa has made a strong commitment to digitalisation of regional and tourist services. The key specific initiatives encouraged to provide access to this type of services include:

- Reducing minimum advance for digital sales, providing the highest flexibility to users.
- The digitisation of the Andalusian Regional Government discount for people over 65, significantly simplifying its application and access.
- Launching a new website for services to Covadonga Lakes, designed to streamline the ticket purchasing and access management process in a more intuitive and efficient way.

Customer service improvements

As part of its ongoing improvement and technological evolution, in 2024 Alsa carried out a transition process for its customer service written case management tool, moving from the iCasework platform to Salesforce Service. This change is part of a strategy to modernise systems and processes with the aim of optimising service quality, improving the customer experience and providing teams with more powerful and flexible tools that are better suited to the current needs of the business.

Salesforce Service offers a comprehensive, modern, and efficient customer service solution. This new tool not only improves individual case management, but also provides a 360º view of the customer, integrating information from different channels and points of contact, which facilitates more personalised, faster and more effective service.

One of the main benefits of Salesforce Service is its automation capabilities and built-in intelligence. In addition, it enables improvements in customer service thanks to features such as automatic case assignment, artificial intelligence categorisation, and system-suggested responses, reducing management times and increasing customer satisfaction.

The switch to Salesforce Service represents a significant improvement in terms of operational efficiency, scalability and quality control thanks to the centralisation of all customer information on a single platform, which makes it easier to obtain more accurate metrics, identify behaviour patterns, detect opportunities for service improvement and make strategic decisions based on data.

Extension of commercial management to B2B contracts

In 2024, Alsa consolidated the implementation of the CRM B2B in all areas of the Discretionary business. This enables us to achieve our goal of professionalising the commercial management of this business, which has required a significant cultural change, as well as new tools. This has resulted in exceptional figures: the registration of more than 12,100 new candidates and the acquisition of more than 5,300 new customers, with Alsa working on more than 14,900 new business opportunities.

Data quality has been prioritised in order to have key indicators that enable agile monitoring and sound business decision-making. In addition, these KPIs have been shared with each member of the sales team, enabling better monitoring and customer service.

Marketing, brand and communication

Presence in FITUR and other events

In Alsa stand, the company presented its best tourist mobility solutions, as well as airport transfer services, private hire vehicles, transfers to ski resorts in Spain, France and Switzerland, tourist boat and train operations, and services for cruise ships.

Also, in FITUR were signed several agreements with companies like Iryo, Visita Gijón/Xixón and the Railway Friends Association of Madrid and Zaragoza, aimed at promoting options of multi-modal, connected mobility for several target customers.

Over 2024, Alsa has taken part in several events playing a successful leading role along the main players:

- 11th Annual DEC Customer Experience Conference, the largest annual event held in Spain on this topic, where Alsa iis a sponsor.

- Annual Congress of the FEMP Smart Cities Network in Madrid and Smart Cities Expo World Congress in Barcelona, both organised by Madrid City Council as part of its partici-pation in the MobilitiesForEU project.
- Global Mobility Call 2024, where Alsa has been partner with its own stand and several round tables with the participation of some of the most relevant names leading players of the industry, senior managers of the Ministry of Transport and Ecological Transition and Demographic Challenge, as well as the Regional Transport Consortium of the Auton-omous Region of Madrid
- Estudio IdenCity, transforming cities on sustainable economic development and its goals (SDGs) in urban environments through methodologies that incorporate innovative, creative and partici-patory processes. Alsa collaborates with Fundación ONCE/Inserta and FCC to support cities on their journey towards achieving the goals set out in the 2030 Agenda, monitoring the degree of compliance and the respective targets of each city analysed.

Campaigns targeted to Generation Z

The 18-25 age group, known as Generation Z, carries significant weight, which is why the Alsa strategy considers it essential to earn the loyalty of this group and connect with their worldview.

In 2024, added to the drive of 'Verano Joven', Alsa has continued the strategy of reinforcing the brand awareness and recognition. To this end, it has implemented a joint strategy between the Tourism and Marketing departments, focused on gaining relevance at the most important events for Generation Z, such as festivals, concerts and La Velada. Collaborations with influencers, streamers, and artists who are relevant to this audience have also been strengthened.

With these objectives, Alsa has been present in many concerts and festivals on Asturias (Boombastic), Cantabria (Música en Grande, Hoky Music, Magdalena en Vivo, Vive La feria, Quevedo...) and other cities in Spain, as the Bye Bye Week in Castellón.

Alsa has also been the sponsor of one of the most important events at the national level, La Velada del Año IV of Ibai Llanos. The first results of this sponsorship are record audience figures of over 100 million views, and at the moment Alsa was mentioned, the audience stood at 3.6 million connections.

This way, Alsa continued promoting the brand towards the Z Generation until it becomes a benchmark company for this generation, to be in the same context, share their values and speak their language.

Relation with customers and loyalty

Social media

+197,000 fans
/alsaautobuses

+42,000 followers
@Alsa_autobuses

+68,000 followers
@Alsa

+66,000 followers
Alsa

+8.5 million views
Alsa
miradasdesdeelbus.alsa.es
+6,000 members

+37,000 followers

8 minutes
Average response time on social media.

9.41 ISC
CSI attention in Social Media.

Data as of 31/12/2024

Alsa Plus

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

alsa
Nos mueves

More than
3.75 loyal customers

More than
980,000 new registrations in 2024

Moren than
99 million sent through CRM

Customer Service Department (CSD)*

Average
3.6 days response time

Rating
6.8 in the CSD ISC

More than
213,000 written communications handled

Complaints

- 53,639 complaints submitted.
- 7.9 average response time (days).
- 1.8 complaint rate (no./10,000 passengers).

Enquiries

- 156,298 enquiries received
- 2.1 average response time (days).

Suggestions

- 2,995 suggestions received.
- 2.4 average response time (days).

* Data for Alsa Spain; not comparable with 2023 due to a change of tool

Objectives for 2025

Sustainable mobility: more customers for public transport	Change incentives for using public transport (long distance, regional and urban) by 2025.
	Evolving Alsa's commercial policy for the benefit of our customers: more attractive prices and discounts, flexibility in changes and cancellations, on-board luggage,...
	Increase the range of services: more frequencies and timetables.
Developing business and continuity of contracts	Renew regulated contracts through public tenders.
	To always be at the service of the Public Transport Authorities that entrust us with their services.
	Know the regulation changes: Sustainable Mobility Act, Social Climate Plan.
Excellent services: customer experience and ongoing improvement	Improve information in real time and incident resolution.
	Add new metrics and customer satisfaction KPIs: B2B contracts.
	Redesign internal processes for the Creation of exceptional experiences via excellence in service, according to standard UNE-CEN/TS 16880.
Digitalisation and new technologies	Ongoing improvement of the processes in digital channels based on ongoing feedback by customers.
	Implement state-of-the-art on-board payment systems: widespread use of EMV payments, security, ABT (Account Based Ticketing), payment by credit card on ITOS.
	Renew CX tools of customer experience.
Marketing, brand and communication	Improve the CRM and Alsa Plus loyalty programme.
	Continue to focus on Gen Z audience. Digital native communication (social media, content, influencers). Adjust Brand values.
	Promote social value of the Brand: Corporate reputation indicators, NosMueves university chair, Nos Movemos Foundation (Canary Islands), presence at events, etc.
Accessibility and inclusion	Study requirements for defining 100% accessible stops.
	Gradual improvement of the accessible information at stops and on board the buses.
	Adapt customer corridors to different types of disability and elderly people.

People

Our approach

In 2024, Alsa has strengthened its internal policies, focusing on professional development and recognition, staff well-being, and the integration of new tools to drive the company's digital transformation.

In this context, it has consolidated its strategic plan for Diversity, Equity and Inclusion, emphasising that a diverse team that reflects the societies in which it operates is key to the company's success. This commitment allows us to attract the best talent and improve the employee experience, thereby offering a quality service to our customers.

To ensure the plan is implemented, Alsa has established a governance modelled across the board by the Management Committee. This model has a Global Committee and six Local Committees, ensuring representation from all senior management and effective integration of the strategy throughout the organisation.

- Have the right people in each role in the at the right time.
- Create leaders to safeguard the sustainability of the company
- Be acknowledged as "best employer"
- Generate maximum motivation and commitment

9.45% Female drivers Alsa

157,426 Training Hours

19,740 employees

3,066 women

91.36% Permanent employees

Committed to diversity, equity, and inclusion (DEI)

The global strategy plan DEI leads the way to make Alsa a reference company in Diversity and Inclusion in the mobility industry

Alsa aspires to become a reference company in diversity, equity and inclusion within mobility sector, promoting an environment where plurality of perspectives and experiences promote innovation and sustainable growth.

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

Alsa commitment is to ensure a working environment where every person feels valued and respected, with equal opportunities to develop both professionally and personally, without distinction as to their origin, identity, gender, sexual orientation, culture, disability or any other individual condition.

In order to meet this commitment, Alsa focuses its DEI strategy in the pillars of culture, disability, gender, generations and affective sexual orientation, with a special focus on the first three.

In 2024, Alsa has renewed the Diversity Charter of the Diversity Foundation as a sign of its commitment to diversity, inclusion and equality

Strategic priorities 2023-2026

Intercultural diversity

Alsa operates in six countries and has a workforce made up of professionals from more than 50 countries, demonstrating its commitment to effective cultural diversity management.

Functional diversity or disability

Collaboration with various organisations to promote the inclusion of people with disabilities in the workplace, as well as improving the accessibility of facilities, the bus fleet and sales channels. In 2024, it was launched with Fundación Randstad the Plan Emerge to advise and support staff and their families in the event of a potential disability, particularly in the emotional and administrative aspects.

Gender diversity

In a traditionally male-dominated sector, Alsa promotes the presence of female talent in all areas of the company, including positions of responsibility and in operational areas such as driving and maintenance. In 2024, it has developed specific initiatives, such as the financing of the driving licence and CAP of 150 women, with a commitment to hire upon completion of training.

Development of programmes such as Progresa and Promociona, which aim to promote female representation in positions of responsibility and facilitate access to strategic positions. Among the initiatives of these programmes, focus groups are held with women to identify gender barriers.

Intergeneration diversity Alsa has a Senior Committee whose objective is to facilitate the exchange of experiences between generations, promoting mutual learning and professional development. In addition, this Committee offers emotional support and advice to people who are approaching retirement, helping them with the transition

Sexual affective diversity Alsa works to build a safe and inclusive environment where every person can feel welcome and thrive. As part of this commitment, the company has joined the programmes EMIDIS and Yes We Trans of the LGTBIQ Spanish Federation.

Implementation of the Strategic Plan of DEI

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

Recruitment and hiring processes: Publication of inclusive job offers, using bias-free language that reflects diversity and equity, guaranteeing equal opportunities for all people.

Onboarding: During the initial training programme, there is a compulsory module on diversity, equal opportunities and harassment prevention.

Development and coexistence: Regular workplace surveys are conducted, ongoing training programmes are offered, and awareness workshops are held on various aspects of DEI, such as unconscious bias and inclusive leadership.

Promotion: Personal and professional development, mentoring and promotion plans.

Development of succession plans that guarantee the presence of women in positions of responsibility.

Alsa takes part in the Programme Progresa of CEOE and ESADE to increase the presence of women in leadership and develop female talent..

Retain talent: Specific programmes to ensure work-life balance avoid any kind of discrimination.

Specific protocols for action in cases of sexual harassment, gender discrimination, women workers in situations of gender-based violence and discrimination based on sexual orientation.

Action to raise awareness

Continuous awareness-raising is a fundamental pillar of the DEI strategy, as it contributes to building a more inclusive, equitable and empathetic society.

Making diversity visible not only allows us to recognise and value different experiences, identities and perspectives, but also helps to combat discrimination and prejudice by empowering vulnerable groups and promoting equal opportunities.

In this context, in 2024 Alsa has implemented the following initiatives with a global impact:

Women´s Day 8M:

The campaign that was a finalist in Intrama's Top Gender Diversity Company awards, 'Sumando Conductoras' (Adding Female Drivers), sought to fund 150 scholarships for women in D+CAP training with a commitment to hire them. Within the hashtag #TodasMovemosAlsa, female employees were encouraged to share pictures with women in the company that they admire. Also, the achievements of five women from the company were recognised, with the

presence of Cristina Gutiérrez, professional driver and winner of the Dakar Rally.

European month of diversity:

Alsa distributed among all the employees the diversity glasses to raise awareness of the differences existing between society and the company. And the DEI Strategy Plan was presented internally.
The story of Luis Arcega, Emergency Medical Technician at Sanir and Paralympic athlete, was told.

Pride Month:

Participation in the Madrid Pride March 2024, restating the commitment by Alsa to diversity, by making our support for the LGTBIQ+ community visible and promoting a corporate culture based on respect, equality, and authenticity. .

Day against gender-based violence:

Awareness-raising campaign against gender-based violence With the Integra Foundation.
Internal communication of the "Action procedure for cases of women victims of gender violence".

Day of People with Disabilities:

Internal awareness in a collaboration with the singer and actor El Langui.
Launched the Emerge Plan for employees, an emotional and administrative support programme for the onset of disability, together with Randstad Foundation.

Creation of the Values Awards on diversity and inclusion:

Alsa rewards the drivers´integration project of Morocco in Spain, that manages working licences and helps to support cultural and linguistic integration, and training in driving. It also recognises the integration of Cape Verdean driving personnel in Portugal, with a special focus on promoting female drivers.

Alsa committed to diversity and integration

In Alsa, the integration of people with disabilities into the workplace is a fundamental pillar of the diversity strategy. Through sustainable programmes and strategic alliances with associations and foundations, it has strengthened its commitment to real and effective inclusion.

Particularly, in 2024, in Morocco were reinforced the actions targeted to integration of people with disabilities in the company, and thanks to that employees with some level of disability have been identified. Also, it was delivered specific training to recruitment and hiring teams to help the recruitment and support to these profiles.

Since 2013, Alsa promotes the values of the Diversity Charter, promoting equality and respect of inclusion of all people, regardless their diverse profiles. To achieve this, it has implemented specific policies that guarantee a workplace free of prejudice, promoting equality in employment, training, and professional development.

The senior community is very important to Alsa as well, as is strengthening ties with those who, due to their age, have ended their working relationship with the organisation. The company launched the Seniors Committee for this purpose, offering benefits to the members joining.

In 2024, the Senior Committee has continued to propose measures to the organisation to facilitate support for people in the final stage of their working lives, providing assistance with the bureaucratic aspects of retirement and psychological support to help them cope with the end of their working careers. Also, proposed the creation of meetings with recently hired employees to bring in their experience and the valuable knowledge acquired over their whole professional career.

More than **280** people with disabilities employed

The Alsa 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

Management of work-life balance

Alsa is strongly committed to the work-life balance of its staff, understanding work-life balance as a process of social improvement that allows people to harmonise their work and family responsibilities. This commitment, that dates back to obtaining EFR (Family-Responsible Company) certification in Spain in 2013 and has resulted in the implementation of various programmes and measures aimed at facilitating work-life balance, such as flexible working hours, teleworking where possible, a health and well-being programme, the Bus Plus card for employees and their families to travel by bus at a discount, a flexible remuneration programme and an advance payment policy. Also, conducted climate surveys to know the needs of the staff, and based on the results, action plans were established and new actions were implemented.

The consolidation of the EFR model and the roll out to new companies of the group are key objectives for Alsa. During 2024, new measures have been put in place to ensure quality in employment and equal opportunities.

FRC measures implemented	2023	2024
Quality of employment	24	24
Flexible hours and locations	15	16
Family support	19	22
Personal and professional development	15	15
Equal opportunities	7	23

The next cycle will continue to consolidate work-life balance through programme improvements, the implementation of new initiatives that respond to staff needs, and the promotion of a work culture that values the balance between personal and professional life. This commitment to work-life balance has been recognised through various awards, such as the DIE distinction from the Ministry of Equality, the Certificate of Excellence in Professional Equality in Morocco, Top Employer certification and 36th place in the Merco ESG ranking.

efr certificado en conciliación
empresa grande
ES - 132 / 01-2013 / AENOR

Quality employment and talent management

Alsa people are their main asset, and the best ambassadors of their brand. With more than 19,000 professionals, it focused its efforts to create stable employment in which each employee can develop both in the personal and in the professional area. This approach, together with ensuring diverse leadership styles, is one of its main pillars.

Alsa works constantly to create corporate policies that drive the organisation's growth, applying them in all countries and to all people who make up the Group.

People management tools are used to monitor performance in various positions, facilitating the proposal of improvement actions and personalised growth plans. In addition, internal mobility is encouraged as a tool for professional development, offering teams opportunities for change and the assumption of new responsibilities within the company.

Every year, in a synchronised manner across all countries, a talent assessment is carried out on structural staff. Operational staff participate in ongoing evaluation processes, in which top performers are recognised. Both processes are key to improving talent management.

top EMPLOYER ESPAÑA SPAIN 2024
CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS

In 2024 Alsa Spain was recognised for the second consecutive year as a Top Employer company, improving in all the dimensions evaluated

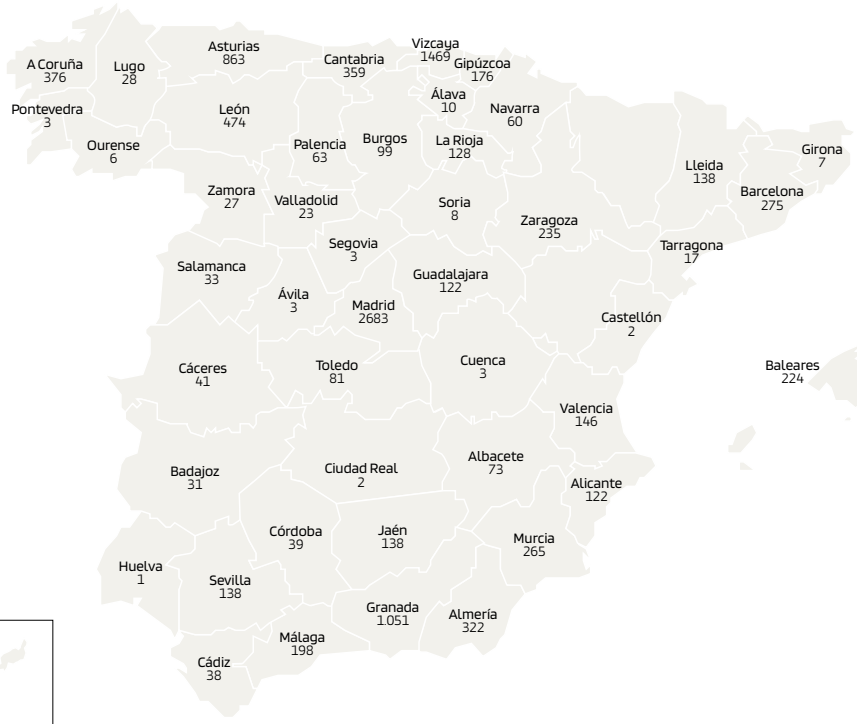
Over 2024
4,860 new hirings

Over 2024
4,153 new recruitments in Spain

91% of the contracts are indefinite

Grow
56% in hiring vs 2023

In Spain
75% men and
52% women have received performance evaluations



*Number of employees by province.

Employee feedback

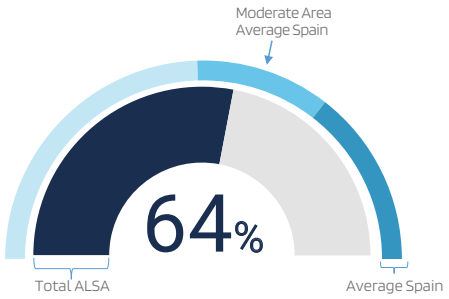
Alsa is operating in a sector undergoing constant transformation and change, where continuous improvement plays a key role in the development of the organisation. One of the levers for achieving this continuous improvement is its strategy of actively listening to teams, with the aim of tailoring projects to needs, thereby building loyalty and attracting the most diverse talent.

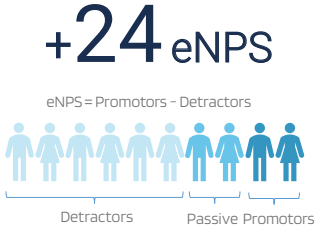
The reception of information is based on three pillars:

- Leadership model based on feedback and focused on maintaining active listening.
- Global listening channels such as the biannual "Your Voice" survey and group-level forums.
- Local channels: focused on receiving feedback from local employees, such as data collected in local management meetings or exit interviews, among others.

Tras el análisis exhaustivo de la información obtenida, se fijan planes y acciones que dan respuesta a las necesidades de la plantilla bajo las prioridades de las líneas de trabajo establecidas: liderazgo, reconocimiento y diversidad e inclusión.

Results from the last survey 2023





88% participation. 64% level of commitment. 85 defined action plans.

Internal Mobility

Alsa is committed to and promotes internal mobility, establishing itself as one of the key pillars of talent development and sustainable business growth. The Internal Mobility policy provides development opportunities, growth and career development for people, fostering a common cul-ture in Alsa.

This way, the company channels the added value associated to the coverage of vacancies and highlights internal knowledge. In 2024, an Internal Mobility Committee was created to promote and streamline internal mobility:

Sponsor Managing Director Spain Sponsor People & Culture Director	HR. Corporate	HR. Country/Business	• Periodic **review** by the **HRBPs team** of global opportunities. • Regular updating of **mobility preferences**. • **Dissemination** of the mobility policy and **benefits** through testimonials and data.

Customised, pro-active training

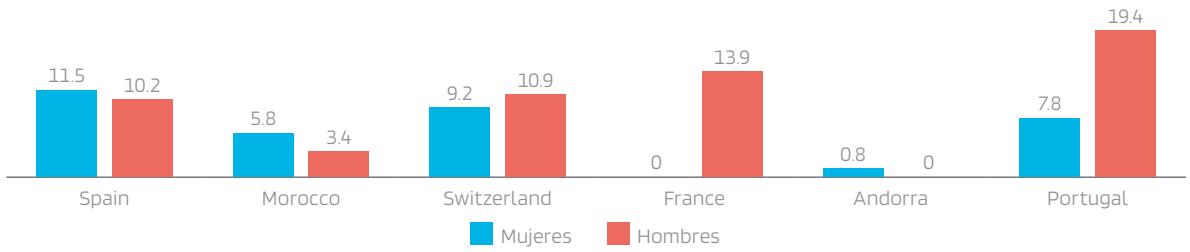
Alsa customised its training based on the needs of their professionals. This customised approach was possible thanks to the monitoring and follow-up place at of all staff, allowing the company to identify the areas for improvement specifically in order to conduct training actions in a pro-active manner

157,426 hours of training delivered

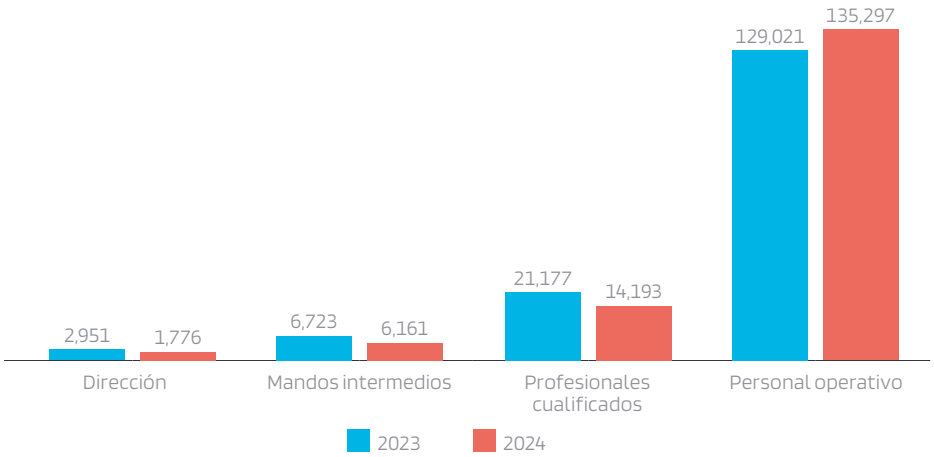
Hours **8.13** training/person
↓1.5% vs 2023

More than **1,170,000 €** invested in training
↓11% vs 2023

Training hours per person



Training hours per professional category



One of the most noteworthy training initiatives, aimed at high-risk personnel, is the so-called skills improvement course. This course, which won the Expansión Award for Innovation in Human Resources in 2021, exemplifies the proactivity of Alsa in safety and how innovative elements are integrated into its catalogue after demonstrating their efficiency.

Training on "Harmonic Driving" in partnership with the University of Zaragoza

Alsa and the University of Zaragoza continued collaborating to expand the training programme on "Harmonic Driving" to new headquarters of the company, such as Oviedo (Asturias) or Arganda del Rey (Madrid). This initiative, recognised both nationally and internationally, is designed to teach participants how to avoid traffic jams through adaptive

behaviour. Also, this brings further benefits like the reduction of fuel consumption and an increased safety in these situations, that are common in urban environments. For these reasons, Alsa will continue with this roll out in 2025, helping more drivers to undergo this training.

Global recognition programme

People have been recognised
273 from Spain, Morocco, Portugal and Switzerland

Career Programme

In order to connect with the core of the company, the Career Programme was created to recog-nise the commitment and dedication of employees.

The programme focuses on highlighting Alsa people's experience, as a tribute to the foundations they have built for success, recognising the careers of those who have given their best to build the company's present and future.

Master Programme

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

More than
380 people have been certified as Master in 2024

Drivers	Depot staff	Trainers	Railway sector employees	Service Areas staff
Master Driver	Master Mechanic	Master Trainer	Master Rail	Master Exit

Initial escorting of drivers

Newly recruited driving staff receive all the necessary training and support to be able to carry out the services safely. 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 process includes both training actions and assessments that help to identify areas for improvement, so that training can be customised according to the needs of each professional.

More than 41,500 hours in 2024 in the Induction plans, 21% more than in 2023

2,888 People in the Welcome Plans to the PDA

Canary Islands high availability and integration team

In 2024 started the operations of Canary Bus, second integration made in the Canary Island archipelago, which exponentially increases the volume of the staff in the island area and expands Alsa activity. To ensure compliance with induction procedures for temporary and newly hired staff, the company sent trainers from Gran Canaria, Portugal and various parts of Spain.

This joint effort was made possible by standardising procedures and recently setting up a specialised team of High Availability Trainers. The initial training and assessment process for the new staff took over 2,200 hours over several months, ensuring that each professional received a personalised improvement plan after completing their initial training.

Instructor training

The team of certified trainers of Alsa includes drivers (both male and female) with extensive experience and knowledge supporting the drivers since they join the company.

More than **160** people working to develop the drivers

Over 2024, Alsa has provided training to certify new trainers, expanding the team in Switzerland and Portugal. Training activities have also been developed to update and retrain existing team members.

Muévete programme

It´s been more than 10 years that Alsa has implemented the Muevete Programme, with the aim of offering the students of Professional Training, University or Postgraduate programmes the possibility of doing professional trainerships and get professional skills in a leading company in their sector.

In 2004 **128** people joined the Muevete programme. 17% of participants were hired by Alsa

Particularly, the commitment to the Professional Training is quite clear. A direct contact with the training centres is maintained, being an active part in the learning process of the students. Proof of this is that 41% of participants in the Muévete programme during 2024 were apprentices in various branches of vocational training. In addition, as a new feature, students from other countries are joining the programme thanks to the Erasmus FP programme.

With the aim of bringing professions related to the transport sector to as many people as possible, Alsa gives career talks, opening the doors of the company to students. This the case of collaboration of Alsa with the IES Luis Vives. In addition to holding an open day in 2024 to showcase hydrogen-powered vehicles, the institute has sponsored its team in the Hiperbaric Challenge, in which basic vocational training students build their own inertia cars and test them in the Burgos Inertia Race.

Leadership schools

In this project, Alsa develops specific actions to promote leadership of people leading teams. It is based on a model focused on encouraging the use of management tools and facilitating specific coaching sessions, providing support and guidance to each team member.

Prevention and health

Alsalud programme

Alsalud programme is aligned with the company's strategy in the field of health and wellbeing, with the clear objective and firm commitment to protect and promote a healthy and happy life for people in Alsa and their families. Alsa seeks to promote safe, healthy and sustainable working environments; continuous improvement and performance as a Healthy Organisation, supporting a better Community and Customer areas; and the conviction that safety and health are a key factor of competitiveness, productivity, talent retention and sustainability within the company.

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

AENOR Healthy Company Certificate

In Spain, Alsa was granted in 2016 the Healthy Company certificate 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.ç.

AENOR
EMPRESA SALUDABLE

Pillars of the Alsalud Programme

Healthy Work

Protecting people's health in their professional activities: promoting safe, healthy and sustainable working environments. Medical examinations with improved protocols.

Healthy Body

Promoting the physical health of staff by developing activities that enable them to improve their health: participation in or promotion of sports activities and healthy eating, use of technology to learn about and take action on medical conditions.

Healthy Mind

Awareness of responsibility and care for current health and well-being: innovative services with qualified specialists in psychology and mental health; training and awareness-raising through talks with experts.

Healthy Leadership

Promote actions that increase active employee participation: internal communication channels and actions with Blue Ambassadors.

Healthy Community

Promoting commitment to the community: agreements with organisations to develop social initiatives, dedicating a month to health and running health campaigns.

Healthy Finance

Enhancing financial peace of mind: flexible remuneration plan (benefits) and advance payment management for all professionals.

Health actions

Conducting health campaigns in the main bus stations: medical outreach activities, collaboration with health and wellness associations.

Medical examinations

In the preventive medical checks, further improvements to the medical protocol were added subject to the job position Driving 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 include drug consumption tests.

In Spain, more than
5,600 regular medical checks

In Spain, more than
3,200 initial medical checks over 2024

Of the staff
87% 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 providing support to all employees on the issues and matters related to drug use and alcohol consumption and to comply with the Healthy Company requirement. During 2024, 3,195 alcohol checks and 2,193 drug checks were carried out, representing an increase of 11% and 15% respectively compared to 2023.

In Spain
3,195 alcohol controls

In Spain
2,193 drug controls

Depots

Also, included in this programme over 2024, it was developed a number of workshops and campaigns targeted to improve people´s health and to prevent diseases, both in Spain and Morocco and Portugal, including the following:

- Musculoskeletal disorders.
- Cardiopulmonary resuscitation and first aid.
- Apnoea and sleep disorders.
- Dealing with stress.

Healthy Body

Participation in and support for sporting activities

Alsa promotes team sports, which in turn improves personal relationships among employees, generating a sense of belonging, brand identity and a better working environment:

- Launch of the Well-being App Howden, with personalised training plans, weekly recommendations and advice, as well as individual sessions with nutritionists and trainers.
- Participation in popular races: 10 km race in Avilés, Race Against Cancer; Women's Race (Gijón and Ma-drid), Company Race, Binter Night Run Las Palmas de Gran Canaria, Met Life Race and Ponle Freno Race (Santander and Madrid).
- Hiking trails and strength training sessions focused on women.
- Business League: participation in football and paddle tennis tournaments.

Targeted to promote healthy life habits

Healthy food

Distribution of fruit in several countries: Fruit from ecological agriculture that does not reach the market because of its appearance is distributed weekly.

Healthy Mind

Mental health awareness and emotional wellbeing

Launch of the OpenUp Wellbeing online platform. Digital psychological therapy service, unlimited and free of charge for employees and 3 direct family members, with masterclasses, interactive workshops and individual or group sessions with psychologists and wellness experts.

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

Healthy Leadership

Focused on managers, providing them with tools to manage teams and create a better working environment, because strong, effective and visible leadership is the key to the programme's wide dissemination and better reception.

Blue Ambassadors

The "Alsalud" ("For your health") programme relies on the collaboration of the Blue Ambassadors, people who actively collaborate in the dissemination and execution of the programmes and/or actions developed in favour of safety, health and well-being.

This group of volunteers, who are represented throughout the country, collaborate with the Prevention and Health Area in the management of campaigns and propose actions, giving dynamism and making the programme their own, through the email alsalud@alsa.es and the WhatsApp group created for direct communication between the Blue Ambassadors.

In 2024, Morocco joined the programme "Blue Ambassadors"

"Alsalud" ambassadors action has an impact at all levels of the company and in all locations where Alsa has a presence.

Healthy Community

Agreements with entities to develop actions for social purposes and encourage employees to participate in volunteer work in different areas.

Health campaign.

- Held the **Health Month**: Each week of the month revolves around a different theme with impact actions:

Talk by **Almudena Cid**, conveying the importance of sport and healthy lifestyle habits.
Nutrition and sport campaign: nutrition and training programme available for employees consisting of an online service with nutrition experts and trainers. Talk to encourage healthy nutritional habits by BlancaNutri. Talk to encourage healthy nutritional habits by BlancaNutri.
Breast cancer prevention campaign, raising awareness and visibility of the disease through a campaign of preventive medical tests for employees, including a gynaecological check-up, ultrasound and mammography. Donations on the web for customers, with co-payment by Alsa, holding an institutional event in Granada.
Stroke prevention campaign. An awareness and prevention talk on this disease was organised with the president of the Fundación Freno al Ictus, Julio Agredano. In addition, an Alsa employee, Adil Inia Azzouz, tells us about his experience after suffering a stroke.
Launch of the **mental health programme**, OpenUp. In addition, the writer Pol Turró, told us about his experience. In addition, the writer Pol Turró, told us about his experience.

- **Flu vaccination campaign**.
- **Movember Movement** through the Movember Foundation. Raising awareness of men's health issues, prostate and testicular cancer, male depression and physical inactivity.
- **Cardioprotected Company**. Alsa's commitment as a heart-safe company has meant that it has gone from having 21 defibrillators in Spain in 2016 to 206 defibrillators in 2024 installed in buses, bus stations and work centres. Alsa has also been recognised as the first heart-safe company in Spain by the Spanish Heart Foundation (FEC), as it seeks to promote the installation of automated external defibrillators (AED) in workplaces and public spaces, and to train staff in basic cardiopulmonary resuscitation (CPR) techniques.
- **Blood donation** campaign, in collaboration with the Red Cross.

In addition, awareness campaigns have been carried out in other countries, such as those on smoking, physical activity and eye examinations in Portugal, and awareness campaigns on cardiovascular diseases and blood pressure in Morocco. Free breast and prostate cancer screenings were also offered to staff in Morocco.

Healthy Finance

AlsaBenefits

Flexible remuneration allows part of the remuneration to be used, on a completely voluntary basis, to contract certain products or services with significant tax and financial advantages. All the products contracted pay Ssocial Ssecurity contributions:

- Health insurance
- Transport card voucher
- Childcare
- Restaurant card
- Training

Payflow, Payroll Advance Service

Employees who so wish may request an immediate salary advance, by means of a transfer to their accounts, up to a maximum of 990€ and up to three advanced payments per month. At the end of the month this amount is automatically deducted from their salary. To receive the advance, all they have to do is download the Payflow App on their mobile phone.

Objectives for 2025

Diversity and Inclusion	Achieve the objectives set by both the Global Committee and the Local Committees, defined for the three main lines of action: gender, disability and culture.
Recognition	Continue working with the managers as a key part to underpin the recognition culture. Consolidation of programmes for operational staff such as the Master's programmes and the launch of Consolidation programmes such as Trayectorias, which recognise the commitment of people who are committed to developing their professional career in Alsa.
Talent	Consolidate the internal mobility policy, creating a culture focused on taking advantage of growth and development opportunities for the company's internal talent.
Health and Wellbeing	Improved Alsalud programme, aligned with the values of the company aimed at addressing the current needs of the staff in the company, focusing on emotional health, new ways to work and spaces for participation. In turn, encouraging everyone in the organisation to participate in the programme, taking an active role that benefits their personal and professional health, fostering a sense of pride in belonging.
Digitalisation	Implementation of a new HCM and a payroll engine as a key leverage for the transformation and digitalization of the people role and the improvement of the employee experience.

Community and Environment

Our approach

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

Compared to 2015
22.3% scope 1 emissions reduction

14,541 tCO_2 emissions avoided by using ECO vehicles

100% electricity coming from renewable energy

To the Alsa Forest
145,388 customers have made contributions

En Marrakech
1,961 menores formados en educación vial

In Spain
39.3% Eco or Zero fleet in urban and metropolitan services

In Spain, Portugal and Morocco
454 female drivers receive scholarships

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

Nota: 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.

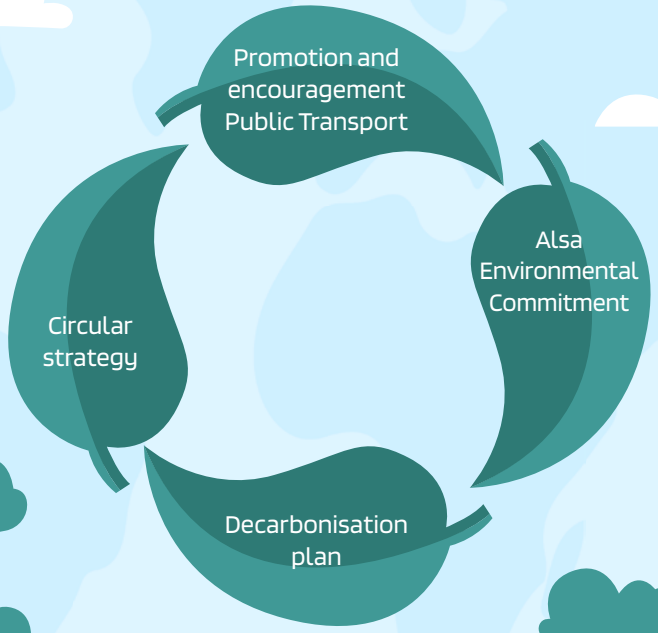
Leading the Environmental Change

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

For that purpose, Alsa has developed an action plan with the ultimate goal of achieving climate neutrality in its activities. This requires actively promoting the use of public transport, making environmental commitments aimed at achieving zero emissions, and developing a decarbonisation plan and a circular economy strategy to enable these commitments to be met.

The emissions of private vehicles represent 53% of the transport by road.

Bus produces up to 5.5 times less emissions, in terms of passengers per km, than the private vehicle. 3.7 less times than plane and 13% less than train.



Based on the search for zero-emission fuels, with more efficient processes, minimising consumption and recovering our waste.

All urban buses in Spain will be zero emission in year 2035.

By 2040, the target will be long haul in Spain and urban buses in Morocco.

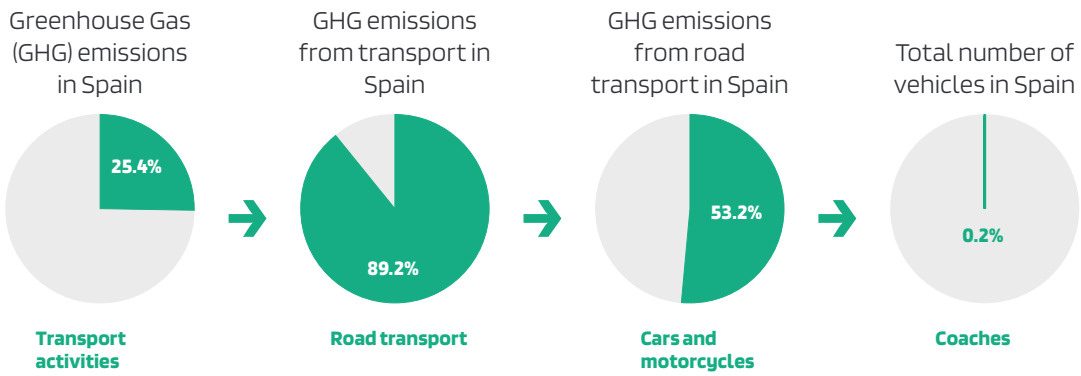
Alsa is playing a role in the gradual renewal of the fleet, in the search for alternative energy, reducing consumptions, in order to reduce associated emissions.

Promotion and encouragement 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

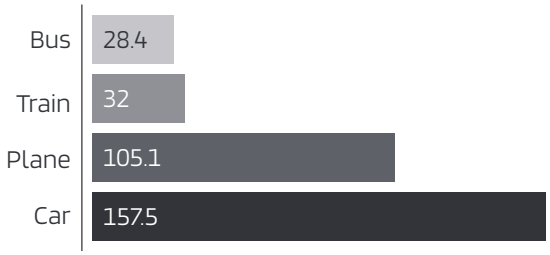
Generation of Greenhouse Gas Emissions by Transport in Spain



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 gas emissions by mode of transport (grams CO_2 equivalent per passenger-km).



Source: CONFEBUS

The bus is the mode of transport that generates the lowest GHG emissions: 3.7 times less than the plane, 5.5 times less than the car, and 13% less than the train.

Lakes Plan: Promoting public transport

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

By 2024, 75% of the fleet will be made up of Euro VI vehicles that have been in operation for 168 days, achieving a reduction of more than 940 t CO_2. Since the plan was launched in 2014, 6,984 tons of CO_2* were saved.

Alsa Environmental Commitment

In its commitment to leading environmental change in the mobility sector, Alsa has set itself ambitious decarbonisation targets: to eliminate emissions on urban routes in Spain by 2035 and on long-distance routes by 2040; and to achieve zero emissions by 2040 for urban buses in Morocco. Both commitments contribute directly to SDGs 11 and 13 of the 2030 UN Agenda and their targets.

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.

Decarbonisation plan

Gradual renewal of the fleet

To reduce its carbon footprint and meet its decarbonisation targets and commitments, reducing carbon emissions and air pollution, one of the main actions is to renew the fleet to enable the transition to sustainable transport. This more sustainable fleet consists of vehicles that use cleaner and more fuel-efficient technologies, such as electric, hydrogen, hybrid, and net-zero emission vehicles, or the latest EURO VI versions. Alsa is committed to technological neutrality as a means of decarbonising its activity.

More than 14,541 tons of CO_2 saved thanks to the use of ECO vehicles in 2024

Gradual renewal of the fleet Spain added during 2024 246 vehicles featuring EURO VI technology, increasing to 65% the proportion of EURO VI vehicles within the traditional Diesel vehicles of the fleet, vs 54.6% in 2023.

Vehicles driven by alternative energy Addition in Spain of 150 new vehicles driven by alternative energy ECO or ZERO, raising the percentage of these vehicles to 21.3% of the fleet in 2024.

39.3% Eco or Zero fleet in urban and metropolitan services in Spain

Climate project

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

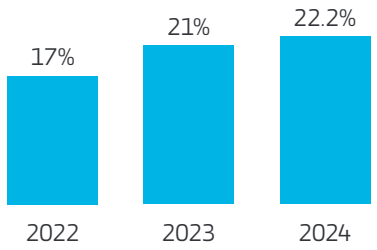
The project "Alsa, alternative technologies" is based on the reduction of emissions verified by the replacement of traditional vehicles into operation by other vehicles driven by alternative technologies (hybrid and electric).

Since 2020 ↓1.511 tCO_2 reduced within the Climate project

Introduction of alternative energies

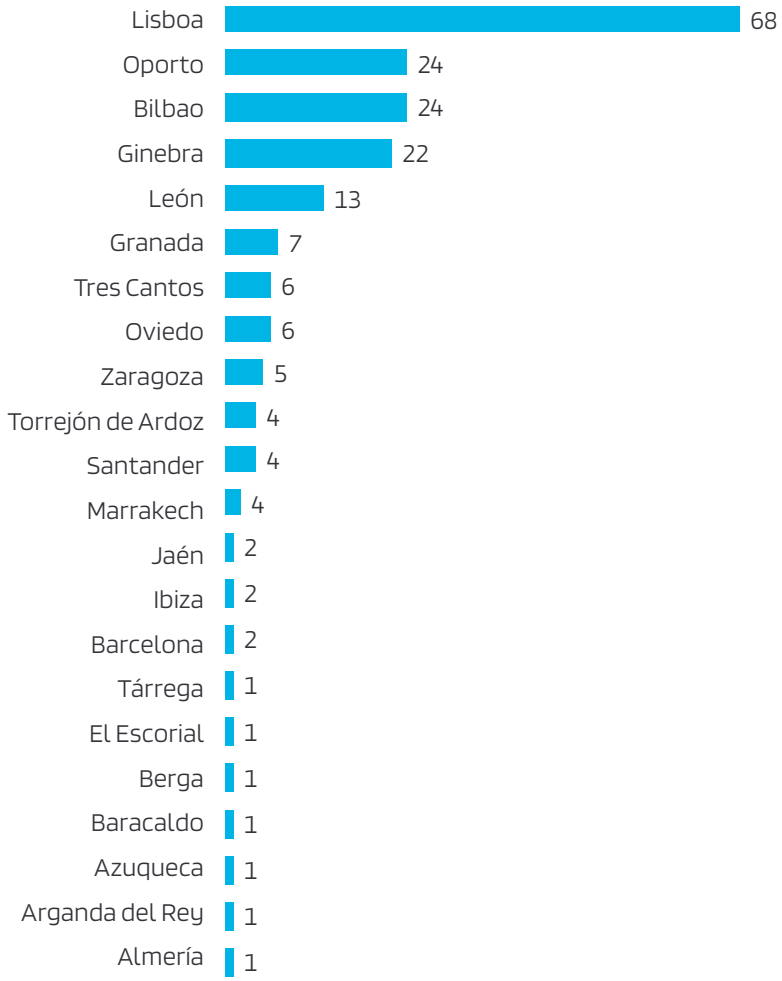
During 2024, Alsa has acquired 18 electric and/or hydrogen buses, bringing the total number of 100% zero-emission vehicles operated by the company to 200 by the end of 2024.

% fleet driven with alternative energy in Spain



The challenges affecting the adoption of electric vehicles continue to be vehicle range and charging times. In addition, the infrastructure needed to install charging points and the permits required for their installation and commissioning are also slowing down implementation.

Number of zero-emission vehicles operated by Alsa



Electrification of the Bilbobus fleet. MEDUSA

The City Council of Bilbao, Alsa (operator of the Bilbobus service) and the Medusa partners (company created between the Basque Energy Agency, Repsol and the Ase Group), have developed a power supply alternative that optimises the contracted power of existing electricity infrastructures. The Metro Bilbao railway network is used to power the smart charging infrastructure installed in the Bilbobus depot, allowing the existing electrical power, such as that of Metro Bilbao, to be used to provide a complementary service to another public transport system, Bilbobus, at times when both services reduce their activity and the buses need to recharge their batteries, such as at night. This solution minimises the investments in new electric connections and optimizes the use of contracted power.

This charging infrastructure, consisting of the connection from the Bilbao metro and the installation of the chargers, has been up and running and serving the fleet since it was inaugurated in early 2024.

In addition, the implementation of the Smart Charging system has been completed, which optimises charging between charging infrastructure and vehicles.

Commitment to Green Hydrogen

In 2021 Alsa tried a first prototype of a vehicle driven by Green Hydrogen, testing the operation for two years in several urban operations and engaging both drivers and the maintenance staff. In 2022, the company introduced in Spain the first hydrogen bus (H2) in the actual operation, in the urban service of Torrejón de Ardoz attached to the CRTM, adding in 2023 a second vehicle.

The experience accumulated over the years with fuel cell electric vehicles, in all weather and charging conditions, makes it possible to rely on a mature technology in terms of electricity generation and vehicle traction, using H2 stored in the vehicle, with satisfactory performance in terms of range and recharging times.

During 2024, operations have already begun on the line connecting Zaragoza with its airport (Aerobús). This is a new route 100% of H2 running between the airport and the city centre. To this end, it has two H2 buses and the corresponding charging infrastructure for refuelling with renewable H2 at 350 bar.

Advanced or second-generation biofuels. HVO

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

They are fuels whose main advantage is that the CO2 released in their use is equal to the CO2 that has been previously removed from the atmosphere by the waste used in their manufacture. Regarding functions, the HVO is similar to the conventional diesel oil. Vehicles do not require any additional amendment or requirements for repair or service.

The emission monitoring tests carried out by the UCLM conclude that there are no significant differences in consumption, CO2 emissions, CO emissions, unburned emissions, particulates and NOx associated with the use of HVO as a substitute for mineral diesel. HVO is therefore considered to be one of the most effective solutions as a transition fuel pending the maturation and scalability of other alternative energies.

Over 2024, tests have been carried out in Granada and Burgos, and it is already in use at the Abroñigal facility in Madrid for long-haul vehicles, where more than 500,000 litres of this type of fuel are already being refuelled. In addition, a pilot project is being developed in collaboration with Repsol and Bosch to achieve traceability of HVO use in the fleet.

Over 2024, more than 59,800 litres of HVO were consumed in Alsa fleet

Efficiency in energy consumption

Aligned with the decarbonisation commitments made, Alsa has developed a strategy aimed at reducing energy consumption. This strategy is based on operating more efficient and less polluting vehicles, as well as training operational staff to continuously improve driving efficiency.

Alsa's fleet is equipped with advanced fuel consumption monitoring systems and other driving parameters to ensure efficient operation. Drivers receive specialised training in efficient driving techniques, which increases the overall efficiency of the fleet, reduces carbon emissions and improves service punctuality.

Alsa saved approximately 84,000 litres of fuel in 2024 with its efficient driving programme

Reporting

Vehicles with telematics systems (FleetBoard) that enable driver-specific driving style monitoring.

Train

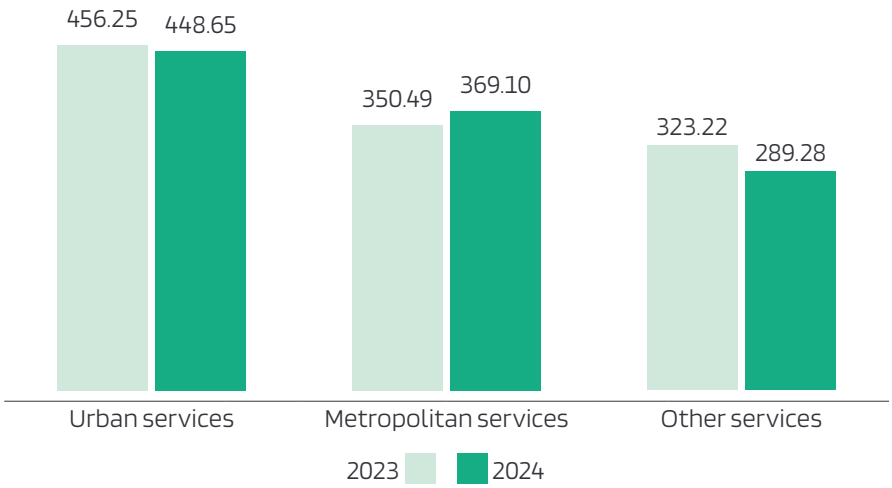
Individual theoretical and practical training plans delivered for drivers that have potential for improvement.

Motivate

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

Most Alsa Morocco vehicles are already equipped with vehicle performance monitoring systems and driving styles

Fuel consumption per service (kWh/100km)



↓10.5%

Reduction of fuel consumption in Other services since 2023

↓1.7%

Reduction of fuel consumption in urban services since 2023

100% of the electricity consumed comes from renewable energies

In addition to reducing the energy consumed for transport, Alsa also works to minimise the energy used in the such as depots and sales offices. These spaces use different types of energy for lighting, climate control, and operations. These energy consumptions are recorded and analysed in order to identify the areas with the highest usage and the best opportunities to improve the energy efficiency of the facilities. The strategies to improve energy consumption focus mainly on the implementation of efficient lighting systems, the automated disconnection of non-essential equipment, and responsible climate control.

100%

Of the electricity consumed is from renewable origin

↓25.7%

Electric consumption in facilities from 2015

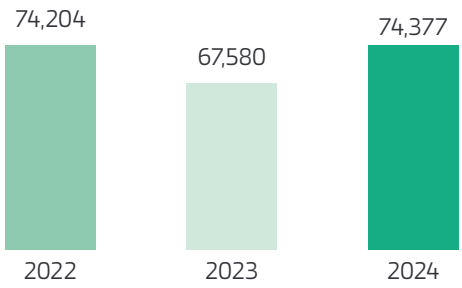
↓33.9%

Reduction of energy consumption facilities since in 2015

↓54.8%

Reduction of heating consumption since 2015

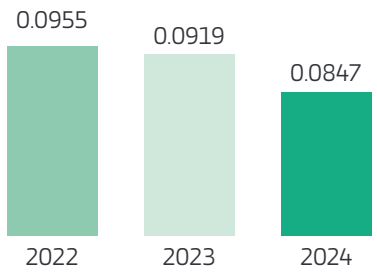
Electric consumption in facilities (kWh/number of facilities)



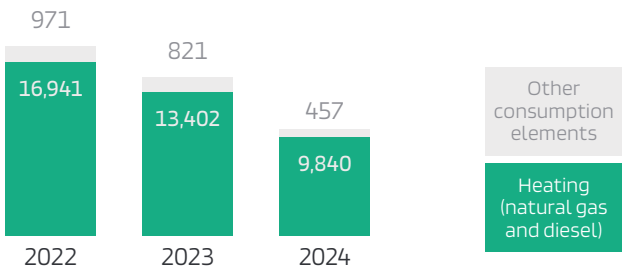
Reduction of emissions

Thanks to the upgrading of the fleet, the efficiency in consumptions and with less polluting energies, Alsa is moving forward to reduce its carbon footprint.

Direct and indirect GHG (scope 1 and 2) ($tCO_2eq/100$ km)



Energy consumption. Other energy sources (kWh/nº instalaciones)



Scope 1

↓22.3% GHG emissions compared to 2015

Scope 2

0 Indirect GHG emissions from electricity consumption

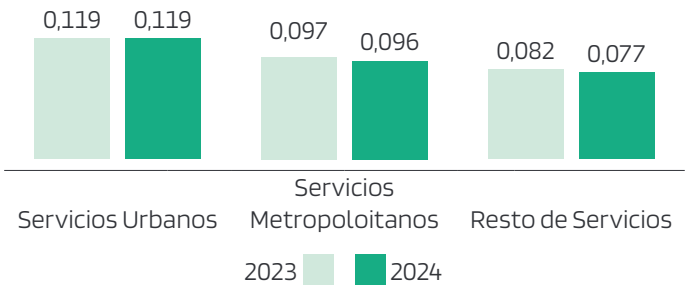
Reduction of emissions compared to 2023

↓11% Total emissions

↓8% Direct emissions (Scope 1)

↓16.2% Indirect emissions (Scope 3)

Direct emissions (Scope 1) per Service ($tCO_2/100km$)



Intensity of direct emissions ($tCO_2eq/100$ km)

3,6% reduction of emissions vs 2023.

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

Each year, Alsa calculates and verifies its Carbon Footprint in accordance with the ISO 14064 standard. Following the verification of this report, there may be modifications to the reported data, which will be corrected in subsequent reports. Alsa Carbon Footprint covers scopes 1, 2 and 3. Then, enter the results in the carbon footprint section of the registry of the Ministry for Ecological Transition and Demographic Challenge (MITERD).

CO	CH_4	NOx	HC	PM	HFC	N_2O
0.122 t/100km	0.0001 t/100km	0.462 t/100km	0.616 t/100km	0.142 t/100km	0.006 t/100km	0.001 t/100km

Integrated Management System of environmental efficiency

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

Alsa Forest Project

Alsa created in 2021 the project Alsa Forest, committed to repopulating a forest area seriously damaged in 2020 due to a fire with more than 100,000 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.

This project, duly registered with MITERD and carried out with the assistance of the company CO_2 Revolution, enabled the reforestation of 56.64 hectares of forest with 53,598 trees of native species. To this end, both traditional methods and advanced technologies were used, such as Big Data, smart seeds and drone planting. The reforestation of this area is equivalent to the absorption of 9,598 tonnes of CO_2 over the full project cycle. Alsa has from this a 100% reservation of the emissions available.

43,645 passengers have participated in this initiative in 2024, and these donations were doubled by Alsa, reaching a total amount of 405 tons of compensated CO_2.

For Alsa Forest

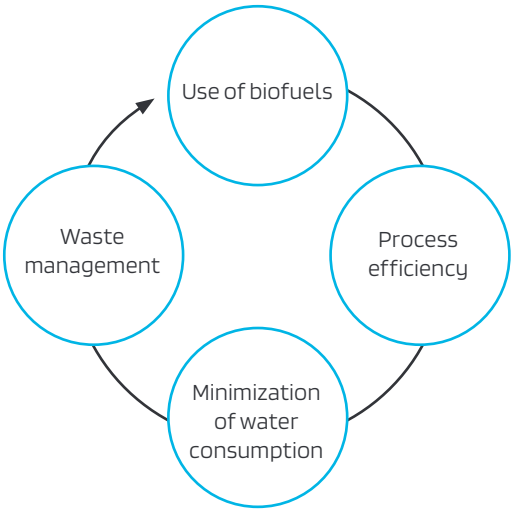
145,388 customers contributions since the beginning

1,347 tCO_2 compensated since 2021

Circular strategy 2024-2028

With the aim of contributing to Alsa´s decarbonisation commitments, the organisation decided to develop its circularity strategy, which, together with its ambitious decarbonisation plan, will reduce its environmental footprint.

This strategy is based on the principles of the circular economy, and the goal is to minimise the negative impact of its services on the environment and promote a more environmentally friendly and responsible supply chain. The strategy has four main pillars:



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

Advanced biofuels Zero net emissions

Aligned with the addition of vehicles driven by alternative energy, Alsa is committed to I+D+r projects with the aim of developing alternative fuels. An example of this is the project it is developing together with Repsol for the use of advanced or second-generation biofuels (HVO).

HVO (hydrotreated vegetable oil) biofuel produced from organic vegetable waste is a clear example of a circular economy, as it promotes the reuse of waste instead of relying on finite fossil resources. This process transforms vegetable waste into a clean and efficient fuel, thus reducing the amount of waste that would end up in landfills.

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

ALSA use of this type of fuel in the vehicles ensures the completion of the life cycle of the products and the reduction of transport the carbon footprint in public transport and the improvement of the air quality in urban environments. In addition, such projects promote a greener and more responsible supply chain, aligned with circular economy principles.

The objective of this plan is to establish strategic alliances to promote the use of biofuels in the transport sector. Added to the HVO project, another action of this plan is the participation in the (CRECEMOS) and in the Association SHYNE (Spanish Hydrogen Network), the largest association in Spain to promote renewable hydrogen.

59,818 litres of biofuel have avoided the emission of 145.4 tn of CO_2

Process efficiency

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

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

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

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

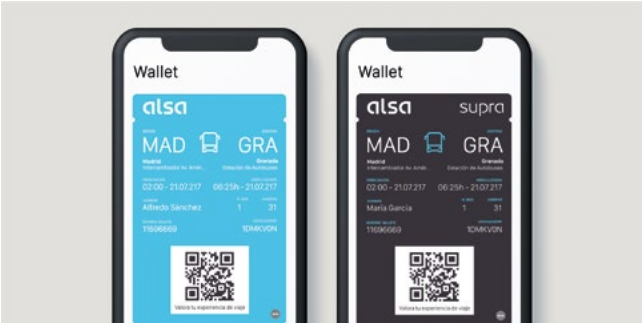
Projects highlighted in the life cycle

Predictive Engine Maintenance: Review used oils	Objective: reduce engine breakdowns by 10% compared to 2023. Alsa managed a 13% reduction in engine breakdowns and downtime due to failure.
Predictive maintenance of electric vehicles in Spain, Portugal and Switzerland	Objective: to extend the service life of engines and batteries by analysing battery degradation curves and detecting early problems such as the risk of thermal failure.
Extend life of tyres	Objective: Extend life of tyres. Alsa will develop a pilot programme to increase the tolerance of tyre tread depth in urban vehicles.

On the other hand, the company is working to make gradually efficient all the interaction processes with the customer. The acceleration of digitalisation in recent years, together with free vouchers and discounts offered by the Spanish government in the summer of 2024, have led to a significant increase in the percentage of transport service users who use digital options of ALSA.

An important advance has been the promotion of digital ticket sales, thus minimising the use of paper, and the service can be accessed by simply presenting the QR code.

ALSA website and app sales grew in 2024 about 26%, 6% more than in 2023



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

Minimization of water consumption

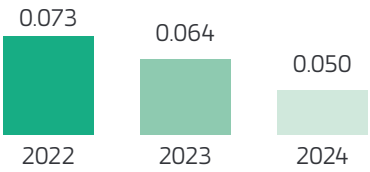
↓21.8% consumo de agua respecto a 2023

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

First, Alsa monitors water consumption, that allows to identify the most relevant use of this resource and be able to implement saving measures and water recycling. Also, conducts 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)



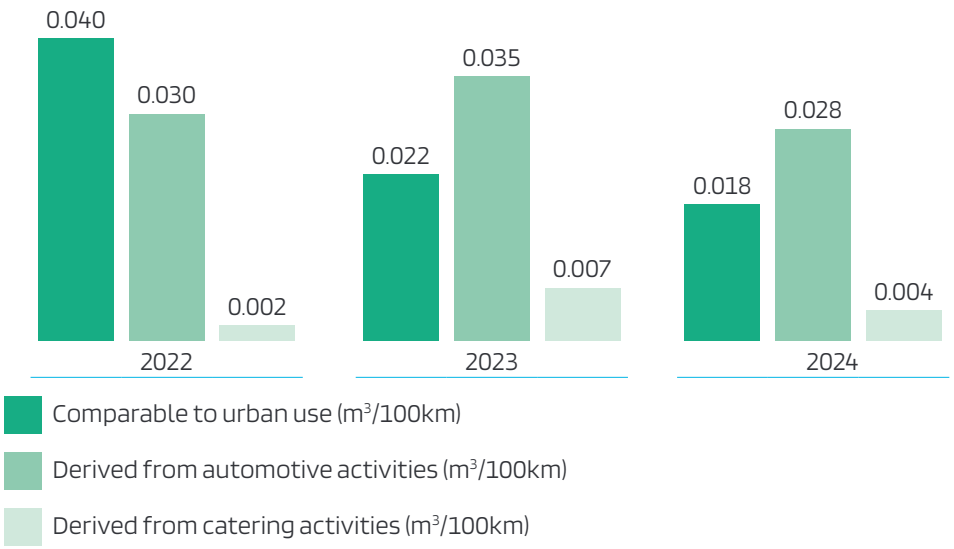
Since 2023

↓19.7% Urban waste

Since 2023

↓18.6% Industrial waste water discharge

Total water discharge (m³/100km)

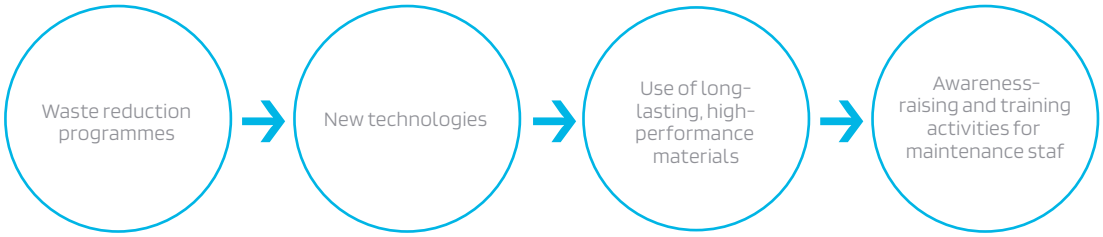


Waste management

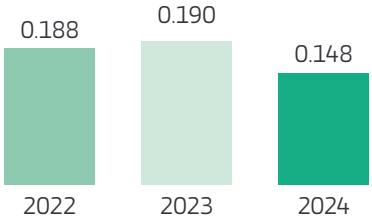
The objective of this area is to minimise and recover waste produced in operations involving Alsa. The actions include the use of more durable and high-performance materials, staff awareness, uniform recycling, the Zero Waste pilot project and the MURARTE project.

Waste generated by Alsa comes from the servicing and repairing vehicles conducted in own facilities. This generation of waste, dangerous and not dangerous, is an indirect environmental aspect of transport.

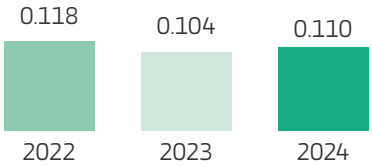
In order to manage and minimise waste, four action lines are followed:



Hazardous waste (t/vehicle)



No hazardous waste (t/vehicle)



Since 2015

↓41.7% Generation of hazardous waste

↓27.7% no hazardous

Alsa has in place a programme for the allocation of fleets to extend the useful life of vehicles that, after certain time, go from providing services in the most demanding long haul routes, to regional short-distance routes.

In addition, in the case of activity outside Spain, and whenever possible, urban vehicles that have to be renewed under contract, but are in perfect condition, are placed on the second-hand market.

One of the most noteworthy initiatives Alsa is working on is the MURARTE project, which consists of vertical gardens that absorb GHG emissions using tyre waste. A way to reuse this waste by promoting its recyclability. This is currently in a pilot phase for one of the depots of Alsa in Asturias.

The fourth lives of a tyre

A clear example of circularity is the tyre management control by Alsa in their vehicles. A few years ago, an external company was entrusted with the service of checking, maintaining and replacing all the company's tyres.

The process followed is that of the four lives of the tyre:

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

This process has significant environmental advantages, as it helps to reduce the environmental footprint generated by road transport. The reduction in raw material consumption achieved by retreading is very high, doubling the lifetime of the tyre.

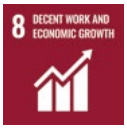
The retreading process consumes 80% less energy than the production of a new tyre. In addition, the consumption of raw materials is reduced by 70%, saving an estimated 65 litres of oil, 35 g of rubber and 14 kg of steel per tyre. This means a saving of more than 5 tonnes of material per 100 tyres. In addition, retreaded tyres contain up to 75% recycled and reused materials.

It is important to note that, from a safety perspective, the requirements for a retreaded tyre are exactly the same as those for a new tyre, undergoing the same safety tests and offering the same guarantees of safety, reliability, and performance.

Retreading complies with UN/ECE Regulation 109 which guarantees that each retreaded tyre meets the same three standards of quality, reliability and safety as new tyres. This is certified by the different bodies that periodically audit the company and its tyres (INSIA, UCA and AENOR).

Once the four lives of the tyre have been enjoyed, the materials of this used tyre, steel, textile fibre and rubber, are used in their entirety in road construction to make less noisy asphalt, for the construction of rubber slabs for playgrounds, for different applications in civil engineering, foundry industries or energy recovery in cement factories.

Support for the community



In 2024 continued the implementation of the Corporate Social Responsibility Action Plan in all the countries where Alsa operates, addressing the key issues for Alsa and their stakeholders, based on the outcomes and feedback coming from the materiality research.

Diversity and inclusion

Alsa commitment to the integration and diversity in the People and Talent policies is deployed via programmes targeted to facilitate the promotion of female employees to management positions and increase the female presence in the company and in the sector.

In 2024, a total number of 53 women were trained, 47 of them in driving. Building on the commitment jointly acquired along with the Chambers of commerce of Gijon and Leon, 7 women were granted the Licence and the CAP to encourage their access to this profession thanks to the training provided by this partnership.

The 'Sumando Conductoras' (adding female drivers) programme, aligned with the Diversity, Equity and Inclusion (DEI) strategy and the objectives of women's incorporation, has offered 150 scholarships to obtain a class D driving licence plus CAP (Certificate of Professional Competence) distributed in: Granada, Almería, Barcelona, Ibiza, Oviedo, A Coruña, Madrid, León, Zaragoza and Santander.

After obtaining their licences, the students received additional practical training from Alsa and were offered permanent jobs in their home province.

A total of 3,438 applications for scholarships have been received, 135 female students have completed their driving lessons and are at different stages of their exams, of whom 87 have been hired or are in the process of being hired.

A similar training grant programme has been launched in Portugal, resulting in the recruitment of 40 women. At the same time, in collaboration with the CECIMA Association, two people with disabilities have been hired at the Lisbon and Porto centres.

In Morocco, the scholarship programme to obtain the driving licence and the CAP has been extended to 279 women since its launch.

From the social 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.

Alsa's social contribution

Connects 3,500 long-distance destinations.

Serves 4,700 towns and cities.

Operates in all autonomous communities.

Operates 46 urban and metropolitan services.

Employs more than 12,000 people across 48 provinces.

91% of its contracts are permanent.

Employability

The company develops several programmes and policies to promote employability, both via internal programmes and the Muevete or What are you capable of? Programmes, and also projects developed externally in partnership with other entities. Examples of this are agreements with various universities, or the case of the Comprehensive Qualification and Employment Programme of the Spanish Chamber of Commerce, which since 2021 has been working

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

to train drivers, providing them with the required driving licence and the corresponding CAP (Certificate of Professional Competence), which facilitates the integration of young people into a profession with high demand.

Another of the company's most important collaborations in the field of employability is its partnership with the Integra Foundation. In 2024, this organisation achieved the employability of 1,780 people and the support of 1,300 volunteers.

20 young people trained in collaboration with the Chambers or Commerce of Gijon and Leon

During 2024, Alsa and the Foundation Integra have jointly conducted several activities, including Alsa participation in the HR Summit 2024, or the participation of the People and Culture Director of Alsa in the mentoring programme "Leadership for a Job", not forgetting one of our main actions - the development of the corporate voluntary work.

37
voluntarios
en 2024

48
empleos
desde 2001

Fundación integra

More than 43,807 Alsa customers joined the charity event of Fundación Integra

These initiatives, added to other initiatives developed by Alsa since 1987, in collaboration with the Public Employment Services, both for state and regional services, Chambers of Commerce and associations of people in risk of social exclusion, are reflected in the 6,747 unemployed drivers trained by Alsa and the 8,498 unemployed trained in several areas of the transport industry, as mechanics, planning agents, supporting staff, etc.

And particularly, in 2024, 135 drivers were trained, 9 of them with some disability, 46,277 training hours were delivered and 77 students were hired by the company.

Also, from the customers point of view, unemployed people have specific discounts in several transport services of Alsa as the JV Leste en Galicia, Madrid-Guadalajara, regional of Calecar and Nexcon in Andalucía and in long-haul services of the corridors of Madrid-Castilla and León-Asturias, Madrid-Zaragoza-Barcelona, Madrid-Burgos-Basque Country-Cantabria (Logroño-Soria-Madrid) and Ibérico-Ruta de la Plata (Ferrol-Algeciras and Sevilla-Salamanca-Irún).

Alsa has been working actively in programmes to ensure employability of drivers in specific groups, such as the military personnel and sailors through the Ministry of Defence and the Army General Staff, or to facilitate the employability of personnel from abroad, for which a pilot programme has been carried out for seven drivers from Morocco, in collaboration with the Directorate General of Traffic, the Ministry of Transport and the Directorate General of Migration.

Integration of people with disabilities

Alsa has established a number of agreements targeted to integrate people with disabilities. This is the case of the collaboration with the Foundation Juan XXIII or the partnership with Plena Inclusión Madrid, in order to promote the cognitive accessibility as a value in customer service and contributing to inclusion of people with intellectual or development disabilities.

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. 1,232 people joined the Muevete programme in 2024.

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.

Support to childhood in Morocco

Dentro de las importantes labores de apoyo a la infancia realizadas en Marruecos por la compañía destaca la Escuela de Educación Vial de Marrakech, donde se han formado 1.961 alumnos (950 niñas y 1.011 niños) repartidos entre 42 escuelas, sin olvidar a los hijos del personal. El objetivo es que se conviertan en embajadores de la seguridad vial.

In Marrakech
1,961 children have participated in the Road Safety School

The elderly

In 2024, 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-Comunidad Valenciana-Cataluña, Asturias-Castilla y León-Extremadura-Andalucía, Madrid-Burgos-País Vasco, Madrid-Granada, Madrid-Zaragoza-Barcelona and regional services of the Comunidad Valenciana and Murcia.

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

Other charity actions

Alsa cooperated as well in 2024 with several entities to support disadvantaged groups. The most relevant actions were as follows:

- "Child Friendly Spaces" project: also, since July 2022, Alsa has in place a school-bus for the Project "Child Friendly Spaces" of the International Plan Spain NGO in the Centre of Reception, Service and Derivation for people expatriated from Ukraine (CREADE) in Pozuelo de Alarcón. The bus provides 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 old who are permanently residing in the CREADE.
- Campaign for the Spanish Association Against Breast Cancer: organising the #AlsaSeTiñeDeRosa campaign, distributing more than 13,000 badges among employees in Spain, Portugal and Switzerland to raise awareness of this disease throughout the organisation. A preventive medical screening programme for cancer was made available to female employees, and an online talk was given by Dr. Matías Manuel Lederhos, concluding with an institutional event in Granada on 18 October. In addition, during the same month, customers were given the opportunity to make voluntary donations to the (AECC) Spanish Cancer Research Institute, with the company pledging to match the amount received, which totalled more than €7,000.

- Campaign "We keep families Close and ALSA brings them Closer": an agreement signed with the Ronald McDonald Foundation, by which it is provided the transport in the regular routes to the families with children receiving medical treatment, housed in the Ronald McDonald houses in Spain. Over 2024, a total number of 320 people have travelled with Alsa.
- Alsa has joined the Reina Sofía School of Music as a Corporate Friend, with the aim of supporting the academic and artistic activities of the school, which is run by the Albéniz Foundation, through cultural sponsorship of this internationally renowned centre for the education of young musicians, supporting the young artists of the future in both their personal growth and their artistic progress.
- It is also worth mentioning other agreements and collaborations that Alsa has developed or maintained over the year 2024:
  - Agreement with the Foundation Margarita Salas to streamline the STEM skills in As-turias.
  - Agreement with the Madrid City Council Fire Department for the training of employees in emer-gency situations and for the provision of vehicles and use of facilities to the Department.

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

- Foundation Abadía de Montserrat.
- Food Bank.
- Down Spain.
- Diocesan Caritas of Valencia.
- 65th anniversary of the Traffic Civil Guard.

- 'Together for Your Digital Security', in collaboration with the Civil Guard.
- Asturias, World Capital of Poetry.
- Foundation Tambien.

In Morocco, we can highlight, among others, our sponsorship of the 'Tanja Madinati' association, dedicated to the educational and professional development of young people in Moroccan society, our collaboration with the Grand Atlas Association for the transport of folk groups, and the mobilisation of more than 200 free buses to facilitate access for participants in the Rabat International Marathon.

In Switzerland, we also collaborate with the Centre for Research on Alpine Ecosystems (CREAMont Blanc), whose mission is to study the impacts of climate change on mountain biodiversity. The project is promoted on the Alpybus and GVA Transfers websites, as well as with the My Climate Foundation for the reduction of CO2 footprints.

And in Portugal it was promoted the agreement with ATEC and the Professional School of Setúbal for the training of students (Electricity/Electronics and Mechatronics courses) in bus mechanics and the specialisation in electric vehicles.

Foundation Nos Movemos

The Canary Islands Foundation Nos Movemos, established in 2019 by Grupo 1844, which joined the Alsa Group in 2024, channels Alsa's social performance in the Canary Islands.

The Nos Movemos Foundation aims to contribute to the development and transformation of Canarian society through partnerships, projects and social initiatives focused on functional diversity, talent development, employability, volunteering and environmental protection.

From the beginning, the social impact of the Foundation is summarised as follows:

Total Beneficiaries	Since its foundation	2024
Solidarity transport	3,386	1,230
Childhood and Functional Diversity	560	242
Employability	466	371
Culture and Talent Development	921	370
Voluntary work	134	38
Sustainability	42	42
Total	**5,509**	**2,293**

The main actions implemented by the Foundation over 2024 are:

Childhood and Functional Diversity

The Inclusive Campus + QUE FÚTBOL programme stands out, supporting children with functional diversity under the technical direction of Benjamín Zarandona. Also noteworthy is the sponsorship of 'Casa Pipa,' which supports families with children undergoing medical treatment far from home.

Employability

The 'Employment on Wheels' project has helped 147 beneficiaries with CAP training and a D licence, most of whom were at risk of social exclusion, to enter the labour market.

Another 371 beneficiaries are still participating in this specialised training project, spread across the islands of Lanzarote, Fuerteventura, Gran Canaria, Tenerife and La Palma.

Culture and Talent Development

Talent development through internal and external training programmes, as well as partnerships, are the cornerstones of the work of the foundation.

Internal training programmes, such as PMP (Project Management Professional) certification, workshops to raise awareness about the integration of people with functional diversity into the workplace (Eurofirms Foundation), the Bex Report on improving the employee experience, and the Shared Value Certificate for a more sustainable company, are examples of this.

In terms of external training, CAP training has been offered, along with the opportunity to obtain B, C and D driving licences. Agreements for dual vocational training specialising in automotive mechanics and driving have been signed in collaboration with the ICSE training centre and Autoescuela Reyes driving school, with the participation of the Foundation itself and the Alsa workshops. This new dual vocational training programme will open up new horizons for many young people in the Canary Islands in a sector with high demand.

Other actions launched by the Nos Movemos Foundation have included the development of partnerships such as the Transforming Mobility Project in collaboration with the Líneas Romero Foundation, which includes joint sustainability and talent development actions and is supported by the Canary Islands Government and the seven island councils, as well as by leading mobility companies. This project, still in its early stages, will offer specific training courses on customer service for travellers and will carry out various sustainability initiatives aimed at protecting the environment.

In addition, the Alsa Chair and first Laboratory for Sustainable Mobility has been launched with the aim of transforming the mobility sector through academia, research and R&D&I strategies within the framework of the SDGs and the Canary Islands Agenda 2030. In addition, the Alsa Chair and first Laboratory for Sustainable Mobility has been launched with the aim of transforming the mobility sector through academia, research and R&D&I strategies within the framework of the SDGs and the Canary Islands Agenda 2030.

Voluntary work

The Foundation's ambassadors and volunteers turn campaigns such as 'Somos La Leche' into successes in collaboration with the Food Bank, where volunteers are respon-

sible for collecting food, packaging it and other logistics processes.

Another noteworthy volunteer initiative is 'El Árbol de los Sueños' (The Tree of Dreams) with Obra Social la Caixa during Christmas, in which a specific gift is assigned to each child after their letter is received. Other campaigns worth highlighting include 'Tapones para una nueva vida' (Caps for a new life) with the Seur Foundation, which collects bottle caps for children with functional diversity, and sponsorship of 'Casa Pipa' by the NGO Pequeño Valiente for families undergoing cancer treatment, among others.

Sustainability

In addition to the aforementioned In addition to the aforementioned Transformative Mobility Project, which aims to advance sustainability and environmental protection, actions with the same focus were carried out in 2024. Thus, in collaboration with the DinoSol Foundation, the Nos Movemos Foundation carried out the clean-up of Caleta del Mero beach in Lanzarote.

In addition, and among other charitable initiatives, there is the Solidarity Transport project, which, in partnership with Alsa Canarias, provides transport to institutions linked to functional diversity, social causes, educational purposes, etc.

All the work carried out by the Nos Movemos Foundation has been recognised by public and private institutions and by Canarian society in general through numerous awards, including: Solidarity Award from ASEME Canarias, Roque Nublo in the Social category from the Cabildo de Gran Canaria, Finalist in the Telva Solidarity Awards, Sustainability Award from Promotur – Turismo Islas Canarias, Award for Innovation and Social Commitment from Hacedores del Cambio.

DANA in Valencia

From the moment the emergency arose, Alsa activated a Monitoring Committee to focus its support, which took the form of the following actions:

- Delivery of a shipment of basic food items with the Valencia Food Bank.
- Donation campaign involving all customers and employees, whereby Alsa committed to donate an additional €2 for every euro collected from customers in support of those affected. The campaign was carried out in collaboration with Cáritas, raising a total of over 78,000 euros with contributions from more than 9,000 customers.
- Provision of transport services to local authorities, in collaboration with the Generalitat Valenciana, to manage traffic disruptions caused by infrastructure issues, addressing citizens' mobility needs and providing services to the affected municipalities, particularly between Valencia and Gandía, and Valencia and Alicante.

Alsa colaboró con los afectados por la DANA de Valencia

- Services from numerous locations across Spain to support the needs of NGOs, as well as the State Security Forces, with assistance provided by both passenger transport vehicles and Sanir ambulances.
- Reinforcement of the most affected railway corridors with 55 buses over a two-month period.
- Collaboration with local authorities to ensure mobility.
- Participation in a Charity Dinner for those affected by the DANA, organised by the Asturian Federation of Business Owners.

Objectives 2025

Move forward to the Social Strategy and Action Plan of the CSR	Impact of the activity of the company in the local employment and development (social action, voluntary work, scholarship programmes, training...).
	Relations held with the players/stakeholders in the local communities and the dialogue modalities with them.
	Partnership or sponsorship actions.
	Release of actions to stakeholders.
Actions in the strategic field	Grounds for circularity Strategy.
	Addition of 41 electric vehicles and 115 hybrid vehicles.
	Reduction by 5% of emissions measured in tCO_2e/100 km, with an objective value of 0.123 tCO_2e/100 km.
Environmental efficiency measures in the transport	Enabling recharging points for all new urban services coming from Next Generation European Funds (manufacturers, distribution companies,...).
	Development of electrification projects in Morocco.
Energy efficiency programme	Reduction by 2% of the power energy at the facilities, measured in kWh/number of facilities.
	Develop the purchase of renewable electricity in all countries to achieve Zero Emissions in vehicles.

GRI Annexes

About this Sustainability Report

GENERAL TÉCNICA INDUSTRIAL, S.L.U. (Alsa hereinafter) presents its eight Sustainability 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 2024 to 31 December 2024.

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 2024 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, thought 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.

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 include its business model, the organisation and structure, the markets where it operates, their objectives and strategies, and the main factors and trends that may impact the future progress.	GRI 2-1, 2-2, 2-6, 2-7, 2-9, 2-22, 2-23, 2-24	
Information of environmental issues	Policies	Policies applied by the group, including the diligence procedures applied to identify, assess, prevent and mitigate the significant risks and impacts, and of verification and control, as well as the actions taken.	GRI 2-22, 2-23, 2-24, 3-3	
	Main risks	Main risks related to these matters linked to the group activities, including, where relevant and proportionate, their commercial relations, products or services that may impact negatively in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them, according to the national, European and international benchmark standards for each matter. Information on the impacts identified should be included, providing a breakdown, particularly on the main risks at the short, medium and long term.	GRI 2-23, 2-24, 2-25, 3-3	
	General	Current and foreseeable impacts of the company activities in the environment and in health and safety.	GRI 305, 403	
		Procedures for assessment or environmental certification	GRI 2-23	
		Resources to prevent environmental risks	GRI 2-25	575.232 k€ en gasto o inversión medioambiental
		Application of the precaution principle	GRI 2-25	
		Provisions and guarantees for environmental risks	GRI 2-27	Póliza de 1 M de euros de responsabilidad ambiental.
	Pollution	Measures to prevent, reduce or repair carbon emissions significantly damaging environment, taking into consideration any form of specific environmental pollution of an activity, included noise and light pollution.	GRI 305	
	Circular economy and waste management and prevention	Measures to prevent, recycle, reuse and other forms of recovery and removal of waste. Actions to reduce food waste	GRI 306	Debido a la actividad de Alsa no es necesario tomar medidas para combatir el desperdicio de alimentos.
	Sustainable use of resources	Water consumption and water supply according to the local limits and rules	GRI 303	
		Consumption of raw material and actions taken to improve efficiency of use	GRI 301, 302, 303	
		Energy: Direct or indirect consumption; measures taken to improve energy efficiency, use of renewable energies	GRI 302	
	Climate Change	Greenhouse emissions	GRI 305	
		The measures taken to adjust to the consequences of the climate changes	GRI 305	
		Reduction goals established voluntarily at the medium and short term to reduce Greenhouse emissions and the actions taken for that purpose.	GRI 305	

Contents of the Law 11/2018 INF			Standard used	Feedback
	Protection of bio-diversity	Actions taken to preserve or restore bio-diversity	GRI 304-3	
		Impacts caused by the activities or operations in the protected areas	GRI 304-3	
Information 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 2-25	
	Main Risks	Main risks related to these matters linked to the group activities, including, where relevant and proportionate, their commercial relations, products or services that may impact negatively in these areas, and how the group manages these risks, explaining the procedures used to identify and assess them, according to the national, European and international benchmark standards for each matter. Information on the impacts identified should be included, providing a breakdown, particularly on the main risks at the short, medium and long term.	GRI 2-12, 2-25	
	Employment	Total number and distribution of employees per gender, age, country and professional category	GRI 2-7, 405-1	
		Total number and distribution of modalities of work contracts	GRI 2-7	
		Annual average of permanent, temporary and part-time job contracts per gender, age and professional category	GRI 2-7	
		Number of dismissals per gender, age and professional category	GRI 401-1	
		Average salaries and 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	Los cargos de consejeros de GTI no son remunerados.
		Implementation of work disengagement measures		
		Employees with disabilities	GRI 405-1	
	Company Planning	Organisation of the time of work		
		Number of absenteeism hours		
		Measures targeted to ensure employees enjoy the work-life balance and encourage the co-responsible exercise of these rights by both parent	GRI 401-3	
	Health and safety	Occupational safety and health conditions at the workplace	GRI 403-8	
		Accident at the workplace (frequency and degree of seriousness) disaggregated by gender	GRI 403-9	
		Work-related sickness or disease (frequency and degree of seriousness) disaggregated by gender	GRI 403-10	

Contents of the Law 11/2018 INF			Standard used	Feedback
	Social relations	Organisation of social dialogue, including procedures for informing and consulting with staff and negotiating with them	GRI 2-29, 402-1, 403-4	
		Percentage of employees covered by 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 404-1	
		Total amount of hours per professional category	GRI 404-1	
	Accessibility	Universal accessibility of people with disabilities	GRI 405-1	
	Equality	Actions taken to promote equal treatment and opportunities between male and female employees	GRI 401-1, 405-1	
		Equality Plans	GRI 405-1	Out of the 50 safety plans that the company should have in place, 38 are already registered and 12 are being negotiated or waiting for registry approval.
		Actions taken to promote employment	GRI 401-1	
		Protocols for sexual and gender-based harassment	GRI 406-1	
		The integration and Universal accessibility of people with disabilities	GRI 405-1	
		Policy against all types of discrimination, and the management of diversity if the case may be	GRI 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 407, 408, 409, 410	
	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 2-25	

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

Contents of the Law 11/2018 INF		Standard used	Feedback
Commitment by the company to sustainable development	Impact of the activity of the company in the local employment and development	GRI 203-1, 203-2, 204-1, 413-1	
	Impact of the activity of the company in local locations and properties	GRI 203-1, 203-2, 413-1	
	Relations held with the players/stakeholders in the local communities and the dialogue 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 308-1, 308-2, 414-1, 414-2	
	Consideration in the relation with suppliers and subcontracts of their social and environmental responsibility.	GRI 308-1, 308-2, 414-1, 414-2	
	Monitoring and audit systems, and review of them	GRI 308-1, 414-1	No se realizan auditorías a proveedores.
Consumers	Measures for health and safety of consumers	GRI 416-1,	
	Systems for claims received and solution	GRI 2-26	
Tax information	Benefits obtained per country	GRI 207-4	
	Taxes on benefits paid	GRI 207-4	
	Public subsides 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 1: Grounds 2021

GRI Standard	Version	Content	Comments	Página/s
OVERALL CONTENTS				
GRI 2: General contents 2021	**The organisation and their practices for reporting**			
	2-1	Organisational details	GENERAL TÉCNICA INDUSTRIAL, S.L.U. (Throughout the report referred to as Alsa) C/Josefa Valcárcel 20 - 28027 Madrid (España) GENERAL TÉCNICA INDUSTRIAL belongs 100% to National Express Spanish Holding L.T.D	8-13, 15-18
	2-2	Entities included in sustainability reporting		127-128
	2-3	Reporting period, frequency and contact	Reporting period of this report: 1/1/2024 – 31/12/2024 Frequency: Annually Contact: Ignacio Pérez-Carasa. ipcarasa@alsa.es	97
	2-4	Information updated	Any changes in the calculation method and/or change of information already reported in previous reports are specified in the report itself.	
	2-5	External assurance	External certification issued by Aenor subject to 11/18 Law and GRI.	97
	Activities and employes			
	2-6	Activities, value chain and other commer-cial relations	Alsa separates its suppliers into direct suppliers (which have to do with the cost of activi-ty) and indirect suppliers (related to overhead costs). Direct suppliers include suppliers of fuel and vehicle maintenance, etc., and transport suppliers that provide reinforce-ment services when Alsa is unable to deliver services with its own resources due to the volume of demand. In the case of urban and suburban services, activities are not out-sourced.	15-18, 36
	2-7	Employees		8, 57, 62, 114-119
	2-8	Workers unemployed by the company	There are no significant numbers of non-employees who are controlled by the organisa-tion.	
	Governance			
	2-9	Governance structure and composition	The Committee making the decisions on economic, environmental and social issues is the Board of Directors. The governing body of General Técnica Industrial, S.L.U. is a board of directors, composed of the following members: Proyectos Unificados, S.A.U, represented by Jorge Cosmen (Chairman); Nex Continental Holdings, S.L.U., represented by Jacobo Cosmen; Ebrobús SLU, represented by Marcos García; Francisco Iglesias (CEO); Autos Pelayo, SAU, represented by María Pérez (Non-Executive Secretary).	18
	2-10	Appointment and selection of the highest governance body	The board of directors has appointed Francisco Iglesias as chief executive officer, who in turn is directly responsible for the members of the management committee. The members of the Board of Directors are selected at the discretion of the CEO.	18

GRI Standard	Version	Content	Comments	Página/s
	2-11	Chair of the highest governance body.		18
	2-12	Highest governance body's role in sustainability the report.	The Institutional Relations Department reports to the Board of Directors on CSR-related matters. Analysis of material topics is undertaken across all stakeholder groups. Potential risks are evaluated at Board of Directors meetings and the monitoring processes are outlined in the minutes. In addition, the Chief Safety Officer registers the main corporate risks and their status on an annual basis, reporting to the National Express Group The entire Board of Directors participated in the last Materiality Assessment in 2023, and the definition of the relevant aspects for the organisation, as well as the corresponding response to each through this sustainability report. It is the members of the Board of Directors who report the necessary information to respond to the topics covered by this report. Specifically, information was reported from the HR, Environment, Legal, Safety, Sales and Marketing, CSR and Institutional Relations, Strategy and Organisation, Control and Reporting, and Operations areas. The Sustainability Report is revised by the Board of Directors prior to publication.	18
	2-13	Delegation of responsibility in the impact management	Environmental issues during 2024 have been handled by the Strategy and Organisation department, and will be transferred to the Maintenance department in 2025. The eco-nomic impacts fall under the Economic-Financial area, and the social impacts fall under the Institutional Relations and ESG area.	18
	2-14	Highest governance body's role in sustain-ability the report	See Index 2-12	18
	2-15	Conflicts of interest	Members of the Board of Directors are subject to ALSA's code of conduct and to compli-ance regulations, and violation thereof is provided for under the organisation's discipli-nary policy.	26-27
	2-16	Communicating critical concerns		22-23, 27
	2-17	Collective knowledge of highest govern-ance body	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 neces-sary. The Institutional Relations Department reports to the Board of Directors on CSR-related matters.	22-27
	2-18	Evaluating the highest governance body's performance	The members of the Board of Directors are subject to the annual target-based Performance Appraisal, which is governed by the criteria of the Mobico Group.	
	2-19	Remuneration policies	The directorships of GTI are not remunerated. There is in place a remuneration policy foreseeing all the causes: salary ranges, review criteria, social benefits, travels, secondments and internationalisation, business vehicles, etc. Out of the organisation's social targets, the core target of safety is applied throughout the organisation and, to the highest extent, to the Board of Directors. Other social, environmental and financial targets are also applicable to members of the Board of Directors with powers in these areas.	
	2-20	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.	120-121

GRI Standard	Version	Content	Comments	Página/s
	2-21	Annual total compensation ratio	**GRI 2-21 a.** 2023 2024 Spain* 39.87 38.61 Morocco 38.19 38.16 Switzerland 2.87 Portugal* 5.23 4.94 **GRI 2-21 b.** 2023 2024 Spain* -2.69 3.57 Morocco 0.73 -0.22 Switzerland - 5.31 Portugal* - 1.42 *Does not include companies that were being handled by external agencies, which accounts for 7% in Spain and 37% in Portugal. See section 7.4.3.5.	120-121
	Strategy, policies and practices			
	2-22	Statement on the strategy for sustainable development		2-3
	2-23	Commitments and policies		4,6, 19-21, 28-35, 43, 49, 57, 73
	2-24	Addition of commitments and policies	"Our values" of Excellence, Safety, Customers, People and Community are the Mobico Group values, which ALSA embraces and applies across all its activities	4, 19-21, 28-35, 43, 49, 57, 73
	2-25	Processes aimed at mitigating negative impact	The management approach is outlined in the GRI index for each material topic and all over the report.	4,6, 19-21, 28-35, 43, 49, 57, 73
	2-26	Mechanisms for requesting advice and raising concerns		26
	2-27	Compliance with environmental laws and the regulations	Penalties received throughout 2024 amounted to €7.34 million, including €6.1 million as an accounting provision for an ongoing competition proceeding in Galicia Note: Includes all ALSA activity, domestic and international.	26-27
	2-28	Membership of associations	Alsa belongs to various industry associations, including the international association IRU and the Spanish associations CONFEBUS, ASTIC, UITP and ATUC.	
	Participation of stakeholders			
	2-29	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.	22-23
	2-30	Collective bargaining Agreements	62.5% of the staff is covered by collective agreements. Being 100% in Spain, Portugal and Andorra; 4% in Morocco, 65% in Switzerland and 0% in France.	
MATERIAL TOPICS				
GRI 3: Material Topics 2021	3-1	Process to determine material topics		22-23
	3-2	List of material topics		22-23
	Surveillance and control systems			
	3-3	Management of material topics		24-25, 26-27, 40-41
GRI 2: General contents 2021	2-9	Governance structure and composition	General Contents of the GRI Content Index	
	2-10	Appointment and selection of the highest governance body	General Contents of the GRI Content Index	

GRI Standard	Version	Content	Comments	Página/s
	2-11	Chair of the highest governance body	General Contents of the GRI Content Index.	
	2-12	Highest governance body's role in sustain-ability the report	General Contents of the GRI Content Index.	
	2-13	Delegation of responsibility in the impact management	General Contents of the GRI Content Index.	
	2-14	Highest governance body's role in sustain-ability the report	General Contents of the GRI Content Index.	
	2-15	Conflicts of interest	General Contents of the GRI Content Index.	
	2-17	Collective knowledge of highest govern-ance body	General Contents of the GRI Content Index.	
	2-18	Evaluating the highest governance body's performance	General Contents of the GRI Content Index.	
	2-23	Commitments and policies	General Contents of the GRI Content Index.	
	Ethics and regulation compliance			
GRI 3: Material Topics 2021	**3-3**	Management of material topics		24-27
GRI 2: General contents 2021	**2-23**	Commitments and policies	General Contents of the GRI Content Index.	
	2-24	Addition of commitments and policies	General Contents of the GRI Content Index.	
	2-25	Processes aimed at mitigating negative impact	General Contents of the GRI Content Index.	
	2-26	Mechanisms for requesting advice and raising concerns	General Contents of the GRI Content Index.	
	2-27	Compliance with environmental laws and the regulations	General Contents of the GRI Content Index.	
	Transparency			
GRI 3: Material Topics 2021	**3-3**	Management of material topics		24-27, 97
GRI 2: General contents 2021	**2-14**	Highest governance body's role in sustainability the report	General Contents of the GRI Content Index.	
GRI 3: Material Topics 2021	**3-1**	Process to determine material topics	Material topics of the GRI Content Index.	
	3-2	List of material topics	Material topics of the GRI Content Index.	
	Policies for the good governance			
GRI 3: Material Topics 2021	3-3	Management of material topics		24-27, 40-41
GRI 2: General contents 2021	2-22	Statement on the strategy for sustainable development	General Contents of the GRI Content Index.	
	2-23	Commitments and policies	General Contents of the GRI Content Index.	
	2-24	Addition of commitments and policies	General Contents of the GRI Content Index.	
	i+D+r			
GRI 3: Material Topics 2021	3-3	Management of material topics.		24-27, 37-39, 51-52
	Road Safety			
GRI 3: Material Topics 2021	3-3	Management of material topics.		24-27, 43-48

GRI Standard	Version	Content	Comments	Página/s
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety im-pacts of product and service categories		43-48
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no incidents of fines, sanctions or warnings.	
	Accessibility			
GRI 3: Material Topics 2021	3-3	Management of material topics		24-27, 40-42, 52, 56-57, 60-61, 91
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety im-pacts of product and service categories		43-48, 51-52
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no incidents of fines, sanctions or warnings.	
	Equality and Diversity			
GRI 3: Material Topics 2021	3-3	Management of material topics		24-27, 40-41, 49-61, 89-93, 114-117, 119-120
GRI 2: General contents 2021	2-7	Employees	General Contents of the GRI Content Index	
	2-23	Commitments and policies	General Contents of the GRI Content Index	
GRI 405: Diversity and equal opportunities 2016	405-1	Diversity of governance bodies and employees.		18, 119-120
	405-2	Ratio of basic salary and remuneration of women to men		120-121
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	We have received no rulings of discrimination incidents. There is a policy in place for harassment complaints and protocols, which includes actions and prevention measures.	
	Job creation			
GRI 3: Material Topics 2021	3-3	Management of material topics		24-27, 57, 62-63, 89-90, 93-94, 119
GRI 401: Empleo 2016	401-1	New employee hires and employee turnover.		118-119
	401-2	Benefits provided to employees		62-63, 67-72
	401-3	Parental leave.		120
	Reduction of emissions			
GRI 3: Material Topics 2021	3-3	Management of material topics	Focused on reducing emissions per KM run, as the total volume of emissions is directly related to the volume of activity. Also working on fleet maintenance and renewal, and on the use of the best available technologies and alternative or less polluting fuels.	24-27, 73-84

GRI Standard	Version	Content	Comments	Página/s
GRI 305: Emissions 2016	**305-1**	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.	77, 81-82 123-124
	305-2	Energy indirect GHG emissions.		81-82, 123-124
	305-3	Other indirect GHG emissions (Scope 3).		81-82, 123-124
	305-4	GHG emissions intensity.		81-82, 123-124
	305-5	Reduction of GHG emissions.		81-82, 123-124
	305-6	Emissions of ozone-depleting substances (ODS)		82, 123-124
	305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions.		82, 123-124
	Efficiency in the consumption of fuels			
GRI 3: Material Topics 2021	**3-3**	Management of material topics	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.	24-27, 73-81, 84
GRI 302: Energy 2016	**302-1**	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. 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.	80-81, 124
	302-2	Energy consumption outside the organization.	No information available.	
	302-3	Energy intensity	Energy intensity is calculated as emissions (t/CO_2e) divided by the company's revenue (€).	80-81
	302-4	Reduction of energy consumption.		80-81, 124
	302-5	Reduction in energy requirements of products and services.		80-81, 84
	Inclusion and development of cleaner, more efficient technologies			
GRI 3: Material Topics 2021	**3-3**	Management of material topics.		24-27, 77-79, 84, 123
GRI 201: Economic performance in 2016	**201-1**	Direct economic value generated and distributed.		4, 114
	201-2	Financial implications and other risks and opportunities due to climate change.		14-17, 73-88, 123
	201-3	Defined benefit plan obligations and other retirement plans.	There is a social benefits policy in place, which is designed around the Bus Plus Employee Card. For most employees under collective agreements, the company has voluntarily agreed to accept all partial early retirement requests. There are no private pension plans.	
	201-4	Financial assistance received from government.		4, 114

GRI Standard	Version	Content	Comments	Página/s
	Waste			
GRI 3: Material Topics 2021	3-3	Management of material topics		24-27 84-88, 125
GRI 306: Waste 2020	306-1	Generation of waste and significant impacts related to waste		84-88, 125
	306-2	Management of significant impacts related to waste	All waste - hazardous and non-hazardous - generated through ALSA's activity is managed by approved waste management providers. Maintenance facilities have an appropriate place for the temporary storage of waste (clean collection point). They 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.	84-88, 125
	306-3	Waste produced		84-88, 125
	306-4	Waste not targeted to be removed		84-88, 125
	306-5	Waste targeted to be removed		84-88, 125
	Other Non-material topics			
GRI 202: Presence in the market 2016		**Presence in the market**		
	202-1	Ratios of standard entry level wage by gender compared to local minimum wage		121
	202-2	Proportion of senior management hired from the local community.	100% (Senior executives are defined as members of the Management Committee and Spain as the local community)	
GRI 203: Economic impact Indirect 2016		**Indirect economic consequences**		
	203-1	Infrastructure investments and services supported.		4, 114
GRI 204: Sourcing practices 2016		**Procurement practices**		
	204-1	Proportion of spending on local suppliers.		4, 36, 114
GRI 205: Anti-corruption 2016		**Fight against corruption**		
	205-1	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	Communication and training on anti-corruption policies and procedures.		26-27
	205-3	Confirmed incidents of corruption and actions taken.	No corruption cases.	

GRI Standard	Version	Content	Comments	Página/s
GRI 206: Unfair competition 2016		**Unfair competition practices**		
	206-1	Legal actions relating to unfair competition, monopolistic practices and anti-competitive behaviour	No actions of this type happened.	
GRI 301: Materials 2016		**Materials**		
	301-1	Materials used by weight or volume		126
	301-2	Recycled input materials used.	Due to the nature of the company, no recycled materials are use, beyond the ones in-cluded in the report (p.e. Paper, washing water, etc.)	
GRI 303: Water and effluents 2018		**Water**		
	303-1	Interaction with water as a shared resource.	The water used always come from the municipal plumbing network and is conducted over the municipal plumbing network. At specific times, there is a park site where water comes from an authorized watering well used to wash the vehicles.	86-87, 126
	303-2	Management of impacts related to water spills.	The highest water consumption is the washing facilities. These waters are duly refined through hydrocarbon dividers before spilling into municipal plumbing network. Working on further leveraging these waters to be reintroduced in the process. All spill areas are dully controlled to ensure the compliance with current legislation.	86-87, 126
	303-3	Water withdrawal by source.	Water consumption is from the municipal supply.	86-87, 126
	303-4	Water spill.	All water is discharged into the municipal sewage system.	86-87, 126
	303-5	Water recycled and reused.		86-87, 126
GRI 304: Biodiversity 2016		**Biodiversity**		
	304-1	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	
	304-2	Significant impacts of activities, products, and services on biodiversity	No significant impacts of activities, products, and services on biodiversity have been identified.	
	304-3	Habitats protected or restored	Alsa Forest - Reforesting Congosto de Valdavia (Palencia) with drones	73, 83
GRI 308: Environmental assessment of suppliers 2016		**Environmental assessment of suppliers**		
	308-1	New suppliers that were screened using environmental criteria.	100% of corporate suppliers.	36
	308-2	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.	36
GRI 402: Relations employee-company 2016		**Relations between employees and management**		
	402-1	Minimum notice periods regarding opera-tional changes.	4 weeks	
GRI 403: Occupational health and safety in the workplace 2018		**Occupational health and safety in the workplace**		
	403-1	Health and Safety Management System at the Workplace.	In Spain and Portugal, the company has in place a management system of safety and health subject to the ISO 45001 standard.	40-41, 67-72, 123-122

GRI Standard	Version	Content	Comments	Página/s
	403-2	Identification of hazards, risk assessment and investigation of incidents.	The safety management System in place include the dangers at the workplace and assess the risks at a regular basis or regarding incidents in order to assess and improve on a sustained basis the system to manage health and safety at the workplace . Also, added to the delegates for prevention, 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.	40-41, 67-72, 121-122
	403-3	Health services at work.	In Spain, the company has an external prevention service for companies operating on the mainland (Quirón) and another for the islands (Previs). In the companies where this is required by law, they have their own prevention system. In the case of Switzerland-France, employees have a private medical service and are subject to Medical checks according to the laws in place in each country. In Portugal, Quirón's external prevention service is available.	67-72
	403-4	Participation of employees, consultations and communications on health and safety at the workplace	79.08% of the Spanish staff is represented at Safety and Health Committees. The rest of the workforce, up to the total of 100%, belong to group companies which - due to their number of employees - are only represented through their Prevention Representatives. 100% of the staff in Morocco and Portugal ones is covered by Safety and Health Comittees, 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.	67-72, 121-122
	403-5	Training of employees on Health and Safety Management System at the Workplace.		67-72, 121-122
	403-6	Ensure health of employees.	Added to the information reported on Spain in the report. It should be noted that in Morocco, 100% of employees undergo an annual medical examination and health insurance has been provided for employees and their families in 2024. 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 Portugal, more than 400 medical examinations were carried out (annually for people over 50 and every two years for people under 50).	67-72, 121-122
	403-7	Prevention and mitigation of impact in health and safety of employees directly connected to commercial relations.		40-41, 67-72, 121-122

GRI Standard	Version	Content	Comments	Página/s
	403-8	Health and Safety Management System at the Workplace		40-41, 67-72, 121-122
	403-9	Injuries at the workplace	In 2024, there have been 2 fatal victims.	121-122
	403-10	Sickness and injuries at the workplace		121-122
GRI 404: Training and education 2016		**Education and skills**		
	404-1	Average hours of training per year per employee		63-66
	404-2	Programs for upgrading employee skills and transition assistance programs		63-66
	404-3	Percentage of employees receiving regular performance and career development reviews		122-123
GRI 407: Freedom of association and Collective bargain		**Freedom of association and collective bargain**		
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Enforcement of the ethical code and Compliance committee.	
GRI 408: Child labour 2016		**Child labour**		
	408-1	Operations and suppliers at significant risk for incidents of child labour.	Enforcement of the ethical code and Compliance committee.	
GRI 409: Forced labour 2016		**Forced labour**		
		Operations and suppliers at significant risk for incidents of forced or compulsory labour.	Enforcement of the Ethical Code and Compliance Committee and Modern Slavery.	
GRI 410: Prácticas en materia de seguridad 2016		**Security practices**		
	410-1	Security personnel trained in human rights policies or procedures.	Security personnel are external suppliers and this information is not currently available.	
GRI 413: Local communities 2016		**Local communities**		
	413-1	Operations with local community engagement, impact assessments, and development programs.		89-96
	413-2	Operations with significant actual and potential negative impacts on local communities.		89-96
GRI 414: Social assessment of the suppliers 2016		**Supplier assessment in Human Rights, labour practices and social impact**		
	414-1	New suppliers that were screened using social criteria	100% of suppliers have passed selection filters based on social criteria.	36
	414-2	Negative social impacts in the supply chain and actions taken	The mitigation of potential social impacts in the supply chain is addressed by including requirements in the documentation generated in relations and contracts (contracts, tenders, purchase orders, etc.) with the various suppliers, who must comply with each of them.	36
GRI 415: Public policy 2016		**Public policy**		
	415-1	Value of political contributions by country and recipient.	None	

GRI Standard	Version	Content	Comments	Página/s
GRI 417: Marketing and labelling 2016		**Labelling of products and services**		
	417-2	Incidents of non-compliance concerning product and service information and label-ling	No corruption cases.	
	417-3	Incidents of non-compliance concerning marketing communications	No corruption cases.	
GRI 418: Customer privacy 2016		**Customer privacy**		
		Substantiated complaints concerning breaches of customer privacy and losses of customer data.	Zero customer complaints in relation to data protection.	

Additional information

Economic figures:

Description (in million Euros)		Spain	Morocco	Switzerland	France	Portugal	Italy	Andorra	KSA	Total
Direct economic value generated	2023	31.75	12.73	-1.58	0.29	-1.24	-0.01	-0.22	0.00	41.71
	2024	96.90	16.14	-0.35	0.76	2.97	-0.05	-0.23	-0.12	**116.01**
Revenue	2023	1,136.70	185.00	14.42	3.31	34.79	0.01	0.04	0.00	1,374.28
	2024	1,340.12	183.17	29.03	2.68	69.34	0.00	0.12	0.00	**1,624.46**
Operating costs	2023	1,104.95	172.27	16.01	3.02	36.03	0.02	0.26	0.00	1,332.57
	2024	1,283.09	174.61	29.81	1.97	68.28	0.05	0.35	0.12	**1,558.28**
Salaries of employees	2023	368.04	38.34	7.91	0.71	11.84	0.00	0.08	0.00	426.92
	2024	411.05	40.94	14.88	0.23	19.03	0.00	0.10	0.00	**486.23**
Social Security Costs	2023	117.47	10.37	0.99	0.18	2.99	0.00	0.02	0.00	132.02
	2024	139.92	10.83	1.82	0.08	4.71	0.00	0.00	0.00	**157.37**
Payments to suppliers	2023	557.41	115.80	9.93	1.82	28.48	0.01	0.17	0.00	713.63
	2024	727.16	111.00	14.67	1.89	67.33	0.00	0.25	0.00	**922.31**
Payments to government (taxes and fees)	2023	76.60	21.64	0.91	0.07	-0.16	0.00	0.00	0.00	99.06
	2024	90.21	19.80	1.73	-3.81	-3.81	0.00	0.00	0.00	**107.52**
Payments to the government (Hydrocarbons tax)	2023	38.87	18.17	0.00	0.00	2.07	0.00	0.00	0.00	59.11
	2024	42.47	15.52	0.00	3.62	3.62	0.00	0.00	0.00	**61.61**
Tax credits and tax allowances	2023	2.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.07
	2024	3.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**3.35**
Subsidies for investment and research	2023	3.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.09
	2024	6.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**6.94**
Investment in infrastructures and fleet	2023	80.78	1.72	1.05	0.00	0.00	0.00	0.00	0.00	83.56
	2024	107.78	2.29	0.73	0.00	0.00	0.00	0.00	0.00	**110.80**
Sanctions/sanction amounts	2023	0.59	1.19	0.00	0.01	0.06	0.00	0.00	0.00	1.85
	2024	6.58	0.66	0.10	0.01	0.01	0.00	0.00	0.00	**7.34**

Activity figures:

		Spain	Morocco	Switzerland	France	Portugal*	Italy	Andorra	KSA	Total
Buses in fleet	2023	3,737	2,073	123	27	301	0	1	0	6,262
	2024	4,719	2,000	141	29	307	0	1	0	**7,197**
Passengers Carried (Million)	2023	229.01	343.00	1.32	0.34	15.15	0.00	0.00	0.00	588.82
	2024	253.67	346.72	4.51	0.34	30.54	0.00	0.00	0.00	**635.77**

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

Employee figures:

Staff distribution

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Total	2023	10,138	5,936	299	21	4	739	17,137
	2024	12,787	5,873	298	12	4	766	**19,740**
Male	2023	8,522	5,518	263	20	2	639	14,964
	2024	10,376	5,363	263	12	2	658	**16,674**

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Femele	2023	1,616	418	36	1	2	100	2,173
	2024	2,411	510	35	1	2	108	**3,066**

Number of total employees per age

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Under 30	2023	586	429	36	2	0	39	1,092
	2024	1,043	409	26	3	0	36	**1,517**
Staff between 30 and 50	2023	5,209	3,938	178	14	3	433	9,775
	2024	6,384	3,879	181	6	3	448	**10,901**
Above 50	2023	4,343	1,569	85	5	1	267	6,270
	2024	5,359	1,585	91	3	1	282	**7,321**

Number of total employees per age

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Management	2023	92	14	1	0	0	0*	**111**
	2024	91	14	1	0	0	0	**106**
Middle management	2023	156	46	9	0	0	26*	**224**
	2024	187	49	8	0	0	12	**256**
Qualified professionals	2023	889	947	7	0	0	53	**1,896**
	2024	1,246	943	11	0	0	42	**2,242**
Operators	2023	9,001	4,929	282	21	4	669	**14,906**
	2024	11,263	4,867	278	12	4	712	**17,136**

* Change from what was published in the previous report due to new classification criteria in the Alsa Group's system..

Number of employees pregender and type of contract

			Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Permanent contract	Male	2023	7,358	5,195	139	10	2	638	**13,342**
		2024	9,135	5,363	152	3	2	650	**15,305**
	Female	2023	1,390	348	14	1	1	100	**1,854**
		2024	2,093	510	17	0	2	107	**2,729**
Temporary work contract	Male	2023	1,164	323	124	10	0	1	**1,622**
		2024	1,241	0	111	9	0	8	**1,369**
	Female	2023	226	70	22	0	1	0	**319**
		2024	318	0	18	0	0	1	**337**
Part-time contract	Male	2023	718	0	0	0	0	0	**718**
		2024	820	0	22	0	0	0	**842**
	Female	2023	281	0	0	0	0	0	**281**
		2024	474	0	9	0	0	0	**483**
Full-time contract	Male	2023	7,805	5,518	250	20	2	639	**14,234**
		2024	9,556	5,363	241	12	2	658	**15,832**
	Female	2023	1,335	418	24	1	2	100	**1,880**
		2024	1,937	510	26	0	2	108	**2,583**

	Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
No. Total employees with permanent contracts by age							

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Under 30	2023	377	337	11	0	0	38	**763**
	2024	746	409	12	0	0	34	**1,201**
Staff between 30 and 50	2023	4,343	3,655	107	6	2	433	**8,546**
	2024	5,477	3,879	109	1	3	444	**9,913**
Above 50	2023	4,028	1,551	35	5	1	267	**5,887**
	2024	5,004	1,585	48	2	1	279	**6,919**
No. total employees with temporary work contract by age								
Under 30	2023	210	92	25	2	0	1	**330**
	2024	297	0	14	3	0	2	**316**
Staff between 30 and 50	2023	866	283	71	8	1	0	**1,229**
	2024	907	0	72	5	0	4	**988**
Above 50	2023	315	18	50	0	0	0	**383**
	2024	354	0	43	1	0	3	**401**
No. total employees with part-time contract by age								
Under 30	2023	66	0	15	0	0	0	**81**
	2024	128	0	5	0	0	0	**133**
Staff between 30 and 50	2023	424	0	7	0	0	0	**431**
	2024	532	0	21	0	0	0	**533**
Above 50	2023	509	0	3	0	0	0	**512**
	2024	635	0	5	0	0	0	**640**
No. total employees with Full-time contract by age								
Under 30	2023	521	429	21	2	0	39	**1,012**
	2024	916	409	21	3	0	36	**1,385**
Staff between 30 and 50	2023	4,785	3,938	171	14	3	433	**9,344**
	2024	5,853	3,879	160	6	3	448	**10,349**
Above 50	2023	3,834	1,569	82	5	1	267	**5,758**
	2024	4,724	1,585	86	3	1	282	**6,681**
No. total employees with permanent contracts by professional category								
Management	2023	92	14	1	0	0	4	**111**
	2024	91	14	1	0	0	0	**106**
Middle management	2023	157	46	9	0	0	13	**225**
	2024	184	49	8	0	0	12	**253**
Qualified professionals	2023	800	941	6	0	0	52	**1,799**
	2023	1,083	943	10	0	0	41	**2,077**
Operators	2023	7,699	4,542	137	11	3	669	**13,061**
	2023	9,870	4,867	150	3	3	704	**15,598**
No. total employees with temporary work contract by professional category								
Management	2023	0	0	0	0	0	0	**0**
	2024	0	0	0	0	0	0	**0**
Middle management	2023	0	0	0	0	0	0	**0**
	2024	4	0	0	0	0	0	**4**
Qualified professionals	2023	88	6	1	0	0	1	**96**
	2024	163	0	1	0	0	1	**96**
Operators	2023	1,302	387	145	10	1	0	**1,845**
	2023	1,393	0	128	9	0	8	**1,538**
No. total employees with part-time contract by professional category								
Management	2023	2	0	0	0	0	0	**2**
	2024	2	0	0	0	0	0	**2**
Middle management	2023	1	0	0	0	0	0	**1**
	2024	2	0	0	0	0	0	**1**

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Qualified professionals	2023	66	0	0	0	0	0	**66**
	2024	59	0	1	0	0	0	**60**
Operators	2023	929	0	25	0	0	0	**954**
	2024	1,231	0	30	0	0	0	**1,261**
No. total employees with Full-time contract by professional category								
Management	2023	90	14	1	0	0	4	**109**
	2024	89	14	1	0	0	0	**104**
Middle management	2023	156	46	9	0	0	13	**224**
	2024	185	49	8	0	0	12	**254**
Qualified professionals	2023	822	947	7	0	0	53	**1,829**
	2024	1,187	943	10	0	0	42	**2,182**
Operators	2023	8,072	4,929	257	21	4	669	**13,952**
	2024	10,032	4,867	248	12	4	712	**15,875**

			Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Annual average of employees per gender									
Permanent contract	Male	2023	6,969	5,285	50	14	2	423	**12,744**
		2024	8,434	5,210	151	4	2	646	**14,447**
	Female	2023	1,252	325	14	2	1	65	**1,657**
		2024	1,690	418	18	0	2	106	**2,233**
Temporary work contract	Male	2023	1,018	305	71	4	0	1	**1,399**
		2024	1,134	205	71	3	0	3	**1,416**
	Female	2023	212	52	10	0	1	2	**277**
		2024	286	64	7	0	1	1	**359**
Part-time contract	Male	2023	442	0	4	0	0	0	**446**
		2024	473	0	6	0	0	0	**480**
	Female	2023	172	0	1	0	0	0	**173**
		2024	240	0	2	0	0	0	**241**
Annual average of employees per age									
Permanent contract	Under 30	2023	291	300	2	0	0	20	**614**
		2024	571	308	11	0	0	33	**923**
	Staff between 30 and 50	2023	4,091	3,679	43	8	1	314	**8,136**
		2024	4,943	3,663	109	2	2	428	**9,146**
	Above 50	2023	3,839	1,631	18	9	1	153	**5,651**
		2024	4,611	1,657	49	2	1	291	**6,611**
Temporary work contract	Under 30	2023	158	75	9	1	0	2	**244**
		2024	252	49	5	1	0	0	**307**
	Staff between 30 and 50	2023	797	262	43	3	1	1	**1,106**
		2024	848	204	38	2	1	1	**1,093**
	Above 50	2023	275	20	29	1	0	0	**326**
		2024	320	17	35	0	0	2	**374**
Part-time contract	Under 30	2023	54	0	0	0	0	0	**55**
		2024	78	0	1	0	0	0	**80**
	Staff between 30 and 50	2023	321	0	3	0	0	0	**324**
		2024	357	0	5	0	0	0	**363**
	Above 50	2023	239	0	2	0	0	0	**241**
		2024	277	0	2	0	0	0	**279**

Annual average of employees per professional category									
Permanent contract	Management	2023	89	14	2	0	0	0	**105**
		2024	90	14	1	0	0	0	**105**
	Middle management	2023	154	45	9	0	0	9	**216**
		2024	171	49	9	0	0	12	**241**
	Qualified professionals	2023	747	980	6	0	0	28	**1,761**
		2024	1,071	936	7	0	0	40	**2,053**
	Operators	2023	7,232	4,571	47	16	2	451	**12,319**
		2024	8,792	4,629	152	4	3	700	**14,282**
Temporary work contract	Management	2023	0	0	0	0	0	0	**0**
		2024	0	0	0	0	0	0	**0**
	Middle management	2023	0	0	0	0	0	0	**0**
		2024	3	0	0	0	0	0	**3**
	Qualified professionals	2023	84	5	1	0	0	0	**90**
		2024	139	5	0	0	0	0	**146**
	Operators	2023	1,146	352	80	5	1	2	**1,586**
		2024	1,278	264	77	3	1	3	**1,627**
Part-time contract	Management	2023	0	0	0	0	0	0	**0**
		2024	1	0	0	0	0	0	**1**
	Middle management	2023	0	0	0	0	0	0	**0**
		2024	1	0	0	0	0	0	**1**
	Qualified professionals	2023	38	0	0	0	0	0	**38**
		2024	43	0	0	0	0	0	**43**
	Operators	2023	575	0	5	0	0	0	**580**
		2024	669	0	8	0	0	0	**677**

Turnover*

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Rate of staff turnover and country								
Male	2023	5.04%	7.42%	5.75%	6.52%	0.00%	8.06%	6.0%
	2024	6.19%	5.41%	10.61%	4.17%	0.00%	9.70%	6.17%
Female	2023	6.67%	9.98%	8.51%	25.00%	0.00%	6.06%	7.29%
	2024	8.66%	8.45%	14.75%	0.00%	0.00%	5.74%	8.63%

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Rate of staff turnover per age and country								
2023	Under 30	11.35%	15.93%	6.25%	0.00%	0.00%	7.32%	12.64%
	From 30 to 50	6.66%	8.26%	6.51%	9.38%	0.00%	7.74%	7.32%
	Over 50	2.54%	3.50%	4.81%	7.69%	0.00%	7.99%	3.05%
2024	Under 30	13.86%	15.79%	20.00%	0.00%	0.00%	11.90%	14.36%
	From 30 to 50	7.55%	5.99%	9.52%	6.25%	0.00%	8.53%	7.10%
	Over 50	3.69%	2.26%	11.11%	0.00%	0.00%	9.79%	3.73%

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

New hirings

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Per gender								
Male	2023	1,484	477	190	18	1	284	2,454
	2024	2,694	315	90	7	0	116	3,222

New hirings

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Female	2023	465	128	15	0	1	43	652
	2024	1,279	141	19	0	0	20	1,459
Total	2023	1,949	605	205	18	2	327	**3,106**
	2024	3,972	456	109	7	0	136	**4,681**
Per age								
Under 30	2023	465	191	29	5	0	23	**713**
	2024	1,010	162	23	3	0	18	**1,216**
From 30 to 50	2023	1,148	410	131	13	2	166	**1,870**
	2024	2,007	287	68	3	0	96	**2,461**
Over 50	2023	336	4	45	0	0	138	**523**
	2024	956	7	18	1	0	22	**1,004**

Number of dismissals

		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Per gender								
Male	2023	135	140	3	1	0	13	**292**
	2024	141	67	19	0	0	18	**245**
Female	2023	34	13	15	3	0	4	**69**
	2024	39	14	4	0	0	3	**60**
Total	2023	169	153	18	4	0	17	**361**
	2024	179	81	23	0	0	21	**305**
Per professional category								
Management	2023	6	0	0	0	0	0	**6**
	2024	1	1	0	0	0	1	**2**
Middle management	2023	5	0	0	0	0	0	**5**
	2024	3	0	0	0	0	1	**4**
Qualified professionals	2023	14	44	3	0	1	0	**62**
	2024	17	5	0	0	0	2	**24**
Operators	2023	144	109	15	4	16	0	**288**
	2024	158	75	23	0	0	18	**274**
Per age								
Under 30	2023	21	12	2	0	0	2	**37**
	2024	21	9	7	0	0	3	**40**
Staff between 30 and 50	2023	94	104	13	3	0	8	**222**
	2024	92	60	11	0	0	11	**174**
Above 50	2023	54	37	3	1	0	7	**102**
	2024	67	12	5	0	0	7	**91**

Diversity of governance bodies

Number of people in the Group Exec Comm

	Spain	Morocco	Switzerland	France	Andorra	Portugal	Total 2023	Total 2024
Per gender								
Male	5	1	0	0	0	0	6	6
Female	3	0	0	0	0	0	3	3
Per age								
Under 30	0	0	0	0	0	0	0	0

Number of people in the Group Exec Comm								
	Spain	Morocco	Switzerland	France	Andorra	Portugal	Total 2023	Total 2024
From 30 to 50	2	0	0	0	0	0	3	2
Over 50	6	1	0	0	0	0	6	7

Parental leaves

Number of employees who enjoyed a parental leave								
		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Male	2023	150	321	2	0	0	*	**473**
	2024	155	0	13	0	0	6	**173**
Female	2023	14	8	0	0	0	0	**22**
	2024	31	19	0	0	0	0	**50**

* No data available.

Number of employees who returned to work in the reporting period after the end of parental period								
		Spain	Morocco	Switzerland	France	Andorra	Portugal	Total
Male	2023	142	321	0	0	0	0	**463**
	2024	141	0	13	0	0	6	**159**
Female	2023	14	8	0	0	0	0	**22**
	2024	29	19	0	0	0	0	**47**

Rate of return to work and retention after maternity or paternity leave, by gender							
		Spain	Morocco	Switzerland	France	Andorra	Portugal
Male	2023	95%	100%	0%	0%	0%	0%
	2024	91%	0%	100%	0%	0%	100%
Female	2023	100%	100%	0%	0%	0%	0%
	2024	92%	100%	0%	0%	0%	0%

Pays

Average pay in 2023						
	Spain	Morocco	Switzerland	France	Andorra	Portugal*
Per gender (%)						
Male	1.91	3.50	4.16	-1.18	NA	0.80
Female	4.56	-11.56	13.08	0	NA	-5.59
Per professional category (%)						
Management	3.32	3.42		0	0	0
Middle management	3.84	8.64	0.59	0	0	3.29
Qualified professionals	2.24	8.12	10.44	0	0	4.38
Operators	2.44	-3.51	3.77	2.34	NA	0.08
Per age (%)						
Under 30	7.36	-2.35	13.24	0	0	-7.64
From 30 to 50	2.21	3.34	3.02	-2.21	NA	-0.99
Over 50	2.20	1.48	4.92	3.17	NA	4.75

Average pay in 2024						
	Spain	Morocco	Switzerland	France	Andorra	Portugal*
Per gender						
Male	37,750.12	6,508.84	64,910.34	27,940.00	NA	24,699.71
Female	32,335.37	7,367.83	60,793.55	0	NA	20,927.22
Per professional category						
Management	170,217.92	74,863.44	NA	0	0	
Middle management	63,909.83	41,506.39	77,975.00	0	0	60,740.65
Qualified professionals	36,086.19	7,194.61	57,586.11	0	0	27,227.94
Operators	35,167.76	6,003.24	64,499.19	27,940.00	NA	23,541.28
Per age						
Under 30	29,106.61	6,235.65	57,638.10	27,500.00	0	22,200.46
From 30 to 50	35,611.96	6,471.16	64,653.14	27,968.57	NA	24,885.39
Over 50	39,416.52	6,889.63	65,640.63	28,166.67	NA	23,265.67

NA: Not published because it was only one person.

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

In the case of Spain, Canary Bus and UTE Sanir have been excluded from the overall calculation as they were incorporated during the period and are therefore not comparable with the 2023 period.

In the case of Portugal, the incorporation of the Porto contract during 2024 affects the evolution of remuneration as it has different conditions to Lisbon.

	Spain	Morocco	Switzerland	France	Andorra	Portugal
Salary gap	14.34%	-13.20%	6.34%	NA	NA	15.27%

	Spain	Morocco	Switzerland	France	Andorra	Portugal
Ratio of remuneration of the lowest salary vs the minimum wage*	0.0003	0.0010	NA	0.2970	NA	0.0177

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

Occupational safety and health

2023	Spain	Morocco	Switzerland	France	Portugal
Accident frequency rate (%)*	13.51*	5.26	0	0	17.9
Male	0	5.37	0	0	13.8
Female	0	3.61	0	20.44	2.10
Accident severity index (%)*	0.41*	0.29	0	0	3.0
Male	0	0.30	0	0	1.9
Female	0	0.24	0	0	10.6
Occupational diseases	1	0	0	0	7
Male	1	0	0	0	4
Female	0	0	0	0	3
Absenteeism hours*	272.628	0	1.601	0	104.624
Male	0	0	0	0	86.824
Female	0	0	0	0	17.800
Absenteeism **(%)	8.44	4.13	0	0	2.74
Absenteeism Male	5.32	0	8.93	17.20	2.43

2023	Spain	Morocco	Switzerland	France	Portugal
Absenteeism Female	8.34	0	4.71	0	8.54
Investment in Prevention, Health and Wellbeing (€)	1,083,923.70	133,256.23	16,456.99	47,041.97	11.40
Staff represented in official safety and health committees (%)	70.69	100	NA	NA	100
Workers with or high risk of diseases related to their occupation	0	0	0	0	0
No. of injuries per accident with serious consequences	2	1	0	0	0
Fees of injuries per accident with serious consequences	0.61	0.01	0	0	0

2024	Spain	Morocco	Switzerland	France	Portugal
Accident frequency rate (%)*	17.27*	9.79	16.44	0	17.5
Male	0	9.60	16.44	0	15.8
Female	0	11.97	0	0	28.6
Accident severity index (%)*	0.57*	0.50	0.66	0	0.6
Male	0	0.48	0.66	0	0.6
Female	0	0.73	0	0	0.3
Occupational diseases	1	0	0	0	7
Male	1	0	0	0	3
Female	0	0	0	0	4
Absenteeism hours*	1,617.926	638.722	34.152	0	12.304
Absenteeism **(%)	9.18%	5.08%	14.57%	0.00%	0.60%
Absenteeism Male	9.04%	4.85%	12.47%	0.00%	0.63%
Absenteeism Female	9.91%	7.83%	2.34%	0.00%	0.40%
Investment in Prevention, Health and Wellbeing (€)	1,481,083.97	126,843.41	15,462.00		63,224.23
Staff represented in official safety and health committees (%)	78.57%	100%	0	0	100%
Workers with or high risk of diseases related to their occupation	0	0	0	0	0
No. of injuries per accident with serious consequences	1	5	0	0	0
Fees of injuries per accident with serious consequences	0.24	0.04	0	0	0

*No information broken down by gender available.
** Absenteeism rate=(Lost hours/employees*days) x 100.
Note: The data for Spain does not include workers who are not included in the ALSA employee database, who represent around 7% of the workforce.

Evaluation of performance and training

The data presented corresponds to the performance evaluations of structural personnel.

Employees receiving regular performance reviews

		Spain	Morocco	Switzerland	France	Portugal	Andorra	Total
Per gender								
Male	2023	71%	72%	88%	87%	100%	56%	71%
	2024	75%	76%	91%	96%	100%	56%	75%
Female	2023	49%	53%	44%	75%	0%	41%	49%
	2024	52%	74%	43%	0%	0%	44%	54%
Per professional category								
Management	2023	84%	40%	50%			0%	74%
	2024	84%	90%	100%	-	-	-	85%
Middle management	2023	79%	68%	100%			23%	70%
	2024	75%	85%	89%	-	-	33%	76%

Employees receiving regular performance reviews								
		Spain	Morocco	Switzerland	France	Portugal	Andorra	Total
Qualified professionals	2023	38%	14%	56%			2%	25%
	2024	66%	40%	42%	-	-	49%	58%
Operators	2023	70%	82%	83%	86%	50%	59%	74%
	2024	70%	83%	85%	96%	50%	55%	73%

Environmental data[1]:

Fleet and environmental investment

	Spain	Morocco	Switzerland[2]	Portugal	Total
2023					
Vehicles driven by alternative energy	782	6	12	44	844
Vehicles driven by alternative energy vs fleet (%)	21%	0%	8%	15%	13%
Vehicles driven by alternative energy (added)	174	0	14	44	232
Investment in vehicles driven by alternative energy (M€)	30.8	0	0	0	30.8
EURO VI Vehicles	2.275	804	110	301	3.490
EURO VI Vehicles(%)	61%	39%	73%	100%	56%
EURO VI Vehicles (added)	343	0	2	128	473
Expenditure or investment in environment (k€)	453.15	-	-	12.80	465.95
2024					
Vehicles driven by alternative energy	1.025	6	37	45	1.113
Vehicles driven by alternative energy vs fleet (%)	23%	0%	22%	15%	16%
Vehicles driven by alternative energy (added)	150	0	3	0	153
Investment in vehicles driven by alternative energy (M€)	66.5	0	0.06	0	
EURO VI Vehicles	3.045	810	152	264	4.271
EURO VI Vehicles(%)	68%	41%	89%	86%	62%
EURO VI Vehicles (added)	246	6	42	0	294
Expenditure or investment in environment (k€)	533.217.12	0	0	42.015.37	575.232.49

Emissions

	Spain	Morocco	Switzerland[3]	Portugal	Total
2023					
Total emissions (tCO_2e)	364,533.05	176,005.01	15,245.19	39,230.57	595,013.83
A1 direct emissions (tCO_2e)	270,173.78	140,616.45	4,916.12	12,614.62	428,320.96
A2 Indirect emissions (tCO_2e)	0.00	0.00	0.00	54.25	54.25
A3 Indirect emissions (tCO_2e)	94,359.27	35,388.56	10,329.08	26,561.70	166,638.61
Intensity of direct emissions (tCO_2e/thousand €)	0.325	1.052	0.882	0.464	0.444
CO direct emissions (t)	1,683,163	948,697.00	19,822.00	81,930.00	2,733,612.00
NOx direct emissions (t)	2,244,218	1,264,930.00	26,429.00	109,240.00	3,644,817.00
HC direct emissions (t)	516,170	290,934.00	6,079.00	25,125.00	838,308.00
PM direct emissions (t)	22.442	12,649.00	264.00	1,092.00	36,447.00
CH4 direct emissions (tCO_2e)	188	24	1	3	215.39
N_2O direct emissions (tCO_2e)	2,669	1.371	48	154	4,241.90
HFCs direct emissions (tCO_2e)	16,235	21	21	499	16,775.05

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

2024					
Total emissions (tCO_2e)	469,558.38	195,580.30	5,634.27	42,849.30	713,622
A1 direct emissions (tCO_2e)	304,918.28	158,592.45	3,069.26	20,593.87	487,174
A2 Indirect emissions (tCO_2e)	9.39	2.083.76	0.00	1,607.32	3,700
A3 Indirect emissions (tCO_2e)	164,630.71	34,904.10	2,565.01	20,648.12	222,748
Intensity of direct emissions (tCO_2e/thousand €)	0.233	0.994	0.101	0.299	0.455
CO direct emissions (t)	439,723	179,009	3,959.36	34,221.99	656,913
NOx direct emissions (t)	1,663,162	835,189	17,297	120,196	2,635,844
HC direct emissions (t)	2,217,550	1,113,585	23,063	160,261	3,514,459
PM direct emissions (t)	510,036	256,125	5,305	36,860	808,326
CH4 direct emissions (tCO_2e)	200	25	30	5	260
N_2O direct emissions (tCO_2e)	2,967	1,346	1,645	273	6,231
HFCs direct emissions (tCO_2e)	21,422	15,200	0	686	37,308

Consumos

	Spain	Morocco	Switzerland[4]	Portugal	Total
2023					
Natural gas Consumption (kWh)	1,085,479.26	0.00	2,970.00	-	1,088,449.26
Diesel oil consumption of the boiler (kWh)	1,724,042.04	1,132,193.86	31,374.76	-	2,887,609.66
Consumption of other resources (kWh)	260,407.04	0.00	-	-	260,407.04
Electric consumption in facilities (KWH)	13,313,285.00	3,088,986.38	588,499.00	1,725,595.00	18,128,454.87
Energy consumption in facilities (kWh)	16,383,213.34	4,221,179.23	34,933.26	1,725,595.00	22,364,920.84
Diesel oil consumption of automotive (kWh)	1,122,108,881.31	632,464,910.19	13,214,581.60	54,620,053.61	1,882,408,426.71
Consumption of SP95 automotive (kWh)	493,085.16	-	-	-	493,085.16
Consumption of GAS (GNC, GNL) automotive (kWh)	31,253,925.78	-	-	-	31,253,925.78
Consumption of GLP automotive (kWh)	95,674.36	-	-	-	95,674.36
Electricity consumption due to transport (kWh)	1,998,424.08	-	-	305,358.05	2,303,782.13
Fleet fuel consumption (kWh)	1,153,951.566.62	632,464,910.19	13,214,581.60	54,925,411.66	1,854,556,470.07
Consumption of renewable sources (kWh)	15,311,709.08	-	-	-	15,311,709.08
Consumption of total energy (kWh)	1,170,121,208.33	636,686,089.43	13,249,514.86	56,651,006.66	1,876,707,819.28
2024					
Natural gas Consumption (kWh)	790,435.00	0	0	0	790,435
Diesel oil consumption of the boiler (kWh)	1,354,694.14	1,110.038	35,226.73	0	2,499,959
Consumption of other resources (kWh)	99.525.90	0	0	0	99,526
Electric consumption in facilities (KWH)	16,214,235.00	2,482,139.90	759.12	27,766,00	18,800,053
Energy consumption in facilities (kWh)	18,458,890.04	3,592,177.58	111,138.73	27,766.00	22,189,972
Diesel oil consumption of automotive (kWh)	1,108,774,998.00	556,792,421.15	11,531,575.57	80,130,685.12	1,757,229,680
Consumption of SP95 automotive (kWh)	418,755.80	0	132,419.30	0	551,175
Consumption of GAS (GNC, GNL) automotive (kWh)	32,265,025.40	0	0	0	32,265,025
Consumption of GLP automotive (kWh)	20,718.00	0	0	0	20,718
Electricity consumption due to transport (kWh)	3,634,685.99	0	1,537,778.70	6,181,987.05	11,354,452
Fleet fuel consumption (kWh)	1,141,479,497.01	556,792,421.15	11,663,994.87	80,130,685.12	1,790,066,598
Consumption of renewable sources (kWh)	19,848,920.99	0	1,545,369.90	0	21,394,291
Consumption of total energy (kWh)	1,163,573,073.04	560,384,598.73	13,312,912.30	86,340,438.17	1,823,611,022

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

Waste

	Spain	Morocco	Switzerland[5]	Portugal	Total
2023					
Hazardous waste managed (t)	708.87	197.07	-	42.30	948.24
Non-hazardous waste managed (t)	390.32	186.8	-	17.45	594.57
Paper for recycling (t)	28.89	-	-	1.37	30.26
Removal of RNP (t)	1.38	-	-	5.01	6.39
Cremation	0	-	-	0	0.00
Taken to landfill	1.38	-	-	5.01	6.39
Other	0	-	-	0	0.00
Removal of RP (t)	143.19	-	-	31.32	174.51
Cremation	0	-	-	0	0.00
Taken to landfill	0.74	-	-	1	1.74
Other	142.45	-	-	30.32	172.77
Valorisation of RNP (t)	388.94	-	-	12.44	401.38
Preparación para la reutilización	13.90	-	-	0	13.90
Reciclado	373.35	-	-	3.21	376.57
Otras	1.68	-	-	9.23	10.91
Valorisation of RP (t)	565.68	-	-	10.98	576.66
Preparación para la reutilización	0	-	-	0	0.00
Reciclado	5.38	-	-	9.24	14.63
Otras	560.29	-	-	1.74	562.03
2024					
Hazardous waste managed (t)	658.85	206.924	0.00	25.47	891
Non-hazardous waste managed (t)	488.65	196.14	8.215	78.56	772
Paper for recycling (t)	29.94	0.00	0.00	1.28	31
Removal of RNP (t)	0.00	0.00	0.00	10.82	11
Cremation	0.00	0.00	0.00	0.00	0
Taken to landfill	93.16	0.00	0.00	10.82	104
Other	65.50	0.00	0.00	0.00	65
Removal of RP (t)	0.00	0.00	0.00	0.69	0.69
Cremation	0.00	0.00	0.00	0.00	0.00
Taken to landfill	0.75	0.00	0.00	0.69	1.44
Other	43.13	0.00	0.00	0.00	43
Valorisation of RNP (t)	0.00	0.00	0.00	14.65	15
Preparación para la reutilización	1.75	0.00	0.00	0.00	2
Reciclado	182.81	196.14	0.00	14.65	394
Otras	145.43	0.00	0.00	0.00	145
Valorisation of RP (t)	0.00	0.00	0.00	77.88	78
Preparación para la reutilización	0.00	206.924	0.00	0.41	207
Reciclado	563.34	3	0.00	77.47	644
Otras	51.63	0.00	0.00	0.00	52

5 Environmental data in Switzerland also included the operations in France.
In the case of Morocco, it is the volume of waste produced, the management data is not still available.

Water

	Spain	Morocco	Switzerland[6]	Portugal	Total
2023					
Urban waste water discharge (m³)	58,097.00	-	193	2,786.5	61,076.50
Industrial waste water discharge, automotive (m³)	81,642.00	-	-	-	81,642.00
Industrial waste water discharge, hospitality sector (m³)	19,283.00	-	-	-	19,283.00
Water consumption (m³)	167,637.00	61,705.96	193	1,324	230,859.96
Water consumption from water sources (wells, etc.) (m³)	-	-	-	2,925	2.925
Volume of water recycled or used (m³)	4,470.00*	-	-	1,023.75	5,493.75
2024					
Urban waste water discharge (m³)	63,227.09	0.00	0.00	0.00	63,227
Industrial waste water discharge, automotive (m³)	102,449.09	0.00	0.00	0.00	102,449
Industrial waste water discharge, hospitality sector (m³)	13,516.59	0.00	0.00	0.00	13,517
Water consumption (m³)	179,192.76	47,643.16	328.92	4,669	231,834
Water consumption from water sources (wells, etc.) (m³)	0.00	0.00	0.00	0.00	0
Volume of water recycled or used (m³)	8,467.00	0.00	0.00	0.00	8,467

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

Materials consumed

Consumption of main materials in Spain	2023	2024
Oil (l)	413,775.7	216,229.54
Urea (l)	3,826,192	3,087,825.28
Antifreeze (l)	242,938	201,832.48

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

Alsa Corporate Structure

At 31 December 2024, 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. UTE LEY 18/1982
AEROBUS ZARAGOZA, S.L.
AGREDA BUS, S.L.
ALIANZA BUS, S.L.U.
ALPYBUS, SARL
ALSA AL BAIDA, S.A.
ALSA ATLANTICA, S.L.U.
ALSA BUSES DE EXTREMADURA, S.L.U.
ALSA BUSTOURS GEX
ALSA CITY AGADIR, S.A.
ALSA CITY BUS RABAT SALE TEMARA, S.A.
ALSA CITY MARRAKECH
ALSA CITY TOUR, S.A.R.L.
ALSA EDUCATION A LA SECURITE ROUTIERE, S.A.R.L.
ALSA FERROCARRIL, S.A.U.
ALSA GRANADA AIRPORT, S.L.
ALSA GRUPO, S.L.U.
ALSA INNOVACION Y PROYECTOS DE MOVILIDAD, S.L.U.
ALSA INTERCITY SERVICES, S.A.
ALSA INTERNACIONAL S.L.U. 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 RAIL, S.L.U.
ALSA RAIL, S.L. Y ALSA FERROCARRIL SA UTE BARCELONA
ALSA RAIL, S.L. Y ALSA FERROCARRIL SA UTE VALENCIA
ALSA RAIL, S.L. Y ALSA FERROCARRIL SA UTE ZARAGOZA
ALSA SERVICIOS LOGISTICOS FERROVIARIOS, S.L.
ALSA TANGER, S.A.
ALSA TODI METROPOLITANA DE LISBOA, LDA
ALSA TRANSPORTE SANITARIO, S.L.
AMB BUZTAN BIDASOA SL Y SANIR MOV SANITARIA, S.A. UTE
APLIC. Y SIST. INTEGRALES PARA EL TRANSPORTE, S.A.
ARAGONESA DE ESTACION DE AUTOBUSES, S.A.
ARGABUS, S.A.
ARTAZO SERVICIOS INTEGRALES, S.L.
AUTOBUSES URBANOS DE BILBAO, S.A.
AUTOBUSES URBANOS DE LEON, S.A.U.
AUTOCARES CASTILLA Y LEON, S.A.U.
AUTOCARES DE BADAJOZ, S.L.
AUTOCARES DISCRECIONALES DEL NORTE, S.L.U.
AUTOMOVILES LUARCA S.A.U., YAIZA BUS SL, MEDTRAST98 SL
AUTOMOVILES LUARCA, S.A.U.
AUTOMOVILES SIGRAS CARRAL, S.A.
AUTOS CALPITA, S.A.
AUTOS PELAYO, S.A.U.
AUTOS RODRIGUEZ-EOCAR, S.L.
BAHIA ZERO, S.L.
BALEARES BUSINESS CARS, S.L.U.
BALEARES CONSIGNATARIOS TOURS, S.L.U.
BALEARES CONSIGNATARIOS, S.L.U.
BC TOURS PORTUGAL, UNIPESSOAL, LDA
BERLINAS CALECAR, S.L.U.
BERLINAS DE ASTURIAS, S.L.U.
BERLINAS DE TOLEDO, S.L.U.
BERLINAS VTC DE CANTABRIA, S.L.U.
BETANCURIA TOURS, S.L.
BILBOKO HIRIBUS JASANGARRIA, S.L.
BUS LEGAL, S.L.
BUS METROPOLITANO DE GRANADA, S.L.
BUS URBANO DE CASTRO URDIALES, S.L.
BUSES DE PALENCIA, S.L.
BUSTURIALDEA LEA ARTIBAI BUS, S.A.
CANARY BUSINESS CARS, S.L.U.
CANARY LOGISTIC SOLUTIONS, S.L.
CATALUÑA BUSINESS CARS, S.L.U.
CENTRE DE FORMATION TECHN. PROFES. TRANSPORT, S.A.R.L.
CETRALSA FORMACION, S.L.U.
CIA. DEL TRANVIA ELECTRICO DE AVILES, S.A.
COMERCIAL INSULAR DE REPUESTOS PARA VEH INDUST, S.L.
COMPAÑIA NAVARRA DE AUTOBUSES, S.A.
COMPAÑIA TRANVIAS DE SEVILLA, S.A.
COMPOSTELANA S.A.U.
EBROBUS, S.L.U.
EGGMANN FREY
ESTACION AUTOBUSES DE CARTAGENA, S.A.
ESTACION CENTRAL DE AUTOBUSES DE ZARAGOZA, S.A.
ESTACION DE AUTOB. DE SAN LORENZO DEL ESCORIAL, S.A.U.
ESTACION DE AUTOBUSES AGUILAR DE CAMPOO, S.L.
ESTACION DE AUTOBUSES DE ASTORGA, S.L.
ESTACION DE AUTOBUSES DE AVILES S.L.
ESTACION DE AUTOBUSES DE LEON, S.A.
ESTACION DE AUTOBUSES DE PLASENCIA, S.L.
ESTACIONES TERMINALES DE AUTOBUSES, S.A.
ESTEBANEZ AJA, S.A.
EUSKA ALSA, S.L.U.
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VIAJES ALSA, S.A.U.
VIAJES POR CARRETERA, S.A.U.
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