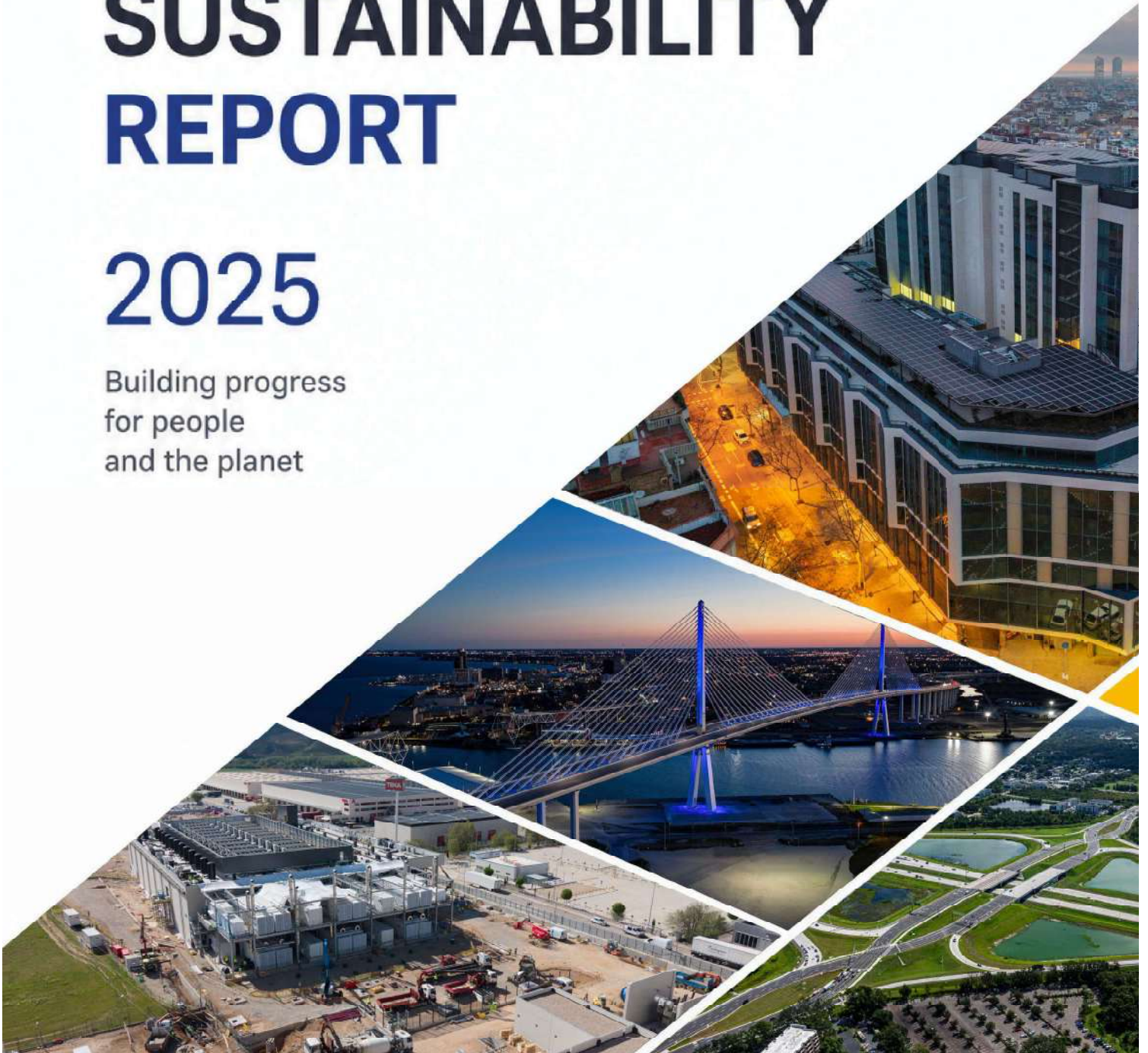


DRAGADOS

SUSTAINABILITY REPORT

2025

Building progress
for people
and the planet



CONTENTS

1. THE GROUP	3	7. QUALITY COMMITMENT TO THE CLIENT	86
2. ENVIRONMENT	9	7.1. Quality in our activity	86
2.1. Combating climate change	11	7.2. Client relations	87
2.2. Circular economy: sustainable use of resources and waste management	34	7.3. Client satisfaction	88
2.3. Efficient and responsible use of water resources	40	8. INNOVATION AT DRAGADOS GROUP	89
2.4. Biodiversity protection	43	8.1. Innovation management at DRAGADOS Group	89
2.5. Management of risks related to environmental matters	47	8.2. Thermo-activation of the lower slab of the false tunnel of the Southwest Green Corridor	90
3. PEOPLE AT DRAGADOS GROUP	49	8.3. Sustainable initiatives at Atocha Station	93
3.1. Professional development	50	8.3.1. Tropical garden climate of the Historic Canopy at Atocha Station	93
3.2. Assessment and talent at DRAGADOS Group	51	8.3.2. Atocha Respira	96
3.3. Training	52	8.4. Treatment with polymers of material extracted from the TBM	97
3.3.1. ACS University	53	8.5. Reinforced earth wall built with stabilised soil	99
3.4. Equal opportunities, diversity and inclusion	54	8.6. Decarbonisation and air quality improvement at HS2 Euston Station	100
3.5. Work organisation and labour relations	56	8.7. Digital visualisation for a more integrated and sustainable worksite: use of Urban CGI at HS2 Euston Station	101
4. OCCUPATIONAL HEALTH AND SAFETY	58	8.8. MEDEA Project	102
4.1. Training	62	8.9. NCB3-4 biological safety laboratories	103
4.2. Health and safety statistics	64	8.10. PA-16 asphalt mix with steel aggregates in the wearing course on the A-67 motorway	105
4.3. Management of risks related to health and safety	64	8.11. Adriano Project and 3D Printing Centre: a step forward in sustainable construction	107
5. BUSINESS CONDUCT	65	8.12. DIG2RAIL Project: sustainable and digitalised railway infrastructure	109
5.1. Governance	66	ANNEX. CONTRIBUTION TO THE ACHIEVEMENT OF THE SUSTAINABLE DEVELOPMENT GOALS	113
5.2. Metrics and targets	77	Goal 8. Decent work and economic growth	114
6. SUSTAINABLE PROCUREMENT	78	Goal 9. Industry, innovation and infrastructure	115
6.1. DRAGADOS Group's supply chain	79	Goal 10. Reduced inequalities	116
6.2. Supplier approval and assessment systems based on economic and sustainability criteria	81	Goal 11. Sustainable cities and communities	117
6.3. Analysis of significant suppliers	83	Goal 12. Responsible consumption and production	118
6.4. Management of risks related to the supply chain	84	Goal 13. Climate action	119



BUILDING THE FUTURE WITH VISION AND COMMITMENT

DRAGADOS is a leading construction company founded in the mid-20th century, whose activity is focused on the development of Civil Works infrastructure — including highways, railways, maritime, hydraulic and airport works — as well as residential and non-residential Building projects.

DRAGADOS is the result of a strong business vocation, shaped over more than 80 years of activity, during which thousands of professionals have helped build one of the most important and forward-looking companies in the construction sector, both in Europe and worldwide.

The company specialises in studying, designing and delivering all types of civil engineering infrastructure and building projects, with a particular focus on those that stand out due to their technical complexity, construction methods, scale or high degree of specialisation.

The numerous milestones achieved over the years are a testament to the company's professional track record, particularly in the areas of transport infrastructure, hydraulic works and underground works within the field of civil engineering. In the building sector, its specialisation is reflected in the delivery of major non-residential building projects.

DRAGADOS has the scale, financial capacity and technological innovation required to undertake the full lifecycle management of infrastructure projects: conception, financing, design, construction, operation and maintenance.

OUR FIGURES



7.450 km
of highways



3.642 km
of roads



1.500
bridges



1.480 km
of tunnels



545
maritime works



250
dams and
hydroelectric plants



1.700 km
of railways



70
million m²
of buildings

DRAGADOS is one of Spain's leading construction companies and also has a number of national subsidiaries specialising in different areas.

Likewise, DRAGADOS is a **global benchmark in the construction sector and one of the world's largest contractors in public-private partnership (PPP) concession projects**, having designed and built more than one hundred concession projects worldwide. DRAGADOS is currently developing major infrastructure projects in other European countries, including the United Kingdom, Norway and Poland, where it has consolidated its presence through its subsidiary Polaqua. DRAGADOS also has **extensive experience in Latin America, with more than thirty-five years of presence in the execution of projects across the region**, particularly in Chile.

In the 2025 financial year, DRAGADOS **acquired Fleischmann S.A., a Chilean company specialising in engineering, industrial assembly, energy, mechanical systems, HVAC, maintenance, commissioning and construction**. The company provides integrated solutions across all phases of project development, from design and assembly through to execution and maintenance, with a particular focus on data centres, hospital, industrial and energy facilities.

This strategic acquisition represents a key milestone in DRAGADOS' strategy to strengthen its presence in the digital infrastructure sector and expand its ability to provide end-to-end integrated services to its global clients.

In recent years, **the United States and Canada have become DRAGADOS' main business area**. At the beginning of 2025, the integration process launched in July of the previous year by DRAGADOS and HOCHTIEF was successfully completed under the new FLATIRON DRAGADOS brand. **This has created one of the largest civil engineering and construction companies in North America**, with growth potential in key markets, extensive civil infrastructure expertise and a geographic footprint spanning 24 U.S. states and eight Canadian provinces.

Flatiron DRAGADOS' **simplified structure ensures a unified approach to operations, strategy and risk management**, while also adding value to the wider ACS Group. Flatiron DRAGADOS was created to improve connectivity, enhance the economic and social well-being of communities across North America, and foster long-term relationships with employees, clients and partners.

In addition, in recent years DRAGADOS **has strengthened its position in the defence sector through its involvement in the design and construction of strategic military infrastructure**. The company develops highly technically complex projects related to bases, logistics facilities and naval structures. This approach enables DRAGADOS to contribute to the development of critical capabilities for security and defence, consolidating its role as a relevant player in the construction of essential infrastructure for public bodies in demanding environments.

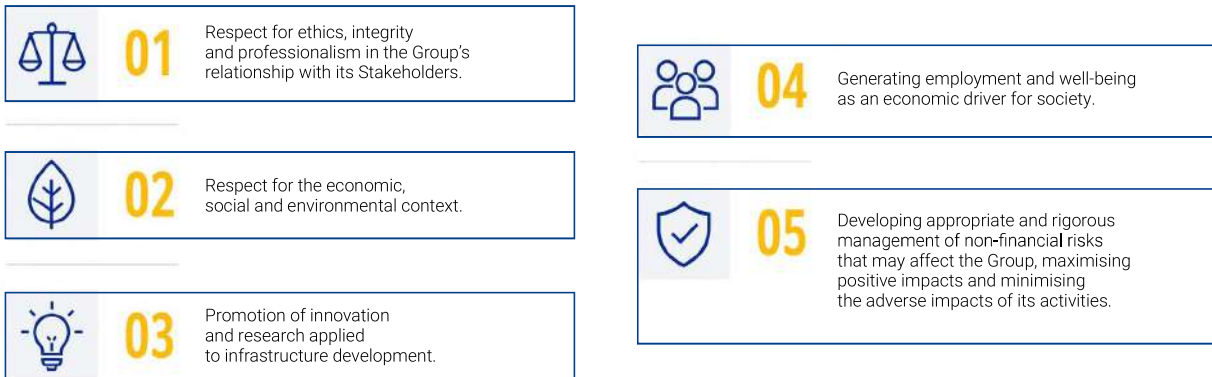


KEY FIGURES

BOOSTING THE GLOBAL SUSTAINABILITY OF INFRASTRUCTURE

One of the cornerstones of DRAGADOS Group's corporate strategy is its commitment to carrying out its activities in a sustainable and responsible manner, in line with the ACS Group Sustainability Policy.

This **Sustainability Policy**, updated and approved by the Chief Executive Officer, **sets out the Group's main areas of action in this field**, as well as its relationship with the environment in which it operates.



In this context, Sustainability brings together the contributions of the different companies within the Group, which define their policies independently and manage their resources as efficiently as possible, **while always operating under the common principles set out in the Sustainability Policy and pursuing the shared objectives established in the 2025 Sustainability Master Plan.**

This Plan sets out the Group's three strategic priorities and twelve Sustainability commitments, through which DRAGADOS Group aims to continue promoting Sustainability in infrastructure.

E SUSTAINABLE INFRASTRUCTURE	PROMOTING THE TRANSITION TOWARDS SUSTAINABLE INFRASTRUCTURE • Climate neutrality by 2045 • Circularity across activities • A benchmark in sustainable infrastructure • Environmental protection
S TALENT AND DIVERSITY	INTEGRATING SPECIALISED, DIVERSE AND COMMITTED TALENT • Prioritising occupational health and safety • Developing specialised and diverse talent • Promoting economic and social development in support of the local community
G COMMITTED GOVERNANCE	COMMITTED TO GOOD BUSINESS PRACTICES AND SUSTAINABILITY GOVERNANCE • Sustainability in the governance model • Ethical and responsible culture • Financing adapted to new sustainable finance models • Responsible supply chain management • Quality and reliability of sustainability information



Within these three commitments, 33 objectives have been established for 2025, with the aim of continuing to create shared value and maintaining DRAGADOS Group's position as a global leader in the infrastructure sector.

Taking into account Stakeholder requirements in relation to Sustainability, as well as the material matters identified, **DRAGADOS Group has designated 16 of these objectives as priorities for 2025:**

E SUSTAINABLE INFRASTRUCTURE	S TALENT AND DIVERSITY	G COMMITTED GOVERNANCE
EMISSIONS CO² reduction vs. 2019 SCOPE 1 -8% 2025 -30% 2030 SCOPE 2 -25% 2025 -60% 2030 CIRCULARITY 80% Waste - Reuse/Recycling Minimising non-hazardous waste sent to landfill SUSTAINABLE INFRASTRUCTURE 20% of infrastructure sales = Projects with Sustainable Certification Increase the percentage of activities with Certified Environmental Management Systems	SAFETY Primary objective 97% employees covered by certified health and safety management systems -15% frequency rate among own employees DIVERSITY Gender equality +25% women in Senior Management positions 20% women in positions of responsibility SOCIAL INCLUSION Promoting the hiring of employees and suppliers from the local community	GOBERNANZA Y CUMPLIMIENTO 100% of employees with compliance-related responsibilities trained 100% of own operations assessed in relation to Human Rights Quantification of sustainable assets in DRAGADOS' portfolio aligned with the EU Environmental Taxonomy SUPPLY CHAIN Sustainable procurement 75% of suppliers trained in the Business Partner Code of Conduct 100% of direct critical suppliers assessed in terms of Sustainability

DRAGADOS Group's Sustainability Plan is aligned with:

- **The purpose and corporate strategy of ACS Group**
- **The fight against climate change**
- **The needs and requirements of Stakeholders**
- **The achievement of the United Nations Sustainable Development Goals**

Thus, the 2025 Sustainability Plan makes a substantial contribution to the achievement of six priority Sustainable Development Goals, generating a positive impact on society. In 2025, the cycle of the 2025 Sustainability Master Plan was completed, and the objectives achieved are included in each of the sections of this document.

The Group is working on the assessment of new sustainability objectives, incorporating strategic progress in the Group's activities and the lessons learned during the period, as well as the needs and requirements of Stakeholders, including the evolution of applicable regulatory and reporting requirements.

RISKS

DRAGADOS Group carries out its activities in different countries and socioeconomic and legal environments, which entails exposure to different levels of risk inherent to the businesses in which it operates.

In relation to non-financial risks during the 2025 financial year, **ACS Group updated its Double Materiality Analysis, covering both impact and financial materiality, resulting in a new list of Impacts, Risks and Opportunities (IROs).** This update reflects methodological and traceability improvements compared with 2024.

For each of the material IROs identified by ACS Group, **specific strategies, policies, actions and objectives are implemented.**

Material Impacts, Risks and Opportunities and their interaction with the strategy and business model

Following the Double Materiality Analysis carried out by ACS Group, a list of Impacts, Risks and Opportunities (IROs) was obtained. **This list includes a description of each IRO, as well as the specific point in the value chain where it originates, whether within the Group's own business, upstream or downstream in the value chain.**

In addition, each IRO is identified as either actual or potential. Where an IRO is identified as potential, an estimated time horizon is established for its possible materialisation. However, the likelihood of occurrence cannot always be determined precisely within a specific time horizon and is therefore classified as short, medium or long term.

For each of the material IROs identified, the Group implements specific strategies, policies, actions and objectives. It should be noted that the Double Materiality exercise was carried out after the objectives of the Sustainability Master Plan had been defined.

Its purpose is to reassess and, where appropriate, update this Plan in 2025, integrating the material IROs identified that may have a significant impact both on the company, in terms of risks and opportunities, and on its environment, in terms of impacts.

The main objective of this methodology is to anticipate risks and negative impacts in order to avoid, minimise or remedy them, while generating value both for the environment and for the company through the opportunities and positive impacts identified.



Below is a general summary of the alignment of the IROs with the ESG pillars:



This pillar covers all IROs related to climate change, pollution, water management, biodiversity and the circular economy.

ACS Group is aware of the positive and negative impacts that its operations may have on the environment, whether directly or through its value chain, as well as of its responsibility in relation to these impacts.

For this reason, the Group promotes policies and measures aimed not only at identifying and assessing impacts, but also at preventing, mitigating and, where necessary, remedying their negative consequences. At the same time, it seeks to harness all business opportunities linked to environmental sustainability, adapting its projects and services in order to reduce risks and generate value for the surrounding environment.



This pillar encompasses all ACS Group Stakeholders, including own workers, employees in the value chain, local communities, clients and end users.

The proper functioning of the Group depends to a large extent on these actors. Accordingly, particular attention has been paid to identifying social IROs and establishing specific measures for their management.



This pillar covers all aspects related to the Group's corporate culture, the fight against corruption, whistleblower protection and supplier management.

ACS Group recognises that the first driver of sustainable change must originate within the organisation itself and its companies, taking on a leadership role in promoting a sustainable culture both within and beyond its operations.

ACS Group's Non-Financial Information Statement — ACS Group being the parent company of DRAGADOS Group — for the year ended 31 December 2025 includes a description of the Impacts, Risks and Opportunities that have been identified as material following the Double Materiality Analysis. This description includes a classification by type, time horizon and the areas of the Group's value chain and business model where they are concentrated.

The identification of IROs is carried out on a gross basis, that is, in the absence of measures, policies and other mitigating actions. As a result, most negative impacts are potential, while actual impacts are minimised through the strategies implemented across the Group.



DRAGADOS Group combines efficient resource management with environmental protection, operating under the principles of precaution and conservation of the natural environment in order to minimise the impact of its operations.

The companies that form part of DRAGADOS Group carry out a wide range of activities, all of which depend directly on natural resources and have an associated environmental impact.

However, this impact is viewed not only as a challenge, but also as an opportunity to generate shared value and move towards a more sustainable model.

For this reason, DRAGADOS Group focuses its environmental strategy on contributing to a just transition towards a low-carbon economy, by promoting products and services with a lower environmental impact and improving process efficiency across its activities.

As a result of these commitments, DRAGADOS Group has established an environmental management framework comprising the ACS Group Environmental Policy, approved by the Board of Directors on 14 November 2018 and updated on 19 December 2024, which is implemented through the different management systems in place across the Group's companies.

The main environmental measures implemented by the companies that make up DRAGADOS Group are governed by the basic principles of action set out in the ACS Environmental Policy.

These guidelines are sufficiently flexible to accommodate the different procedures and specific mechanisms of each of the Group's companies.

From this perspective, the commitments established in DRAGADOS' Environmental Policy are as follows:

1. **Compliance with applicable legislation and regulations**, as well as with other voluntary commitments adopted undertaken in each of the offices, regional offices, projects, works and services carried out by DRAGADOS Group.
2. **Prevention of pollution, promotion of the circular economy, optimisation of water consumption and reduction of emissions**, all based on the assessment of potential environmental risks at each stage of the project, work or service, with the aim of designing processes that minimise environmental impact as far as possible.
3. **Continuous improvement in the management of its environmental performance** through the establishment and monitoring of environmental objectives.
4. **Transparency in external communication** through the regular publication of information on environmental performance to all Stakeholders, addressing their needs and expectations, whether as a result of regulatory compliance or on a voluntary basis.
5. **Training and awareness-raising through educational and awareness activities for employees, suppliers, clients and other Stakeholders**. DRAGADOS' Environmental Policy is implemented across the Group's companies through Environmental Management Systems, which ensure the proper management of environmental risks and opportunities, as well as the continuous improvement of their performance.

The Environmental Management Systems of the Group's companies ensure the proper management of the associated risks and opportunities, as well as the continuous improvement of their performance. **In this regard, 97.4% of the Group's operations correspond to companies with management systems certified under the ISO 14001 standard or other similar certifications.**

Through these certifications, the Group applies the precautionary principle. All these systems are verified by an independent third party, with internal and external audits

carried out in accordance with the programmes established by each company. Thanks to this environmental management and control framework, DRAGADOS Group identifies its main environmental impacts.

In this context, and due to the nature of the Group's activities, the consumption of natural resources, the generation of greenhouse gas emissions, waste production and the potential impact on biodiversity have been identified as key areas in the company's management.

Degree of implementation of environmental management systems in DRAGADOS Group companies
(expressed as % of sales)

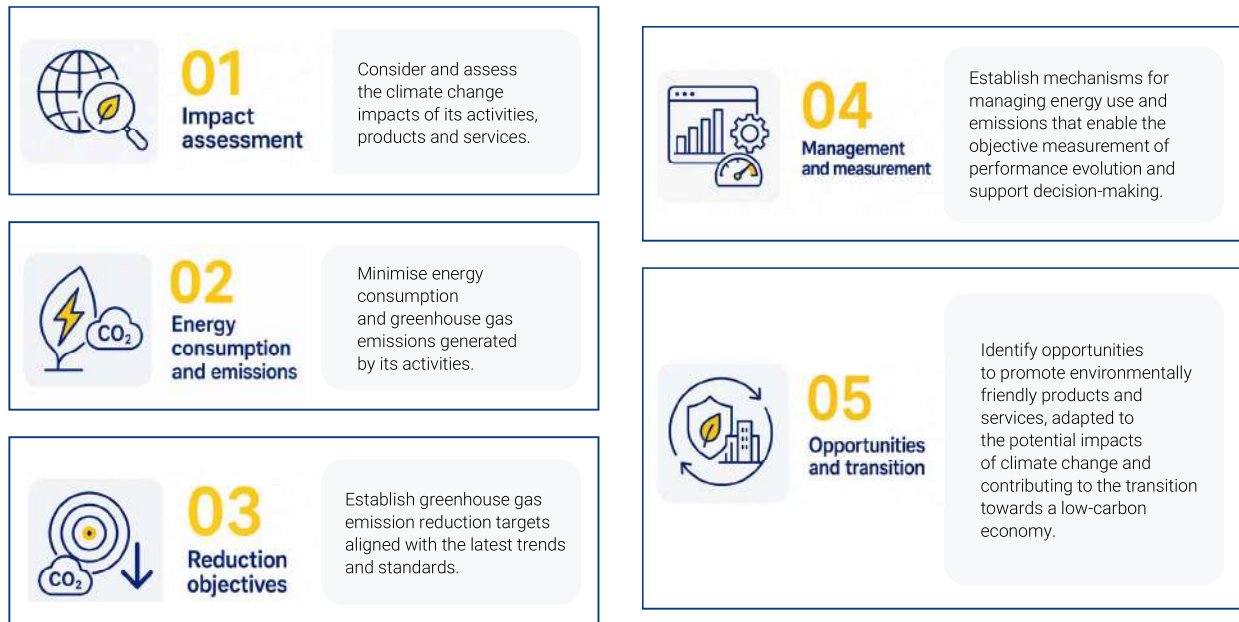
	2019	2024 ¹	2025
Implementation of ISO 14001 certification	74,4%	93,6%	97,2%
Implementation of other environmental certifications	13%	0,5%	0,2%

¹ The 2024 data have been adjusted based on new information received subsequently. In addition, Flatiron DRAGADOS data have been included.

2.1. FIGHT AGAINST CLIMATE CHANGE

Concern about the risks arising from climate change requires governments and companies to become involved in contributing to a less carbon-intensive production and consumption model. DRAGADOS Group is aware of the important role it can play in the fight against climate change. For this reason, one of its general objectives is to promote energy efficiency and the reduction of emissions across its different business activities.

The basic principles of action governing DRAGADOS Group's approach in this area are set out in the ACS Group Environmental Policy and focus on:



To address the challenges posed by the climate emergency, DRAGADOS Group has prioritised these matters within the Group's governance and management model.

In addition to the basic principles of action set out in the Environmental Policy mentioned above, ACS Group also has a Sustainability Policy, which identifies the fight against climate change as one of its core principles of action.

DRAGADOS' 2025 Sustainability Plan was approved to structure the priorities, commitments, strategic lines and objectives of all DRAGADOS Group companies in relation to climate change.

The aim was to anticipate and manage the risks arising from climate change, while identifying new opportunities through the development of new sustainable and environmentally friendly solutions.

In its 2025 Sustainability Plan, in relation to its commitment to “Anticipating climate neutrality by 2045”, DRAGADOS Group has established three basic strategic lines:

Implement a strategy to anticipate climate neutrality by 2045.

Make progress in measuring the carbon footprint and reducing Scope 1 and 2 emissions by 2025.

Strengthen the management of risks arising from climate change through the implementation of international methodologies.



01 | Climate neutrality by 2045



02 | Carbon footprint and reduction



03 | Climate risk management

Each of the companies within DRAGADOS Group continues to work on the development and implementation of different initiatives and measures that help the Group pursue this strategy and achieve the global objectives set out in the 2025 Sustainability Plan, in line with the guidelines established in the ACS Group Environmental Policy.

Likewise, during the 2025 financial year, ACS Group developed its GHG Protocol with the aim of standardising and harmonising the calculation of the carbon footprint across all Group companies, strengthening the consistency, traceability and comparability of the information reported.



**GREENHOUSE
GAS PROTOCOL**



MANAGEMENT OF RISKS AND OPPORTUNITIES RELATED TO CLIMATE CHANGE

In order to respond to the need for comprehensive and consistent risk management, ACS Corporation has established a model that includes the identification, assessment, classification, valuation, management and monitoring of risks at Group level and across its operating divisions, including the companies of DRAGADOS Group.

Based on these identified risks, a risk map is prepared and regularly updated according to the different variables that make it up.

Below is a summary of the methodology, together with the identification and assessment of the main risks and opportunities identified for DRAGADOS Group in relation to climate change.

For the reporting of climate-related risks and opportunities, the recommendations of the **Task Force on Climate-Related Financial Disclosures (TCFD)**.

Definitios



PHYSICAL RISKS arise from the physical effects of climate change.

They are considered acute when they result from specific, one-off climate or weather events, and chronic when they arise from more gradual changes in climate patterns.



TRANSITION RISKS are the risks arising from the adaptation of business models to a decarbonised economy.

These risks are interconnected, and their identification is important for Stakeholders, as inaction in relation to them may have operational and financial consequences. These risks include legal, technological, market and reputational risks.

Climate-related opportunities arise both from the transition towards a low-carbon economy and from adaptation to physical risks.

These opportunities can be classified into five categories:

- Opportunities related to energy efficiency.
- Adoption of low-carbon energy sources.
- Development of new products.
- Access to new markets.
- Resilience across the supply chain.

Scenarios and time horizons

As indicated in the recommendations of the **Task Force on Climate-related Financial Disclosures (TCFD)** and the **ISO 14091:2021** standard, different climate scenarios and time horizons have been used to assess climate-related risks and opportunities.

Time horizons considered



- **For physical risks**, the **SSP2 RCP4.5** scenario has been used as a reference, as it is representative of current trends, together with SSP5 RCP8.5 as the most adverse scenario, considering short-term (<5 years), medium-term (<15 years) and long-term (2050) time horizons.
- **SSPs**, or Shared Socioeconomic Pathways, comprise five scenarios that anticipate global socioeconomic changes through to 2100. **SSP1** is the most optimistic scenario, based on policies geared towards sustainable development, reducing inequalities, prioritising respect for the environment and adopting clean technologies.

In the **SSP5** scenario, foresees rapid economic growth, technological innovation and expanding global markets, driven by the intensive exploitation of fossil fuels.

- **RCPs**, or Representative Concentration Pathways, project how greenhouse gas and aerosol emissions could evolve by 2100.

These pathways range from a highly optimistic scenario (**RCP 2.6**), in which emissions are drastically reduced in line with the Paris Agreement, to an intermediate scenario (**RCP 4.5**), a medium-high scenario (**RCP 6.5**), and a pessimistic scenario in which no reduction measures are considered, resulting in a greater increase in global temperatures.

- **For transition risks**, the International Energy Agency's Stated Policies Scenarios and Net Zero Emissions by 2050 scenario have been used as a reference, together with the 2022–2035 and 2035–2050 time horizons.

In addition, decarbonisation levers have been established...

... key actions, alignment with the EU Environmental Taxonomy, information on the needs and objectives of the adaptation strategy, and integration of climate-related matters into the business strategy.

Methodology

A risk analysis methodology has been developed that is proportionate to the potential materiality of the risks and supported by a solid scientific and technical basis. It clearly explains its scope, time horizons, calculation methods, working assumptions, parameters and indicators, as well as any potential limitations, as required by EFRAG. This places ACS Group, and consequently all its companies, in an advantageous position within the sector.

M

ANALYSIS METHODOLOGICAL FRAMEWORK

The methodology is based on the general risk analysis framework developed by the **IPCC** and other international organisations.

It is structured around **ISO 14090 and ISO 14091** standards and follows the most recent recommendations of the **European Commission, EFRAG and the TCFD**. This enables the economic and financial impacts to be quantified, as well as the assessment of compliance with the substantial contribution or **DNSH** adaptation criteria at project level.

The methodology makes it possible to analyse risks and opportunities for any time horizon and emissions scenario, and is based on the best climate information available.

IPCC

General risk analysis framework

ISO140909 • ISO14091

Reference standards

European Commission • EFRAG • TCFD

Most recent recommendations

DNSH

Adaptation at project level

ACS GHG

**Emissions Accounting and
Energy Consumption and
Mix Guidance Protocol.**

2025



The initiatives undertaken in 2024 by the Group Sustainability Department, together with the different companies that form part of the Group, aimed at minimising errors associated with possible differences in the methodology applied to carbon footprint measurement, culminated in 2025 with the preparation of the ACS GHG Emissions Accounting and Energy Consumption and Mix Guidance Protocol.

This protocol defines a single methodological framework for calculating and reporting the Group's greenhouse gas emissions and energy consumption, ensuring the consistency, comparability and traceability of the information disclosed. Its application also enables robust and reliable baselines to be established, **allowing the Group's climate performance to be monitored and a rigorous analysis to be carried out of the impacts, risks and opportunities linked to climate change, in line with current reporting and transparency requirements.**

Significant progress compared with 2022

The significant advances compared with the methodology used in 2022 include increased spatial granularity, enabling the analysis to be carried out at asset or project level, for any Group activity and in any geographic location. It is also applicable to the supply chain and to markets.

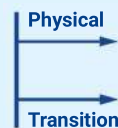
The risk and its consequences are expressed quantitatively through indicators or KPIs that represent economic and financial impacts, such as changes in CAPEX and OPEX, loss of revenue or increases in insurance costs.



The identification and assessment of climate-related risks and opportunities has been carried out at global level for ACS' three main business divisions, including DRAGADOS Group.

The methodology also facilitates the application of the DNSH criterion, as well as the identification and assessment of adaptation measures aimed at reducing risk for the Group. This makes it possible to prepare adaptation plans and implement them in accordance with the specifications of the Taxonomy.

It also enables the identification of climate-related risks for clients, generating opportunities for ACS Group from the initial stages of negotiation.



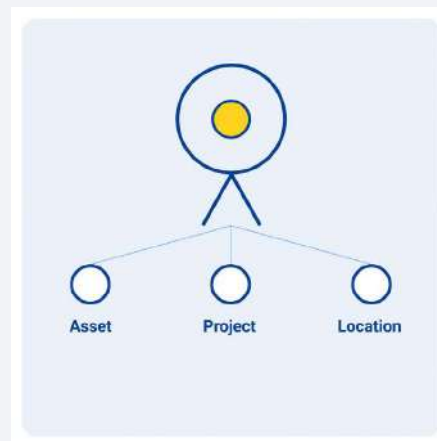
The most significant risks for DRAGADOS Group are described below under two categories: physical risks and transition risks. An analysis is also carried out of the opportunities available to the Group.

Physical risks

During 2025, a quantitative physical risk analysis was carried out by asset or project type and geolocation for the Group's areas of activity.

The risk analysis makes it possible to identify specific projects or taxonomy-related activities associated with a set of assets or operations geolocated at the project site, providing information on the changes that may be expected under different scenarios and time horizons.

This, together with the sensitivity of each asset to these changes, makes it possible to assess the risk. **This increased granularity of the analysis significantly improves the information available on risks.**



With regard to construction, the risk analysis has determined that:

• **Projects with a useful life of between three and five years do not present a high level of risk**, but rather a low or almost negligible level of risk in the near future, between five and fifteen years.

• **In the long term (2050)**, a low level of risk has also been determined for these projects.

Transition risks

Transition, regulatory and reputational risks are analysed on the basis of the International Energy Agency's Stated Policies Scenarios and Net Zero Emissions by 2050 scenario, taking the period between 2022 and 2035 as the short- and medium-term time horizon, and the period between 2035 and 2050 as the long-term time horizon.

Some of the risks identified are related to policy and legislation, market conditions or adaptation.

It is concluded that the Group has sufficient measures in place — including decarbonisation plans, communication and awareness-raising actions, measures to ensure rapid adaptation to new regulations, and anticipation of market changes — to address the potential transition risks that may arise within the time horizons and scenarios analysed.

Opportunities

Among the main climate-related opportunities emerging in relation to the achievement of net-zero objectives, the energy transition and adaptation to climate change are the following:

- 01** | PROJECTS RELATED TO THE ENERGY TRANSITION.
- 02** | BUILDING RENOVATION WORKS AIMED AT COMPLYING WITH ENERGY EFFICIENCY REGULATIONS.
- 03** | SUSTAINABLE MOBILITY.
- 04** | INFRASTRUCTURE THAT FACILITATES THE ECONOMIC TRANSITION.
- 05** | CLEAN ENERGY.
- 06** | ENERGY STORAGE.
- 07** | CHARGING INFRASTRUCTURE.
- 08** | RESILIENT INFRASTRUCTURE.
- 09** | SUSTAINABLY CERTIFIED CONSTRUCTION.



Having a clear understanding of these opportunities will provide the Group with a competitive advantage in designing, building, retrofitting and operating sustainable and climate-resilient infrastructure. This approach considers, at all times, the use of measures, technologies and materials that enable activities to be carried out while seeking to apply environmental mitigation and adaptation measures, thereby supporting the long-term climate resilience of the product.

The analysis of the alignment of activities with the European Union Taxonomy shows that the Group develops projects identified by the European Commission as contributing to the transition towards a more sustainable economy and society.

The costs involved in implementing these measures must also be taken into account. Various studies estimate the cost of climate adaptation for existing infrastructure at USD

56 billion per year through to 2050, according to the World Bank, or USD 415 billion per year through to 2030, according to the United Nations, with most of the investment directed towards infrastructure, river flood protection and coastal protection.

Transport infrastructure would require investment of more than USD 2 trillion per year through to 2040. In addition, the formulation of Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs) should also be considered.

On the other hand, it is also highly important to take into account the implications of achieving net-zero emissions targets, which also affect supply chains and suppliers, particularly in the case of raw materials such as metals and other materials.

They too form part of this transition towards a more sustainable model.

EXAMPLES OF OPPORTUNITIES ARISING FROM CLIMATE CHANGE FOR DRAGADOS GROUP

ENERGY TRANSITION PROJECTS:

Decarbonisation measures at the Central Plant & Equipment Fleet

Throughout 2025, DRAGADOS S.A.'s central Plant & Equipment Fleet implemented a series of measures aimed at reducing its carbon footprint.

These measures include the integration of renewable energy sources, the progressive electrification of operating processes and the incorporation of lower-emission fuels.

These measures, together with others, have achieved a 47% reduction in the Fleet's emissions since 2023, thereby meeting and exceeding its carbon footprint reduction targets.

01 | USE OF HVO FUEL INSTEAD OF DIESEL A.



Reduction in emissions resulting from fuel consumption, without a significant reduction in average consumption in those operations where electrification is not feasible — a reduction of 62 tCO_{2e}, 18% less.

↓ 18% Reduction of 62 tCO_{2e}

02 | INSTALLATION OF SOLAR PANELS FOR SELF-CONSUMPTION



Electricity supply contracts are in place for 100% renewable electricity. In addition, the Fleet's photovoltaic plant generates more than 140,000 kWh per year, of which 120,000 kWh have been self-consumed.

140 MWh Generated annually

03 | REPLACEMENT OF HVAC EQUIPMENT



Electrification of thermal processes and significant reduction in diesel C consumption. At the same time, air conditioning equipment is being progressively replaced with inverter equipment — a reduction of 24 tCO_{2e}, 7% less.

↓ 7% Reduction of 24 tCO_{2e}

04 | INCORPORATION OF ELECTRIC VEHICLES INTO THE FLEET



Installation of charging points, helping to reduce the consumption of conventional fuels and the emissions associated with fleet mobility — a reduction of 19 tCO_{2e}, 5.5% less.

↓ 5,5% Reduction of 19 tCO_{2e}

SUSTAINABLE CONSTRUCTION AT DRAGADOS GROUP

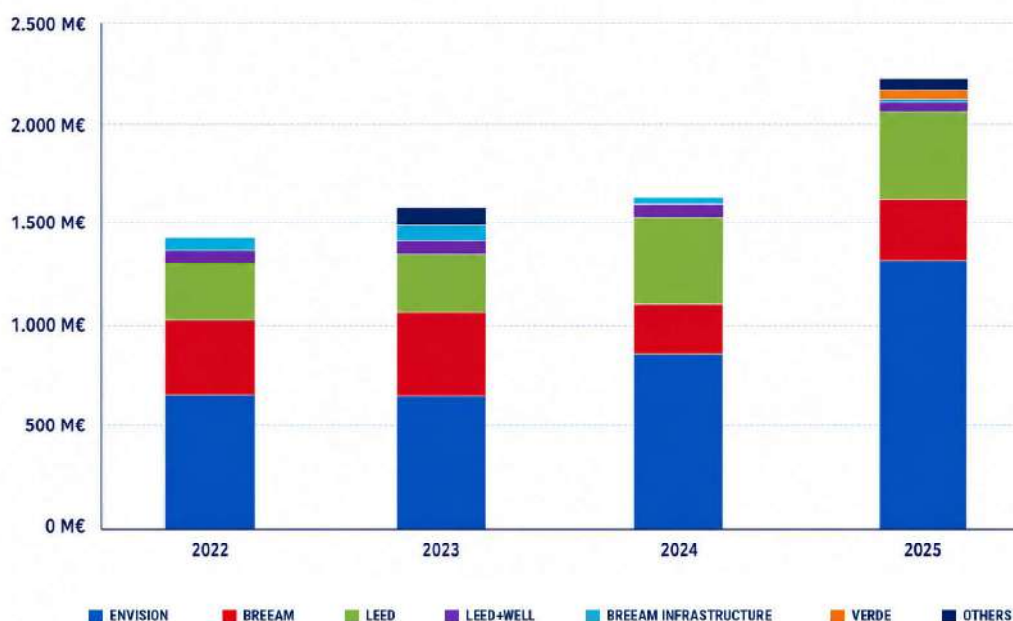
Among the most significant impacts during the life cycle of projects are the operation of buildings and, fundamentally, the infrastructure delivered to our clients. For this reason, DRAGADOS Group has become a benchmark in the sector in the construction of this type of project. Since 2015, DRAGADOS has obtained certification for various building projects under LEED and BREEAM standards, and in recent years this objective has continued to be extended to infrastructure projects.

Thus, in 2025, within DRAGADOS Group, projects with sustainable certification accounted for 24.7% of total sales. The construction of sustainable buildings classified as Green Buildings enables emissions to be reduced throughout their entire life cycle, both during the project execution phase — through the use of sustainable materials, regional works contracts, and other measures — and during their operation and maintenance.

According to a study carried out by the U.S. Department of Energy, LEED-certified buildings consume 25% less energy and 11% less water than conventional buildings. Similarly, the Green Building Council of Australia states in a study that Green Star-certified buildings reduce greenhouse gas emissions by 62% and water consumption by 51%.

The number of projects, both in Building and Civil Works, with some form of sustainable certification continues to show a positive trend. **During 2025, DRAGADOS Group had a total of 73 projects under execution with LEED, BREEAM, WELL, ENVISION, BREEAM Infrastructure or VERDE certification, whose sales accounted for more than 24% of the Group's total sales.** It should be noted that VERDE certification is beginning to gain presence in the domestic market for public building projects, with 11 projects under execution.

SUSTAINABLE CONSTRUCTION SALES IN DRAGADOS GROUP.



MONITORING INDICATORS AND TARGETS

GHG emissions monitoring through the GHG Protocol

To ensure compliance with the commitments established by DRAGADOS Group in relation to climate change, **GHG emissions are monitored across all Group companies.**

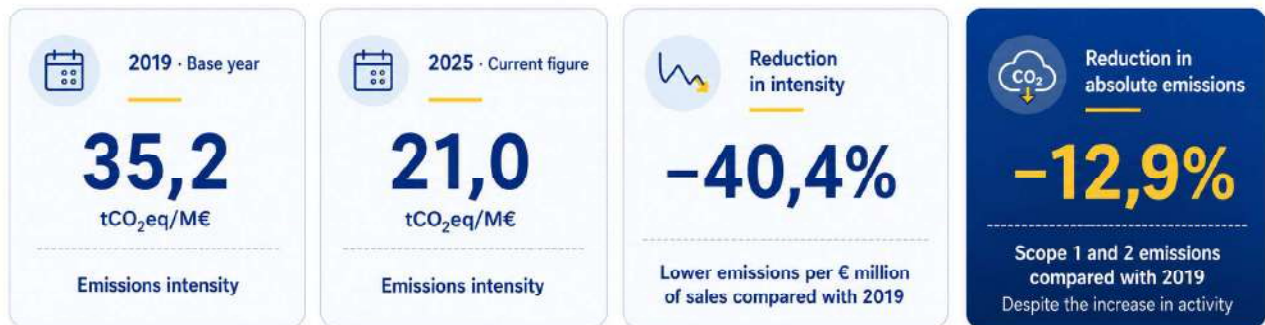
As previously mentioned, ACS Group has developed the GHG Protocol for all Group companies, successfully standardising and harmonising the calculation of the carbon footprint.

The methodology for calculating the carbon footprint is constantly evolving and DRAGADOS Group, in accordance with the provisions of its 2025 Sustainability Master Plan, is improving the scope and quality of the data reported, particularly in relation to Scope 3 emissions.

In 2025, emissions corresponding to this scope have been reported from 2019 onwards across all applicable categories established by the **Greenhouse Gas Protocol (GHG Protocol)**. They have also been recalculated on the basis of the new protocol established by ACS, which ensures that data collection and emissions calculation are homogeneous across the Group and comply with the CSRD Directive, the GHG Protocol and the requirements of ISO 14064.

Evolution of emissions and intensity

In 2025, the Group reduced both its absolute emissions and emissions intensity compared with 2019:



i tCO₂eq/M€ = tonnes of CO₂ equivalent per € million of sales.

During 2025, despite the increase in DRAGADOS Group's activity, Scope 1 and 2 emissions decreased in absolute terms by 12.9% compared with 2019.

With regard to the analysis in relative terms, that is, emissions generated in relation to sales, the intensity of Scope 1 and 2 emissions stood at 21.0 tCO₂eq/€ Mn in 2025, compared with 35.2 tCO₂eq/€ Mn in 2019. This represents a reduction of 40.4%, taking into account a market-based approach.

The Group's activity, the type of projects carried out during the year and the stage of development of major projects may have a very significant impact on the year-on-year evolution of emissions in absolute terms.

EVOLUTION OF EMISSIONS AND CALCULATION METHODOLOGY

Even taking this reduction into account, all DRAGADOS Group companies are carrying out initiatives to consolidate the downward trend in emissions generated across the different activities and to achieve, despite the natural variations inherent to the business, the targets set out in the Group's Sustainability Master Plan for the short, medium and long term. This is reflected in the 12.9% reduction in absolute Scope 1 and 2 emissions compared with 2019.

With regard to Scope 3, there was a slight increase in emissions in 2025 compared with 2024 and 2019, mainly due to higher material consumption and waste generation.

However, the Group continues to seek the use of the best available techniques and improvements in the calculation methodology, enabling a more detailed analysis of data according to its source, among other measures.

The 2019 and 2025 data have been adjusted based on information received after the publication of last year's Report, as well as the application of the new emissions calculation protocol.

The tables presented on the following pages show the evolution of the calculation.



CO₂ EMISSIONS (t CO₂ eq) ⁽¹⁾

ITEM	2019 (2) (3)	2024 (2) (3)	2025 (2)
Scope 1 (tCO₂eq)	180.247	143.380	153.098
Scope 1 emissions intensity (tCO ₂ eq/€m sales)	28,8	17,5	16,8
Scope 2 - location-based (tCO₂eq)	36.855	33.160	31.241
Scope 2 emissions intensity - location-based method (tCO ₂ eq/€m sales)	5,9	4,0	3,4
Scope 2 - market-based (tCO₂eq)	39.920	37.699	38.576
Scope 2 emissions intensity - market-based method (tCO ₂ eq/€m sales)	6,4	4,6	4,2
Scope 3 (tCO₂eq)	2.578.409	2.556.945	2.623.096
3.1. Purchased goods and services (Materials)	1.567.747	1.448.174	1.508.763
3.2. Capital goods	39.869	20.371	41.364
3.3. Fuel- and energy-related activities	60.953	43.835	42.740
3.4. Upstream transportation and distribution	165.252	132.840	192.258
3.5. Waste generated in operations	64.784	100.879	113.920
3.6. Business travel	13.969	11.145	11.199
3.7. Employee commuting	24.466	19.876	15.291
3.8. Upstream leased assets	10.129	315.213	272.174
3.11. Use of sold products	362.249	251.414	126.278
3.12. End-of-life treatment of sold products	144.136	70.145	122.258
3.13. Downstream leased assets	50.532	16.324	21.120
3.15. Investments	74.324	126.730	155.730
Scope 3 emissions intensity (tCO ₂ eq/€m sales)	411,9	311,3	287,1
TOTAL CO₂ EMISSIONS (SCOPE 2 MARKET-BASED)	2.798.576	2.738.024	2.814.770
TOTAL CO₂ EMISSIONS (SCOPE 2 LOCATION-BASED)	2.795.511	2.733.485	2.807.435
CO₂ EMISSIONS OFFSETTING	0	-6.346	-7.545
NET CO₂ EMISSIONS (SCOPE 2 MARKET-BASED)	2.798.576	2.731.678	2.807.225
NET CO₂ EMISSIONS (SCOPE 2 LOCATION-BASED)	2.795.511	2.727.139	2.799.890

(1) For the calculation of Scope 1 emissions, the conversion factors provided by MITERD (Ministry for Ecological Transition and the Demographic Challenge), DEFRA (Department for Environment, Food & Rural Affairs) and the EPA (United States Environmental Protection Agency) have been used for the different types of fuels reported in the Report, according to the location of the works.

For the calculation of Scope 2 emissions, a market-based approach has been considered. For companies in Spain, the emission factors published by MITERD by electricity company have been used as a reference, including Guarantees of Origin (GoO). The remaining companies apply a market-based fallback and location-based approach, using the emission factors reported by Carbon Footprint Ltd. In addition, the DRAGADOS Canada and DRAGADOS U.S. and North America subsidiaries use emission factors by province and state, respectively.

For Scope 3, the emission factors indicated by DEFRA and the EPA have been used to calculate emissions for categories 3.3, 3.4, 3.5, 3.6, 3.7 and 3.12. For category 3.1, specific emission factors for the manufacturing process of the construction materials purchased by DRAGADOS have been considered, based on Environmental Product Declarations and DEFRA.

For category 3.8, in addition to DEFRA emission factors, the factors reported by MITERD and IPPC have also been considered, according to the origin of consumption. For category 3.11, the built m² have been calculated according to the different construction typologies, residential and non-residential, and their energy consumption has been estimated considering an established useful life of 60 years. On this basis, the emissions derived from their activity are calculated. For the remaining categories, emission factors based on different studies, reports or data corresponding to each category have been used. Where actual data for the last month of the financial year are not available, the actual figure for the previous year has been used as an estimate. Scope 1 and 2 emissions have 100% coverage in relation to sales.

(2) The emissions data comprising Scopes 1, 2 and 3 for 2024 have been adjusted based on new information received subsequently. In addition, the 2019 emissions values have been recalculated following the methodology applied to calculate 2024 emissions, making them comparable. The 2019 and 2024 data have been adjusted based on new information received subsequently. Emissions generated by Flatiron DRAGADOS assets are included.

(3) Emissions have been recalculated on the basis of the new ACS protocol. This recalculation has been applied to all scopes from 2019 to the present.

EMISSIONS INTENSITY (t CO ₂ eq / €m sales) (1)	2019 (2)	2024 (2)	2025
Scope 1: Direct emissions	29	17	16.8
Scope 2: Indirect emissions (market-based)	6	5	4.2
Scope 2: Indirect emissions (location-based)	6	4	3.4
SCOPE 1 + SCOPE 2 INTENSITY (MARKET-BASED)	35.2	22.0	21.0
SCOPE 1 + SCOPE 2 INTENSITY (LOCATION-BASED)	34.7	21.5	20.2

(1) If actual data for the last month of the financial year are not available, the figures are used as an estimate based on the actual data of the previous year.
Figures include emissions from FlaitronDragados.

(2) Scope 1 and 2 data for 2024 have been restated with new information received retrospectively. In addition, 2019 emission values have been recalculated following the methodology applied for the calculation of 2024 and 2025 emissions, to ensure comparability.

SCOPE 1 EMISSIONS (tCO ₂ eq) (1)	2019 (2)	2024 (2)	2025
Fuel consumption	180,247	164,678	153,098
› North America	148,575	136,293	119,575
› Latin America	2,945	4,484	4,337
› Europe	28,727	23,901	29,186
› Other	0	0	0
Data coverage (% of sales)	100	100	100

(1) Scope 1 emissions have been calculated using conversion factors provided by MITERD (Ministry for the Ecological Transition and the Demographic Challenge), DEFRA (Department for Environment, Food & Rural Affairs) and EPA (United States Environmental Protection Agency) for the different sites included in the report according to their location. Emissions generated by FlaitronDragados' assets are included.

(2) Scope 1 and 2 data for 2024 have been restated with new information received retrospectively. In addition, 2019 emission values have been recalculated following the methodology applied for the calculation of 2024 and 2025 emissions, to ensure comparability. If actual data for the last month of the financial year are not available, the figures are used as an estimate based on the actual data of the previous year.

SCOPE 2 EMISSIONS (tCO ₂ eq) (location-based) (1)	2019 (2)	2024 (2)	2025
Electricity consumption	36,855	33,160	31,241
› North America	21,937	20,585	17,659
› Latin America	4,731	5,658	7,844
› Europe	10,187	6,916	5,738
› Other	0	0	0
Data coverage (% of sales)	100	100	100

(1) Scope 2 emissions have been calculated using a location-based approach, applying the electricity grid emission factors corresponding to the location of the sites. Emissions generated by FlaitronDragados' assets are included.

(2) Scope 1 and 2 data for 2024 have been restated with new information received retrospectively. In addition, 2019 emission values have been recalculated following the methodology applied for the calculation of 2024 and 2025 emissions, to ensure comparability.

SCOPE 2 EMISSIONS (tCO ₂ eq) (market-based) (1)	2019 (2)	2024	2025
Electricity consumption	39.920	37.699	38.576
› North America	21.937	28.416	27.502
› Ibero-America	6.611	6.108	7.912
› Europe	11.371	3.174	3.161
› Others	0	0	0
Data coverage (% of sales)	100	100	100

(1) For the calculation of Scope 2 emissions using a market-based approach, the emission factors published by MITERD by electricity company, including Guarantees of Origin (GoO), are used as a reference for companies in Spain; the remaining companies apply a market-based fallback approach using the emission factors reported by Carbon Footprint Ltd. In addition, the Dragados Canada and Dragados U.S./North America subsidiaries use emission factors by province and state, respectively. Emissions generated by Fiatiron Dragados assets are included.

Where actual data for the last month of the financial year are not available, the actual figure for the previous year has been used as an estimate.

(2) The 2024 data have been adjusted based on new information received subsequently. In addition, the 2019 emissions values have been recalculated following the methodology applied to calculate 2024 and 2025 emissions, making them comparable.

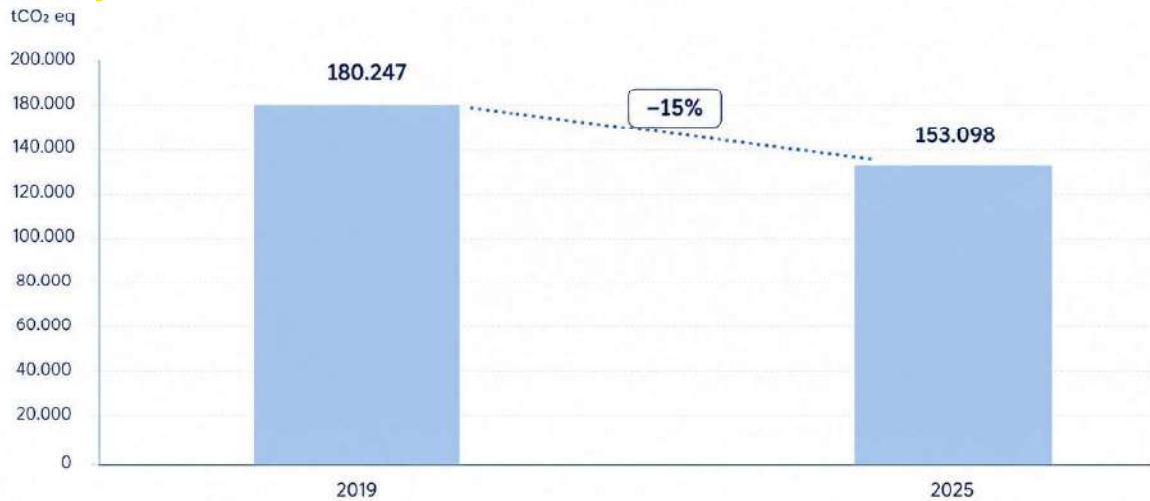
2025 CLIMATE TARGETS AND INITIATIVES

DRAGADOS Group will continue working to improve the reporting of Scope 3 emissions, including enhancements in measurement in order to establish quantitative reduction targets for 2030 as soon as possible. **During 2025, the different companies within DRAGADOS Group worked on various initiatives adapted to their activities, with the aim of achieving the remaining objectives set by the Group in relation to climate change in the 2025 Sustainability Master Plan, linked to:**

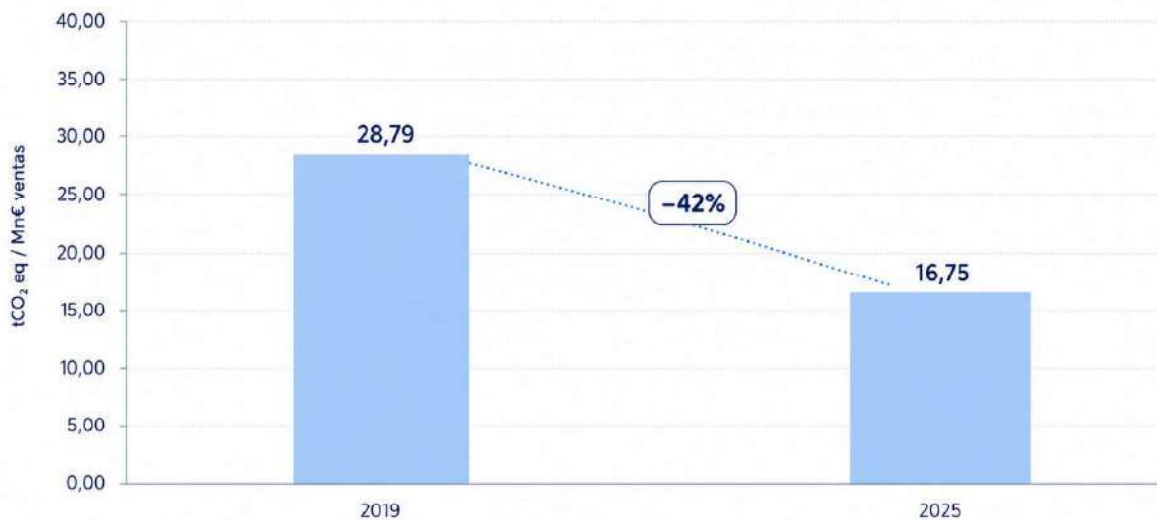


The following shows the evolution of Scope 1, 2 and 3 emissions compared with the 2019 baseline:

SCOPE 1 EVOLUTION: DIRECT EMISSIONS (tCO₂ eq)



SCOPE 1 EVOLUTION: DIRECT EMISSIONS (tCO₂ eq / Mn€ sales)

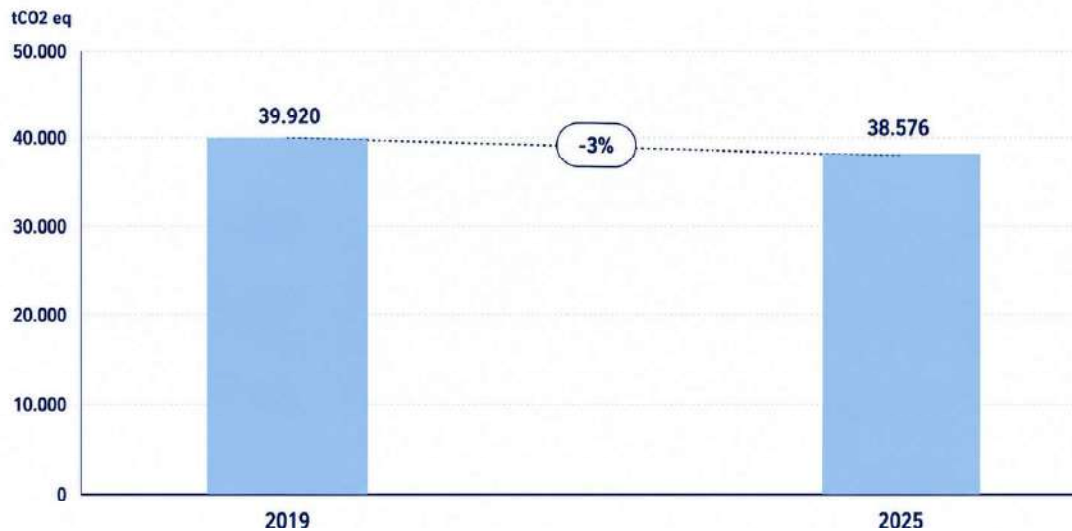


A 15% reduction in absolute Scope 1 emissions can be observed between 2019 and 2025. However, the reduction in intensity is significantly more pronounced, at 42%.

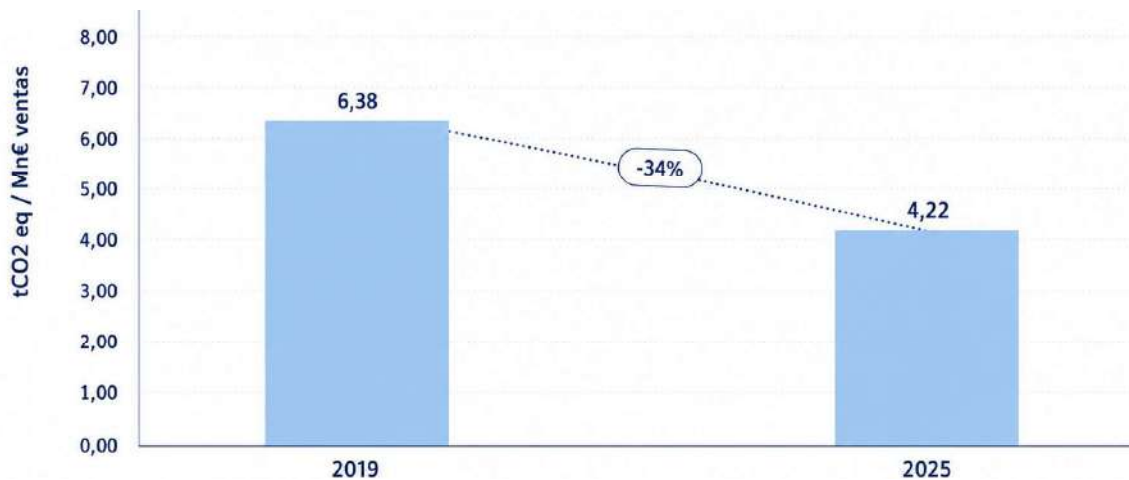
The main measures implemented by DRAGADOS Group to reduce emissions from fuel use include improving energy efficiency through the use of more efficient Plant & Equipment, as well as promoting the use of lower-impact fuels, with a greater focus on HVO fuel and energy sources with a lower environmental impact, among other measures.

Evolution of Scope 2 emissions compared with the 2019 baseline:

SCOPE 2 EVOLUTION: MARKET-BASED INDIRECT EMISSIONS (tCO2 eq)



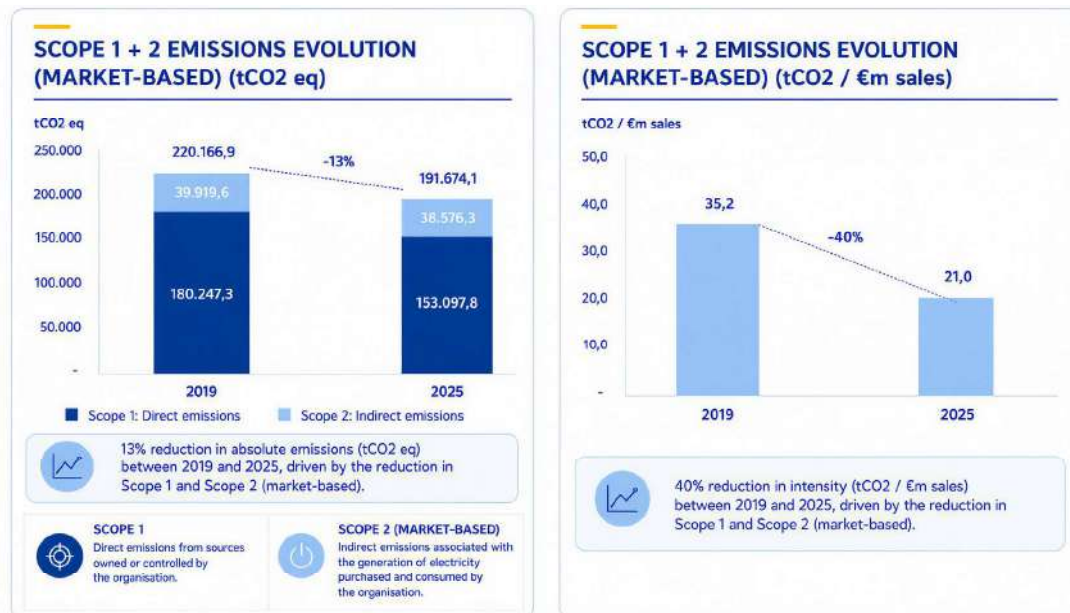
SCOPE 2 EVOLUTION: MARKET-BASED INDIRECT EMISSIONS (tCO2 eq / Mn€ sales)



In the case of Scope 2 emissions, a slight reduction can be observed between 2019 and 2025. However, as with Scope 1 emissions, the reduction in intensity is much more pronounced.

Some of the measures implemented by DRAGADOS Group to reduce emissions associated with electricity consumption focus on **promoting the use of electricity from sources with Guarantees of Origin, installing solar panels and reducing energy demand, for example through the use of LED technology.**

Evolution of Scope 1 + 2 emissions (market-based):



Overall, a general downward trend in emissions can be observed in both Scope 1 and Scope 2.

DRAGADOS Group continues to implement measures as part of this ongoing emissions reduction process, with the aim of meeting its upcoming decarbonisation targets.



In the case of Scope 3 emissions, there was a 1.7% increase in absolute terms between 2019 and 2025. However, when intensity is taken into account, a significant reduction of around 30.3% can be observed.

The increase in emissions in 2025 is mainly due to higher material consumption and waste generation, as mentioned at the beginning of this section. In recent years, the levers related to this Scope have been analysed in order to gradually begin implementing them and reduce these value chain emissions.

Greenhouse Gas (GHG) reduction:

In 2025, DRAGADOS Group companies carried out actions to reduce GHG emissions, with estimated emissions savings of 15,034 tonnes of CO². These initiatives included electricity supplies with renewable Guarantees of Origin, the reuse of materials on site and the use of renewable fuel.

In addition, DRAGADOS Group is committed to minimising emissions beyond Greenhouse Gas (GHG) emissions, taking into account other pollutant gases such as NO_x, SO_x and substances that affect the ozone layer, as well as noise emissions and other potential disturbances arising from its activities, such as light pollution.

Air pollutants (kg)	2024 (1)	2025
Amount of significant air emissions, in kg of NO _x	221	351
Amount of significant air emissions, in kg of SO _x	84	44
Amount of significant air emissions, in kg of PM10	72	125

(1) Values have been recalculated based on the new protocol published by ACS.

In relation to the 2025 Sustainability Master Plan, which remained in force across the Group until 2025, the compliance values strictly associated with the companies that formed part of the baseline used in the original calculation – that is, excluding Flatiron and including ACS Group's new calculation methodology – are as follows:

CO ₂ EMISSIONS (t CO ₂ eq) (1)	2019	2025	25 vs 19
Scope 1	99.133	104.427	5%
Scope 2 - market based (tCO ₂ eq)	38.608	29.108	-25%
Scope 1 + 2	137.741	133.535	-3%

(1) Excluding Flatiron, as it joined the Group in 2025.

CALCULATION, REDUCTION AND OFFSETTING OF THE CARBON FOOTPRINT AT VIAS

During 2025, VIAS calculated and verified, through an accredited external entity, the greenhouse gas (GHG) emissions associated with its own construction works activity in 2024. These emissions were also registered in the Carbon Footprint, Offsetting and CO² Absorption Projects

Register of the Ministry for Ecological Transition and the Demographic Challenge.

In order to contribute to mitigating climate change, VIAS Y CONSTRUCCIONES, S.A. offset a total of 1,615 tCO₂eq, of which:

01 | 750 TCO₂EQ IN THE "LA VENTA II WIND FARM" PROJECT (MEXICO)



02 | 750 TCO₂EQ IN THE "EDS GREEN CARBON PROJECT" (URUGUAY)



03 | 115 TCO₂EQ IN THE "GALICIA REXENERA: FONTE DO OURA" PROJECT (PONTEAREAS)



ENERGY CONSUMPTION

Energy is one of the main resources used by DRAGADOS Group companies and, as part of the fight against climate change, the Group promotes energy efficiency and the use of energy from renewable sources.

Each year, the Group's energy consumption is largely determined by the weight of the works carried out during the year, since, given the Group's strong diversification, certain activities have a higher energy intensity. In this regard, energy consumption in 2025 (MWh) increased by 41% compared

with the previous year on a like-for-like basis, with an increase observed in the use of energy from renewable sources.

During 2025, DRAGADOS Group companies consumed 88,816 MWh of electricity from renewable energy sources, representing 31% of total energy consumed. A significant increase can be observed in the consumption of renewable fuels, rising from 16,019 MWh in 2024 to 54,840 MWh in 2025. An increase is also observed in the consumption of renewable electricity and self-consumption.

Energy consumption (MWh) (1)	2024 (2)	2025
Fossil fuel consumption	418.843	635.541
Electricity consumption	236.433	288.846
TOTAL	655.276	924.387
ENERGY INTENSITY (MWh / € Mn sales)	79,8	101,2

(1) For this calculation, the energy consumption by source reported in the table "Energy consumption by source" has been included, with the units converted to MWh. Energy consumption from Flatiron Dragados' assets is included. Where actual data for the last month of the year was not available, the actual figure for the previous year has been used as an estimate.

(2) The 2024 data has been adjusted with new information received subsequently.

Energy consumption (MWh) (1)	2024 (2)	2025
From fossil sources	505.247,94	706.908
Percentage from fossil sources (%)	77,1%	76,5%
From renewable sources	150.028	217.479
Percentage from renewable sources (%)	22,9%	23,5%
TOTAL	655.276	924.387
ENERGY INTENSITY (MWh / € Mn sales)	79,8	101

(1) For this calculation, the energy consumption by source reported in the table "Energy consumption by source" has been included, with the units converted to MWh. Energy consumption generated by Flatiron Dragados' assets is included. Where actual data for the last month of the year was not available, the actual figure for the previous year has been used as an estimate.

(2) The 2024 data has been adjusted with new information received subsequently.

Breakdown of renewable consumption (MWh) (1)	2024 (2)	2025
Renewable fuel consumption	16.019	54.840
Renewable energy consumption	112.276	127.669
Renewable energy self-consumption	21.733	34.969
TOTAL	150.028	217.479

(1) For this calculation, the energy consumption by source reported in the table "Energy consumption by source" has been included, with the units converted to MWh. Energy consumption generated by Flatiron Dragados' assets is included. Where actual data for the last month of the reporting year was not available, the actual figure for the previous year was used as an estimate.

(2) The 2024 data has been adjusted based on new information received subsequently.

Fossil consumption breakdown (MWh) (1)	2024	2025
Coal and derivatives	-	-
Crude oil and petroleum products	382.672	568.518
Natural gas	19.934	11.973
Other	217	209
Electricity, heat, steam and cooling	102.424	126.207
Energy intensity (Consumption / € Mn sales)	61,5	77,4
TOTAL	505.248	706.908

(1) For this calculation, the energy consumption by source reported in the table "Energy consumption by source" has been included, with the units converted to MWh. Energy consumption generated by Flatiron Dragados' assets is included.

Where actual data for the last month of the year was not available, the actual figure for the previous year has been used as an estimate.

(2) The 2024 data has been adjusted with new information received subsequently.

Renewable energy production (MWh)	2024 (1)	2025
Renewable energy production	679.345	542.000
TOTAL	679.345	542.000

(1) The 2024 data has been adjusted with new information received subsequently.

Consumption generated by Flatiron Dragados' assets is included.

DRAGADOS' Industrial Services Division has five assets that generate renewable energy for their respective clients, as well as one facility that compresses gas, resulting in a significant volume of avoided emissions.

For their quantification, a methodology has been used which, except for the Ca-KUA 1 facility, is based on the energy generated and fed into the national grid for transmission and distribution, multiplied by an emission factor obtained from different sources.

The emission factors are taken from the non-renewable technologies of each country or state, as these are the technologies that the use of renewable energy seeks to replace. Where this information is not available, data from the national mix is used.

The breakdown of avoided emissions is shown in the following table:

Facility	Technology	Location	Avoided emissions (tCO ₂ e)
Tonopah Solar Energy, LLC	Solar thermal	U.S. - Nevada	35.472
CA-KUA1 Gas Compression Services	Gas compression system	Mexico	3.852.878
Renewable Energy of the Peninsula	Wind power	Mexico	115.829
Environmental Energies of Oaxaca	Wind power	Mexico	97.128
Manchasol 1 Solar Thermal Plant	Solar thermal	Spain	35.590
Kincardine Offshore Windfarm Limited	Offshore wind power	Scotland	47.382

***Note:** Avoided emissions correspond to the reduction of greenhouse gas emissions associated with renewable energy generation and energy efficiency projects, verified under recognised standards.*

EXAMPLES OF INITIATIVES BY DRAGADOS GROUP COMPANIES TO REDUCE ON-SITE EMISSIONS THROUGH THE USE OF ELECTRIC BATTERIES

In order to provide power for the small electrical equipment used on site, 10 kVA generator sets have been replaced with portable electric batteries. This pilot test was carried out at the A5 Undergrounding works, located in Madrid.

The initiative consists of implementing high-capacity electric batteries equipped with 230 V alternating-current inverters and integrated electrical protections, capable of providing the necessary power under conditions comparable to those of conventional generator sets.

The main benefits include the reduction of CO₂ emissions, the elimination of noise associated with thermal engines, lower fuel consumption — with an estimated 79% reduction compared with a conventional generator — and reduced maintenance, as well as improved working and safety conditions on site. It also represents an economic saving.

2.2. CIRCULAR ECONOMY: SUSTAINABLE USE OF RESOURCES AND WASTE MANAGEMENT

Promoting a circular model that prioritises the reduction and optimisation of material use and the efficient management of waste is another of DRAGADOS Group's priority areas for action.

Thus, in line with ACS Group guidelines, DRAGADOS works to:

- Minimise impacts related to the use of materials and waste management, taking into account the life cycle of projects.
- Promote the use of environmentally responsible materials in accordance with the good practices set out in ACS Group's Construction Materials Policy.
- Prioritise processes that make it possible to reduce resource consumption and waste generation, both in terms of quantity and hazardousness. Contribute to extending the useful life of resources, secondary products and waste through repair, reuse and recycling.
- Identify business opportunities that have a positive impact on the circular economy through activities, products or services.



EXAMPLES OF INITIATIVES BY DRAGADOS GROUP COMPANIES IN THE USE OF MILLED ASPHALT AS ALL-IN AGGREGATE FOR THE SUPPORT LAYER OF THE CONCRETE PAVEMENT SLAB

At DRAGADOS' O.E. Connexió Vallirana works, following an analysis of the material resulting from the milling process of the existing pavement, it was concluded that the material obtained had characteristics similar to those of granular sub-base materials. It was therefore proposed that this material be used to replace the artificial granular sub-base initially specified in the project.

The main benefits arising from this initiative are:

- A reduction in the consumption of natural resources as a result of the reuse of 3,438 m³ of material from milling.
- A reduction in the amount of waste managed as a result of the activity.
- The avoidance of 42 tCO₂ emissions as a result of material transport.

MATERIAL CONSUMPTION

DRAGADOS Group promotes the use of recycled and/or certified construction materials, offering clients these options when decisions are made on the materials to be used, in accordance with ACS Group's Construction Materials Policy, which sets out the guidelines and good practices in this area.



MATERIALS POLICY

In line with the requirements of the Dow Jones Sustainability Index (DJSI), ACS Group seeks to develop the following good practices in the process of recommending construction materials to clients in the tenders where applicable:

- 1 | Propose a traceability analysis for 100% of the products used.
- 2 | Maintain a register of suppliers offering recycled/certified products.
- 3 | Reaffirm the importance of aspects such as durability and maintenance when selecting construction materials.
- 4 | Provide information on the characteristics of products that emit gases or contain harmful substances, and on the life cycle of the products.
- 5 | Always include in the offer or tender the option of choosing certified wood, providing information on the environmental benefits of its use.
- 6 | Always include in the offer or tender the option of using concrete made with recycled aggregates, providing information on the environmental benefits of its use.
- 7 | Detail the environmental characteristics of the proposed construction materials, such as the energy consumed by machinery during extraction or processing, greenhouse gas emissions, etc.
- 8 | Provide information on the corporate waste management policy.
- 9 | Provide information on waste management plans for projects, including the design phase.
- 10 | Provide information on specific targets for waste reduction, recycling and reuse.
- 11 | Provide information on the current procedures for the recovery and recycling of construction materials by subcontractors.
- 12 | Detail the training processes for staff and subcontractors in waste management techniques.
- 13 | Detail the waste separation processes at the project facilities and construction sites.
- 14 | Actively promote the buying and selling of recycled by-products.

In recent years, DRAGADOS Group has made significant efforts to collect and report the consumption of the main materials used by the companies that comprise it.

The main materials used by DRAGADOS Group are concrete, steel, wood and glass. Although the evolution of consumption of these materials depends largely on activity levels, it also depends on the phase each project is in. Nevertheless, the Group continues to implement measures to ensure the efficient use of materials in its activities, as well as the development of innovation projects focused on this objective.

Likewise, one of the commitments defined in the Sustainability Plan is to promote resource optimisation by encouraging the durability of construction materials.

To this end, the different DRAGADOS Group companies are promoting life cycle analysis in infrastructure and building projects through digitalisation and new technologies, in order to improve efficiency in terms of the materials used and extend their useful life.

For the preparation of the data relating to material consumption presented in the attached table, ACS Group uses the invoices received by the companies' purchasing departments.

These invoices detail the number of tonnes purchased of each material, as well as the percentage of materials with sustainable certification and those of recycled origin, enabling comprehensive monitoring of resource management.

2024					
Material	Typology	Total weight (t)	Percentage of sustainable or certified material (%)	Weight of material with reused or recycled origin (t)	Percentage of material with reused or recycled origin (%)
Wood	Biological	21.053	12,2%	2.304	10,9%
Steel	Technical	298.555	n/a	196.787	65,9%
Concrete	Technical	4.804.021	n/a	804.669	16,7%
Glass	Technical	5.010	n/a	38	0,7%
Aggregate	Technical	7.413.562	n/a	387.346	5,2%
Asphalt	Technical	1.854.764	n/a	250.520	13,5%
Cement	Technical	376.913	n/a	107.654	28,6%
2025					
Material	Typology	Total weight (t)	Percentage of sustainable or certified material (%)	Weight of material with reused or recycled origin (t)	Percentage of material with reused or recycled origin (%)
Wood	Biological	32.825	39,0%	286	0,9%
Steel	Technical	297.383	n/a	185.051	62,2%
Concrete	Technical	5.029.594	n/a	1.391.435	27,7%
Glass	Technical	3.558	n/a	13	0,4%
Aggregate	Technical	8.552.448	n/a	385.829	4,5%
Asphalt	Technical	1.731.736	n/a	90.356	5,2%
Cement	Technical	280.481	n/a	177.846	63,4%

WASTE PREVENTION AND MANAGEMENT

Waste management at DRAGADOS Group prioritises recycling, reuse and other recovery operations over landfill disposal, with a view to minimising, as far as possible, the waste generated in the course of its activities.

Specifically, the Group works to recover waste generated in the production process so that it can be used again as raw materials, thereby minimising the impact of its activity on the environment.

Waste is managed by each of the companies that form part of the Group in accordance with the regulations in force in each country. The facilities hold the corresponding

authorisations as producers of hazardous and non-hazardous waste, enabling its registration, inventory, storage and proper management.

Based on the waste management prioritisation described above, waste is delivered to authorised waste managers.

During 2025, a total of 8,634,880 tonnes of hazardous and non-hazardous waste were generated, representing a 7% increase compared with 2024. This increase was mainly due to the management of natural excavated material at several works, where the earthworks phase was particularly significant during the year.

Waste volume (t) (1)	2024 (2)	2025
Hazardous waste	8.713	7.936
Non-hazardous waste	8.043.290	8.626.944
TOTAL WASTE	8.052.003	8.634.880

(1) Where actual data for the last month of the year was not available, the actual figure for the previous year has been used as an estimate.

Data reported by Fiatiron Dragados' assets relating to waste generation is included.

(2) The 2024 data has been adjusted with new information received subsequently.

It should be noted that the total volume of waste generated annually is directly related to the type of projects carried out, with significant variations occurring despite the waste minimisation measures promoted by the Group year after year.

DRAGADOS Group maintains a firm commitment to the circular economy, establishing as a strategic line of the 2025 Sustainability Plan the prioritisation of recovery operations and the minimisation of waste sent to landfill, with the aim of achieving 80% of waste destined for reuse or recycling.

Accordingly, in 2025 the rate of hazardous and non-hazardous waste sent to recovery operations stood at 88%.

Finally, during 2025, efforts were made to report waste-related information in accordance with the most demanding international standards, presenting the data broken down by disposal method, whether disposal takes place on-site or off-site, and providing a breakdown of the main types of waste generated.

Waste volume (t) (1)	2024 (2)	2025
Recycled waste (not sent for disposal) (t)	7.166.026	7.565.234
Recycled waste (not sent for disposal) (%)	89%	88%
Non-recycled waste (sent for disposal) (t)	885.977	1.069.646
Non-recycled waste (sent for disposal) (%)	11%	12%

(1) Where actual data for the last month of the year was not available, the actual figure for the previous year has been used as an estimate. Data reported by Flatiron Dragados' assets relating to waste generation is included.

(2) The 2024 data has been adjusted with new information received subsequently.

Breakdown of waste by operation (t) (1)	2024 (2)			2025		
Concept	On site	Off site	Total	On site	Off site	Total
Hazardous waste (t)	34	8.679	8.713	212	7.724	7.936
Waste not sent for disposal by operation	22	2.425	2.447	193	556	749
Percentage of waste not sent for disposal by operation (%)	65%	28%	28%	91%	7%	9%
Reuse	18	421	439	74	329	402
Recycling	4	1.975	1.979	116	155	272
Incineration with energy recovery	0	3	3	0	2	2
Other recovery operations	0	26	26	3	70	73
Waste sent for disposal by operation	12	6.254	6.265	19	7.168	7.187
Percentage of waste sent for disposal by operation (%)	35%	72%	72%	9%	93%	91%
Incineration without energy recovery	0	0	0	0	1	1
Landfill	9	272	281	13	1.909	1.922
Other disposal operations	3	5.982	5.984	6	5.257	5.263
Non-hazardous waste (t)	1.102.481	6.940.809	8.043.290	2.487.714	6.139.230	8.626.944
Waste not sent for disposal by operation	961.012	6.212.566	7.163.579	2.337.539	5.226.946	7.564.485
Percentage of waste not sent for disposal by operation (%)	86%	90%	89%	94%	85%	88%
Reuse	125.852	1.862.437	1.988.289	1.622.139	283.811	1.905.950
Recycling	819.269	3.295.431	4.114.700	711.807	3.684.526	4.396.332
Incineration with energy recovery	0	37	37	0	13	13
Other recovery operations	5.891	1.054.661	1.060.552	3.593	1.258.596	1.262.189
Waste sent for disposal by operation	151.469	728.243	879.712	150.175	912.284	1.062.460
Percentage of waste sent for disposal by operation (%)	14%	10%	11%	6%	15%	12%
Incineration without energy recovery	134	443	577	15	193	208
Landfill	151.329	692.089	843.418	149.847	853.588	1.003.436
Other disposal operations	6	35.711	35.717	313	58.503	58.816

(1) Where actual data for the last month of the year was not available, the actual figure for the previous year has been used as an estimate.

Data reported by Flatiron Dragados' assets relating to waste generation and treatment is included.

(2) The 2024 data has been adjusted with new information received subsequently.

During 2025, DRAGADOS Group continued to collect information on the breakdown of waste by type.

The information is presented separately for soil, mineral waste, construction waste and other waste for 2024 and 2025.

Total breakdown of waste by composition (t) (1)

	2024 (2)			2025		
	Waste not sent for recovery	Waste sent for recovery	Waste generated	Waste not sent for recovery	Waste sent for recovery	Waste generated
TOTAL	879.754	7.163.534	8.043.288	1.062.473	7.564.472	8.626.944
Soil	504.308	4.965.878	5.470.186	641.973	4.791.291	5.433.264
Mineral waste	70.226	1.197.658	1.267.884	3.845	867.083	870.928
Construction waste	222.451	714.317	936.767	134.843	1.125.257	1.260.101
Other	82.770	285.680	368.450	281.811	780.840	1.062.651

(1) Where actual data for the last month of the year was not available, the actual figure for the previous year has been used as an estimate. Data reported by Flatiron Dragados' assets relating to waste generation and treatment is included.

(2) The 2024 data has been adjusted with new information received subsequently.

EXAMPLES OF INITIATIVES BY DRAGADOS GROUP COMPANIES IN WASTE PREVENTION AND MANAGEMENT

CUTTING OF PILE CAP TIE BEAM WITH CONCRETE RECYCLING

At the "53 Viviendas Naya" works, it was necessary to demolish the pile cap tie beam. In order to carry out this task, the aim was to improve the procedure by eliminating airborne dust pollution, increasing execution speed and ensuring waste separation.

Through the use of a demolition robot, this task can be carried out remotely, improving breaking capacity thanks to the use of high-powered hydraulic breakers and shears.

The robot head was equipped with an integrated water outlet to prevent dust formation, as the work had to be carried out in an enclosed space. The robot was operated by remote control, ensuring maximum safety for the operator.

Main benefits:

- The concrete was sufficiently crushed and the steel was cut into small pieces, facilitating the removal of properly classified waste for delivery to the waste manager.
- Dust was completely eliminated during demolition by injecting water during drilling.
- Risk for workers was reduced, as both the demolition and the cutting of the reinforcing steel were carried out using a remotely operated robot.
- The duration of the activity was reduced.
- Noise was reduced compared with traditional methods.
- Cost savings were achieved.

IN-SITU BALLAST RECOVERY

At the “UTE SILLA-CULLERA” works, carried out by DRAGADOS and TECSA, in-situ recovery of ballast waste was undertaken. Current regulations on waste management do not allow the direct reuse of ballast on site or for other purposes. As a result, a recovery process was carried out with an authorised waste manager and a mobile crushing plant on site, transforming uncontaminated ballast into aggregates suitable for use as fill material.

Main benefits:

- 150,000 tonnes of ballast recovered.
- 330,000 litres of fuel not consumed.
- 825,000 km not travelled.
- 832 tCO₂ avoided.
- Landfill saturation is reduced.
- The purchase of fill material is avoided.



2.3. EFFICIENT AND RESPONSIBLE USE OF WATER RESOURCES

DRAGADOS Group, aware of the importance of water in its activities, promotes the rational use of water resources — encouraging actions aimed at reducing water consumption, promoting reuse and optimising efficiency — and develops desalination, drinking water treatment and wastewater treatment infrastructure, thereby contributing to guaranteeing access to drinking water and improving the quality of discharged water.

The management and monitoring of indicators relating to water withdrawal, water discharge and water consumption enable Group companies to identify those projects or centres where water use has the greatest environmental impact, with the firm intention of carrying out their activities in a sustainable and environmentally respectful manner.

The activities carried out by DRAGADOS Group are associated with significant water consumption.

In 2025, total water consumption reached 2,635,046 m³, representing a significant increase compared with the previous year — more than four times the value recorded in the preceding year.

The differences in water consumption experienced by DRAGADOS Group in recent years are due to the diversity of projects undertaken.

This makes year-on-year comparability in absolute terms difficult, a circumstance that is also observed in other environmental indicators.

WATER BREAKDOWN (WITHDRAWAL/DISCHARGE) (1)	2024 (2)	2025
TOTAL WATER WITHDRAWAL (m³)	9,047,659	10,854,295
Volume of water withdrawn from surface water (rivers, wetlands, lakes)	278,316	485,711
Volume of water withdrawn from groundwater	7,676,701	8,684,481
Volume of water withdrawn from third parties (municipal network, treatment plant or public or private service)	1,090,180	1,683,716
Volume of water withdrawn from seawater	2,463	387
Total water withdrawn in water-stressed areas (m³)	5,397,405	5,119,332
Volume of water withdrawn from surface water (rivers, wetlands, lakes) in water-stressed areas	200,447	22,181
Volume of water withdrawn from groundwater in water-stressed areas	4,353,290	3,976,294
Volume of water withdrawn from third parties (municipal network, treatment plant or public or private service) in water-stressed areas	842,118	1,120,778
Volume of water withdrawn from seawater in water-stressed areas	1,550	78
TOTAL WATER DISCHARGED (m³)	8,446,620	8,219,249
Volume of water discharged into surface water (rivers, wetlands, lakes)	2,956,554	1,714,376
Volume of water discharged into groundwater	3,592,690	3,146,119
Volume of water discharged into third-party water (municipal network, treatment plant or public or private service)	1,858,187	3,180,652
Volume of water discharged into seawater	39,189	178,102
Total water discharged in water-stressed areas (m³)	5,008,141	3,995,981
CONSUMPTION (m³)	601,028	2,635,046
Ratio: m³ of water consumed / sales (€mn)	73,2	288,4
Consumption in water-stressed areas (m³)	389,263	1,123,350
Consumption in water-risk areas (m³)	100,733	750,573

(1) Where actual data for the last month of the year was not available, the actual figure for the previous year has been used as an estimate. It also includes data from Flatiron Dragados' assets relating to water withdrawal/discharge, and data relating to water consumption in water-risk areas.

(2) The 2024 data has been adjusted with new information received subsequently.

WATER BREAKDOWN (WITHDRAWAL/DISCHARGE) (1)	2024 (2)	2025
Total water withdrawn (m³)	9,047,659	10,854,295
Total water discharged (m³)	8,446,620	8,219,249
Water consumption (m³)	601,028	2,635,046
Total water recycled and reused (m³)	178,063	166,863

(1) Where actual data for the last month of the year was not available, the actual figure for the previous year has been used as an estimate. It also includes data from Flatiron Dragados' assets relating to water withdrawal/discharge.

(2) The 2024 data has been adjusted with new information received subsequently.

In this regard, DRAGADOS Group companies have appropriate measurement systems in place that provide detailed knowledge of the main sources of consumption. This information makes it possible to develop the most appropriate efficiency measures in each case.

DRAGADOS Group recognises the need to optimise and reduce the consumption of this natural resource, particularly in water-stressed areas. For this reason, since 2019 the Group has monitored water consumption in these areas, with total water consumption in such areas amounting to 1,123,350 m³ in 2025.

As a new development this year, the volume of water withdrawn, discharged and consumed in areas at water risk has also been analysed, with the latter figure amounting to 750,573 m³. The volume of water recycled and reused throughout 2025 has also been included, amounting to 166,863 m³.

It should also be noted that DRAGADOS Group carries out exhaustive monitoring of the quality of the water it discharges into the natural environment, to ensure that it does not cause significant impacts on the environment, always complying, at a minimum, with the requirements established by local legislation.

EXAMPLES OF INITIATIVES BY DRAGADOS GROUP COMPANIES FOR THE EFFICIENT AND RESPONSIBLE USE OF WATER RESOURCES

Improving the quality of the treatment process through advanced control of filamentous bacteria

At the “UTEERARREJAS” works, carried out by DRAGADOS and DRACE GEOCISA, an initiative was implemented that successfully addressed a critical issue in the operation of Wastewater Treatment Plants (WWTPs): the proliferation of filamentous bacteria, which compromise sludge sedimentation and effluent quality.

The measures applied combined the dosing of polyaluminium chloride (PAC) in several lines of the biological reactor and

the controlled addition of primary sludge in another line, making it possible to act directly on the cause of the problem and improve flocculation, settleability and treatment quality.

This resulted in the recovery of system stability, improved operation — better sedimentation, higher effluent quality and reduced carry-over — and regulatory compliance.



TOP: Previous situation — biological reactor with foam across practically the entire oxic zone, even preventing normal reactor aeration from being seen.



RIGHT: Situation after implementation.

2.4. BIODIVERSITY PROTECTION

Biodiversity loss constitutes a threat not only to species and ecosystems, but also to food security, health and the sustainability of global economies.

DRAGADOS Group's activities may potentially affect the natural environment, as they are carried out in all types of locations and settings where numerous ecosystems may coexist. In this context, the company always seeks to

minimise the impact of its activities on biodiversity, paying particular attention to protected natural areas and areas of high ecological value, and aiming to strike a balance between development and the conservation of biodiversity and natural capital.

As a result of this commitment, the Group carries out its activities in accordance with the following basic principles of action in relation to biodiversity:

01 | MITIGATION HIERARCHY

Apply the mitigation hierarchy for impacts on ecosystems through prevention, reduction, restoration and offsetting measures, in agreement with its clients.

02 | MANAGEMENT PLANS

Implement management plans aimed at preserving or restoring biodiversity in activities or services that have a significant impact on ecosystems.

Fauna and flora conservation measures

DRAGADOS Group has proven measures in place to ensure the conservation of flora and fauna from the start of operational planning through to completion. These measures are based on:



Projects in and near environmentally sensitive areas	2024 (1)	2025
Number of projects within or adjacent to areas of high biodiversity value (2)	73	47
Percentage of projects in areas of high biodiversity value that have measures to preserve/restore them	51%	79%
Total area of projects within areas of high biodiversity value (ha)	2.218	1.855

(1) The 2024 data has been adjusted with new information received subsequently. Data from Flatiron Dragados' assets is also included.

(2) Projects in progress during the reporting year.

Responsibility for change in land use	2024 (1)	2025
Hectares with land-use change due to the execution of own projects (direct responsibility)	15	0

(1) The 2024 data has been adjusted with new information received subsequently. Data from Flatiron Dragados' assets is also included.

Severe environmental incidents	2024 (1)	2025
Number of environmental incidents with severe damage	0	0

(1) The 2024 data has been adjusted with new information received subsequently. Data from Flatiron Dragados' assets is also included.

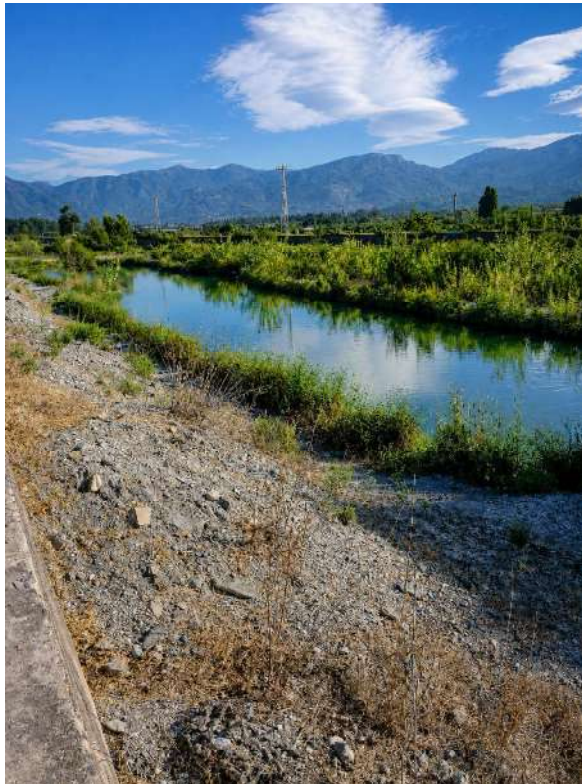


EXAMPLES OF DRAGADOS GROUP INITIATIVES FOR THE PROTECTION OF BIODIVERSITY

Creation of wetlands in the Guadalfeo riverbed, Salobreña (Granada)

The implementation of VIAS' "Motril Beaches Stabilisation" project consists of extracting aggregates from the lower section of the Guadalfeo River due to the need for sediment management and coastal regeneration. The works are being carried out in an area characterised by accumulations of materials with low ecological value and limited environmental diversity, in an already altered river environment.

During the project's development, an issue was identified regarding the limited presence of functional wetland areas in the final stretch of the Guadalfeo Riverbed, despite this being a potentially favourable environment for their development.



A clear opportunity for environmental improvement and restoration was therefore identified, making use of the authorised intervention for beach regeneration — aggregate extraction — not only as a corrective measure, but also as a river restoration intervention through the creation of wetlands, taking advantage of the excavation geometry itself and the natural dynamics of the river.

The main benefits obtained include the environmental enhancement of the river environment, an increase in local biodiversity — including the marbled teal, white-headed duck and Spanish pond turtle, among others — the improvement of the ecological status of the public hydraulic domain, an increase in natural flood attenuation areas and wildlife refuges, as well as the social and landscape integration of the area.



Swift roosts in splayed window reveals

During the execution of the “MITECO Efficiency Improvement” works, roosting sites for common swifts were installed in the splayed window reveals, without altering the aesthetics or functionality of the building. This has become an innovative solution that can be applied to other buildings, both new-build and refurbishment projects, seeking to be more sustainable and aligned with new environmental requirements.

Main benefits:

- Easily replicable measure in other buildings.
- The solution complies with the DNSH principle and European guidelines.
- Natural control of insect pests.
- The presence of these birds helps maintain a healthy ecological balance and strengthen the connection between people and nature.



2.5. ENVIRONMENTAL RISK MANAGEMENT

MATERIAL TOPIC	RISKS	DETECTION, PREVENTION, MANAGEMENT AND MITIGATION MEASURES	MANAGEMENT INDICATORS
Climate change: transition to a low-carbon business model	Companies face the need to design appropriate strategies to address the fight against climate change. ACS's risk map identifies the specific climate change-related risks (physical and transition risks) according to the relevance they may have for the company's business development. Risks: - Increase in cost overruns - Reputational risk - Regulatory restrictions and sanctions	The Environmental Policy and the Group Sustainability Plan define the commitments and objectives for reducing emissions and the use of resources. In 2021, the ACS Group established targets linked to the variable remuneration of Executive Directors in relation to performance on Climate Change matters. Each company is responsible for keeping an emissions inventory, identifying the main hotspots and developing initiatives for their reduction. Likewise, the Group offers its customers construction products and services that help foster the transition towards a low-carbon economy.	Reduction of Scope 1 + Scope 2 emissions by 13% compared with the base year of the Sustainability Master Plan (2019) in absolute terms. Renewable energy consumption: 24% of the total. Development of business opportunities such as Green Building projects. During 2025, the Group continued developing its reporting model in order to communicate information relating to climate change risks and opportunities in line with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). It also continues implementing measures and initiatives to achieve the objectives set out in the 2025 Sustainability Master Plan in relation to climate change mitigation.
Environmental management	Companies have a twofold relationship of dependence and impact on the natural environment. Therefore, mitigating impacts on biodiversity and natural resources is essential during the development of the Group's projects and operations, establishing an assessment of the ecosystem services that affect the company. The conservation and protection of biodiversity has become one of the main environmental challenges facing companies. The natural environment is one of the main allies in the fight against climate change and, in addition to supporting the economy, it provides the natural resources on which the company's activities are based. Risks: - Loss of ecosystem services - Reduced economic growth - Regulatory non-compliance - Environmental litigation and sanctions	- Pursue continuous improvement in environmental matters, implementing an environmental management system that ensures compliance with policies, and the setting and monitoring of objectives. - Assess potential environmental risks in each phase of each project, worksite or service, with the aim of designing processes that minimise environmental impact as far as possible. - Promote employee training and awareness on environmental matters. - Drive actions aimed at raising awareness among customers, the value chain and society in general. - Carry out all Dragados Group activities in accordance with the environmental legislation in force.	During 2025, 97.4% of Dragados Group operations were certified under ISO 14001. During 2025, no significant infringements of environmental legislation and regulations were recorded, understood as breaches resulting in a fine greater than €10,000. The Dragados Group manages environmental risk insurance coverage through different systems depending on its activity and geographic area and in accordance with its own environmental management systems.

MATERIAL TOPIC	RISKS	DETECTION, PREVENTION, MANAGEMENT AND MITIGATION MEASURES	MANAGEMENT INDICATORS
Circularity in the procurement of construction materials and in waste management	The incorporation of circularity concepts into the production model makes it possible to reduce the intensive use of natural resources and the high pressure on the environment. It also optimises resource use, increasing operational and financial efficiency while reducing the waste generated. Risks - Non-compliance with Dragados' environmental policy - Reputational risk - Regulatory non-compliance - Inefficient use of raw materials or conflict minerals - Increased production costs	The Environmental Policy and the Group Sustainability Plan define the commitments to promote the use of recycled construction materials, their durability and efficient waste management. Within the objectives established in the Sustainability Plan, the Group has set itself the goal of promoting life-cycle analysis in infrastructure and building projects. It has also established a target of achieving a recycling rate for waste sent for recycling of more than 80%.	Dragados Group companies participate in various R&D projects related to durability and efficiency in the use of construction resources and materials. Rate of waste (hazardous + non-hazardous) sent for recovery in 2025: 88%
Sustainable and resilient infrastructure	Risks arising from climate change, the scarcity of natural resources and the social situation and context of the territory increase demand for sustainable infrastructure. Given that a significant share of GHG emissions comes from buildings, developing more energy-efficient infrastructure contributes to climate change mitigation. The design and delivery of resilient infrastructure, in addition to granting recognition and a leadership position, makes it possible to provide safer services that better withstand extreme climate events and cushion the effects of natural threats on society and the economy. Risks - Loss of competitiveness - Physical risks arising from climate change - Reputational loss - Loss of profitability	- Dragados Group, through its different activities, provides services that contribute to creating more efficient and sustainable infrastructure and cities — sustainable building, construction of public transport systems, etc. - Dragados Group offers clients the use of recycled and/or certified construction materials. The projects delivered comply with different sustainable building certifications, as well as CEEQUAL and ENVISION, among others, in the field of efficient infrastructure. - In Dragados Group companies, one of the key pillars of the R&D area in the Construction companies is the development of new material-related projects that help improve the resilience of infrastructure and make it possible to address the increase in extreme weather events arising from climate change, as well as reducing the use of these construction materials and promoting their reuse and recovery. - Develop biodiversity policies and environmental studies to minimise impacts in areas of activity.	- Development of Green Building projects: 73 underway in 2025 - Sales from projects with sustainability certification in 2025: €2.254 million



DRAGADOS GROUP IS POSITIONED AS ONE OF THE LEADING COMPANIES IN THE CONSTRUCTION SECTOR WORLDWIDE.

Its activity focuses on the analysis, design and development of all types of infrastructure, both civil engineering and building projects, with a particular focus on projects characterised by high technical complexity, innovation in construction processes or a high degree of specialisation.

At DRAGADOS Group, we believe that the company's true differentiating factor is the quality and commitment of our people. **The diversity of professional and personal profiles that make up our organisation enables us to respond with agility and effectiveness to the increasingly demanding challenges of the environment, through dynamic, innovative management focused on excellence.**

The Group promotes the application of advanced Human Resources management methodologies, with the aim of attracting, developing and retaining the best talent. Each of the companies that form part of the Group defines and implements its own Human Resources policies, adapted to its specific needs and activities, although all of them are governed by common principles that ensure consistency and alignment:



Attract, retain and motivate
talented people, focusing on increasing their level of responsibility.



Promote
a corporate culture and values with which our people can identify.



Encourage
teamwork and quality control as tools to drive the excellence of a job well done.



Ensure
equal opportunities, diversity and inclusion.



Support and increase
training and learning.



Promote
R&D&I activities to improve processes, products and services.

At the close of the 2025 financial year, DRAGADOS Group had a global workforce of 16,502 people, of whom 15.34% were women and 84.66% were men.

3.1. PROFESSIONAL DEVELOPMENT

In accordance with our Human Resources Policy, the professional excellence and personal commitment of our team represent one of the main strengths that enable us to differentiate ourselves in an increasingly competitive environment.

Among the fundamental pillars of this policy is the ability to attract and retain high-level talent, promoting their continuous development and maximising their skills. Their expectations and interests are also taken into account, ensuring equitable and competitive remuneration conditions aligned with the contribution that each professional makes to the organisation.

DRAGADOS Group maintains a firm commitment to attracting and developing young, recently qualified professionals, who take on the challenge of participating in the construction of large-scale projects and in new positions focused on technological innovation in areas such as R&D&I, energy efficiency and renewable energies, contributing to the implementation of infrastructure that is more environmentally friendly and sustainable.

New pathways for recruitment and professional growth are being promoted in emerging and innovative sectors, in addition to the construction of major infrastructure. Particularly noteworthy are projects linked to new technologies, such as the design and execution of data centres, battery plants, semiconductor manufacturing plants, critical minerals, and emerging sectors such as defence or the nuclear area.

This programme is structured around incorporation into these major works, with rotation through different areas — Production, Technical Office, Occupational Risk Prevention, Quality and Environment — and includes specific training, together with a monitoring and evaluation plan that makes it possible to track the progress and adaptation of each participant.

The programme currently includes 432 young professionals: 299 working on national projects and 133 on international projects.

The most in-demand qualifications are the qualifying Master's Degree in Civil Engineering and Industrial Engineering, as well as degrees in Civil Engineering, Building and Industrial Engineering. Profiles with training in Business Administration and Management, Finance, Accounting or equivalent qualifications depending on the country are also valued.

Today, the programme is present, consolidated and highly valued across the different DRAGADOS Group companies in Spain, the United States, Canada, the United Kingdom, Poland and Chile.

During 2025, 184 new young professionals joined some of the most relevant projects at both national and international level.



	Joined in 2025		Total as of December 2025	
	Engineers/similar	Economists	Engineers/similar	Economists
Spain	80	15	236	63
North America	65	0	96	0
UK	3	0	6	1
Poland	13	0	22	0
Chile	3	5	3	5
TOTALS	164	20	363	69
	184		432	



3.2. ASSESSMENT AND TALENT AT DRAGADOS GROUP

Obtaining information to attract and retain talent, both internal and external, is essential for DRAGADOS Group.

Each Group company manages the development of this talent independently, adapting it to the specific characteristics of its activity.

This strategy requires the incorporation of new approaches, tools and methodologies focused on the comprehensive development of talent, which has made it necessary to create the Strategy and Talent Management Department at DRAGADOS Spain.

The objective is to move towards a more strategic model that makes it possible to anticipate critical needs, improve the employee experience and ensure that the right talent is available to support our present and future growth.

One example of this is the annual assessments carried out in North America, which cover the entire workforce. These processes provide spaces for reflection on individual performance, facilitating decision-making on possible internal moves and the implementation of personalised training and development programmes. **In addition, these assessments contribute to talent retention and consolidation, making it possible to anticipate both the company's needs and the expectations of the workforce.**

Furthermore, DRAGADOS' Assessment and Talent Plan aims, firstly, to gain an understanding of the professional situation of recently recruited young professionals, providing responses to their concerns and expectations. Secondly, it seeks to identify internal talent as they gain experience. The assessment of this group also makes it possible to adapt training programmes to the specific needs that arise during their professional development.

Each participant in the plan is assigned a tutor, who supports them throughout their learning process. DRAGADOS' Human Resources Departments are responsible for monitoring personnel through periodic assessments based on questionnaires and personal interviews. These interviews include open-ended questions on skills, training, experience, professional interests, geographical location and motivation.

After completing the assessments during the year, valuable information is obtained that enables informed decisions to be made regarding internal moves, promotions and the professional development of the workforce.

3.3 FORMACIÓN

Training is an essential element in driving the progress and development of teams in an increasingly changing and competitive context.

In this way, the company can respond with agility and even anticipate the technological, operational and social transformations shaping the sector.

This is achieved through specific training plans adapted to the needs of each country in which we operate and updated annually, in an increasingly dynamic and demanding environment that enables the company to adapt to new technological, business and societal changes.

Each country develops its own training plans, designed to strengthen employees' skills and knowledge, while also fostering innovation, productivity and commitment within the organisation. Employees are offered comprehensive

training, covering both the development of their individual talent in different areas and specialised training in the sector, with the aim of building teams of highly qualified professionals.

Internal and external audits are carried out periodically, ensuring an optimal level of quality and a constant process of continuous improvement in the programmes.

During this period, training activities related to data centres and new technologies, BIM methodology, occupational health and safety and specialised technical courses have become particularly prominent. Training activities related to employee wellbeing should also be highlighted, aimed at reducing injuries or focused on employees' mental health and wellbeing.

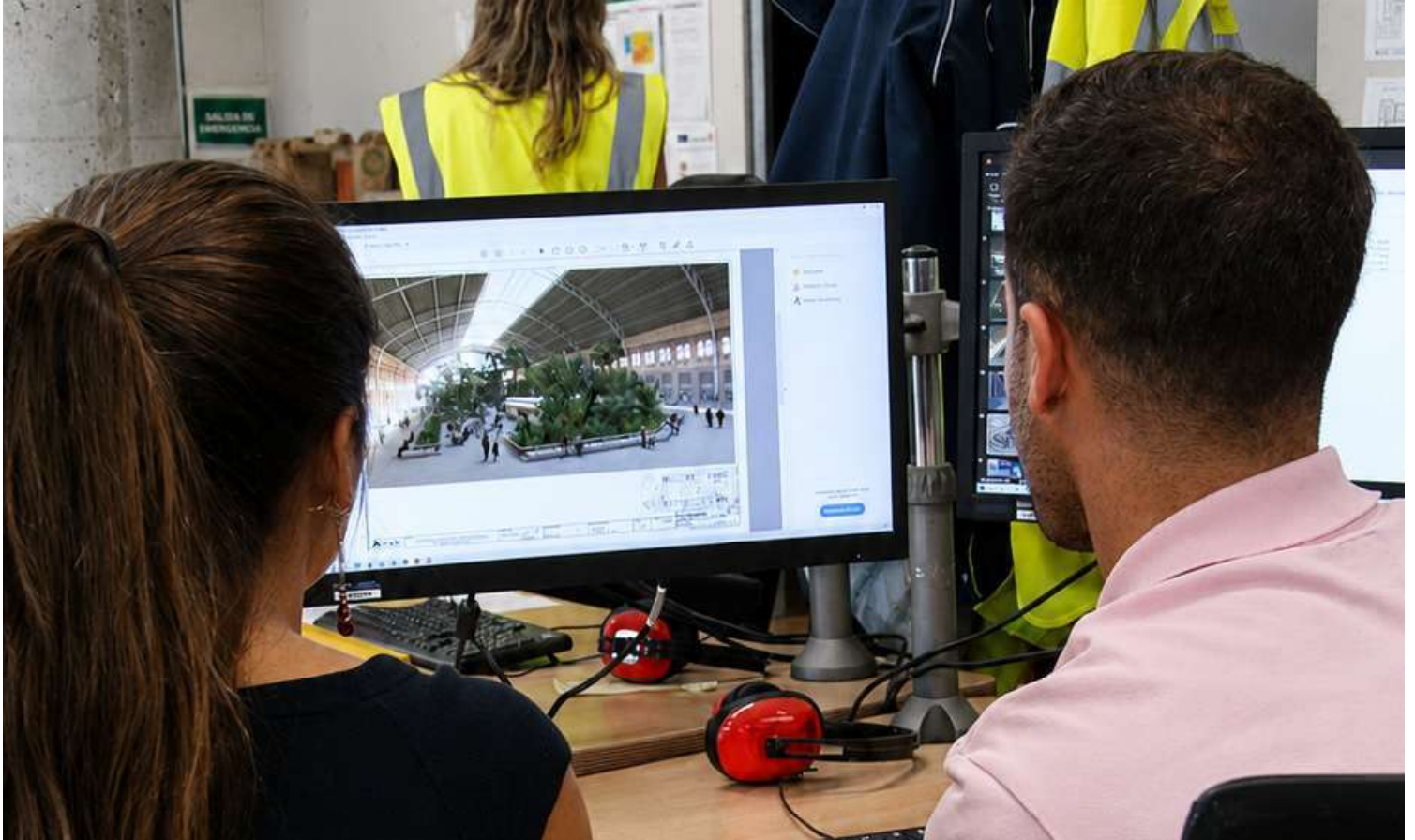
In 2025, more than 270,000 hours of training were delivered.

TRAINING	2024	2025
Total training hours	249.103	273.780
Total training hours provided to men	192.613	207.794
Total training hours provided to women	56.491	65.987
Total training hours for university and intermediate graduates	152.510	169.734
Total training hours for non-degree technicians and administrative staff	32.672	38.752
Total training hours for other staff	50.213	65.294

The courses delivered are evaluated on the basis of information collected through various surveys, which measure participant satisfaction, the suitability of the content and its practical application in the workplace, among other indicators.

In this way, we ensure a thorough assessment of the effectiveness of the training programmes.

At DRAGADOS, the overall satisfaction rate with training activities, based on participants' evaluations, is around 3.6 out of a maximum score of 4.



3.3.1 ACS UNIVERSITY

In 2025, following the launch of the ACS University initiative the previous year, the main milestone was the global rollout, for all Group companies, of the training platform (LMS), developed jointly by the Group's Human Resources and Systems teams. This environment unifies learning across ACS and offers high-impact content in strategic areas — such as advanced technology, mobility, energy transition and nuclear — as well as a catalogue of leadership programmes.

Another initiative to highlight, with high strategic value and reinforcing the idea of One Group, One Team, is the joint work carried out by the Human Resources departments of the different Group companies. The objective is to assess the current status of Human Resources processes in order to develop a common operating model and strategy that enables processes to be digitalised and automated, facilitates data analysis and promotes the use of Artificial Intelligence to reduce administrative workload and improve the quality and agility of processes.

3.4. EQUAL OPPORTUNITIES, DIVERSITY AND INCLUSION

All the companies that make up DRAGADOS Group promote a culture of inclusion, diversity and equal opportunities, ensuring respect for and protection of Human Rights across all areas of their activity.

DRAGADOS Group is firmly committed to the principles of the United Nations Global Compact and to respect for Human Rights. In this regard, it guides its decisions in accordance

with compliance with the applicable legal framework, actively working to prevent and remedy any negative impact that may arise from its operations and business relationships.

The relationship between the Group and its personnel, as well as among employees themselves, is based on compliance with several fundamental commitments, including:



EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

The Human Resources policy is framed by compliance with and respect for the Human and Labour Rights recognised by the different international organisations, as well as by the commitments contained in the Group's Code of Conduct. This policy expressly highlights one of the Guiding Principles:

- ✓ Ensure equal opportunities, without any discrimination on the grounds of age, sex, religion, race, sexual orientation, nationality or disability, or any other social or individual circumstance or condition.
- ✓ At Dragados Group, recruitment and staff promotion policies do not, under any circumstances, contain discriminatory practices, and any form of workplace harassment is strictly prohibited and, should it occur, receives a forceful response from the company. The objectivity of selection processes is emphasised, seeking to guarantee access to these processes under equal conditions at all stages.



ERADICATION OF FORCED OR CHILD LABOUR

Dragados Group doesn't carry out practices involving forced or compulsory labour or child labour, nor contracts with companies that carry out these practices.



DIVERSITY AND INCLUSION

It should be noted that the Group's broad international presence shapes a multicultural team made up of professionals of different races, ethnicities, ages, nationalities, languages, educational backgrounds, abilities, religions and genders, enabling the company to successfully address the global challenges it faces every day.

The company is fully aware of the importance of local roots and, in line with its purpose of fostering the sustainable development of the communities in which it operates, promotes the direct recruitment of local personnel and local management personnel. In fact, more than 98% of the Group's employees belong to the local community in which it operates.

The Group's commitment to these principles is continuous and firm, and is reflected in the following points:

PRIORITY OBJECTIVES • SUSTAINABILITY PLAN 2025



+25%

Increase the presence of women in Senior Management positions compared with 2019.



20%

Women in positions of responsibility in 2025.



Objectives achieved in the Dragados Group.

These established objectives have been achieved in the Dragados Group, highlighting the commitment of all companies to Diversity and Gender Equality.



01 EQUAL TREATMENT

In terms of gender, 100% of the Group's companies have adopted measures to promote equal treatment and equal opportunities for men and women.



02 VOLUNTEERING AND SOCIAL ACTION

Dragados Spain collaborates with various foundations and associations. The project with Fundación Integra's Strengthening School stands out. In the United States, the company collaborates with associations that support people at risk of social exclusion, and in Spain toy and food collection campaigns are carried out.



03 EQUALITY PLAN AND PROTOCOLS

All employees of the Group are covered by an Equality Plan and protocols against sexual harassment.



04 NON-DISCRIMINATORY RECRUITMENT

All Group companies have adopted measures to ensure equal opportunities and prevent discrimination in recruitment processes for any position.



05 UNIVERSAL ACCESSIBILITY

The Group guarantees universal accessibility for people with disabilities wherever applicable and necessary. More than **+64%** of employees work in facilities covered by these measures.



06 INTERNAL COMMUNICATION

Communication is essential within the Group. A monthly news channel has been created on the intranet: **ACS News**. Campaigns have also been launched on safety and health, Women's Day, International Workers' Day, gender-based violence and Compliance policies, with open and accessible access for all staff.

In the 2025 financial year, the percentage of women holding management/responsibility positions exceeded 20%.



3.5. WORK ORGANISATION AND LABOUR RELATIONS



At all DRAGADOS Group workplaces, rigorous prevention measures are implemented to ensure business continuity and the physical and mental health of personnel, while also promoting work-life balance.

In recent years, trends and initiatives that Group companies had already been implementing in previous years have accelerated, such as flexible working hours at workplaces. At DRAGADOS Spain, a digital time-management tool has also been introduced, enabling, among other functions, the management of leave and time recovery hours, as well as leave requests.

By way of example, DRAGADOS S.A., among other measures, offers one hour per day for breastfeeding, with the possibility of accumulating this time into full days, and establishes that reduced working hours may be calculated annually rather than on a daily basis. In North America, some centres have adapted facilities to support breastfeeding.

All DRAGADOS Group personnel are entitled to paternity and maternity leave, as a further work-life balance measure, regardless of whether they take it and of the type of regulation in force in each country, which may be supplemented by internal measures.

In the Group's companies in North America, maternity and paternity leave periods are extended beyond the legal requirements, with salary supplemented up to 100%.

DRAGADOS Group is aware that understanding the views of its personnel is key to identifying areas for improvement and developing transformation strategies that have a positive impact on both the company and its human capital.

DRAGADOS Group also actively contributes to the promotion of internationally recognised human and labour rights, and respects and protects the free exercise of freedom of association and the right of its professionals to join trade unions. In 2025, 27.34% of DRAGADOS Group employees were affiliated with trade union organisations, while in Spain 100% of personnel were covered by the collective agreement applicable to their sector and geographical area. These agreements establish minimum notice periods in the event of significant operational changes, in accordance with current legislation, and are strictly complied with by DRAGADOS Group.

In addition, DRAGADOS has an Ethics Channel through which queries may be submitted in relation to the company's Code of Conduct, policies or regulations, or any breach may be reported, whether in criminal matters, competition law or any other area, with full guarantee of confidentiality and without fear of retaliation.

DRAGADOS Group also offers life, accident and health insurance, depending on the situation, as part of the benefits provided to its workforce. DRAGADOS Spain has actively participated, as promoter, in the development and implementation of the simplified occupational pension plan for the construction sector, a pioneering initiative in Spain as the first sector-wide occupational pension plan, which will help improve the retirement conditions of workers. Likewise, DRAGADOS Spain has included, within the flexible remuneration package available to personnel, the possibility of making contributions to this pension plan, thereby providing current tax advantages while also contributing to better conditions for employees when they retire, all as a result of the company's ongoing commitment to employee wellbeing.



In addition to the mandatory benefits established by the legislation of each country, workers are offered various options that improve social welfare coverage. At DRAGADOS Spain, all personnel with a permanent employment relationship are covered by additional life and accident insurance, supplementing the coverage established by labour legislation and the applicable collective agreements.

There is also the option to take out private health insurance through the Flexible Compensation Programme (SALARIFLEX), a voluntary programme offering more advantageous conditions and tax benefits on the products available. This programme enables part of the remuneration to be received in the form of products or services, such as childcare or transport.

Likewise, all employees working outside Spain are covered by health insurance that extends coverage to the employee and their relocated family members, including repatriation expenses in the event of an incident outside the workplace.

In DRAGADOS Group subsidiaries in the United States and Canada, where there is no public social welfare coverage, the local Human Resources Departments provide health insurance offering various coverage alternatives. In addition, through the 401(k) Plan in the United States, personnel in these subsidiaries can choose the investment scheme best suited to their pension plan contributions.



DRAGADOS GROUP MAINTAINS A FIRM COMMITMENT TO PROMOTING A PREVENTIVE CULTURE.

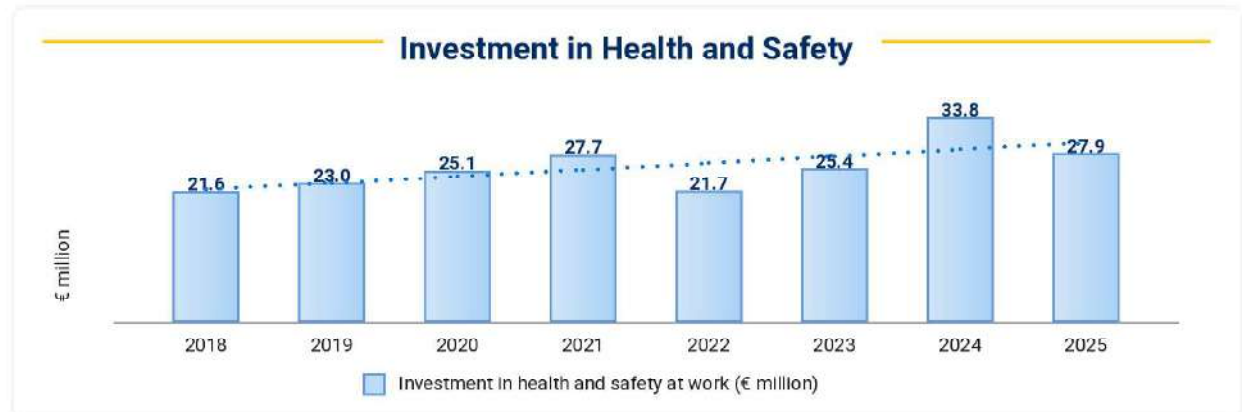
Health and safety are central to everyone in the organisation, with the aim of ensuring that each professional returns home every day in the same condition in which they started their working day. This culture is structured through the Safe and Healthy strategy and is monitored through a set of indicators common to all DRAGADOS Group companies, which make it possible to measure Health and Safety performance. These indicators not only reflect results associated with accident rates, but also include proactive metrics that demonstrate the level of commitment to Health and Safety, such as involvement and participation, continuous analysis of the system, committed leadership and ongoing training. All of this enables the company to aspire to the highest standards in this area.

In line with this commitment, during the 2025 financial year, investment in occupational health and safety reached €27.9 million. This figure represents an average year-on-year increase of 2.75% over the last five years.

To ensure effective health and safety management, DRAGADOS Group companies have occupational Health and Safety management systems in place. In order to guarantee their proper implementation and monitoring, these systems are subject to periodic reviews by internal and external audit teams. In this regard, throughout 2025, almost all Group companies held ISO 45001 certification for their occupational health and safety management systems.

The certification of management systems is one of the key objectives of the 2025 Sustainability Master Plan.

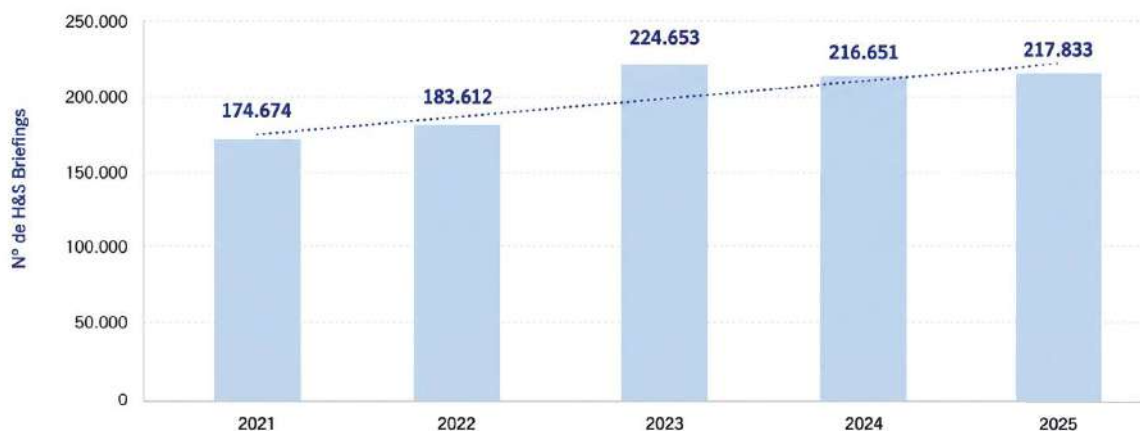
	2021	2022	2023	2024	2025
 Investment in health and safety at work (€ Mn)	27.7	21.7	25.4	33.8	27.9



As part of our commitment to continuous improvement in occupational health and safety, periodic meetings are held on our sites with field teams (H&S Briefings). With an operational and action-oriented approach, these sessions make it possible to proactively manage the specific risks of each project phase, reinforce good practices and maintain a continuous communication channel across all levels of the organisation.

These briefings have been proven highly effective, both in reducing incidents and in strengthening employee awareness. The main benefits include early risk identification, updated knowledge of safety matters and the consolidation of collective commitment to a safer working environment. Their systematic deployment also positions these meetings as a key leading indicator within our management system, subject to continuous measurement and assessment to ensure ongoing improvement.

The initiative has been highly accepted among workers, reflected in active and sustained participation. This level of engagement confirms both the perceived usefulness of the meetings and the trust placed in these communication spaces. As a result, their implementation has been progressively expanded: over the last five years, an average year-on-year increase of 6.12% has been recorded in their frequency and scope, consolidating them as a standard practice across all the company's projects.



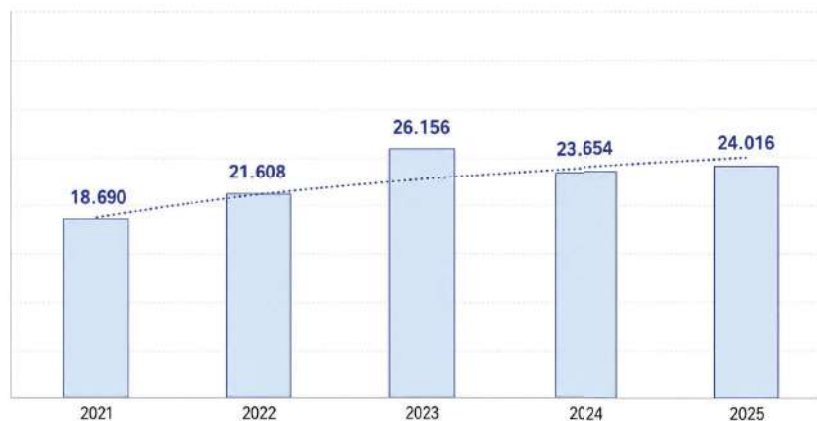
The Group's companies have their own health and safety management systems and, in carrying out their activities, apply, among others, the following procedures:

- 
01. Periodic risk assessments
 Periodic assessments of the risks to which personnel are exposed at workplaces and construction sites.
- 
02. Prevention plans with objectives
 Definition of risk prevention plans with formal, quantitative and qualitative objectives that make it possible to measure performance evolution and implement improvements.
- 
03. Risk action plans
 Integration of action plans aimed at responding to risk situations.
- 
04. Near misses and investigation
 Implementation of processes to identify and record situations with potential for incidents, as well as procedures for incident investigation.
- 
05. Remuneration linked to objectives
 Linking the remuneration of the management team to the degree of fulfilment of formal health and safety objectives.
- 
06. Review, mitigation and monitoring
 Implementation of periodic review programmes and, where necessary, implementation of mitigation and monitoring measures to reduce risks.

The management of occupational health and safety systems is structured around annual objectives defined by Senior Management, with common indicators for all Group companies and specific targets adapted to each operational context.

Continuous monitoring of these indicators makes it possible to identify deviations and adopt corrective measures with agility, driving continuous improvement and facilitating data-based decision-making, both individually and collectively. The conclusions of the monitoring process are reviewed in periodic meetings, where strategic actions aimed at achieving the established objectives are agreed.

Number of safety observations





Progress towards the zero-accident target highlights the effectiveness of the collaborative strategy, which integrates employees, contractors and suppliers within a framework of shared responsibility. Likewise, in line with its vision of social sustainability, DRAGADOS promotes comprehensive health initiatives that go beyond the strictly occupational sphere, such as medical insurance, vaccination campaigns and preventive medicine programmes — including early diagnosis through tumour marker testing — thereby helping to improve the quality of life of people and the communities in which it operates.

The involvement and participation of all those concerned are a determining factor in the success of the health and safety strategy.

To this end, a culture of collaboration and shared responsibility is promoted, in which each person takes an active commitment to health and safety in the workplace. The main lines of action include the promotion of participation initiatives and the establishment of effective communication mechanisms; in this area, one of the main leading indicators is the number of Safety Observations reported by personnel on worksites and at workplaces.

The average year-on-year growth of this indicator over the last five years stood at 7.16%, demonstrating the importance that the Group attaches to communication in health and safety matters, resulting in an improvement of 28.49% over the entire period. This result also reflects the effectiveness of the measures adopted to strengthen and facilitate the flow of information, and highlights the shared commitment — of both people and the organisation — to identifying and eliminating risks and to continuous improvement.

Committed leadership is an essential pillar of the strategy. In this regard, people with leadership responsibilities must act as role models in the application of good practices and as active promoters of a culture focused on health and safety. Through continuous support, attention to team needs and active listening to their contributions, leadership helps to consolidate a strong organisational culture in this area and to effectively integrate safety and wellbeing across all activities.

In 2025, this indicator maintained its growth trend, with an average year-on-year increase of 5.65% over the last five years.

Leadership Visits



4.1. TRAINING

DRAGADOS Group considers training and awareness-raising to be fundamental pillars for the effective management of occupational health and safety. Accordingly, all employees receive risk prevention training when they join the company, as well as periodic updates throughout their professional careers.

Throughout 2025, approximately 98.4% of DRAGADOS Group employees received health and safety training.

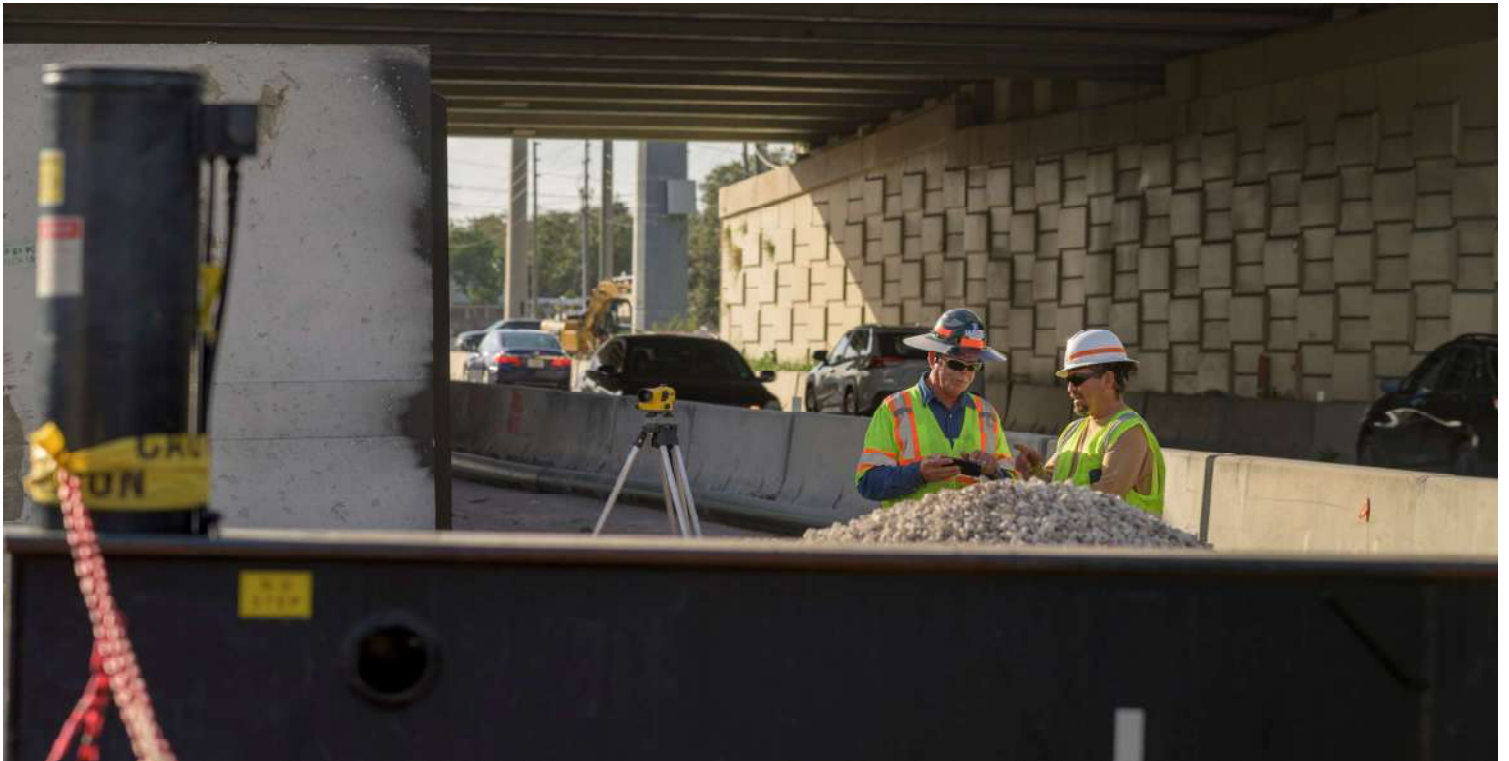
Health and safety training	2020	2021	2022	2023	2024	2025
Employees who received health and safety training during the year (%)	89,9	89,5	88,2	89,8	85,9	98,4
Employees who have received health and safety training throughout their career with the company	100%	100%	100%	100%	100%	100%

DRAGADOS Group has various health and safety training programmes aimed at the people who make up the organisation. These include basic knowledge courses — such as first aid, occupational risk prevention and emergency and evacuation plans — as well as specific training activities focused on safe working procedures, depending on the activities carried out on site. Adapted content is also provided for office personnel, who receive training in ergonomics.

The training activities highlighted include those aimed at developing skills and promoting mental wellbeing, such as leadership and emotional health, areas that have gained greater prominence in the training plans of Group companies.

DRAGADOS Group also collaborates with organisations specialised in health, safety and risk prevention, and participates in congresses, seminars and forums held both nationally and internationally.





TRAINING FOR PARTNER COMPANIES

DRAGADOS Group's commitment to the health and safety of suppliers, contractors and partner companies is materialised, among other measures, through the provision of training, in order to ensure knowledge and application of the requirements necessary for the safe performance of activities.

All personnel joining a worksite must have the necessary training to carry out their work safely. In addition, upon arrival they receive the Corporate Induction, during which they are informed about preventive principles and culture, as well as the health and safety information relevant to the worksite.

Personnel belonging to partner companies also participate in start-of-shift meetings and in any other specific information or training activities that may be relevant to the safe performance of their duties.

4.2. HEALTH AND SAFETY STATISTICS

For DRAGADOS Group, occupational health and safety is one of the strategic pillars of sustainability. The continued efforts of all Group companies in this area are reflected, after four years, in the improvement of accident rates. In particular, the downward trend in the frequency rate over the last three years demonstrates the effectiveness of the measures adopted by the occupational risk prevention teams.

ACCIDENT RATES. OWN PERSONNEL	2022	2023	2024	2025
Lost Time Injury Rate*	2,20	1,52	1,65	1,61

*Criterio CSRD

Each Group company carries out exhaustive monitoring of these rates and reports them monthly, in order to assess the effectiveness of the measures implemented. Likewise, all significant accidents and incidents — or those that could have been significant — are investigated in depth to determine their causes, adjust preventive measures, promote organisational learning and prevent recurrence.

4.3. MANAGEMENT OF RISKS RELATED TO HEALTH AND SAFETY

DRAGADOS Group companies develop their health and safety policies based on a common policy, adapted to their characteristics, needs and geographical scope. Senior Management supports and reviews these policies, maintaining the achievement of zero accidents as ACS Group's fundamental objective.

To this end, the results of the risk map and the materiality analyses carried out by ACS Group are used as a reference, prioritising risks according to their relevance and potential impact on the activity.

In this context, the following measures are applied:

1. Commitments of the 2025 Sustainability Master Plan aimed at reducing accident rates:
 - Assess and control risks that cannot be eliminated.
 - Plan preventive activity at all levels and establish the necessary measures to work safely and healthily.
 - Establish annual objectives subject to periodic review.
2. Maintain up-to-date management systems approved by the Senior Management of each company.
3. Collaborate with organisations and participate in congresses and specialised activities in this area.
4. Collaborate with partners and subcontractors that:
 - Respect internationally recognised human and labour rights.
 - Commit to promoting a safe and healthy working environment, complying with the applicable regulations on occupational risk prevention.



Business conduct is based on the corporate values established in DRAGADOS Group's Code of Conduct, which are defined around the values of integrity, excellence, trust, sustainability and profitability, thereby ensuring the generation of shared value with the different stakeholders.

DRAGADOS Group also extends these values to third parties with whom it maintains commercial or business relationships throughout the value chain, taking into account their level of commitment to the Group's business conduct culture through DRAGADOS Group's Code of Conduct for Business Partners. In particular, integrity means that all DRAGADOS Group personnel must comply with the regulations in force in the countries where the Group operates, while also observing ethical conduct that builds trust in the communities and markets in which the Group operates, by requiring the highest standards of integrity from our people and from the third parties with whom the Group is connected.

It is within this context of integrity and the resulting commitment to compliance with the regulations of the different jurisdictions in which the Group is present that the compliance strategy established by the DRAGADOS Board of Directors takes on its full meaning and relevance. This strategy is based on the Code of Conduct and is developed through the corporate policies and rules that complement it.

The compliance management model is, in turn, based on a decentralised management model, in which DRAGADOS, as the Group's parent company, assumes responsibility for defining the strategy and establishing the basic management guidelines at Group level through the corresponding corporate policies and rules, without prejudice to the ordinary and effective management of the businesses by the different companies that form part of the Group, thereby ensuring an adequate level of coordination and internal control.

A medium-control compliance management model has therefore been implemented which, while respecting the Group's decentralised management model, is based on the following principles:



5.1. GOVERNANCE

CORPORATE CULTURE AND POLICIES ON CORPORATE CULTURE AND BUSINESS CONDUCT

DRAGADOS Group has a series of mechanisms in place to detect, report and investigate matters related to unlawful conduct or conduct contrary to the Code of Conduct or other internal rules.

These mechanisms include the Global Compliance Management System, the dual risk control model, Compliance regulations, anti-bribery regulations and the establishment of the Ethics Channel.

In turn, the functions with the greatest risk or exposure in relation to the criminal risks of corruption between private individuals and bribery have been analysed and identified from a preventive perspective, through the definition of "Personnel especially exposed to criminal risk in DRAGADOS' parent company matrix".

Specifically, in relation to the different criminal offences, the members of the organisation who may be affected by these risks are identified and, consequently, where the preventive and control measures intended to avoid their materialisation apply.

GLOBAL COMPLIANCE MANAGEMENT SYSTEM

Since 2018, DRAGADOS has had a Global Compliance Management System with an integral vision and a cross-cutting structure from the outset, not limited to the criminal sphere.

In this way, the Global Compliance Management System has gradually expanded its scope and currently encompasses criminal and anti-bribery compliance; competition law; privacy and data protection; artificial intelligence and cybersecurity; sustainability and environmental and Human Rights due diligence; and tax matters, among others, as well as, in general, any other area of compliance that the Board of Directors may at any time consider should fall under the Compliance Management System.



The main elements of the Global Compliance Management System are as follows:



The Global Compliance Management System is therefore intended to structure an environment for the prevention, detection and early management of risks in the different areas of Compliance, as well as to reduce their undesired effects should they materialise, helping to generate a culture of compliance throughout the organisation in all matters applicable to them.

UPDATE OF THE POLICIES OF THE GLOBAL COMPLIANCE MANAGEMENT SYSTEM

The Group's main Compliance policies and procedures are available to all interested parties and Business Partners on the corporate website, [www.DRAGADOS.com](<http://www.DRAGADOS.com>).

These policies establish the basic principles of action in relation to the impacts, risks and opportunities identified in different regulatory areas and, in turn, serve as reference standards in promoting and encouraging business conduct aligned with the values and reputation of DRAGADOS Group's corporate Compliance culture.

In this way, the Board of Directors, with the support of the DRAGADOS Compliance Committee, ensures the ongoing review of these policies and procedures in order to guarantee their adequacy and effective application, avoiding, in all cases, situations that could affect the company's credibility and reputation.

A continuous process of interaction between elements of the organisation is therefore defined to establish Policies, Objectives and Processes so that the organisation fulfils its obligations efficiently and sustainably over the long term, generating evidence of the organisation's commitment to compliance and taking into account the needs and expectations of all interested parties.

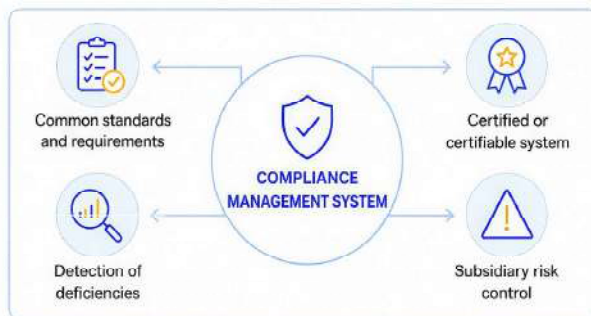


THE DUAL RISK CONTROL MODEL: DUTIES OF DILIGENCE OF THE PARENT COMPANY WITH RESPECT TO SUBSIDIARIES

To promote the adoption by subsidiaries of their own Compliance management model, which can be considered robust, DRAGADOS Group's parent company develops a dual control system:

01 HOMOGENEOUS STANDARDS SYSTEM

Implementation and development of a **homogeneous standards system** for subsidiaries, aimed at ensuring that all Group subsidiaries have a certified Compliance management system or, at least, one that can be considered certifiable.



This system will enable the detection of subsidiaries that show deficiencies and do not reach the Group's minimum level of homogeneity.

A risk control system covering the subsidiaries as a whole will be available.

At the same time, it will make it possible to detect where there is greater vulnerability to indirect risks arising from subsidiaries.

02 HALF-YEARLY MONITORING

Half-yearly monitoring to detect cases in which non-compliances or infringements have been reported or the **materialisation or occurrence of compliance risks** has been identified.

It is also monitored whether the subsidiary has reacted appropriately in that specific case.

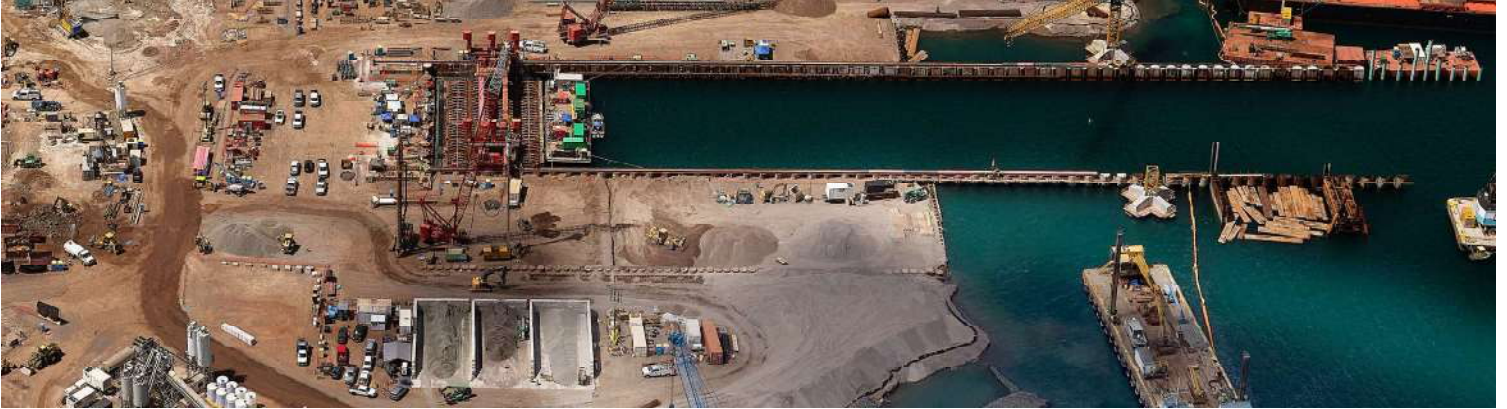
FINAL OBJECTIVE

To ensure effective and consistent management of compliance risks across all Group subsidiaries, reinforcing the prevention, detection and response to possible non-compliances.



In accordance with DRAGADOS Group's decentralised management model, the Group's parent company promotes the adoption by each subsidiary of its own specific compliance management model, while remaining aligned with common regulatory standards and Policies.

In this regard, the use of a tool such as the Global Compliance Report among Group companies should be understood as a means of assessing the risks that each company's independent Compliance management system represents for the parent company. In this way, the parent company has, at a minimum, a mechanism for obtaining information and knowledge of the risks to which it is exposed, enabling its directors to fulfil their general duty of control and diligence.



With this information, it can operate with the indirect risks arising from the subsidiaries, implementing and developing its own second line of control, complementary to the subsidiaries' specific systems. This enables medium-intensity control, without daily intervention in the subsidiary's Compliance management, based on a reporting system from the subsidiary to the parent company.

The homogeneous Group-level reporting system makes it possible to substantiate the existence of due control by the parent company over the subsidiaries, promoting the adoption of their own compliance management systems by the subsidiaries, without prejudice to the supervisory and control function corresponding to the parent company.

The Global Compliance Report submitted by the Group's subsidiaries every six months is complemented by the Criminal and Anti-Bribery Risk and Control Matrix of the parent company of DRAGADOS Group, which includes both the risks to which DRAGADOS, S.A. is exposed through its own activity and the risk to which it is indirectly exposed through the criminal risks arising from the activities of its subsidiaries.

It should also be noted that the Board of Directors periodically receives information from the Compliance Committee in order to properly monitor the annual Compliance objectives, remain permanently informed of regulatory developments and best practices in this area, and be aware of any incident relating to integrity and regulatory compliance that may have occurred.

In this regard, the Board of Directors carries out, among others, the following actions:



01. REVIEW OF THE ANNUAL REPORT

Review of the Annual Report of the Compliance Management System.



02. MONITORING OF OBJECTIVES AND RISKS

Monitoring of compliance with Compliance objectives and the main related risks.



03. MONITORING OF THE ETHICS CHANNEL

Monitoring of the activity of the Ethics Channel.

COMPLIANCE REGULATIONS

During 2025, various corporate rules on compliance were updated. All of them were communicated to the entire organisation and published on the corporate intranet in September 2025, including in particular:



PROGRESS AND IMPROVEMENT MILESTONES IN COMPLIANCE AND COMPETITION LAW

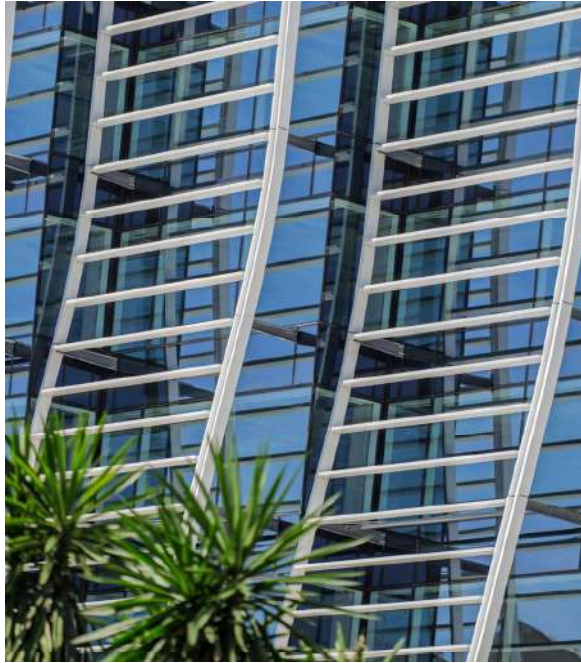
All the updates to the aforementioned corporate policies have also been carried out in line with ISO and UNE certifications and the various relevant ratings in the areas concerned.

ESTABLISHED COMMUNICATION AND REPORTING CHANNELS

Communication and/or reporting channels are presented as tools that enable organisations to channel communications, as well as queries or reports related to suspected irregularities, which are often known only to certain employees within the organisation or to people outside it.

In this way, these channels allow organisations, as the entity closest to the reported facts, to become aware of them, investigate them and provide an early response.

DRAGADOS Group is aware of this reality and of the importance of providing the members of its environment with the appropriate tools to report any infringement from a safe and trusted environment for whistleblowers.



DRAGADOS Group's Ethics Channel is aligned with Law 2/2023, of 20 February, regulating the protection of persons who report regulatory infringements and the fight against corruption, also known as the Whistleblower Protection Law, which transposes Directive (EU) 2019/1937 of the European Parliament and of the Council of 23 October 2019 on the protection of persons who report breaches of Union law. Within the context of DRAGADOS Group's Compliance culture, an ever-present objective is to remain aligned with best practices in each area.

For this reason, the regulation of DRAGADOS Group's Ethics Channel is also aligned with the international standard ISO 37002:2021 on Whistleblowing Management Systems, as are most DRAGADOS Group companies, based on the principles of trust, impartiality and protection and with a broader protection regime than that established in the aforementioned legal texts, bringing DRAGADOS' practices closer to the highest expectations of society in general and of its stakeholders in particular.

DRAGADOS Group's Ethics Channel, referred to in the Code of Conduct, is specifically regulated through the following rules: (i) the DRAGADOS Ethics Channel Operating Policy and (ii) the Procedure for managing communications received through the DRAGADOS Ethics Channel.

With regard to management of the Channel, the DRAGADOS Compliance Committee has been designated by the Board of Directors as the body responsible for the Internal Information System, with the Compliance Director appointed as the natural person representing the company before the Independent Whistleblower Protection Authority.

DRAGADOS Group encourages all members of its organisation, or persons who suspect or are aware of infringements related to DRAGADOS, to use this or other internal communication channels to convey their concerns to DRAGADOS Group.

In addition, DRAGADOS Group informs any potential whistleblower at all times that they also have access to external information channels before the competent authorities and, where applicable, before the institutions, bodies or agencies of the European Union, providing access information for this purpose in its own Ethics Channel Operating Policy.

As established in the Ethics Channel Operating Policy, DRAGADOS urges directors, managers and employees who maintain links with Group companies — regardless of the legal nature of their relationship — and persons who, although not employees, become aware of the existence of any infringement in the course of their professional relationship with DRAGADOS Group, to bring it to the attention of the Organisation.

The Procedure for managing communications received through DRAGADOS Group's Ethics Channel develops the content of DRAGADOS Group's Ethics Channel Operating Policy, reaffirming its firm commitment to maintaining conduct that respects both the rules and the ethical standards of DRAGADOS Group, and establishing the mechanisms required to carry out the internal processing of communications received.

In this regard, DRAGADOS Group considers that the plurality of internal channels made available broadens the range of possible communications according to subject matter or seriousness, and that these must be classified internally for more appropriate management, taking into account parameters such as: (i) urgency; (ii) persons involved; or (iii) the entity affected. These criteria help to identify and properly address the types of reports received, as set out in greater detail in DRAGADOS Group's Procedure for managing communications received.

With regard to its processing, DRAGADOS Group is aligned with the international standard ISO 37002:2021, dividing the procedure for managing and investigating communications received into four (4) phases: (i) Receipt of reports of irregularities; (ii) Assessment of reports of irregularities (triage); (iii) Handling of reports of irregularities; and (iv) Closure of cases.

All phases of the investigation procedure within DRAGADOS Group are governed by the following principles and guarantees: (i) Principle of trust and confidentiality; (ii) Principle of objectivity; (iii) Principle of impartiality and presumption of innocence; (iv) Principle of compliance with applicable regulations and sufficiency of resources; (v) Principle of proportionality and subsidiarity; and (vi) Protection of the good-faith whistleblower.

DRAGADOS Group's Ethics Channel allows reports to be submitted anonymously. Through the Ethics Channel digital platform, the whistleblower can remain in contact with the organisation while preserving their identity and monitoring the progress of their case.

Likewise, DRAGADOS Group allows the whistleblower to designate a preferred means of communication to receive information on the status of their report or to be contacted in order to request additional information and/or clarification.

In both anonymous and named reports, DRAGADOS Group guarantees confidentiality and the absence of retaliation and/or harmful conduct towards the whistleblower, offering the necessary protection and support from the moment the report is filed, where appropriate.

DRAGADOS Group has an external technology provider, Whistleblower Software, for the receipt of reports submitted. Through this provider, a preliminary analysis is carried out to prevent conflicts of interest where any member of the Compliance Committee may be involved. It also enables the traceability and monitoring of all communications received for their proper handling, management and custody.

In addition, DRAGADOS Group processes personal data for the handling and investigation of reports submitted through the Ethics Channel in accordance with current legislation. Whistleblowers may exercise their data protection rights by writing to Avenida del Camino de Santiago, 50, 28050 Madrid (Madrid), Spain, or by email at LOPD@DRAGADOS.com. More detailed information on the processing of their data is available on the corporate website, in the Ethics Channel section relating to its users.

DRAGADOS Group's Ethics Channel can be accessed:



TRAINING IN BUSINESS CONDUCT

During the 2025 financial year, DRAGADOS continued to develop its Compliance training programme with the aim of consolidating its culture throughout the organisation. In this context, the Compliance Committee monitored the main training sessions and presentations delivered during the year.

The training strategy is based on the Compliance Management Manual of the Global Compliance System, in which training is considered a key factor in generating and maintaining an ethical culture and respect for the law that permeates the Organisation.

All DRAGADOS Group companies provide training to all members of their organisation on a regular basis from the time they join, in accordance with the Annual Training Plan, which includes the compliance training activities proposed by the Compliance Committee.

Training activities have consisted of a combination of online sessions, in-person presentations and internal training delivered by experts, ensuring optimal reach in the transmission of knowledge on regulatory compliance and best practices in this area.

The following courses were delivered during 2025 to all employees:

No.	Course
1	Compliance
2	Competition Compliance
3	Criminal Compliance
4	Conflict of Interest
5	Implementation of the Compliance Management System in JVs

All these training activities were aimed at the different members of the organisation according to their exposure to risk, and were included in the 2025 Annual Training Plan, which was communicated to the entire organisation through the Corporate Intranet.

PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY

In the specific area of criminal and anti-bribery Compliance, the Code of Conduct and DRAGADOS' Code of Conduct for Business Partners are complemented by the Criminal Risk Prevention Policy, the Anti-Corruption Policy, the Gifts, Courtesies, Hospitality and Favours Policy, and the Conflict of Interest Policy.

This entire regulatory framework is aligned with the national standard UNE 19601:2017 on criminal Compliance management systems and with the international standard ISO 37001:2021 on anti-bribery management systems.

Likewise, during the 2025 financial year, the specific risk matrices relating to criminal and anti-bribery Compliance risks and controls were updated and reassessed.

Both DRAGADOS' Criminal Risk Prevention Policy and Anti-Corruption Policy provide for a specific mechanism for reporting conduct and incidents that may pose a risk in relation to corruption and bribery, specifically through DRAGADOS Group's Ethics Channel. Communications received through this Ethics Channel are managed in accordance with its Ethics Channel Operating Policy and the specific Procedure for managing Ethics Channel communications.



Pursuant to the internal regulations governing the operation of DRAGADOS Group's Ethics Channel, during the handling and investigation phase of reports, provision is made, among other rules, for the necessary avoidance of conflicts of interest, ensuring that the investigation is separated from the persons involved in or reported by the communication relating to the incident or, where applicable, the breach. These regulations provide that the handling and investigation of reports is promoted by the Compliance Committee, based on criteria of impartiality, specialisation and knowledge of the subject matter, without prejudice to the participation, where appropriate, of an expert third party in the investigation, whenever this is considered appropriate and no conflicts of interest exist.

The Ethics Channel Communications Management Procedure provides, depending on the types and classifications of reports, for the Investigation and Conclusions Report on the report to be submitted to the Governing Body and/or the Personnel Department and/or the Legal Advisory Department, for assessment and proposed action.

The Compliance Committee is responsible for independently promoting the implementation of the different measures that make up DRAGADOS' criminal and anti-bribery Compliance Management System and, therefore, for adopting the dissemination measures considered appropriate.

The Criminal Risk Prevention Policy and the Anti-Corruption Policy, like other corporate policies, are available to all members of the Organisation on the corporate intranet, as well as to all relevant groups through their public dissemination on the corporate website, www.DRAGADOS.com. In addition, in the cases provided for by these internal regulations, DRAGADOS' business partners are required to be aware of, and even expressly agree to, the values of our Code of Conduct and, consequently, of our Criminal Risk Prevention Policy and Anti-Corruption Policy.

TRAINING

Compliance training is a key factor in generating and maintaining an ethical culture and respect for the law that permeates the Organisation.

The Compliance Committee is responsible for promoting scheduled training cycles on Compliance in each of the different defined areas of compliance, aimed at members of the Organisation, ensuring that those persons who, due to their position or because they carry out an activity within the Organisation exposed to Compliance Risks assessed as above low, receive appropriate training to help them prevent, detect and manage them properly.

In this regard, and given that training needs may vary depending on the occupations and professional categories of the members of the Organisation, differentiated content is defined for those subject to special Compliance obligations, with documentary evidence kept of: (i) the material used; (ii) the persons who completed the courses; (iii) the marks obtained; (iv) the certificates of attendance and/or achievement provided to each training attendee/participant; and (v) the minutes signed by those responsible for delivering the training, in the case of in-person training.

Each year, the Compliance Committee approves different Compliance training activities aimed at all members of the organisation, which are designed according to their exposure to the different Compliance risks.

There are training activities aimed at members of the Board of Directors, personnel holding positions especially exposed to compliance risks, and others aimed at the rest of the workforce. The Compliance Committee is responsible for ensuring that the materials for these training activities are kept up to date at all times. All these training activities are included in the Annual Training Plan, available to the entire organisation on the Corporate Intranet.

Without prejudice to scheduled training, all DRAGADOS Group companies offer ad hoc courses to members of the Organisation who are affected by potential internal changes – such as promotion, change of department, incorporation of new lines of business or other operational or structural changes – or external changes – such as amendments to legislation – or in the event of potential breaches of the Global Compliance Management System that give rise to the need for additional training activities.

Specifically, these training activities have focused on knowledge of the different types of risk within the organisation, concentrating on areas of criminal and anti-bribery risk, competition law, conflicts of interest and Human Rights.

Together with the compliance training cycles, the Compliance Committee promotes activities aimed at raising awareness among members of the Organisation in relation to Compliance, as well as, to the extent possible given the nature of the commercial relationship, among business partners.

Likewise, the Compliance Committee is responsible for promoting communication activities to raise awareness, either generally or selectively, of matters related to compliance, such as new obligations, changes in procedures, appointments and other relevant issues. These communications may be internal or external and, in all cases, use the communication channel, language and tone best suited to ensuring that recipients fully understand the messages.

100% of employees with responsibility for compliance matters, including those in functions exposed to corruption and bribery risks, are covered by training programmes.

Training activities have consisted of a combination of online sessions, in-person presentations and internal training delivered by experts on key current compliance topics, such as knowledge of criminal and anti-bribery risks, competition law, conflicts of interest and Human Rights.

5.2. METRICS AND TARGETS

CONFIRMED CASES OF CORRUPTION OR BRIBERY

During the 2025 financial year, no relevant non-conformities or breaches were identified in relation to Compliance and, therefore, none in relation to corruption and bribery; accordingly, there were no cases in this area.

POLITICAL INFLUENCE AND LOBBYING ACTIVITIES

DRAGADOS Group is committed to the fight against bribery. Accordingly, as set out in the Code of Conduct, DRAGADOS Group companies must avoid any transaction that could be interpreted as a gratuity or donation in favour of political parties or individual politicians, whether in cash or in kind. They must also prevent donations or sponsorships to entities apparently unrelated to political parties or public officials from ultimately contravening the provisions of the Code of Conduct.

Accordingly, during 2025 DRAGADOS Group did not make any financial or in-kind contributions to political parties, as stipulated in the Code of Conduct.





SUPPLY CHAIN MANAGEMENT IS ONE OF THE KEY ASPECTS FOR DRAGADOS GROUP

The Group's commitment to its suppliers and subcontractors is key to ensuring a sustainable model, in which the quality of its products is accompanied by compliance with high standards of conduct by its suppliers and the promotion of sustainable practices.

The relationship model with suppliers, subcontractors and business partners established by DRAGADOS Group seeks to ensure that projects are carried out responsibly and ethically. For this reason, the integration of environmental, social and governance aspects (ESG) into the management of its supply chain forms part of DRAGADOS Group's responsibility and its commitment to sustainable development.

In this regard, in 2024 the ACS Group Board of Directors approved the Code of Conduct for Business Partners, which establishes the basic principles of action that should govern the relationship of business partners with ACS Group and its companies.

Similarly, in September 2025, DRAGADOS Group approved its Code of Conduct for Business Partners, based on that of ACS but adapted to our specific characteristics.

This Code of Conduct is based on the ethical principles that guide DRAGADOS Group's conduct at all times. The Group requires all its business partners to expressly accept – by signing and committing to comply with – the contents set out in both codes.

Thus, of the suppliers and contractors with which DRAGADOS Group worked during the 2025 financial year, 94.28% accepted by signature or had a procedure analogous to DRAGADOS Group's Code of Conduct for Business Partners.

This represents a significant improvement compared with 2024, although work continues in this area across all DRAGADOS Group companies in order to continue increasing this percentage.

Furthermore, it should be noted that the 2025 Sustainability Plan includes an objective within the area of "Committed Governance", aimed at training at least 75% of suppliers in the Code of Conduct for Business Partners by 2025.

DRAGADOS Group's new Procurement Subdivision is coordinating all procurement departments across DRAGADOS Group companies with two key objectives: to comply with the parameters established in ACS Group's Sustainability Plans and to leverage the synergies provided by being a large group, unifying specific processes, standards and systems for supplier management, classification, approval and risk control.

In this way, resources are optimised and information is managed in a way that provides a global view of procurement, enabling major agreements to be reached that benefit the entire DRAGADOS Group, both nationally and internationally.

	2024 (1)	2025 (1)
% Suppliers and subcontractors that have accepted the DRAGADOS Group Code of Conduct for Business Partners	86.57%	94.28%

(1) Data reported by Industrial Services assets relating to suppliers and subcontractors are included.

6.1. DRAGADOS GROUP'S SUPPLY CHAIN

	2024 (1)	2025 (1)
No. of active suppliers and subcontractors	20,838	23,721
% Local suppliers	92.04%	90.92%
% Spend on local suppliers	90.37%	88.74%

(1) Data reported by Industrial Services assets relating to suppliers and subcontractors are included.

The diversity of activities carried out by the Group results in a highly complex supply chain, made up of a large number of business partners.

In this regard, the total number of suppliers comprising the Group's supply chain in 2025 was 23,721.

DRAGADOS Group is committed to the economic and social progress of the countries in which it operates and, for this reason, promotes the contracting of local suppliers.

In 2025, 90.92% of the suppliers it worked with were local, representing 88.74% of total procurement spend. DRAGADOS Group's conviction in favouring local development has a positive impact in several areas:

	The local economy is boosted while helping to reduce operating costs.
	The proximity of suppliers helps ensure supply for the different business units around the world and shorten delivery times.
	Reduction of DRAGADOS Group's environmental footprint and minimisation of its environmental impact.

In DRAGADOS Group's supply chain management, management and control processes are defined with the following common points across all Group companies:

	Specific rules and a management, classification, approval and risk control system for suppliers and subcontractors.
	Analysis of the level of compliance with these systems.
	Promotion of collaboration with suppliers and transparency in contractual relationships.

6.2. SUPPLIER APPROVAL AND ASSESSMENT SYSTEMS BASED ON ECONOMIC AND SUSTAINABILITY CRITERIA

	2024 (1)	2025 (1)
% Companies with a formal supplier approval system	100%	100%
% Companies that identify significant suppliers	87.41%	100%
No. of direct significant suppliers	605	4,062
No. of direct significant suppliers assessed in terms of sustainability	396	4,062

(1) Data reported by Industrial Services assets relating to suppliers and subcontractors are included.

DRAGADOS Group's responsible supply chain management model begins with a supplier and subcontractor approval process in which compliance with the fundamental criteria established by DRAGADOS Group for forming part of the Group's supply chain is assessed.

Within these criteria, not only the economic and technical aspects of suppliers are assessed, but also different sustainability aspects, enabling the evolution of suppliers in relation to sustainability to be evaluated in order to comply with DRAGADOS Group's objectives and principles, as well as to identify potential risks arising from the value chain.

Thus, companies representing 100% of the Group's procurement spend have a formal system for the approval of suppliers and subcontractors.

The weighted average weight of ESG factors in the approval process, based on sales, amounted to 100% in 2025. Specific aspects assessed include certifications in environmental matters (ISO 14001, EMAS or similar), quality certifications (ISO 9001 and similar), adherence to international standards on Human Rights and labour rights, and analysis of suppliers' and subcontractors' labour standards and practices, among others.

Thus, in 2025, 56.31% of the suppliers with which the Group worked had adhered to ethical, social and environmental commitment standards or held certifications in this area.

Where non-compliance or risks are detected, the appropriate corrective measures are applied, adapted to the circumstances of each case. In most cases, suppliers are given the opportunity to remedy these deficiencies within a specified period. Failure to meet the minimum required standards may result in exclusion from the contracting system. Where the non-compliance detected is considered serious, it may lead to the immediate termination of contracts.



A new supplier approval questionnaire has been approved and implemented, including criteria specifically related to ESG (Environmental, Social and Governance) aspects.

The main aspects considered during the approval process are:

- Equality and workplace harassment
- Code of Conduct
- Human Rights
- Carbon footprint
- Use of recycled materials

This new questionnaire has been implemented in the Group's companies in Spain and is being rolled out across the rest of the Group's companies.

Of the suppliers with which the Group worked in 2025, 18,506 were assessed in terms of sustainability at least once over the last three years.

This represents 78% of total suppliers.

The integration of sustainability criteria remains generally good, although there are areas for improvement in quality and environmental certifications, the use of recycled material and the optimisation of natural resources.

6.3. ANALYSIS OF SIGNIFICANT SUPPLIERS

DRAGADOS Group companies carry out an analysis to identify significant suppliers within their supply chains. The Group defines a significant supplier as one that accounts for a percentage of procurement or subcontracting spend significantly higher than the average of the company's other suppliers, suppliers of critical components or non-replaceable suppliers, as well as suppliers for which, through a preliminary analysis, potential risks have been identified in relation to sustainability matters.

To determine significant suppliers in ESG matters, a preliminary analysis is carried out on those suppliers identified as potentially high risk due to:

- Country-specific risk: the risk of negative environmental, social and governance impacts related to a country's political, social, economic, environmental or regulatory situation.
- Sector-specific risk: the risk of negative environmental, social and governance impacts related to the distinctive characteristics of a sector in terms of labour conditions, energy consumption, resource intensity, emissions or pollution potential.
- Raw material/commodity-specific risk: the risk of negative environmental, social and governance impacts related to the supply chain structure of a commodity, labour conditions, land use and resource intensity, energy consumption, emissions, material toxicity or pollution potential.

Among these suppliers, those that may present substantial risks of impacts in any of the following areas are identified:

- Environmental aspects: the risk of negative impacts related to environmental matters, including, among others, greenhouse gas emissions, energy consumption, water consumption, resource efficiency, pollution, waste or biodiversity.

- Social aspects: the risk of negative impacts related to social matters, including, among others, Human Rights and labour rights, such as child labour, forced labour, discrimination, freedom of association, the right to collective bargaining, working hours, remuneration, occupational health and safety or the rights of local communities.

- Governance aspects: the risk of negative impacts related to governance matters, including, among others, corruption, bribery, conflicts of interest or anti-competitive practices.

As a result of these processes, the main data on the analysis of significant suppliers — those critical in technical/economic terms plus those significant in ESG matters — are as follows:

- Of DRAGADOS Group's total suppliers, 1,164 are considered critical suppliers in technical/economic terms. These suppliers represent 27.69% of the Group's total spend.
- Of the total significant suppliers, 2,898 have been identified as significant in ESG matters, representing 21.16% of total spend.

Together, critical suppliers and significant ESG suppliers make up the so-called "significant suppliers", totalling 4,062 in 2025.

Given the importance of supply chain analysis for the company's risk management, DRAGADOS Group companies identify their significant direct suppliers — Tier 1 significant suppliers.

In 2025, the Group assessed 100% of Tier 1 significant suppliers in terms of sustainability.

In addition, a total of 19 suppliers were identified as high risk in terms of sustainability, understood as the absence of certifications, non-compliance or other risks detected.

Likewise, across the Group's companies, the scope of this supply chain analysis has begun to be extended to cover the critical suppliers of direct suppliers — Tier 2 critical suppliers — as well as those Tier 2 suppliers that may present potential ESG risks. The number of these suppliers identified in 2025 reached 2,334 suppliers critical in technical/economic terms and 803 significant in ESG matters.

6.4. MANAGEMENT OF RISKS RELATED TO THE SUPPLY CHAIN

Supply chain management is one of the main material aspects for DRAGADOS Group. The Group's commitment to its supply chain is key to ensuring a responsible model, in which the quality of its services and products is accompanied by compliance with high standards of conduct and the promotion of sustainable practices.

The relationship model with suppliers, contractors and business partners established by DRAGADOS Group seeks to guarantee a responsible, equitable and ethical process, adapted to the operational needs of each company. For this reason, the integration of environmental, social and governance aspects (ESG) into the management of its supply chain forms part of DRAGADOS Group's responsibility and its commitment to sustainable development.

In September 2025, DRAGADOS Group approved the Code of Conduct for Business Partners, based on ACS' Code of Conduct for Business Partners but adapted to our specific characteristics, establishing the basic principles of action that should govern the relationship with Business Partners.

In addition to this Code of Conduct for Business Partners, in 2024 ACS Group approved its Sustainable Procurement Policy, which establishes ACS' basic principles of action and behavioural guidelines, with application across the Group, in the processes for purchasing goods and contracting the services required to carry out its activities, with the aim of promoting best practices in sustainability throughout the value chain. Furthermore, the Sustainable Procurement Policy establishes measures to prevent delays in payments to suppliers, complying with the payment periods set out in the applicable legislation, as well as measures for resolving disputes or claims related to them.



DRAGADOS Group has a decentralised structure and carries out its activity through a group of entities that share the Group's culture and values, while each operates in procurement matters with its own independent management systems, always underpinned by the common principles and objectives defined in this Policy:

- Map the supply chain, identifying the points where material impacts, risks and opportunities arise from a sustainability perspective.
- Adopt appropriate due diligence measures to identify, assess, prioritise, prevent, mitigate and, where applicable, remedy actual or potential adverse impacts on human rights and the environment.
- Ensure that supplier approval processes and supplier information management and collection systems address the sustainability matters that are material to the organisation.
- Continuously review and, where applicable, update and improve procurement and supply processes to ensure their alignment with the principles set out in the Code of Conduct for Business Partners and make best efforts to avoid potential adverse sustainability impacts.
- Collaborate with suppliers that comply with the Group's sustainability standards, excluding those considered highly likely to cause serious adverse impacts on human rights or the environment.
- Gather information on material impacts, risks and opportunities in order to report it to third parties and to Group entities so that they, in turn, can fulfil their commitments regarding transparency of information.

- Inform significant suppliers and contractors about the Organisation's sustainability commitments.
- Prioritise, where conditions are comparable and equivalent circumstances exist, the contracting of significant suppliers and contractors that are able to demonstrate specific decarbonisation and, in general, sustainability objectives. Accordingly, priority will be given to contracting significant suppliers with better sustainability performance, applying a specific weighting to sustainability criteria in supplier approval and selection standards, to be established by DRAGADOS and each Group entity according to its internal operations.
- Systematically assess significant suppliers and, where deficiencies are identified in relation to sustainability or where they are not aligned with the minimum internal principles established by the Organisation, agree corrective measures with them to remedy these deficiencies within the established timeframe. Where these are not remedied, the Organisation will assess the possibility of suspending or terminating the commercial or business relationship, after considering the negative impacts that would arise from doing so.
- Regularly assess suppliers' sustainability performance in relation to matters such as health and safety, respect for human rights and environmental protection, including decarbonisation, pollution, biodiversity, water resources and the circular economy.
- Establish training and awareness programmes for significant suppliers with the aim of improving their sustainability performance.



7.1. QUALITY IN OUR ACTIVITY

DRAGADOS Group, in its commitment to continuous improvement and aware of the significant technical development of the sector, establishes improvement objectives and has quality management systems in place.

Quality management at DRAGADOS Group is carried out in a decentralised manner, with each company responsible for managing this aspect. Although each company is granted autonomy to manage it in accordance with its operations, all of them follow common lines of action.

Most DRAGADOS Group companies use systems certified under ISO 9001, which involves carrying out periodic audits, both internal and external, to verify compliance.

Each DRAGADOS Group company develops its own quality management system, but all are based on the following guidelines:



01

Setting objectives

Setting objectives and periodically assessing their achievement.



02

Service improvement

Developing actions aimed at improving the services provided and customer satisfaction.



03

Collaboration for quality

Developing collaborations with suppliers and subcontractors with the aim of improving quality.

The improvement objectives generally include the following:



7.2. CLIENT RELATIONS

DRAGADOS Group companies are aware of the importance of client relationships, trust and satisfaction levels. For this reason, continuous contact is maintained with clients through the managers responsible for each project.

The client relationship strategy is built around the following fundamental principles:



7.3. CLIENT SATISFACTION

Another fundamental factor in DRAGADOS Group's management of client relationships is the measurement of satisfaction and the establishment of plans for its improvement. Accordingly, many Group companies have defined a client satisfaction measurement system and have established specific channels and processes through which clients can formalise their complaints and claims.

In this regard, it should be taken into account that the company's business is not focused on end clients, but rather on business with other companies or with public administrations. Therefore, the management of these systems is carried out mainly through personalised monitoring systems.

The key to DRAGADOS Group's client relationship management policy lies in measuring satisfaction and establishing plans for its improvement.

	2024 (1)	2025 (1)
Number of client satisfaction surveys received	109	87
Percentage of client responses rated "satisfied" or "very satisfied" out of total surveys RECEIVED (%)	97.3%	89.7%

(1) Data reported by Flatiron Dragados assets relating to clients are included.



In an increasingly competitive and demanding context, DRAGADOS recognises the importance of anticipating future trends and demands in order to maintain global leadership. For this reason, it promotes innovation and research aimed at finding solutions that make it possible to improve processes, incorporate technological advances and enhance the quality of the services provided.

The company's commitment to innovation is reflected in the significant investment in innovation that it makes each year.

This effort translates into improvements in productivity, quality, client satisfaction, occupational safety, the use of new materials and products, as well as the design of more efficient production processes or systems.

Innovation management at DRAGADOS Group has the following characteristics:

- The function is carried out by the R&D&I Departments of the Group companies, under the coordination of DRAGADOS' Innovation Subdivision. There is an Innovation Committee made up of the company's Management, which is ultimately responsible for the innovation strategy.
- Innovation management is structured through a Management System in accordance with the UNE ISO 56001 standard. Compliance with the reference standard is verified annually through independent audits.
- Fulfilment of the requirements of this system involves the development of strategic lines of research, collaboration with external organisations and investment aimed at fostering innovation and the regular generation of new knowledge and operational techniques.

Collaboration with technology and research centres, universities and other institutions related to innovation strengthens and complements DRAGADOS Group's capabilities to successfully complete innovation processes.

In this regard, the growing number of innovation project activities linked to sustainability should be highlighted, in response to the company's commitment in this area.

During 2025, DRAGADOS Group carried out 66 innovation projects, of which 41 included activities related to sustainability.

The projects developed by the Group's R&D&I Departments are aimed at addressing the specific challenges and opportunities of the current construction environment, representing a fundamental line of value creation. Accordingly, the main areas of development of innovation activities related to sustainability are:

- **Renewable energies.**
- **Emissions reduction and climate neutrality.**
- **Circular economy and efficiency in the use of resources and materials.**

- **Infrastructure resilience.**
- **Water management.**
- **Prevention, health and safety.**

In addition to these areas, DRAGADOS Group is committed to incorporating digital technologies into its construction processes. The implementation of tools based on artificial intelligence, IoT (Internet of Things) and data analysis enables unprecedented optimisation in project planning and execution.

These technologies not only increase efficiency, but also improve accuracy in decision-making, reducing costs and the use of resources, while minimising risks.

Some of the projects developed by the Group's companies are shown below.

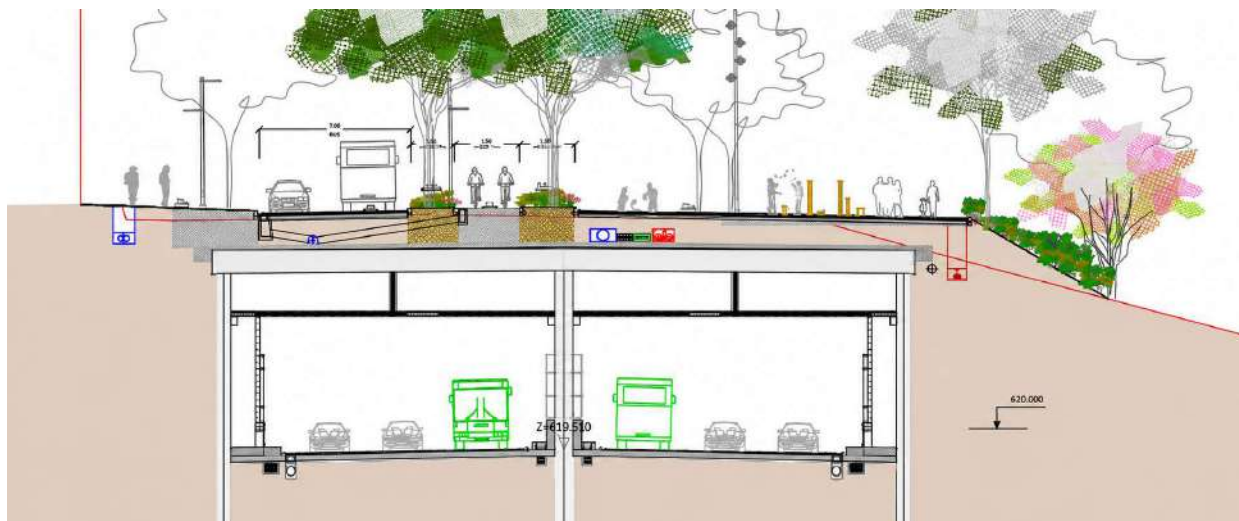
Thermo-activation of the lower slab of the false tunnel of the Southwest Green Corridor (DRAGADOS)

The Southwest Green Corridor Construction Project has included the integration of energy generation systems using renewable sources.

In particular, DRAGADOS has incorporated a ground-structure thermal exchange system to harness low-enthalpy geothermal energy.

Initially, the proposed solution consisted of installing a heat exchanger using polyethylene pipes arranged in a coil configuration, integrated into the piles of the tunnel's side retaining walls.

This system enables heat to be captured from or released into the ground, taking advantage of the relative thermal stability of the subsoil.



Following the analysis of the initial solution, it was identified that, in certain ground strata or under real operating conditions, there was a risk of not achieving the design performance.

However, at an approximate depth of 10 m, the ground temperature differs from the annual average by less than 2%, and can therefore be considered practically constant.

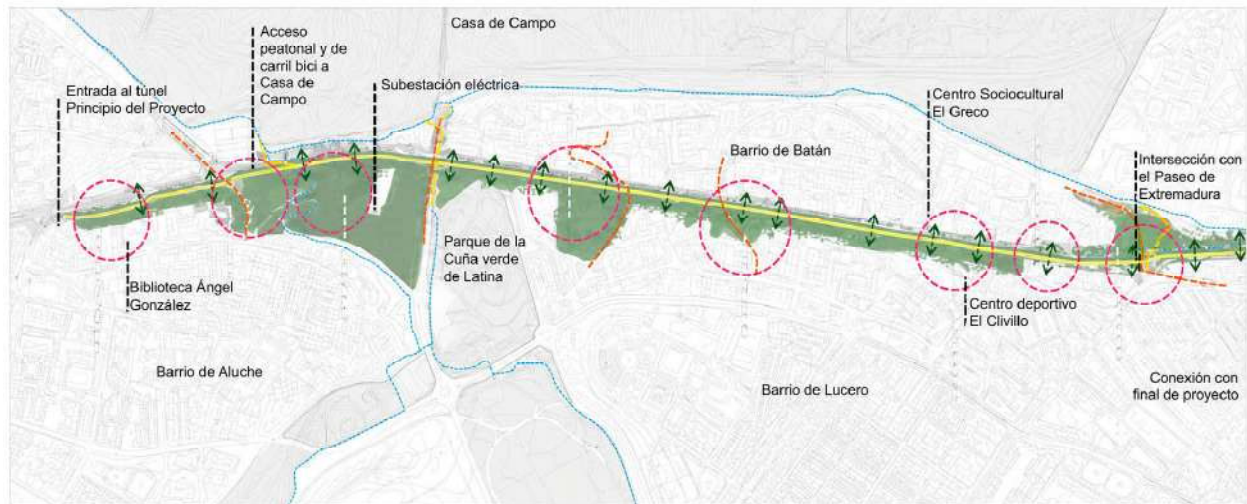
Given that the tunnel's lower slab is located at this depth, it is not expected to be subject to significant thermal variations. This lower slab has a thermal behaviour analogous to that of the pile retaining walls, although it requires a lower pipe density, which represents a construction and economic optimisation of the system.

To achieve the target specific design power of 30 W/m², the feasibility of thermo-activating this slab was analysed.

The final solution consists of a geothermal network buried in the deepest areas of the works, at approximately 11 m, acting as a ground-structure heat exchanger. This network will comprise a system of horizontal pipes through which the heat transfer fluid — water — will circulate, embedded in the concrete beneath the tunnel's lower slab.

Due to the existence of different section typologies, the installation of the geothermal circuits is limited exclusively to those areas with the greatest potential for harnessing the geothermal resource, specifically those closest to the El Olivillo Sports Centre and the El Greco Cultural Centre.

The connection of the geothermal collectors to the outside will be made through the emergency exits, with an approximate spacing of 200 m between them.



The design provides for independent geothermal circuits 70 m in length. Each circuit consists of 70 m of supply pipe and 70 m of return pipe, starting and ending at the hydraulic distribution cabinet located inside each emergency exit.

Each cabinet distributes independent 70 m circuits to both sides, right and left, allowing greater flexibility during execution, facilitating maintenance work and reducing the risk of complete system interruption in the event of a possible breakage or localised obstruction in one of the circuits.

The standard hydraulic layout for each emergency exit is based on the installation of a distribution and regulation cabinet for the geothermal circuits located inside it.

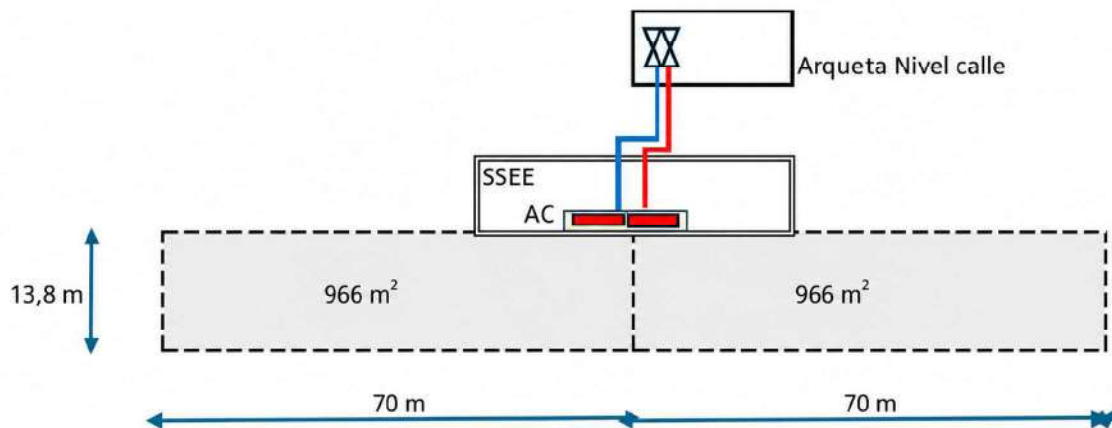
From this cabinet, a supply manifold and a return manifold run through the ventilation exit to the corresponding external connection chamber with the Sports and Cultural Centre buildings.

This initiative is in line with DRAGADOS' sustainability policy, achieving the objectives of optimising energy efficiency and the sustainability of the urban environment through the integration of structural thermo-activation

systems based on low-temperature geothermal energy, making use of the thermal inertia of the subsoil and of the structural elements — slabs and associated structures.

As a result, conventional energy consumption is reduced, associated CO₂ emissions are minimised, dependence on fossil fuels is decreased, and the project is positioned as a pioneering benchmark in Spain in the application of thermo-activation to large-scale urban infrastructure.

From a technical standpoint, the designed solution would make it possible to achieve a total dissipation capacity of between 2,193 and 2,664 kW, using a significantly lower density of 1.1 m/m² compared with the initial solution.



Consequently, the adopted solution offers greater energy performance per linear metre of installed pipe compared with the solution initially envisaged.

This configuration optimises the use of thermal exchange with the ground, increasing the potential for harnessing geothermal energy with a smaller amount of material, resulting in a technically more sustainable, efficient and economically more advantageous solution.

SUSTAINABLE INITIATIVES AT ATOCHA STATION (DRAGADOS)

1. Tropical garden climate of the Historic Canopy at Atocha Station

The Tropical Garden at Atocha Station was inaugurated in 1992 and is a green landmark covering 4,000 m² and containing more than 7,200 plants. However, this microclimate faced a constant conflict between the needs of its ecosystem and the preservation of the historic infrastructure.

The main issue was that, due to the design of the ventilation system, natural air circulation was limited, as the garden is located in an enclosed hall beneath a large iron and glass canopy.

The system, designed to maintain temperatures between 22 and 24°C and humidity levels of 60% to 70%, showed deficiencies. This created a stagnant environment in which the excess humidity from the irrigation systems condensed. This accumulation not only encouraged the growth of fungi that placed stress on the tropical flora, but also had a devastating impact on the building.

The humid environment and lack of air renewal accelerated corrosion of the metal structure of the historic canopy. As the building is protected heritage, interventions are complex and require work by companies specialised in cleaning and anti-corrosion protection in order not to alter its value.

In short, preserving Atocha's "urban jungle" requires a delicate technical balance, with an innovative microclimate design capable of reconciling optimal ventilation for the tropical species with respect for the protected century-old structure.

Structural iron and steel exposed to high humidity suffer accelerated oxidation and galvanic corrosion. The traditional mixed ventilation system pushed warm, humid air towards the upper levels.



On coming into contact with the cold “skin” of the canopy — iron and glass — the humidity exceeded the dew point, generating massive condensation. This condensation weakens the anti-corrosion paint, causes corrosion in riveted joints and deteriorates the glazing.

The hybrid system designed acts as a structural defence mechanism based on three principles:

- **Humidity reduction through stratification:** radiant flooring and displacement ventilation confine the tropical microclimate — 22–24°C and 60–70% RH — to the first 6–7 metres in height. By injecting fresh air from the base and heating it slowly, a laminar convective flow is generated. As it rises, it mixes with the upper layers that protect the canopy skin, reducing its relative humidity and preventing pockets of vapour from reaching the roof.

- **“Air sweeping” as a thermodynamic shield on the building envelope:** the most critical impact is provided by the peripheral mixing system. Corrosion accelerates when relative humidity exceeds the 60% threshold. The injection of dry air at high speed through linear diffusers creates an aerodynamic shield beneath the structure. By forcibly mixing with the residual humid air, the resulting relative humidity drops drastically. This lowers the dew point, making it physically impossible for vapour to condense on the steel.

- **Non-invasive architectural integration:** in compliance with BIC criteria, the installation is reversible and non-invasive. The radiant tubes are concealed beneath the substrate and the diffusers within the planting beds. The nozzles and linear diffusers with converging flow create an “insulating layer” on the inner surface of the canopy skin and are installed in the circular ducts that run along the walls inside the trusses. These, in turn, are secured by mechanical friction clamps on secondary structures, avoiding welds, perforations or irreversible anchors in the original ironwork.



Extended useful life

By eliminating condensation, current anti-corrosion treatments will maintain their effectiveness for decades.



Aesthetic preservation

As it prevents visible oxidation, maintaining the original aesthetics.



Sustainable Urban Jungle

Since it demonstrates the feasibility of combining a tropical ecosystem with the conservation of a 19th-century monument, setting a global precedent in bioclimatic heritage atriums.

The design of this new hybrid climate control system therefore achieves a perfect balance between thermodynamic engineering and bioclimatic design.

The implementation of the hybrid climate control system in Atocha's tropical garden brings significant benefits in terms of sustainability, as it reduces the carbon footprint by lowering the thermal demand of the Air Handling Units (AHUs).



By making use of natural convective currents, rather than mechanically forcing the total mixing of the air, the design is aligned with energy efficiency standards for public buildings.



The implementation of the hybrid climate control system in Atocha's tropical garden is an innovative and sustainable solution that reconciles heritage conservation with the bioclimatic ecosystem.

2. Atocha Respira

Atocha's Historic Canopy, currently housing the Tropical Garden, had recurrent issues with leaks and damp on the roof and, in particular, at the junctions with the skylight, due to insufficient and deteriorated insulation, the absence of ventilation in the copper solution and thermal bridges at specific points. At the same time, the linear skylight — approximately 117 m long — had an ageing enclosure and seals, with limited thermal and watertightness performance, in addition to recurring safety constraints for maintenance work at height.

The heritage status of the building — a Property of Cultural Interest (BIC) — required its geometry, materials and appearance to be preserved, reducing the scope for invasive solutions.

In this context, DRAGADOS proposed its refurbishment by applying circular economy principles, reusing most of the existing copper, improving hygrothermal performance, incorporating insulation and a ventilation chamber, and

renewing the skylight with high-performance systems. These actions are aligned with the **Next Generation EU / PRTR** approach, which promotes refurbishments that improve energy efficiency and requires investment to be directed towards the green transition and the “do no significant harm” (DNSH) principle.

The initiative integrates two coordinated actions — the copper roof and the skylight — designed to maximise performance without altering the image of a protected asset. These actions are supported by thermal modelling and structural verifications, focused on eliminating leaks and damp through a watertight roof compatible with a protected building.

In this way, the roof-skylight assembly achieves greater durability, with improved energy performance through the reduction of thermal losses and solar control in the skylight, a lower environmental impact through the reuse of copper and the extension of the useful life of materials, while also protecting the Tropical Garden by reducing water ingress and sources of condensation.

	Initial condition	Condition during works	Final condition
Roof			
Skylight			

Treatment with polymers of material extracted from the tunnel boring machine (DRAGADOS)

Excavation works using a tunnel boring machine generate large volumes of sludge with a high water content, which require prior treatment to allow handling, transport and landfill management. Traditionally, this treatment has been carried out by adding calcium oxide — quicklime — a technically effective solution, but one that presents significant environmental, operational and safety limitations.

The use of quicklime involves high material consumption, dust generation during transport and handling, exothermic reactions with water, a significant increase in sludge pH and health risks for workers due to its irritant and corrosive nature. It also requires larger auxiliary facilities, prolonged mechanical mixing and long reaction times, complicating site logistics, increasing acoustic impact and raising indirect emissions associated with transport and machinery use.

In view of this situation, and taking into account the enormous volume of material that would be extracted by the tunnel boring machine, DRAGADOS considered it appropriate to identify an opportunity for improvement by replacing the materials used to date with others that are more environmentally friendly.

In line with its sustainability policy, DRAGADOS has implemented an innovative system for treating sludge from TBM excavation in the construction works for the extension of Line 11 of the Madrid Metro. The innovation consists of using superabsorbent water polymers as a technical, environmental and operational alternative to the traditional use of quicklime.



The process is based on the controlled dosing of the superabsorbent polymer directly onto the excavated material, preferably inside the tunnel and on the conveyor belt, as close as possible to the tunnel boring machine's screw conveyor. This polymer is a granular material with a pH of 6 — relatively close to the neutral pH of water, making it less aggressive — and an absorption capacity of 400 litres of water per kilogram of product dosed, representing a considerable improvement compared with the quicklime process.

To maximise its effectiveness, the polymer must come into immediate contact with the sludge, absorbing large quantities of water in a short period of time — 1–2 minutes — and transforming the material into a cohesive, manageable mass suitable for transport and disposal, without the need for additional mechanical mixing.

As a result, reaction times are significantly faster and the process is accelerated and optimised.

This solution does not generate exothermic reactions, does not produce dust or gas emissions and does not significantly alter the pH of the treated material.

Product consumption is notably lower thanks to its high absorption capacity, which makes it possible to substantially reduce storage requirements, the area occupied on site and the logistical flows associated with material supply.

The use of superabsorbent polymers helps improve the environmental performance of the process by reducing dust, gas and noise emissions, lowering the number of transports required and minimising impacts on the urban environment.

Likewise, as it is a product not classified as hazardous and has negative ecotoxicity certifications, the risk of impacts on the water environment and soil is reduced.



The improvement achieved through the use of superabsorbent polymers compared with traditional treatment using calcium oxide can be quantified across several key parameters.

In terms of consumption, quicklime has an approximate absorption capacity of 1 kg for every 3.5 litres of water, which represents consumption of around 2.5% of the weight of the excavated material.

By contrast, the superabsorbent polymer has a much higher absorption capacity, of around 1 kg for every 400 litres of water, implying a reduction in material consumption of more than 90%.



Reinforced earth wall built with stabilised soil (DRAGADOS)

The works carried out by DRAGADOS for ADIF at the Vicálvaro Terminal included the construction of a 1,400 m-long access ramp to a viaduct, consisting of reinforced concrete walls for earth retention.

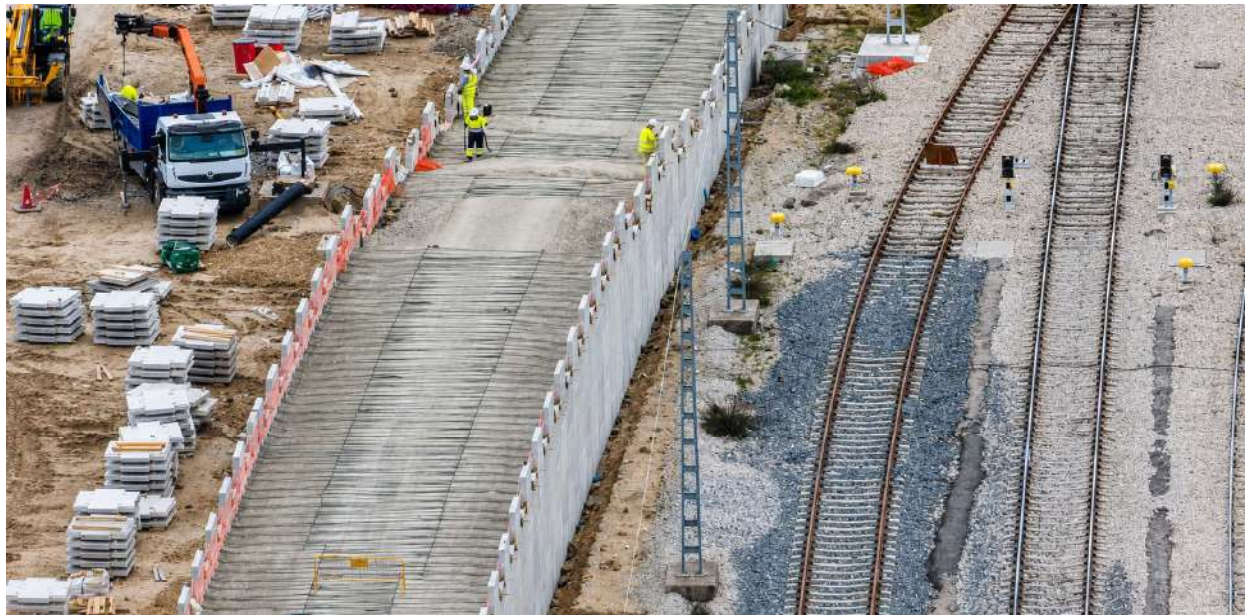
DRAGADOS assessed the environmental impact arising from the use of soil from quarries. In addition, the existence of multiple interferences between the foundations of the planned walls and existing elements was taken into account.

DRAGADOS designed a more sustainable solution for these reinforced concrete walls, designing and building a reinforced earth wall using surplus soil from the works

themselves as fill material. This soil was of low value and was originally intended for landfill, and was stabilised with lime.

The required particle size distribution was also adjusted by adding ballast from track dismantling, which was also destined for landfill. Given the specific pH of the resulting treated soil, the metal strips had to be replaced with corrosion-resistant polymer strips.

The use of reinforced earth instead of reinforced concrete walls reduced the environmental impact of the initially planned works, while also reducing costs and eliminating interferences with existing elements.



In this way, the surplus soil and ballast were prevented from being sent to landfill, giving these materials a second life, and there was no need to use quarry soil or transport it to the works. This achieved a major

environmental improvement, resulting in a much more sustainable project. Indeed, this significant environmental improvement was the main reason why ADIF accepted the design change.

Decarbonisation and air quality improvement at HS2 Euston Station (DRAGADOS UK)

During 2025, DRAGADOS consolidated a comprehensive approach to reducing carbon emissions and improving air quality on the HS2 (High Speed 2) Euston Station project in the United Kingdom, through a full transition to renewable fuels and the deployment of alternative energy solutions on site.

These actions focused particularly on non-road mobile machinery (NRMM), one of the main sources of direct emissions in civil engineering projects in urban environments.

From February 2025, the project achieved 100% use of HVO (Hydrotreated Vegetable Oil) across all NRMM machinery, completely eliminating the consumption of fossil diesel. This transition was applied to a wide range of equipment used on site, including excavators of different tonnages, dumpers, telehandlers, rollers, mobile cranes and auxiliary machinery, operated by several contractors under a common framework of environmental requirements.

The adoption of HVO made it possible to maintain equipment performance, reliability and safety levels without requiring significant technical modifications.

The impact of this measure has been significant in climate terms, with monthly emissions reductions of up to 45 tonnes of CO₂, directly contributing to DRAGADOS' decarbonisation objectives and to the management of Scope 1 emissions.

In addition, the use of HVO has generated significant air quality benefits, which are especially critical in an urban environment such as Euston. Compared with conventional diesel, HVO makes it possible to significantly reduce emissions of nitrogen oxides (NOx), particulate matter (PM) and other local pollutants, supporting compliance with HS2's stringent NRMM emissions requirements and contributing to the protection of the health of workers and neighbouring communities.

This approach has been reinforced with the incorporation of a Greener Power Battery Cube, used to avoid the use of diesel generators in certain temporary electricity supply applications.

This energy storage solution has made it possible to reduce additional CO₂ emissions, eliminate local emissions associated with combustion and reduce noise on site, improving the project's environmental and operational conditions.

The combination of HVO in NRMM machinery and electric power systems using batteries demonstrates DRAGADOS' ability to apply mature, scalable and effective solutions that address climate change and air quality simultaneously.

The HS2 Euston Station experience in 2025 therefore reinforces the company's commitment to more sustainable construction, aligned with the expectations of clients, public administrations and stakeholders in highly environmentally sensitive urban contexts.



Digital visualisation for a more integrated and sustainable worksite: Use of Urban CGI at HS2 Euston Station (DRAGADOS UK)

Within the HS2 Euston Station project, DRAGADOS continued its collaboration with Urban CGI throughout 2025 to provide specialised support in digital modelling and advanced urban visualisation. This initiative has strengthened the planning, coordination and communication of complex activities in one of London's most sensitive and busiest environments, contributing to more efficient delivery with a reduced impact on the local community.

Urban CGI's support has focused on developing immersive visual tools that help stakeholders understand both temporary and permanent changes to the public realm, particularly at the interface between the works, pedestrians, traffic and urban services. One of its main applications has been the visualisation of the internal site transport system and its interaction with surrounding pedestrian routes,



An essential element of this initiative has been support for engagement and communication with third parties, through the adaptation of the CGI models to the needs of different stakeholder groups, such as Drummond Street retailers, the RCGP management team, Network Rail Asset Protection and station safety managers. In addition, their use has been explored with other relevant stakeholders, such as hotel operators and future real estate development teams, improving transparency and acceptance of the proposed solutions.

including the final configuration following the closure of the Drummond Street connection, the diversion of pedestrians the new route located north of the Royal College of General Practitioners (RCGP), and the integration of the future pedestrian link with Network Rail's Piazza area.

In addition, the models developed have proved to be a key tool for traffic management and utility planning, making it possible to represent clearly and sequentially complex operations such as the phases of the gas connection works on Eversholt Street, interventions to Network Rail's drainage system, and works associated with the crossing of the main water pipeline on Euston Road, including the decommissioning of the Meanwhile Use Gardens area.

This visualisation has facilitated coordination across disciplines and supported decision-making in a highly constrained urban environment.



Looking ahead, the use of Urban CGI has been consolidated as a strategic tool for unlocking construction efficiencies, supporting the design of alternative access routes that will enable concurrent works on Drummond Street and Euston Road, optimising critical programme phases and reducing impacts on public highway users.

This approach reinforces DRAGADOS' commitment to more collaborative, digital and sustainable construction, where visual innovation acts as a catalyst for improving planning, minimising impacts and strengthening the relationship with the urban environment.

MEDEA Project (DRACE GEOCISA)

The MEDEA project (Dynamic Spectrometric Assessment Module), developed by DRACE GEOCISA, represents a key technological advance in the field of in-situ radiological characterisation, incorporating automation, precision and operational capability in complex environments.

It arises in response to the need to overcome the limitations of traditional systems, particularly on uneven or difficult-to-access terrain, where measurement and operating conditions were insufficient.

In response to this challenge, the project develops a new generation of mobile units capable of carrying out radiological surveys efficiently, continuously and with georeferencing. The solution is based on an advanced robotic vehicle that

integrates high-performance spectrometric detectors with centimetre-precision positioning systems. This combination makes it possible to correlate radiological measurements with their exact location in real time, significantly improving the quality and traceability of the data obtained.

One of the system's distinguishing features is the development of proprietary algorithms that enable equipment control, detector calibration and the automatic generation of alarms when radiological anomalies are detected. It also incorporates semi-automatic guidance and advanced data processing functionalities, enabling safer, faster and more reliable operation.



The project has been structured in three phases: design, prototype construction and in-field validation. The tests carried out have confirmed the system's capacity to operate under real conditions, performing surveys, identifying points of interest and positioning itself autonomously over the detected areas, with highly satisfactory overall results.



Overall, MEDEA positions DRACE GEOCISA as a benchmark in innovation applied to radiological monitoring, providing a sustainable, robust, flexible and scalable solution, aligned with the new demands of the market and with strong potential for application in environmental characterisation, nuclear decommissioning and advanced radiological control projects.

NCB3-4 Biological Safety Laboratories (VIAS)

The construction of NCB3 and NCB4 biosafety laboratories has become an activity for which demand is currently growing particularly significantly, driven both by the need to strengthen biomedical research and by increasing attention to safety in the handling of highly hazardous pathogens.

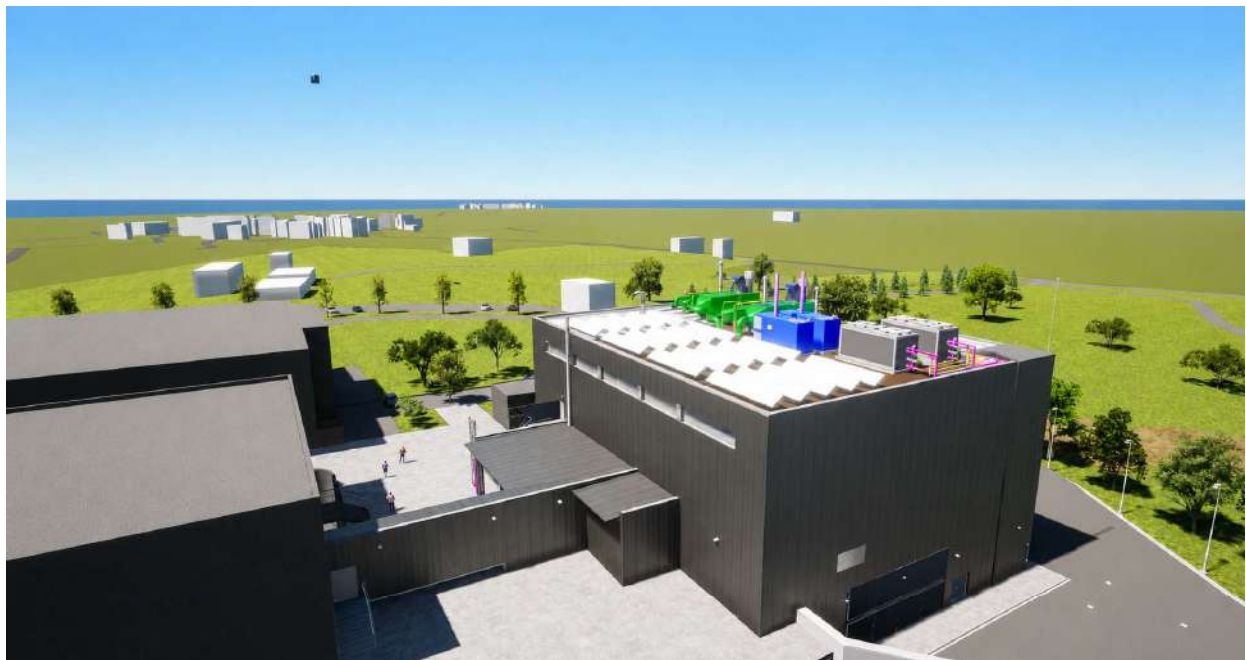
VIAS is currently the contractor for two benchmark NCB4 facilities – the highest classification in terms of biocontainment – located in Majadahonda and Valdeolmos, respectively. These projects not only consolidate the company's experience in this type of construction, but also make it possible to advance in the validation of innovative and optimised solutions for future projects.

In this type of critical facility, it is essential to ensure that containment rooms maintain the required environmental conditions in a stable manner: temperature, relative humidity, strict contaminant control, ventilation profiles, air speeds and pressure differences between spaces.

These parameters not only determine the laboratory's operational effectiveness, but also represent one of the highest operating costs, as they are directly linked to energy consumption, replacement of consumables, operation of air conditioning and ventilation systems, and the cleaning and decontamination processes required in this type of infrastructure.

It is also essential to ensure the airtightness of the rooms and to provide the facilities with the capacity to carry out full decontamination, both periodically during technical shutdowns and in the event of an incident.

The control systems include permanent monitoring in order to prevent any leakage, infiltration or failure in differential pressure, which could compromise biological safety and lead to shutdowns, emergency interventions and very high operating costs.



NCB4 facilities in Valdeolmos.

The works carried out by VIAS and the innovations introduced are making it possible to ensure optimal design and construction, with the aim of guaranteeing strict, stable and verifiable environmental conditions, while minimising operating costs, particularly those linked to HVAC systems, decontamination processes and maintenance.

In this regard, several lines of work have been defined, addressing both architectural and construction design and techno-mechanical and biological safety systems.

1. Comprehensive decontamination systems for rooms, equipment and ducts, offering high effectiveness.

2. Optimisation of air conditioning and ventilation systems: specific air handling units for biocontainment, together with regulation and sealing dampers and elements for diffusion and control of ventilation patterns, in order to ensure not only environmental stability.

3. Development of new elements to improve airtightness: design and manufacture of innovative components that enable more precise sealing of service penetrations, eliminate the risk of leaks and simplify validation tasks.

4. Safe and efficient waste treatment: total inactivation of biological agents present in waste and/or effluents, requiring highly precise control of decontamination processes.



NCB4 facilities in Majadahonda.

PA-16 asphalt mix with steel aggregates in the wearing course on the A-67 motorway (VIAS)

VIAS has launched the ECOASFALTO initiative, which responds to one of the major current challenges facing the road infrastructure sector: reducing the carbon footprint of road surfaces and pavements without compromising their safety, durability or technical performance, while at the same time moving towards a genuine circular economy model.

ECOASFALTO represents a very significant advance. The incorporation of steel aggregates reduces the extraction of natural aggregates, decreases the accumulation of industrial waste in landfill and contributes directly to the decarbonisation of the road construction sector, aligning with European and national sustainability strategies and circular economy objectives.

The first phase focused on the design and development of a new formulation of PA-16 porous asphalt mixes incorporating, for the first time, steel aggregates in the coarse fraction for wearing courses. Until now, these materials, derived from by-products of the steel industry, had been used only to a limited extent in conventional mixes, but there were no previous references for their application in porous pavements, due to the significant technical barriers associated with their high density, variability and volumetric behaviour.

The project has not been limited solely to laboratory testing. One of its most distinctive elements is its full-scale validation through the construction of an experimental section of approximately one kilometre on the A-67 motorway, where a PA-16 mix with steel aggregates has been used for the first time in the wearing course, representing an innovative milestone in the field of sustainable porous pavements.



A-67 Motorway – Cantabria–Meseta.

Sierrapando–Barreda continuity slip road and improvement of the Sierrapando, Barreda and Torrelavega junctions.

In this experimental section, the developed mix has been applied under real traffic and climate conditions, and macrotexture, permeability and functional performance tests have been carried out, confirming that the new mix complies with the technical requirements established in PG-3 and offers performance comparable to, and even better than, traditional solutions.

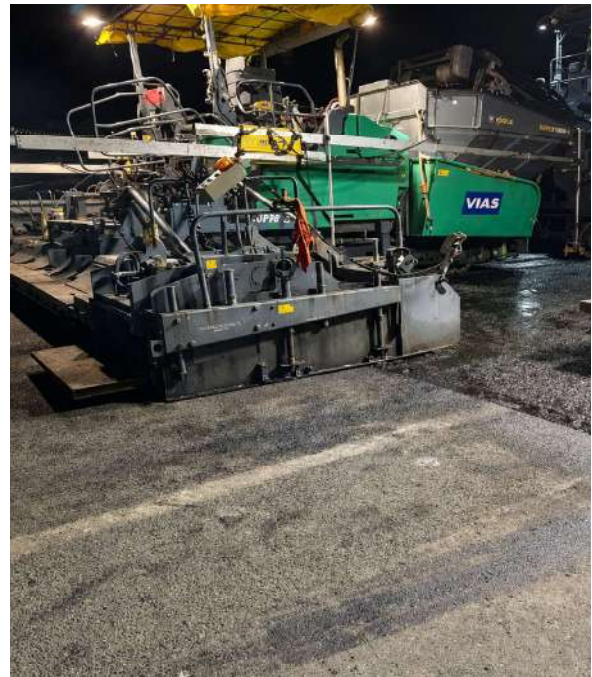
High-impact technical, environmental and strategic benefits have been achieved. From a technical standpoint, an innovative and replicable solution has been developed for porous pavements, with strong functional performance in terms of road safety, drainage and durability.



PA-16 paving on the trial section.

From an environmental standpoint, this solution promotes the recovery of steel waste, reduces the extraction of natural aggregates and contributes directly to the decarbonisation of the sector, aligning with circular economy principles.

In addition, the project strengthens VIAS' competitiveness and innovative positioning, opening up new market opportunities in a context increasingly focused on sustainable, high-added-value solutions.



Renewal of wearing courses on the trial section.

Adriano Project and 3D Printing Centre: a step forward in sustainable construction (VIAS)

Additive manufacturing applied to construction represents a significant step forward towards more sustainable models, as it enables precise optimisation of material use, reduction of construction waste and minimisation of energy consumption associated with construction processes. In this context, 3D printing with cement mortar is positioned as a key technology for moving towards more efficient, industrialised construction with a lower environmental impact.

In this line of work, VIAS and UPC formalised a collaboration agreement in 2020 in scientific and technological fields of common interest, for the development of joint activities in advanced construction using 3D printing techniques. The purpose of the collaboration agreement is to coordinate joint activities for the development of 3D printing technology in construction.

VIAS has installed several of its 3D printers for the advanced manufacture of concrete construction elements at the facilities of the School of Industrial, Aerospace and Audiovisual Engineering of Terrassa. These are gantry-type printers, recently joined by a robotic-arm printer.

This agreement has promoted the creation of the 3D Printing Centre. The main objective of this centre is to develop new techniques that will decisively advance 3D printing technology applied to the construction sector, with a particular focus on optimising material use and reducing waste associated with the construction process.

Within this collaboration framework, several R&D projects involving 3D printing with concrete are being developed, giving continuity to this line of work in which VIAS was the pioneering construction company in Spain. VIAS has extensive experience gained through three previous R&D projects led by the company, all of them financed by national and European funds: PRINT'N BUILD, for the development of a prototype portable concrete printer; 3DCONS, for the development of a high-performance fixed 3D printing prototype; and HINDCON, for the development of a prototype implemented using a cable robot.



PRINT'N BUILD

The project has developed a first prototype of a gantry-type 3D printer, extrusion systems and new materials. It aims to industrialise building construction processes through 3D printing, as well as to develop more homogeneous materials applied in an automated manner.

Project financed by the Ministry of Economy and Competitiveness. 2014 Challenges Programme.



3DCONS

A new gantry-type prefabricated element printing system has been developed, as well as a system that enables direct printing on façades, with the aim of automating building envelope rehabilitation works in the future. In addition, an extensive range of printable cement-, gypsum- and lime-based materials has been developed.

Project financed by CDTI under the CIEN Strategic Programme.



HINDCON

The project has developed a hybrid 3D printing machine that combines an additive manufacturing system using cement mortar with subtractive manufacturing tools, integrated into a robot that moves by means of cables anchored to a structure.

Project financed under H2020 FoF-01-2016.

With the 3D Printing Centre fully operational, the ADRIANO project was launched, aiming to standardise process and material parameterisation while also offering low-cost customised solutions. In this context, specific studies were carried out to control the rheology of the material, addressing aspects such as setting time, mechanical strength, consistency and viscosity of the mixes. This makes it possible to adjust the process in real time and avoid deviations that could lead to material losses or waste generation.

The main objective of the project is to develop 3D printing technology for application in the construction sector, enabling the production of concrete-based elements and shapes with the required quality in each case, thanks to the implementation of robotics and 4.0 technology.

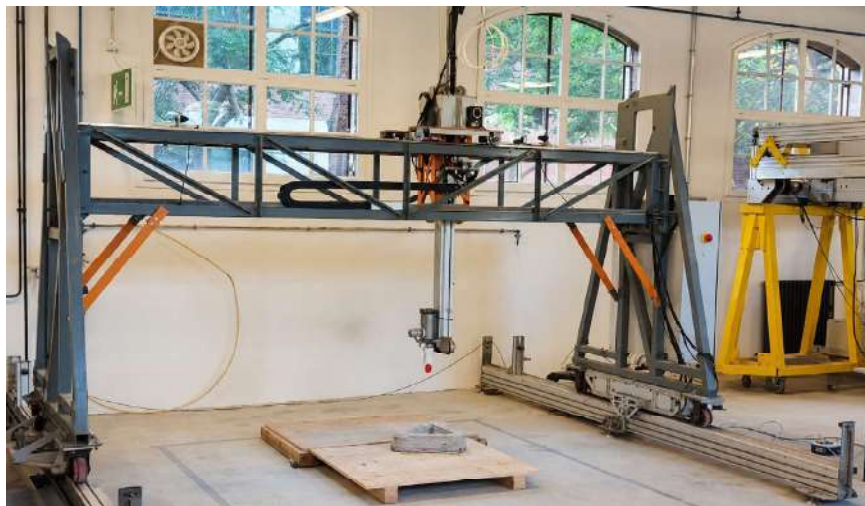
The project has been developed around three specific areas in which improvements are sought:

- **Material study: parameterisation and comparison of different types of mortar in order to establish the best printing conditions.**
- **Design of a new printing system: the material is pumped, making good pressure control necessary in order to produce an element with the required quality.**
- **Research into interaction between components: the flow chain of the printing process requires the optimal integration of different technologies: materials, dosages, flow, pressures, etc.**

The project has achieved the expected results and represents a first step within the framework of this collaboration with UPC, which seeks to develop 3D printing to a point where it can support the industrialisation of the construction sector.

In addition, VIAS is participating in a collaborative European project called INPERSO, one of whose objectives is to develop a 3D printer for working on building façades. VIAS has relied on the 3D Printing Centre for the parameterisation of the printing process. A sensorised system has been developed that enables both the condition of the mix and the process parameters to be controlled at all times, in real time, and characterised through established parameterisations that facilitate automation of the pumping and extrusion process, as well as the use of new applicable materials, offering greater versatility according to the specific needs of each design.

Overall, the development of 3D printing at VIAS represents a significant step towards more sustainable construction models, as it enables precise optimisation of material use, reduces construction waste inherent in traditional processes and minimises waste generation. Additive manufacturing also facilitates greater efficiency in the design and execution of elements, avoiding overdimensioning and favouring more rational solutions from an environmental standpoint. All of this positions 3D printing as a key technology for the transition towards industrialised, efficient construction with a lower environmental impact.



DIG2RAIL PROJECT: Sustainable and digitalised railway infrastructure (TECSA)

TECSA has carried out the Dig2Rail project, whose objective is to research and develop new, more sustainable products for digitalised railway infrastructure. To this end, the project analyses the technical feasibility of using the main sub-streams of construction and demolition waste (CDW) – concrete, brick, ceramics and road asphalt milling – as well as black steel slag, as secondary aggregate in the design of complete sections for railway infrastructure. It promotes synergies between materials and undertakes the necessary actions in upstream and/or recovery processes to ensure compliance with requirements at all stages of development: raw materials, ballast and sub-ballast solutions, and integrated trackbeds in a specially controlled environment for monitoring.

Within the framework of the sustainability strategy, focused on the decarbonisation of infrastructure and the recovery of waste, the Dig2Rail project has represented a significant milestone in the development of railway solutions with a low environmental impact.

The project has made it possible to design, validate and prepare for implementation ballast and sub-ballast layers made entirely from secondary materials, while maintaining the technical standards required for railway infrastructure and making decisive progress towards circular economy models.

One of the main focuses of the project has been the development of sustainable sub-ballast mixes, conceived as a direct alternative to the natural materials traditionally used.

To this end, a full functional and environmental characterisation has been carried out of various industrial and construction wastes, including mixed CDW, reclaimed asphalt pavement (RAP) and recovered mineral filler.



Collection of waste from milling operations.

The technical analysis of these materials made it possible to identify their mechanical, particle size and environmental performance, as well as the limitations associated with certain fractions.

On this basis, a formulation strategy was defined that prioritises:

- **The use of fine fractions of mixed CDW.**
- **The use of RAP as a structural component, providing mechanical strength.**
- **The incorporation of mineral filler as a particle size corrector, in reduced proportions.**

As a result of this work, two ECO-sub-ballast prototypes were developed, which were verified through particle size simulations and subsequently validated through laboratory testing. The results confirmed that both solutions meet the functional requirements for railway sub-ballast layers, demonstrating that it is possible to replace natural aggregates with recycled materials without compromising the safety or durability of the infrastructure.

In addition, the project validated the use of black steel slag as 100% railway ballast, following appropriate particle size conditioning. This solution makes it possible to recover a high-density industrial waste with excellent mechanical properties, significantly reducing the consumption of natural resources and the environmental footprint associated with their extraction and transport.



Black steel slag waste.

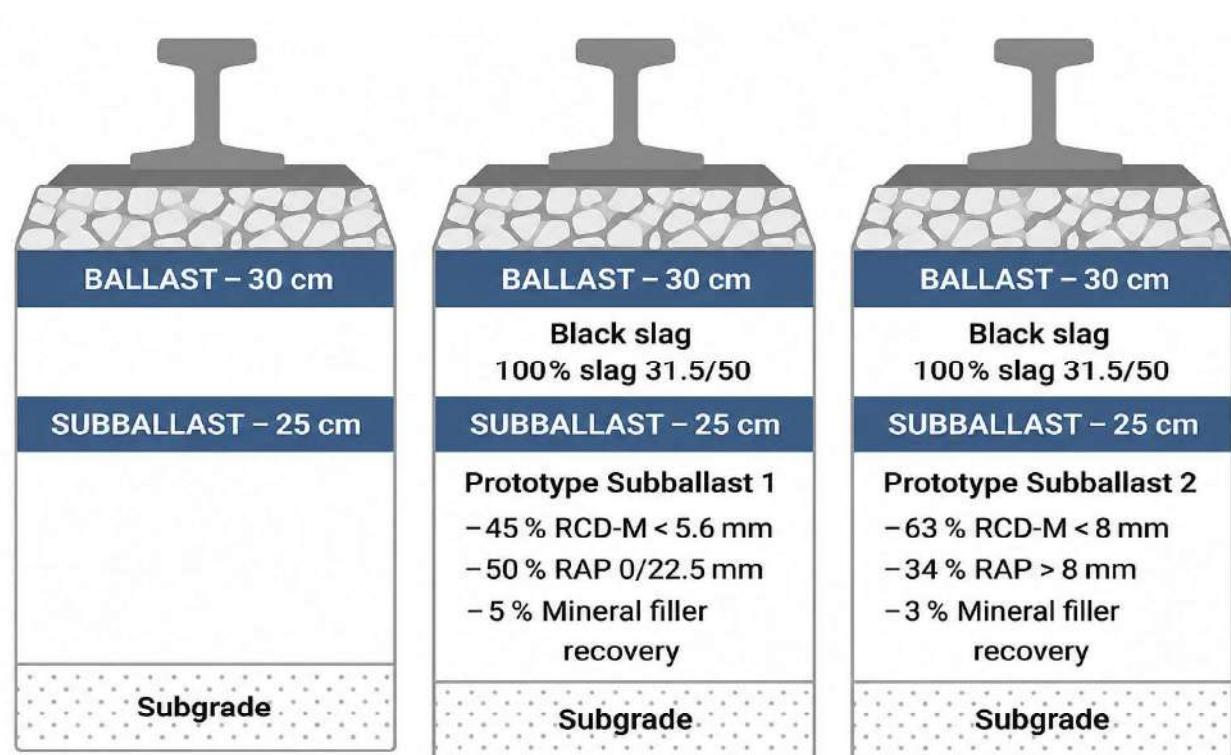
Black slag materials, waste materials and milled materials have been characterised in order to validate their individual properties as ballast, complying with EN 13450 in the case of slag, or as sub-ballast in the case of CDW and recovered milled material.

The integration of these solutions led to the design of two complete railway trackbed proposals, based on standard railway network dimensioning and ready for implementation on a pilot section.

Both sections maintain a conventional track configuration, while fully replacing natural materials with recovered alternatives.

- **Ballast (30 cm):** 100% black steel slag.
- **Sub-ballast (25 cm):** ECO sub-ballast mixes developed from mixed CDW, RAP and recovered mineral filler, in two alternative formulations.

These trackbeds represent a qualitative step forward in sustainability, combining waste reduction, lower emissions associated with transport and aggregate extraction, and the maintenance of the performance levels required for railway infrastructure.



This solution reinforces TECSA's commitment to sustainability through:

- Circular economy, by reincorporating waste into the production cycle with high added value.
- Reduction of the environmental footprint of railway infrastructure.
- Applied innovation, transferring laboratory developments into real solutions ready for implementation.

Through these actions, TECSA consolidates its position as a benchmark in the development of sustainable railway infrastructure, aligned with European ecological transition objectives and with the expectations of a sector increasingly focused on decarbonisation and the responsible use of resources.



Spreading on railway trackbed.



ANNEX: CONTRIBUTION TO THE ACHIEVEMENT OF THE SUSTAINABLE DEVELOPMENT GOALS

DRAGADOS Group, through the development of its activity focused on infrastructure development, works towards achieving the commitments of the 2030 Agenda for Sustainable Development.

In this regard, the Group measures its performance in contributing to the Sustainable Development Goals (SDGs) most closely linked to its activity. This contribution is also reinforced by its scale and international presence.

DRAGADOS Group has determined that it contributes substantially to the achievement of 6 Sustainable Development Goals linked to the Group's activity, through the commitments established and its strategic lines of action.

Following the closure of the 2025 Plan, the Group is working on the assessment of new sustainability objectives, incorporating strategic advances in the Group's activity and the lessons learned during the period, as well as the demands and requirements of stakeholders, including the evolution of applicable regulatory and reporting requirements.



GOAL 8:

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

SPECIFIC TARGETS TO WHICH DRAGADOS GROUP CONTRIBUTES:

- 8.2:** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation.
- 8.4:** Progressively improve, by 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation.
- 8.5:** Achieve full and productive employment and decent work for all, as well as equal pay.
- 8.6:** Reduce the proportion of young people not in employment or education.
- 8.8:** Protect labour rights and promote a safe and secure working environment for all workers.

DRAGADOS GROUP'S CONTRIBUTION:

As a global company, DRAGADOS Group participates in the development of key sectors for the world economy and provides employment to a large number of people. In addition, the Group understands the importance of employment for the company's success to a large number of people of local roots and sensitivity to the specific characteristics of each territory.

The Group's companies maintain long-term commitments in most of the territories where they operate, actively contributing to the economic and social development of these environments through the recruitment of a high percentage of local workers and suppliers.

The Group is committed to the professional development of its employees and is a firm defender of internationally recognised human and labour rights. The company also promotes, respects and protects the free exercise of freedom of association and the right of its workers to organise. Likewise, within ACS Group, occupational health and safety are priority objectives in the development of all the Group's activities.

LINKED 2025 SUSTAINABILITY PLAN COMMITMENTS:

- Prioritise the occupational health and safety of employees and contractors.
- Act as a driver of economic and social development at the service of the local community.
- Be a benchmark Group in the development of specialised and diverse talent.

MANAGEMENT AND MONITORING INDICATORS:

- **Number of employees: 16,502.**
- **% of local employees: more than 98%.**
- **% of local suppliers: 90.92%.**
- **Number of training hours during the year: 273,780.**
- **% of employees covered by occupational health and safety management systems: 99.73%.**



GOAL 9:

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

SPECIFIC TARGETS TO WHICH DRAGADOS GROUP CONTRIBUTES:

9.1: Develop quality, reliable, sustainable and resilient infrastructure to support economic development and human wellbeing.

9.4: Upgrade infrastructure and encourage industrial conversion to make them sustainable, using resources more efficiently and promoting the adoption of clean and environmentally sound technologies and industrial processes.

9.a: Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support.

DRAGADOS GROUP'S CONTRIBUTION:

DRAGADOS Group, through its infrastructure and industrial development activity, contributes decisively to the economic progress of societies and the wellbeing of people. DRAGADOS Group is also firmly committed to being a benchmark in sustainable infrastructure.

The Group supports investment in R&D&I, using resources more efficiently and promoting the adoption of sustainable technologies and industrial processes.

LINKED 2025 SUSTAINABILITY PLAN COMMITMENTS:

- Be a benchmark in sustainable infrastructure.

MANAGEMENT AND MONITORING INDICATORS:

- Sales in projects with sustainable certifications: €2,254 Mn.
- Investment in R&D&I: €11.76 Mn (€3.34 Mn in sustainability).



GOAL 10:

Reduce inequality within and among countries.

SPECIFIC TARGETS TO WHICH DRAGADOS GROUP CONTRIBUTES:

10.2: Promote the social, economic and political inclusion of all people.

10.3: Ensure equal opportunity and reduce inequalities of outcome.

DRAGADOS GROUP'S CONTRIBUTION:

DRAGADOS Group, through its infrastructure construction activities in developing countries, contributes to reducing inequalities between countries by generating a favourable economic and social environment for their development.

LINKED 2025 SUSTAINABILITY PLAN COMMITMENTS:

- Be a benchmark Group in the development of specialised and diverse talent.
- Act as a driver of economic and social development at the service of the local community.

MANAGEMENT AND MONITORING INDICATORS:

- **% of local employees: more than 98%.**
- **% of local suppliers: 90.92%.**



GOAL 11:

Make cities and human settlements inclusive, safe, resilient and sustainable.

SPECIFIC TARGETS TO WHICH DRAGADOS GROUP CONTRIBUTES:

11.2: Provide access to safe, affordable, accessible and sustainable transport systems for all, and improve road safety.

11.3: By 2030, enhance inclusive and sustainable urbanisation.

DRAGADOS GROUP'S CONTRIBUTION:

DRAGADOS Group, through its different activities, provides services that contribute to creating more efficient and sustainable cities. These include sustainable building, the construction of public transport systems, traffic management services, etc.

In addition, the Group contributes through R&D projects for the development of more efficient and resilient materials and more sustainable cities.

LINKED 2025 SUSTAINABILITY PLAN COMMITMENTS:

- Be a benchmark in sustainable infrastructure.

MANAGEMENT AND MONITORING INDICATORS:

- Sales in projects with sustainable certifications: €2,254 Mn.
- R&D projects related to sustainability: 41.



GOAL 12:

Garantizar modalidades de consumo y producción sostenibles.

SPECIFIC TARGETS TO WHICH DRAGADOS GROUP CONTRIBUTES:

12.2: By 2030, achieve the sustainable management and efficient use of natural resources.

12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

DRAGADOS GROUP'S CONTRIBUTION:

DRAGADOS Group promotes the responsible management of its entire supply chain and implements measures for the efficient use of natural resources across all its projects.

From the design phase through to execution, the use of sustainable materials is encouraged, water and energy consumption is rationalised, and the waste generated is properly managed, promoting its prevention and minimisation, with the aim of maintaining 80% of waste allocated to reuse and recycling.

In addition, DRAGADOS Group promotes the assessment of its suppliers from a Sustainability perspective, having achieved the evaluation of 100% of its critical suppliers in line with the target established for 2025.

LINKED 2025 SUSTAINABILITY PLAN COMMITMENTS:

- Integrate circularity into our activities.
- Ensure responsible management of the supply chain in line with our commitments and standards of conduct.

MANAGEMENT AND MONITORING INDICATORS:

- **% of waste allocated to Reuse and Recycling: 88%.**
- **% of suppliers assessed on Sustainability matters over the last 3 years: 78%.**



GOAL 13:

Take urgent action to combat climate change and its impacts.

SPECIFIC TARGETS TO WHICH DRAGADOS GROUP CONTRIBUTES:

- 13.1:** Strengthen resilience to climate-related risks.
- 13.3:** Improve awareness of climate change mitigation and adaptation.

DRAGADOS GROUP'S CONTRIBUTION:

DRAGADOS Group aims to contribute to the transition towards a low-carbon economy by incorporating climate change adaptation and mitigation measures into its activities, as well as by identifying opportunities to promote environmentally friendly products and services that minimise their impact.

Accordingly, DRAGADOS Group has committed to bringing forward its climate neutrality target to 2045, as well as to improving the measurement of its footprint and reducing it in the short and medium term.

LINKED 2025 SUSTAINABILITY PLAN COMMITMENTS:

- Bring forward climate neutrality to 2045.
- Sustainability in the governance model.

MANAGEMENT AND MONITORING INDICATORS:

- **Variation in Scope 1 emissions (vs 2019): 5%.**
- **Variation in Scope 2 emissions (vs 2019): -25%.**
- **Variation in Scope 1+2 emissions (vs 2019): -3%.**
- **Percentage of renewable energy over total energy consumption: 23.53%.**

DRAGADOS

BUILDING PROGRESS

FOR PEOPLE
AND THE PLANET



We create sustainable infrastructures that drive development, connect communities and generate a lasting positive impact.

