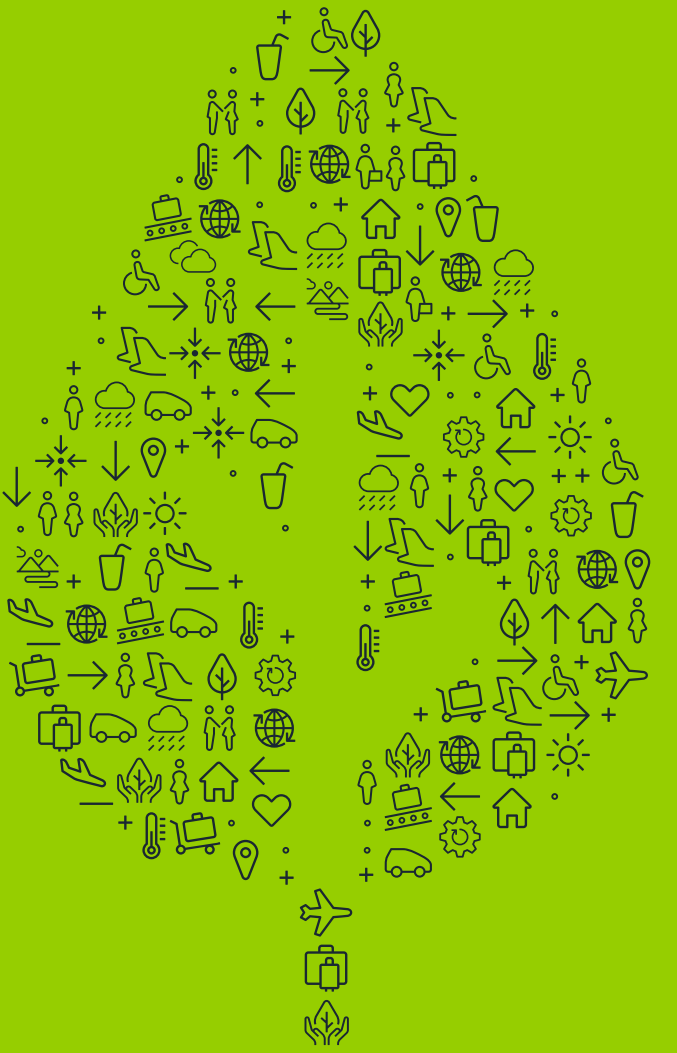
Sustainability Strategy

2021-2030



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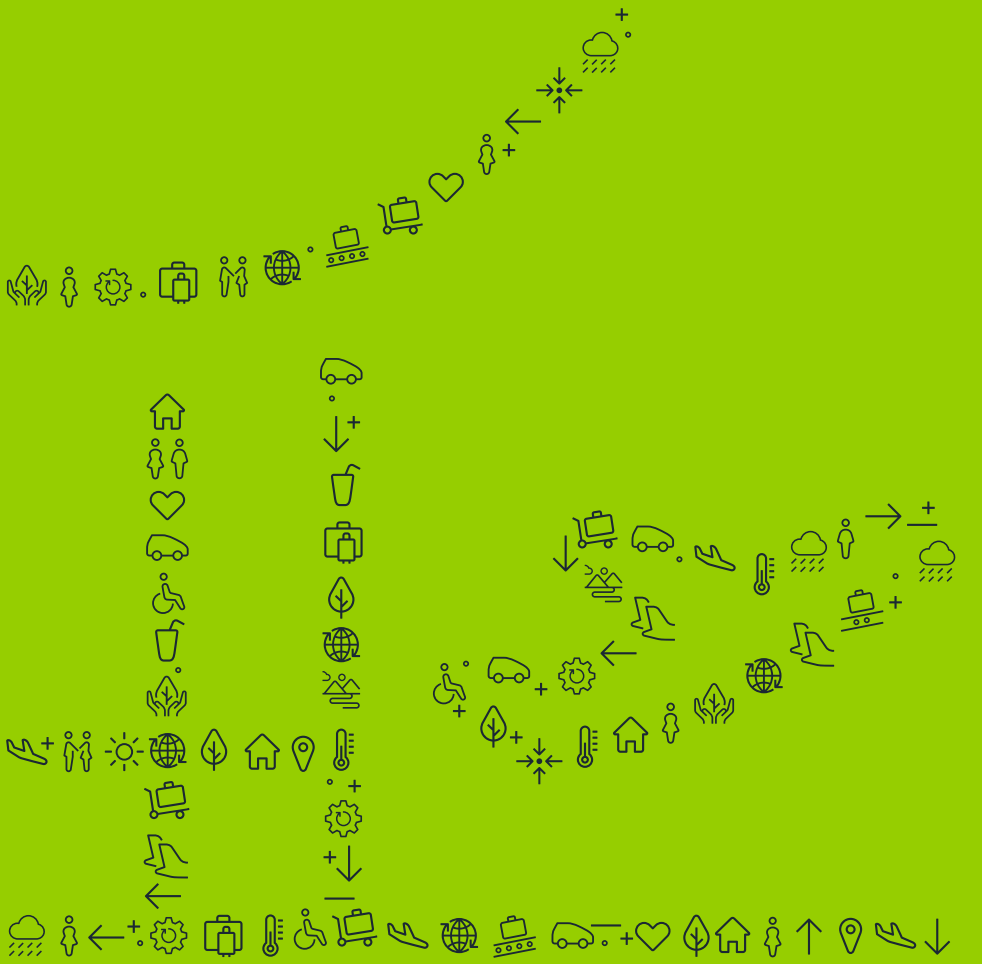
Who we are

We manage sustainable airports so you can be close to what's most important to you.



Who we are

The Spanish network of **Aena SME, S.A.** consists of **46 airports and 2 heliports** that are among the most modern and functional in the world and they are equipped with the most advanced technologies.

Its efficient services and the variety of its commercial offering – found in exclusive environments with the most prestigious brands and innovative products – guarantee passengers **a safe and comfortable stay**. In addition, they're designed with everyone in mind, offering full accessibility and service for those with reduced mobility, garnering international recognition for their excellence.

In 2019, Aena's airports in Spain were visited by over 275.2 million passengers, which is more than half the population of Europe (over an area of more than 167 km²).

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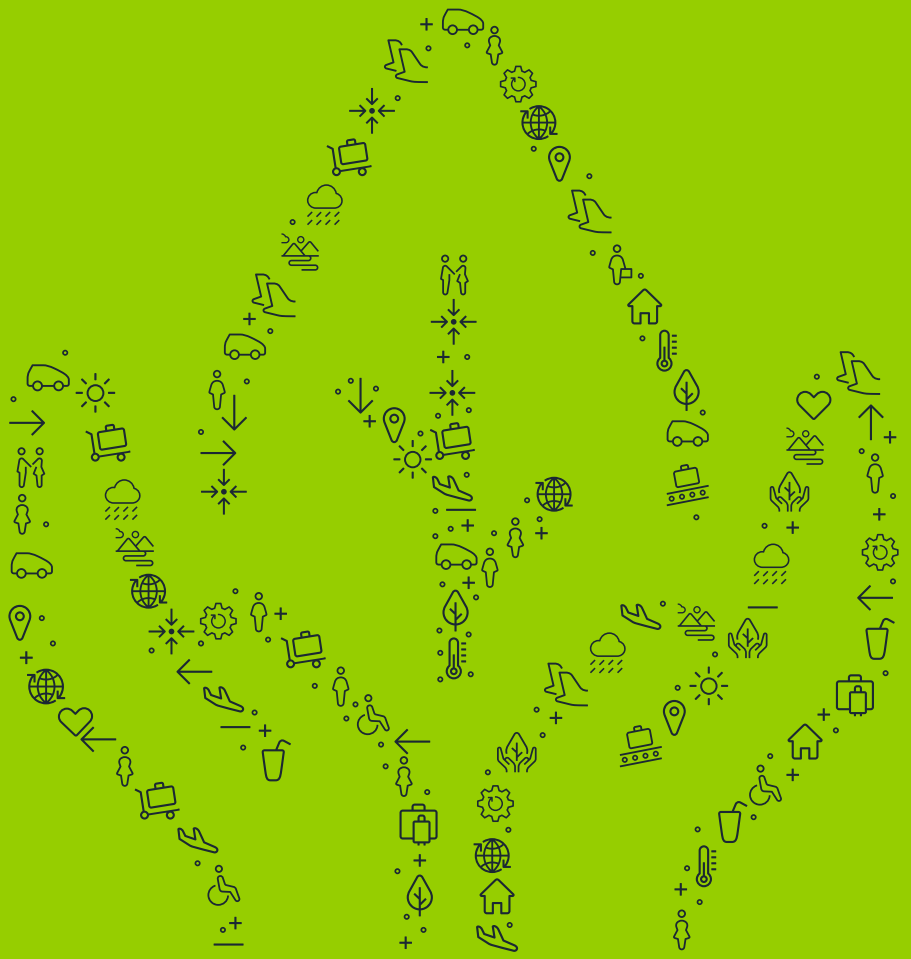
Aena and its commitment to sustainability

We know that we have to do our part as an economic engine in the areas of influence of airports, while we maintain our commitment to sustainability.



Aena and its commitment to sustainability

The year 2020 started out with a climate emergency and a few weeks later, the health crisis of the COVID-19 pandemic broke out. The latter continued to spread throughout the year and impacted all sectors, including tourism and aviation, as well as the mobility of citizens around the world overall.

The urgent need to tackle the health crisis didn't detract from **Aena's commitment to sustainability** and the air transport sector has address a sustainable economic recovery that would make it possible to address the negative consequences of both issues: the post-pandemic situation and the fight against climate change.

Thus, during 2020, the company laid out its **new roadmap** with the awareness that the sector's resilience largely depends on prioritising the environmental and social challenges that Aena was already taking on before the pandemic. To this end, it further strengthened sustainability in planning the company's future, committing to protecting the environment and the climate emergency as key issues in its management.

Aena is a responsible company, so it has strengthened **mechanisms for governance and reporting** to account for their progress in this regard.

In line with this trend, it launched its **Sustainability Strategy** focused both on its own operations and on the other actors in the airport ecosystem during 2021. To this end, it will maximise collaboration with third parties through working groups and joint projects to minimise their impact on the environment.

By developing this Sustainability Strategy, the company is taking another step in its commitment to the environment and society, strengthening its leadership in achieving more **sustainable air transportation**.

Aligning the business model and strategy with the SDGs

Aena aligns its business model and strategy with the **Sustainable Development Goals (SDGs)** in the United Nations 2030 Agenda. Its commitment to SDG 13 is especially noteworthy, given its performance in the fight against climate change.

SDGs with which Aena is aligned

Protecting the environment, using resources effectively and fighting climate change.

Ensuring sustainable consumption patterns.

Economic and sustainable growth.

Diversity and social inclusion.

Strengthening partnerships for achieving common sustainable objectives.

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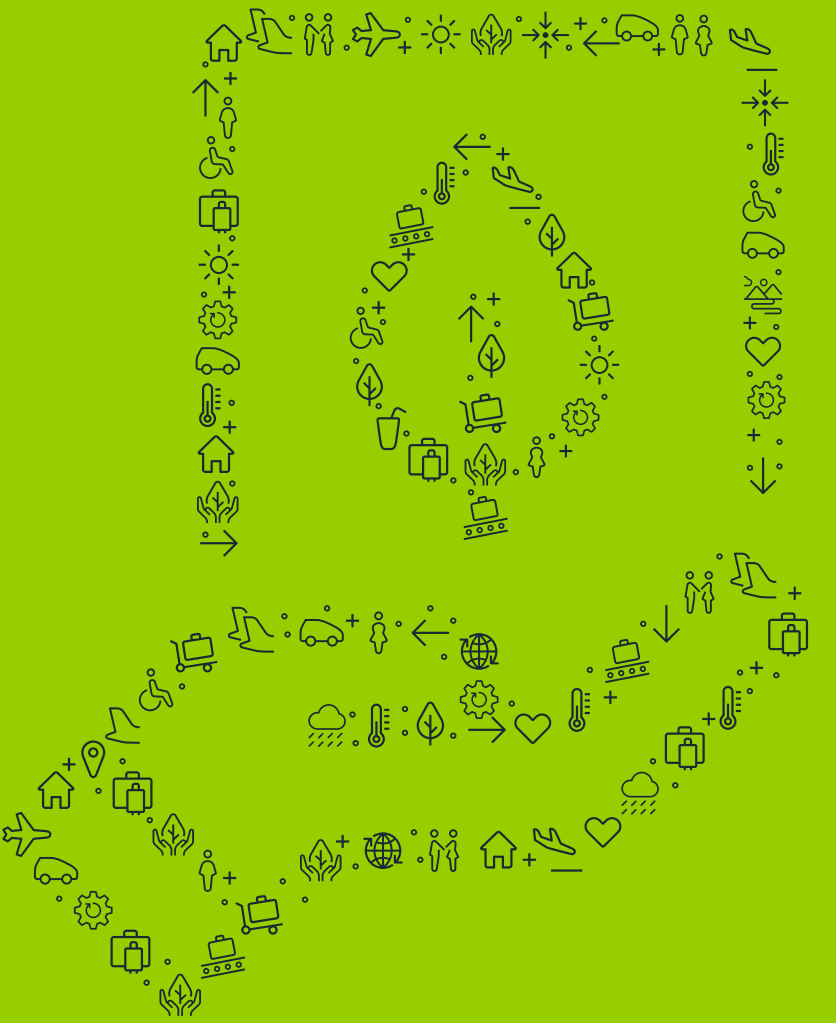
Sustainability Strategy

The scope of this strategy covers sustainability performance corresponding to Spanish airports and heliports.



Sustainability Strategy

The strategy covers **all key areas associated with sustainability**. It is organised into five strategic programmes that group lines of action and address the multiple projects and initiatives outlined, establishing objectives and indicators for monitoring them.

Key facts

Developing **strong governance** regarding sustainability to ensure regular monitoring for initiatives and achieving objectives.

Investments close to €750 million to position Aena as a force in the industry for sustainability.

Improvements in sustainability with **impact beyond our own operations**.

Setting **annual quantitative objectives** for all areas of sustainability.

Structure of Aena's Sustainability Strategy

STRATEGIC PROGRAMMES	Lines of action	
CARBON NEUTRALITY	Renewable energies (CAP)	
	Energy efficiency (CAP)	
	Our own sustainable fleet (CAP)	
	Offsetting emissions (CAP)	
SUSTAINABLE AVIATION	Clean aircraft propulsion (CAP)	
	Efficiency in aeronautical operations (CAP)	
	Sustainable ground handling fleet (CAP)	
USING RESOURCES RESPONSIBLY	Efficient water footprint	
	Circular economy	
COMMUNITY AND SUSTAINABLE VALUE CHAIN	Sustainable mobility (CAP)	
	Cooperation and raising awareness (CAP)	
	Air quality	
	Noise management	
	Preserving biodiversity	
SOCIAL COMMITMENT	Community relationship	
	Managing people	

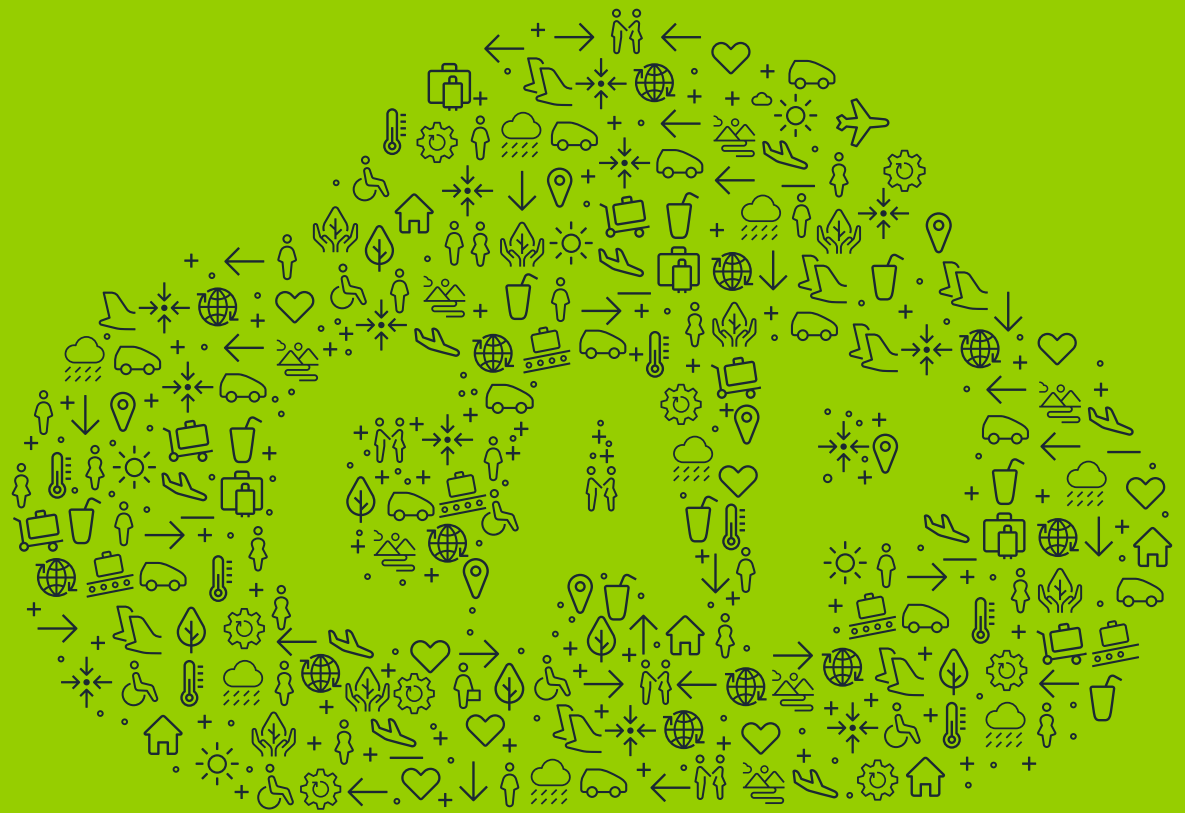
CAP: Climate Action Plan

Communication and transparency

4

Climate Action Plan

We are at a crucial moment for successfully meeting the greatest environmental challenge of our time: the fight against climate change.

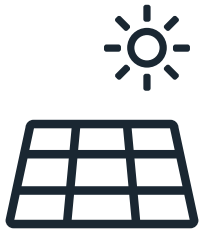


4.1. Context

The Paris Climate Conference (COP21) in December 2015 concluded with the first universal and legally binding agreement on climate change. The **Paris Agreement** establishes a global framework to prevent climate change from progressing by keeping global warming below 2°C and continuing efforts to limit it to 1.5°C. It also aims to strengthen countries' capacity to cope with the effects of climate change and to support their efforts.

In this context, the EU has conveyed confirmation of its objective to reduce its greenhouse gas (GHG) emissions by at least 55% by 2030, as well as Europe having 0 net emissions by 2050, to the international community. In this line, developing the Green Deal will boost the implementation of sustainable actions that will allow Europe to move towards **a cleaner economy**.

Likewise, the Spanish government is resolutely promoting achieving the objectives of the Paris Agreement. These efforts are part of the **Declaration of Climate Emergency** and the **Climate Change and Energy Transition Law**, which are based on the fact that Spain must achieve climate neutrality by 2050 and that emissions from the Spanish economy as a whole must be reduced by at least 20% by 2030 compared to 1990.



The aviation sector's contribution to CO_2 emissions

Of the world's **total greenhouse gas emissions**, approximately 2.5% is due to the aviation sector. About 80% of aviation's CO_2 emissions come from flights over 1,500 km, for which there is no practical alternative transportation.

The **aviation sector's contribution to GHG emissions** in Europe amounts to 4%. If we look at only the transportation sector, these constitute approximately 14.6% compared to other modes of transportation[1].

On the other hand, 95% of these emissions are generated by aircraft, while the rest can be attributed to the airports themselves. This entails the activities carried out at these facilities, where numerous actors are involved in the supply chain.

The **Climate Action Plan**, which is based on alignment with the objectives of the Paris Agreement and the legislation for implementation, is integrated into Aena's Long-Term Sustainability Strategy, with the commitment to achieve the Net Zero Carbon objective by 2040. The company is taking the intermediate step of committing to achieving carbon neutrality by 2026. Meeting these objectives will allow Aena to strike a balance between its activity and preserving the environment.

The Climate Action Plan drives reducing Aena's own emissions, as well as those of its stakeholders, through collaborative steps taken with airlines, air traffic service providers, fuel producers, handling companies, aircraft manufacturers, etc.

[1] Source: European Environment Agency (Greenhouse Gas Inventory 2019).

In recent years, the company has been implementing energy efficiency measures, replacing polluting fuels and using renewable energy sources that have been bolstered **to intensify the fight against climate change**.

The **2021-2030 Climate Action Plan** updates the objectives and commitments made by Aena in terms of decarbonisation in a way that is aligned with the objectives of the Paris Agreement[2], with more ambitious and advanced challenges over time.

For developing the CAP, Aena has taken advantage of the experience gained in its previous strategy of fight against climate change.

Key Facts About Aena's Climate Action Plan

The Climate Action Plan will make it possible to achieve **carbon neutrality** in 2026. On the path to achieving Net Zero in 2040, a 94% reduction in emissions per passenger associated with Aena's own operations[3] will be achieved in 2030. Carrying out this plan involves investments of nearly €550 million (2021-2030 period).

Aena will act as a force in the sector, **promoting emission reductions** associated with airlines and handling agents[4]. Both fronts are addressed through the projects included in the strategic programmes for Sustainable Aviation (e.g. sustainable aviation fuel, flight efficiency, vehicle electrification) and Sustainable Community (e.g. promoting sustainable mobility to and from the airport). Additionally, quantified sustainability requirements will be set forth and implemented for 100% of contracts with providers starting in 2022.

The plan strengthens internal monitoring mechanisms to ensure the **development and regular monitoring of initiatives** (e.g. Climate Action and Sustainability Committee, operational working group).

The plan complies with the requirements of the **Task Force on Climate-Related Financial Disclosures** (TCFD[5]) and the **Sustainability Accounting Standards Board** (SASB), including information on corporate governance, strategy, risk and opportunity management, metrics and their evolution.

[2] https://www.un.org/en/climatechange/paris-agreement | [3] Scope 1 and Scope 2 Emissions | [4] Scope 3 Emissions | [5] https://www.fsb-tcfd.org/

4.2. Starting point

As a result of Aena's commitment to the fight against climate change, the company published its **Climate Change Strategy** in 2018, which is based on four lines of action:

- **Energy efficiency**
- **Energy from renewable sources**
- **Reducing emissions from fuel use**
- **Reducing third-party emissions**

The objectives of the first phase of Aena's Climate Change Strategy were achieved during 2020:

1. **Reducing Aena's CO_2 emissions by 53% in absolute terms (base year 2015[6]).**

2. **Achieving a 100% share of energy supply from renewable energies.**

3. **Reducing 30% of emissions from handling agents at Adolfo Suárez Madrid-Barajas Airport and 20% at other airports.**

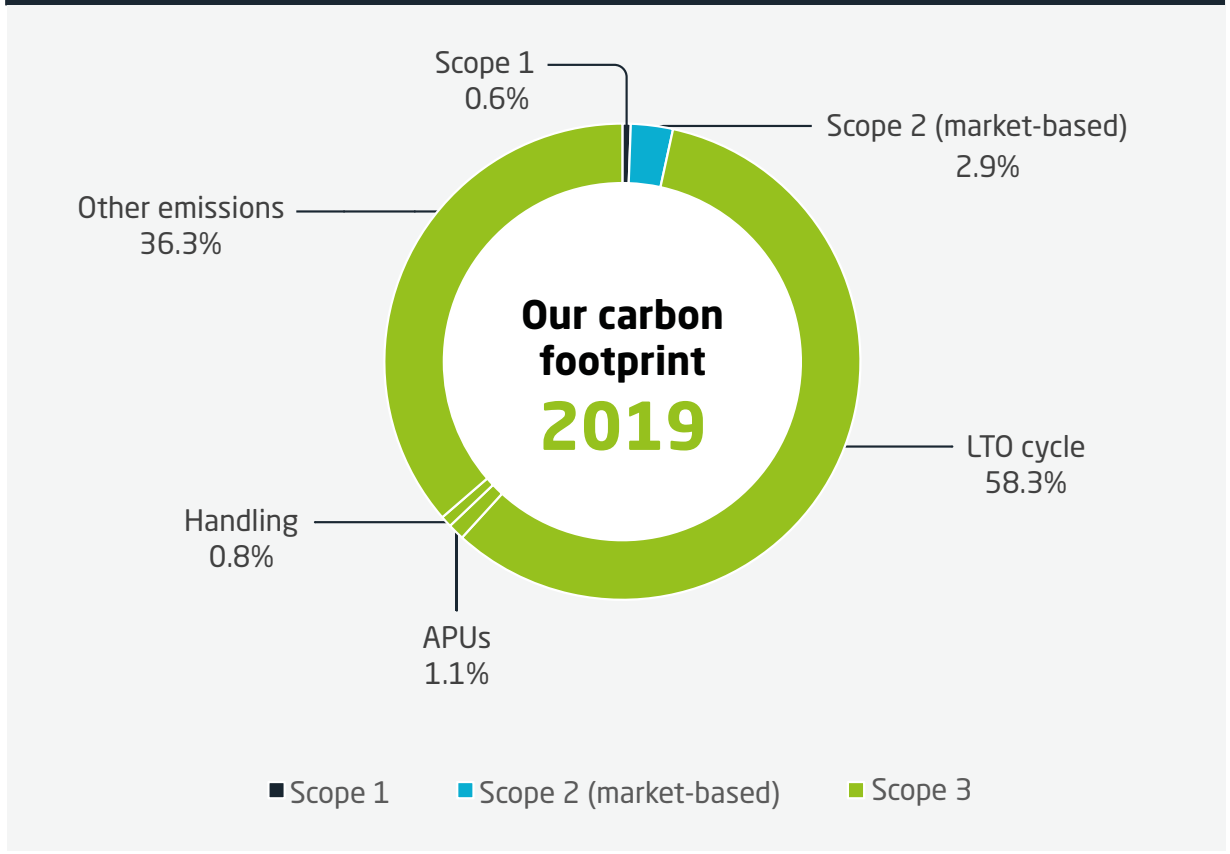
[6] Base year 2015 corresponding to Aena's Climate Change Strategy in the 2017-2020 period.

Greenhouse gas (GHG) emissions: Scope 1, 2, and 3*

Our own emissions **Scope 1**	Direct emissions from sources or processes and activities controlled by Aena at the facilities. The sources of GHG emissions are:	**Stationary combustion.** Emissions generated by generators, portable generators, boilers, firefighting service drills, and auxiliary pumps for water tanks used in firefighting.
		Combustion in mobile sources. Emissions from vehicles belonging to the Aena fleet, both light- and heavyweight.
Our own emissions **Scope 2**	Indirect emissions produced by generating electricity or thermal energy acquired and consumed at Aena airports. Their source is:	**Electricity consumption.** Emissions associated with electricity consumption for the activities carried out by the airports for air conditioning, lighting, and operation of various facilities.
Emissions from third-parties **Scope 3**	The rest of the indirect emissions mainly come from:	**LTO cycle.** This is landings and take-offs of aircraft belonging to the airlines operating at the airports.
		APUs. Auxiliary power units that supply power to aircraft when on the ground.
		Vehicles and equipments that provide assistance or handling services to passengers and aircraft at airports.
		Others (energy consumption of leaseholders, service providers, land access, employee travel, etc.).

*Scope 1 and 2 categories based on the ACA (Airport Carbon Accreditation) programme. | Scope categories 3 according to CDP (the Carbon Disclosure Project).

Emissions contribution for 2019



The **Carbon Disclosure Project (CDP)** recognised this performance with its highest rating for two consecutive years. This means Aena is on the **A List** of companies, ranking among the eleven select Spanish companies that have obtained this score.

However, Aena still wants to go further in its commitment to the fight against climate change. It is updating its objectives and moving up the achievement milestones: in a departure from the previous Climate Change Strategy and the achievements made with it, Aena's **Climate Action Plan (CAP)** has now established 2019 as the new base year.

Direct emissions of greenhouse gases (Scope 1) and indirect emissions from electricity (Scope 2)*

2019	tCO_2e
Scope 1	22,770
Scope 2	113,861
Total scopes 1 + 2	**136,631**

Main indirect emissions of greenhouse gases from third parties (Scope 3)

2019	tCO_2e
LTO cycle	2,327,368
APUs	58,490
Handling	30,754
Other emissions	1,449,836
Total scope 3	**3,866,448**

*Source: 2020 Consolidated Management Report - Non-Financial Information Statement.
NOTE: The emission factors in effect during the preparation of the document were used for calculating emissions.

Certifications and memberships

The management done by many of our airports has been **verified according to various international regulations**. Achieving these certificates and maintaining them entails exhaustive audits every year to check the proper implementation of the corresponding system, the established procedures and the evolution of our actions to achieve the objectives set.

Certifications:

EMAS Regulation. The EU's Eco-Management and Audit System (EMAS) facilitates assessment and improvement of the company's environmental performance and it encourages transparency.

ISO 14001: Environmental Management System. This makes it possible to monitor and minimise any environmental impact due to our activity.

ISO 50001: Energy Management System. It contributes to defining procedures to reduce energy consumption, minimise the company's carbon footprint and reduce costs due to energy consumption.

14064: Carbon Footprint Calculation. It lets verify and validate the calculation of the company's greenhouse gas emissions.

Airport Carbon Accreditation (ACI Europe). This certifies the carbon footprint calculated for our airports and the progress made toward our commitments to reduce CO_2 emissions.

ISO 9001: Quality Management System. It focuses on customer satisfaction and the ability to provide products and services that meet the company's internal and external requirements.

EFQM Model of Excellence and Quality in Business Management. Instrument for self-assessment and determining continuous improvement processes in business environments.

Seal of carbon footprint reduction granted by Spain's Ministry for the Ecological Transition (MITECO) to the Adolfo Suárez Madrid-Barajas Airport regarding the carbon footprint registration, offsetting and protection from carbon dioxide absorption.

Memberships and alliances:

Aena is actively participating in collaborations and alliances with third parties, forming part of the following national and international memberships and alliances which promote sustainable development. The following are among the main allies:

ACI's NetZero 2050

The NetZero 2050 initiative by ACI Europe is an agreement among more than 200 European airports. It is a milestone among the actions that they are taking to fight climate change. Aena is part of this agreement and it is more ambitious than the net zero goal established by ACI and moving it up to 2040.

Toulouse Declaration

This statement, launched by the French government, is a public-private initiative aimed at achieving zero net CO_2 emissions by 2050. This declaration was signed by the main associations involved in air transportation in Europe, including Aena. It sets out a joint long-term vision for the sector with the same net CO_2 emissions target in 2050, in line with the EU's long-term climate goals and the Paris Agreement.

European Clean Hydrogen Alliance

Driven by the European Commission, the initiative aims to contribute to creating a solid, innovative and competitive clean hydrogen sector in Europe that is fully capable of sustaining and enabling the energy transition outlined by the Commission in its report "A Clean Planet for All." It brings technological and financial knowledge and resources from public and private sources together. Aena has been part of this alliance since the beginning of 2021, with the goal of contributing to the development of the green hydrogen value chain at airports.

POR UNA RECUPERACIÓN SOSTENIBLE

For a sustainable recovery

One initiative that's supported by companies, NGOs, scientists, academics and citizens in general urges the government to recognise that the way out of the economic crisis of the coronavirus is to lay the foundations for the transformation into a more sustainable, robust economy. This transformation should be based on three fundamental pillars: digitisation, decarbonisation and resilience. Competitiveness and the environment must be understood to go hand in hand. After all, if there is no environmental sustainability, there is no economic or social sustainability.

Clean Skies for Tomorrow

Clean Skies for Tomorrow

From the global economic forum, The Clean Skies for Tomorrow Coalition provides a crucial global mechanism for senior executives and public leaders across and beyond the aviation value chain to align in a transition to sustainable aviation fuels as part of a meaningful, proactive path for the industry to achieve carbon-neutral flight. Aena has been part of this coalition since mid-2021.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Science Based Targets initiative

The Science-Based Targets initiative (SBTi) drives ambitious climate action in the private sector by enabling companies to set science-based emission reduction targets. Aena committed to this initiative in November 2021.

COMUNIDAD #POR EL CLIMA

#ForTheClimate Community

This community is made up of society, NGOs, companies and administrations that are aware of the urgent need to act on climate change. We have belonged to it since 2017, with the commitment to reduce our GHG emissions.

EUROPEAN CLIMATE PACT

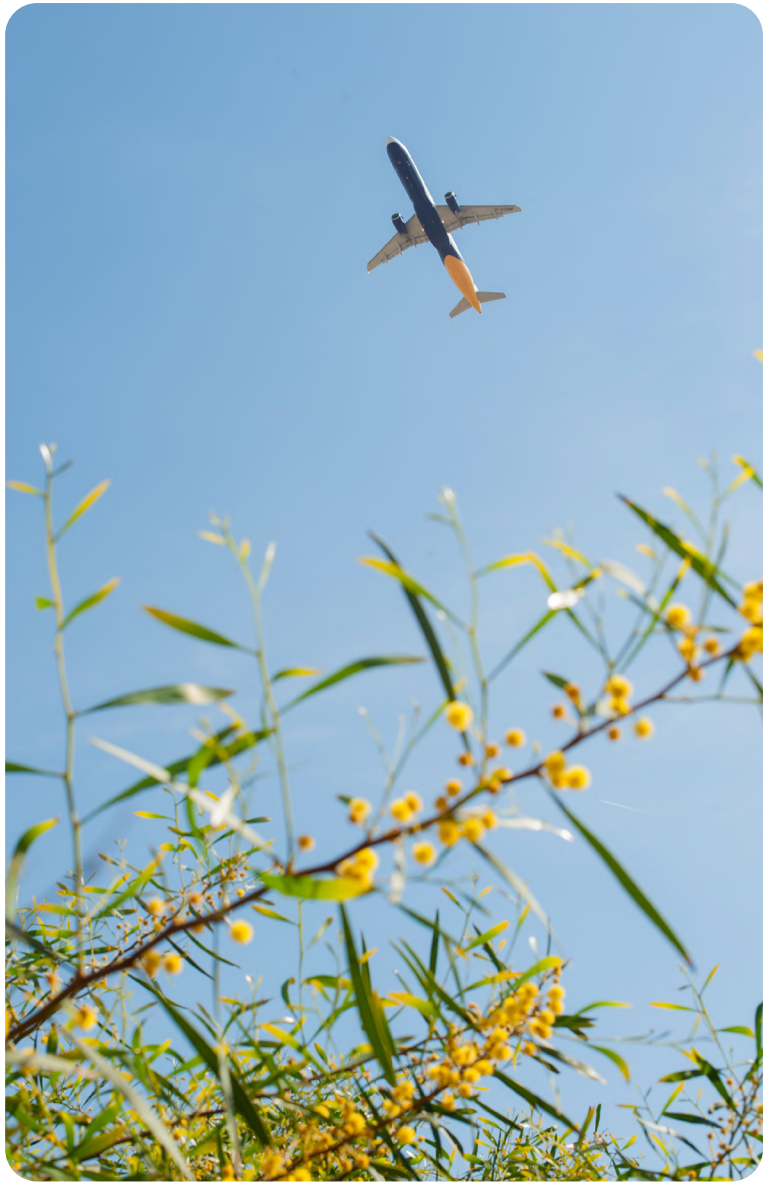
European Climate Pact

This is an EU-wide initiative that invites participation in climate action, sharing knowledge, learning about climate change and developing, implementing and scaling up solutions as an open and inclusive initiative to build a greener Europe.

Forética

Forética

This is the leading organisation in sustainability and corporate social responsibility in Spain. Its mission is to integrate social, environmental and good governance elements into strategy and management at companies and organisations. It currently consists of over 200 partners.



Acknowledgements and ratings:

Our commitment to sustainability is recognised and assessed by different bodies and indices:

CDP Climate Change (Climate Disclosure Project): An international, non-profit organisation that provides environmental assessment for companies that incorporate climate change as a strategic factor. Aena achieved the highest rating in 2019 and 2020, an A, above average for the sector. This highlights our strategy to face climate change and the actions carried out in this regard.

FTS4Good: Created by global index provider FTSE Russell, the FTSE4Good index series is designed to measure the performance of companies demonstrating strong environmental, social and governance (ESG) practices. FTSE Russell confirms that Aena SME, S.A. has been independently evaluated according to the FTSE4Good criteria and has met the requirements to be part of the FTSE4Good index series.

Aena has been recognised for its in sustainability with its inclusion in '**The Sustainability Yearbook 2020**,' published by S&P Global, which ranks the most responsible companies in terms of society and the planet. To create this classification, it evaluated the ESG performance of the largest companies in the world (out of 7,500) through the "Corporate Sustainability Assessment" (CSA).

Members of the Sustainability Yearbook must score 15% higher than their sector's level of performance in sustainability and achieve results that are on par with the top 30% of best performing companies in their industry.

4.3. Risk and opportunity analysis

Based on the TCFD's recommendations, we classify our risks according to whether they are physical or transitional and we consider three climate scenarios in order to identify the risks for each of these.

Analysing climate scenarios

For analysing **physical risks**, the following climatic scenarios have been considered, in line with the TCFD's recommendations:

- **RCP Scenario 8.5 (Business as Usual scenario):** This corresponds to a trajectory where emissions continue to rise at the current rate, assuming global warming that will probably not exceed 4ºC.
- **RCP 2.6 scenario (more aggressive emission mitigation scenario):** This corresponds to a trajectory where emissions are halved by 2050, assuming global warming of less than 2ºC.

To analyse the **transition risks**, the International Energy Agency's climate scenarios have been used, as they provide information, data and air traffic projections over several time horizons. The study has focused on the following climate scenarios:

- **B2DS (Beyond 2 Degrees Scenario):** This scenario assumes that, in the year 2100, the global average temperature difference will be around 1.75ºC with respect to pre-industrial records.
- **2DS (2 Degrees Scenario):** This scenario assumes that the temperature change will be limited to 2ºC.
- **RTS (Reference Technology Scenario):** This is a less restrictive scenario, with environmental policies and agreements in line with the current ones (Paris Agreement, Green Deal, etc.) but which have not resulted in a massive green technological deployment, as would be the case in the previous scenarios.

Physical risk analysis

Physical hazards: In the medium/long term, the identification carried out shows that the increase in temperatures, the increasingly frequent heat waves, extreme rainfall and the rising sea level can have a direct impact on infrastructure or managing transportation services due to adverse weather conditions.

These risks can lead to an increase in air conditioning expenses (OPEX), incur investments to extend runways at some airports that may prevent operating restrictions, or the need to undertake investments to protect facilities against extreme rainfall or sea-level rise (CAPEX), to name a few.

Based on this analysis, we have set forth **mitigation and adaptation measures for climate change**:

Mitigation measures: Specific actions to reduce the negative environmental impacts associated with airport activity and to develop sustainable means of travel, promoting collaborative steps with airlines and other stakeholders.

Adaptation measures: The Master Plans consider the foreseeable evolution of climate variables, the possible impacts of climate change and the possible effects on infrastructure and airport operations, establishing specific measures for adapting airports with intermediate time horizons until the foreseeable development horizon. In addition, the airports have procedures and contingency plans to minimise the impact that emergency situations associated with meteorological or geological events have on operations. Examples would be those that occurred during 2021 in Spain, including the Filomena snowfall or the eruption of the La Palma volcano.

Transition risk analysis

Transition risks: Those arising from the regulatory, financial and technological changes needed to achieve the goal of decarbonisation.

Transition risk category	Risk	Financial category impacted	Financial driver impacted
Regulatory and legal	Increase in the price of carbon and/or tightening of carbon markets	**Costs**	Costs arising from the acquisition of emission allowances or other carbon credits
	Levying a SAF utilisation rate	**Revenue**	Aeronautical revenue per passenger
	Imposition of an eco-tax on ticket prices	**Revenue**	Aeronautical revenue per passenger
Market	Changes in consumer behaviour	**Revenue**	Aeronautical revenue per passenger
	Disincentive/restriction of domestic flights on routes with a high-speed alternative	**Revenue**	Aeronautical revenue from passenger demand and operations
Reputational	Changes in consumer preferences	**Revenue**	Revenue
	Stigmatisation of the sector	**Revenue**	Revenue
	Loss of significant shareholders' stakes	**Quotes**	Market value and financing

Aena's climate risk analysis

Physical risks

Increase in temperature

Heat spikes

Extreme precipitation

Sea level rise

Transition risks

Regulatory and legal

- Regulatory changes that may lead to an increase in the price of carbon and/or a tightening of carbon markets.
- Levying a SAF utilisation rate.
- Possible imposition of a new eco-tax on ticket prices.

Market

- Changes in consumer behaviour (demand).
- Disincentive/restriction of domestic flights on routes where there is a high-speed train alternative.

Reputation

- Changes in consumer preferences.
- Stigmatisation of the sector.

Opportunities

Implementation of renewable energies at airports.

Promoting the transition to sustainable ground mobility.

Promotion of a market for sustainable aviation fuels.

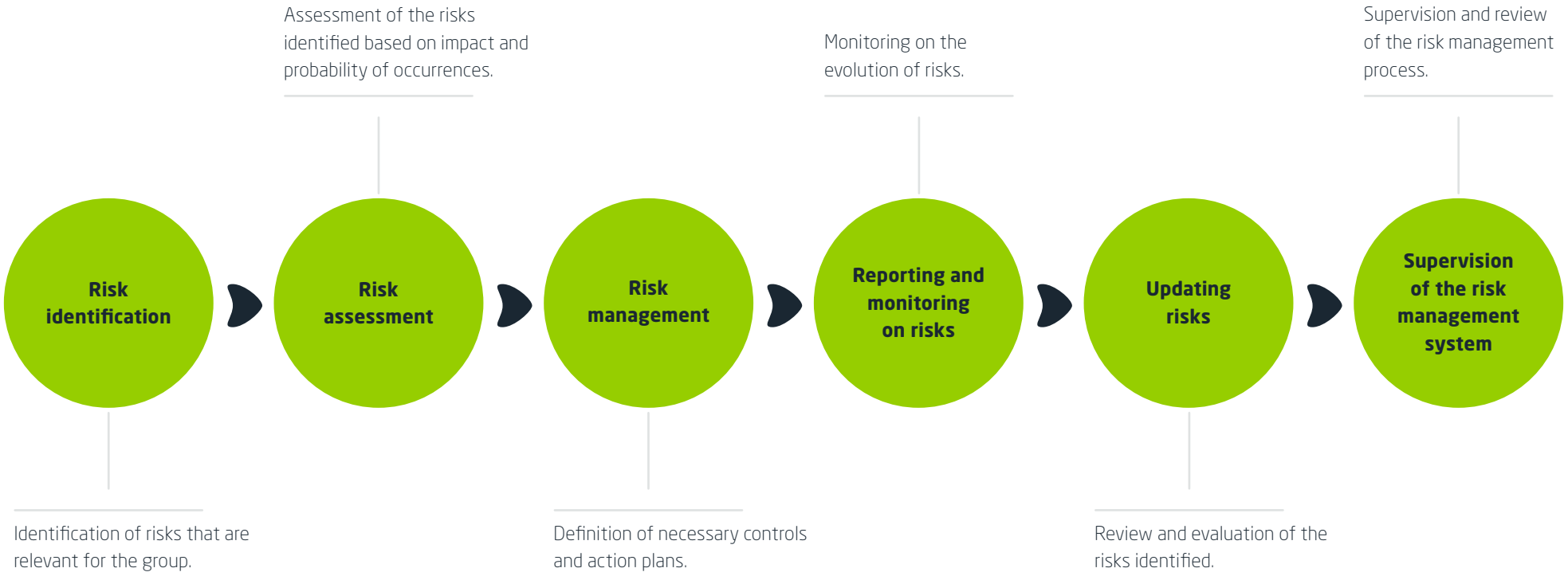
Promotion of industrial alliances and public-private partnership agreements.

Enhancing and increasing ACA and CDP accreditations and other climate-related certifications, which provide a reputational benefit for the company.

In order to ensure its continuous monitoring and to facilitate the external reporting process, climate risk analysis will be integrated into Aena's global risk analysis procedures.

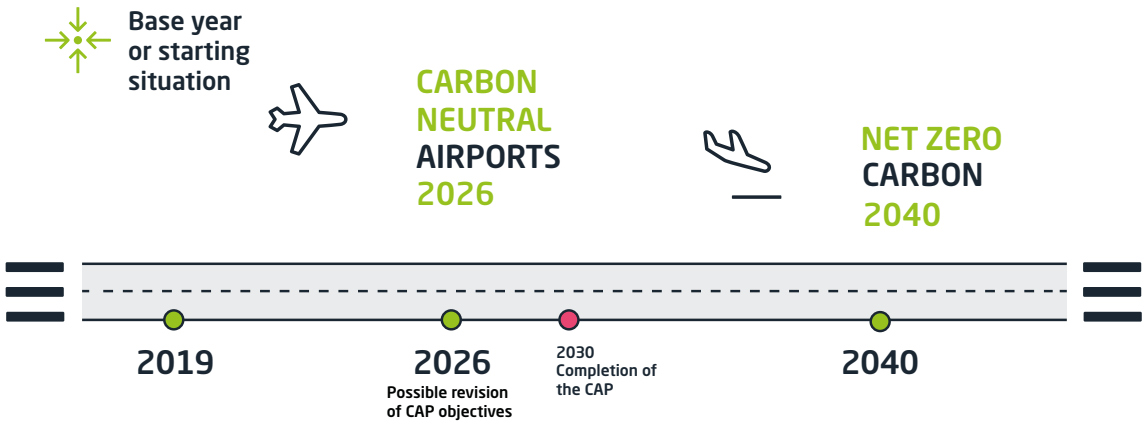
Aena's risk management methodology classifies risks into categories that are aligned with those defined in the TCFD, assesses their impact and probability and establishes the action plan, giving way to periodic monitoring and updates to ensure that they are adapted to fit future trends.

Risk management methodology



4.4. Strategic programmes and objectives

Key Goals of the Climate Action Plan



The plan is structured into three strategic programmes: Carbon Neutrality, Sustainable Aviation and Community and Sustainable Value Chain. An effective set of actions and measures will be developed for their deployment, focusing on energy efficiency, using renewable energies, sustainable mobility, reducing emissions from third parties and decarbonising processes and activities.

In fact, the ambition is to become drivers of transformation for other actors in the sector, functioning as a driving force for aircraft manufacturers, airlines, air traffic service providers, fuel producers, handling companies, etc. We want to operate as a coordinated action group for executing projects with a comprehensive approach and the common aim of decarbonising the sector in order to continue creating wealth and connecting people, all in a way that is respectful of the planet.

The Climate Action Plan is characterised by:

A long-term vision. It sets forth a series of goals and initiatives with a scope of 2030, laying the foundations for achieving zero net emissions (Net Zero Carbon) by 2040.

Greater reach. It has a greater scope than the airport itself by promoting improvements in the air transport sector's sustainability, developing initiatives that have an impact beyond its own operations.

Roadmap. Set by annual strategic objectives associated with a breakdown of programmes, lines of action, initiatives and projects, which in turn contribute to achieving the specific objectives associated with each action.

The **Climate Action Plan** is a multi-year plan aligned with:

1. **Climate change sustainability goals** based on regulatory requirements at the European and national level, as well as the goals of the Paris Agreement.
2. The recommendations of the **Task Force on Climate-Related Financial Disclosures** (TCFD).
3. **Law 11/2018 on non-financial information and diversity** and the guidelines arising from the European Commission's Climate Information Supplement, included in Directive 2014/95 / EU of the European Parliament and the Council, which sets out a description of policies, results and risks related to environmental issues.

Aena undertakes to report regularly on the progress[7] in achieving the results of the Climate Action Plan, a living document that will be updated periodically as new approaches are carried out and progress is made on existing commitments.

[7] Starting in 2022, a specific, detailed annual report will be prepared on the progress made by the company regarding the goals set forth in the Climate Action Plan in effect at that time (through the Updated Climate Action Report). This must be prepared in accordance with the TCFD's recommendations.

Aena's Climate Action Plan: Strategic programmes

Carbon neutrality (Scope 1 and 2). Becoming a carbon-neutral airport operator (2026) and laying the groundwork for achieving Net Zero Carbon (2040).

Total Scope 1 and 2 emissions.

Sustainable aviation (Scope 3). Acting as a force for other aviation actors to accelerate their decarbonisation.

LTO emissions and ground handling.

Community and sustainable value chain (Scope 3). Improve the sustainability of the environment by collaborating with providers, leaseholders, transportation agents and the community.

Transportation emissions to/from the airport.

Carbon neutrality

Programme

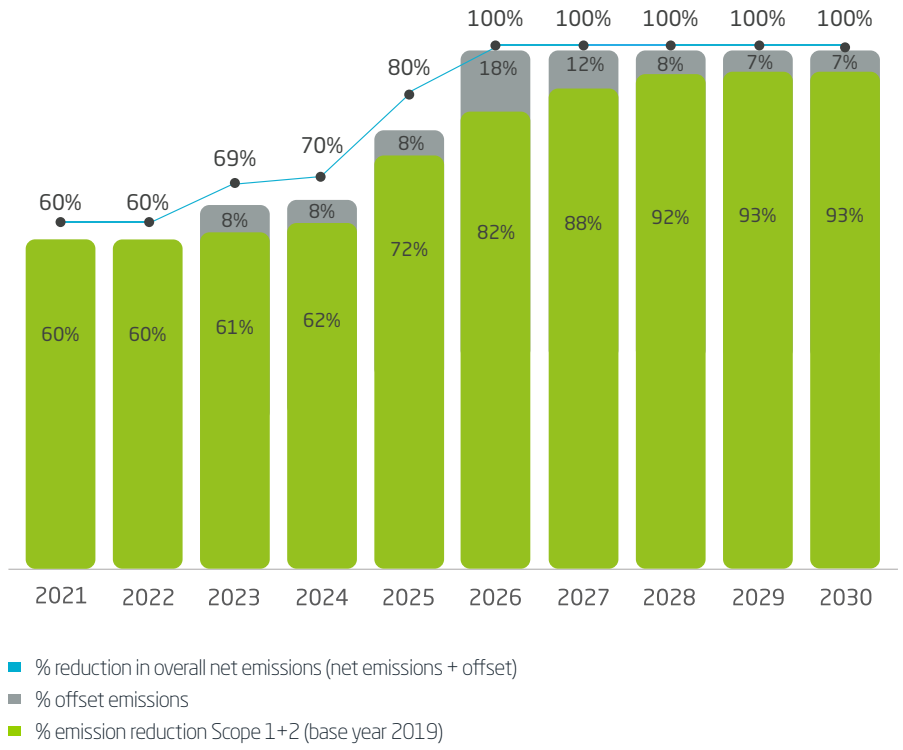
This programme aims to turn Aena into a **carbon-neutral airport operator by 2026** and lay the groundwork for achieving zero net emissions (Net Zero Carbon) by 2040.

To this end, a set of **strategic goals** have been defined relating to reducing Aena's own emissions, as well as producing renewable energy for self-consumption, purchasing energy from renewable sources and increasing the facilities' energy efficiency.

The actions, specific goals and associated indicators for achieving these strategic objectives are shown below.

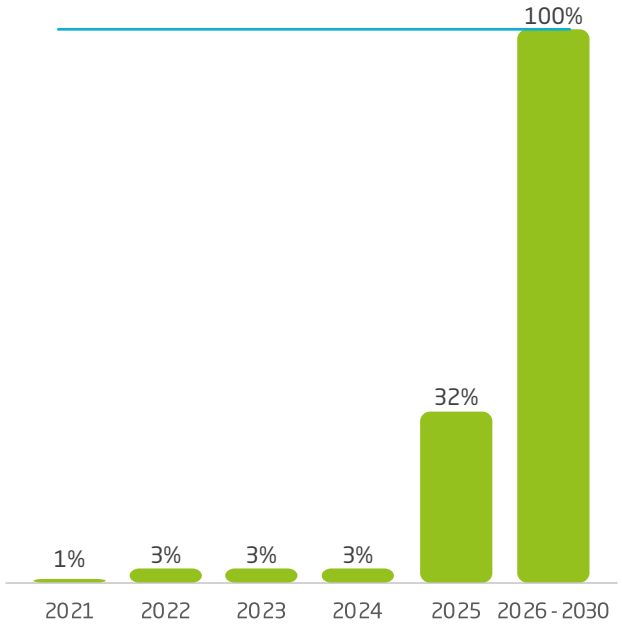
Strategic objectives of the Carbon Neutrality Programme

% Reduction of CO_2 emissions (Scope 1 and 2)



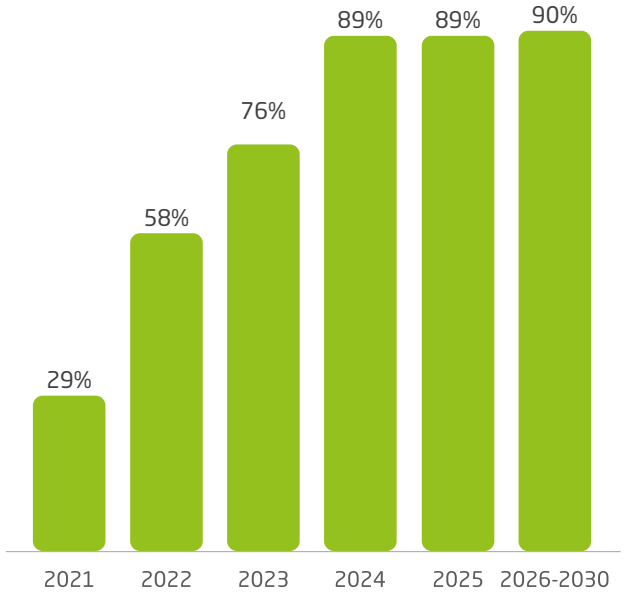
Strategic objectives of the Carbon Neutrality Programme

% Production of renewable electricity in self-consumption and % purchase of electricity with a guarantee of origin

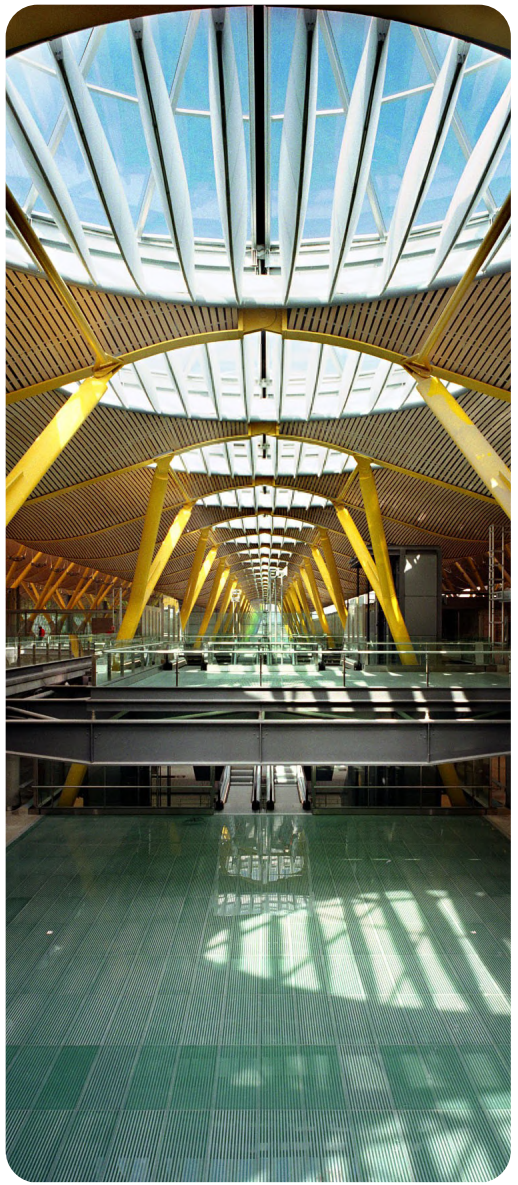


– Purchase of renewable electricity with guarantee of origin (%)
■ % production of renewable electricity in self-consumption

% Consumption (purchase + production) of sustainable energy for climate control in boilers and a cogeneration plant (MAD)



Note: includes geothermal



Programme: Carbon neutrality

Lines of action	Scope	Main actions
RENEWABLE ENERGIES Ensure 100% self-consumed green electricity and 90% of green energy from climate control consumed (purchase+production) in 2030.	Production of renewable electricity.	Generation of green electricity through the Photovoltaic Plan (975 GWh/year available in 2026).
		Pilot project to replace generators with hydrogen cells in BCN in 2023.
	Sustainable climate control energy production.	Sustainable HVAC power generation through geothermal energy at MAD, BCN, and PMI airports in 2026.
		Biogas production in MAD in 2026.
	Purchase of green electricity and sustainable fuels for climate control.	Purchase of renewable electricity with a guarantee of origin.
		Replacement of fossil fuels with green fuels in boilers and in the MAD cogeneration plant.
ENERGY EFFICIENCY Reducing energy consumption per passenger by 9% by 2030.	Efficiency in electricity consumption.	Extension to 100% LED in terminals by 2026. Implementation of LEDs on the apron and for beaconing by 2030. Extension of the smart energy management platform to monitor consumption at 10 airports by 2030.
	Efficiency in climate control.	Reduction of the cogeneration plant's operating system in 2026. Progressive plan for renovating equipment with other types that are more energy efficient (boilers, etc.).
OUR SUSTAINABLE FLEET 100% sustainable vehicles by 2026.	Vehicle electrification.	Electrification of cars and vans owned by Aena.
	Using alternative fuels.	Use of sustainable fuels in the other existing vehicles (e.g. trucks, coaches, and SUVs).
	Our own carsharing.	Promoting sustainable mobility in the airport fleet.
OFFSETTING EMISSIONS	Emission neutrality.	Developing emission offsetting projects.

Carbon neutrality 2026

Aena aims to become a **carbon-neutral airport operator** by 2026. To this end, it has designed a carbon neutrality programme for all its Spanish airports and heliports that consists of reducing 82% of its CO_2 emissions (scope 1 and 2, base year 2019) through implementing the measures included in the Carbon Neutrality programme.

The remaining emissions that have not been reduced to zero after implementing the actions outlined in the Climate Action Plan **will be progressively offset** starting in 2023.

Aena will have all the **guarantees in place to ensure the company's goal of carbon neutrality**; thus, the compensation projects must comply with internationally recognised criteria on methodology and quality. Moreover, it must strive for the chosen projects to add further value in improving communities' health and livelihoods, employment generation and biodiversity.

Aena currently has 8 airports that are accredited in ACI EUROPE's Airport Carbon Accreditation programme, representing over 91% of Aena's total Scope 1 and 2 emissions since 2020.

airport carbon accreditation
MAPPING I REDUCTION I OPTIMISATION I NEUTRALITY

Additionally, Aena's goal for 2026 is to accredit the following through the ACA programme: two of its main airports at level 4+ (Transition): Madrid-Barajas and Barcelona - El Prat; and five at level 3+ (Neutrality): Alicante-Elche, Málaga-Costa del Sol, Palma de Mallorca, Ibiza and Menorca. In all, these emissions are equivalent to more than 90% of the network's emissions.

Reaching the 3+ accreditation level at these airports entails, among other requirements, calculating the carbon footprint for scopes 1, 2 and 3; verifying the footprint internally every year and externally every 2-3 years; setting emission reduction targets; developing and implementing a carbon management plan; demonstrating year-on-year emission reductions; setting forth a stakeholder participation plan in emission reduction and offsetting residual emissions. Reaching level 4+ means additionally setting forth a plan for the absolute reduction of carbon emissions and actively working with stakeholders to drive further reductions together.

Net Zero Carbon 2040

During **ACI Europe's 29th Annual Congress and General Assembly** held in 2019, the major European airport operators formally committed to achieving the goal of zero carbon emissions by 2050 and working together to accelerate the aviation sector's decarbonisation.

This commitment made by Aena in 2019 has been reviewed within the framework of the CAP. Its expected achievement has been moved up to the year 2040, which will require reaching **zero net CO_2 emissions** in the airport network.

This milestone will be achieved by minimising its CO_2 emissions and balancing the rest by implementing **carbon absorption, capture and storage techniques**. These consist of applying a set of techniques and technologies to remove CO_2 from the atmosphere or to prevent it from reaching it.

Aena has moved the Net Zero commitment up to 2040, a goal that will be achieved by minimising CO_2 emissions and offsetting the rest with carbon absorption, capture and storage techniques.

Sustainable aviation

Programme

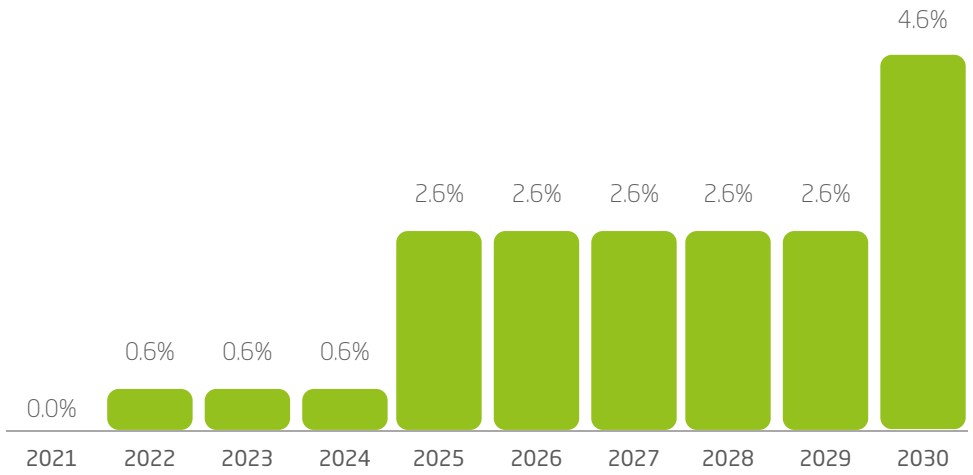
It is focused on positioning Aena as a **driving force for other actors in the aviation** sector to accelerate its decarbonisation. To this end, the lines of action are based on:

1. Proactive participation in developing **new sustainable fuels** and their integration into the world of aviation.
2. **Close collaboration** with ENAIRE and with airlines and ground handling to reduce emissions generated in airport operations.
3. **Electrification of the ground handling fleet** and consumption of sustainable fuels.

To make these a reality, a set of strategic objectives have been defined. These are related to distributing SAF (Sustainable Aviation Fuels) at Aena airports, reducing handling agents' emissions, the percentage of the electric fleet and sustainable fuel consumption by handling equipment and vehicles.

Strategic objectives of the Sustainable Aviation Programme

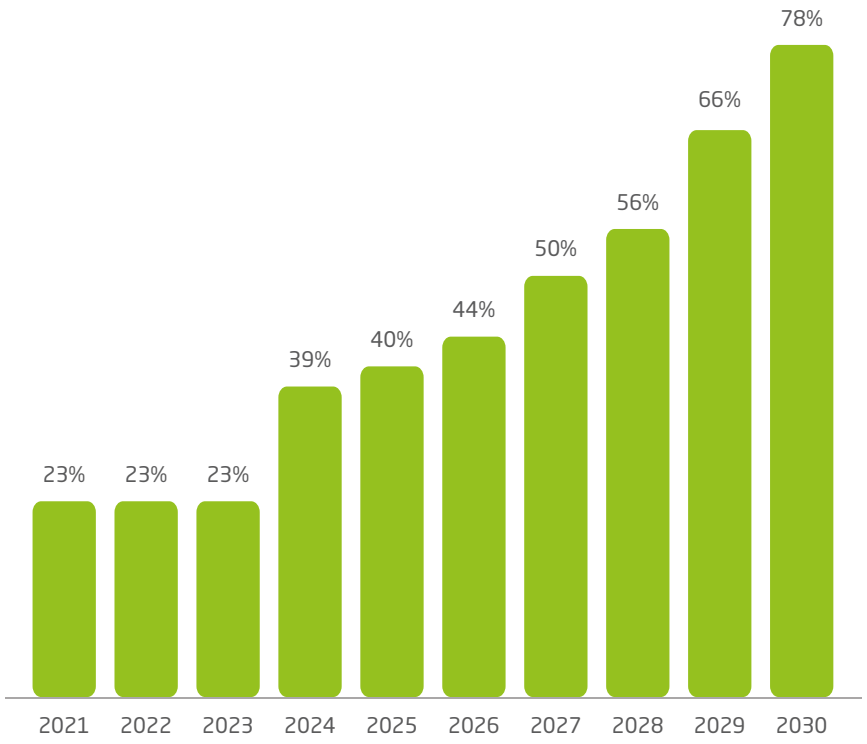
Prediction of % of SAF distributed in the airport network



Note: Objectives subject to European or national rules on establishing production/use percentages that go into effect.

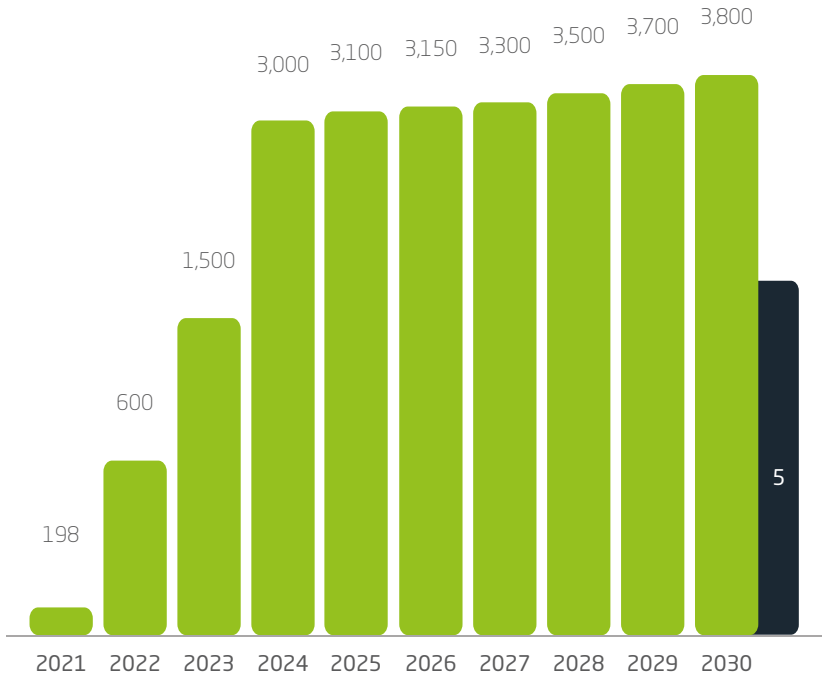
Strategic objectives of the Sustainable Aviation Programme

% Sustainable handling fleet (electrical equipment + sustainable fuel)

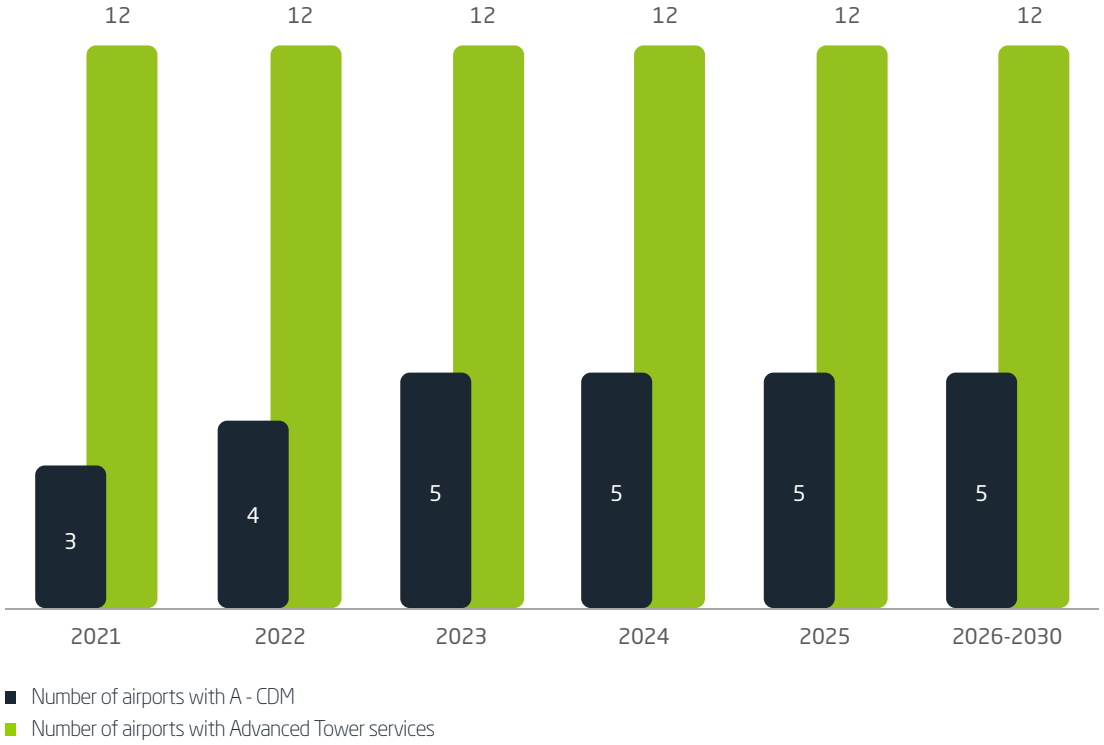


Note: Handling objectives are conditional on the resolution of the consultation process prior to the tender to third parties for selecting ramp service providers.

Number of electrical recharging points (air side + ground side) and hydrogen generators (air side)



Nº of airports with A-CDM and Advanced Tower services



Taxi-out (additional taxiing time on departure)

In the period from 2021 to 2025, the **average additional taxi-out time** at Spain's five major airports (Madrid, Barcelona, Palma, Malaga and Gran Canaria) will be lower than that of Europe's five major airports (London-Heathrow, Amsterdam-Schiphol, Frankfurt-Main, Paris-Charles de Gaulle and Rome-Fiumicino).

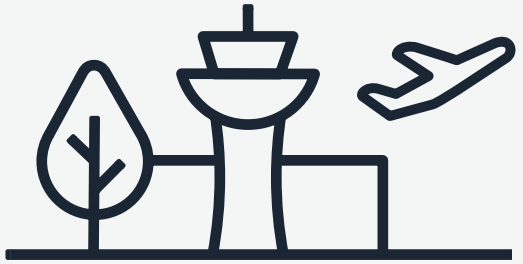
Additional Taxi-out time is a commonly accepted measure of **inefficiencies in the airport's departure phase of taxiing**. It is measured in minutes per IFR departure (minutes/departure).

ASMA (additional time on approach)

In the period from 2021 to 2025, the **average additional time in ASMA** at Spain's five major airports (Madrid, Barcelona, Palma, Malaga and Gran Canaria) will be lower than that of Europe's five major airports (London-Heathrow, Amsterdam-Schiphol, Frankfurt-Main, Paris-Charles de Gaulle and Rome-Fiumicino).

The extra time in ASMA is an **approximation of the waiting time of incoming traffic arrivals** during periods of congestion at airports. This is the difference between a flight's actual time in ASMA and the time spent in ASMA without impediments, determined statistically based on times in ASMA in periods of low traffic demand. It is measured in minutes per IFR arrival (minutes/arrival).

The actions, specific goals and associated indicators for achieving these strategic objectives are shown below.



Programme: Sustainable aviation

Lines of action	Scope	Main actions
CLEAN AIRCRAFT PROPULSION. Proactively participating in the development of new sustainable fuels and their integration into the aviation sector.	Promoting the use of SAF.	Participation in SAF production projects to encourage their use among airlines. Facilitating the distribution of SAF in the network of airports. Creating an incentive system for airlines that boosts the consumption of sustainable fuels.
	Hydrogen.	Aena's position in relation to hydrogen in the future.
	Sustainable aircraft.	Defining a company ranking programme linked to the use of a sustainable fleet in aviation by 2024.
EFFICIENCY IN OPERATIONS AERONAUTICS. Collaborating closely with ENAIRE, airlines, and ground handlers to reduce emissions generated in airport operations.	Efficiency of ground handling operations.	Pilot project pooling network airport.
		Implementing telemetry to improve consumption efficiency.
	LTO cycle efficiency.	Implementing A-CDM and advanced towers to improve taxiing efficiency.
	In-flight efficiency.	Collaborating with ENAIRE to optimise aeronautical operations (e.g. route, approach) and defining joint objectives.
		Creating working groups for the development of joint initiatives and objectives with ENAIRE.
SUSTAINABLE GROUND HANDLING FLEET. Reaching 78% of sustainable ground handling vehicles by 2030.	Vehicle electrification.	Electrification requirements for ground handling vehicles. Implementing electric charging points to supply the new electric vehicles.
	Using alternative fuels.	Requirements for using sustainable fuels in ground handling vehicles. . Implementing hydrogen-powered vehicles by 2030. Implementing hydrogenerators to supply new vehicles (electric and alternative fuels).

Community and sustainable value chain

Programme

This programme includes the lines of action for sustainable mobility and for cooperation and awareness. It will yield an **improvement in the environment's sustainability** through collaboration with providers, leaseholders, transportation agents and the community. To this end, the programme encompasses promoting sustainable mobility to and from the airport, as well as proactive collaboration with the supply chain and the community to promote sustainability in the line of cooperation and climate awareness.

To make this a reality, a set of strategic objectives was defined related to **sustainable mobility, cooperation and climate awareness** linked to:

Promoting sustainable mobility to and from the airport.

Proactive collaboration with the supply chain and the community to drive sustainability.

To this end, the actions, specific objectives and associated indicators are shown below.

Programme: Community and sustainable value chain - Sustainable mobility and climate awareness and cooperation

Lines of action	Scope	Main actions
SUSTAINABLE MOBILITY. Promoting sustainable mobility to and from the airport.	Promoting public transport.	Collaboration with 3rd parties to define sustainable initiatives (e.g. group of mobility players).
	Sustainable private transportation.	Investing in recharging points to promote sustainable transport to/from the airport.
		Establishing sustainability requirements for Rent-a-Car/VTC /Carsharing.
		Promoting sustainable mobility through pricing in car parks (concept of parking as a sustainable mobility hub).
		Electrification of shuttles used between terminals at Madrid and Barcelona airports.
		Offsetting emissions of employee travel.
	Sustainable logistics.	Creating a forum for collaboration with airport logistics operators.
COOPERATION AND CLIMATE AWARENESS. Proactively collaborating with the supply chain and the community to drive sustainability.	Agreements with universities.	Collaborative agreements with universities and technology centres to accelerate the sector's sustainable transformation.
	Awareness about climate change.	Defining awareness-raising mechanisms. Creating a plan of awareness-raising actions coordinated by a crosscutting internal working group.
	Sustainable supply chain.	Establishing selection criteria and requirements, as well as monitoring and penalties for them, in the field of sustainability for Aena's providers and leaseholders.

5

Efficient water footprint

We're working on carrying out sustainable water management to ensure the availability and quality of this precious essential resource.

5.1. Context

According to the World Bank, the global food system will need 40% to 50% more water over the next three decades, the demand for municipal and industrial water will increase between 50% and 70% and water needs for energy use will increase by 85%.

In addition, the **sustainability and availability of water resources** are affected by climate change, which decreases their availability and results in degradation and loss of quality.

This means that **protecting water resources and the sustainable consumption of water** is one of the pillars of the United Nations Sustainable Development Goals (SDG 6) with which Aena is aligned. The objective demands access to clean water that's free of pollution and responsibly managed for every corner of the planet.

Therefore, Aena works to achieve **sustainable water management** and is aware that a comprehensive view of managing this precious resource is the way to fight the impacts that climate change is having on its availability as well as minimising the impacts that its scarcity can have from a social, economic and environmental point of view.

5.2. Starting point

To get a detailed picture of the situation at the airports, all the available information on water management in the Aena centres was collected. Status **reports on the different phases of the water cycle management at the airports** were drafted: drinking water (supply sources, distribution and storage systems, consumption), wastewater (origin, networks, treatment, discharge and control systems, sludge generated by treatment plants), storm water (activities with risk of potential contamination, networks, treatment, discharge and control systems), communication, participation and awareness around water, external risks and weaknesses, strengths and areas for improvement.

Aena's water consumption is divided into four major groups according to its supply source: sea water, well water, drinking water from the network and reclaimed water (purchased from third parties). Thus, during the year 2019 (the base year), the total water consumption reached 5,462.5 thousands of m^3.

This diagnosis made it possible to establish areas for improvement regarding different aspects related to water management:

Supply. Water quality, infrastructure and supply equipment.

Management. Control, saving measures, third-party supply, communication and awareness-raising.

Wastewater. Treatment plants and water-tightness of networks.

Storm water. Filtrations and treatment systems.

Extreme risks. Disruption of supply in times of drought and flooding.

5.3. Objectives and main actions

Efficient water footprint

Aena has defined **two strategic objectives** for action in water management for providing its services:

Strategic objective 1

Developing water management that addresses the loss of availability and quality of fresh water associated with climate variability, decreasing water consumption by 10% per passenger by 2030 compared to 2019 (5% reduction by 2026).

Strategic objective 2

Carrying out integrated management of water supply sources and the risks stemming from climate change, increasing the use of alternative water sources per passenger by 150% by 2030 compared to 2019 (50% increase by 2026).

These strategic objectives are in line with one of the principles of action defined in the **Integrated Management Policy for Quality, Environment and Energy Efficiency** currently in effect (since November 2016) and, in particular, with the need to:

> **"Promoting actions aimed at preventing the pollution [...] of water [...], as well as effectively consuming natural resources".**

The strategic objectives apply to all the activities and services provided by Aena, both at the airport facilities and in the rest of the buildings and infrastructures managed by the company.

These actions are associated with each centre in the Aena network, which will make it possible to improve their water management by orienting it to sustainability. This will therefore help achieve the specific strategic objectives.

In order to achieve the established objectives, **an action plan has been defined for each airport** regarding sustainable water management. These are articulated based on six lines of action encompassing 30 projects, as indicated in the following points:

- **Calculating the water footprint:** Measuring the water footprint get to know its impact on sustainability and to adapt water cycle management at the airports.
- **Increase in water reuse:** Supply of alternative sources (reclaimed water from the WWTP, desalinated water, rainwater, etc.) and using reclaimed water to supply irrigation, among others.
- **Adapting procedures to climate change:** Defining or changing working procedures and developing water management standards.
- **Awareness and communication:** Preparing a Communication Plan aimed at stakeholders regarding water, to make the water situation of each airport known, as well as the measures aimed at improving management, for all groups that carry out tasks at the airport (subcontractors, passengers, etc.).
- **Efficiency in drinking water consumption:** Projects aimed at reducing water consumption by detecting drinking water leaks in existing networks, improvements at the facilities that make up the networks and real-time monitoring and management of drinking water, among others.
- **Neutral water balance:** Projects focused on identifying water contaminants that are currently discharged into the network, as well as smart treatment and improvement of wastewater and stormwater quality, with the aim of offsetting 100% of the water withdrawn from the watershed.

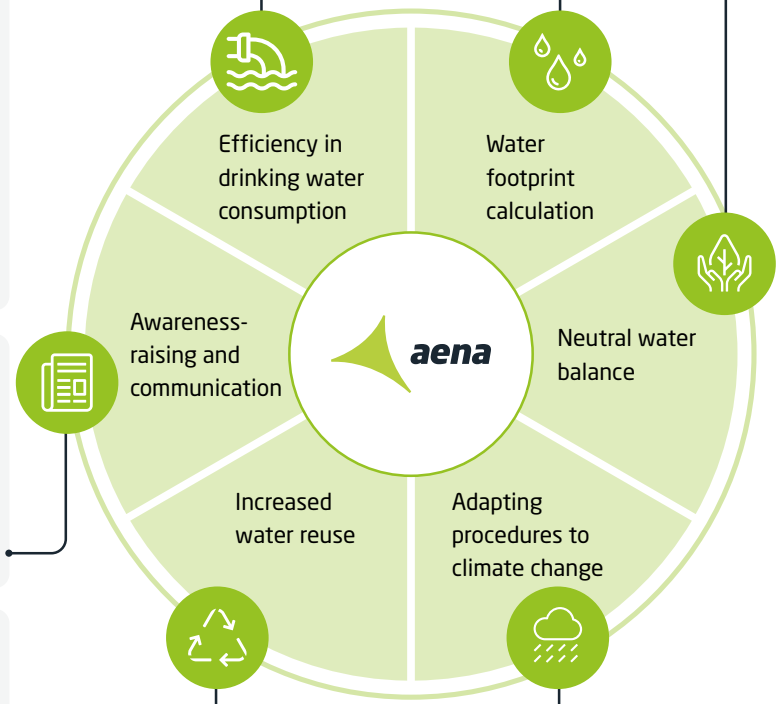
The resulting Action Plans were prepared based on the consolidation of actions identified for each of the airports in the Aena network. They include a description of the measures to be carried out, as well as their execution period, cost and level of prioritisation.

Breakdown of areas by line of action

- Connections.
- Adapting irrigation/garden management system.
- Leakage detection.
- Smart management of drinking water.
- Standards for monitoring potable water leakage.
- Others.
- Carrying out work procedures and water management.
- Renovating facilities.

- Plan for sharing information on water management.
- Awareness Plan on water use.

- Study of the availability of water as a result of climate change.
- Feasibility studies from alternative sources.
- Regenerated water reuse facilities.



- Measuring the water footprint.

- Shredder impeller pumps.
- Study on operating sewage treatment plants.
- Identification study on components. water contaminants.
- Smart wastewater management.
- Pipe cleaning.
- Improvements for connections to the wastewater network.
- Wastewater leakage monitoring standards.
- Sealing tests on the wastewater network.
- Separating rainwater and wastewater networks.
- Treatment of water contaminants.

- Establishing a procedure for action in case of drought.
- Establishing a procedure to reduce water consumption in washing vehicles.
- Establishing a water efficiency procedure in fire drills and other firefighting activities.
- Establishing a procedure for irrigating green areas.
- Establishing a procedure in case of flooding.

Strategic objective 1: Reduction of water consumption

Specific objectives	Indicators
1.1. **Reducing the consumption** of drinking water.	• % reduction in water consumption per passenger compared to 2019.
1.2. Calculating the water footprint for all the airports in the Aena network.	• Number of water footprints assessed.
1.3. Achieving a neutral water balance in the airport network.	• % of of water offset with respect to the of water to be offset.
1.4. Adapting work procedures and water consumption to the impacts of climate change.	• % of procedures implemented with respect to those created.
1.5. Training, raising awareness and communicating about reducing water consumption.	• Nº of actions implemented.

Strategic objective 2: Increase in alternative water sources

Specific objectives	Indicadores
2.1. Increasing the consumption of water from alternative sources.	• % of water volume consumed from alternative sources (m^3) compared to 2019.
2.2. Conducting climate change impact studies on water availability at all airports located in watersheds under water stress.	• % of studies carried out with respect to airports in basins with high and extremely high stress.

Aena has identified monitoring indicators for the actions, projects and initiatives mentioned, which will be compiled on an annual basis and will be published through the company's corresponding reporting mechanisms.

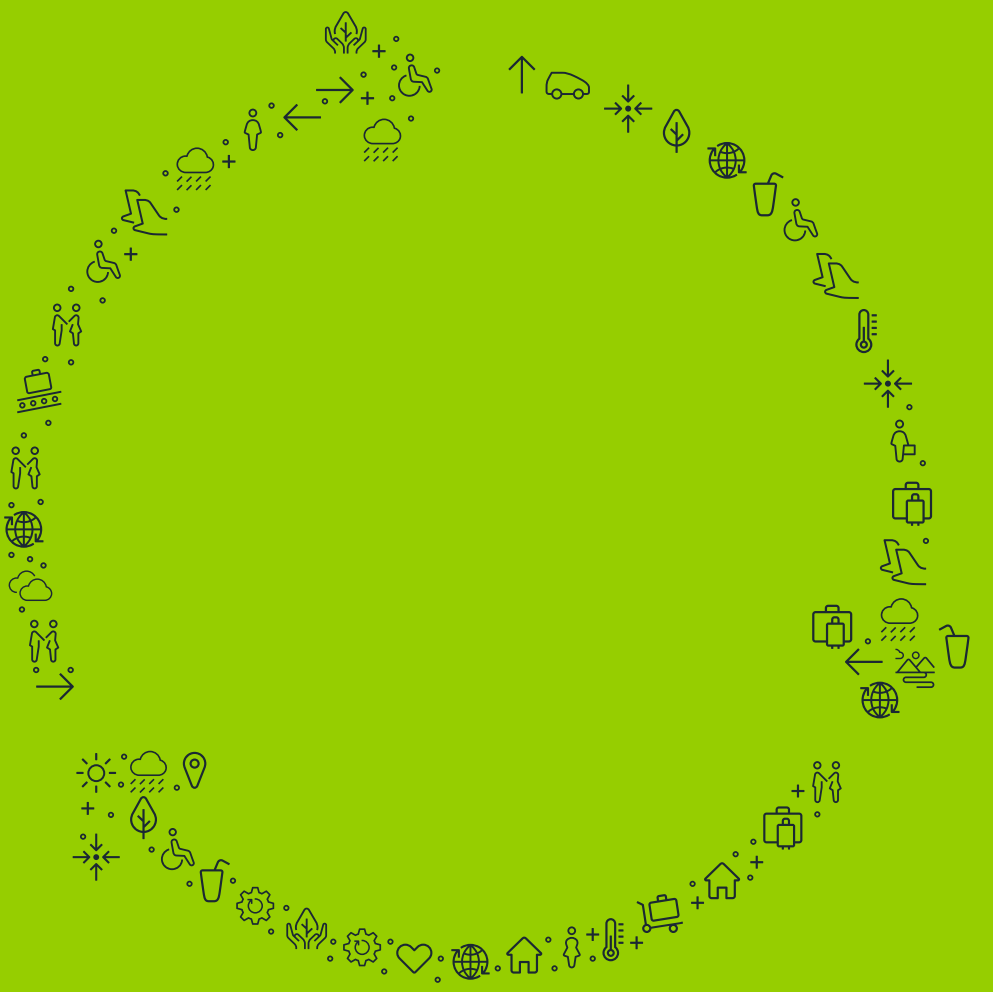
Main actions

Lines of action	Scope	Main actions
EFFICIENT WATER FOOTPRINT	Footprint calculation.	Quantifying the water footprint to obtain knowledge of its impact on the watershed and its sustainability, which will allow the adaptation of water cycle management at the airports.
	Consumption efficiency of drinking water.	Renovating facilities. Leak detection and location systems. Smart consumption meters. Incorporating new monitoring criteria in maintenance procedures.
	Neutral water balance.	Preparing studies or audits of discharges to obtain information on the polluting components in water (oils, hydrocarbons, suspended solids, etc.). Checking the network's tightness with pressure systems by sections. Installing instant-read meters or flow meters to control discharged wastewater. Installing separate networks, eliminating connections between the rainwater and wastewater network. Installing shredder impeller pumps at points in the network that take in solid waste.
	Adapting procedures for climate change.	Defining and implementing procedures for: - Water management for drought response. - Water efficiency in fire drills and other firefighting activities. - Action in case of flooding. - Good practices at the airport to reduce water consumption in washing vehicles. - Efficient irrigation in green areas of the airport.
	Awareness-raising and communication.	Preparing an awareness plan on minimising water consumption for employees, customers, and companies that carry out their activities at the airport. Defining quantified water consumption requirements for contracts with suppliers.
	Increased reuse of water.	Feasibility studies and implementation and use of alternative sources. Execution of water regeneration facilities at the airport.

6

Circular economy

We are committed to developing a Circular Economy that encourages maximising recycling and minimising the volume of waste generated.



6.1. Context

When defining the **line of action for the Circular Economy**, legislation is the basis for its elaboration. In this regard, different regulations are being developed that will have an impact on Aena.

Aena has developed a strategy that will allow it to move towards improved waste management in the future.

Key data from Aena's Circular Economy line of action

It will make it possible to increase recycled waste by **13% by 2030**[8] (59% in 2019; 72% in 2030).

A new model of payment system by generation will be implemented; **it will promote recycling and reducing waste** generated from the concessionaires.

It is **aligned with applicable legislation**.

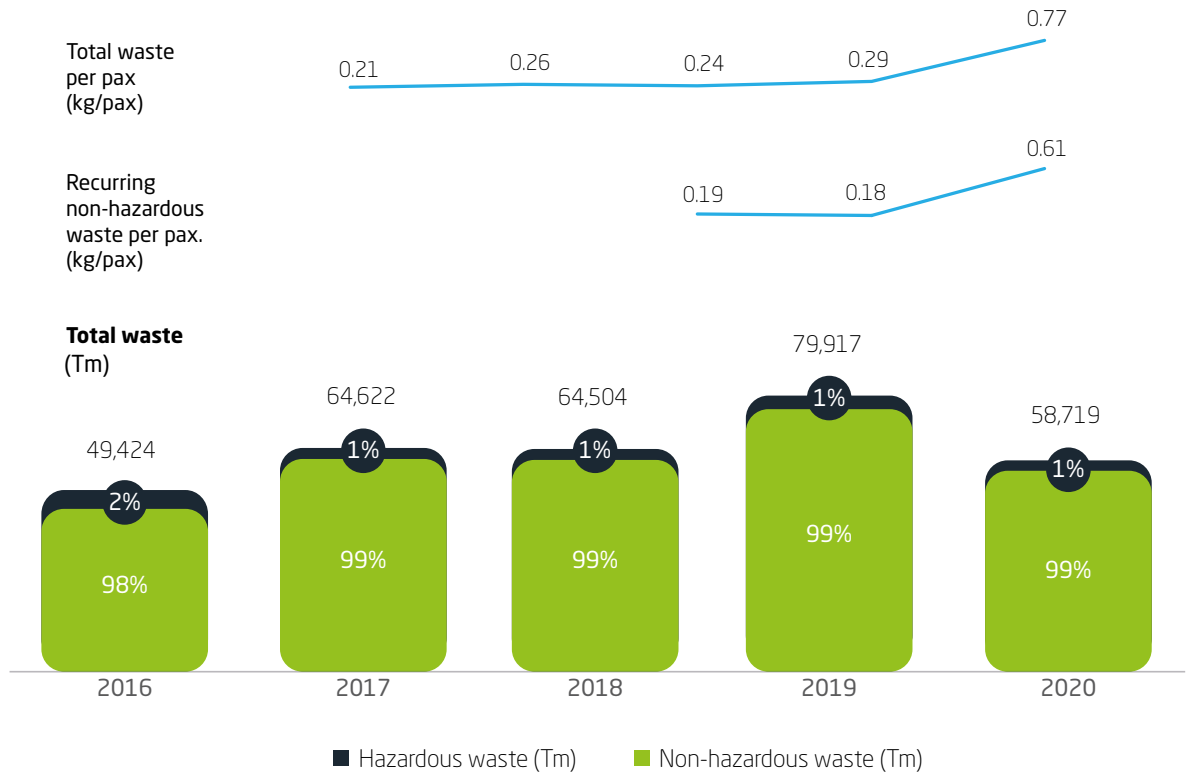
[8] Excluding waste associated with "Construction" and "Hazardous" category.

6.2. Starting point

In order to prepare this Strategic Plan, a **diagnosis of the current situation** regarding waste management was made to assess the amount of waste generated based on type and origin, its destination and the agents involved in its management.

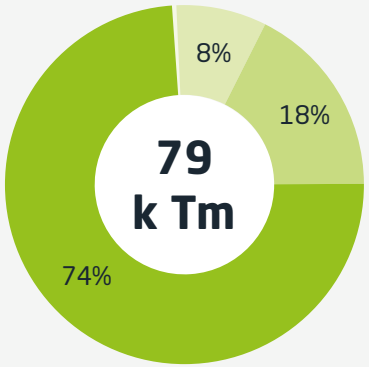
As shown below, Aena generated approximately 80,000 tons of waste in 2019, or 0.29 kg of waste per passenger.

Total waste from Aena (Tm, 2016-2020)

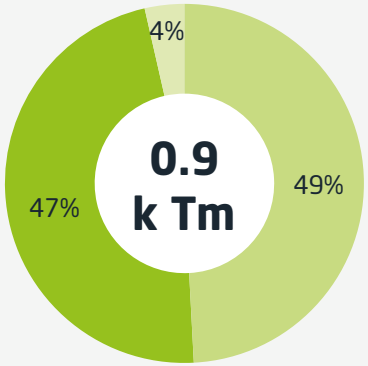


Total quantity and destination of waste

Non-Hazardous Waste



Hazardous Waste



+90% recycled | 20% to 90% recycled | Elimination

Recycling includes the activity carried out by waste managers

Of the nearly 80,000 tons of waste generated in 2019, approximately 79,000 tonnes were **non-hazardous waste**, while about 1,000 tonnes were hazardous waste.

Of the total non-hazardous waste generated in 2019, approximately **74% was fully recycled** and 8% was partially recycled, while about 18% of the remaining waste was disposed of.

Several airports have a **non-hazardous waste transfer plant**, which makes it possible to concentrate and improve the conditions of their temporary storage, especially unsegregated waste similar to household trash. On the other hand, there are generally temporary storage points for hazardous waste, all of which are equipped with pollution prevention measures that suit their nature. In these areas, waste is deposited into separate containers, where it is stored until removal by authorised managers.

Airports carry out exhaustive controls for all the waste generated, as well as storaged until its removal and transfer to an authorised manager for external treatment. Verification of proper management for the waste generated by Aena is carried out through **periodic monitoring of the activities by Operational Control**.

6.3. Objectives and main actions

A **key strategic objective in terms of circular economy** has been defined:

Aena is committed to the Zero Waste objective, laying foundations in measuring and monitoring the waste generated, increasing the progress of recycling for non-hazardous recurrent waste to achieve zero waste by 2040.

The intermediate target is **to increase the percentage of non-hazardous waste** that's recycled to 72% by 2030.

Objective: Achieving Zero Waste by 2040[9]

[9] An objective focused on non-hazardous recurring waste, excluding construction waste and hazardous waste.

Main actions

Lines of action	Scope	Main actions
CIRCULAR ECONOMY	Measuring and monitoring waste.	Implementing technology that makes it possible to monitor waste generated.
	Reduction of waste generated.	Implementation of a payment system for third-party waste management based on quantity managed (PAYT).
	Sustainable materials.	Strengthening environmental requirements for providers
	Driving separation and recycling.	Pilot project to recycle and sustainably handle old work clothes. Reusing construction waste for application on pavements or other uses (e.g. milling). Evaluating improvements in location/signage for containers.
	Energy recovery and composting.	Developing composting plants to valorize the waste generated by airports. Developing a biofuel production facility at AS Madrid-Barajas airport.
	Collaboration and Awareness.	Training and communication for employees. Collaborating with institutions, partners and organisations in the aviation industry to deploy initiatives related to waste management and circular economy.

The key pillar of the line of action for Circular Economy focuses on improving the measurement and traceability of waste generated. To this end, waste monitoring is very important and it may be monitored through two alternatives, depending on the specificities of each airport.

Alternatives for monitoring waste generated:

- **Technological solution:** Identifying the waste's source with RFID cards or QR codes, and potentially using a scanner to evaluate the recycling quality.
- **Alternative solution:** Our own employees or employees from subcontracted companies would do "door-to-door" waste collection and do a visual check of the quality of separation.

As a result of this monitoring, a **waste management payment system** for third parties based on the amount managed will be implemented (PAYT). This new pay-per-generation system will optimise waste management, significantly promoting separation and recovery in the airport ecosystem.

Aena will develop a new payment management system for waste that will have the following characteristics:

Model: Replacement of a payment formula based on the m² of commercial area with another associated with the volume of waste generated. A lower payment will be set for separated waste to encourage its valuation.

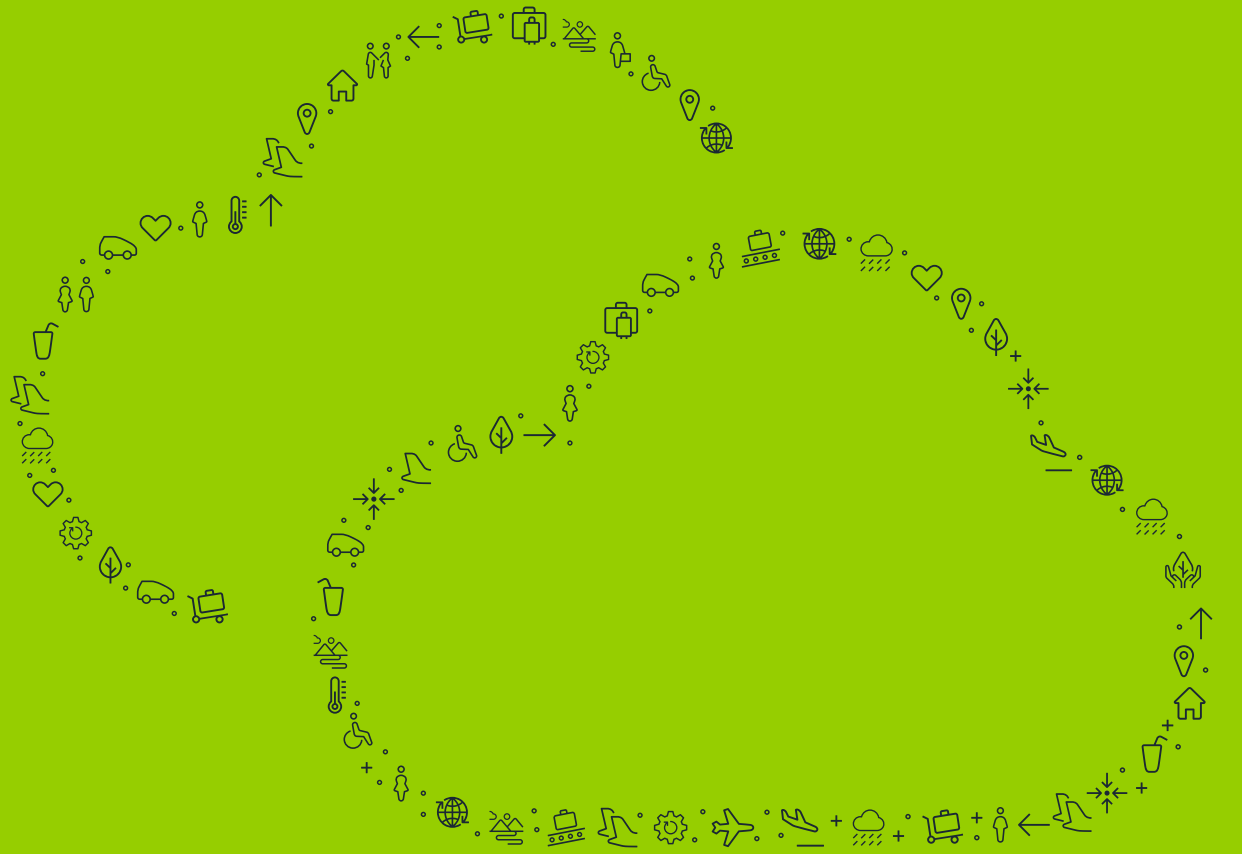
Company scope: The payment system will apply to all companies that generate waste at Aena's facilities (e.g. commercial premises, Rent-a-Car, Ground Handling).

Airport scope: Implementation will start with a pilot and will progressively expand to other airports through 2030.

7

Air quality

We're working to contribute to improving air quality around the airports where we operate.



7.1. Context

In addition to the CO_2 emissions mentioned in the Climate Action Plan, energy consumption generates other emissions that are harmful to air quality (e.g. NO_x, SO_x). In this respect, the European Commission is committed to reducing emissions in order to improve the quality of air through the **Clean Air Programme for Europe**. This programme has resulted in the development of the "National Emission Ceilings Directive," which aims to reduce the negative health impacts of air pollution by 2030.

Aena is convinced of the private sector's importance in achieving the Sustainable Development Goals. Therefore, it has aligned its business model with the United Nations 2030 Agenda to contribute to achieving them. **Improving air quality** is in SDG 11 ("Sustainable Cities and Communities"), an objective to which the company is fully committed.

Aena aims to contribute to improving air quality, so projects are being carried out to make progress in this regard.

Air quality is particularly significant at airports near large cities (e.g. Madrid, Barcelona, Palma de Mallorca) as there may be episodes of high pollution when airport facilities' contribution is low. The company is committed **to contributing to improving future air quality**, as proposed by governments and international institutions.

The **Air Quality line of action** goes hand in hand with developing the Climate Action Plan, which defines the strategic projects that aim to reduce CO_2 emissions. These projects also have an impact on indicators associated with air quality (e.g. NO_x, SO_x, PM_{10}). Therefore, evaluating the potential improvements associated with the initiatives carried out is necessary.

7.2. Starting point

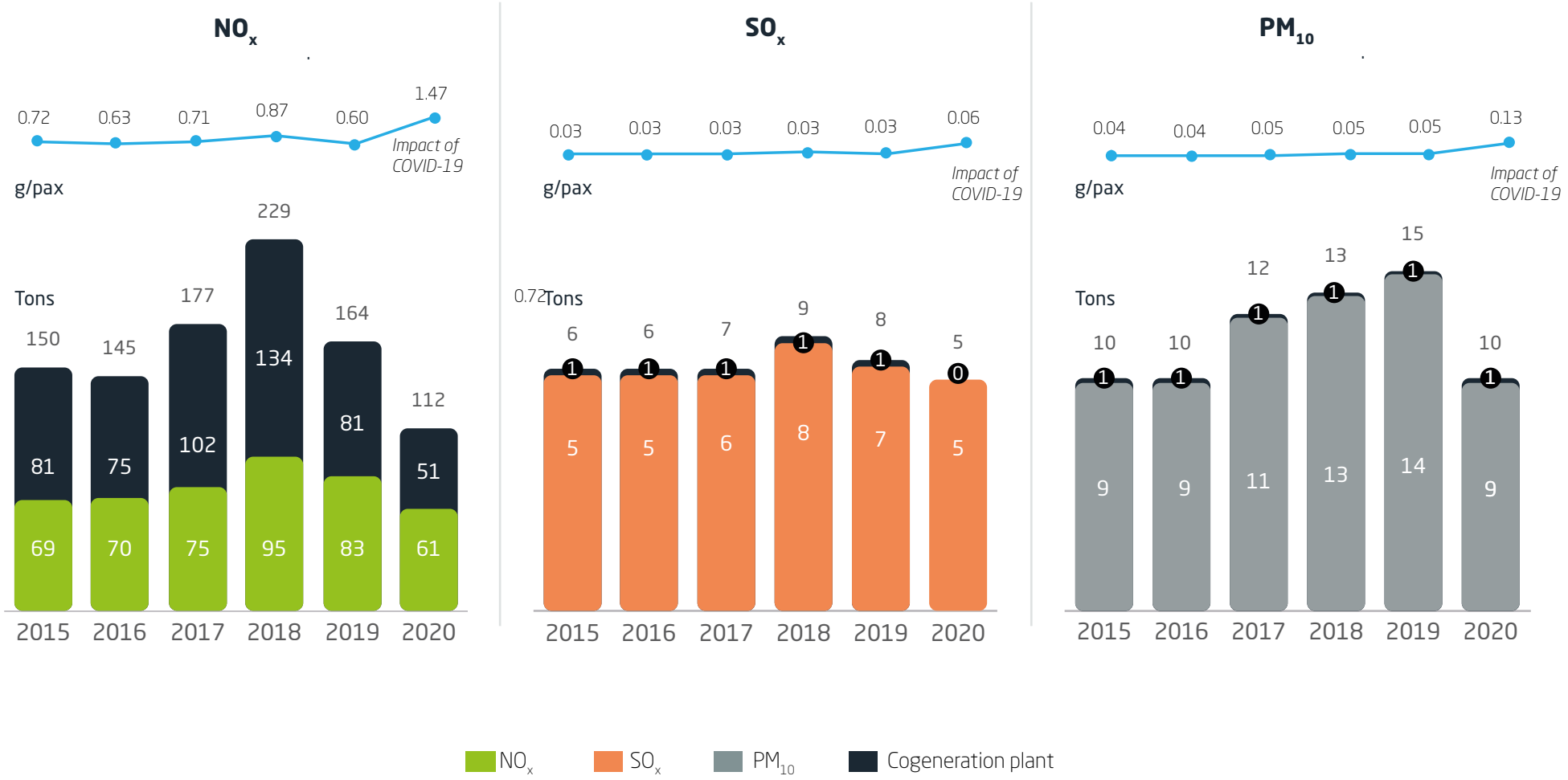
Aena **monitors atmospheric emissions** generated by its activity through air quality monitoring networks located at Adolfo Suárez Madrid-Barajas, Josep Tarradellas Barcelona-El Prat, Palma de Mallorca, Alicante-Elche and Málaga-Costa del Sol. They measure the concentration levels of the main substances (e.g. nitrogen oxides NO_x and particulate matter PM).

In addition to measuring, Aena is committed to reducing the emissions generated by the airport activity. To this end, emissions from the consumption of different fuels at airports are evaluated.

Additionally, **Aena shares the air quality levels** from the Madrid-Barajas airport stations on its website. These immissions account for both the airport activity and that of other sources outside the airport present in the area.

The fuels used in Aena's daily operation have a **heterogeneous impact** on the different emissions evaluated with regard to air quality. For example, diesel has a significant weight in terms of SO_x, while kerosene is the main cause of PM_{10} emissions.

Evolution of air quality emissions by type of fuel and cogeneration plant



7.3. Objectives and main actions

Air quality

The Air Quality line of action is based first and foremost on all the actions set in the Climate Action Plan for reducing CO_2 emissions. That is to say, this line of action integrates all the CAP actions related to emissions generated by our own operations (renewable energy, energy efficiency and our sustainable fleet), as well as by third parties (clean propulsion and efficiency in aeronautical operations, sustainable ground handling fleet and sustainable mobility).

These actions involve not only a quantifiable reduction in CO_2 emissions but also NO_x, SO_x and PM emissions, among others, which significantly impact the airport's air quality.

Secondly, pilot projects will be developed based on **technological solutions that make it possible to reduce the volume of air pollution**. These actions will make it possible to achieve the objectives set by Aena. Those goals are focused on reducing the three main air quality indicators.

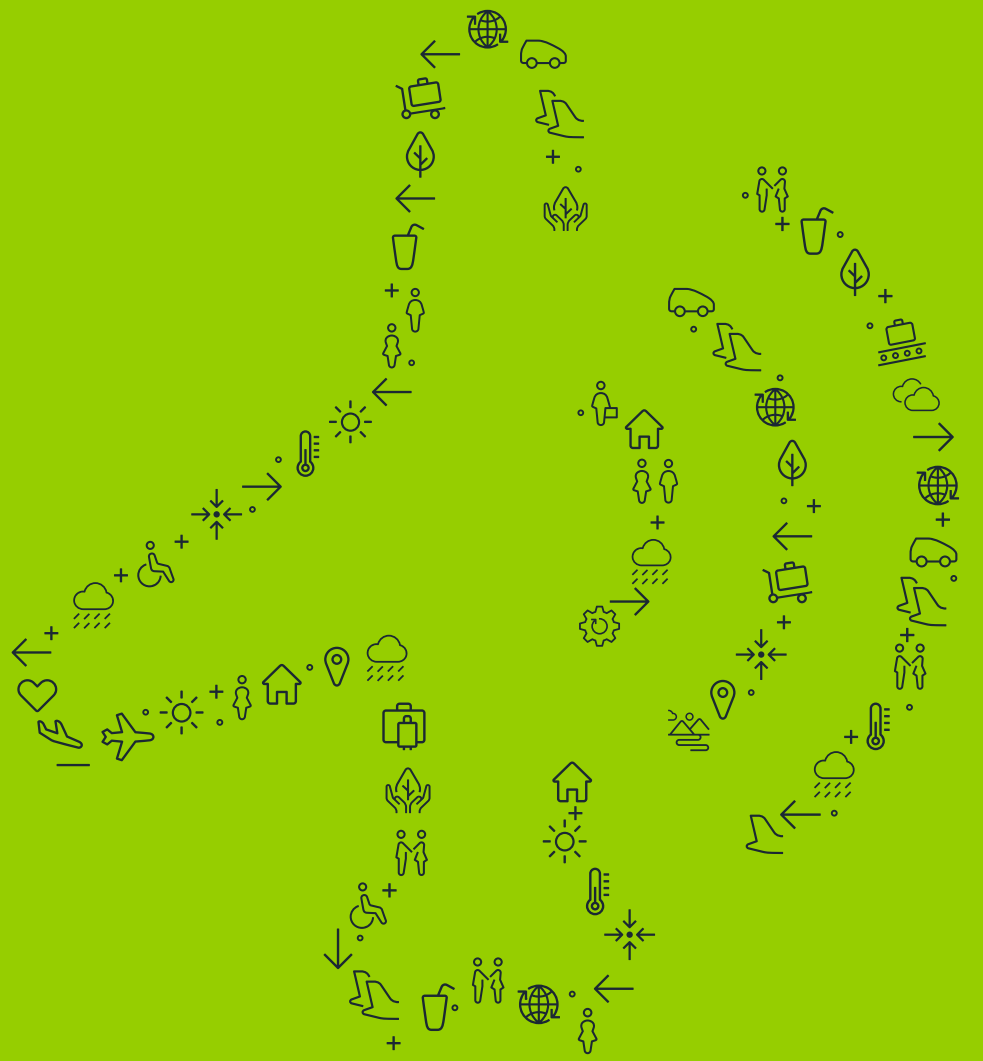
Our own emissions	Third-party emissions
• A 22% reduction in NO_x emissions per passenger compared to 2019. • A 36% reduction in SO_x emissions per passenger compared to 2019. • A 15% reduction in PM emissions per passenger compared to 2019.	• Aena will act as a driving force for other actors in the sector, contributing to reducing NO_x, SO_x and PM emissions that come from its operations.

In order to achieve the strategic objectives set, Aena is taking part in actions and measures aimed at energy efficiency, using renewable energies, sustainable mobility and reducing emissions from third parties, in line with the provisions of the Climate Action Plan.

8

Noise management

We're taking the necessary steps to minimise our facilities' acoustic impact on local communities.



8.1. Context

Noise pollution is one of the main environmental aspects generated by airport activity. Therefore, it's necessary to carry out steps for measurement, reduction and control, as well as acoustic insulation and communication plans to minimise the acoustic levels of the areas near the airports.

European directives and national legislation play an important role in defining the scope of noise projects carried out by Aena.

The **Acoustic Insulation Plans (AIP)** are corrective measures to minimise the disturbances caused by aircraft noise and to ensure compliance with noise quality objectives inside buildings. These plans are necessary to comply with the acoustic quality objectives established by Royal Decree 1367/2007 and to be in accordance with the procedure and requirements established by Law 5/2010 of March 17 and in the corresponding Environmental Impact Statements.

Aena's **line of action for Noise Management** will depend on the progress made by operation at each airport and the potential obligations that arise as a result of the legislation, defining the actions to be carried out.

8.2. Starting point

In looking toward creating this strategy, the **current situation** in terms of managing noise has been assessed to evaluate the initiatives carried out by airports.

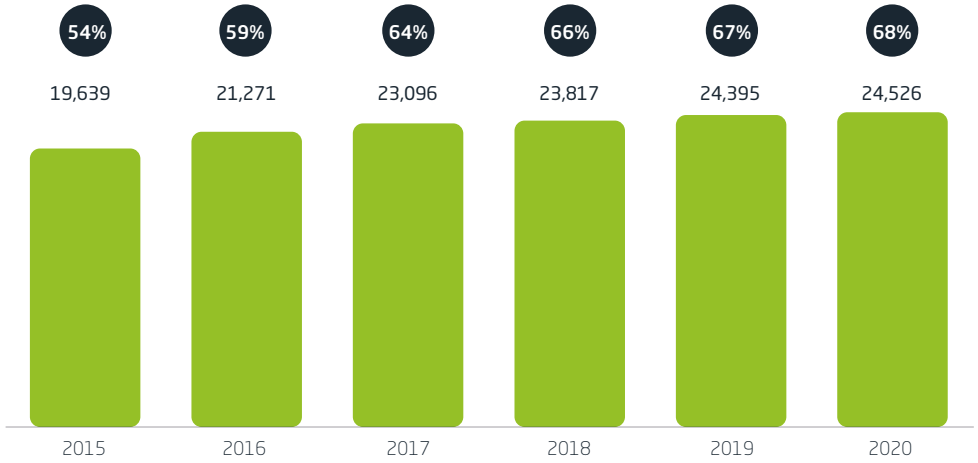
Major initiatives carried out in relation to noise management:

Noise control, monitoring and minimisation: developing noise monitoring systems in areas neighbouring airports, providing information on aeronautical operations and noise levels, defining acoustic easement areas, preparing an acoustic insulation plan and defining a company ranking programme associated with the use of sustainable fleets.

Collaborative management: Creating noise management working groups with major airlines and air traffic service providers under Eurocontrol's Collaborative Environmental Management (CEM) framework and with neighbourhood associations and the administration.

Among the actions carried out, the acoustic insulation plan developed by Aena stands out, with a total investment of €330 million in the period from 2000 to 2019. To carry out the corresponding Plans, the company is making a **Management Office for the Acoustic Insulation Plans** available to the public to address any questions that homeowners who have the right to request these types of actions may have.

Number of soundproofed homes (total) - 2015-2020



8.3. Objectives and main actions

A **strategic objective** for action regarding noise management has been established for service provision.

Objective: Limiting the impact of noise on local communities

The main project that will be developed in this strategy is the **continuation of the Acoustic Insulation Plans**, expecting to be able to increase soundproof houses by 36%, reaching 33,000 insulated homes by 2030.

Additionally, Aena has set objectives like implementing **monitoring systems for noise** with significant acoustic positioning in order to share information with future passengers, thus improving transparency and communication at those airports.

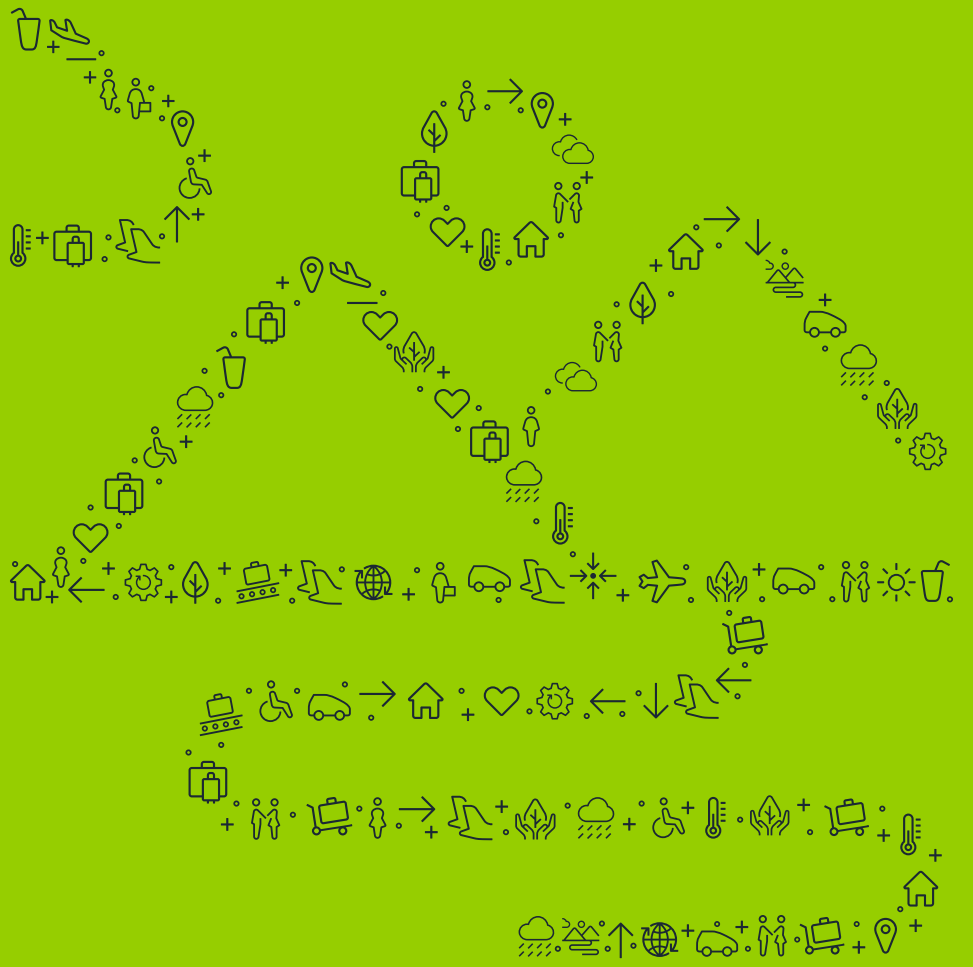
Main actions

Lines of action	Scope	Main actions
NOISE MANAGEMENT	Noise control, monitoring and minimisation.	Providing information on aeronautical operations and acoustic levels generated.
		Measurement system for noise produced by aircraft.
		Overall assessment of noise exposure in a given area.
		Defining acoustic easement areas.
		Housing insulation plan to reduce the impact of noise.
		Airline ranking based on sustainability criteria.
	Collaborative management.	Creating noise management working groups with major air traffic service providers.
		Having regular meetings with the local community to promote collaboration and transparency (community engagement).
		Creating working groups under Eurocontrol's EMC framework with airlines and air traffic service providers at major airports.

9

Preserving biodiversity

We're implementing initiatives focused on protecting and conserving the natural habitats where various airports are located.



9.1. Context

The world's growing **loss of biodiversity** has been identified by different countries as a significant problem in environmental terms.

In this regard, the European Union has developed a **Biodiversity Strategy for 2030**, which includes key commitments that will improve its current situation.

Spain is one of the European Union's richest countries in terms of biodiversity, so protecting it is essential.

At Aena, the diversity and types of ecosystems that can be found through out the network's airports varies widely. This is why each airport can house different **habitats that have been preserved and maintained** over time. In this regard, the company carries out actions to protect natural areas, studies the fauna in the environment and has monitoring and surveillance services for vegetation in the area around the airport.

Aena also carries out **Environmental Impact Assessment (EIA)** procedures. This way, it enables the preservation of natural resources and the defence of the environment by introducing the environmental variable in decision-making about any plans and projects expected to have a significant impact on our surrounding area.

9.2. Starting point

In looking toward creating this strategy, the **current situation** in terms of managing biodiversity has been assessed to evaluate the initiatives carried out by airports. These include three main actions that have been taken by airports:

Initiatives for protecting biodiversity: Actions carried out by specific airports (e.g. marking individuals of protected species).

Communication and raising awareness: Developing awareness campaigns to raise awareness on issues relating to protecting native flora and fauna (e.g. awareness around the plundering of volcanic rocks).

Volunteering: Volunteer events with employees (e.g. beach cleaning in Ibiza).

Currently, the airports managed by Aena take **actions to support biodiversity**, carrying out initiatives according to the needs of their surrounding area. They also carries out Environmental Impact Assessment (EIA) procedures. This way, the preservation of natural resources and the defence of the environment are enabled by introducing the environmental variable in decision-making for any plans and projects expected to have a significant impact on the surrounding area.

9.3. Objectives and main actions

A **strategic objective** for taking action with regard to the line of action for biodiversity has been established for its service provision.

Objective: Protecting and promoting local and global biodiversity

To achieve this strategic objective, the actions, specific objectives and related indicators are shown below.

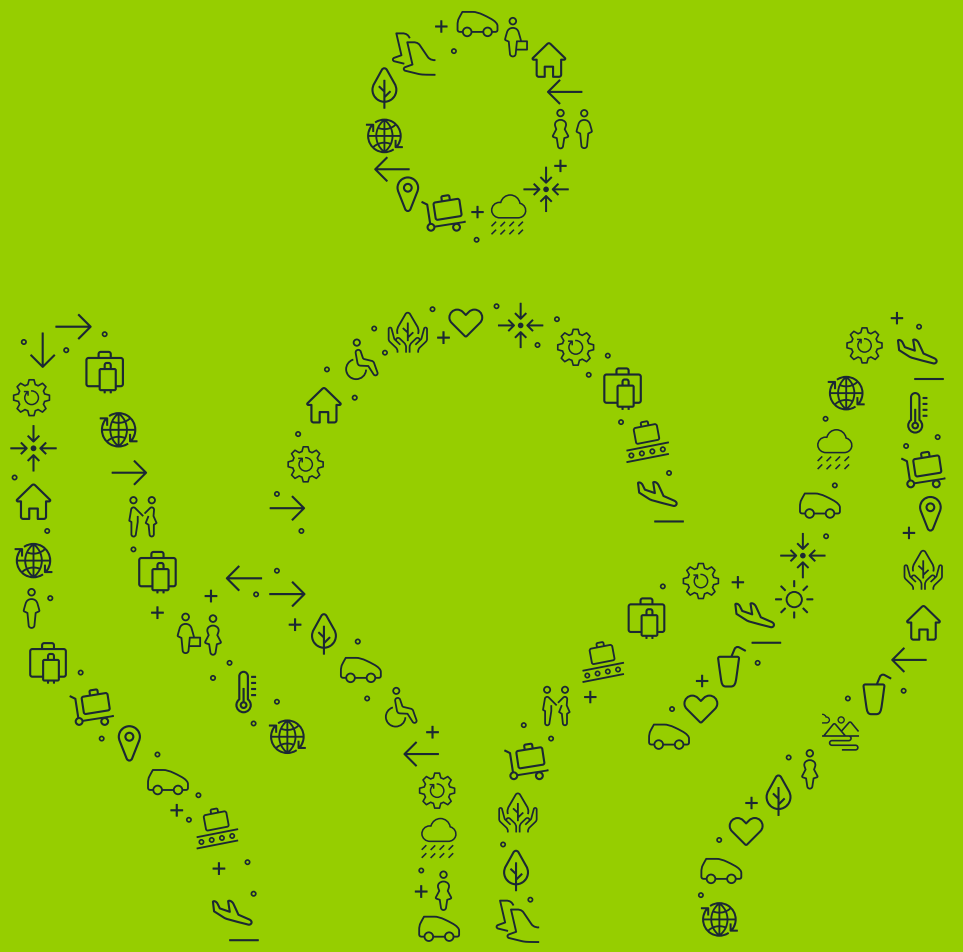
Main actions

Lines of action	Scope	Main actions
PRESERVATION OF BIODIVERSITY	Protecting biodiversity in the area around the airport.	Creating ad-hoc initiatives at airports to protect local fauna (e.g. marking vultures at the Madrid and Bilbao airports).
		Replacing pesticides with more environmentally friendly ones.
		Preparing exhibitions at airports to raise awareness on issues related to protecting native flora and fauna.
		Organising volunteer activities with employees/NGOs/schools to promote the protection of biodiversity at airports.
		Developing pilot projects that use technology to limit the impact of Aena's operation on local biodiversity (e.g.Halcodrón, Radar Aviar).
	Fighting wildlife trafficking.	Evaluating future opportunities to assess Aena's potential involvement in mitigating species trafficking.

10

Social commitment

We're working on developing social initiatives to contribute to the creation of added value along with our employees and the communities where we operate.



10.1. Context

The current context has strengthened the idea that social issues, which are oriented toward and designed to ensuring the **creation of shared value**, have great significance in achieving sustainability objectives.

Economic, environmental and social sustainability underpin the model of the future.

Key areas

- **Creating shared value** for shareholders, stakeholders and society
- **Measuring** social impact.
- **Transparency**, accountability.

Future trends

- Boom in **sustainable finance** (future social taxonomy).
- Protecting **Human Rights** (modern slavery).
- Guidelines and **reporting frameworks for non-financial information**.

The strategy associated with the **local community** considers four main points:

Circumstantial

The pandemic has accelerated momentum because of the importance of social affairs. Businesses are therefore called upon to participate directly in the socio-economic development.

Regulatory

The new trends and guidelines put special emphasis on the social aspect and protecting human rights and disadvantaged groups. As a result, Aena's international presence has led to the human rights policy being proposed for rollout under due diligence parameters.

Reputational

Collaboration with local and national entities and Aena's active participation in developing the area where its assets are located contribute to improving.

Strategic

Actions at the network level promote the image of homogeneity and coherence within the organisation and the value contribution.

On the other hand, the **strategy regarding its employees** is also of great significance and is impacted by the current context. The growth of digitisation and globalisation has increased competition in the labour market, offering a wide variety of opportunities to employees both internationally and nationally.

Companies must make additional efforts to **retain talent**. This is because employees can access job offers more easily and competitors are putting more importance on boosting employee satisfaction.

For example, we can see the growing significance of employer branding, wellness initiatives and some international recognitions such as "best place to work" in recent years and this can influence employees' decisions.

With this in mind, companies **must be mindful of their corporate image** and their employees in order to capture and retain the talent that will allow them to achieve their strategic objectives.

people count

10.2. Starting point

Relationship with the community

The company promotes **steps for social action** in collaboration with different public and private institutions. The aim is to propose social action that's aligned with the business strategy, which contributes to its consolidation and responds to the requirements of all stakeholders (leaseholders, business partners, the local community, passengers, employees, etc.).

The **Strategic Plan for Corporate Responsibility** was presented and approved by the Board on the 10th April 2018, for the 2018-2021 period. This plan includes five lines of action that have since been developed and the progress made has been regularly reported.

Since 2020, the plan has been adapted by focusing on some of the actions more closely linked to the social needs arising from COVID-19, as well as strengthening the transparency axis.

Aena has been working on social initiatives for years in order to bring added value to both the community and the company's employees.

Managing people

In order to address current technical or regulatory challenges (digital transformation, talent, health and safety, etc.), Aena has a **specific line of action in terms of human resources** that focuses on attracting and retaining talent, developing the skills needed and supporting digital transformation.

Throughout 2020, the evolution and development of corporate objectives have been partially changed due to the outbreak of Covid-19 and the resulting requirements imposed by the new reality of work. These have served the company in deploying a multitude of actions, particularly those focused on **protecting health and safety and promoting the digital and cultural transformation** of employees. All this has made it possible to make progress on the commitments already been made, as well as on those that came about as a result of the situation.

The Directorate of Organisation and Human Resources carries out the corresponding tasks, considering the limitations due to Aena's status as a public company of the state. In this regard, the company has the **Programmes for Detecting Potential and Employer Branding, as well as the Succession Plan**, to mitigate the aforementioned risks, among other measures.

10.3. Objectives and main actions

The strategy set forth in this block builds on existing measures and includes best practices that can add value. These projects establish the **main lines** of action that will make it possible to have a sustainable recovery that brings value to both its employees and the community. The strategy's main objective is:

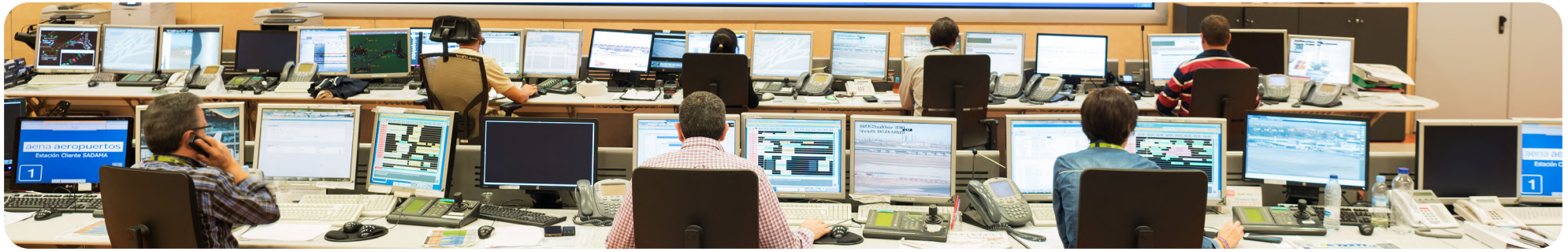
Objective: Putting individuals and communities at the heart of the organisation

Areas of action and projects

The two programmes included in the social axis are divided into areas and projects that bring **greater granularity** to Aena's strategy.

The projects in the line of action for People Management include the first measures aimed at **developing a Training Centre**.

This centre aims to be the development of the **IADA Campus**, focused as a comprehensive training service. There should be a high-level physical space, with a main building of classrooms and several buildings to house simulators (e.g. Rescue and Fire Fighting Services (RFFS) maintenance, driving...).



To achieve this objective, the areas of action, specific objectives and related indicators are shown below:

Community Relations line of action

Human rights. Having the appropriate mechanisms to identify, prevent, mitigate and account for how their impact on human rights is addressed.

Sponsorship and social action. Supporting groups in vulnerable situations to ensure their inclusion in society, giving them access to development, as well as providing them with tools to bring greater visibility to the relevant social causes.

Education and research. Contributing to the generation of economic activity and employment in the community by conveying knowledge and supporting local business activities.

Relationship with People line of action

Diversity and Inclusion. Bringing visibility to the significance of equality and inclusion by developing policies and proactive participation in dedicated programmes.

Career Development. Detecting and promoting high performance, motivation and commitment in order to retain talent within the company, while also improving Aena's brand image.

Work/Life Balance and Motivation. Improving employee satisfaction through the job wellness programme and greater flexibility to achieve work/life balance.

Developing a Sustainable Culture. Evolving the Company's culture and policies to adapt to the current context and to ensure future sustainability.

Main actions: Relationship with the community

Lines of action	Scope	Actions
EDUCATION AND RESEARCH Contributing to generating economic activity and employment in the community by conveying knowledge and supporting local business activities.	Aena with research.	Supporting scientific research projects that respond to environmental and/or social problems in geographical areas where Aena is present and whose impact in that area is particularly significant. Developing collaboration agreements with universities and technology centres for developing environmental and social sustainability projects.
	Transmission of knowledge.	Promoting training and aeronautical studies among young people, especially women.
HUMAN RIGHTS Moving towards an anticipatory management strategy for human rights risks, impacts and opportunities, ensuring continual dialogue with all actors involved.	Implementing a human rights due diligence process.	Continuing the implementation of the due diligence process in accordance with the requirements established by international organisations.
	Value chain.	Including human rights clauses in agreements with providers to ensure co-responsibility between Aena and its ecosystem.
	Corporate culture of human rights.	Aena's involvement in memberships/associations related to human rights. Providing specific human rights training to Aena employees.
SPONSORSHIP AND SOCIAL ACTION Supporting sectors impacted by the crisis (e.g. culture) by facilitating their development and boosting their visibility.	Vulnerable groups.	Expanding the "Aena with Music" project, developing scholarships to support young talents and disadvantaged groups. "Aena with Autism" project. Developing the solidarity payroll programme for all Aena employees, contributing part of the payroll to non-profit entities. Developing homogeneous guidelines at the corporate level regarding the management of lost objects, abandoned objects, and those resulting from fixed asset disposals. Events and awards for promoting diversity. Collaborating with social entities for carrying out volunteer activities for Aena employees, which are focused on solving a social problem in the airport environment. Participating in regeneration projects in the communities near the airports.
	Environmental projects of a social nature.	Developing environmental projects that generate positive impacts on the community.
	Hosting events.	Giving spaces in airports to social entities and foundations for sharing and raising awareness about social problems, as well as carrying out actions that promote culture and art.

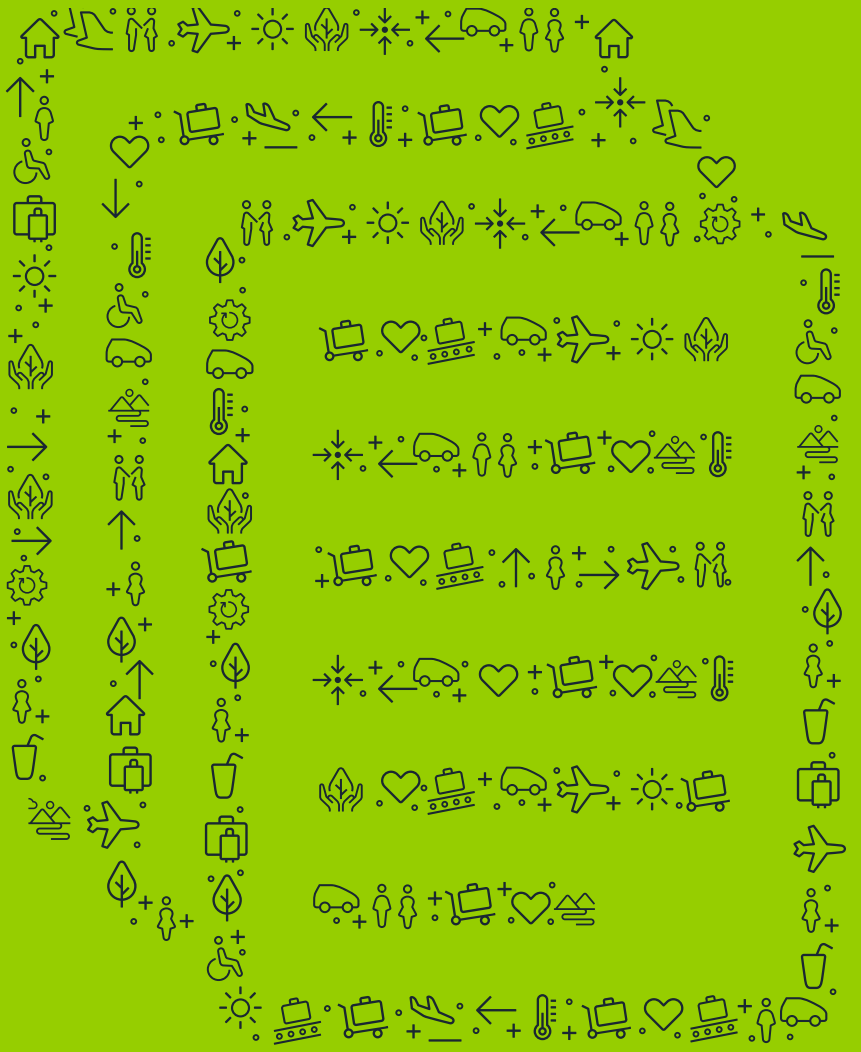
Main actions: People management

Lines of action	Scope	Main actions
DIVERSITY AND INCLUSION Making the significance of equality and inclusion visible through developing policies and proactively participating in dedicated programmes.	New Equality / Diversity Plan.	Negotiation and implementation of the new Equality Plan. Promoting programmes aimed at women. Promoting and participating in campaigns and events related to equality. Incorporating the use of inclusive language in documents.
CAREER DEVELOPMENT Detecting and promoting high performance, motivation, and commitment in order to retain talent within the company while also improving Aena's brand image.	Talent attraction and retention.	Developing Employer Branding to attract and retain talent. Reactivating the figure of brand ambassadors and diversity.
	Training, Development, and Career.	Evaluating opportunities to develop new focuses for the Mentoring Programme. New training itineraries that contribute to the cultural and digital transformation. Customer Centricity and Excellence Programme for raising awareness of the importance of excellence in customer service. Career Plans and Potential Management Programme. Signing new agreements with universities and CE centres throughout the region.
WORK/LIFE BALANCE AND MOTIVATION Improving employee satisfaction through the job wellness programme and greater flexibility to achieve work/life balance.	Digital Disconnection and Teleworking Policy.	A Teleworking Policy that allows employees to work remotely. A Digital Disconnection Policy that encourages respect for employees' working hours.
	Comprehensive Occupational Welfare.	Plan for the integration and coordination of resources for well-being.
DEVELOPING A SUSTAINABLE CULTURE Evolving the company's culture and policies to adapt to the current context and to ensure future sustainability.	Evolution of the organisational culture.	Developing a plan of cultural change with a greater focus on sustainability, as well as on customers, business, innovation, agile, data-driven.

11

Strategy management

We've defined a set of plans for coordinating, implementing and monitoring the strategy and check how the fulfillment of objectives evolves.



11.1. Investment plan

The programmes constitute a comprehensive sustainability strategy in all its areas, a strategy that defines Aena's roadmap for the coming years. In order to carry it out and position the company as a leader in sustainability, **investments of nearly €750 million** will be carried out through 2030.

These investments will minimise the Company's ESG risk, while promoting maximum use of the opportunities for growth associated with the **green economy** in the airport sector and in the air transportation sector in general, highlighting Aena's commitment as a force in the sector in terms of sustainability.

The company is committed to transforming the sector, laying the foundations for the decarbonisation of air transportation and maximising sustainability and supporting sustainable recovery. For this, Aena will work internally as well as in collaboration with the other actors involved.

Most of the investment is related to the **Climate Action Plan**, amounting to almost €550 million. However, other significant investments will be made, such as the **Aena Campus** (€125 million) and **acoustic insulation for homes around airports** (close to €70 million).

11.2. Communication and transparency

As a crosscutting block, Aena's Sustainability Strategy includes **continuous communication with its stakeholders** to ensure the transparency of the results obtained through the plan. The strategies described in this document allow for annual monitoring of the development of the projects implemented and they will make it possible to strengthen communication with third parties by defining a scorecard of key indicators.

The company has also maintained its presence on ESG indices. Aena is participating in international initiatives (ACA Programme, ACI EUROPE's Net Zero) and it makes its climate change data public by reporting to the Carbon Disclosure Project (CDP). In this regard, communicating with **ESG rating agencies and shareholders** will be significant and this will be done periodically, in compliance with the major international standards.

Finally, the strategy must go **further and strengthen communication and transparency** with other stakeholders (e.g. passengers, local community) in order to identify areas for improvement and account for the commitments established.

Aena understands transparency as an essential pillar for the trust of all its stakeholders. To ensure effective two-way communication, the company makes a set of communication channels available to all its stakeholders, including its website and social media.

11.3. Governance

Aena's Board of Directors considers **sustainability and the fight against climate change** to be priorities in managing the company. The Board has therefore decided to play a pioneering role by the step taken in terms of commercial companies' responsibility and commitment in environmental matters.

To this end, the Board has proposed that Aena should not only have a solid plan for facing climate change, but it should also have one in the areas of transparency and shareholders' participation in carrying the plan out. Aena has therefore become **the first Spanish company and one of the first in the world to report to its shareholders** every year on its Climate Action Plan. This means that the Climate Action Plan was submitted to an advisory vote at the company's General Shareholders' Meeting in April 2021 and monitoring of the plan's implementation will be presented annually through the Updated Climate Action Report.

In accordance with the TFCD's recommendations, Aena's Board of Directors will be the highest body responsible for managing and reporting non-financial information related to climate and sustainability.

The Board of Directors' powers include:

Approving the Climate Action Plan.

Guidance and control of the strategy, objectives, risks and results in matters related to sustainability.

Supporting the Audit Committee in the process of supervising the risk management system, ensuring the identification, management and communication of the main risks in the planned levels.

Monitoring the progress of the Sustainability Strategy/Climate Action Plan (including actions and associated risks).

The Board of Directors has also established a **Commission on Sustainability and Climate Action**. Its mission is to review and monitor the Sustainability Strategy/Climate Action Plan and the fulfilment of its objectives.

This committee is made up of at least five directors appointed by the Board of Directors. Its roles will include reviewing existing policies and developing environmental and social policies, monitoring the main strategic lines and supporting the Audit Committee in monitoring sustainability risks, reviewing the degree of compliance with sustainability actions and validating the future sustainability strategy.

To cover the aforementioned issues, the Commission shall meet at least four times a year (art. 24 bis Regulations) **to ensure regular monitoring** of the actions carried out.

As a result of the Sustainability Strategy, Aena has created the position of Chief Green Officer. The aim is to make sustainability a fundamental element in the company's decision-making and strengthen commitment in this regard with all stakeholders.

11.4. Follow-up

The main tasks of the Commission on Sustainability and Climate Action include:

- **Promoting, guiding and monitoring** environmental and social policies.
- **Following up on the main strategic lines** of sustainability and collaborating with the Audit Committee in supervising the associated risks.
- **Evaluating and verifying performance and compliance with the strategy** and practices in environmental and social matters, ensuring that they're focused on achieving greater sustainability, promoting social interest and long-term value creation and accounting for the legitimate interests of other stakeholders, as well as reporting on these measures to the Board of Directors.
- **Validating the progress** of the sustainability strategy in the future.

Follow-up and reporting on the Sustainability Strategy will be done on a quarterly basis by Aena's Commission on Sustainability and Climate Action, which will report on the progress made to the Board of Directors.

The Board of Directors will receive an **annual report on the Sustainability Strategy's indicators**, where the degree of progress in achieving the objectives of the Sustainability Strategy will be shown.