Sustainability
Report
2025

A great place to work

Aeropuertos Argentina

- Our commitment
- Main results of our management during 2025
- Highlights 2025
- Letters

Who we are 01

- Aeropuertos Argentina
- Corporate strategy
- Fulfillment of corporate objectives
- Aeropuertos Argentina Cargas
- We are part of Corporación América
- 2026 Challenges

Sustainability 02

- General Statement concerning the Sustainability within Aeropuertos Argentina
- Furthering our commitment to sustainability
- Relationship with our stakeholders
- Materiality: Double materiality analysis

Strategic alliances 03

- The value of public-private partnerships
- Participation of the public sector and intervening agencies within the airport
- Agreements and alliances during 2025

Governance dimension 04

- Economic performance and investor relations
- Socioeconomic risks
- Corporate ethical behavior and regulatory compliance management
- Infrastructure and operations
- Innovation management
- Artificial intelligence
- Value chain management

Social dimension 05

- Own staff and workers in the value chain
- End users and consumers
- Impacted communities

Environmental dimension 06

- Transition to renewable energy and sustainable fuels
- Energy use and transition
- Emissions management and greenhouse gas (GHG) reduction
- Waste management and circular economy
- Water and effluent management
- Biodiversity management

GRI Table of Contents 07

- GRI 2: General content
- Governance dimension
- Social dimension
- Environmental dimension

Our commitment

At Aeropuertos Argentina, we put people and the environment in which we carry out our activities at the center. Our priority is to provide management focused on the satisfaction of passengers, companions and workers, guaranteeing excellent service through modern infrastructure, high safety standards and accessibility conditions. We work to ensure that every person has a positive experience at our terminals.

We maintain a strong commitment to the communities in the destinations chosen by those who travel with us. In order to address their needs and create concrete opportunities, we promote programs together with strategic actors. We promote inclusive employment and use health, education, art and culture as drivers of social development. We also assume the responsibility of protecting the environment through a strategy focused on reducing our carbon footprint and using natural resources responsibly.

In this way, through our activity, we connect millions of people and reassert our role as a relevant actor in the country, committed to sustainable development.

We are one of the best places to work in Argentina.

10TH
in the "GPTW" ranking.

35
airports throughout the country.

21
provinces and the Autonomous City of Buenos Aires.

91.1%
of the country's air traffic.

+2.8K
employees.

+45M
passengers.

Main results of our management during 2025

Economic and financial impact

$179,303M
invested in the business.
Vs $ 160,279 in 2024.

$566,944M
in EBITDA.
Vs $348,130 in 2024.

Ethical corporate behavior and regulatory compliance*

89%
of employees have completed training on the Ethics Code.
Compared to 85% in 2024.

2,556
employees adhered to the Ethics Code.
Increase of 167 employees compared to 2024.

Catamarca Airport

* Data accumulated from previous periods.

Exceeding our customers' expectations

45.8M

passengers in 2025

More than 15 million international passengers.
More than 30 million domestic passengers.
Vs 40,755,128 in 2024.

208,712

cargo movement in tons during 2025.

4.17

average customer satisfaction nationwide.

3.5% increase compared to year 2024 (4.03 in 2024)

In Ezeiza we managed to reduce response times to complaints by more than 65% compared to 2024.

Our virtual assistant ADA reached 1.7M conversations and 43.8M messages (satisfaction 4.4/5).

It integrated generative AI, improved flight status, and increased the use of WhatsApp payments.

Mar del Plata entered the TOP 10 of Latam & Caribbean in Airport Service Quality (ASQ).

We launched the new Aeropuertos Argentina website with more than:

12.5M
sessions.

39.3M
views.

4.8M
users.

Sofía Rigo

Strengthening a culture of innovation, agility and inclusion

2,881
employees.
Compared to 2,807 employees in 2024.

80%
of vacancies filled internally.
Exceeding 69% in 2024.

+50,800HS
of training.
Compared to 50,500 hours of training in 2024.

78%
average on all statements in the Great Place to Work survey.
Exceeding the 2024 average by three points.

+90%
of the company participated in learning activities.
Reaching 2,578 people in training programs during the year.

The Cargas School, the Operational Management School, and the Customer Experience School exceeded 85% and 90% coverage.
Consolidating the technical and operational development of the Cargas, Operational Management and Customer Experience staff.

222
additions during 2025.
In addition to the 274 new employees in 2024.

We identified more than 100 AI use cases in different areas and completed at least three high-impact POCs.

San Juan Airport

Operating safely and efficiently

1,465
participants (internal and external)
with at least one instance of education and training in risk management and emergency preparedness.

310
interventions of Operation Snow.
Strengthening winter management at nine airports in the country.

17
general evacuation drills conducted during 2025.
All of them audited by ORSNA and the company's Fire Protection Management.

104
training sessions conducted on emergency plans, use of fire extinguishers, and technical content.

$179,303M
Invested in infrastructure works.

Aeropuertos Argentina Orchestra

Creating a positive impact in the community where we operate

99%
of spending on local suppliers.
In other words, suppliers located in Argentina.

$1,198M
was the total investment in social investment programs during 2025.
In addition to the $2.793 million invested during 2024.

+1,600
people directly benefited from our social investment projects.

We extended our support for the Amaltea Civil Association, benefiting more than 1400 people per month, and increasing financial support by 250%.

Orquesta Aeropuertos Argentina reached 56 scholarship recipients, performed 55 presentations and strengthened its academic structure.

San Fernando Airport

Managing our environmental impact responsibly

12
airports certified in the ACA (Airport Carbon Accreditation) level 2 "Reduction" program.
At the airports of Aeroparque, Córdoba, Comodoro Rivadavia, Ezeiza, Iguazú, Mendoza, Salta, Tucumán, Jujuy, Bariloche, Paraná and Río Grande.

The national recycling rate increased to 26%, more than double the previous year.
In 2024 the average percentage was around 11%.

The Zero Plastic Destination program was expanded to 24 airports, with reductions in the plastic footprint across all aspects of the program.

In 2025 we certified the water footprint for three of our airports under the ISO 14046 methodology.
Mendoza, San Juan and Comodoro Rivadavia.

+68,599,000 Kw/h
of renewable energy purchased in 2025.
This represents a 23% increase compared to 2024.

We increased the supply of renewable energy at our airports, reaching 25% at Aeroparque and 100% at Aeropuertos Argentina Cargas.
These additions build upon the progress previously made in Ezeiza.

49%
of the electricity consumed in our operations comes from renewable sources.
This represents 30% of the total energy consumed.

HIGHLIGHTS 2025

China Eastern at Ezeiza: the world's longest commercial flight

In December 2025, Aeropuertos Argentina played a leading role in one of the most significant milestones in recent commercial aviation: the arrival of China Eastern Airlines at Ezeiza International Airport and the inauguration of the new "Southern Corridor" connecting Buenos Aires with Shanghai via Auckland. This is the world's longest commercial flight operated without changing aircraft, an operation that not only expands the country's connectivity, but also positions our airport as a true bridge between Asia, Oceania and South America.

This event represents much more than the addition of a new route. It is the result of months of joint work between commercial, experience, operations, institutional and technical areas, which made it possible to ensure the conditions to receive one of the most important airlines in the world. From market analysis and initial negotiations to operational planning, process coordination and the adaptation of our services, every step was key to ensuring that this operation was completed with the highest standards.

The arrival of China Eastern is of strategic importance for the country. China is one of the world's largest and most dynamic tourism-generating markets, characterized by a growing demand for authentic destinations, natural experiences, and services tailored to its culture. With over 64,000 passengers annually between China and Argentina and a strong presence of communities from Fujian and Jiangxi, this connection offers new opportunities for tourism, foreign trade and cooperation between the two countries. The possibility of traveling from Shanghai to Buenos Aires with a technical stopover without changing planes simplifies the experience, shortens travel time, and makes the new route a competitive and attractive alternative for travelers from all over the Asian continent.

To meet this challenge, Aeropuertos Argentina developed YUANFEN, a comprehensive program of cultural hospitality, operational adaptation and digital transformation designed to enhance the experience of Chinese travelers from their first contact with our terminal. YUANFEN—a word that in Chinese alludes to shared destiny and meaningful encounters—reflects the vision with which we decided to welcome this new stage: to turn each arrival into an opportunity for connection, learning and growth for the airport ecosystem.

The program included in-depth research on the habits, expectations, and cultural particularities of Chinese passengers, as well as specific training in language, cultural protocol, digital habits, and customer service tools. Various areas of the airport participated in training sessions dedicated to the profile of the Chinese traveler, including operational, commercial, customer service teams, concessionaires and regulatory agencies. New assistance flows were also designed in PAX, fully translated into Chinese and accompanied by pinyin to facilitate communication with passengers who do not speak Spanish or English, covering processes such as lost luggage, access to VIP lounges, claims, transfers between airports and general orientation in the terminal.

On an operational level, specific adjustments were made to ensure a professional, orderly and safe experience: review of platforms and positions, optimization of boarding and arrival processes, coordination of resources and meetings with the airline to anticipate needs and resolve concerns prior to the inaugural flight. Simultaneously, adaptation actions were developed in signage, payment methods, gastronomic translations, and the integration of widely used payment systems in China, such as *WeChat Pay* and *Alipay*, was evaluated, along with preparations to incorporate ADA—our virtual assistant—into the WeChat platform.

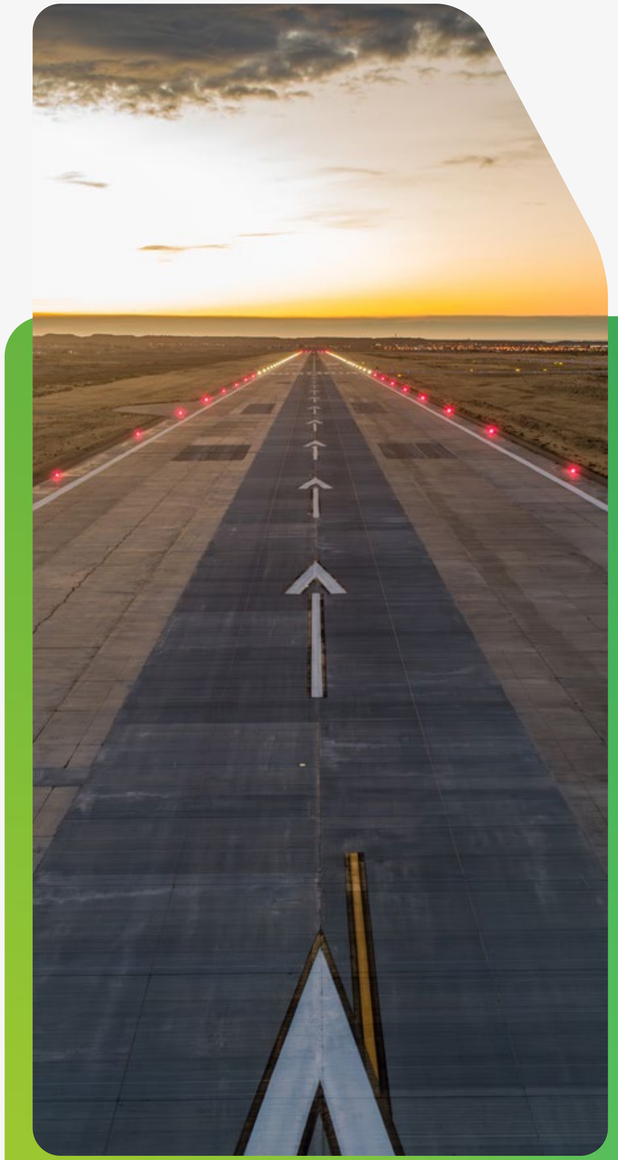
The arrival of the first flight included an inaugural ceremony that combined professionalism, Argentine identity, and a celebratory atmosphere. A traditional *water salute* was performed, a press conference was held, and interventions were activated to create a warm atmosphere for both the crew and the passengers. The coordination between areas allowed every detail—from the ambiance to the institutional messages—to reflect the historical character of the operation and the strategic importance of the new international corridor.

The inauguration of the "Southern Corridor" strengthens Ezeiza's position as a regional hub for intercontinental connectivity.

YUANFEN not only represented the creation of a welcome program, but also the design of a collaborative work model between all areas of Aeropuertos Argentina. Each team contributed its expertise to adapt processes, review standards, integrate new practices, and align with a common vision: to make the arrival of China Eastern a memorable experience and a springboard for a long-term relationship with Chinese travelers and one of the world's most influential airlines.

The inauguration of the "Southern Corridor" strengthens Ezeiza's position as a regional *hub* for intercontinental connectivity and opens a new chapter for Argentine tourism and trade. With this operation, we expand our presence in strategic markets, boost the arrival of high-value travelers, and reaffirm our commitment to hospitality that recognizes cultural diversity, innovation, and operational excellence as pillars of our management.

With YUANFEN and the addition of China Eastern, Aeropuertos Argentina takes a decisive step towards the future of the country's global connectivity: a future that finds us prepared, coordinated and ready to meet the challenges demanded by a modern airport network, open to the world and focused on creating genuinely memorable experiences.



Comodoro Rivadavia Airport

A new commercial management model for airports: transformation, vision and leadership

The creation of the Commercial Directorate in July 2025 represented a turning point in the way we conceive, manage and enhance the value of our airports at Aeropuertos Argentina. More than the creation of a new structure, it meant the adoption of a modern, integrated and strategic approach, aimed at transforming each terminal into a truly vibrant commercial district, where passenger experience, brand value proposition and sustainability coexist under the same management framework.

This new model emerged in a year marked by operational records and the need to maintain a long-term vision capable of supporting traffic growth, strengthening alliances with business partners, and boosting new business opportunities. In this context, the Commercial Directorate assumed a key role, articulating previously dispersed areas—Revenue Generation, New Business, Marketing, General Aviation and Business Intelligence—and aligning them under a common strategic roadmap.

One of the pillars of this transformation was the consolidation of a data-first approach, which allowed us to evolve from decisions based on intuition to a scheme based on analytics, digital tools and performance metrics. This approach enabled a deeper understanding of passenger behavior, consumption dynamics, and the commercial potential of every square meter of the airport, both in the physical and digital environment.

Simultaneously, we made progress in defining common standards of operational excellence, ensuring consistency in business processes, homogeneity in service quality, and coordinated execution across the 35 airports in the network. This coordinated effort helped improve the passenger experience and strengthen the bond with dealerships, promoting long-term collaboration models and a more proactive management of the commercial portfolio.

Throughout the year, the Commercial Department promoted the development of new businesses and emerging opportunities, identifying trends, deepening relationships with local and international brands, and strengthening innovative proposals in retail, gastronomy, premium services, and airport experiences. This work allowed us to expand the offering and consolidate our airports as spaces for meeting, consumption and enjoyment, beyond their traditional function.

As a result, the Commercial Department quickly positioned itself as a key player within the organization, contributing decisively to business growth and the strengthening of the passenger experience. This new stage marks the beginning of a broader journey, in which commercial management and strategic vision converge to drive the transformation of the airport ecosystem and meet future challenges with innovation, consistency, and leadership.

Message from the President

"Our global expansion continues to advance with a vision of sustainable growth, strengthening our presence in the Middle East, Africa, Latin America and Europe. During 2025, we achieved key milestones in our network, with sustained growth in passenger traffic, expansion of international connectivity, and the development of new strategic routes that position us as a bridge between regions."

Full letter from Martín Eurnekian in the Sustainability Report of Corporación América Airports.

Letter from the CEO

At Aeropuertos Argentina, change and transformation are part of our identity. Growth implies doing so responsibly, integrating operational efficiency, innovation and sustainability, with a long-term perspective.

During 2025 we achieved concrete progress that confirms the chosen path. More than 45.8 million passengers passed through our airports, even in a challenging macroeconomic context. This growth was accompanied by a strengthening of air connectivity, with the addition of more than 30 new routes, expanding destinations and bringing regions closer together throughout the country.

We supported this evolution with key investments in infrastructure, with substantial projects completed at 10 airports, and with significant progress in operational transformation.

Analytics and technology were central enablers of this process. During the year we developed 19 new analytics models, reaching 51 models in operation, and we continue to incorporate solutions with Artificial Intelligence (AI) tools that allow us to optimize processes, anticipate scenarios and improve management efficiency. In Cargas, we implemented a new Warehouse Management System, which improved efficiency, traceability and information quality. We also strengthened our organizational capabilities with the creation of the Supply Chain area, providing a cross-cutting vision to the management of the value chain.

Concerning environmental matters, we moved towards a cleaner energy matrix: 49% of the electricity used in our operations comes from renewable sources, with milestones such as the Ezeiza airport operating with 100% renewable energy. In addition, six airports achieved Level 2 certification under the Airport Carbon Accreditation (ACA) program.

This process relies, fundamentally, on people. With more than 2,800 employees and 50,500 hours of training during 2025, we continue to strengthen a culture based on development, trust and commitment, recognized with the #10 position in the Great Place to Work (GPTW) ranking.

We look ahead with a shared vision and the conviction that sustainable growth is the result of collective work and coherent decisions. All of this is possible thanks to the teams that are part of Aeropuertos Argentina who, with their daily commitment, drive this transformation process throughout the country, convinced that sustainability is not just a goal, but the way we choose to grow our business.

Daniel Ketchibachian

CEO of Aeropuertos Argentina since September 2019. Previously, he served as General Manager of Ezeiza International Airport since July 2017. His international career includes seven years in Brazil, where he was first Commercial Director and then President of Consórcio Inframerica, operator of the airports of Brasilia (20 million passengers) and Natal (3 million passengers).

Prior to his experience in Brazil, he held the position of Commercial Director of Armenia Airport and was later appointed CEO of Duty Paid Argentina, a company responsible for retail at the country's main airports. He was also Chief Commercial Officer (CCO) for commercial operations at airports in Argentina, Uruguay, Ecuador and Armenia.

Daniel holds a degree in Business Administration from Universidad de Buenos Aires and an MBA from Universidad ORT Uruguay

Joaquín Raimundo, Maximiliano Lomiento, Juan Pablo López, Manuel Gómez

Who we are

01

Aeropuertos Argentina
Corporate strategy
Fulfillment of corporate objectives
Aeropuertos Argentina Cargas
We are part of Corporación América
2026 Challenges

Aeropuertos Argentina

At Aeropuertos Argentina, we are much more than the 35 airports we manage. We represent the host who accompanies you on every departure and return to the country. We are an essential part of the travel experience, and we take on the responsibility that this entails with dedication and enthusiasm.

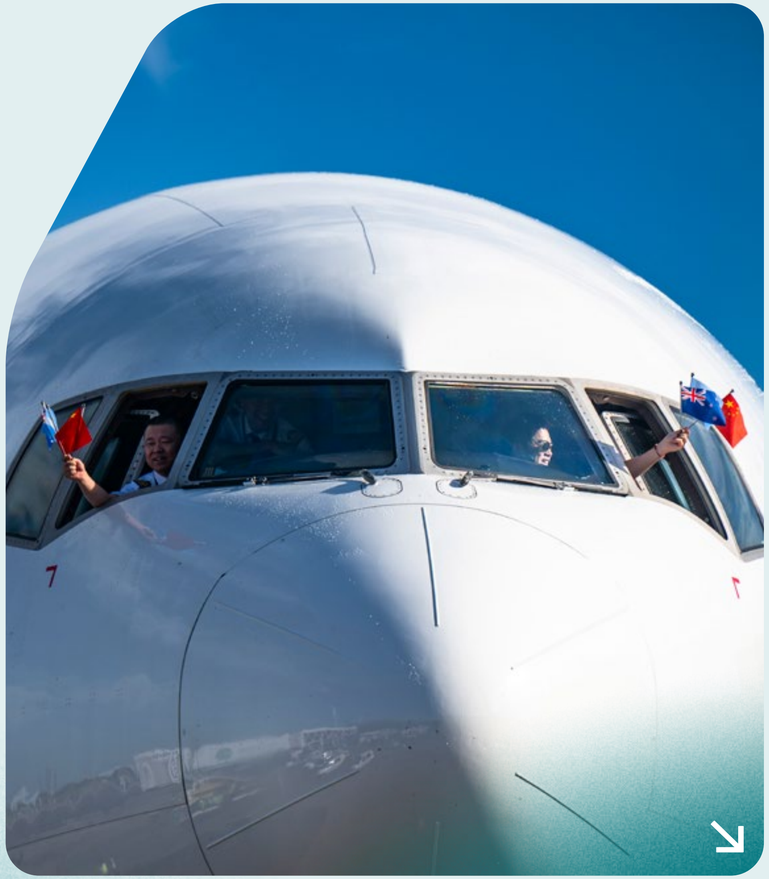
Guided by our purpose to "facilitate connections between people, goods and cultures, contributing to a better world," we work with firm values based on a vocation of service, commitment and the courage to innovate. These principles guide our path towards the aspiration of becoming leaders and benchmarks in the sector, appreciated by our clients, employees and stakeholders, thus ensuring our long-term sustainability.

About us

Founded in 1998 to manage and operate 35 airports across the country, Aeropuertos Argentina has established itself as the world's largest private operator. Today, we have more than 2,800 employees who seek to ensure the quality of services and comply with the highest international standards, including safety and comfort 365 days a year.

Customer experience and the modernization, transformation and expansion of the infrastructure and services of our air terminals have been a priority since the beginning of the concession.

Milestones 2025



December 2025 All-time record

of passengers mobilized at Argentina's airports, with 4.24 million passengers.

More than 10 international route frequencies were increased,

including Ezeiza-Madrid, Ezeiza-Bogotá, Ezeiza-Barcelona and Ezeiza-Roma.

Some of the new routes:

- Córdoba – Recife.
- Aeroparque – Resistencia.
- Mendoza – Rio de Janeiro.
- Córdoba – Bogotá.
- Mendoza – Viracopos.
- Bariloche – Porto Alegre.
- Ezeiza – Miami.
- Tucumán – Punta Cana.
- Tucumán – Panamá.
- Ezeiza – Auckland-Shanghai.

More than 30 new routes added during 2025:

The arrival of China Eastern is a historical fact: Buenos Aires is now the first city in Latin America with direct connections to all five continents.

ALL

international airports increased their number of international passengers during 2025, compared to 2024.

Corporate strategy

During 2025 we continue to advance the goal-oriented Corporate Strategy that we defined in 2021, with the purpose of boosting sustainable business and operational development. This strategy prioritizes the transition to a low-carbon economy, the strengthening of resilient infrastructure, and support for the growth of local communities, while also seeking to improve the passenger experience and promote safe and efficient operations.

In line with this strategy, we defined our Ambition 2026, which serves as the strategic north of Aeropuertos Argentina and guides our initiatives and management practices. This ambition reaffirms that people remain at the heart of all our operations.

Pillars of Corporate Strategy

Exceeding our customers' expectations

We play a key role in the sustainable development of the aeronautical sector. We want to exceed our passengers' expectations and provide them with a positive and memorable experience, ensuring accessible terminals for everyone. We invest in technology to drive digital transformation and work alongside our stakeholders to optimize every stage of the journey.

Operating safely and efficiently

We ensure reliable operations and spaces through modern infrastructure and advanced technology, strictly complying with regulations and preventative protocols. Efficiency is a central pillar in business management, so we work on the continuous optimization of our processes to operate with greater agility.

Creating a positive impact in the community where we operate

We are committed to generating economic and social value in all the communities where we are present. We promote a sustainable value chain, prioritizing the hiring of local suppliers, and we collaborate with various social actors to enhance the impact of our initiatives.

Managing our environmental impact responsibly

We contribute to a low-carbon economy and promote the responsible use of natural resources, as well as the protection biodiversity. We invest in projects that put people and the environment at the heart of decisions, charting a transformative path in the face of the climate emergency.

Strengthening a culture of innovation, agility and inclusion

Our human team is the most valuable resource of the organization. We promote their wellbeing and growth, and are aware that their development is essential to the success of the company. We promote an agile, collaborative, safe and inclusive work environment, with a special emphasis on accelerating opportunities and leadership for women within the industry.

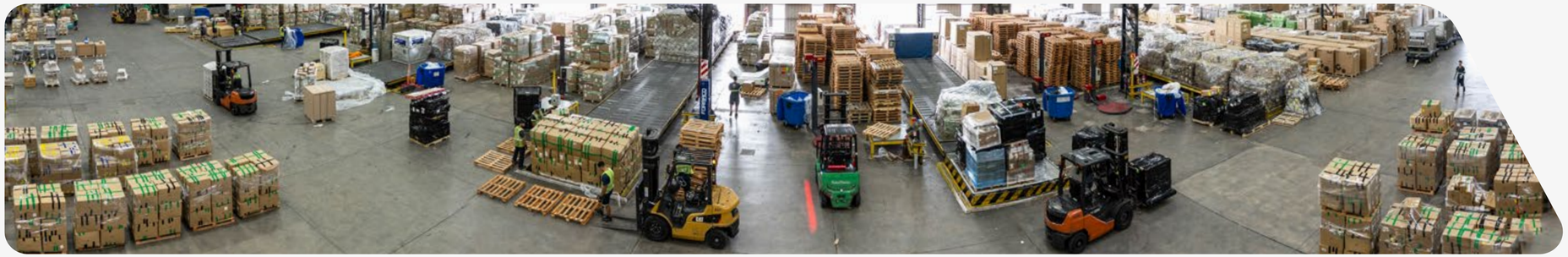
San Juan Airport

Fulfillment of corporate objectives

STRATEGIC PILLAR	TARGET	ACTUAL 2025	TARGET 2025
	Reach a total company EBITDA of USD 356.1 M	**395.9**	356.1
Exceeding our customers' expectations	Achieve a weighted average of 4.19 in ASQ at the airports of Ezeiza, Aeroparque, Mendoza, Córdoba, Bariloche and Mar del Plata	**4.19**	4.19
	Achieve an average cargo service level of 98% (processing time < 6 hours for cargo flights – Europe. 100% OMA cargo fee)	**Impo. 80%** **Expo 95.2%**	Impo. 90% Expo. 98%
	Generate non-aeronautical commercial revenue of USD 4.76/Pax validated	**4.72**	4.76
Strengthening a culture of innovation, agility and inclusion	Obtain 88 points of favorability in the GPTW judgment	**87**	88
	Achieve 81 points of favorability in the overall average of all sentences	**78**	81
	Achieve 75% internal vacancy coverage for leadership roles	**84.91%**	75%
Operate with data, safety and efficiency	Comply with the delivery schedule of the aerodrome manuals established by the aeronautical authority for airports. RGA, FMA, Jujuy, Mar del Plata and FDO,	**5 airports**	5 airports
	Ensure 90% compliance with the approved and current Minor Works (OMEs) Plan for 2025, measured by physical completion (158 OMEs) and 100% delivery of Work Acceptance Certificates (CAOs) for the OMEs in the 2024 plan (147 CAOs)	**126 Physical completion** **133 CAOs**	90% (143) + Physical completion (Plan 158) 100% CAO (of 147)
	Achieve a Data Driven Index of 2.61 by 31/12/2025	**3.29**	2.61
	Achieve a weighted average availability of critical resources for the operation of 99.64% in 6 airports (EZE: 99.68%; AEP: 99.6%; BRC: 99.6%; MDZ: 99.6%; COR: 99.7; IGR: 99.7%)	**99.71%**	99.64%
Creating a positive impact on the communities in which we operate	Achieve 2 ALPI certifications in 3 airports + 1 cargo terminal. ACI Level 2 certification in Mendoza and Ezeiza. Level 1 certification in Córdoba	**3 Airports + Cargas ALPI;** **3 ACI Airports**	3 Airports + Cargas ALPI; 3 ACI Airports
	Ensure the implementation of the social impact initiatives AMALTEA, Orquesta, Pescar, Cimientos and Hospital,	**5 initiatives**	5 initiatives
Managing our environmental impact responsibly	Achieve ISO 50001 stage 2 certification at the Mendoza, CRD, Ezeiza and Cargas airports, and stage 1 certification at the Córdoba, FDO, and UAQ sites,	**3 sites stage 1** **4 sites stage 2**	3 sites stage 1 4 sites stage 2
	Ensure compliance with airport audit schedule and compliance for ACA (Scope 2) certification at 6 airports (BRC, SLA, JUJ, RGA, PARA, TUC)	**6 airports**	6 airports

Salta Airport

Aeropuertos Argentina Cargas



Aeropuertos Argentina Cargas is the business unit of Aeropuertos Argentina dedicated to providing comprehensive storage and logistics solutions for foreign trade agents operating air imports and exports, as well as for general cargo operators.

12,928
customers.

208,712
tons of annual cargo movement.

0.8%
annual growth in volumes.

Our main focus is on the management of cargo terminals located in the country's most important international airports. We manage fiscal warehouses where import and export cargo is stored while the consignees complete the appropriate customs procedures before the General Directorate of Customs. We also offer specialized services to airlines operating in these terminals.

The headquarters are located at Ezeiza International Airport, with offices in Córdoba, Mendoza, Mar del Plata, Aeroparque and Tucumán. Each terminal is designed to adapt to the volumes, types, and particularities of the cargo handled at each location. Ezeiza Airport, in particular, stands out for its advanced technology, which allows for the efficient handling of a wide variety of products.

We are part of Corporación América

Aeropuertos Argentina is part of Corporación América Airports (CAAP), a company that manages and operates 52 airports in 6 countries—Argentina, Armenia, Brazil, Ecuador, Italy and Uruguay—, positioning itself as one of the largest private airport groups in the world.

Passenger route

At Aeropuertos Argentina, we work together with all stakeholders in the airport ecosystem to ensure that our passengers' experience is positive and unique. We accompany you through every stage of your journey, from your arrival at the airport to your final destination—and on your return—offering real-time flight information, interactive terminal maps, details of available services, workspaces, hot water machines, extra cash options at shops, among many other services designed to improve your transit through our facilities.

Our customers

For Aeropuertos Argentina, customers encompass much more than just the passengers who pass through our terminals. They also include all companies and organizations that operate within our airports: airlines, food service operators, fuel suppliers, convenience stores, duty-free shops, passenger service providers, telecommunications companies, ground transport operators, companies that provide services to other airport stakeholders, and advertisers, among others.

With each of them, we make a commitment to ensure a safe, efficient, and favorable working environment for operations. We work together to continuously improve the experience of both passengers and permit holders, thereby strengthening the quality and value of our airport management.

52 airports.

6 countries.

3 continents.

+86M passengers.

2026 Challenges

Looking ahead to 2026 and the coming years, we aim to move forward with a clear vision that consolidates our leadership in the airport industry. We want to strengthen our position as an organization valued by customers, employees and strategic partners, and ensure sustainable growth based on operational excellence, innovation, inclusion and environmental responsibility. Based on this, we define an ambition that will guide our actions and allow us to transform our operation to respond to the future challenges of the sector.

In accordance with our strategic pillars, we are committed to exceeding our customers' expectations, propelling a comprehensive improvement of the experience at all our airports. We will work to achieve an ASQ Rating that guarantees operational excellence throughout our network and will place two airports in the ASQ top 10 ranking in the region. Our focus will be on ensuring optimal service for passengers, airlines, and cargo customers, while increasing the percentage of revenue from new businesses that will boost our growth.

Likewise, we will continue to strengthen a culture based on innovation, agility and inclusion, convinced that people are the driving force behind our transformation. We aspire to position ourselves among the top 10 employers in Argentina and to be recognized as the most prestigious airport management team in the world. In this journey, we will deepen our commitment to diversity, increasing the number of women in leadership roles, and we will consolidate internal talent development by filling 80% of leadership vacancies internally.

Our goal of operating with data, security, and efficiency will be pivotal to improving our performance. We will advance in the international certification of 80% of our airports and work to ensure that our airports and cargo terminals are among the most efficient in Latin America. Furthermore, we will strengthen our analytical capabilities to make data-driven decisions, with the goal of achieving a Data Driven Index of 3.25.

Simultaneously, we assume the responsibility of generating a positive impact in the communities where we operate, promoting equitable access to our services and developing programs that contribute to the social wellbeing. We will continue to ensure that our airports and cargo terminals are accessible, and we will expand social impact initiatives across all our operations.

Finally, we will reaffirm our commitment to the responsible management of the environmental impact of our operations. We aim to reduce our carbon and water footprints, decrease the waste we generate, and make progress in reducing the use of single-use plastics. These efforts will allow us to strengthen an increasingly sustainable operation that is aligned with global environmental challenges.

Julieta Scaramella

Sustainability

02

General Statement concerning the Sustainability within Aeropuertos Argentina

Furthering our commitment to sustainability

Relationship with our stakeholders

Materiality: Double materiality analysis

General Statement concerning the Sustainability within Aeropuertos Argentina

At Aeropuertos Argentina, we have our focus on people and the environment where we live. We focus on management based on the satisfaction of our passengers, companions and employees to guarantee quality service, state-of-the-art infrastructure, safety, accessibility, with the goal that everyone has a pleasant experience within our terminals. We have a strong commitment to the communities in the destinations chosen by our passengers. To achieve this, we develop programs in partnership with key stakeholders, in order to respond comprehensively to their demands and generate real opportunities. We promote inclusive employment through health, education, art and culture as tools for social growth; we care for the environment with a strategy focused on reducing the carbon footprint and on the responsible management of natural resources.

Río Hondo Airport

Furthering our commitment to sustainability

2025
During this year we carried out several initiatives:

Progress in the energy transition:
Increased use of renewable electricity at key airports, reaching 100% at Ezeiza and Cargas and almost 50% of the total electricity consumed on the grid.

Infrastructure with a sustainable focus:
Record investment in projects with energy efficiency criteria, responsible use of water and environmental impact studies in all completed projects.

Circular economy and waste reduction:
Strong progress in recycling and reduction of single-use plastics in airports and cargo operations, with substantial improvements compared to 2024.

GHG emissions management and reduction:
Expansion of carbon footprint measurement and ACA Level 2 certifications at six airports, with significant reductions in Scope 1 and 2 emissions.

Sustainable design in strategic projects:
Review of the Bariloche, Mendoza and Cordoba projects under the Sustainable Design Methodology, incorporating climate and comfort criteria to reduce future consumption.

Integrated water management:
Water footprint certification in selected airports and incorporation of new treatment plants and consumption and quality monitoring systems.

Mendoza Airport

Relationship with our stakeholders

We believe that dialogue and the exchange of ideas with our stakeholders are fundamental to enhancing our business. For this reason, we maintain agile, secure and efficient communication channels with key stakeholders and we are making progress in the digitalization of various existing forms of communication.

GROUP OF INTEREST	RELATIONSHIP MEDIA AND CHANNELS
Employees	E-mails, signage, reports, Intranet, performance management, training and face-to-face meetings, work environment survey, focus group, Mi Aeropuerto cultural transformation program.
Unions	Ongoing dialogue. Meetings and work groups.
Shareholders	Information available in the National Securities Commission (CNV), corporate website, market and sustainability reports, and Shareholders' Meeting.
Airlines	Meetings through the chambers to sign agreements and alliances.
Contractors and suppliers	Meetings to sign agreements and contracts, web service for suppliers, reversal letters and signing of the Code of Conduct.
Passengers	Communication through the corporate website, App Mobile, social media, Service Centers, telephone, "Complaints and Suggestions" book, satisfaction surveys, information at airports and awareness campaigns.
Customers	Meetings to sign contracts and agreements, reversal letters*, information at airports, corporate website, emails and awareness campaigns.
Community	Information at airports and awareness campaigns, communication through the corporate website and social media, development of programs with social impact, donations and support of social actions.
Media and communications	Interviews, information about our actions upon request or through publications, corporate website and social media.
Chambers, public sector and intervening agencies**	Meetings to sign contracts and agreements, trainings, face-to-face meetings and preparation of reports concerning the company's activities and results.

* Reversal letters: National Airport System Regulatory Body (ORSNA), Airport Security Police (PSA)

** Chambers, public sector and intervening agencies: Migration (DNM), General Directorate of Customs (DGA), National Civil Aviation Administration (ANAC).

Gustavo Sábato

Materiality: Double materiality analysis

During 2025, we carried out the complete process of a double materiality analysis, an exercise that allowed us to identify which sustainability issues are truly relevant for Aeropuertos Argentina. This analysis focused on the impact we generate on the economy, the environment, and society, as well as how these issues affect the company's operations.

Double materiality combines both perspectives:

- On the one hand, impact materiality; how our operations impact the economy, environment and society;
- And on the other hand, financial materiality; how these same issues can influence our operation, costs, revenues, reputation, or our ability to access financing.

The process began with a comprehensive review of our operational, regulatory , and strategic context. We analyze internal documentation, sector studies, international trends, and our own corporate risk matrix. In turn, we used as a basis a previous materiality of Corporación América Airports (CAAP), our parent company. However, the process included an update of the issues to be considered, taking into account the points mentioned above and the changes that have occurred in recent years, both globally and in the region.

Based on that diagnosis, we built a preliminary list of 28 environmental, social and governance (ESG) issues, or Long-list, which could be relevant to our operation. This initial analysis provided us with a broad, realistic, and current overview of the issues that are part of the global sustainability agenda and that could affect the operation of airports directly or indirectly.

Environment

- Climate change risk and opportunity management
- Biodiversity management
- Waste management and circular economy
- Water and effluent management
- GHG emissions management and reduction
- Air quality and noise management
- Use and conservation of energy
- Transition to renewable energy and sustainable fuels

Social

- Passenger experience
- Empowering local destinations and supporting communities
- Diversity, equity and inclusion
- Occupational health and safety
- Employee commitment and satisfaction
- Employment and professional development
- Socioeconomic risks
- Talent acquisition and retention
- Human rights
- Public health, epidemics and phytosanitary controls

Governance

- Risk management and operational efficiency
- Cybersecurity and information security
- Corporate ethical behavior and regulatory compliance management
- Value chain management
- Economic performance and investor relations
- Corporate reputation
- Artificial intelligence
- Corporate culture
- Innovation management
- Infrastructure, accessibility and sustainable mobility

With that foundation, we move forward in identifying impacts, risks, and opportunities for each of the topics. This work included the analysis of internal and external information, the comparison with international best practices and the development of IROs (impacts, risks and opportunities) specific to Aeropuertos Argentina. In addition, we used the Datamarán tool, with which we obtained a list of relevant IROs in the industry at a global and regional level.

Subsequently, we held a face-to-face workshop with representatives from strategic areas, in which each IRO was evaluated, discussed, and validated. This step was pivotal to ensure that the prioritized topics reflected our operational reality in ESG aspects.

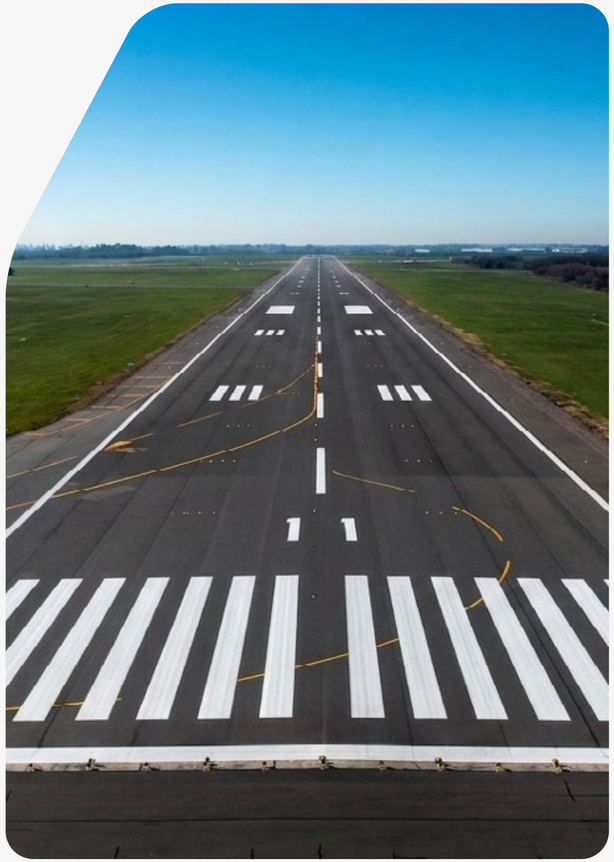
Once the final IROs were defined, we carried out the two assessments that made up the double materiality. On the one hand, we carried out the impact materiality assessment, through surveys of previously identified internal and external stakeholders, using digital forms. This experience allowed us to understand how different audiences perceive the environmental, social, and economic impacts associated with our activity.

Stakeholder groups contacted:

- Employees
- Local community
- Suppliers
- Concessionaires
- Government
- Regulatory body
- Passengers
- NGOs
- Opinion leaders

On the other hand, we carried out financial materiality, through forms sent to references of each material topic to evaluate the risks and opportunities identified. In this instance, the analysis is internal, so it reflects how the ESG dimensions relate to the company, focusing on the risks and opportunities that arise from this relationship.

The initial universe consisted of 71 IROs, of which 30 turned out to be material after analysis, that is, significant enough to require active management within the organization. These 30 IROs are grouped into 23 material themes, distributed across the ESG dimensions. This prioritization defines the issues that we must manage and report according to the requirements of the European ESRS standards.



Ezeiza Airport

ESRS TOPIC	RELEVANT MATTERS WITHIN AEROPUERTOS
Climate Change (ESRS E1)	GHG emissions management and reduction
	Transition towards renewable energy and sustainable fuels ✓
	Energy use and transition ✓
Biodiversity and Ecosystems (ESRS E4)	Biodiversity management
Circular Economy and Resource Use (ESRS E5)	Waste management and circular economy ✓
Business Conduct (ESRS G1)	Corporate ethical behavior and regulatory compliance management
	Economic performance and investor relations
	Innovation management ✓
	Risk management and operational efficiency ✓
	Artificial intelligence
	Socioeconomic risks
	Value chain management** ✓
Own Workforce and Workers in the Value Chain (ESRS S1/S2)	Talent acquisition and retention
	Employee commitment and satisfaction
	Corporate culture
	Employee professional development
	Diversity, equity and inclusion
	Occupational health and safety ✓
	Human rights**
Affected Communities (ESRS S3)	Empowering local destinations and supporting communities
Consumers and End-users (ESRS S4)	Passenger experience

* *Corporate culture, including anti-corruption and bribery, the protection of whistle-blowers and animal welfare*

** Recommendation: Material by manager input

✓ Relevant for Cargas

The results of double materiality are not an isolated exercise, but a representation of how the company is viewed externally and internally; by its most relevant stakeholders (impact) and models (financial). At the same time, it is a representation of the company's ESG maturity. Information from the results is pivotal to being able to manage these dimensions.

These topics will inform our ESG strategy, corporate risk matrix, and objectives associated with continuous improvement in sustainability. They also define the indicators we should start measuring, the data we should strengthen, and the information that should appear in our annual report.

This analysis allowed us to prioritize, identify gaps, and gain an integrated view of the business from a sustainability perspective. Furthermore, it prepares us for future compliance with international regulations such as ESRS, strengthens transparency before our stakeholders, and provides us with a solid foundation to move towards a more mature, coherent, and results-oriented sustainability strategy.

Management Team

Strategic alliances

03

The value of public-private partnerships ↗
Participation of the public sector and intervening agencies within the airport ↗
Agreements and alliances during 2025 ↗

The value of public–private partnerships

Resistencia Airport

At Aeropuertos Argentina, we work in close collaboration with public agencies, business chambers, regulatory agencies, international organizations, and key stakeholders in the sector, with the aim of strengthening our contribution to the country's development and contributing to the construction of a safe, efficient, and sustainable airport system. Through agreements, cooperation accords and permanent dialogue spaces, we promote initiatives that foster the continuous improvement of airport experience and the development of projects of public interest.

This collaborative work is based on an agenda that integrates operational, regulatory, social and institutional strengthening issues, and ranges from actions related to operational safety and the facilitation of air transport to cultural, tourism, health and logistical assistance initiatives. We also maintain active participation in sectoral roundtables and inter-institutional coordination forums that allow us to align efforts and promote joint decision-making and capacity building.

Within this framework, we implement strategic agreements with national, provincial and municipal organizations, along with academic, cultural and scientific institutions, to support the needs of the surrounding communities and promote the development of the airport ecosystem. These alliances have made it possible to facilitate special operations, boost tourism promotion programs, strengthen health campaigns, collaborate with educational and cultural initiatives, and support the logistics of key infrastructure for the country.

Our commitment is also reflected in our participation in relevant industry events, sectoral debate forums, and professional exchange spaces that enrich the national airport agenda. This joint effort consolidates our role as a strategic operator and reinforces our commitment to service, contributing to the continuous improvement of the Argentine airport system and strengthening relationships with our stakeholders.

Participation of the public sector and intervening agencies within the airport

Our airports function as a permanent meeting point for a wide variety of entities. They are a daily meeting place for actors from the public sector, the private sector and our various stakeholders, who interact continuously in our facilities.

Public sector agencies present in airports have an essential role: they are responsible for regulating, supervising and monitoring both the infrastructure and the services we provide.

These agencies include:

1. National Airport System Regulatory Body (ORSNA)
2. National Ministry of Transportation
3. National Ministry of Tourism
4. Airport Security Police (PSA) – Ministry of Security of the Nation
5. National Directorate of Migration (DNM) – National Ministry of the Interior
6. General Directorate of Customs (DGA) – AFIP (Federal Administration of Public Revenues)
7. National Civil Aviation Administration (ANAC) – National Ministry of Transportation
8. Empresa Argentina de Navegación Aérea (EANA) – Argentine Ministry of Transport
9. Argentine Air Force – Ministry of Defense of the Nation
10. National Agrifood Health and Quality Service (SENASA) – Ministry of Agriculture, Livestock and Fisheries of the Nation
11. National Registry of Firearms (RENAR) – National Ministry of Security
12. Border Health Authority – Health Secretary
13. National Agency for Controlled Materials
14. National Weather Service

Relationship with the public sector

In 2025, we organized the first meeting of the airport community with the new Secretary of Transportation of the Nation, in Ezeiza. During that meeting, we presented our internal organization, our priority projects and the progress made in recent years. The participating institutions also shared their lines of work and toured the facilities, consolidating a space for technical and operational dialogue.

San Luis Airport

Agreements and alliances during 2025

Aeropuertos Argentina and The MITRE Corporation

Aeropuertos Argentina SA (AA2000), as a responsible participant in the aviation industry and community, unquestionably committed to Aviation Safety, established an uninterrupted professional relationship since 1999 with the MITRE Corporation (MITRE) laboratories in the United States, specifically with the "Center for Advanced Aviation Systems Development" (CAASD), one of its four major research centers.

MITRE is the world's leading laboratory and research center for airport and air traffic control systems engineering. Its work encompasses systems engineering applied to the private sector and the development of IT solutions aimed at efficient airspace and air traffic management, airport engineering, network design, and systems integration, as well as airport capacity planning, design, and technical analysis.

During the reporting period, we continued the work underway in our laboratories, rearranging tasks and prioritizing an in-depth study on the "Rationalization of airport infrastructure and air traffic at the Buenos Aires Airport Terminal."

We made progress remotely from McLean, Virginia, with the software update of the Intelligent Simulator for Air Traffic Controllers (SICA), incorporating digitization, synthesis and voice recognition processes, along with artificial intelligence functionalities. This simulator has been installed since 2014 at the Air Control Center (ACC) of Ezeiza.

Last November, in the week between the 8th and the 15th, we received at Aeropuertos Argentina the visit of a team of engineers and technicians from MITRE, headed by its International Director, Mr. Prakash Subramanian. Within this framework, we developed contractual meetings and interactive presentations related to airspace studies, proposals aimed at consolidating airport infrastructure in the Buenos Aires Terminal Area, and a Cybersecurity workshop together with the specialized teams of Corporación América.

Additionally, we made protocol visits and executive presentations to officials of the National Civil Aviation Administration (ANAC) and Empresa Argentina de Navegación Aérea (EANA, Argentine Air Navigation Company), strengthening the spaces for technical and institutional exchange.

The annual investment allocated to this Program reached USD 772,000 and ARS 5,200,000, reaffirming our sustained commitment to technological innovation, continuous improvement of airport management and the strengthening of the highest operational safety standards.

Agreement with Genneia

Thanks to a long-term agreement signed with Genneia and in the context of the Renewable Energy Term Market (MATER), we have secured the supply of renewable energy for 100% of Ezeiza airport's energy consumption, making it the first airport in the country to use renewable energy. This achievement has enabled us to reduce our carbon emissions and reaffirm our commitment to the environment. In addition, the contract facilitates access to renewable energy for all airport stakeholders, including permit holders, airlines and other agencies.

Lucio Carivenc, Mercedes Ruiz, Elisa Salinas

Governance dimension

04

Economic performance and investor relations
Socioeconomic risks
Corporate ethical behavior and regulatory compliance management
Infrastructure and operations
Innovation management
Artificial intelligence
Value chain management

01

Economic performance and investor relations

Aeroparque

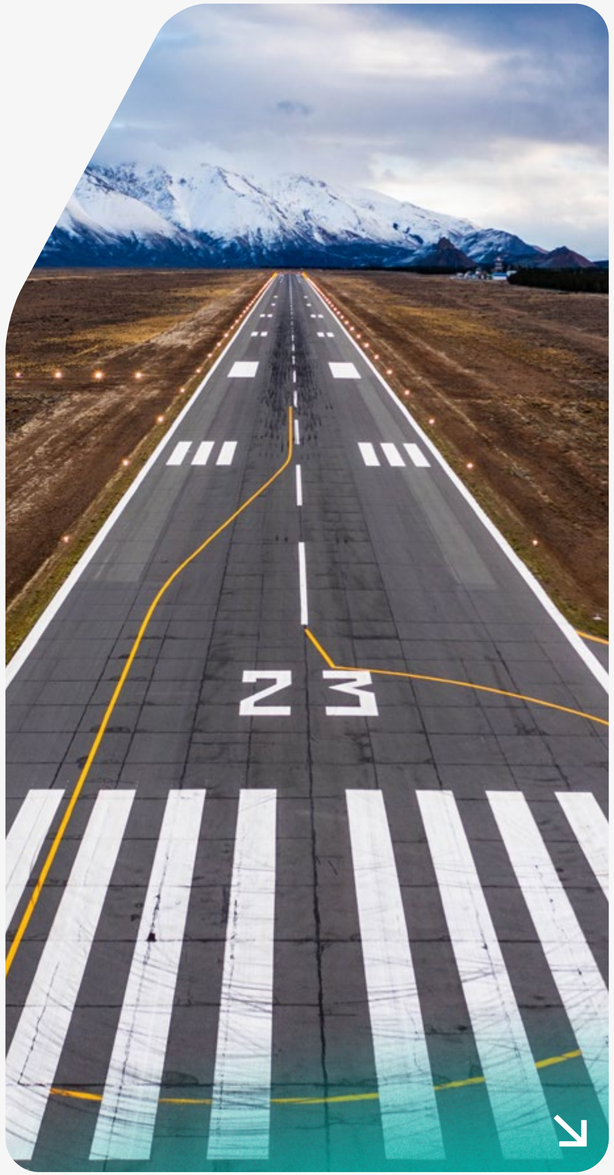
During 2025 we consolidated one of the best economic performances in our recent history, in an operational context characterized by sustained growth in airport activity and a challenging macro-economic environment. The year ended with record passenger traffic figures, which significantly boosted our revenue and operating profitability. **We reached 45.8 million total passengers, far exceeding the previous high** of 2023; and we recorded 15.4 million international passengers, a new annual record. This trend was consistent across the board: **in 11 of the 12 months of the year, we exceeded the historical monthly passenger highs, and December marked the highest monthly movement in the last 27 years**.

This performance resulted in a significant increase in the economic value generated, which reached $1,425,425 million, while the value distributed amounted to $1,199,169 million, leaving a retained value of $226,256 million, in constant currency of 2025. The constituents of the distributed value were operating costs, salaries and benefits, payments to capital providers, and taxes paid to the National State.

In financial terms, we closed the year with sales of $1,358,703 million, an adjusted EBITDA of $566,944 million, an operating profit of $503,672 million and a net result for the year of $209,678 million, allocating the latter entirely to optional reserves. Our net worth reached $1,535,024 million, accompanied by a non-current financial debt structure of $654,329 million.

Traffic growth and the expansion of air transport supply boosted both aeronautical and commercial revenues. The cargo segment stood out in particular—which registered very significant increases due to greater import activity and the implementation of a new tariff scheme—and the parking category, favored by higher occupancy levels and tariff adjustments. At the same time, we made steady progress in our investment plan, completing phase II of the CAPEX commitment and delving into modernization projects at airports throughout the country.

We maintain transparent and constant communication with our investors, supported by the quarterly presentation of financial statements to the CNV and the publication of audited annual information. This practice reinforces our conviction that economic performance not only reflects the strength of the business, but also our commitment to accountability and long-term sustainability.



Esquel Airport

Main financial indicators
(in millions of pesos*)

MAIN ECONOMIC AND FINANCIAL INDICATORS	2025	2024
EBITDA	$566,944	$457,600
Income for the year	$209,678	$384,079
Operating profit for the year	$503,672	$412,051
Total capitalization**	$179,303	$210,845
Net worth	$1,535,024	$1,543,865
Non-current financial debt	$654,329	$735,241
Current financial debt	$121,992	$110,091
Basic earnings per share attributable to equity holders of the company (per share)	$809.56	$1,483

* In constant currency of 2025.

** Refers to the CAPEX increases for the year.

Direct economic value generated and distributed
(values in millions of pesos*)

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED	2025	2024
Direct economic value generated		
Sales	$1,358,703	$1,195,526
Financial income*	$42,365	$146,873
Other income	$24,357	$29,801
TOTAL	**$1,425,425**	**$1,372,200**
Economic value distributed		
Operating costs	$688,089	$599,240
Salaries and employee benefits	$245,080	$240,240
Payments to capital providers	$183,132	$138,612
Payments to government (by country)	$81,670	$74,770
Community investments	$1,198	Information not available
TOTAL	**$1,199,169**	**$1,053,037**

02

Socioeconomic risks

Ezeiza Airport

During 2025, we operated in an Argentine macroeconomic context characterized by inflation levels and variations in operating costs. These conditions are relevant from a socioeconomic perspective and are integrated into our planning and management processes, supporting a vision of sustainability and value creation over time. In line with this scenario, the presentation of our results in constant currency seeks to consistently reflect the evolution of economic performance.

Operating costs—particularly those indexed to inflation and wages—continued to have a significant impact on our results. However, we implemented control and efficiency measures aimed at partially mitigating these effects. Macroeconomic volatility was also reflected in fluctuations in the prices of energy, services and maintenance, critical factors for our airport operation.

Furthermore, the evolution of passenger traffic constitutes a relevant external risk factor. While 2025 showed exceptional growth in the international (+17.2%) and domestic (+9.5%) segments, this performance is conditioned by variables such as regional economic recovery, the cost of tickets, the supply of commercial airlines and exchange rate stability. Air connectivity, being influenced by airline decisions, regulations and competitive conditions, is highly sensitive to both local and global socioeconomic variations.

We reinforce the importance of prudent economic management, with a focus on efficiency, transparency, and long-term sustainability.

In terms of investment, the fulfillment of our CAPEX plan—which includes modernization projects, expansion of terminals and renewal of infrastructure—was developed in an environment with challenges related to construction costs, availability of materials and exchange rate variability. These factors can affect execution times and require budget adjustments, especially in contexts of high inflation.

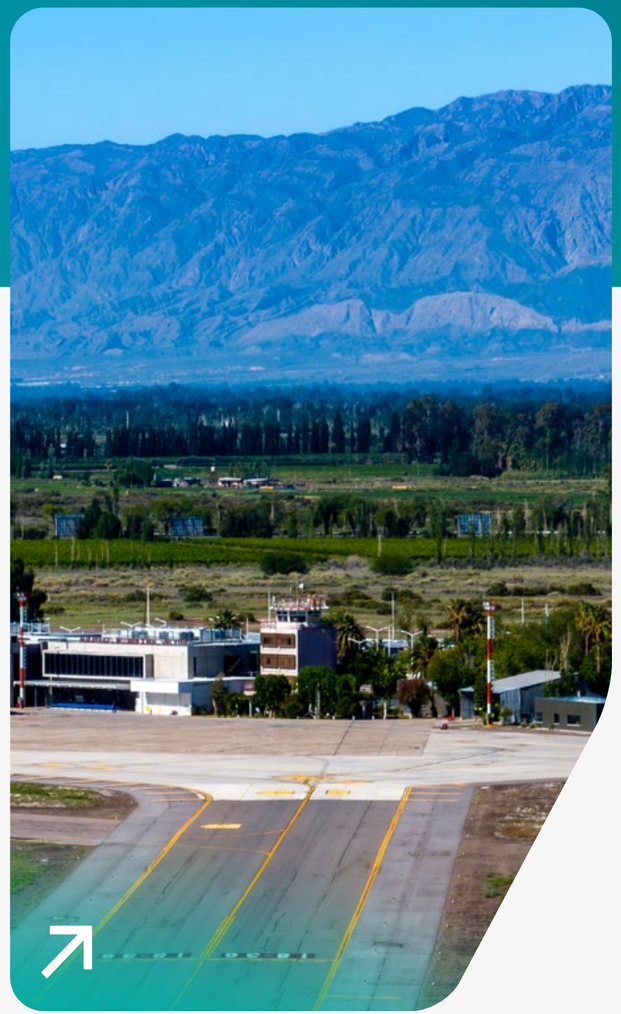
We also identified risks related to financing and capital structure. Although we did not issue any negotiable bonds in 2025 and maintained a solid financial position, the volatility of local and international financial markets is a relevant aspect to monitor in relation to future projects. Our management model, based on self-financing of operations and investments without state financial assistance, reinforces the link between economic performance and general environmental conditions.

Finally, the national socioeconomic context affects our various stakeholder groups: employees, suppliers, local communities, and users. Inflation affects purchasing power, salary expectations, and the dynamics of labor negotiations; and at the community level, it can influence the demand for our services, social investments, and the need for institutional support. These factors reinforce the importance of prudent economic management, with a focus on efficiency, transparency, and long-term sustainability.

Aeroparque

03

Corporate ethical behavior and regulatory compliance management



San Juan Airport

2,556

employees adhered to the Code of Conduct, representing 89% of the staff both within and outside the collective bargaining agreement. Data accumulated since the update and renewal of membership in August 2023.

86%

of staff completed the integrity and Code of Conduct training. Data accumulated from previous periods. During the year 2025, 197 employees participated in Code of Conduct training.

588

third-party due diligence processes were carried out. Including suppliers, permit holders, and customers.

At Aeropuertos Argentina, we uphold our ethical management through a robust framework, comprised of corporate policies that guide the expected behavior of all people in the organization and of third parties with whom we interact.

Our current policies and main programs include:

- **Code of Conduct**, which sets out the ethical principles and guidelines for responsible decision-making in all our operations.
- **Anti-Bribery and Anti-Corruption Policy**, which sets clear guidelines to prevent bribery, improper payments, and other practices that violate applicable laws.
- **Conflict of Interest Prevention Policy**, which establishes a mandatory declaration regime for collaborators with critical or hierarchical roles, ensuring transparency in labor and commercial relationships.
- **Gifts, Entertainment and Donations Policy**, which aims to regulate the giving and receiving of gifts and hospitality in a transparent manner in work activities, without obtaining undue advantages, to ensure the building of relationships with integrity.
- **Policy on the Prevention of Misuse of Privileged Information**, aimed at regulating the handling of sensitive information to prevent unfair advantages or market risks.
- **Whistleblowing Channel Policy**, which establishes the applicable procedures in case any individual becomes aware of the existence of facts contrary to the principles stipulated in the Code of Conduct; the treatment and follow-up that Aeropuertos Argentina will give to the complaints, and the protection of confidentiality and other guarantees for the whistleblower.
- **Diversity, Equity and Inclusion Policy (DEI)**, which guides our commitment to equal opportunities, respect and the active promotion of rights.
- **Integrity Program**, whose purpose is to provide a solid framework that allows us to prevent, detect and manage corruption risks, promote ethical conduct, and consolidate relationships of trust with all the groups with which we interact.

All of these policies are available to staff in the Corporate Policy System and on our Integrity Microsite, developed in 2025 to centralize content, tools, training and resources of the Integrity Program.

Main objectives and results achieved

GOAL
Recertification of Employee Conflict of Interest Sworn Statements – 2025.

ACHIEVED

97%

of sworn statements were submitted and a heat map was created identifying criticality levels.

GOAL
Implementation of the Integrity Microsite.

ACHIEVED

The Integrity micro-site was launched on the corporate in-tranet, centralizing all the tools of the Program.

GOAL
Regulatory adjustments and actions of the DEI Project.

ACHIEVED

The Whistleblowing Channel Policy and the Investigations Protocol were up-dated with a DEI perspective. Further-more, the first Guide to Good Practices for a Violence-Free Environment was developed, and virtual and face-to-face training sessions were held on this topic, reaching around 1,000 people.

Our ethics and transparency management is aligned with the main international instruments:

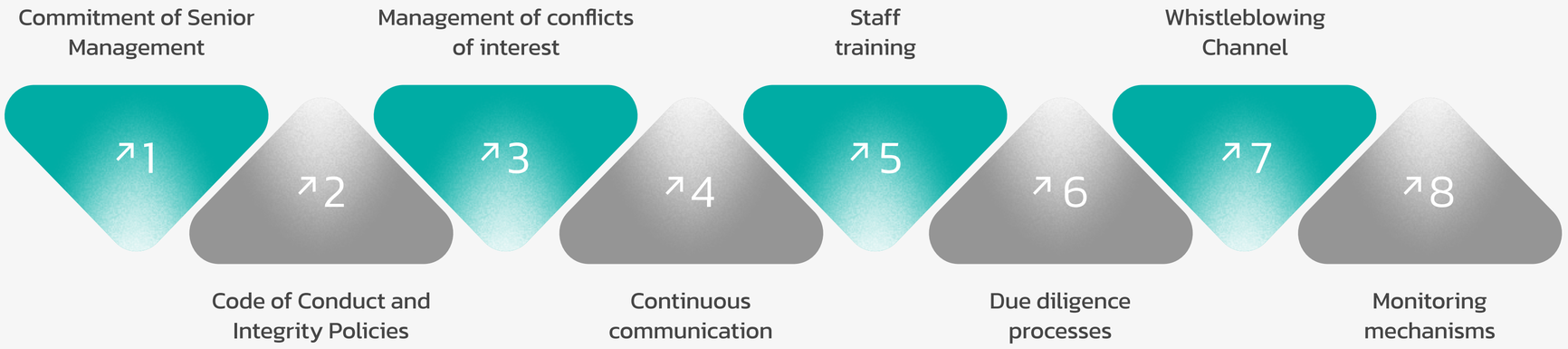
- **Universal Declaration of Human Rights**, the basis of our principle of respect for fundamental rights.
- **United Nations Convention against Corruption,** which underpins our zero-tolerance policy on bribery.
- **Foreign Corrupt Practices Act (FCPA)**, which inspires our due diligence processes and anti-corruption monitoring.
- **ILO Conventions,** as the foundation of our commitment to equal opportunities, non-dis-crimination and the elimination of violence and harassment in the world of work.

We continue to strengthen our Integrity Program

We base our management on the highest ethical standards, ensuring transparency, integrity and clarity in all our processes. Therefore, the Integrity Program is structured around essential constituents: the commitment of Senior Management, the Code of Conduct and Integrity Policies, the management of conflicts of interest, continuous communication, staff training, due diligence processes, the Whistleblowing Channel and monitoring mechanisms. All these instruments support a corporate culture that prioritizes transparency and responsible conduct.

Our Compliance area is responsible for ensuring compliance with these principles and values throughout the organization. It is composed of the Integrity Manager and their team, who report directly to the CEO of Aeropuertos Argentina and the Compliance Manager of Corporación América Airports, thereby ensuring a robust governance structure for oversight and control.

All these instruments support a corporate culture that prioritizes transparency and responsible conduct.



During 2025 we made progress with the updating and strengthening of multiple core policies of the Integrity Program. Key advances include:

- The update to the Donations and Charitable Contributions Annex of the Gifts, Entertainment and Donations Policy, incorporating additional controls to prevent possible undeclared links.
- The comprehensive update of the Whistleblowing Channel Policy, incorporating a gender perspective, a non-revictimization standard, dignified treatment, a definition of "reasonable suspicion," and leadership responsibilities.
- The adaptation of the Research Protocol with a DEI perspective.
- The review of Work Instructions related to due diligence on suppliers, permit holders, clients and candidates, incorporating monitoring improvements such as the verification of international sanctions.

Communication and training of our teams

Martín Negronida, Paula Insaurralde, Pedro García

Training in ethics and transparency is pivotal to ensuring that our policies translate into real behavior, which is why, during the year 2025, we implemented a comprehensive training plan, combining face-to-face and virtual modalities.

Key milestones include:

- Publication of the **Guide to Good Practices for a Violence-Free Work Environment**, accompanied by face-to-face workshops at various airports.
- Specific training on integrity for the **Complaints Committee**, both at the Aeropuertos Argentina level and in CAAP corporate spaces.
- More than **1,000 people trained** in DEI and Work Environment through virtual modules.
- Nearly **200 people** participated in training sessions on the Code of Conduct and Integrity.
- Launch of the **e-learning of the Compliance Program**, with CAAP scope and initial implementation in Aeropuertos Argentina.
- Face-to-face training on topics such as donations, due diligence, handling of complaints, integrity and regulatory updates, conducted at our operational bases in Iguazú, Aeroparque, Mendoza, Salta, Jujuy, Cordoba, Bariloche, Ezeiza, among others.

EMPLOYEES THAT HAVE RECEIVED TRAINING ON ANTI-CORRUPTION,	TOTAL	%
Breakdown by employment category		
Director/General Manager	17	100%
Manager/Administrator	140	100%
Chief/Assistant chief	396	98%
Senior analyst	292	93%
Semi-senior analyst	165	94%
Junior analyst	63	95%
Supervisor/Manager/Head of Operations	387	89%
Other roles	1390	78%
TOTAL	**2,850**	**98.89%**
Breakdown by region		
Ezeiza	512	99.61%
Center	510	99.22%
West	360	98.63%
East	401	99.75%
Cargas	585	97.50%
Corporate	482	98.97%
TOTAL	**2,850**	**98.89%**

Due diligence and risk prevention

Preventing corruption is one of the central pillars of our Integrity Program. During 2025 we implemented a wide range of preventive tools and controls, including:

- Signing of the Mission Commitment to the Code of Conduct and Integrity Policies.
- Conflict of interest assessments.
- Due diligence on suppliers, permit holders, customers and candidates.
- Monitoring of donations and charitable contributions.
- Thematic communication campaigns on integrity, anti-corruption and insider information.

In total we carried out 588 third-party due diligence processes, in addition to 29 due diligence processes on candidates and 145 evaluations of donations to be made, thus reinforcing the prevention of potential risks throughout the value chain.

As a result, in 2025 there were no reported incidents of corruption, no disciplinary sanctions were applied, no contracts were cancelled for this reason, and there were no related legal actions.

Finally, our Purchasing team participated in the Ariba Project, digitizing forms and due diligence processes for suppliers, which will improve the efficiency and traceability of the system. Ariba is a network application for supplier collaboration that combines, on a cloud-based web platform, the complete management of the process from purchase request to payment and interaction with suppliers. The tool integrates the supplier as part of the purchasing process in a collaborative manner.

Its main objectives are:

- Automating and optimizing supplier management, aligning with the needs of the different areas of the company and contributing to their assessment and segmentation.
- Ensuring a reliable supply chain, reducing risks, and improving quality and innovation.

In 2025 there were no reported incidents of corruption.

Whistleblowing channel

The Whistleblowing Channel continues to be a central tool for promoting an honest, safe, and respectful work environment in our organization. It is available through multiple channels such as intranet, the institutional website, email, telephone and direct contact with our Compliance team—all aimed at ensuring accessibility, confidentiality and protection of the whistleblower.

The Complaints Committee continued to perform its function rigorously, respecting at all times the principles of the Whistleblowing Channel Policy, including confidentiality, the prohibition of retaliation, the protection of the whistleblower and the dignified treatment of all persons involved. In addition, we conduct internal awareness campaigns about the available channels, also integrating them into integrity training and workshops on the work environment.

04

Infrastructure and operations

Ezeiza Airport

Infrastructure and sustainable mobility

$179M

invested in projects in 2025.

We conduct Energy Audits at multiple airports, incorporating efficiency measures at each site.
At Aeropuertos Argentina Cargas and the airports of Comodoro Rivadavia, San Fernando, Córdoba, San Juan and Iguazú, all with identified opportunities for energy improvement.

We completed and made progress on strategic infrastructure projects throughout the country, increasing capacity and modernization.
Including terminal expansions, runway rehabilitations, new aprons, electrical improvements, new treatment plants and complementary works at airports such as Aeroparque, Ezeiza, Comodoro Rivadavia, San Fernando, Río Cuarto, Río Gallegos, Termas de Río Hondo and San Juan.

We develop Sustainable Infrastructure and Mobility management under a comprehensive approach that combines corporate policies, sustainable design criteria, regulatory compliance, and monitoring tools that strengthen operational efficiency at all airports.

We have **specific corporate policies** that guide our actions: the Infrastructure Sustainability Policy, both airside (aprons, runways, and associated facilities) and landside (terminals) that establish guidelines to improve energy performance, incorporate sustainable criteria in projects and reduce emissions associated with the works. All remained in effect without modification during the period.

In terms of energy management, **we are making progress with systematic processes of measurement, auditing and continuous improvement**, driven by the ISO 50001 certifications already obtained, and by the expansion of real-time monitoring platforms. This approach is complemented by an internal training program, aimed at integrating sustainable design practices and efficient technologies into the Infrastructure teams.

Furthermore, for all the projects carried out, the corresponding Environmental Impact Study (EIA) has been performed, which allows evaluating the potential effects, defining prevention and mitigation measures, and ensuring compliance with current regulations. This process includes identifying impacts on the environment and communities, traceability of materials used, and responsible waste management during implementation.

Investment planning and prioritization is carried out in conjunction with the **National Airport System Regulatory Body (ORSNA)**, the authority responsible for validating operational needs, supervising construction plans, and ensuring the quality and safety of airport infrastructure. This coordinated work ensures that each project responds to the real requirements of the airport ecosystem and its users.

Finally, our management integrates sustainability criteria into all stages of the project cycle: from the choice of materials and technologies, to the design of solutions to reduce future consumption and minimize environmental impacts during operation. This is reflected both in the integration of local and recycled materials, as well as in the use of lower impact asphalt mixtures and the progressive adoption of energy efficiency practices and responsible water use at the terminals.

Main objectives and results achieved

GOAL
Sustainability: Bariloche Project Review*.

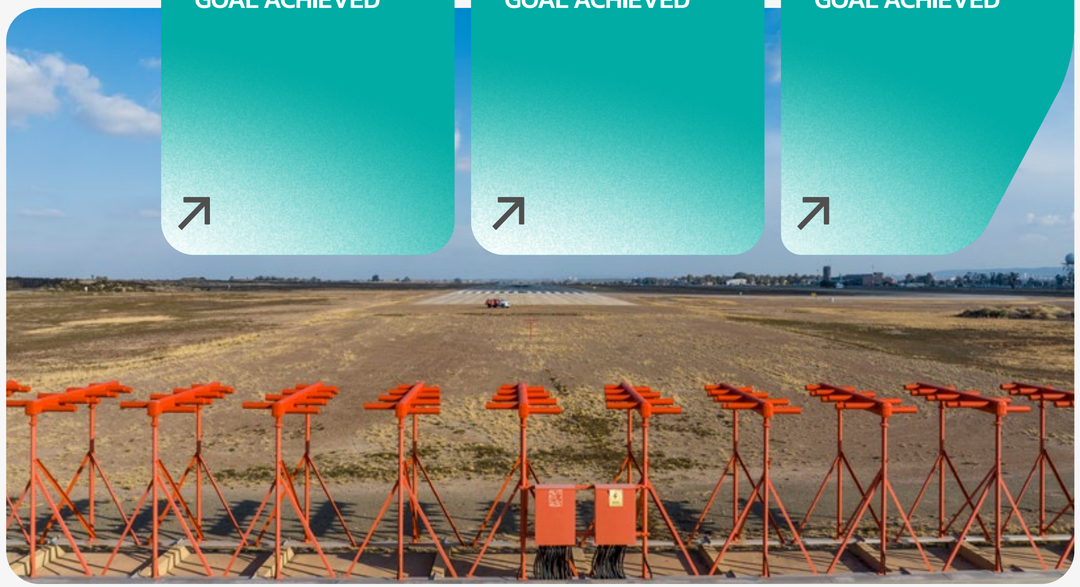
GOAL ACHIEVED

GOAL
Sustainability: Mendoza Project Review.

GOAL ACHIEVED

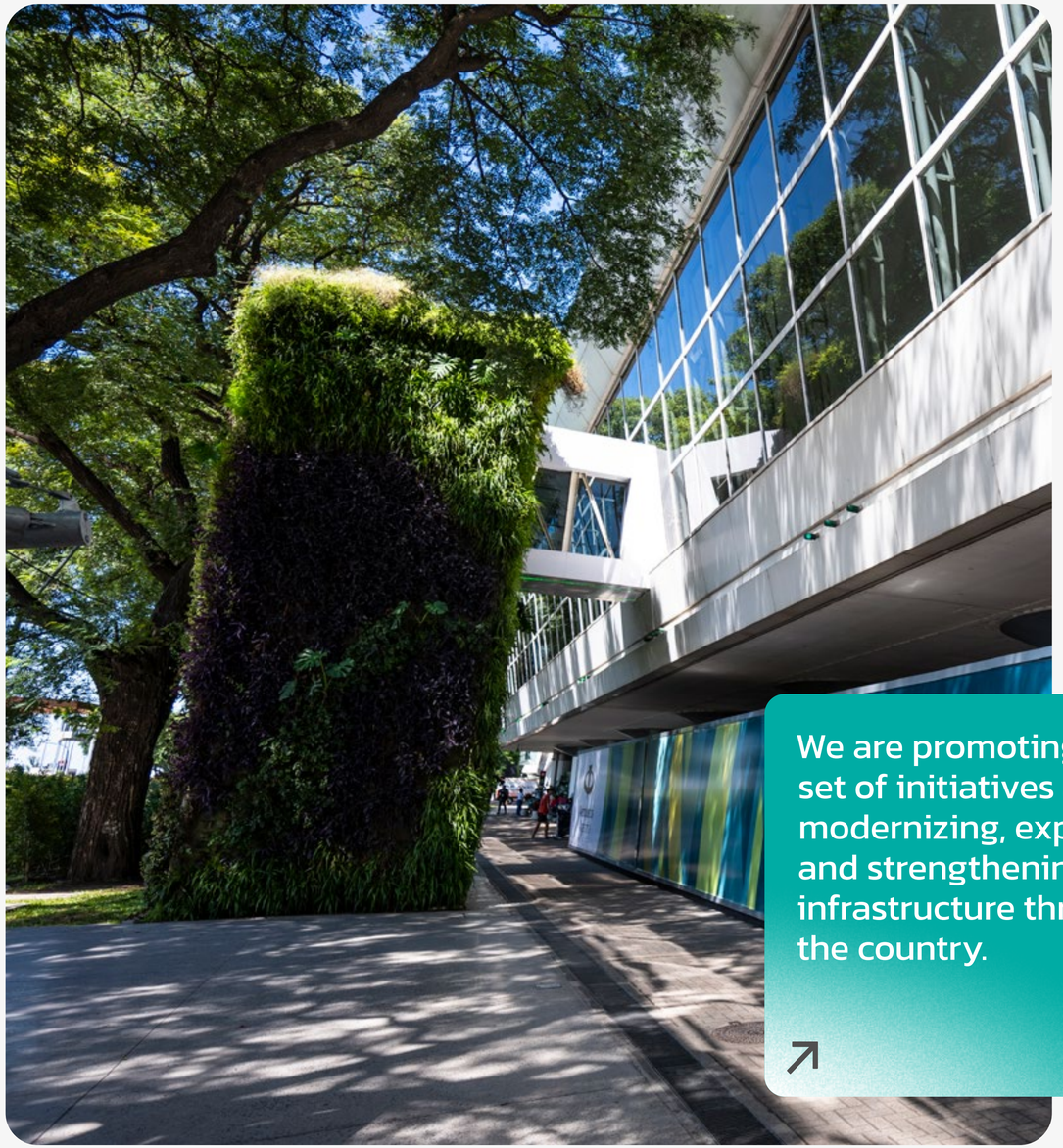
GOAL
Sustainability: Córdoba Project Review

GOAL ACHIEVED



Mendoza Airport

* Architectural analysis and design project with a focus on sustainability, based on the Sustainable Design Methodology and oriented towards climate and site assessment. Its objective is to define design recommendations to improve user comfort and reduce energy, water and resource consumption from the early stages of the project.



Aeroparque

Infrastructure

We are promoting a robust set of initiatives aimed at modernizing, expanding and strengthening airport infrastructure throughout the country.

We are promoting a robust set of initiatives aimed at modernizing, expanding and strengthening airport infrastructure throughout the country, responding to the operational, growth and service quality needs validated by the National Airport System Regulatory Body (ORSNA). These initiatives included building expansions, renovation of technical facilities, adaptation of operational areas and substantial improvements in passenger areas and critical airport operation sectors.

The main lines of action include:

- Apron expansions—such as Aeroparque's South Apron and North Apron—that strengthened aircraft operating capacity and improved efficiency in ground processes.
- Expansions and renovations of passenger terminals, building interventions of varying scales, expansion of operational areas, incorporation of new boarding sectors, remodeling of passenger service areas and modernization of technical facilities, among other projects.
- Installation of new systems and equipment to optimize critical processes, such as the E-Gates in Ezeiza to expedite immigration control, new main electrical feeders and drinking water and sewage treatment systems.
- Specific adjustments aimed at improving the functional efficiency of cargo operations, suppliers and rental companies, such as the new Ezeiza Rental HUB and the expansion of the perishable goods chamber at the Cargas Terminal.

Taken together, these actions made it possible to advance improvements in safety, capacity, internal connectivity, operational functionality and passenger experience at multiple airports across the country.

Work completed in 2025

We completed a wide and diverse set of projects throughout 2025, including large-scale and smaller ones essential for daily operation. Each project responded to specific needs depending on the airport, keeping pace with traffic growth as well as modernization, maintenance and operational adaptation requirements.

Among the most relevant completed projects are the following:

Aeroparque Jorge Newbery

- **South Apron Expansion**, incorporating 14,000 m² (150,700 ft²) of technical pavement surfaces, adaptation of positions, drainage, services and beacons. Ninety people were involved in its completion.
- **New North Apron**, 17,000 m² (183,000 ft²) surface area and new beacons and LED lighting, with 150 people involved.
- **Point of Inspection and Registration (PIR)-Point of Inspection and Registration (PIR) Sector Expansion**, expanding critical inspection areas, adding a new supplier station and reconfiguring operational flows. 40 people were involved.
- **Semi-Covered International Terminal Access**, with preliminary tasks completed in 2025.

Ezeiza

- **Installation of E-Gates in Arrivals**, modernizing 610 m² (6,500 ft²) and replacing 11 traditional stations with 32 express units. 30 people were involved.
- **New main feeders,** optimizing the electrical infrastructure, with 65 people involved.
- **New VIP lounge**, incorporating rest areas, gastronomy, workspaces and premium services. 120 people were involved.
- **New Rental HUB**, with a total of 9,700 m² (104,400 ft²), 350 parking spaces and 10 commercial premises. 50 people were involved.
- **Drinking water treatment plant using reverse osmosis**, with modular capacity to accommodate the growth of the terminal. 30 people were involved.
- **Expansion of the perishable goods chamber** at the Cargas Terminal (500 m², 5,400 ft²)), including demolition of structures and commissioning of new facilities. 40 people were involved.

Comodoro Rivadavia

- **New roof and comprehensive renovation of the terminal building,** with structural, technical and passenger experience improvements. It involved 15 people.

San Fernando

- **Rehabilitation of the Aviaser Apron**, incorporating hydraulic works, drainage, signage and adaptation to key aircraft. 40 people were involved.
- **Rehabilitation of the Ubrix Apron**, creating new rigid pavements integrated into the Alfa roadway. It also involved 40 people.

Río Cuarto

- **Rehabilitation of runway, taxiways and apron,** with complete repaving, operational adjustments and improvements to beacons. 170 people were involved.

Río Gallegos

- **Rehabilitation of runway 08-26 and marking,** including removal and reconstruction of deteriorated sectors. 170 people were involved.

Termas de Río Hondo

- **Construction of a sewage treatment plant,** with an activated sludge system and infiltration bed.
- **Remodeling and expansion of the terminal,** adding 2,650 m² (28,500 ft²) and modernizing boarding areas, services and operations.

San Juan

- **New passenger terminal,** adding 5,396 m² (58,000 ft²), incorporating national and international boarding lounges, jet bridges, check-in hall, commercial spaces and advanced operating technology.

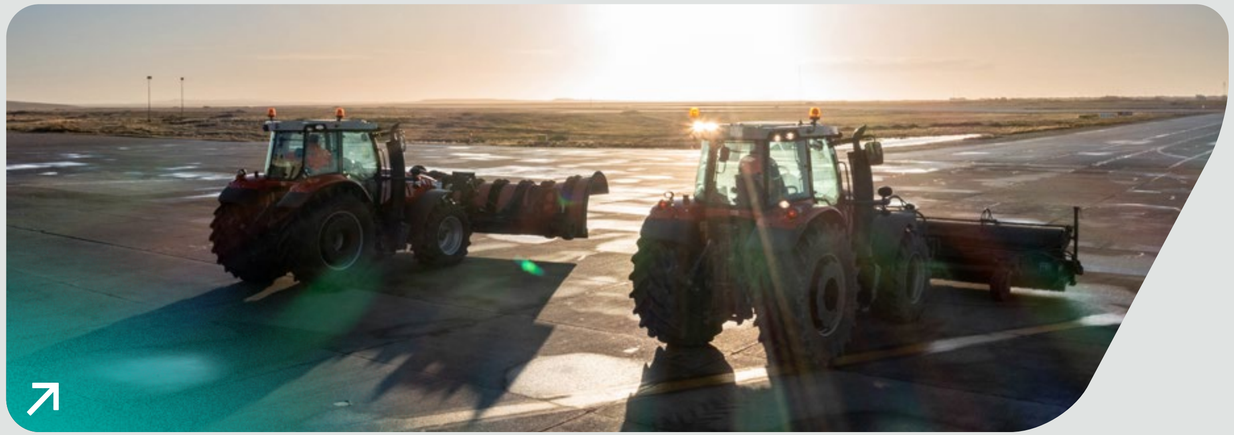
Iguazú

- **Construction of a sewage treatment plant,** with a capacity of 205 m³/day and complete civil projects. It included the participation of 20 people.

Río Grande

- **Start of the comprehensive rehabilitation of the runway, taxiways and apron with beacons,** with new geometries and concrete pavements. 240 people were involved.

In addition, numerous **Minor Works (OME)** were carried out to meet operational and commercial requirements at airports throughout the country.



Río Grande Airport

Risk management and operational efficiency

We delivered five Operational Safety Management Manuals for the airports included in the certification schedule of the National Civil Aviation Administration (ANAC).
Formosa, San Fernando, Jujuy, Mar del Plata and Río Grande.

310

interventions of Operation Snow carried out, strengthening winter management at nine airports in the country.

104

training sessions conducted, with 1,465 participants.
Within the framework of the Emergency Neutralization and Evacuation Plan.

We audited the amendments to 19 emergency neutralization and evacuation plans and conducted 17 evacuation drills across the network.

At Aeropuertos Argentina, risk management and emergency preparedness are essential pillars to guarantee operational safety, business continuity and the protection of the people who are part of the airport community. This commitment is sustained through corporate policies, management systems, and a set of integrated processes that allow us to anticipate scenarios, mitigate impacts, and align our practices with national and international standards and regulations.

The framework includes the Operational Safety Policy, the Corporate Risk Management Policy and the Corporate Risk Management Procedure, which define responsibilities, analysis methodologies and monitoring mechanisms, and are available in the Corporate Policy System. These policies establish key principles such as the systematic and proactive management of hazards, ensuring resources to maintain optimal safety levels, the obligation to measure effectiveness through indicators and objectives, and the promotion of a culture of safe reporting without sanctions, except in cases of regulatory or legal violations.

Simultaneously, the **Procedure for establishing and observing performance indicators was incorporated during 2025,** which defines the corporate architecture of the KPIs of the Safety Management System (SMS), including structure, formulas, measurement frequency and progressive goals for the entire network, along with a ranking of airports by movement volume based on ten years of operational data. This tool formalizes the continuous observation and measurement of operational safety performance and enables comparable criteria adapted to the reality of each airport.

Management is carried out in a coordinated manner between the areas of Risk, Operational Safety, Fire Control and Internal Control, through systematic processes of hazard identification, risk assessment, corrective action planning, continuous monitoring and coordination with regulatory agencies.

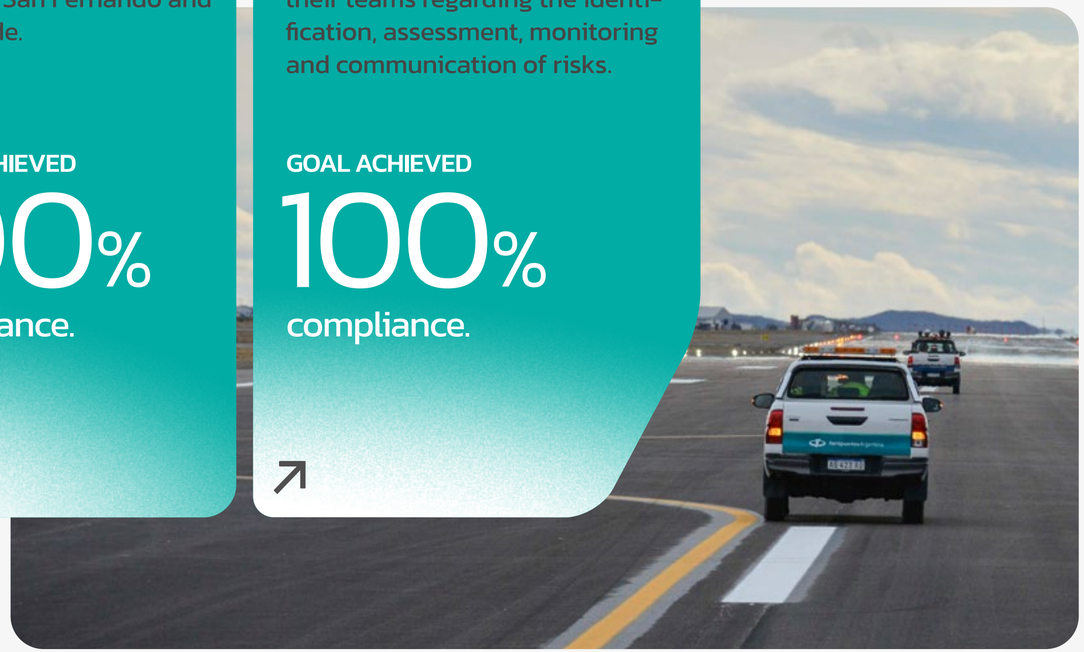
Main objectives and results achieved

GOAL
Deliver the Operational Safety Management Manuals to 5 airports that are part of the Airport Certification process: Mar del Plata, Jujuy, Formosa, San Fernando and Río Grande.

GOAL ACHIEVED
100%
compliance.

GOAL
Maintain and increase training on the Corporate Risk Methodology (CRM) in Business Units (BUs) and increase the participation of airport managers and their teams regarding the identification, assessment, monitoring and communication of risks.

GOAL ACHIEVED
100%
compliance.



Río Gallegos Airport

Risk management

During 2025 we maintained continuous monitoring of the corporate risk portfolio, updating the valuations and the status of the action plans. The process was carried out in conjunction with the Business and Service Units, supporting the teams in identifying precursors, associating them with the Corporate Risk Matrix, and monitoring the impact of the implemented mitigations. The risk classification considered strategic, airport operational, commercial, administrative, regulatory, financial, technological and human resources dimensions.

At Aeropuertos Argentina, we have formal processes in place to address negative impacts arising from operations or events that may affect users, employees, service providers, and operational stakeholders. These processes include the documentation, referral and resolution of incidents, the activation of response plans, the coordination between technical areas and the consolidation of corrective measures aimed at preventing recurrences. The operational areas work in an integrated manner to analyze causes and mitigate impacts, ensuring consistency between risk management, operational safety and the protection of people.

In 2025, Aeropuertos Argentina managed some relevant cases related to energy and environmental floor plan:

- Implementation of **high-rise cleaning with drones**, reducing safety risks, optimizing time and decreasing water consumption.
- Replacing **outdated screens** with LED technology, improving energy efficiency, visibility and system reliability.
- Continuation of the plan to **improve visual aids**, with the change to LED technology of the beacon system, improving the lifespan and energy efficiency levels.

From an environmental and social perspective, the analysis of risks associated with the Zero Plastic project was strengthened, especially those linked to the voluntary adherence of key actors and compliance with accessibility guidelines, with potential reputational, regulatory and operational impact.

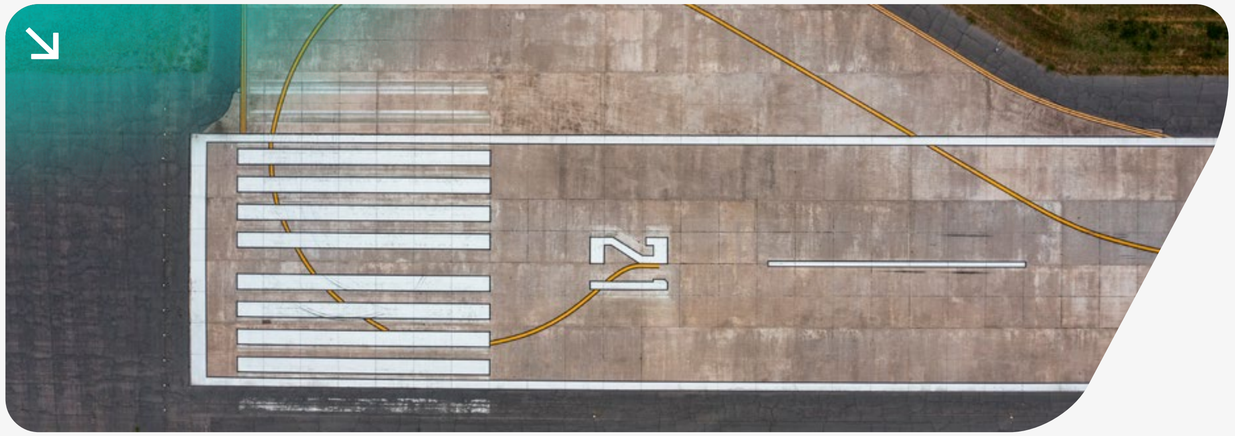
Internal monitoring

The internal control system is based on the **COSO 2013 Framework** (Committee of Sponsoring Organizations of the Treadway Commission) and rests on five pillars: control environment, risk assessment, control activities, information and communication, and monitoring. During 2025, operations continued under the three lines of defense scheme, guaranteeing independence between the functions of Internal Control, Compliance, Risks and Internal Audit.

Starting in January 2025, the **New Global Internal Audit Standards (GIAS)** came into effect, updating the international standard of professional practice. Internal Audit continues to use the COSO Framework as a criterion, evaluating governance, risk, and control processes.

During the year:

- The **Engineering Area** was consolidated for technical reviews of critical processes.
- The **Service Level** team expanded its controls, incorporating accessibility by 2026.
- Processes were improved, incorporating the criticality qualification **of evaluated objects** to enhance precision and relevance.



Top: Martín Zárate, José Robles, Alejandro Morinigo / Bottom: La Rioja Airport

Operational safety

Operational safety made significant progress during the year. In line with airport certification, the corresponding manuals were delivered, processes were consolidated, and the analysis of risks associated with construction and maintenance was deepened.

In 2025 we implemented 8 new Operational Safety KPIs for the entire network, accompanied by automated dashboards that allow monitoring of indicators such as FOD, spills, regulatory non-compliance, incursions and excursions, wildlife impacts, staff training and pavement condition, all defined according to the airport classification based on the operational series of the last ten years.

The Operations and Maintenance Directorate also carried out cross-audits between airports, with the aim of strengthening standardization and continuous improvement of operations, in addition to specific training such as jet bridge operation training.

Emergency preparedness

Emergency preparedness was strengthened through training, simulation, and auditing activities across the entire airport network.

During 2025 the following were carried out:

- **104 training sessions** on emergency plans, human behavior, use of fire extinguishers and technical content, reaching 1,465 participants (own staff, public bodies and airport community).
- **19 amended neutralization plans and 17 evacuation drills**, all audited by ORSNA and the Fire Protection Management.
- Specific fire drills in **Santiago del Estero, Comodoro Rivadavia and San Rafael,** with satisfactory results. In Resistencia, we amended the Evacuation Plan. In most of the drills conducted, and in order to evaluate the general behavior of passengers, we simulated initial fire outbreaks at the inspection and search checkpoints operated by the Airport Security Police. This condition generated the need to carry out the evacuation not only towards the main assembly points located in the public sector of the terminals, but also towards secondary assembly points located on the aircraft apron (sterile side).

This measure was taken in response to the impossibility of reversing the flow of passengers already on board, due to the obstruction caused by the fire in the baggage inspection area, which compromised the reversibility of the planned evacuation routes, with the result being satisfactory in all the exercises.

These activities improved inter-institutional coordination and strengthened response times from a comprehensive emergency management approach.

Airport and civil aviation security

During the winter season, we carried out **Operation Snow 2025**, with 310 interventions at the airports of Mendoza, San Rafael, Malargüe, Neuquén, Bariloche, Esquel, Comodoro Rivadavia, Río Gallegos and Río Grande. These actions were carried out in accordance with the procedures established in support of the PSA for compliance with the **National Civil Aviation Security Program (PNSAC)**.

Mendoza Airport

05

Innovation management

Federico Favata

We implemented the corporate Security Operations Center (SOC).
Incorporating 24/7 monitoring, incident response and threat intelligence, substantially increasing the capacity for early detection and reaction to cyberattacks.

Implementation of a vulnerability management process.
Including improvements in email protection, endpoints, identities, and global penetration testing.

We are moving forward with a comprehensive technological modernization.
With renovations in infrastructure, computing, communications, cloud, architecture and field, accompanied by the implementation of the IT Academy.

We launched new passenger-focused digital capabilities.
Including improvements to free internet access and Wi-Fi network coverage, expanded FIDS displays, baggage tracking, and queue delay estimation.

19
new advanced analytics models and 36 corporate dashboards developed.
Reaching a total of 51 models and consolidating the use of data for decision-making.

Our management model

Innovation management is a key element in ensuring the continuity of airport operations, protecting critical systems, strengthening decision-making, and improving the passenger experience. At Aeropuertos Argentina, we manage this issue under a comprehensive approach that combines corporate governance, formal policies, specialized technical capabilities, and a continuous process of technological modernization.

We have a management framework aligned with Corporación América Airports (CAAP), which establishes global guidelines for information security and cybersecurity, incident management, access management, and the protection of critical business processes.

During 2025, we continued to consolidate a management model that integrates security, analysis, and technological operations under a single strategic vision, as follows:

We are also working on the evolution of our digital channels, expanding capabilities that complement the passenger experience and facilitate communication with end users. The innovation and connectivity initiatives were combined with improvements in infrastructure, perimeter security, and support tools that ensure services are available, secure, and scalable.

Overall, the management of this issue integrates governance processes, digital tools, technological innovation, and analytical capabilities that allow us to sustain reliable operations, protect information, and improve the experience of those who work and travel through our airports.

Main objectives and results achieved

Bariloche Airport

GOAL
Implement the Signavio platform in our operations before March 31, 2025.

GOAL ACHIEVED
100%
compliance.

GOAL
Achieve a DDI (Data Driven Index) of 2.61 by December 31, 2025.

RESULT EXCEEDED
3.29
DDI.

GOAL
Implement a comprehensive import process at the Cargas Terminal, synchronizing the Warehouse Management System (WMS), ERP, and the BTP Portal to ensure traceability, operational control, and real-time visibility throughout the entire incoming merchandise flow before the end of the third quarter of the year.

GOAL ACHIEVED
100%
compliance.

GOAL
Achieve SOX certification (full compliance with the internal controls and transparency requirements mandated by the Sarbanes-Oxley Act) before May 31, 2025..

GOAL ACHIEVED
100%
compliance.

GOAL
Demonstrate the monetary impact of at least 3 projects, achieving an increase in revenue and/or cost savings of at least 200 million pesos by December 2025.

GOAL ACHIEVED
100%
compliance.

GOAL
Implement TAM2 (*Total Airport Management System*) and SGA (Airport Management System) in Rollout 2 during the second quarter.

GOAL ACHIEVED
100%
compliance.

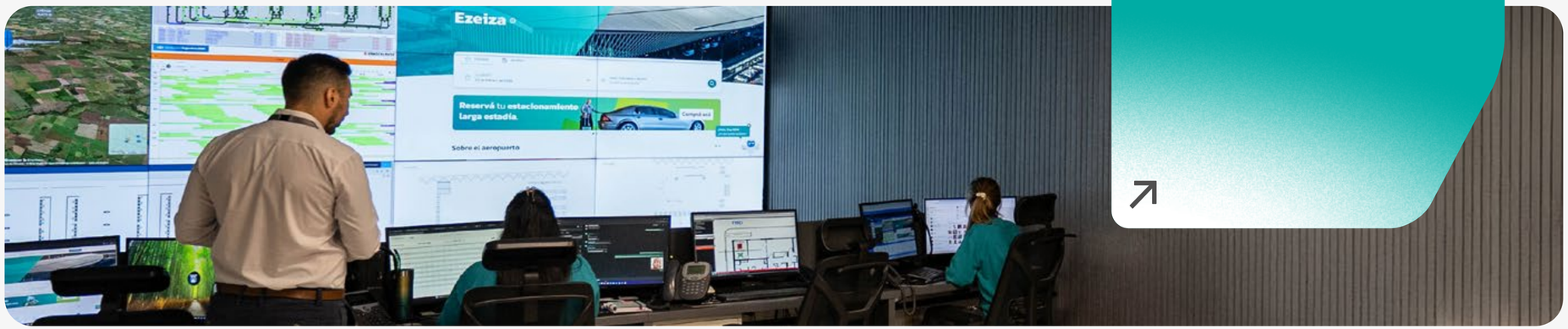
Cybersecurity and information security

The Information Security area of CAAP is responsible for implementing and maintaining a Comprehensive Information Security and Cybersecurity Framework, which is materialized in corporate policies such as the **Information Security Policy**, the **Access Management Policy**, the **Cybersecurity Incident Management Policy** and the **formal process of access to corporate dashboards**, which regulate the handling of information, the use of systems, incident response and the protection of identities and digital assets. This framework combines regulatory governance (policies, standards and procedures) with advanced technological capabilities. This team reports directly to the Executive Committee through the Head of Legal & Compliance and works with internal areas and suppliers to establish access controls, manage identity management systems, monitor networks and applications to identify irregular activity, conduct periodic audits, deploy threat detection and prevention tools, oversee patch management, implement vulnerability management systems, and coordinate business continuity and disaster recovery plans. It also works in coordination with other teams such as Human Resources and technical leaders to train employees in the identification of suspicious activities and emerging risks.

In line with our framework mentioned above, the Cybersecurity Program 2022–2025 was completed during 2025, which standardized processes, integrated common technologies across all subsidiaries, and consolidated critical capabilities for the protection of digital assets. Key achievements include the full implementation of the centralized Security Operations Center (SOC), the deployment of advanced vulnerability detection technologies, the strengthening of identity management through Multi-Factor Authentication (MFA) and privileged access controls, the implementation of Web Application Firewalls, the reinforcement of email security, and the consolidation of web filtering and protection. In addition, independent external reviews were carried out by specialized international providers.

Similarly, during the year 2025 a set of specific goals was established linked to strengthening our Cybersecurity approach. All these objectives belong to the Global Information Security Plan and are derived from the Cybersecurity Risk Matrix.

The Cybersecurity Program 2022–2025 was completed during 2025.



Leticia Espinoza

In an environment where attempts at unauthorized access are constantly evolving, the organization maintains strong prevention, monitoring, and response capabilities. We have not recorded any serious incidents or significant breaches, and we have processes and controls in place that allow us to effectively manage any potential threat to ensure the continuity of our operations and those of key third parties. In this context, strengthening and updating our security management remains a strategic priority across the entire organization.

On the other hand, during the year **the implementation of the Security Operations Center (SOC) was completed**, incorporating centralized monitoring, incident response services and threat analysis. **The comprehensive Vulnerability Management program was also implemented**, through continuous scanning, technical assessments, and prioritized remediation. Simultaneously, **improvements were made to the protection of corporate email and endpoints**, including advanced filters, behavior rules and malware protection, as well as **reinforcements in the protection of corporate identities**.

In addition, **global penetration tests** were carried out, with results that allowed for the identification and remediation of critical weaknesses, and an **Annual Awareness Program** was implemented for all employees, which integrated regular communications, educational materials, phishing simulations and specific content for users with a higher level of risk. These initiatives strengthened the security culture throughout the company and consolidated a network of users better prepared to face digital threats. Specific initiatives were also deployed, such as **web filtering and browsing protection**, the **implementation of multi-factor authentication (MFA)** on sensitive systems, and the **strengthening of Privileged Access Management (PAM)**.

The only objective of this block that remains **ongoing** is the **improvement in server protection**, the progress of which is scheduled in the 2026 strategic plan.

Regarding incident management, it continues to be managed under a formal and structured process that includes detection, technical and qualitative analysis, containment, eradication, recovery and documentation, aligned with the Cybersecurity Risk Matrix reviewed annually in conjunction with the corporate CISO. This process ensured consistency between mitigation actions, investment prioritization, and the specific remediation plans implemented during the year.

Technological innovation and IT

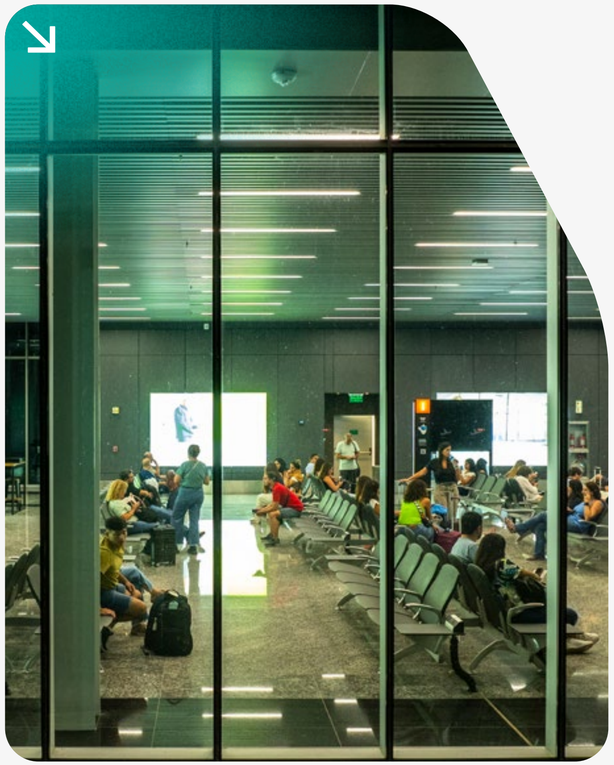
2025 was a year of profound transformation, as we completed the data migration to SAP HANA, which allowed us to have a faster, more stable and scalable database, enabling new capabilities for analyzing and processing large volumes of information. In turn, we carried out a comprehensive renovation of the technological infrastructure that included the updating of servers, storage spaces, technical rooms, firewalls, routers and Wi-Fi systems, modernization of telephony and communications tools, evolution of the hybrid cloud architecture and improvements in endpoints, user experience and field support. This process was complemented by the review and strengthening of agile and traditional methodologies, the documentation of processes, the improvement of the demand management framework, and the updating of operational metrics.

To support these changes, we implemented the **IT Academy,** which provided training to 1,644 attendees on corporate platforms, cloud tools, operating systems, and other critical solutions for daily operations. We are also making progress in the digitization of strategic processes through the implementation of SSAM-AR[1] Ariba Sourcing[2] integrated with SLP for comprehensive supplier management and with CAFI as a central repository or form for required information, the import process (WMS / ERP / BTP Portal), TDI-IMPO and new SuccessFactors modules, including Succession & Development, Opportunity Marketplace and Recruiting, improving the traceability, efficiency and consistency of corporate digital flows.

In parallel, our focus on **Data Science** played a key role in the evolution of the use of data as a strategic asset. During the year, a Data Driven Index (DDI) of 3.29 was achieved, far exceeding the goal set at the beginning of the year. This index is a corporate metric that measures the degree of maturity in the adoption of a data-driven culture, with a value ranging from 1 to 5. It arises from a formula that weighs four dimensions: training in Data & AI, the use of corporate dashboards, the application of advanced analytics, and the maturity of data governance practices. The result obtained reflects the consolidation of a data-driven culture, the widespread use of BI dashboards, and the incorporation of advanced analytics into various operational processes.

Nineteen new analytics models were developed, reaching a historical total of fifty-one, with outstanding projects such as Aeroteca MDZ, the Vmall Classifier, Dati and simulation and optimization models of the cargo tariff. Progress was also made in automating flight billing, integrating automatic data ingestion, comparison with TAMS, and early detection of possible inconsistencies or failures in flight reporting.

36 new corporate dashboards were developed, and maintenance was performed on critical dashboards for Parking, Satisfaction Surveys, Projects and Operation Snow. Additionally, the migration of SIE Import to the corporate dashboards was completed, optimizing performance and facilitating administration. The development of the company's Data Map made it possible to visualize the relationships between systems, processes, flows and sources of information, improving data governance at the organizational level.

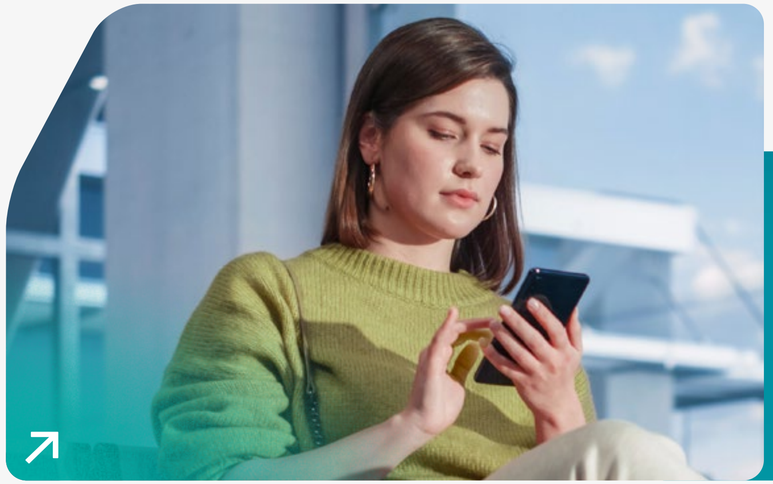


Río Hondo Airport

The Data Academy, our training program aimed at strengthening analytical capabilities and the responsible use of information, continued to expand, with certifications in Data Culture and Digital Mindset , Power BI Data Analytics and more than 200 participants in webinars on corporate dashboards, strengthening analytical capabilities throughout the workforce.

[1] Supplier & Sourcing Management module or internal flow for Argentina, generally associated with the management of suppliers, registrations, evaluations, risks and documentation within the SAP environment or associated platforms.
[2] SAP Ariba module for handling tenders, competitions, RFP/RFQ and supplier negotiation processes.

During 2025, these online sites registered more than 12.5 million sessions, 39.3 million views and 4.8 million users, consolidating themselves as reference channels in the experience before, during and after the trip.



We registered more than 24.1 million connections in the year.

Meanwhile, digital channels and the passenger experience underwent a significant evolution. The free internet access service was enhanced by installing 76 firewalls, 676 Access Points and 39 links dedicated exclusively to the passenger experience, reaching 16 GB of bandwidth and registering more than 24.1 million connections in the year. Also, the coverage and infrastructure of digital displays (FIDS) was significantly increased, present in 38 terminals and strategically distributed in airports such as Aeroparque, Córdoba, Mendoza, Bariloche, Jujuy and the different terminals of Ezeiza, facilitating operational communication and passenger information.

In addition, we launched the new Aeropuertos Argentina website and separate portals for each airport, incorporating real-time information, service guides, travel planning tools, and new content formats such as newsletters and destination guides. During 2025, these online sites registered more than 12.5 million sessions, 39.3 million views and 4.8 million users, consolidating themselves as reference channels in the experience before, during and after the trip.

As part of the operational innovation, baggage tracking was implemented at Ezeiza, queue delay calculations along with information screens at Ezeiza and Aeroparque, and passenger flow analysis was initiated at the domestic PIR of Aeroparque, with the integration of cameras, operational KPIs and dashboards to manage waiting times and resources.

These initiatives together reflect an integrated strategy that combines security, technology, analytics, and innovation to strengthen the resilience, efficiency, and modernization of the entire company.

Digital innovation applied to sustainability management

As part of our innovation and digital transformation strategy, during 2025 we began the implementation of **SAP Sustainability Control Tower** as a key tool to strengthen the management, monitoring and reporting of our sustainability indicators. This initiative allowed us to directly link our strategic vision with concrete, measurable and traceable results, strengthening data-driven decision-making.

The adoption of this solution responded to the need for integrated, reliable, and standardized information that covers social, environmental, and operational dimensions. To date, **Phase 1** of the project is complete, with a total of **44 metrics that are fully configured and operational.** Of this total, **26 Human Resources metrics have automatic integration with SuccessFactors,** while **18 metrics linked to Strategic Objectives** are managed through **manual uploads**.

Automating the processes of loading and validating information reduced manual intervention and significantly improved the quality and traceability of the information. This technological base allowed progress towards a scalable, replicable model prepared to respond to regulatory requirements and international reporting frameworks.

Furthermore, the implementation was supported by strategic pilot projects that demonstrated the value of applied innovation. Among them, the monitoring of progress in **accessibility at airport terminals** and the tracking of **women in leadership roles** stood out, integrating key social indicators that allow visualizing progress, identifying gaps and prioritizing high-impact initiatives.

As a result of this process, we strengthened our internal capabilities to manage sustainability in a comprehensive way, connecting corporate strategy with daily operations and performance. This innovative approach was externally recognized with the **AUSIA Award – Sustainable Company with SAP 2025**, positioning us as a benchmark in the use of digital solutions to promote sustainable, efficient and results-oriented management.

Data privacy

Protecting the privacy and security of personal information is a priority for Aeropuertos Argentina. In this regard, the organization reaffirms its commitment to compliance with current regulations, particularly with Law No. 25,326 on the Protection of Personal Data, whose objective is to guarantee comprehensive protection of personal data.

In line with this regulatory framework, the company developed and implemented a Personal Data Protection and Use Policy in accordance with that law, its regulatory decree and complementary regulations. This policy aims to inform users, in a clear, precise and accessible manner, about the collection, use and treatment of their personal data, as well as their rights, in this matter.

Likewise, the policy contemplates compliance with the provisions issued by the Public Information Access Agency, in its capacity as a control authority, or by the agency that may replace it in the future.

According to information provided by the IT area, as of March 30, 2026, the Personal Data Protection and Use Policy is implemented and published on the Aeropuertos Argentina institutional website.

Our Cargas Terminals

We reaffirm our commitment to strengthening cybersecurity and promoting technological innovation as pillars for a more efficient, traceable, and secure operation. From a strategic perspective, we work to modernize our systems, improve our customers' experience, and ensure data protection and the operational continuity of our services.

We defined three key indicators for quality assurance in operations, seeking to capture efficiencies by 2026.

Main objectives and results achieved

GOAL
Implement the WMS in the Imports sector, ensuring that the import, transit, courier processes and interfaces with the Malvina System are operational by 08/30, with a temporary deviation of less than 30 days (55%); that the critical findings rate is reduced to less than 5% by 12/31 (25%); and that three operational quality indicators are defined before 12/31, which will allow efficiencies to be captured in 2026 (20%).

RESULTS ACHIEVED
The WMS went live on 22/8, achieving 75% completion of the deconsolidation process. The critical findings rate showed 100% compliance, with WMS—47 out of 48 critical tickets resolved, resulting in a final critical findings rate of 2.08%. In addition, 100% of the three committed indicators were defined, which include cold storage time, load preparation and control time, and inventory quality, measured as the difference between actual waybills on hand and those recorded in the system. The overall achievement of the objective was 86.25%.

GOAL
Implement the ERP and BTP in the Imports sector, ensuring that the import, transit, courier processes and interfaces with the Malvina System are fully operational by 08/30, with a temporary deviation of less than 30 days (55%); that the critical findings rate is less than 5% by 12/31 (25%); and that three operational quality indicators are defined before 12/31, allowing us to capture efficiencies in 2026 (20%).

GOAL ACHIEVED
The ERP and BTP systems went live on August 22nd, achieving 100% compliance. The critical findings rate also recorded 100% compliance, with CNX – 41 out of 43 critical tickets resolved, resulting in a final critical findings rate of 4.7%. Likewise, the three defined indicators were met 100%, linked to the percentage of self-management billing, the number of Credit Notes and Cancellations due to errors, and the number of Commercial Bonuses (Agreements). The objective was 100% achieved.

During 2025 we took a decisive step with the implementation of the Comprehensive Digital Transformation (TDI) initiative in Imports, considered the most relevant operational change of the last twenty years. This process included the incorporation of a WMS (Warehouse Management System), which allows us to improve efficiency, traceability and data availability for decision-making; the development of a Customer Portal, with a modern and omnichannel experience, which provides real-time visibility of the load; and the implementation of a new billing and self-billing system in SAP (Systems, Applications and Products), which brings agility and transparency to our business processes.

In turn, we moved forward with the implementation of the Enterprise Resource Planning (ERP) and Business Technology Platform (BTP) in the Imports sector. The results achieved reflect the robustness of the process: in the built-in WMS solution, we resolved 47 out of 48 critical tickets, achieving a critical finding rate of 2.08%. Furthermore, we met 100% of the objectives linked to the definition of operational quality indicators, including cold storage time, load preparation and control time, and inventory quality, measured as the comparison between actual waybills on hand and those recorded in the system.

As part of this modernization, we also implemented Cargo Flow, our digital queueing system for Export and Import, which improves work predictability, reduces waiting times, optimizes the use of parking space and provides key information through advance data verification.

Finally, all these developments are based on corporate cybersecurity guidelines, which guarantee data protection, system integrity, and operational continuity. We continue to deepen this path of innovation, promoting digital solutions that strengthen efficiency, raise the quality of service and consolidate a safer and more resilient operation.

Matías Cibulka

06

Artificial intelligence

Martín De Meio

+1.3K

employees trained in Artificial Intelligence (AI) literacy, prompting, Copilot 365 and agent creation, achieving an average satisfaction of 4.7/5.

+3K

Copilot Chat licenses deployed across the organization and enabled Copilot 365 for key users.

+100

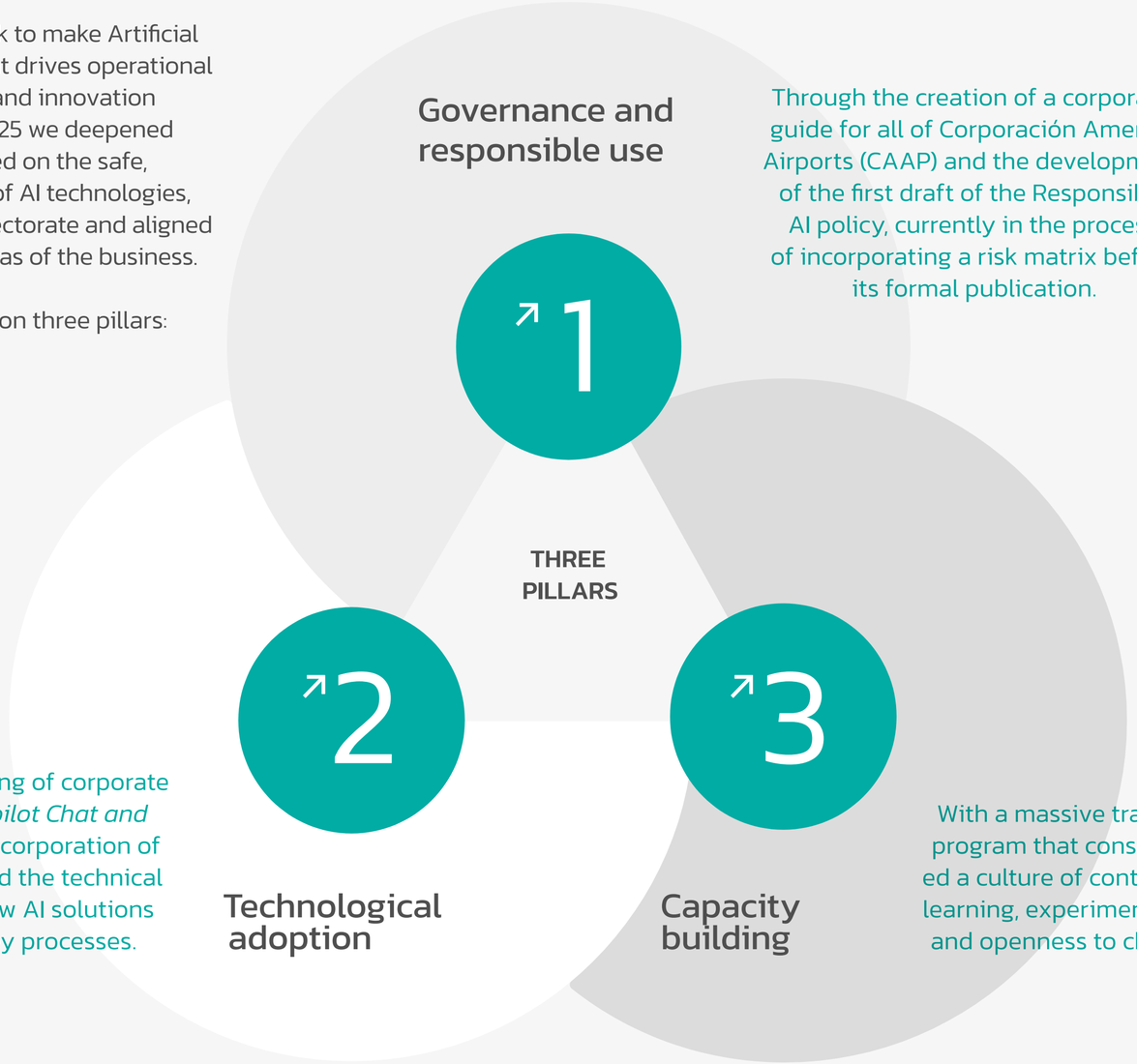
AI use cases identified in different areas and completed at least three high-impact POCs.

100%

of the milestones planned in the AI Ready mission met. Including surveys, hiring of a consultant, corporate guide for responsible use and enabled tools.

At Aeropuertos Argentina, we work to make Artificial Intelligence a strategic enabler that drives operational efficiency, passenger experience, and innovation within the organization. During 2025 we deepened our management approach focused on the safe, ethical and responsible adoption of AI technologies, articulated from the Data & AI Directorate and aligned with the needs of the different areas of the business.

Our management model is based on three pillars:



Through the creation of a corporate guide for all of Corporación America Airports (CAAP) and the development of the first draft of the Responsible AI policy, currently in the process of incorporating a risk matrix before its formal publication.

Through the enabling of corporate tools such as *Copilot Chat and Copilot 365*, the incorporation of internal agents and the technical assessment of new AI solutions applicable to key processes.

With a massive training program that consolidated a culture of continuous learning, experimentation and openness to change.

This approach enabled progress towards an integrated ecosystem where AI coexists with traditional analytics models, ensuring human oversight, regulatory compliance, and security controls in all current uses.

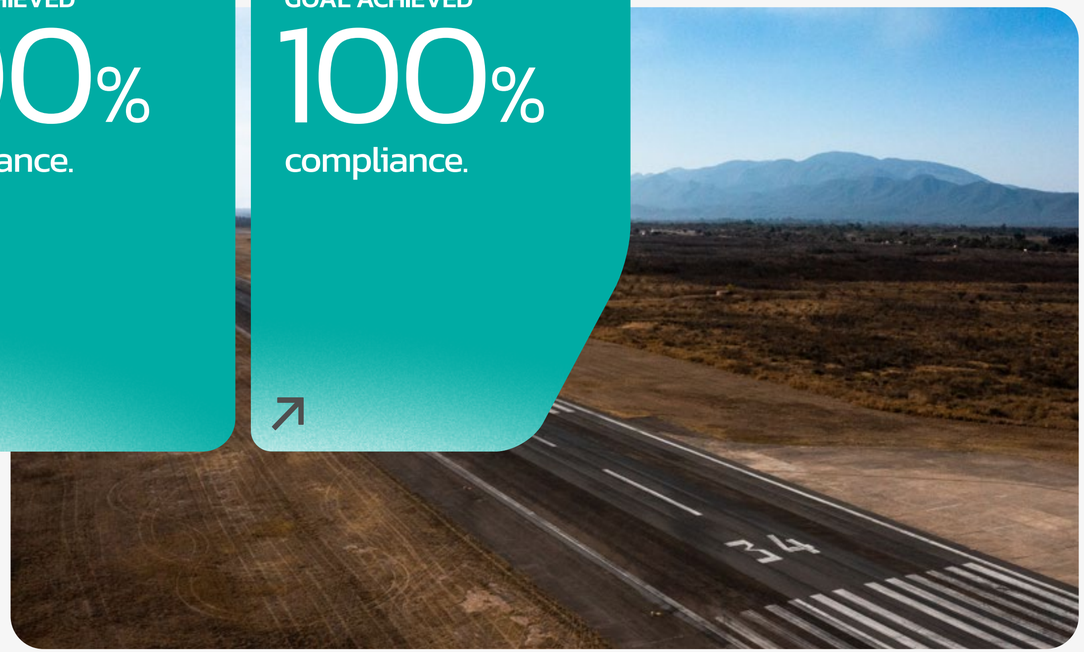
Main objectives and results achieved

GOAL
Implement at least 90% of the milestones in the AI Ready roadmap.

GOAL ACHIEVED
100% compliance.

GOAL
Implement at least 2 out of 5 AI models by the end of the year.

GOAL ACHIEVED
100% compliance.



Jujuy Airport

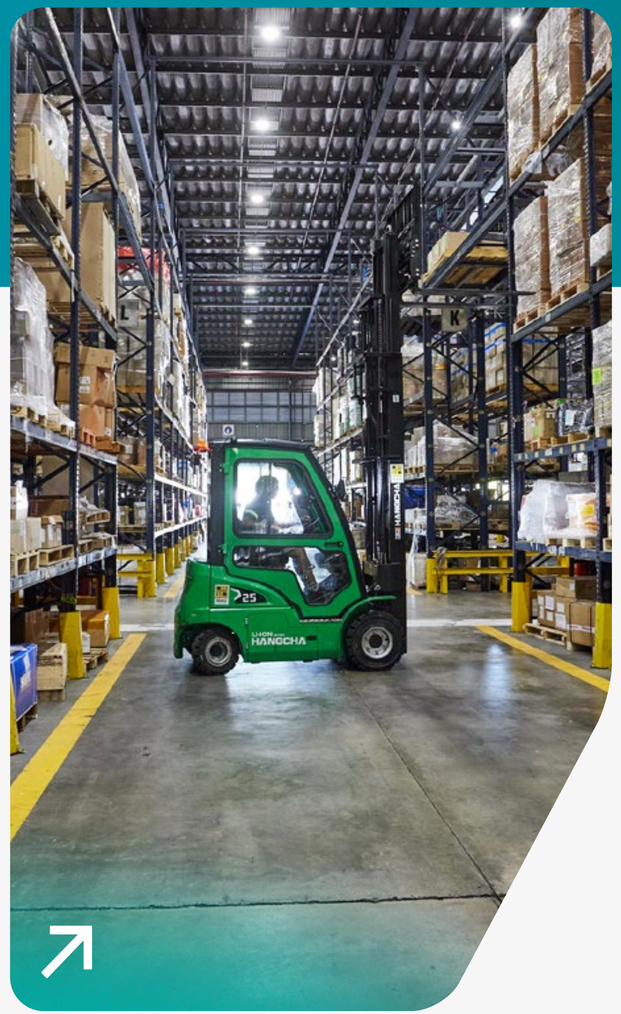
During 2025 we consolidated a comprehensive program to accelerate the adoption of AI throughout the organization. Some of the most relevant actions were:

- We completed the AI Ready roadmap, a corporate roadmap that included an internal and external survey to identify impact opportunities, the assessment and hiring of a specialized consulting firm, the development and dissemination of a corporate guide for the use of AI, and the enabling of tools that allow access to generative AI capabilities in a secure and standardized manner.
- We deployed **Copilot Chat for all employees** and **Copilot 365 for a group of key users**, enabling productivity agents and specialized copilots for tasks such as analysis, writing, automation, and operational support. This deployment represented a qualitative leap in our technological capabilities and boosted the massive use of AI in business tasks.
- We promote the **Tiered Training Program**, with training in AI Literacy, Prompting, Copilot 365, creation of agents for CEOs and key users, and advanced content in generative AI. More than 1,300 people participated in these sessions, strengthening the capabilities of the entire company.
- We launched **Proof of Concept (POCs)**, which allowed us to validate real use cases in areas such as Human Resources (agents for writing objectives, services and work environment), Purchasing (agents for writing specifications) and Operations, where we started building an agent for Operation Snow, aimed at suggesting preventive and reactive actions in the maintenance of the runway.
- In addition, we made progress in identifying more than **100 potential use cases** and developed agents such as **Dati** and **Aeroteca MDZ** , which are already in operation and use internal documents as a source of information, under periodic supervision by the Data Science team.

The progress achieved in Artificial Intelligence during 2025 demonstrates our ability to incorporate emerging technologies in a responsible, secure manner and in alignment with the organization's strategic objectives. The consolidation of the AI Ready roadmap, the widespread use of Copilot, the creation of teams, and the experimentation with agents and predictive models lay the foundation for developing high-impact solutions that strengthen operations, passenger experience, and internal efficiency.

07

Value chain management



Aeropuertos Argentina Cargas

2,960

total suppliers.
Recording an 8% growth compared to 2024 and consolidating a broader and more diversified supply chain.

We created the Supply Chain area, marking a structural milestone in supply management, process efficiency and comprehensive purchasing coordination.

99%

of our suppliers are local and account for 96% of our spending, demonstrating our commitment to the development of the national economy.
In other words, suppliers located in Argentina.

Main objectives and results achieved

Sustainability in the supply chain is a pivotal pillar for Aeropuertos Argentina, given that our operation depends on a broad and diverse network of suppliers that support airport management throughout the country. During 2025 we made progress in strengthening a responsible sourcing approach based on transparency, integrity, operational efficiency and contribution to development of the local economy.

The management of this issue falls under two core corporate policies:

- **Anti-Bribery and Anti-Corruption Policy,** which establishes guidelines and monitoring to prevent improper practices in all interactions with third parties.
- **Corporación América Airports' Third-Party Policy**, which defines the minimum due diligence requirements applicable to suppliers, permit holders, contractors and any person or entity that maintains a business relationship with the organization.

Both policies guide risk assessment, integrity review, and procurement processes, ensuring that suppliers meet ethical and regulatory standards consistent with the company's values.

GOAL
Implement two initiatives with an impact on sustainability issues within the purchasing process.

50% COMPLIANCE
Progress was made with the initial development of projects associated with plastic reduction and improvement in responsible processes.

GOAL
Strengthen the energy supply through the progressive incorporation of renewable electricity.

GOAL ACHIEVED
Electricity supply partially provided by renewable energy.

Iguazú Airport

Our suppliers

During 2025 we worked with **2,960 suppliers**, which represented an 8% increase compared to 2024 and reflects both the expansion of our activities and the incorporation of new players that accompany the growth of the business. **96% of total spending** went to companies based in Argentina, reinforcing our commitment to regional economic development and the creation of opportunities in the communities where we operate.

The supplier network extends to all our business units, ranging from essential services such as security, maintenance, cleaning, energy and supply of raw material, to highly specialized areas such as civil and airport engineering, runway infrastructure, technical equipment, software, information technology and logistics services for air cargo. This diversity allows for the support of complex operations, ensures continuity of service, and guarantees that each airport has the necessary resources and capabilities to provide a safe, efficient, and high-quality experience.

GENERAL INFORMATION ABOUT OUR SUPPLIERS

Suppliers Ezeiza	Suppliers Center	Suppliers East
436	363	660
11.79%	9.34%	7.32%
% growth in number of suppliers (0,29% more than in 2024)	% growth in number of suppliers (6,66% less than in 2024)	% growth in number of suppliers (0,81% less than in 2024)
100%	100%	100%
% of expenditure to suppliers corresponding to local suppliers	% of expenditure to suppliers corresponding to local suppliers	% of expenditure to suppliers corresponding to local suppliers

GENERAL INFORMATION ABOUT OUR SUPPLIERS

538 Suppliers West	323 Suppliers Aeropuertos Argentina Cargas	640 Suppliers Corporate
22.55%	0%	0%
% growth in number of suppliers (16,55% more than in 2024)	% growth in number of suppliers (7% less than in 2024)	% growth in number of suppliers (14,70% less than in 2024)
100%	100%	96%
% of expenditure to suppliers corresponding to local suppliers	% of expenditure to suppliers corresponding to local suppliers	% of expenditure to suppliers corresponding to local suppliers

La Rioja Airport

In 2025 we continued to advance in comprehensive supply chain management that incorporates integrity processes, control tools, channels of communication and due diligence mechanisms. This approach allows us to ensure responsible business relationships, prevent risks, and promote consistent ethical standards throughout the supply chain.

Due diligence to suppliers

We have a **formal Supplier Due Diligence process**, aligned with **Corporación América Airports' Third-Party Policy** and our **Anti-Bribery and Anti-Corruption Policy**. This process regulates aspects related to ethics and corporate integrity in all business relationships, including suppliers, contractors, service providers and other third parties.

This process may include:

- Background checks carried out by Compliance.
- Review of public sources.
- Verification of national or international sanctions.
- Analysis of corporate history.
- Interviews or requests for additional information when necessary.

When alerts or risks related to integrity are identified, **follow-up and periodic monitoring** mechanisms are activated, ensuring continuous and preventive management throughout the supply chain.

Furthermore, all business relationships are covered by the **Aeropuertos Argentina Code of Conduct**, which establishes the ethical principles and behavioral expectations for its own employees and third parties. The Code is available on the institutional website. Each purchase order includes an **integrity clause** that requires suppliers and contractors to know and comply with its principles. In cases of enhanced due diligence, the supplier is asked for **explicit confirmation of adherence** to the Code.

Monitoring and control tools

The operational monitoring of suppliers is carried out through **SICOP**, the Comprehensive System for the Control of Suppliers and Contractors. This tool evaluates:

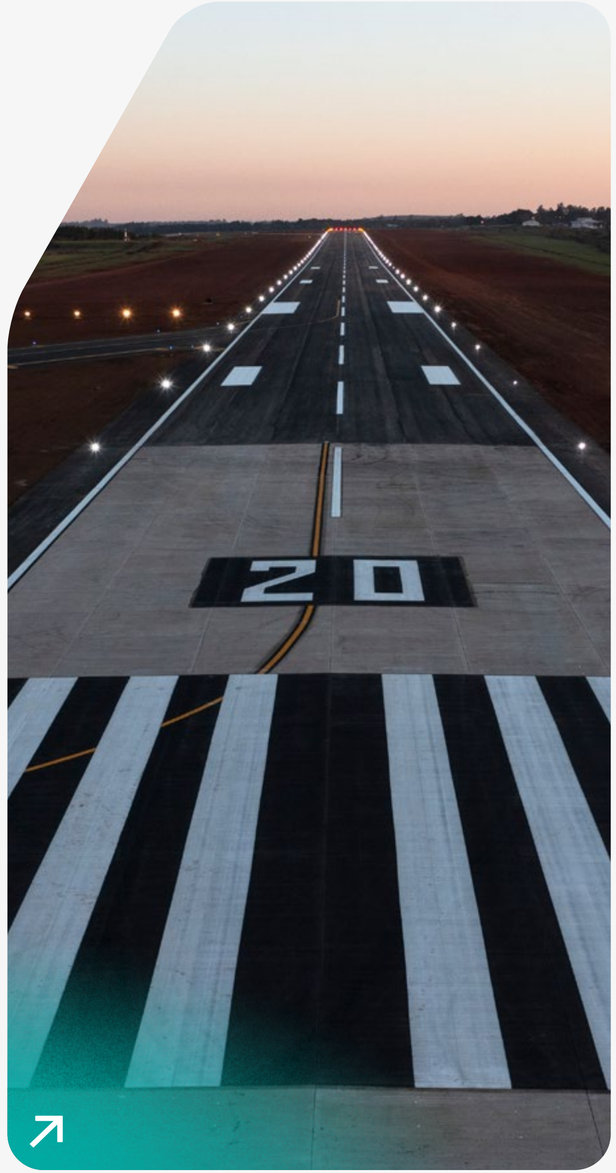
- Task completion.
- Provision of work supplies.
- Personal safety conditions.
- Commitment and overall performance.

Lucas Di Giacomo

Channels of communication

To ensure transparency and accessibility for all actors in the chain, we have an **external, anonymous and confidential whistleblowing channel**, accessible from our institutional website, through a digital form, email, toll-free telephone line or by direct contact with the Compliance, Internal Audit or Legal teams. These mechanisms allow reporting of any irregularity or breach in ethical, contractual or integrity matters.

Regarding communication with suppliers, we maintain multiple channels that include email, face-to-face and virtual meetings, calls, and contact via WhatsApp. These means facilitate continuous interaction, allow for the quick resolution of concerns, and support the purchasing and contracting processes in all operational regions.



Posadas Airport

ESG Assessment

During 2025 we made progress in strengthening our supply chain by incorporating ESG forms into SAP ARIBA, which will serve as our assessment mechanism in environmental, social, governance and business matters. Through these forms, integrated into the supplier contracting and management process, we will gather key information on sustainability performance and obtain insights to improve risk identification and guide continuous improvement initiatives in the value chain.

The assessment is carried out through a structured survey in the four dimensions of the form:

- **Environmental**: measurement and reduction of emissions, waste management, energy efficiency and responsible use of resources.
- **Social**: working conditions, occupational health and safety, diversity, equal opportunities, accessibility and relationships with communities.
- **Governance**: ethics and compliance, having reporting channels, risk management, sustainability policies and transparency.
- **Business**: quality of service, contracting process, operational continuity, and information security.

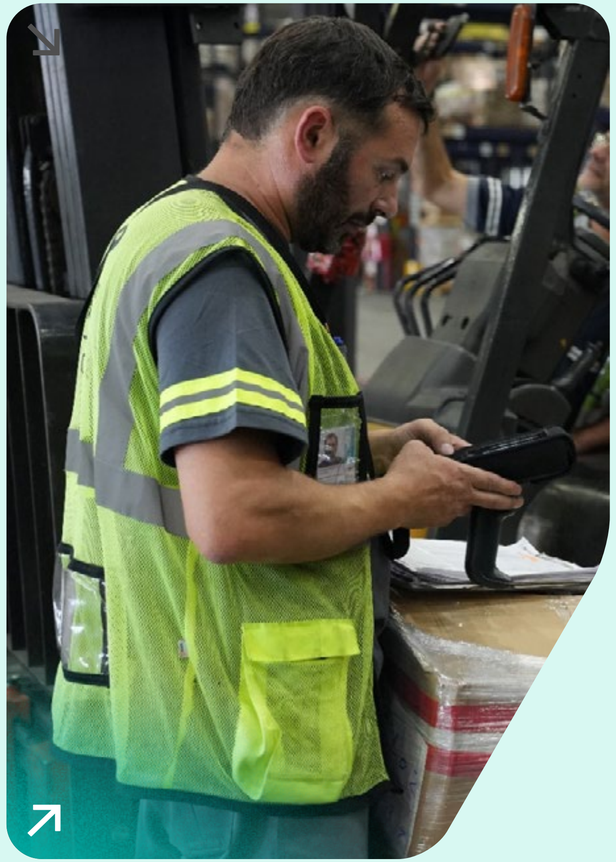
With this information, we will be able to classify suppliers into **high, medium, and low** risk levels of full compliance with ESG criteria.

Our goal for the coming years is **to expand coverage**, deepen analysis, and move towards a **continuous monitoring process** that will allow us to strengthen supply chain risk management, reduce ESG gaps, and promote responsible practices among our business partners. This initiative is part of our commitment to a sustainable, ethical value chain aligned with international sustainability standards.

Our Cargas Terminals

Purchase and use of 100% recycled nylon for our Export operation.

The consumption of additional plastic used in packaging was avoided by analyzing and optimizing the thickness (microns) of the film used, advancing operational sustainability criteria within the value chain.



Aeropuertos Argentina Cargas

Programs and initiatives

At Aeropuertos Argentina Cargas, we reaffirm our commitment to promoting a more sustainable, efficient supply chain aligned with principles of transparency and responsibility. From a holistic perspective, we work to strengthen our sourcing practices, promoting criteria that contribute economic, environmental, and social value to every purchasing decision.

Our actions are framed within the **Due Diligence Policy** and the **Purchasing Policy**, in force at the corporate level and updated in December 2025, which establish guidelines for selecting responsible suppliers and ensuring ethical supply processes. Through these policies, we aim to enhance opportunities for local suppliers, improve the traceability of our purchases, and expand access to more sustainable supplies. During 2025 we made progress on concrete initiatives that boost our commitment.

During 2025, we made progress on various initiatives that strengthen sustainability and local development within our supply chain. Continuing with the agreement signed in 2024 with the Municipality of Ezeiza, **we continue working on identifying local suppliers in the industrial hubs**, which allowed us to incorporate new players, such as the purchase of plastic pallets to replace non-recyclable quebracho pallets. In addition, **we implemented a purchasing schedule** by material code to group acquisitions and reduce logistics costs, and **we began acquiring 100% recycled nylon** for the Export operation, reducing plastic consumption.

Lisandro Salvatelli, Sol Flores Gutiérrez, Miguel Barria, Sofía Sánchez Gómez

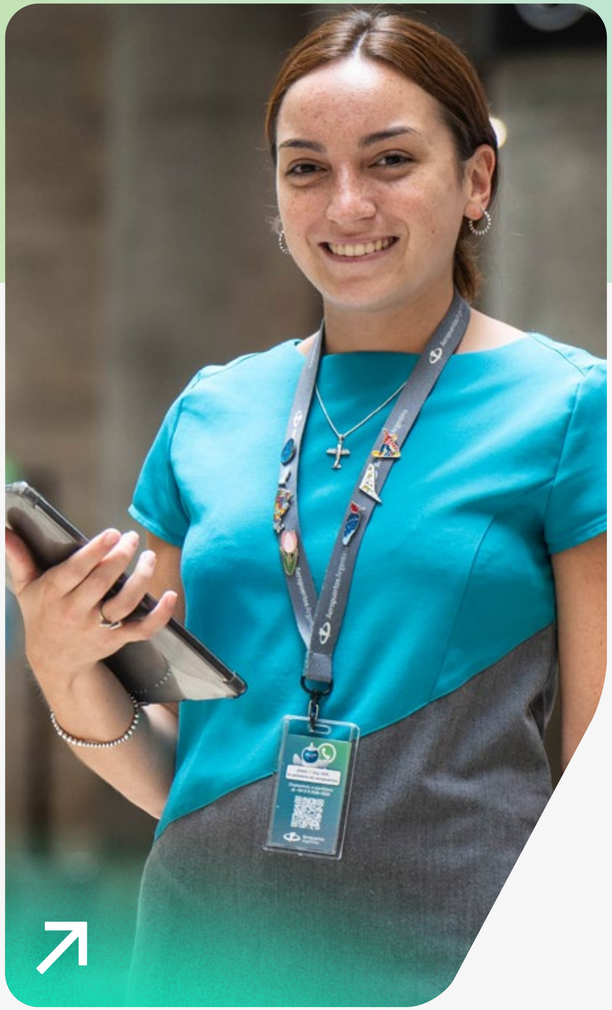
Social dimension

05

Own staff and workers in the value chain ↗
End users and consumers ↗
Impacted communities ↗

01

Own staff and workers in the value chain



Azul Uez

Corporate culture

Management team

At Aeropuertos Argentina, we have a Board of Directors made up of leaders with a solid track record and the ability to operate in a complex and constantly changing business environment. Its actions are based on principles of ethics, transparency and responsibility, and are framed within the current legal framework and the corporate values that guide the company's management. The Board of Directors has the responsibility to promote an organizational culture based on integrity, service, innovation and commitment, ensuring that these principles reach all our stakeholders.

The Board of Directors is composed of seven members, three of whom are independent according to the rules of the CNV, together with one alternate director. These members are selected by the Shareholders' Meeting on the basis of their background, experience and the contribution they can make to the Board of Directors. The selection process also considers criteria of diversity, independence, relevant experience in economic, environmental and social aspects, as well as the opinions of shareholders as a key stakeholder group in the Special Class Meetings.

The Board meets regularly; in 2025 there were 10 meetings, most of which were held virtually. The main topics discussed included the approval of financial statements, the issuance of negotiable obligations and the granting of powers of attorney. In addition, management presents the company's plans, projects and budget to the Board of Directors well in advance. On a quarterly basis, it meets to review and approve the company's financial statements, which are subsequently submitted to the controlling bodies, including the National Airport System Regulatory Body (ORSNA), the National Securities Commission (CNV), Bolsas y Mercados Argentinos S.A., Mercado Abierto Electrónico S.A., and the Luxembourg Stock Exchange.

The Board of Directors is responsible for defining the company's mission, vision, and values, as well as ensuring that the entire management structure operates under the highest standards of integrity. The corporate mission—to facilitate the connection of people, goods and cultures to contribute to a better world—guides the organization's strategy and priorities. Our values, centered on innovation, a service-oriented attitude, and commitment, guide the behavior of all teams and are integrated into processes, quality programs, operational decisions, and institutional policies. In addition, the Board approves the Corporate Governance Code and oversees compliance with the codes and policies of integrity that apply to all employees, ensuring that corporate conduct is carried out under criteria of ethics and transparency.

Some of their main responsibilities are the following:

1. Establishing the corporate strategy and overseeing its implementation.
2. Defining and monitoring corporate governance structures and practices.
3. Ensuring the integrity of management and compliance with the regulatory framework.
4. Evaluating and reviewing the effectiveness of internal control systems.
5. Approving investments, transactions, and strategic decisions.
6. Determining the organizational structure of the Board of Directors.
7. Convening Shareholders' Meetings and preparing their agendas.
8. Promoting the continuous training of its members and monitoring their reports and performance.

Board of Directors*

Thirty percent of the directors are in the 30 to 50 age group, and the remaining 70% belong to the 50+ age group.

Puerto Madryn Airport

ROLE	FIRST AND LAST NAME	AGE GROUP	CAPACITY	DATE OF APPOINTMENT
Chairman	Martin Francisco Antranik Eurnekian	30-50	Executive / Not independent	2/22/2013
Vice President	Antonio Matias Patanian	50+	Executive / Not independent	4/21/2014
Incumbent Director	Máximo Luis Bomchil	50+	Not independent	6/26/2008
Incumbent Director	Orlando J. Ferreres	50+	Independent	4/25/2016
Incumbent Director	Rafael Antonio Bielsa	50+	Not Independent	4/24/2024
Incumbent Director	Agustin Herrera	50+	Not independent	8/10/2021
Incumbent Director	Raul Fernando Ábalos Gorostiaga**	50+	Independent	10/30/2025
Alternate Director	Gustavo Pablo Lupetti	50+	Executive / Not independent	5/29/2008

The Supervisory Committee is made up of the following trustees: Patricio Alberto Martin, Tomás Miguel Araya and Alejandro Esteban Messineo. Alternate trustees: Francisco Martín Gutiérrez, Federico Campolieti and Ariadna Laura Artopoulos.

In addition, each director has external professional activities and participations in academic, business or professional institutions consistent with their career, compatible with their fiduciary duties, which do not interfere with the exercise of their responsibilities in the company.

The Chairman of the Board also holds executive positions within the organization. To prevent and mitigate potential conflicts of interest, the mechanisms provided for in Article 272 of the General Corporations Law and the guidelines established in the Conflict-of-Interest Prevention Policy and the Code of Conduct are applied, which require declaring conflicting interests, abstaining from participating in relevant deliberations and complying with special review procedures through the Audit Committee for related party transactions.

* All members of the Board of Directors are Argentine.
** In office until February 2026.

Areas of training and experience of the members of the Board of Directors

Salta Airport

Martín Francisco Antranik Eurnekian

Information Technology Engineer from Universidad de Belgrano. CEO of Corporación America Airports (NYSE: CAAP), a company that manages air terminals in Argentina, Brazil, Ecuador, Uruguay, Armenia and Italy, and president of Aeropuertos Argentina. He is a past president of the Airports Council International World (ACI World) and is currently a member of Airports Council International for Latin America and the Caribbean (ACI – LAC).

Antonio Matías Patanian

He studied international trade and has had an extensive career in Aeropuertos Argentina, where he currently serves as vice president of the company. Previously, he served as Chief Executive Officer from 2013 to 2019. His experience also includes roles as president's coordinator and director of the new business area, as well as director of purchasing and contracting. In addition, he has experience in the management of arts, sports and special events in the multimedia sector.

Máximo Luis Bomchil

Lawyer with a juris doctor degree and a master's degree in law. He has served as honorary president of a law firm, where he was the partner in charge of the tax law department. His professional practice focuses on commercial law, particularly in corporate and tax matters, and in corporate acquisition and restructuring transactions. He has held leadership positions in several international legal and business organizations and has received significant recognition for his contribution to the legal field. He has also been a director and member of the oversight committee in several industrial and commercial companies, and in 2019 he was appointed chairman of an internationally listed company.

Orlando Joaquín Ferreres

Economist with extensive training and experience. Graduated with a degree in political economy and participated in an advanced management program. He has held executive positions in several companies and was responsible for the Secretariat of Economic Coordination in the Ministry of Economy. He founded his own economic and investment banking consulting firm, providing consultation for important companies within the country. In addition, he has been a university professor, contributing to the academic field in microeconomics and applied macroeconomics. His involvement in organizations and foundations reflects his commitment to economic and social analysis, and he has published relevant works on the Argentine economy.

Rafael Antonio Bielsa

Lawyer specialized in IT applied to law, judicial reform and international politics. He has developed a career that combines the legal field with politics, having held roles as ambassador, minister and national deputy. His experience includes advising several Latin American governments and serving in leadership positions in institutions related to justice and law. He has also been recognized for his contribution to politics and society in general and has been declared an Illustrious Citizen of Buenos Aires.

Agustín Herrera

Lawyer with specialization in environmental law and business administration. He has held executive roles in an industrial company, being part of its board of directors and serving as vice president. His experience includes management of legal and institutional matters and representation in an international joint venture. In addition, he is a lecturer, contributing to the academic field in topics related to his area of expertise. Since 2021, he has also acted as a legal representative of a company in Argentina

Raúl Fernando Abalos Gorostiaga

Lawyer with training in Law from the Austral University and a specialization in Public Service Regulation Law, an orientation that has guided the development of his career in areas related to public administration, regulation and institutional governance. His career combines legal and management experience in complex organizations.

Gustavo Pablo Lupetti

Lawyer with a solid background in law, having graduated with honors and completed a master's degree in administrative law. Since 2000, he has been the Director of Legal Affairs at a leading airport company. Prior to this, he worked as an associate in a renowned law firm and was a legal manager in other companies. His academic experience includes teaching administrative law and related courses at several universities and institutes. He is a prolific author in administrative and airport law and is active in professional associations in the legal and aeronautical fields.

Tucumán Airport

Selection and appointment

Directors are elected in the Special Meetings of the different classes of shares, as stipulated in the Company's bylaws. During this process, independence, knowledge and experience in economic, environmental and social areas are considered, choosing individuals with a recognized track record and reputation.

Qualifications

The members of the Board of Directors have the professional credentials and qualities necessary to ensure the proper functioning of the administrative body.

Training

The members of the Board of Directors participate in training and exchange activities in various fields in order to stay abreast of sectoral, business and sustainability issues. They also attend forums, events and congresses where they share their experiences in a collaborative manner.

Directors also participate in training sessions related to the corporate sustainability agenda, integrating knowledge about governance, risks, environmental and social impact, and best practices in the sector.

Remuneration mechanisms

The Shareholders' Meeting decides the remuneration of the Board of Directors through a transparent process aligned with the company's strategy. The Board of Directors establishes the amount and method of payment for the Management Committee, taking into account the duties and responsibilities of each director and other objective factors. For management positions, a compensation policy is followed that includes variable components based on business performance and the achievement of individual objectives. There is no dividend distribution policy in the Company.

Evaluation mechanisms

The Shareholders' Meeting evaluates the performance of the Board of Directors, considering the fulfillment of the established objectives, in accordance with the provisions of the General Corporations Law.

Pablo Correa

Audit Committee

ROLE	FIRST AND LAST NAME	AGE GROUP	CAPACITY	DATE OF APPOINTMENT
Chairman	Orlando J. Ferreres	50+	Independent	4/25/2016
Regular member	Máximo Luis Bomchil	50+	Not independent	6/26/2008
Regular member	Raul Fernando Ábalos Gorostiaga	50+	Independent	10/30/2025

The audit committee plays a crucial role in supporting the management body of a company, mainly with regard to internal control. According to Law 26.831, the committee is responsible for evaluating and giving its opinion on the proposal of the Board of Directors for the hiring of external auditors, ensuring their independence. In addition, it is responsible for supervising the operation of the internal control and administrative accounting systems, ensuring the reliability of the financial information presented to the regulatory authorities and markets.

Other responsibilities of the committee include overseeing the implementation of policies related to the company's risk management and providing full information on transactions with potential conflicts of interest. The committee must also give its opinion on the reasonableness of proposed directors' and officers' fees and stock option plans, as well as on the terms of issuance of shares in capital increases with preemptive rights restrictions. Finally, it is responsible for verifying compliance with applicable standards of conduct and issuing informed opinions on transactions with related parties, communicating any conflicts of interest to the markets as required by the National Securities Commission.

Roles of the highest governance body in relation to risk management

The Audit Committee and the CEO receive periodic management reports that identify potential areas requiring special attention. Depending on these needs, they provide instructions to Corporate Risk Management on guidelines and directives to address specific situations. In 2025, we collaborated closely with Internal Audit Management, ensuring effective management of identified improvement opportunities.

While the Board of Directors oversees the management of economic, environmental, and social impacts, operational responsibility is delegated to the General Manager and front-line managers. These executives identify risks, implement corrective actions, and monitor compliance with corporate guidelines. Managers report to the Board of Directors on a regular basis, allowing for continuous monitoring and informed decision-making.

In terms of due diligence, the company has a Compliance Department established in 2017, which reports to the CEO and has direct access to the Audit Committee. This area oversees compliance with the Integrity Program, transparency standards, and internal and external regulations. At the same time, Internal Audit periodically reviews the effectiveness of controls, the precision of operational and financial information, compliance with policies and laws, the efficiency in the use of resources, and the proper management of corporate risks.

Ezeiza Airport

Communication with stakeholders

The Board of Directors receives information on the opinions, expectations and demands of stakeholders through periodic reports from the Management Committee. This compilation is done through various channels of communication and dialogue, such as the website, social media, press releases, work meetings, industry events, participation in panels, publications such as the Sustainability Report, Yearbook, Annual Report and Balance Sheet, as well as telephone calls, e-mails and participation in chambers and associations. We highlight the Great Place to Work (GPTW) survey, the materiality analysis in the Sustainability Report and ACI's Airport Service Quality (ASQ) survey to evaluate passenger experience and detect areas of improvement.

Conflicts of interest

We have a Conflict-of-Interest Prevention Policy that provides clear guidelines for dealing with these situations, classifying them into actual and potential conflicts, and establishing the steps to follow for their proper handling. In addition, our Code of Conduct stresses the importance of avoiding any situation that could generate a conflict between the personal interests of employees and those of the company.

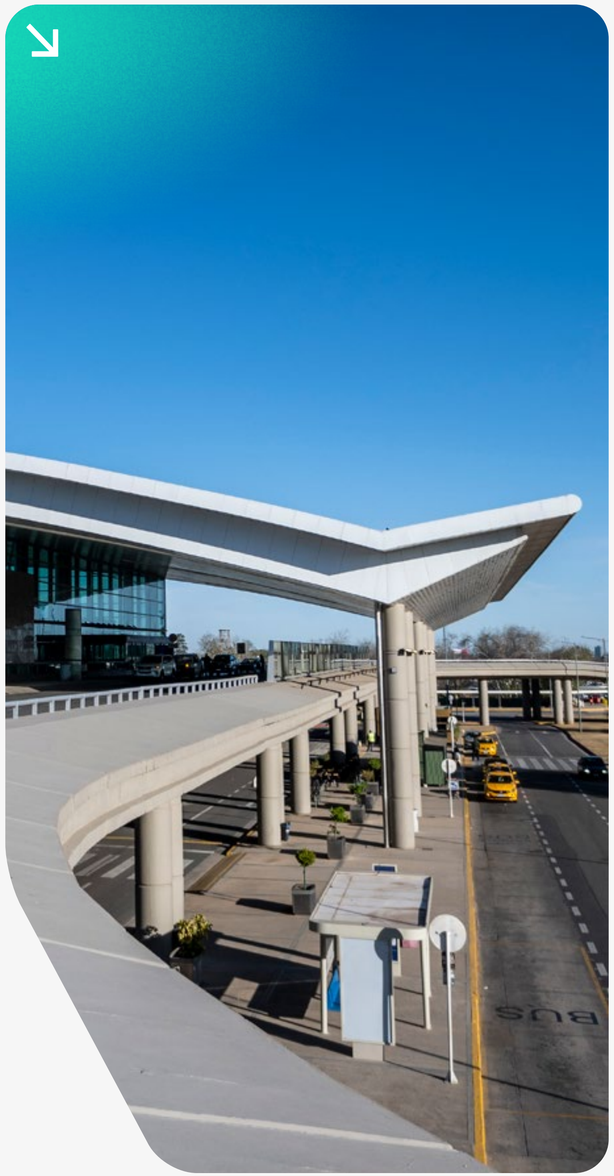
Within the framework of the Conflict-of-Interest Prevention Policy, employees in decision-making roles must submit disclosure statements that identify actual or potential conflicts of interest. This mechanism is complemented by the Audit Committee's procedures for related party transactions.

Monitoring progress in sustainability

Through the area directors and, in particular, the Corporate Affairs Department, the Board of Directors is kept informed of projects and strategies related to sustainability. This department is responsible for presenting relevant issues to the Board of Directors, providing valuable reports and data to facilitate the decision-making process.

Management Committee

ROLE	FIRST AND LAST NAME	AGE GROUP
Chairman	Martin Francisco Antranik Eurnekian	30-50
CEO	Daniel Marco Ketchibachian	30-50
Administration and Finance	Patricio Tiburcio Benegas	30-50
Legal Affairs	Gustavo Pablo Lupetti	50+
Operations and Maintenance	Martin Guadix	30-50
Data & AI	Cecilia Raimundo	30-50
Infrastructure	Lucas Pérez Monsalvo	50+
Human Resources	Veronica Rodriguez Bargiela	50+
Corporate Affairs	Jorge Rosales	50+
IT	Gustavo Sábato	50+
Sales	Marcelo Bujan Kalustian	30-50



Córdoba Airport

General management of the business units

ROLE	FIRST AND LAST NAME	AGE GROUP
General Manager BU Center	Federico Laborde	30-50
General Manager BU Ezeiza	Sebastian Villar	30-50
General Manager of Aeropuertos Argentina Cargas	Walter Soiza Piñeyro	30-50
General Manager BU West	Sergio Rinaldo	50+
General Manager BU East	Estanislao Aleman	30-50

Employee commitment and satisfaction

Great Place to Work® certification for the third consecutive year.
89% participation in the Great Place to Work survey, achieving a 78% overall favorability rating.

1.6M

We consolidated Viva Engage as our main internal communication channel
with over 95% adoption and 1.6 million views.

+400

We held more than 12 national raffles and awarded more than 400 prizes.
With experiences that included festivals, concerts and cultural events such as Festival Bum Bum, National Festival of the Córdoba Cuarteto, Lollapalooza, Ciro y los Persas, Lali, Premier Padel, Tango BA Festival, concerts by the Aeropuertos Argentina Orchestra, Andrea Bocelli, TC2000 and the tribute show to Carlos Gardel.

+2.5K

people participated in events, celebrations and recognition programs, strengthening belonging, culture and work environment.
Children's Day, Friendship Day, Being Loved, Celebrating Our Achievements, national raffles and recreational activities.

We strengthened the value proposition for employees.
Expanding benefits related to wellbeing, work-life balance and family support.

Magdalena Cattaneo

At Aeropuertos Argentina, we work to create a work environment where each person feels valued, heard, and connected to the organization's purpose. Our management of employee engagement and satisfaction is based on a culture of trust, wellbeing, and active participation, integrating practices that promote positive working relationships, open exchange spaces, and transparent communication at all levels.

This approach relies on systematic listening mechanisms, digital tools that bring teams distributed throughout the country closer together, and a value proposition designed to support the different dimensions of the work experience. Throughout the year we strengthened initiatives that promote a sense of belonging, favor a balance between personal and professional life, and consolidate bonds that allow us to maintain a stable and collaborative work environment.

Our goal is to ensure that each employee's experience is comprehensive and consistent with the company's values, promoting an environment where motivation, commitment, and pride in belonging become drivers for achieving strategic objectives.

Main objectives and results achieved

GOAL
Be one of the best employers in Argentina, strengthening the employee value proposition

GOAL ACHIEVED
#10
ranked #10 in *Great Place to Work* Argentina

Joaquín Rinland, Florencia González, Franco Gilardenghi

Our employees

At Aeropuertos Argentina, people are at the center of everything we do. Their commitment, professionalism, and adaptability are fundamental to sustaining airport operations in a dynamic, diverse, and highly demanding environment. During 2025 we continued building a culture based on trust, closeness and active participation, working to ensure that each employee feels valued and part of a common project that transcends day-to-day tasks.

At the end of 2025, the organization consisted of 2,881 people, composed of 2,136 men and 745 women. The workforce showed sustained growth in all operational regions of the country, with a presence in airport units, corporate centers and Cargas terminals. **The largest share of the workforce belongs to the 31-50 age group, followed by those aged 51 and over**, who continue to play a key role in terms of experience, knowledge and organizational continuity. The company systematically tracked its workforce using reports generated by SuccessFactors, allowing it to maintain up-to-date control of the workforce, its distribution by region, and its composition by gender and job category.

Workforce composition

TOTAL NUMBER OF EMPLOYEES	QUANTITY 2025
Total employees by gender	
Total male employees	2,136
Total female employees	745
Total number of employees identified with "other genders"	–
Total employees by employment category	
Director/General Manager	17
Manager/Administrator	142
Chief/Assistant chief	398
Senior analyst	296
Semi-senior analyst	165
Junior analyst	64
Supervisor/ Manager/ Head of Operations	388
Other roles	1,411
Total employees by age range	
30 years old or younger	439
31 to 50 years old	1,816
51 years of age or older	626

TOTAL NUMBER OF EMPLOYEES	QUANTITY 2025
Total employees by region	
Ezeiza	514
Center	514
West	364
East	402
Cargas	600
Corporate	487
TOTAL	2,881

* The **Center** category includes: Aeroparque, San Fernando and El Palomar
* The **East Business Unit** category includes the following: Córdoba, Formosa, Posadas, Reconquista, Resistencia, Río Cuarto, Comodoro Rivadavia, Iguazú, Paraná, Esquel, Mar del Plata, Puerto Madryn, Río Gallegos, Río Grande and Viedma
* The **West Business Unit** category includes the following: Catamarca, General Pico, La Rioja, Malargüe, Mendoza, San Juan, San Juan, San Luis, San Rafael, Santa Rosa, Villa Mercedes, Bariloche, Santiago del Estero, Río Hondo, Jujuy, Salta and Tucumán.

EMPLOYEES (BREAKDOWN BY GENDER)	MEN	WOMEN	OTHERS	TOTAL
Permanent employees	2,085	729	0	2,814
Temporary employees	51	16	0	67
TOTAL	2,136	745	0	2,881
Full-time employees	2,129	728	0	2,857
Part-time employees	7	17	0	24
TOTAL	2,136	745	0	2,881

EMPLOYEES (BREAKDOWN BY REGION)*	CENTER	EZEIZA	WEST	EAST	CARGAS	CORPORATE	TOTAL
Permanent employees	419	491	342	384	566	612	2,814
Temporary employees	0	1	4	3	55	4	67
TOTAL	419	492	346	387	621	616	2,881
Full-time employees	419	475	344	387	620	612	2,857
Part-time employees	0	17	2	0	1	4	24
TOTAL	419	492	346	387	621	616	2,881

* There may be differences with the total number of employees reported in "Workforce composition" since some staff are employed in a different region than the one in which they actually perform their duties.

Work environment and participation

Work environment and benefits management

During 2025, we continued strengthening the experience of the people who make up Aeropuertos Argentina through a management model focused on active listening, participation and comprehensive wellbeing. This approach is reflected in systematic work environment measurement practices, a robust and equitable benefits proposal, recognition spaces, and an internal communication ecosystem that promotes daily connection between teams across the country. The combination of these actions sustains a work environment that values people, fosters collaboration, and consolidates a keen sense of belonging.

The combination of these actions sustains a work environment that values people, fosters collaboration, and consolidates a keen sense of belonging.

The *Great Place to Work®* survey once again proved to be a key tool for measuring employee experience. **In 2025 we achieved an 89% participation rate**, reaffirming people's commitment to the continuous improvement of the work environment. **The overall average favorability rating was 78%**, while the statement directly linked to GPTW reached 87%, demonstrating the positive assessment that employees have of their experience at the company.

These improvements helped us maintain the GPTW® certification for the third consecutive year and obtain additional recognitions such as Silver Generation and Companies that Care, which highlight our culture based on respect, inclusion and comprehensive care.

In addition, we conducted focus groups in different units and segments of the business, the results of which allowed us to identify three key areas to continue strengthening satisfaction and commitment:

These inputs were fundamental in guiding the year's initiatives and ensuring that the voice of employees continues to be at the heart of management.

Internal communication and cultural connection

In 2025 we consolidated a modern, agile and participatory internal communication ecosystem. Viva Engage remained the primary channel for daily team connections, achieving:

This level of interaction transformed the platform into a space where culture is discussed, shared, and made visible through content generated by both teams and leaders.

This was in addition to the expansion of oneHUB, our integrated intranet, actively used by 2,337 people, which registered a growth of more than 300% in news views. The platform centralizes access to systems, benefits, learning, wellness, operational tools, and key communications, strengthening the daily experience of our employees.

Complementary channels were also maintained, such as segmented email, corporate WhatsApp groups, digital billboards in airports, and synchronous meetings via Microsoft Teams. Within this format, My Airport Live and My Airport News stood out, spaces led by management that bring results, strategy and key messages to the entire organization.

+95%
adoption rate.

57%
active interaction.

+1.6M
views.

1,088
publications in the year.

Analía Zeballos

Digitization of talent processes

Ayalén Baez

In line with our digital transformation process, **Time Tracking** was implemented, a unified time recording system that:

- standardizes time logging,
- automates updates,
- integrates the information directly with Employee Central Payroll (ECP) for the payroll process,
- It improves traceability and reduces operational errors.

This tool allows for more agile administration, reduces operational errors, and improves the experience for both employees and leaders.

Benefits and overall wellbeing

These initiatives, along with digital wellness tools and corporate programs, contribute to a comprehensive experience that promotes a balance between personal and professional life.

The value proposition to our employees continues to be based on a broad, consistent and equitable set of benefits that support the personal, family and professional needs of each of them. The main benefits currently available include the following:

- Health coverage for all staff.
- My Wellness Program: flu shorts, medical checkups, health talks, and wellness tools.
- Daycare for children from 45 days to 4 years old.
- Meal allowance or travel expenses, depending on the business unit.
- Gifts for Children's Day, "back to school" programs and special kits.
- Sports and recreational activities throughout the country.
- Discounts in stores, banks and universities.
- Special maternity leave (including soft landing) and extended paternity leave.
- Flex Fridays for non-union employees, provided it does not affect operations.

Parental leave

Support for motherhood and fatherhood is one of the central components of our wellbeing approach. In 2025:

PARENTAL LEAVE	TOTAL
Total number of employees who have been entitled to parental leave	
Men	37
Women	13
Others	
Number of employees who have taken parental leave	
Men	37
Women	13
Others	
The total number of employees who have returned to work during 2025 after the end of parental leave	
Men	37
Women	13
Others	

These results reflect a culture that promotes continuity, eliminates barriers to professional development, and ensures equitable conditions for family care.

PARENTAL LEAVE	TOTAL
The total number of employees who have returned to work after completing parental leave and who were still employed 12 months after returning to work, by sex.	
Men*	45
Women**	11
Others	
Return to work rate of employees on parental leave	
Men	100%
Women	100%
Others	
Retention rates for employees on parental leave***	
Men	93.8%
Women	91.7%
Others	

Children's Day 2025

* In 2024, 48 men took paternity leave; 12 months later, 45 remain employed.
** In 2024, 12 women took maternity leave; 12 months later, 11 remain employed.
*** Retention rate: (Number of employees who took parental leave and remained employed 12 months after returning to work ÷ Number of employees who took parental leave in 2024 and returned to work) × 100

Recognition and celebrations

Recognition and celebration of achievements are essential parts of our culture. During 2025, more than 2,500 of our employees participated in recognition activities, cultural gatherings, and special events that strengthen the social fabric of the organization.

Among the main milestones of the year are:

- Living Our Values Program, with recognition for those who embody our corporate values.
- Celebrating Our Achievements, an annual closing activity with special kits distributed in all units.
- Campaigns for Friendship Day, Children's Day, Being Loved, and national recreational activities (tournaments, raffles, cultural experiences).

Ezeiza Bussiness Unit Team

These initiatives are key to reinforcing a sense of belonging, generating pride, and strengthening the bonds between our teams distributed throughout the country.

Labor relations and social dialogue

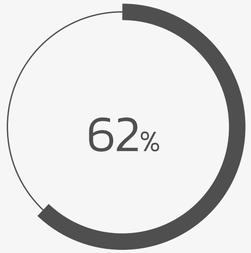
A stable work environment is also based on constructive and trusting work relationships.

In addition, 62% of our employees are covered by a Collective Bargaining Agreement. For non-union staff, the company designs policies aligned with current regulations and market practices, ensuring fairness and consistency.

During 2025:

- No labor disputes were reported that affected operations.
- Permanent meetings with APA and UPCN continued.
- Spaces were held on Safety and Hygiene with union participation.
- Quarterly salary negotiation meetings were held.
- Work was done on specific revisions of the Collective Bargaining Agreement.

COLLECTIVE BARGAINING AGREEMENT



1,799 Employees under collective bargaining agreement
1,082 (38%) Non-bargaining agreement employees

Nicolás Benítez

Talent acquisition and retention

80%

of total vacancies and 83% of leadership roles were filled internally.
Consolidating internal mobility as one of the main drivers of professional growth in the company.

We expanded the Women in Aviation, Travel & Tourism (WIATT) program.
Awarding 40 new executive and academic scholarships to strengthen the presence of women in the industry.

57

We expanded the attraction of young talent with 57 participants in the Professional Internship Program,
integrating workshops, mentoring and tours of operational units.

María Antonella Pasarelli

Talent acquisition and retention is one of our strategic pillars when it comes to workforce management in terms of ensuring operational continuity and growth for all our business units. Our approach is based on attracting profiles aligned with the company's values, promoting development opportunities within the organization, and offering a framework that encourages retention and professional growth.

Main objectives and results achieved

GOAL
Increase internal coverage of leadership vacancies to accelerate talent development.

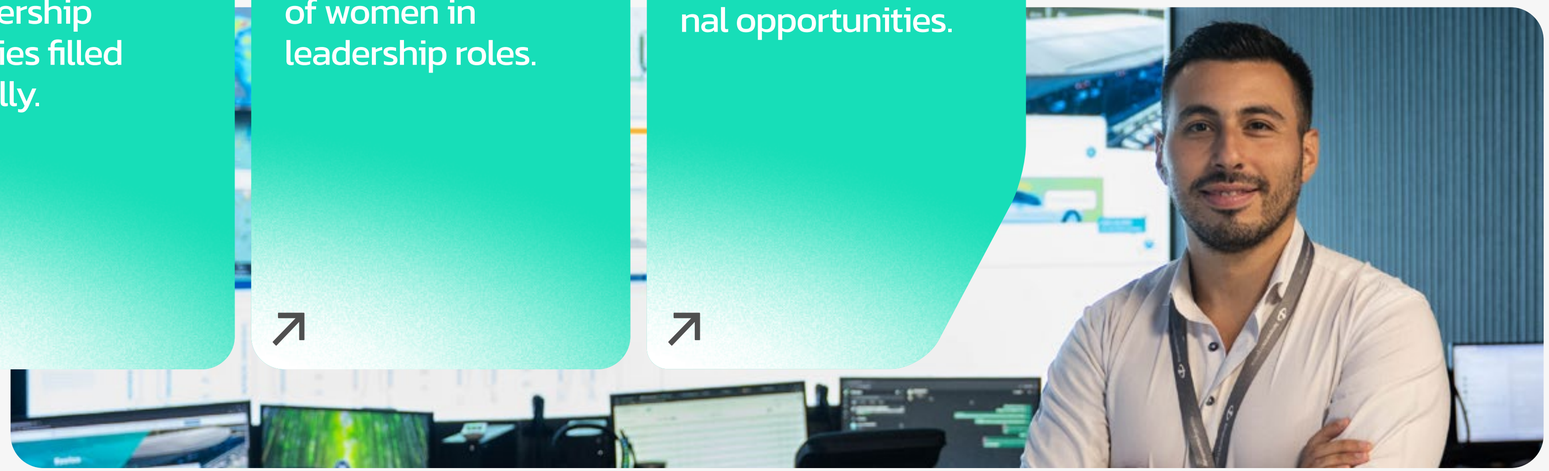
GOAL ACHIEVED
83%
of leadership vacancies filled internally.

GOAL
Increase the participation of women in leadership roles.

SUSTAINED RESULT
23%
of women in leadership roles.

GOAL
Promote internal mobility through job fairs, guides, and talent mapping.

SIGNIFICANT PROGRESS
Greater clarity in processes and expansion of internal opportunities.



Pablo Quetglas

Talent management

Talent acquisition and retention is based on an approach that combines real opportunities for professional growth, transparent selection processes, and mechanisms that facilitate mobility within our organization. During 2025, we continued to strengthen a model that prioritizes the early identification of profiles with potential, internal promotion as the first alternative to fill key vacancies, and the incorporation of new talent that guarantees long-term operational continuity.

This approach relies on close collaboration between leaders, teams, and the Human Resources area, ensuring that each selection process considers both the technical skills and the cultural alignment of the candidates. We are also making progress in digitizing processes and tools that improve the experience of new employees, optimize internal management, and provide greater traceability at every stage of the talent cycle.

The retention strategy was also reinforced by consistent mentoring practices, specific programs for young profiles, and actions that promote equal opportunities within our organization. In this way, we work to offer an environment in which each person can project their career, develop professionally and build sustainable working relationships over time.

Internal mobility and new career opportunities

Internal mobility was consolidated as one of the most effective retention policies during 2025. To support this process, we developed **specific guides for leaders and employees** that organize and make the internal application process transparent, clarifying expectations, stages, and selection criteria.

In addition, we conducted **internal job fairs**, spaces where representatives from different areas presented their active vacancies, explained the profiles sought and answered employee questions, facilitating access to opportunities within the organization. These trade fairs increased the visibility of key positions and strengthened communication between departments.

This approach was complemented by **internal talent mapping**, which made it possible to identify profiles with potential, understand their motivations and proactively bring them opportunities aligned with their professional trajectories. The impact of these initiatives was reflected in the high levels of internal coverage recorded during the year.

Internal mobility has become one of the main drivers of talent retention in our organization, yielding the following great results by 2025:

80%
of the total vacancies were filled with internal talent.

83%
In leadership positions, internal coverage reached 83%, far exceeding the previous year's figure.

This performance reflects the strengthening of talent identification, support, and development processes, as well as a growing interest among individuals in building their careers within our organization.

EMPLOYEE HIRES	HEADCOUNT		RATES	
TOTAL DURING 2025	HIRES	DEPARTURES	HIRES	DEPARTURES
TOTAL RATE DURING 2025 (TOTAL / PAYROLL AT THE END OF 2025)	222	156	8%	5%
Breakdown by gender				
Women	73	43	10%	6%
Men	149	113	7%	5%
Others				
Breakdown by age range				
30 years old or younger	110	39	25%	9%
31 to 50 years old	108	73	6%	4%
51 years of age or older	4	44	1%	7%
Breakdown by region				
Center	24	23	5%	4%
Ezeiza	20	27	4%	5%
West	20	10	5%	3%
East	19	11	5%	3%
Cargas	82	59	14%	10%
Corporate	57	26	12%	5%

Attracting young talent: Professional Internship Programs

During 2025 we continued working hard on the **Professional Internship Program** as a strategic way to attract talent at early stages. This year we had the following results:

57
students from various educational institutions were invited.

12
completed their internships directly in our organization.

14
tutors accompanied the participants throughout the process.

The trainees participated in workshops on artificial intelligence, project management, and personal branding.

Companies from the CAAP group, such as CGC, Proden, BFDM, CINC, TEXELRIO and SIASA, joined the program to expand professional experience.

Karen Godoy

Opening and closing events were held, including a final activity at Ezeiza Airport.

The program received a rating of 8/10, demonstrating its quality and its contribution to the pipeline of young talent.

Development of female talent in the industry

Through the **Women in Aviation, Travel & Tourism (WIATT)** program, we reinforce our commitment to gender equality in critical industry positions. In 2025, **40 new executive and academic scholarships** were awarded in partnership with prestigious universities, offering high-level educational opportunities to professional women in the aviation, tourism, and transportation sectors.

WIATT not only promotes training, but also fosters collaboration with public agencies, companies and unions, contributing to building a more diverse and sustainable industry.

Selection and linking practices with the educational and professional ecosystem

Throughout the year we expanded our presence in academic spaces and university fairs, strengthening our brand positioning as an attractive employer for young professionals. We participated in:

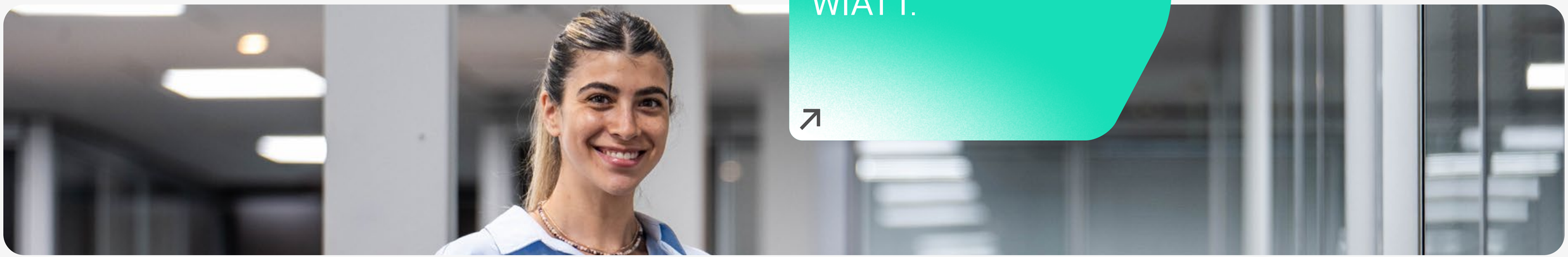
- Torcuato Di Tella University,
- Austral University,
- UCEMA,
- National Technological University,
- UPE Ezeiza,
- Ezeiza Job Fair.

In addition, we incorporated university portals as new recruitment channels, complementing the use of the LinkedIn network as the main platform.

40 new executive and academic scholarships awarded through WIATT.

Selection processes and talent sources

The recruitment strategy was geared towards diversifying talent sources, improving the traceability of applications, and ensuring transparent processes aligned with the needs of our business. Although the organization has not yet implemented a formal referral program, it continues to evaluate its potential as an additional recruitment tool.



Candelaria Campos La Manna

Employee professional development

+90%

of the company participated in learning activities.
Reaching 2,578 people in training programs during the year.

We received the Argentine Human Resources Association (ADRHA) Strategic Impact Award 2025.
For building a skills-based talent ecosystem and promoting initiatives such as the Data Academy.

+400

The Data Academy reached more than 400 people.
Incorporating new itineraries of culture and data science and applied projects.

85-90%

The Cargas School, the Operational Management School, and the Customer Experience School exceeded 85% and 90% coverage.
Consolidating the technical and operational development of the Cargas, Operational Management and Customer Experience staff.

150

scholarships
for continuing education, graduate studies and master's degrees were awarded, expanding opportunities for academic specialization.

We strengthened the Talent Incubator Program.
Reaching four cohorts and supporting the development of 79 young talents since its launch.

The transformation of the LEAD development system progressed, fully integrating it into SuccessFactor and adding new models based on capabilities and skills.

Faced with the various challenges we have encountered, for several years we have focused our resources on strengthening the technical, digital and leadership capabilities necessary to support the progress of the business and ensure operational continuity in all units. Our approach combines a continuous learning model, programs structured by profiles and roles, and a development system that integrates performance conversations, monitoring, and building key capabilities.

During 2025 we deepened a model that is based on **three central pillars**:

This model is deployed through digital platforms, institutional programs, and management tools that guarantee equitable access and consistent learning experience across the country.

Furthermore, a development approach based on cross-cutting capabilities was consolidated, which guides training programs, performance processes, and growth opportunities within the organization. This framework guides learning around skills critical to the present and future of the business, promoting clearer paths that are aligned with the corporate strategy. It is based on the **Performance Management Policy**, which establishes an integrated framework to guide development conversations, measure performance and align individual goals with strategic ones, and on the **Scholarship Policy**, updated in its eligibility criteria, which promotes equitable access to continuing education opportunities, certificate programs, graduate programs and master's degrees.

Our goal is to ensure that each person has the necessary tools to evolve professionally, adapt to a constantly changing environment, and contribute to the fullest extent of their potential.

Main objectives and results achieved

GOAL
Leverage learning as a driver of business growth

GOAL ACHIEVED

+90%

of the company participated in training sessions, reaching 2,578 people.

GOAL
Increase the perception of training as measured by Great Place to Work (GPTW).

GOAL ACHIEVED

78%

the training claim received a 78% favorability rating.

GOAL
Implement key development programs (Business Case Literacy & Analytical Thinking and Artificial Intelligence)

GOAL ACHIEVED

85%

coverage among managers.

+1,600

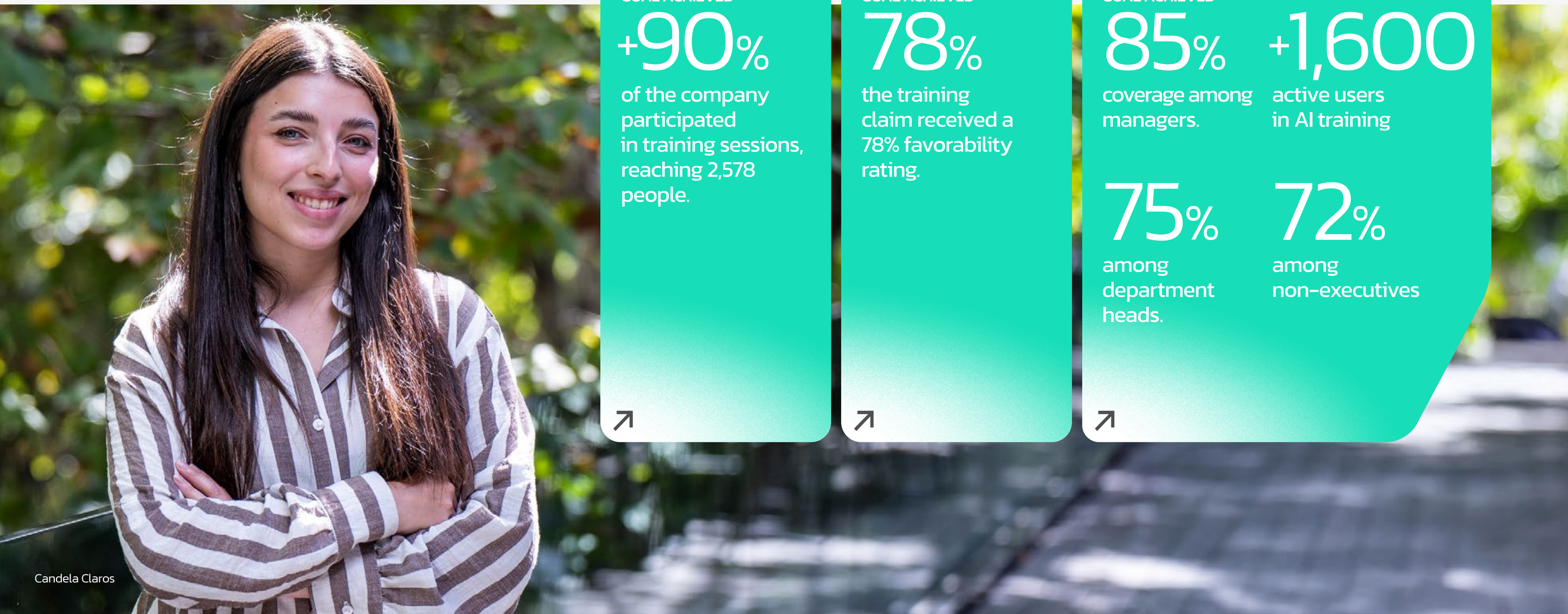
active users in AI training

75%

among department heads.

72%

among non-executives



Candela Claros

Staff training

During 2025 we consolidated a continuous learning model that reached the vast majority of our organization, allowing employees from all business units to access technical, digital and leadership training. The strategy combined face-to-face, virtual, and asynchronous modalities, ensuring that each person could develop the necessary skills to perform in an increasingly dynamic operating environment. Equitable access to training was a priority, facilitated by the deployment of content on our learning platform and by coordination with specialist areas to respond to specific business needs.

The training ecosystem integrated cross-cutting programs, role-specific initiatives, and resources aimed at strengthening critical skills. In this way, progress was made in closing technical gaps, adopting new digital tools, and standardizing knowledge in operational and administrative areas. The sustained participation of employees allowed for a deeper learning culture as a daily practice and an enabler of professional growth within the company.

Santiago Amalfi

Average hours of training per employee

2025	TOTAL HOURS	AVERAGE
AVERAGE HOURS OF TRAINING	50,862	18
Breakdown by gender		
Women	12,664	17
Men	38,198	18
Others		
Breakdown by employment category		
Director/General Manager	47.5	3
Manager/Administrator	4,219	30
Chief/Assistant chief	11,642	29
Senior analyst	7,352	25
Semi-senior analyst	4,415.5	27
Junior analyst	1,148	18
Supervisor/ Manager/ Head of Operations	4,689	12
Other roles	17,349	12

The most relevant initiatives of the year are presented below.

Technical Schools: training for operational and service roles

Cargas School

The Cargas School continued to establish itself as an essential space for the technical development of Import, Export and Security teams. Its contents, aligned with the operational needs of the terminal, covered two main areas:

Operations:

- Safe operation of forklifts and cargo handling, with a focus on critical maneuvers and operational safety.
- Face-to-face and virtual training in Warehouse Management System (WMS) and palletizing.
- Lean and 5S workshops focused on efficiency, order and continuous improvement.

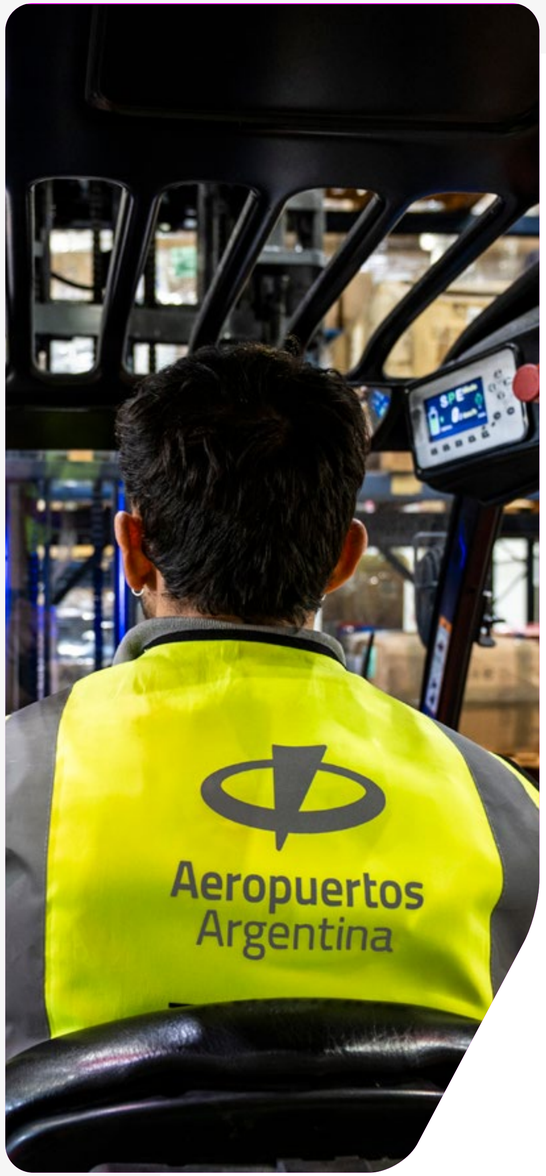
Safety:

- Hazardous Goods Update.
- Training in Airport Personal Permits.
- Energy efficiency e-learning associated with ISO 50,001 certification.
- Face-to-face programs on Terrorism, AVSEC Standards and CPR.

+85%

coverage among operational profiles

the Cargas School strengthened the technical mastery of critical roles and supported the professionalization of teams.



Operational Management School

Aimed at the areas of Operations, Security, Maintenance and Control Center, this school continued to expand its scope and update its content. During 2025 it incorporated:

New technical modules:

- Winter meteorology for airports with Operation Snow.
- Phraseology for wildlife control.
- Use of pyrotechnics for wildlife dispersal in operational areas.

Specialized in-person training:

- Welding (Metal Inert Gas, Tungsten Inert Gas and electrodes).
- Medium Voltage (levels 1 and 2).
- Programmable Logic Controller, Building Management System and Uninterruptible Power Supply.
- Waterproofing, plumbing fixtures, and variable frequency drives.
- Air conditioning and refrigeration maintenance.

Cross-cutting training in operational safety

- Aeronautical regulation.
- VHF (Very High Frequency) radio operator.

The teams at the Operational Control Center also received training in specific digital content (TAMS, ROD, operational safety) and face-to-face workshops on internal customer service.

Customer Experience School

With a focus on passenger services, parking, VIP lounge and third-party services, key topics were explored in depth to improve the quality of the experience:

- Conflict resolution and emotional management in highly sensitive situations.
- Specific manuals for passenger service and VIP lounge.
- Hospitality in Chinese culture, given the arrival of flights from this country.

The training sessions were conducted in person at our Aeroparque and Ezeiza locations, and virtually for the rest of the country.

- Airport sign language with certification option.
- Specific onboarding for new hires and manuals differentiated by role.

Lucas Pérez Acosta

Data Academy: Digital skills for the entire organization

The Data Academy continued to rise during 2025 as one of the most strategic cross-cutting initiatives:

- Three levels were offered: Data culture, data science, and analytics in Power BI.
- More than 400 people participated, who also presented projects they had implemented in their respective areas.
- Content was integrated to strengthen data-driven decision-making.

Scholarship programs: continuing education, graduate programs and master's degrees

Access to academic training was strengthened through our Scholarship Program, which in 2025 awarded:

- 150 scholarships for universities such as the University of San Andrés and the Austral University.
- Executive scholarships, certificate programs, intensive programs and graduate programs.
- Scholarships for master's degrees and specializations covering up to 50% of tuition.

These instances provide opportunities for in-depth specialization and allow the building of high-value profiles for the company.

English as a Second Language (ESL)

Training Needs Assessment (TNA)

"From Idea to Business Case" Program

Corporate Purchasing Team

The corporate English language program continued to drive language development throughout the organization:

- 250 employees participated in the program.
- 5,558 hours of coursework were completed.

The training combined synchronous virtual classes and asynchronous resources, adapting to different levels of proficiency.

We carried out a systematic process of identifying training needs together with specialty areas. The TNA included:

- Identification of technical skills by role.
- Determination of expected level of mastery.
- Survey of the actual domain.
- Gap analysis.
- Prioritization for annual training planning.

This process made it possible to structure evidence-based training plans aimed at closing gaps.

With the aim of strengthening analytical capabilities throughout the organization, this cross-functional program was developed for non-executive employees:

- 529 people were summoned.
- 382 participated in at least one instance.
- The program consisted of 4 virtual meetings of 1.5 hours each.
- It achieved a final participation rate of 72%.

Agility and continuous improvement

The **Aeropuertos Argentina Agility Program** was designed internally and is based on real experiences implemented since 2020, when pilot teams began working alongside Agile Coaches applying agile methodologies in daily operations, with a primarily practical and operational focus.

The program is aimed at all employees of Aeropuertos Argentina, regardless of role or business unit, and is part of the corporate training ecosystem. It is integrated into the internal platform **My Learning**, within the **Cognitive Capabilities** section, which allows cross-functional and scalable access throughout the company. Starting in 2024, the program was also incorporated into the new employee onboarding process, integrating **Module 1** from the beginning to strengthen a shared agile culture throughout the organization.

The corporate agility program continued to expand during 2025, consolidating itself as a key tool for capacity building, cultural evolution, and improving how teams work, prioritize, and generate business impact.

The corporate agility program continued to expand:

- 31 people completed Module 1.
- 25 people completed Module 2.
- In total, 168 asynchronous training hours were completed.

The program includes an internal certification as an Agile Coach for Aeropuertos Argentina, which requires the completion of three stages: approval of Module 1, approval of Module 2 and a minimum of four months of practice accompanying a team, effectively exercising the role of Agile Coach. This scheme ensures that certification is based on real implementation experience and not just theoretical training.

In addition to the internal program, 32 certified coaches completed the external Lean Management Level 2 course, taught by ITBA, which totaled 384 hours of synchronous training. This instance strengthened advanced capabilities in continuous improvement and lean management, adding technical depth to the development of agility profiles within the organization.

Leadership Academy

The Leadership Academy was consolidated as a superior instance of the I Am a Host program, expanding its scope and depth during 2025. The initiative aimed to train all Aeropuertos Argentina employees who manage teams, strengthening their skills based on two central pillars of leadership: people management and business management.

Initially, the Academy was intended for managers and department heads, and also included a group that did not previously participate in this type of program: supervisors, team leaders, and officers (SER). This phase was carried out in person at the different Business Units, fostering opportunities for interaction, exchange and joint analysis, with the aim of reaching all the target recipients. The second stage was specifically focused on department heads and managers and was carried out in a virtual format, delving deeper into strategic content of the role.

The people management module was geared towards reinforcing key tools for everyday leadership, such as leading with empathy, communicating clearly, providing performance-oriented feedback, and maintaining a visible, clear, and consistent leadership style. Meanwhile, the business management module sought to deepen the comprehensive understanding of the organizational context in order to anticipate scenarios, improve decision-making and generate impact, developing skills to structure and defend business cases supported by data.

- During 2025, the Academy achieved the following: Training for 113 managers, 288 department heads and 154 supervisors, team leaders, and officers.
- Leadership cafes for collaborative resolution of real-life situations.
- In-person and virtual sessions.

In total, 2,792 hours of leadership training were delivered during the year.

Talent Incubator Program

The Talent Incubator program remained one of the main tools for identifying, integrating, and developing young people starting their professional careers. In 2025 we launched the "XXV Cohort", incorporating a new group of talents who participated in training activities, meetings with specialists, mentoring and face-to-face tours of business units such as Cargas, Ezeiza and Center (Aeroparque and San Fernando).

Since its launch in 2022, the Incubator program has supported 79 young talents, establishing itself as a program that accelerates learning, provides exposure to the business, and strengthens cross-functional mobility within the company.

XXV Cohort

In 2025, at Aeropuertos Argentina we were recognized by the Argentine Human Resources Association (ADRHA) with the Strategic Impact Award, which highlighted the company's work in building a talent model based on capabilities, the integration of digital learning and the adoption of innovative practices in people management.

IT training (IT Academy)

During 2025, asynchronous content linked to corporate digital tools was developed:

- Information security.
- Password and device management.
- Cloud storage.
- Microsoft Teams.
- Stakeholder management and project scope for IT profiles.

More than 80 people accessed the published resources, designed in microlearning format, each lasting approximately 3 minutes.

Performance evaluation and career development

In 2025 we made progress in consolidating LEAD (Leadership & Development), the institutional model that integrates development conversations, definition of annual objectives, monitoring, self-evaluation, final assessment and calibration. Calibration processes, carried out digitally and at intervals adjusted to the annual business flow, ensure fairness in the evaluations and align decisions regarding development, mobility and recognition with strategic needs. In this way, LEAD establishes itself as a system that integrates performance management, development conversations, and professional growth planning within our organization.

This model incorporates a specific dimension based on capabilities and skills, which allows development to be directed towards the cross-functional competencies defined by the company and ensures consistent criteria in all business units. The tool is fully integrated with SAP SuccessFactors, providing traceability, efficiency, and clearer experience for both employees and leaders.

During 2025, 37% of our workforce underwent a formal performance evaluation. Coverage was greater in leadership positions and in non-union segments, given that the process is mainly applied to these groups. The evaluations incorporate both quantitative indicators, percentage of goal achievement, and qualitative assessments linked to organizational culture, behavior, and values.

EMPLOYEES RECEIVING PERFORMANCE EVALUATIONS	QUANTITY	PERCENTAGE (%)
Breakdown by gender		
Women	388	36%
Men	683	64%
Others	0	0%
Breakdown by employment category		
Director/General Manager	17	2%
Manager/Administrator	142	13%
Chief/Assistant chief	397	37%
Senior analyst	293	27%
Semi-senior analyst	159	15%
Junior analyst	63	6%
Supervisor/ Manager/ Head of Operations	N/A	N/A
Other roles	N/A	N/A

Diversity, equity and inclusion (DEI)

Publication of the Guide to Good Practices for a Violence-Free Work Environment (first edition).

The salary policy remains the same: there are no differences in remuneration based on gender when working conditions are equal.

1,000

Training of approximately 1,000 people in e -learnings and workshops on DEI and violence prevention.

Aeropuertos Argentina received the *#SkyEquityAward*. Regional recognition for excellence in gender equality in aviation in Latin America and the Caribbean.

Adaptation of the Whistleblowing Channel Policy and the Investigation Protocol, incorporating a DEI perspective.

+400

Hosting of the WIATT CAAP event with over 400 participants and the WIATT Argentina event with over 100 industry leaders.

At Aeropuertos Argentina, we understand that diversity, equity, and inclusion are essential pillars for building a respectful, safe, and human rights-aligned organizational culture. Our commitment is formalized through the **Code of Conduct**, which establishes the obligation to respect, protect and promote the fundamental rights of all people, and through our **Diversity, Equity and Inclusion (DEI) Policy**, aimed at ensuring equal opportunities, preventing situations of discrimination and promoting equitable work environments.

As part of strengthening this approach, in 2025 we published the Guide to Good Practices for a Violence-Free Work Environment, a practical and accessible document aimed at leaders and teams, which seeks to provide concrete tools to prevent, identify and address situations of workplace violence from a rights and equity perspective.

During the year, progress was also made on the DEI Project, which consisted of the regulatory adaptation of the **Whistleblowing Channel** and the **Investigation Protocol**, incorporating guidelines focused on the DEI perspective. These updates were complemented by training sessions aimed at the Complaints Committee and staff, through face-to-face workshops and e-learning modules that registered the participation of approximately **1,000 people** throughout the airport network.

Our commitment extends to all internal and external stakeholders, promoting a work environment in which each person can develop professionally without barriers related to gender, age, identity, origin or personal situation. In this sense, the organization maintains policies of labor flexibility and support, aimed at facilitating diverse and equitable career paths.

Main objectives and results achieved

GOAL
Reach a 27% of women in leadership roles

SIGNIFICANT PROGRESS

80%

compliance.

GOAL
Implement Project DEI.

GOAL ACHIEVED

100%

compliance.

GOAL
Promote professional development initiatives for women.

GOAL ACHIEVED

+400

people at WIATT CAAP.

+100

at WIATT Argentina.

+700

young women applying for the Austral Scholarship.

The progress towards the goal of female leadership was accompanied by visibility, training and networking actions, in line with the company's global strategy and commitment to equal opportunities. This progress demonstrates a sustained upward trend in the participation of women in decision-making positions, although it still represents a challenge for future management cycles.

Jorgelina Imfeld

Programs and initiatives

Verónica Rodríguez Bargiela

Women in Aviation, Travel & Tourism (WIATT)

WIATT is Aeropuertos Argentina's flagship program to promote the development of women in the airport, tourism and logistics industry. It is a multidimensional initiative based on four strategic pillars:

- **Ecosystem-based approach**: collaboration with private companies, public agencies, airlines and unions to promote female participation at all levels of the sector.
- **Educational partnerships**: agreements with universities to offer executive training scholarships, graduate programs, master's degrees and industry-related technical programs.
- **Internal policy update**: guidelines that promote labor flexibility, co-responsibility and equitable organizational culture.
- **Awareness and communication**: internal and external campaigns that highlight the importance of inclusion and promote collective commitment to diversity.

In 2025, WIATT had a year of strong expansion:

- More than **400 participants** at the WIATT CAAP event.
- More than **100 leaders** in WIATT Argentina.
- Program presentations at the **International Tourism Fair,** the **Women Economic Forum** and at the **#SkyEquityAward** ceremony.
- More than **700 young women** from all over the country applied for the Austral Scholarship.

Awards 2025

During the period, Aeropuertos Argentina received the #SkyEquityAward, within the framework of the Award for Excellence in Gender Equity in Aviation in Latin America and the Caribbean.

This recognition highlights the impact of the WIATT program and the company's ability to promote inclusive and equitable practices in a historically unequal industry in terms of gender.

Training

Training activities were a cross-cutting priority in 2025. In addition to the e-learning modules and face-to-face workshops, sessions were held that focused on:

- leadership teams,
- collaborators across the network,
- members of the Complaints Committee,
- operational teams with a high level of interaction with passengers.

These training sessions aimed to strengthen the understanding of key diversity concepts, prevent situations of violence, and provide practical tools for leading diverse teams with an inclusive approach.

Complaint management and corrective actions

In line with the commitments of the Code of Conduct, Aeropuertos Argentina has a Whistleblowing Channel managed by an independent third party, which allows concerns to be reported confidentially and anonymously.

During 2025, no cases of discrimination were recorded through official channels. The company maintains its commitment to not tolerate any form of discrimination and continues to strengthen training in this area.

Furthermore, the current salary policy guarantees **equal pay for men and women**, promoting equitable working conditions.

Ludmila Bartneche

Agustín Lázaro

Human rights

We maintain a firm commitment to the promotion, protection and respect of human rights in all our operations. We understand that, as the country's main airport operator, our activity involves constant interaction with thousands of people—passengers, communities, employees, suppliers, authorities and actors in the airport ecosystem—and that ensuring respect for fundamental rights is a core responsibility of our management.

Our management approach is based on a cross-section vision that incorporates ethical standards, safeguarding mechanisms, support processes, and formal reporting and resolution tools. We work to ensure that all people involved in our operations can thrive in a safe, inclusive and respectful environment, and that our practices are aligned with universal human rights principles and the institutional values that guide the company.

Management is based primarily on two key corporate documents:

- The **Code of Conduct**, which establishes the ethical guidelines that govern the behavior of all members of Aeropuertos Argentina. This document guides decision-making, promotes transparency, and incorporates integrity criteria linked to the protection of fundamental rights. It is available in the Corporate Policy System and on the website.
- The **Diversity, Equity and Inclusion Policy (DEI)**, which defines the principles and expected behaviors to ensure equal opportunities, respectful treatment, non-discrimination and promotion of a work environment free of bias and conduct that violates rights. This policy provides a direct framework for the prevention of situations of violence, discrimination or exclusion.

Both documents are in force and have not been modified during 2025. They form the basis for internal processes of awareness, training and application of standards, and function as essential tools to promote an organizational culture that values the dignity of all people.

Our Code of Conduct also extends to suppliers and third parties, establishing clear expectations regarding respect for human rights. Although the company has not identified significant risks of child or forced labor in its value chain, preventive policies, contractual clauses and accessible reporting mechanisms are maintained to support this ongoing monitoring.

During 2025, the human rights approach within the organization continued to be strengthened, especially through the work of the Integrity and Human Resources teams. Priority was given to consolidating existing guidelines and policies, reviewing complaint processes, and providing assistance in consultations related to sensitive situations. Likewise, the availability of documentary evidence was guaranteed when required by audits, regulatory agencies or formal supervisory instances.

Training and education in human rights

In line with our commitment in this matter, during 2025 training sessions were carried out for Security personnel, integrated into the institutional platform "My Learning". These training courses included:

- Diversity, Equity and Inclusion, with 15 people trained and a total of 7.5 hours of training.
- Integrity Program, also with 15 people trained and 15 total hours of training.

These instances provide tools to strengthen the human rights approach in sensitive functions such as airport security, where respectful treatment, proportionate action and the prevention of situations of rights violations are fundamental.

Walter Sandez

Freedom of association and collective bargaining

Aeropuertos Argentina fully guarantees the rights related to freedom of association and collective bargaining. We have our own Collective Bargaining Agreement, which recognizes and structures the labor rights of our employees, and we maintain a constant dialogue with the trade union organizations that represent our staff: the Aviation Personnel Association (Asociación de Personal Aeronáutico, APA) and the National Civil Service Union (Unión del Personal Civil de la Nación, UPCN).

Joint committees and regular meetings with union delegates and representatives allow for a balanced, transparent relationship aimed at guaranteeing fair working conditions and a respectful work environment.

Occupational health and safety

At Aeropuertos Argentina, we manage health and safety with a preventative approach that integrates corporate guidelines, operational practices, and monitoring mechanisms designed to safeguard working conditions throughout the airport network. Our actions are based on the **Hygiene and Safety Policy**, which establishes commitments to regulatory compliance, risk reduction, continuous improvement, mandatory training and provision of adequate resources to guarantee safe conditions. This policy is aligned with the **Operational Safety Policy**, which establishes a systemic and proactive approach to risk, hazard identification, resource allocation, mandatory training, and the measurement of effectiveness through indicators and objectives.

The work scheme integrates the medical area, Safety and Hygiene and Human Resources, supported by a **corporate KPI dashboard** for monitoring the frequency, severity and incidence of accidents, and by the **Safety and Hygiene Committee** with union representation, which operates as a formal space for consultation, monitoring of working conditions and reporting of hazards.

We updated and standardized the complete database of personal protective equipment (PPE) in the materials master, ensuring standardization and efficiency in the management of purchases and inventories.

We developed a Safety and Hygiene KPI dashboard for statistical monitoring of accidents across the entire airport network.

We implemented thermal stress measurements at four representative airports, incorporating instruments to assess exposure to heat and cold.
The measurements were taken at the airports of Iguazú, Santiago del Estero, Bariloche and Esquel.

Main objectives and results achieved

GOAL
Implement thermal stress measurements (heat and cold) at representative airports.

GOAL ACHIEVED
Instruments were acquired and measurements of heat exposure were initiated in Iguazú and Santiago del Estero, and of cold exposure in Bariloche and Esquel.

Santiago del Estero Airport

Programs and initiatives

Stefania Medina

During 2025 we made progress on various initiatives aimed at strengthening operational prevention, risk control and ensuring safe working conditions throughout the airport network. One of the central actions was the comprehensive updating and homologation of personal protective equipment (PPE), optimizing the selection and use criteria based on the specific risks of each task.

This homologation allowed for the standardization of technical specifications throughout the organization, improved the traceability of supplies, and strengthened purchasing and inventory processes. Consolidating a single catalog of PPE also facilitates internal and external audits, reduces the dispersion of materials, and contributes to more efficient, transparent management aligned with corporate safety criteria.

In terms of operational monitoring, we continue with dosimetry for monitoring noise exposure of personnel working at high noise levels, in order to guide preventive adjustments in workstations and exposure times.

Simultaneously, and aligned with the Operational Safety Policy, we implemented the corporate framework for the management of operational safety indicators, which establishes the structure of each indicator, its formula, frequency and goals, and which applies both at the corporate level and at each airport. Through this scheme, specific programs were deployed related to:

- **Foreign Object Debris (FOD) management**, with periodic inspections in operational areas, cleaning and reporting campaigns, and monitoring of the IFOD rate for every 1,000 or 10,000 movements, depending on the airport class.
- **Spill management**, using the resolution time indicator (ID), which classifies events according to speed of response, and establishes progressive goals from basic to optimal levels.
- **Incursions and excursions in the maneuvering area**, monitoring aircraft events, own personnel, third parties and external operators, with defined annual thresholds and preventive actions such as audits, training and exercises.
- **Wildlife management**, with tracking of the confirmed strike rate per aircraft movement unit, along with enhanced inspection measures, seasonal analysis, and internal reporting campaigns
- **Pavement monitoring**, based on reports of defects on runways, taxiways and aprons, using acceptable variation ranges according to airport class to detect anomalous trends or load deviations.
- **Operational safety training**, ensuring minimum compliance levels of 90% in own staff and comprehensive monitoring of the training of outsourced personnel, according to the airport plan.

These initiatives consolidate robust health and safety management, strengthen the corporate culture of prevention, and promote continuous improvement in line with the standards established by the Operational Safety Policy and associated corporate procedures.

Occupational health and safety management system

At Aeropuertos Argentina, we have a health and safety management system based on corporate Safety and Hygiene procedures; the implementation responds to the legal requirements applicable to the sector and is aligned with recognized risk management practices. This system integrates guidelines, responsibilities, and operational mechanisms designed to prevent accidents, preserve the health of employees, and ensure safe working environments throughout the airport network.

The system covers the company's own activities and operational sectors, and incorporates processes for hazard identification, risk assessment, incident tracking, and deployment of preventive measures. It also integrates specific management tools, including:

- **Annual training programs in Hygiene and Safety**, aimed at strengthening preventive skills and ensuring compliance with mandatory training for operational and maintenance personnel.
- **Corporate framework of operational safety performance indicators**, which defines structure, formulas, goals and responsibilities for indicators applied throughout the network.
- **Formal participation mechanisms,** such as the Safety and Hygiene Committee with union representation, which acts as a channel for consultation, communication of risks and monitoring of working conditions.

This system operates under corporate guidelines validated by senior management and is aligned with the legal requirements applicable to the airport sector, guaranteeing comprehensive, preventive management based on the systematic control of risks associated with the organization's activities.

Carlos Urrea

Hazard identification, risk assessment and incident investigation

At Aeropuertos Argentina, we carry out hazard identification and risk assessment through periodic visits to airports to verify safe working conditions, through the Safety and Hygiene team. These surveys allow for the detection of risk situations and the application of the hierarchy of controls to minimize exposure to occupational hazards.

The employees have a Joint Committee with the unions, which serves as a formal channel to report high risk situations in the different facilities. This mechanism facilitates active employee participation and ensures that reports are received and addressed without retaliation, in accordance with the guidelines established in internal procedures.

In addition, we use **specific technical studies** as part of the risk assessment process. These include the **measurement of thermal load in accordance with Resolution SRT 30/2023,** carried out with calibrated instruments and official protocols. In Santiago del Estero, a study focused on preventive maintenance tasks of beacons made it possible to determine low risk levels, identify exposure conditions (such as the impact of solar radiation) and recommend operational measures, such as avoiding certain times during heat waves. These measurements provide objective evidence for preventive decision-making, especially in airports with demanding environmental conditions.

Furthermore, the management system integrates incident investigation processes according to corporate procedures, using the findings to review practices, adjust procedures and reinforce preventive actions, in line with the commitments established by corporate policies.

This combined approach—periodic surveys, technical studies, formal complaints, joint committees, and incident reviews—allows for a continuous process of hazard identification and risk assessment, aimed at reducing exposure and strengthening operational safety throughout the airport network.

Carolina Ventrice

Occupational health service

Occupational health services are dedicated to providing care, support and protection for employees' health, carrying out activities aimed at identifying and minimizing risks. We guarantee the quality of these services through the intervention of the Medical Service, which is one of the departments responsible for this area, along with Safety and Hygiene and Human Resources.

Access to health services is strengthened through specific initiatives developed throughout the year. These include the activities of the **My Wellbeing Program**, which incorporate eye exams, nutrition workshops and in-person checkups, aimed at promoting the early detection of possible health problems and offering professional support on preventive care. During 2025 we developed 24 initiatives, 48 workshops and 9 talks, on content related to wellbeing, reaching more than 2,800 people. The activities were delivered in both face-to-face and virtual formats, encouraging the participation of collaborators from across our airport network.

Worker participation, consultation and communication on occupational health and safety

At Aeropuertos Argentina, we have a **Safety and Hygiene Committee** formed together with the unions, which serves as a formal space for employee participation and consultation on occupational health and safety matters. This committee addresses working conditions, facilitates the reporting of risks, and enables the joint handling of operational issues related to prevention.

Through this mechanism, employees can provide observations, report risk situations, and participate in the assessment of safety practices, ensuring the flow of relevant information between the company and its teams. The committee acts as an institutional space for dialogue and monitoring, ensuring the representation of employees in the management of the health and safety system.

Communication on health and safety is complemented by training and dissemination actions carried out by technical areas and by corporate programs such as **My Wellbeing**, which generate dialogue, information campaigns and face-to-face and virtual activities aimed at the comprehensive wellbeing of the staff. These initiatives facilitate access to preventive information and strengthen the active participation of employees in the identification and communication of risks.

Occupational health and safety training for employees

At Aeropuertos Argentina, we developed an annual training plan in Hygiene and Safety, which constitutes the formal scheme of general and specific training for employees on preventive issues. This program includes mandatory content related to general risks and the use of PPE, risk monitoring, working at heights, hearing protection, handling of chemical substances under GHS and electrical risks, with a minimum coverage objective of 90% of operational and maintenance personnel, as established in the 2025 Training Schedule. These training sessions are scheduled by the Hygiene and Safety Service and can be expanded or adapted according to the needs of each airport.

Aeropuertos Argentina Cargas

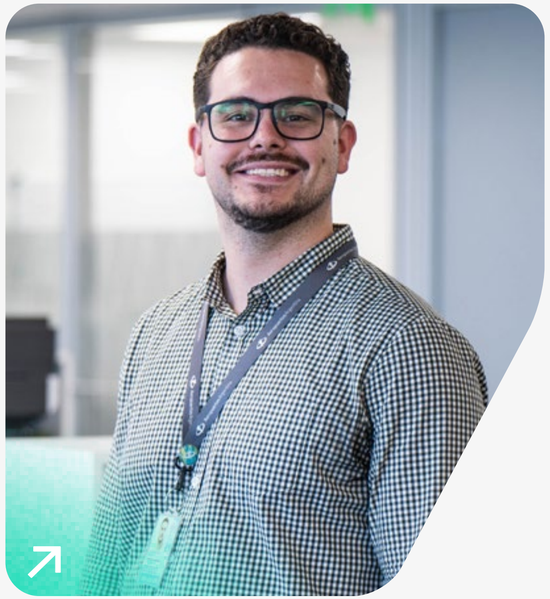
Employee health promotion

Aeropuertos Argentina facilitates employee access to health promotion services and programs through the My Wellbeing Program, which offers services designed to address relevant health risks not directly related to work, such as stress, poor eating habits, a sedentary lifestyle, sleep disorders, cardiovascular health, emotional health, and problematic screen use. The activities are complemented by systematic surveys of satisfaction and impact perception, which ensure the quality of the program and guide continuous improvements.

During 2025, the program achieved a qualification of "Excellent/Very good" by 93.8% of participants, and 96.9% stated that they perceived a positive impact on their wellbeing.

The actions offered included vaccination campaigns—with **1,395 people vaccinated** nationwide—, eye exams, nutrition workshops, brief physical activity sessions ("15 minutes for your health"), workshops on emotional management, mindfulness, stress, anxiety, cardiovascular risks, prevention of chronic diseases, celiac disease, hypertension, active breaks and healthy habits.

In addition, the organization promotes wellbeing through events and experiences that strengthen social and emotional health, such as recreational days, institutional celebrations, federal raffles and activities aimed at families, which complement the preventive approach and contribute to commitment and connection between teams.



Gonzalo Nestler

Prevention and mitigation of impacts on the health and safety of collaborators directly linked to business relationships

Aeropuertos Argentina implements a preventive approach to control the risks associated with the activities carried out by third parties or contractors, whose services are part of the operational functioning of the airports. For this purpose, it uses the **SICOP platform**, which centralizes the required documentation and allows verification that contractors comply with safety and hygiene requirements before starting their tasks.

This system requests and controls the **training of external personnel in specific risks**, the **delivery of appropriate PPE**, the **registration of the responsible Safety and Hygiene professional** and, when applicable, the presentation of **safety programs or job safety analyses (JSA) updated to the current year**.

These mechanisms seek to ensure that all activities carried out by third parties are performed under safe conditions and with the necessary controls to mitigate significant risks. The organization maintains these processes in line with the commitments established in its **Health and Safety Policy,** which emphasizes risk reduction, mandatory training, continuous improvement and shared responsibility with employees and contractors.

Workplace injuries

During 2025, a total of 78 reportable work-related accident injuries were recorded.

WORK-RELATED INJURIES*		2025
Employees themselves		
Number of deaths	Resulting from work-related injuries	0
Death rate		0
Number	Of high-consequence work-related injuries	3
Rate		0.09%
Number	Of reportable work-related injuries**	78
Rate		2.51%
Number of hours worked		6,206,400

INDICATORS OF OCCUPATIONAL SAFETY WORK-RELATED ACCIDENTS			2025
Accident rate	City of Buenos Aires and Greater Buenos Aires Area	Women	0.18
		Men	0.22
	Rest of the country	Women	0.02
		Men	0.04
	TOTAL	WOMEN	0.2
	TOTAL	MEN	0.26
Days lost due to accidents	City of Buenos Aires and Greater Buenos Aires Area	Women	483
		Men	1,686
	Rest of the country	Women	45
		Men	292
	TOTAL	WOMEN	528
	TOTAL	MEN	1,978
Deaths	City of Buenos Aires and Greater Buenos Aires Area	Women	0
		Men	0
	Rest of the country	Women	0
		Men	0
	TOTAL	WOMEN	0
	TOTAL	MEN	0

* There is no information available on work-related injuries among contractors. This information does not include Aeropuertos Argentina Cargas. Rates calculated considering 200,000 hours worked.
** Accidents occurring while commuting are not included.
***There is no information related to cases and deaths due to work-related diseases and illnesses in contractors.

Work-related diseases and illnesses

In 2025, 13 cases of reportable work-related diseases and illnesses were identified.

WORK-RELATED DISEASES AND ILLNESSES***	2025
Employees themselves	
Number of deaths resulting from work-related diseases and illnesses	0
Number of reportable cases of work-related diseases and illnesses	13

INDICATORS OF OCCUPATIONAL SAFETY WORK-RELATED ILLNESSES			REPLY
Absenteeism rate	Women		2.23
	Men		2.48
Sickness rate	City of Buenos Aires and Greater Buenos Aires Area	Women	1.57
		Men	1.9
	Rest of the country	Women	1.77
		Men	1.83
	TOTAL	WOMEN	1.62
	TOTAL	MEN	1.88
Days lost due to illness	City of Buenos Aires and Greater Buenos Aires Area	Women	3,322
		Men	10,439
	Rest of the country	Women	1,019
		Men	3,998
	TOTAL	WOMEN	4,341
	TOTAL	MEN	14,437

Our Cargas Terminals

At Aeropuertos Argentina Cargas, we reaffirm our commitment to ensuring safe, healthy work environments prepared to support the overall wellbeing of all people involved in our operations. From a preventive and people-centered perspective, we work to anticipate risks, promote safe habits and strengthen a culture where health and safety are a shared responsibility. As part of this management, we have an **Occupational Health and Safety Policy**, which guides our actions and establishes our commitment to the prevention of workplace accidents, occupational diseases, and the promotion of the physical and mental wellbeing of our employees. This policy is complemented by the **Risk Agent Survey** (RAR), based on periodic medical check-ups promoted by the Workers' Compensation Insurance Company (ART), especially for teams exposed to greater operational demands.

Main objectives and results achieved

53%

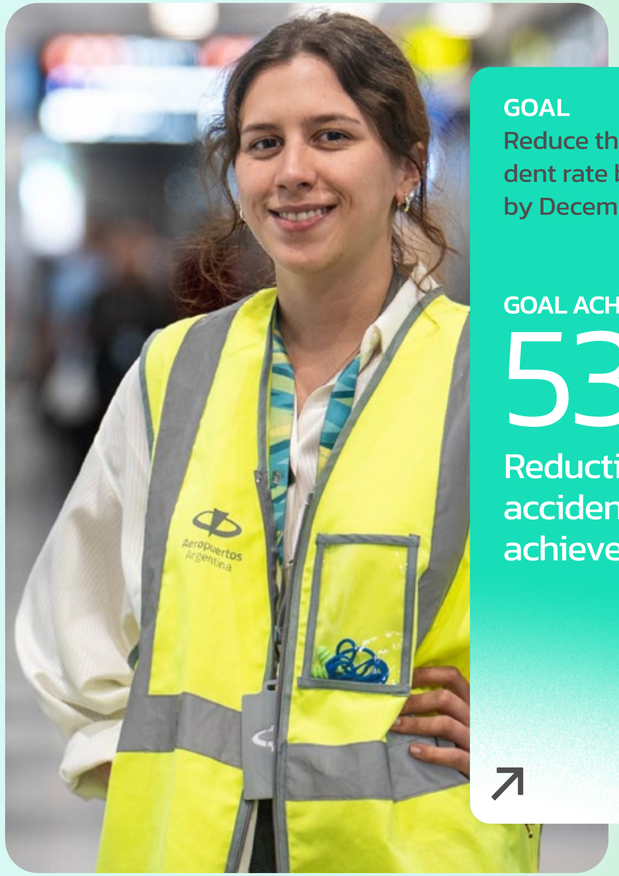
We reduced the annual accident rate resulting in loss of staff by 53% compared to 2024.
Reducing the average of monthly accidents from 3.25 to 1.5.

We are incorporating key equipment to improve working conditions.
Including electric forklifts, stretch-wrapping machines, new offices and break rooms.

We developed a pilot program using QR code for reporting unsafe working conditions.

18%

The absenteeism rate was reduced by 18% compared to 2024.



Mercedes Meiszner

GOAL
Reduce the annual accident rate by at least 40% by December 2025

GOAL ACHIEVED

53%

Reduction in the accident rate was achieved.

Initiatives

The Safety and Hygiene area develops permanent actions to identify, evaluate and manage the risks present in the terminal, applying technical tools such as risk agent surveys, job analysis and specific risk matrices for each activity. This approach is complemented by operational controls, on-site observations, and continuous communication of safety guidelines, ensuring that all employees have access to clear and up-to-date information to perform their tasks safely.

During 2025 we implemented a series of initiatives aimed at strengthening prevention, reducing the occurrence of accidents and improving the overall wellbeing of the people who are part of the Cargas operation. These actions encompassed health, operational and organizational aspects, consolidating a more proactive and participatory approach to occupational health and safety.

We ensure that all employees have access to clear and up-to-date information to perform their tasks safely.

Carlos Galván

Medical follow-up and healthcare support

During 2025, medical follow-up actions were carried out for cases of repeated absenteeism, and continuous care mechanisms were implemented, including 24-hour access to a doctor and a home visit service averaging 45 to 50 visits per month. These initiatives help strengthen the early detection of health issues and support employees in addressing their medical needs.

Strengthening the system for reporting unsafe conditions

With the aim of fostering a culture of prevention, a digital risk perception form was implemented, accessible via a QR code available in different areas of the terminal. In this way, any employee can quickly and easily report an unsafe condition.

The reports are analyzed by the Hygiene and Safety area, which classifies them according to their criticality and refers the corresponding actions to the responsible area, or issues requests to the Maintenance area for resolution. This tool contributed to the reduction in the accident rate achieved during the year.

Actions of the Safety and Hygiene Committee

The Safety and Hygiene Committee met four times during 2025 (March, May, August and December), with the participation of representatives from all operational areas, union delegates and corporate area leaders.

Key topics such as the following were addressed during these meetings:

- Machinery requirements for export operations.
- Air quality monitoring in operational sectors.
- Office renovation in areas near the weigh station.
- Request for the addition of a new rest cabin.

This space allowed for joint monitoring of working conditions, review of emerging risks, and coordination of preventive measures.

Infrastructure and equipment improvements

In order to improve working conditions and reduce operational risks, during 2025 electric forklifts, stretch-wrapping machines, new break rooms and new offices were incorporated in critical sectors such as Flight Reception, Export, Treasury, Customer Service and Ramp 4. These improvements helped to modernize operations and provide more comfortable and safe spaces for staff.

Technical and operational training

Throughout the year, various training sessions were held to reinforce skills and knowledge in operational safety. These included:

- Onboarding (evacuation, use of fire extinguishers, accidents and incidents, order and cleanliness, 5S).
- Safe operation of forklifts, with a focus on operating standards, load stability, and safety conditions.
- Theoretical and practical course on the use of fire extinguishers, focused on the recognition of types of fire and correct techniques of action.
- Training in the handling of Hazardous Goods, developed in conjunction with the area of Operations.

Environmental monitoring and preventive controls

Throughout the year we carried out noise measurements through dosimetry and specific evaluations, reinforcing the mandatory use of hearing protection for sectors exposed to turbines and large equipment.

Likewise, we continued applying the annual studies required within the framework of the Risk Agent Survey (RAR) requested by the ART, guaranteeing periodic monitoring of occupational health.

Hernán Vázquez

02

End users and consumers

Joaquín Rinland

Passenger experience

7TH

Mar del Plata's ranking in Latin America & the Caribbean in the ASQ program.

+3,2%

improvement in overall satisfaction surveys.

4,24/5

Staff courtesy: the highest-rated attribute.

Mar del Plata entered the TOP 10 of Latam & Caribbean in Airport Service Quality (ASQ).
It ranked 7th in the region and formally joined the ASQ program.

4.24/5

Staff courtesy:
the highest-rated attribute.
Sustained growth driven by training, quality assurance and service management.

Automation and digitization of claims and inquiries in Customer Relationship Management (CRM).
New classification bots, redesigned reason tree, and improved traceability.

Openings and improvements in VIPCLUB lounges and premium services.
New Departure Lounge in Ezeiza (850 m², 9,150 ft²) and a significant expansion of services and reservations.

4.16

Sustained improvement in overall satisfaction surveys (+3.2%).
More than 23,600 surveys across 28 terminals, with 19 terminals improving their results.

1.7M

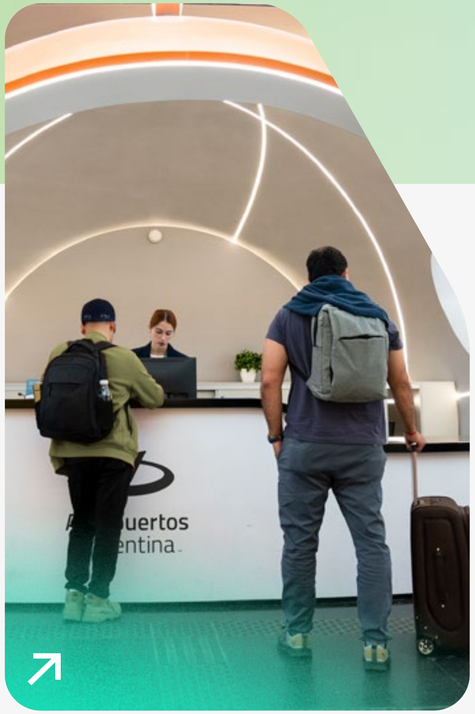
Our virtual assistant ADA reached 1.7M conversations and 43.8M messages (satisfaction 4.4/5).
It integrated generative AI, improved flight status, and increased the use of WhatsApp payments.

+75,000

Record growth in Online Store (USD 8.99M and +75,000 orders).
New products, pricing strategies, and participation in Cyber Monday.

+60%

Digitized parking: +60% self-managed payments.
Expansion of TelePase and dynamic pricing.



Ezeiza Airport

At Aeropuertos Argentina, we understand that the passenger experience is a central focus of our management and a determining factor in the quality of service we provide at the 35 airports in our network. Every journey begins long before takeoff, and every interaction within a terminal—whether in person, digital, or operational—shapes perceptions that impact the trust, safety, and wellbeing of those who travel through our airports. Therefore, we work from a comprehensive vision that combines infrastructure, technology, service culture and coordination with all actors in the airport ecosystem to guarantee an agile, reliable experience focused on the real needs of people.

This approach materializes through the **Customer Service Model Policy**, which functions as an institutional framework to coordinate service at all airports, integrating the work between airlines, public agencies, permit holders, service providers and operational teams. The policy establishes guidelines for anticipating needs, preventing contingencies, improving every interaction, and ensuring consistent care across the network.

Based on this framework, we implemented our **Passenger Service Model**, which incorporates a manifesto with guiding principles: resolve quickly, personalize service according to profiles, anticipate problems, facilitate processes and enhance the overall experience. This model allows us to interpret the diversity of contexts, motivations, and needs of those who pass through the terminals, and to segment passengers into different profiles (Explorers, Opportunists, Guests, Digital Enthusiasts, Remote Workers, and VIPs) to guide specific improvements. Based on this segmentation, we built a journey with more than 40 critical moments, which we used to identify opportunities, plan responses, and define interventions in infrastructure, signage, services, and technology.

This conceptual framework is complemented by the **Customer Service Manual**, which is current and continuously updated, and which defines the standards, protocols and procedures that guide service at all airports. The manual details the roles, forms of intervention and criteria for action to guarantee homogeneous and quality care, including guidelines for consultations, complaints, operational incidents, assistance to people with disabilities, empathetic communication and handling of sensitive situations.

Experience management is based on a cross-functional operational articulation. We work in a coordinated manner with key areas such as Operations, Maintenance, Terminal Control, Security, Commercial, Digital Business, VIP Services and Marketing. This integration allows for real-time incident detection, timely alert activation, passenger accompaniment throughout their journey, and continuous evaluation of system performance. Through this joint effort, we ensure that every point of contact—physical or digital—is aligned with a shared vision of service, aimed at improving the overall experience of those who travel.

Main objectives and results achieved

GOAL
Enter the TOP 10 Latam & Caribbean in the Airport Service Quality (ASQ) program.

GOAL ACHIEVED
7TH
Mar del Plata reached 7th place.

GOAL
Continue the evolution of the Customer Relationship Management (CRM) system, incorporating new segments and functionalities.

GOAL ACHIEVED

GOAL
Inaugurate the new VIP-CLUB lounge at Ezeiza International Airport (Very Important Passenger – VIP service).

GOAL ACHIEVED

GOAL
Achieve an average satisfaction rating of 4.19/5 at airports evaluated by ASQ, weighted by passenger volume

GOAL ACHIEVED
4.19
average score.

GOAL
Increase the satisfaction of 70% of the judgments that have the highest correlation with overall satisfaction at airports outside the ASQ program.

GOAL ACHIEVED
91%
compliance.

GOAL
Implement conversational Artificial Intelligence (AI) in the Interactive Voice Response (IVR) system to achieve attention levels above 80%.

GOAL ACHIEVED
100%
attention levels were reached.

GOAL
Conduct field studies in at least three terminals to identify insights and opportunities for improvement in the passenger experience.

GOAL ACHIEVED
100%
compliance.

GOAL
Design resolution flows for 80% of the types of claims handled by Aeropuertos Argentina.

GOAL ACHIEVED
80.5%
was reached.

Programs and initiatives

Denise Torres

During 2025 we consolidated an institutional culture focused on the passenger experience, with training actions, workshops, internal communications and support tools that reinforced operational autonomy and frontline decision-making.

Strengthening PAX, our corporate intranet, was key to unifying processes, making up-to-date information available, and ensuring that teams have accessible and reliable resources. The widespread use of this tool enhanced access to up-to-date information, especially during high-volume operations or contingencies. We incorporated new sections, organized processes by case types, improved operational flows, and optimized internal navigation. In addition, we consolidated a **single repository of documentation at the national level**, which unifies guidelines and supports decision-making in the first instance at all airports.

Along these lines, the **Quarterly Customer Experience Workshops** were developed, collaborative workspaces where 21 leaders participated along with the CEO and specialists in trends, data science and digital marketing. There we analyze results, review initiatives, identify lessons learned, and design actions to raise the standards of care throughout the network.

In turn, we have two strategic programs that consolidate this culture:

- **School of Experience**, aimed at professionalizing the role of teams and strengthening essential skills such as empathy, active listening, effective problem-solving, use of digital tools and communication standards.
- **Quality Assurance Program**, which periodically evaluates interactions across all channels to ensure consistent criteria and identify opportunities for continuous improvement.

These initiatives integrate internal management and help ensure that operational learning translates into concrete improvements in the travel experience.

We also strengthened the service model with structural improvements: optimization of the stakeholder directory, publication of more than 100 internal communications on launches, operational processes and recognitions, and the incorporation of back-office complaint resolution processes differentiated by channel.

In addition, **we made progress in improving case management systems**. 80% of the types of complaints addressed to the company were uploaded; response templates were redesigned to increase post-complaint satisfaction; the Customer Relationship Management (CRM) reason and sub-reason tree was updated; and an artificial intelligence bot was implemented to assist in the classification of complaints, along with automated processes that inform the passenger of the corresponding channels and organizations when the management involves third parties. This was complemented by the digitization of the informational materials delivered to passengers, registering more than 1,900 shipments tracked in CRM.

At Aeropuertos Argentina Cargas, we expanded the use of CRM by incorporating the Commercial and Legal areas into the direct management of cases, standardizing templates with positive language and profiling customer satisfaction to guide improvement decisions.

The passenger-centric culture was also reinforced through the implementation of **terminal-based work frameworks**, which allow for the periodic analysis of the evolution of each attribute evaluated in the surveys, the identification of correlations with overall satisfaction, the prioritization of high-impact actions, and the implementation of specific operational improvements. These frameworks were applied in all airports participating in the ASQ program and in those that conduct Airport Satisfaction Surveys (ESA), strengthening data-driven management.

Measuring passenger satisfaction

Management is based on a robust measurement framework that combines:

- Airport Service Quality (ASQ), globally recognized and applied in Aeroparque, Bariloche, Córdoba, Ezeiza and Mendoza.
- Airport Satisfaction Survey (ESA), applied in 28 terminals.

During 2025, 23,609 evaluations were carried out, which allowed for an accurate view of the experience across the entire network. Overall satisfaction reached 4.16, with improvements in more than 60% of terminals. Mar del Plata formally joined the ASQ program and reached 7th place in the Latin America and Caribbean region. The most valued aspects were:

These results reflect the importance of the human component and the quality of spaces within the airport journey. Correlation analysis allowed resources to be directed to the attributes with the greatest impact, prioritizing interventions that would generate direct improvements in passenger perception.

During 2025, a specific project was also carried out to analyze profiles and operational context in representative airports such as Aeroparque, Córdoba and Mendoza. This study combined surveys, observation, and indicator analysis, which allowed us to understand how satisfaction is built in different types of terminals and to adjust the prioritization of actions based on the actual dynamics of each airport.

KEY CHANGES 2024 → 2025

4.17 +0.14
Airport atmosphere

4.03 +0.16
Availability of restrooms

3.94 +0.13
Comfort of waiting areas

4.04 +0.14
Courtesy of security personnel

4.18 +0.13
Cleanliness of facilities

4.10 +0.09
Ease of wayfinding

4.12 +0.16
Cleanliness of restrooms

4.24/5
Courtesy and friendliness of the airport staff

4.18/5
Ease of orientation

4.18/5
General cleaning

4.15/5
Walking distance

4.17/5
Airport atmosphere

Río Hondo Airport

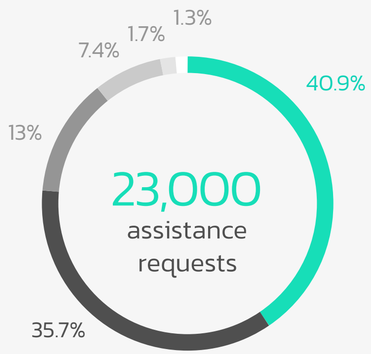
Customer service and performance of contact channels

We consolidated customer service through an integrated set of in-person and digital channels that allowed us to manage more than one million inquiries at Aeropuertos, 254,000 calls to the Contact Center and 158,000 webchat interactions. We also received 659 emails, 159 records in physical logs, 1,033 queries through QR codes and 2,946 from web channels. In the airport ecosystem we manage 782,626 queries in airlines, 67,285 in organizations and 87,818 in permit holders, with a concentration of over 99% in general queries. The referral to advisors in remote channels was 21%. The level of attention reached 86.21%, and the First Contact Resolution (FCR) was at 92.77%, reflecting the improvement in operational autonomy and the quality of the responses.

At **Aeropuertos Argentina Cargas** we recorded 18,700 cases during 2025: 11,000 contacts via WhatsApp, 6,100 in person, 1,000 by email and 619 through the web channel. An email system connected to the Customer Relationship Management (CRM) was incorporated to register and manage all contacts, and the Web-to-Case component of the Cargas website was integrated, strengthening traceability and end-to- end management.

The Interactive Voice Response (IVR) system integrated a conversational bot with Artificial Intelligence, allowing the self-service rate to rise to 59.08% (+64.6% compared to 2024) and reduce waiting times. **23,000 assistance requests** were handled at terminals, mainly:

MAIN ASSISTANCE PROVIDED AT TERMINALS



- Wheelchairs
- General assistance
- Assistance for individuals on the autism spectrum
- Chargers and cables
- Medical assistance
- Baby strollers

Laura Lupi

Claims management and support

Claims management continued to consolidate itself as a pivotal component of the passenger experience, integrating digital tools, more efficient processes, and active support throughout the entire service cycle. During 2025, we maintained 572 **physical Complaint Books distributed throughout the network**—63 in the Central Unit, 214 in the East Unit, 114 in Ezeiza and 181 in the West Unit—ensuring that passengers have an accessible and regulated mechanism to channel their concerns at each terminal. At the same time, we continue to consolidate the **Complaints Book for service providers and the parking service**, which acts as a complementary channel to manage cases specifically linked to these services, guaranteeing traceability and direct coordination with the actors involved.

During the year, 2,693 complaints were received, which were distributed in a manner consistent with the dynamics of the airport ecosystem: 56% were directed to Aeropuertos Argentina, 21.8% to permit holders, 16% to airlines and 6% to agencies. This distribution reaffirms our role as the main point of contact and articulation within the system, even in those cases whose resolution involves third parties.

The ability to refer, accompany, and monitor claims concerning other actors continued to be a key element in ensuring comprehensive and transparent treatment.

Digital transformation played a central role in the evolution of the process. The CRM incorporated an artificial intelligence bot that assists teams in classifying claims according to the updated reason tree, improving precision, reducing operating times and decreasing the need for manual interventions. In addition, automated referral processes were implemented that allow passengers to be directly informed of the appropriate channels when the case involves an airline or organization, avoiding unnecessary referrals and speeding up the resolution. Digitizing response templates allowed for standardizing the tone and clarity of communications, reinforcing empathy and message consistency.

A significant advance was the creation of a specific platform in Salesforce for the Accounts Payable team, which centralizes the management of supplier inquiries and claims through a single email registration and dashboards that facilitate tracking and decision-making. This integration strengthened operational transparency and improved end-to-end traceability of cases.

During 2025, **the digitization of information provided to passengers was also deepened**. In situations that required additional guidance—whether on airlines, online store services, parking, or VIP services—physical materials were progressively replaced by automated electronic mailings linked to the CRM, allowing for a detailed record of each interaction. **Throughout the year, more than 1,900 digital submissions were made, contributing to a more sustainable, organized, and consistent experience across the network**.

As part of its commitment to a safe and respectful experience, the company handled nine cases related to complaints of discrimination or human rights violations, all of which were addressed and resolved following established protocols. This work was complemented by collaboration with specialized areas and with the various actors in the airport ecosystem to ensure an appropriate approach to sensitive situations.

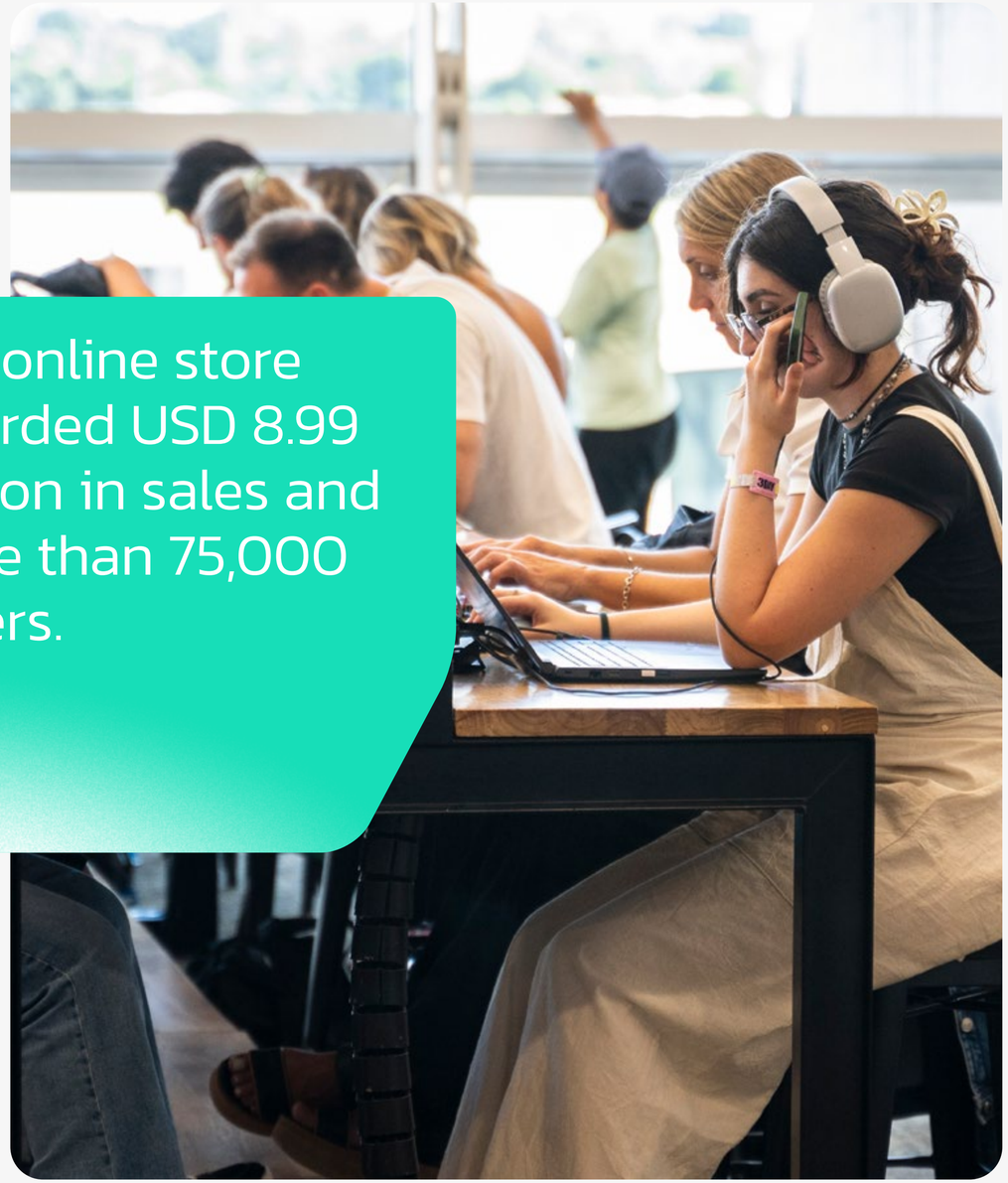
Martina Pugliese

Overall, claims management in 2025 was characterized by greater operational efficiency, deeper digitization, clearer communication with passengers, and a strengthening of Aeropuertos Argentina's role as a central coordinator in the experience. This approach allowed progress towards a more organized, predictable system capable of responding quickly to user requirements, reinforcing trust and transparency at every stage of the process.

Innovation and digital transformation

Digitization continued to be a pivotal aspect of the experience. The ADA virtual assistant reached more than 1.7 million conversations and a satisfaction rating of 4.4/5, incorporating new functionalities such as extended flight status anticipation, baggage carousel information, queue delays, and personalized restaurant recommendations using generative AI. Push notifications were sent to frequent users, and promotional campaigns and special experiences such as tracking Santa's flight were integrated. ADA also established itself as a parking payment channel: in December, 32% of tickets were paid via WhatsApp. ADA's acquisition grew 30% in Ezeiza and Aeroparque, reaching 4.7% usage of total passengers.

The **online store recorded USD 8.99 million in sales and more than 75,000 orders**, driven by new parking options, seasonal campaigns and participation in events such as Cyber Monday. The institutional website exceeded 12.5 million sessions, with improvements in usability, digital accessibility and content relevant to travel planning.



The online store recorded USD 8.99 million in sales and more than 75,000 orders.

Improvements to airport terminals and services

In 2025, key interventions were carried out at terminals across the entire network. In **Ezeiza**, progress was made on a series of improvements aimed at strengthening comfort, orientation and operational efficiency within the terminal. The signage in the arrivals area was renewed, and the charging capacity was expanded by installing fifty additional power outlets and forty-four additional USB ports. The Wi-Fi network was also modernized, waiting areas were improved, and ducted aromatherapy was incorporated in the domestic sector, raising the quality of the environment in high-traffic areas. To enhance the families' experience, hot water vending machines were added and the stock of mini vans for recreational use in the international pre-boarding area was expanded.

In addition, a comprehensive redesign of the parking areas (E) was carried out, which included horizontal markings and new signage for six places for persons with reduced mobility (PRM) in E4, thirty-six spaces for people with disabilities, eleven additional PRM spaces and the delimitation of the sector for motorcycles in E1. In 2025, more than 60% of payments were made through self-managed channels, TelePase was consolidated, dynamic pricing was implemented, and the rental HUB was inaugurated in Ezeiza.

At **Aeroparque**, the interventions had a fully passenger-oriented focus and encompassed improvements in infrastructure, technology, accessibility, information, and overall experience. The baggage carousels were fully remapped, incorporating specific positions for PRM passengers, and a proof-of-concept for an artificial intelligence assistant was implemented in the arrivals area, aimed at providing immediate information in real time. During the year, **Aeroparque received recognition from UNICEF** for a joint action that resulted in more than 2,000 passengers becoming donors.

Aeroparque

In operational terms, **the terminal managed to reduce response times to complaints by more than 65% compared to 2024**, incorporated one hundred new luggage carts, and launched a night shift in both Customer Service and the VIP Lounge, guaranteeing active services 24 hours a day. A new information booth was added to the domestic departures area, services were expanded with pet carts and portable chargers, and the entertainment offering was strengthened with a subsoccer game and the renovation of the mini-truck park for children.

The inclusive experience was strengthened by conducting nine workshops on sign language, aimed at deepening the accessible communication skills of the Customer Service team. In addition, multiple seasonal actions were carried out—winter break, Children's Day and activities for passengers with pets—which strengthened the bond with users.

In operational terms, a redistribution of seating was carried out in domestic and international pre-boarding to optimize critical spaces, technology was added in the Check-in sector through self-check-in and self-bag drop , and a technological replacement was carried out in Immigrations Express, expanding the number of manual boxes to speed up processing. The PAX Flow system was also implemented at the domestic sector Point of Inspection and Registration (PIR) (the area where pre-boarding security checks are carried out), allowing real-time monitoring of passenger flows.

The airport's technological infrastructure was modernized with a complete renovation of the Wi-Fi, the replacement of FIDS (Flight Information Display System, a system that shows real-time flight information) screen and video walls (multiple synchronized monitors) with LED displays, and the incorporation of FIDS on sidewalks, improving orientation from the outside. Comprehensive renovations were completed in 80% of the bathrooms, increasing the capacity of use by 30%, and a remote payment booth was installed, which speeds up vehicle exit and modifies the parking payment method.

In the parking area, the numbered identification of the garages in the South Parking Lot was carried out and the dynamic parking was permanently consolidated, allowing reservations starting from four days with promotional rates. In addition, 2,800 m² (30,100 ft²)of green spaces were enhanced by replacing species and painting flowerpots.

Mar del Plata Airport

In the **East Business Unit**, during 2025 a set of actions were implemented aimed at improving the passenger experience with a focus on inclusion, operational efficiency, innovation and sustainability. New offerings were incorporated, such as arcade games in **Mar del Plata**, re packing stations in Iguazú, and dual outdoor bins with integrated ashtrays across various airports in the unit. In **Córdoba**, the public sector restrooms were renovated, the domestic departure restrooms were expanded, and the *check-in* counters were modernized. In addition, the availability of services was improved and queues were reduced during peak hours; access to boarding gates was also expanded and a 330 m2 (3550 ft2) outdoor playground was opened, creating a quality recreational environment that reinforces the concept of the airport as a meeting place.

In terms of innovation, the unattended operation of the parking lot was implemented with remote service booths and new TelePase antennas. Furthermore, within the framework of the launch of the Iguazú–Lima international flight (IGR-LIM), a comprehensive operational preparation plan was developed that involved all areas and agencies, including the review of the passenger journey, the identification of critical moments and the adaptation of key spaces.

Regarding the accessibility pillar, **Córdoba** obtained ACI Level 1 certification, while Iguazú and Puerto Madryn achieved ALPI certification, reaffirming the unit's commitment to inclusion and the elimination of barriers. In turn, seasonal activations and environmental awareness actions were developed, such as the "Clean Beach for Zero Plastic Destination" initiative in **Mar del Plata**, along with community activities and proposals to connect with passengers on important dates.

During the year, face-to-face customer service training sessions were also conducted at the airports of **Córdoba** and **Mar del Plata**, aimed at the airport community, with the objective of reinforcing a comprehensive view of the passenger experience and the role of each actor in the ecosystem. These actions contributed to sustained improvements in satisfaction results, with **Mar del Plata** ranking within the Top 10 in Latin America according to ASQ, and Córdoba showing a positive evolution in its indicators.

Finally, as cross-section actions with social and environmental impact, exclusive spaces were designated in parking lots for Malvinas Veterans at airports of the unit and water bottle chargers were incorporated in different airports, promoting more sustainable practices and the reduction of plastic use.

During the year 2025, in the **West Business Unit** we generated actions with a positive impact on passenger satisfaction through various strategic areas. The modernization of the Customer Service booths in **Bariloche** and **Mendoza** included flight information screens, overhead lighting, and a renewed color palette. In addition, the spaces for children were optimized in these terminals, complementing a range of services that included approximately 14 new stores throughout the region.

In terms of agility and operational processes, **Mendoza** positioned itself as a pioneer by integrating self-service parking payment systems within the terminal, an innovation that was later adopted by Bariloche to allow customers to make their payments more conveniently while waiting or directly from the comfort of their vehicles. In addition, we include the option to purchase parking stays online, along with other offers such as food and passenger services. We also took an important step with the opening of the car rental hub in **Mendoza** and **Salta**, a space that now centralizes all brands in accessible areas close to parking lots.

On the other hand, at the **Mendoza** terminal we expanded the international pre-boarding area, which allowed us to increase seating capacity and diversify the consumer offer with new vending machines for drinks and food. Regarding the building infrastructure, **La Rioja** was upgraded, improving the air conditioning and lighting system for greater comfort while waiting. In **Salta** and **Tucumán**, we started remodeling work on the terminal to adapt the service in better spaces in the medium term. In addition, the new terminal at **San Juan** airport stands out, now offering a superior standard in services and commercial proposals for all profiles. Finally, thanks to the improvements implemented at the **Bariloche** airport, the "overall satisfaction" rating at ASQ maintained an average of 4.32 throughout the year.

The growth of connectivity was another highlight of the period, with the opening of new air routes that benefited passengers from **Salta**, **Tucumán**, **Mendoza** and the city of **General Pico**. These advances were accompanied by a strong commitment to excellence and inclusion. During this period in Mendoza, we obtained ACI Level 2 and Sign Language certifications, along with the great achievement of **Río Hondo** in certifying ALPI.

Esquel Airport

VIP services and premium experiences

During 2025, the VIPCLUB segment continued to expand and strengthen its value proposition, consolidating itself as a relevant differentiator within the airport experience. The most significant milestone of the year was the inauguration of the new Departures Hall in Ezeiza, an 850 m² (9,150 ft²) space distributed over three levels that incorporated a renewed gastronomic proposal, new amenities and a configuration designed to meet the needs of different types of travelers. This expansion not only increased operational capacity, but also improved the quality of service and the overall passenger perception of international departures.

Furthermore, progress was made in the comprehensive modernization of the segment through the digitization of the VIPCLUB platform. The website update streamlined the booking process, added prepayment options with exclusive discounts, enabled digital renewal, and improved the traceability of each interaction. As a result, online purchases grew by 35% compared to the previous year. This digital process was complemented by a complete rebranding of the brand, aimed at reinforcing its positioning and improving communication with the different customer segments, accompanied by new audiovisual pieces, awareness campaigns and collaborations with digital leaders.

To support business growth, specific initiatives were launched, such as the referral program, which incorporates additional benefits for partners who recommend the service, and the modernization of the corporate concierge service, which increased its responsiveness and the personalization of customer service for business clients. The Meet & Assist service was also reactivated, integrating coordination with the FBO (Fixed Base Operator), the specialized terminal and operator that provides services to executive and private aviation—including personalized attention to passengers, crews and aircrafts—, optimizing times and internal processes to guarantee a smooth experience from arrival to boarding.

The rooms also incorporated cultural experiences throughout the year. In Ezeiza and Aeroparque, exhibitions of Argentine art were set up under specialized curation, adding a new layer of local identity to the VIP experience. Simultaneously, negotiations were carried out with strategic suppliers to optimize cost control and add products and services with higher perceived value, strengthening the comprehensive hospitality offering.

Regarding infrastructure, the furniture and layout of the Bariloche room were updated, and the progressive expansion of the Córdoba room was initiated; both actions are outsourced and executed by AMAE. In addition, the VIPCLUB lounge at Aeroparque adopted a 24-hour operating scheme, guaranteeing continuity of service and expanding availability for passengers on night flights.

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Communication, airport community and passenger engagement

During 2025, a comprehensive communication strategy was consolidated that encompassed both the dissemination of services and operational updates, as well as the strengthening of institutional identity and the building of a closer relationship with the various groups of people who pass through our airports. This 360° approach combined face-to-face, digital and multimedia actions, with a sustained presence on social media, themed campaigns, experiential initiatives and commercial activations.

The institutional campaign "CODES", inspired by passenger profiles, played a central role in positioning the brand. Through audiovisual pieces, digital actions and presence in traditional media, it was possible to strengthen the emotional bond with travelers and highlight the diversity of motivations, habits and ways of traveling. The campaign was complemented by initiatives aimed at promoting key services—such as parking, VIP lounges, the online store or the gastronomic offerings—, achieving high levels of reach and engagement across all channels.

On social media, work was carried out under a clear three-pillar structure:

1 INSTITUTIONAL

focused on communicating branding, business decisions, milestones and strategic advances.

2 SITUATIONAL

prioritizing anniversaries, trends, real-time and timely content that connects with the social and cultural agenda.

3 SERVICES, PRODUCTS AND FAQS

with practical information on parking, food, retail, VIP lounges, passenger assistance and other services.

This strategy strengthened the conversation with the travel community, consolidating a digital audience that exceeded 935,000 followers and reached more than four million people annually.

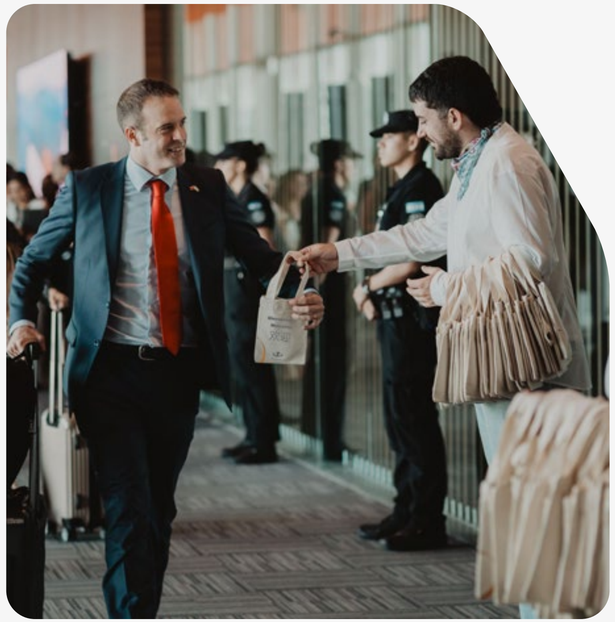
The Community Program continued to grow, especially in Ezeiza, where the program added more than 10,000 active users. Through a direct communication scheme using chatbots and newsletters, a constant flow of benefits, discounts, and news was maintained, accompanying the daily lives of those who work at the terminal and creating meeting spaces that reinforce the sense of belonging. As part of these actions, the Community Event was held, a space that brought together permit holders and collaborators around commercial proposals, tastings and meeting experiences.

Throughout the year, more than fifteen events and activations were held at different airports in the network, including live broadcasts, themed actions, seasonal celebrations, recreational activities and commercial launches. Highlights included: the "Zero Plastic Destination" streaming event in Mar del Plata; the Vendimia activation in Mendoza with Shop Gallery; the launch event for the new VIP lounge at Ezeiza Airport; the opening of Juan Valdez in Córdoba; winter break activities at Ezeiza and Aeroparque airports; livestreams from Aeroparque and Iguazú airports; the institutional presence at FIT (International Tourism Fair) with a proposal focused on passenger profiles; the activation for the opening of Adidas at Ezeiza; environmental initiatives in Puerto Madryn; the welcome event for China Eastern Airlines; the "Follow Santa's Flight" activation at Ezeiza, Aeroparque, and Córdoba airports; and the year-end closing events with seasonal activities at terminals and events for airport employees.

During 2025, environmental awareness campaigns were also developed together with the Sustainability team, integrating the educational role of the airport with community participation initiatives. In Mar del Plata, we worked together with Playa Limpia on trivia activities, awareness campaigns, and activities with children on beaches and at the terminal. In Puerto Madryn, actions were promoted together with Unplastify, which included activities with passengers, talks for the local community, joint work with the municipal government and the presence of specialized media. These initiatives were joined by the #PlasticFreeJuly campaign, which included signage for water refill stations at Aeroparque, and social media content aimed at promoting responsible habits among travelers.

These integrated actions strengthened the visibility of Aeropuertos Argentina's sustainability strategy, disseminating achievements and certifications, promoting responsible practices regarding the use of water, energy and waste, and reinforcing the company's commitment to responsible tourism and environmental management.

Throughout the year, more than fifteen events and activations were held at different airports in the network.



China Eastern Welcome

Accessibility

2

airports (Mendoza and Ezeiza) certified at ACI Level 2 (Airport Accessibility Accreditation).

1

airport at ACI Level 1 (Córdoba).
This accreditation is designed to support airports in measuring, evaluating and improving their accessibility management and culture.

Aeropuertos Argentina became the first Argentine company certified in Argentine Sign Language (LSA).
43 employees were certified at 6 airports: Ezeiza, Aeroparque, Córdoba, Mar del Plata, Iguazú and Mendoza.

2,982

assistance services were provided within the AMO Viajar (I Love to Travel) program.
This program provides assistance to passengers on the autism spectrum and is available at all 35 airports nationwide.

Opening of the AMO Viajar Space in Ezeiza.
The first room in the country specifically designed for people on the autism spectrum in an airport setting.

7,872

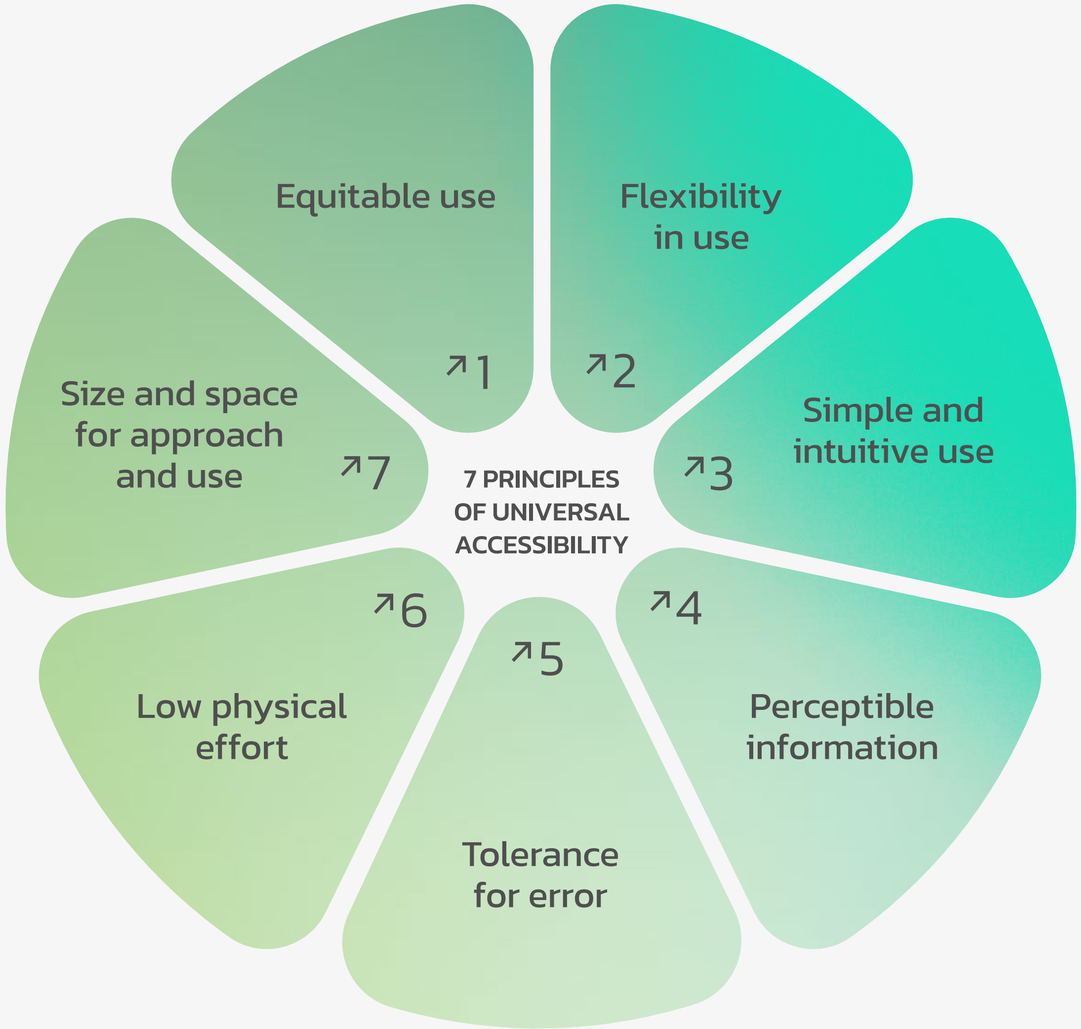
wheelchair assistance services were provided.
Providing support to passengers with reduced mobility in order to facilitate their movement within our airports.

3

airports and one cargo terminal certified by ALPI.
ALPI's Accessibility Certification certifies that an individual with reduced mobility can access a space in an autonomous and equal manner. Certification consists of the evaluation of different aspects of the accessibility of a site through observations and/or recommendations.

At Aeropuertos Argentina, we reaffirm our commitment to strengthening inclusion and accessibility in each of our terminals.

Under the Principles of Universal Design established in 1997 for inclusive decision-making in terms of infrastructure, design and engineering, we have worked to ensure that all people can move, orient themselves and communicate independently in our terminals, also promoting the active participation of our employees in building a truly inclusive environment, taking into account the 7 principles of Universal Accessibility. These are:



Our purpose is to work on continuous improvement so that all our facilities have the necessary conditions and resources to ensure accessibility for people with disabilities. Therefore, we have a specialized team dedicated to advancing the strategic goal of achieving, by 2028, 35 fully accessible airports and six cargo terminals.

That is why we have our Accessibility Policy, which formalizes this commitment and establishes the pillars that guide our management so that all passengers, visitors, employees and third parties can enjoy a safe, independent and emotionally positive experience in our airports, based on equal opportunities, dignified and respectful treatment, comprehensive accessibility, and safety and independence in mobility. It also promotes inclusive communication, community participation, staff awareness, and a focus on continuous improvement that we incorporate into every process, service, and infrastructure.

Main objectives and results achieved

GOAL
Achieve ALPI certification for an airport (Río Hondo) and a cargo terminal (Ezeiza).

GOAL ACHIEVED AND EXCEEDED

3

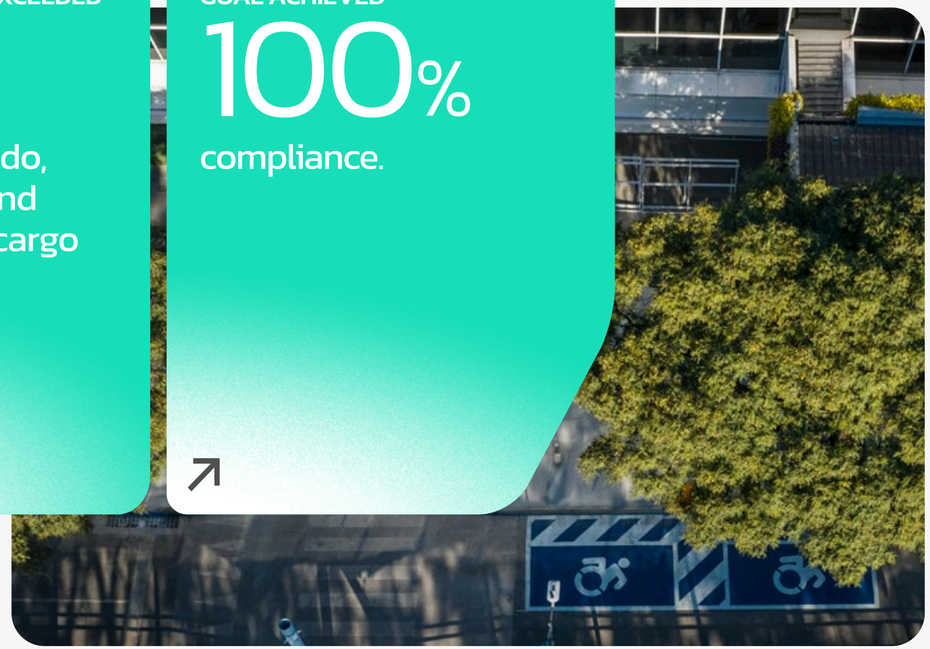
airports (Río Hondo, Puerto Madryn and Iguazú) and one cargo terminal (Ezeiza) were certified.

GOAL
Achieve ACI Level 1 certification for the airports of Córdoba and ACI Level 2 for Ezeiza and Mendoza.

GOAL ACHIEVED

100%

compliance.



Aeroparque

Accessible Tourism Network Initiative

In 2025, we began a comprehensive study on the demand of passengers with disabilities at Aeroparque, together with the Accessible Tourism Network, which seeks to understand the profile of those who use the terminal, the services they require, and their perception of the accessibility experience.

This information will strengthen evidence-based decision-making, especially in relation to improving products, services, and conditions that promote the autonomous mobility of these passengers within the airport.

The investigation comprises three complementary stages:

1. **Desk research and interviews with key players in the airport ecosystem**: This first phase made it possible to define the composition of the demand of passengers with disabilities at Aeroparque, identify their needs, estimate their participation according to type of disability, recognize the main barriers in the use of space and identify relevant trends. These findings laid the foundation for further analysis of the behavior of this segment and to guide future strategic investment and management decisions.
2. **Qualitative phase using focus groups with passengers who have different types of disabilities**: Its purpose was to characterize segments and profiles, understand usage habits of the facilities, identify the factors that influence the choice of airport, detect the main barriers experienced during their transit and obtain insights to strengthen institutional communication.
3. **Quantitative phase through surveys with stratified sampling (2026)**: This stage will allow us to quantify the identified segments and profiles, validate the drivers of behavior, measure the emerging concepts from the qualitative phase, and detect trends that contribute to improving the overall experience of passengers with disabilities.

AMO VIAJAR Program

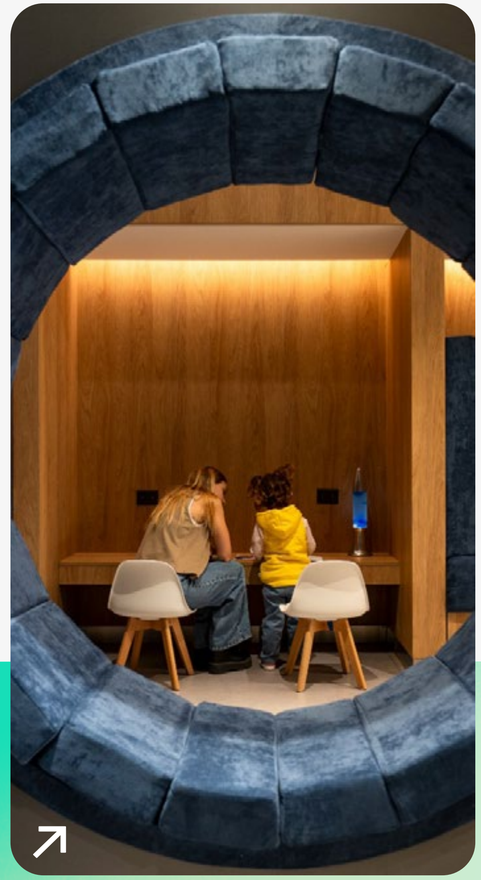
One of our inclusion programs is AMO VIAJAR, which provides assistance to passengers on the autism spectrum at all 35 airports across the country. This initiative involves the proactive implementation of an internal procedure that provides priority service to passengers and their families during their time at the airport.

Since the project began, the terminal teams have provided assistance to more than 5,000 people on the autism spectrum, and in 2025 alone, we provided 2,982 instances of assistance within the AMO VIAJAR program.

In 2025 we took a significant step with the opening of the AMO VIAJAR Space at Ezeiza International Airport, the first room in the country specifically designed for people on the autism spectrum in an airport setting. Located in the international pre-boarding area, the space was designed to offer a sensory friendly environment, with dim lighting, furnishings and soundproofing that reduce visual and auditory overload. The room measures 122 m² (1,310 ft²), has a capacity for 21 people, features controlled access, and includes an accessible bathroom inside, allowing passengers to prepare for the trip in a safe, quiet and predictable environment. The initiative was built collaboratively between airport teams, families and specialists, integrating the Principles of Universal Design to promote the wellbeing of people of all ages. In addition to improving direct passenger experience, the lounge is incorporated into the accessibility journey by reducing emotional and cognitive barriers during moments of greater stress, such as waiting or security checks.

We are currently working on the second stage, which will add an additional 78 m² (840 ft²), incorporating an adult changing station with access from the public area—designed under the standards of the Changing Places Consortium—and two quiet rooms that will offer an even greater level of privacy and sensory reduction.

The first room in the country specifically designed for people on the autism spectrum in an airport setting.

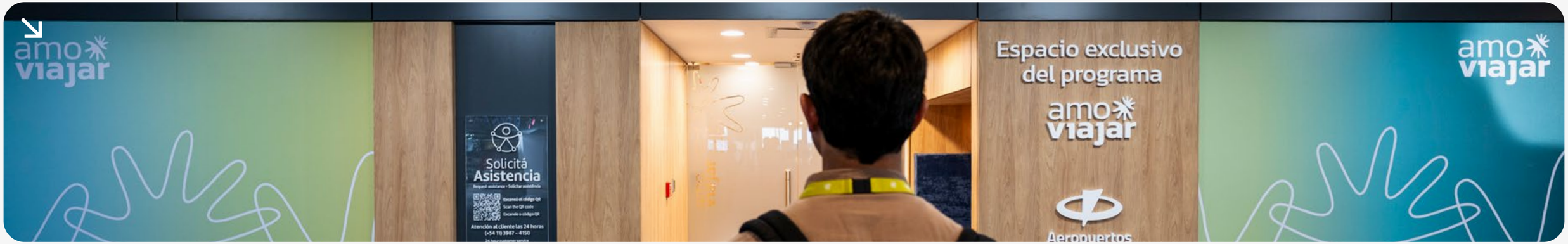


Staff training

During 2025 we organized different training sessions, within the framework of strengthening the culture of accessibility, which included the following topics:

1. **Certification in Sign Language:** Face-to-face and virtual assessments thanks to the support of the organization Señas en Acción (SEA). During 2025, at the airports of Ezeiza, Aeroparque, Córdoba, Mar del Plata, Iguazú and Mendoza, the Customer Experience teams were certified in the Argentine Sign Language (LSA) program by said NGO, thus making Aeropuertos Argentina the first certified company in the country.
2. **"Accessible Airports" Event:** A meeting space for companies and organizations in the airport community where we invite an external consultant to provide guidance on basic notions of dealing with passengers with disabilities, review and encourage the use of the AMO VIAJAR program, and invite other actors such as Flybondi and PSA (Airport Security Police) to share their progress in accessibility.
3. **Participation in the Argentine Network of Inclusive Companies:** This initiative allows us to learn about the best practices of companies in various industries and generate synergies under this theme. Within this framework, we participated with the Talent team in the first Certificate program in labor inclusion management.

Certifications



During 2025 we made significant progress in the certification processes that consolidate our comprehensive approach to accessibility. Each certification obtained reflects the coordinated work between our infrastructure, customer experience and operations teams, demonstrating that accessibility is a cross-sectional commitment throughout the organization.

In terms of national certification, we achieved a significant milestone by completing the ALPI assessment process at three airports—Río Hondo, Puerto Madryn and Iguazú—and at the Ezeiza Cargas terminal. This process involved a thorough analysis of building accessibility and essential services, which led us to implement specific adaptations to ensure that people with reduced mobility can move around independently in our facilities. Among the improvements made are the adaptation of restrooms with emergency buttons, the incorporation of ramps in key circulation areas, the delimitation of accessible parking modules, the creation of dedicated areas, the installation of suitable seats in boarding halls and the adaptation of counters to reach accessible heights. Each of these interventions was re-evaluated in a second survey, which ultimately allowed for certification and ensured that the terminals meet the standards required for safer and more equitable traffic.

Simultaneously, we consolidated our international positioning through the accreditation of the AEA (*Accessibility Enhancement Accreditation*) program of *Airport Council International (ACI)*, a recognition that evaluates management, planning and organizational culture from a universal accessibility perspective. In this context, the Córdoba Airport reached Level 1, which recognizes the existence of a formal commitment and the initial implementation of policies and services aimed at people with reduced mobility. Meanwhile, the airports of Mendoza and Ezeiza reached Level 2, which certifies that the terminals have a more robust governance framework, a specific accessibility plan, trained staff and services that consider various disabilities, including improvements in digital accessibility and the incorporation of Principles of Universal Design in their processes and spaces.

These advances not only represent the fulfillment of our objectives, but also a real improvement in the experience of thousands of passengers who pass through our terminals every day. The certifications, both national and international, validate our strategy, strengthen internal management, and drive us to continue raising accessibility standards throughout the country's airport network.

03

Impacted communities

Leandro Mangini, Jorge Laurens

Empowering local destinations and supporting communities

-90%
Single-use plastics were reduced by 90% at Puerto Madryn.

1,600
people were directly impacted by social investment initiatives in local communities.

90%

Single-use plastics were reduced by 90% at Puerto Madryn airport in the food and retail sectors, and the Zero Plastic Destination Expedition was carried out.
The action was carried out in partnership with the government, tourists and the local community.

960

people were directly impacted by social investment initiatives in local communities.

Orquesta Aeropuertos Argentina reached 56 scholarship recipients, performed 55 presentations and strengthened its academic structure.

We deepened our support for the Amaltea Civil Association, benefiting more than 900 people per month, and increasing financial support by 250%.

We are making progress on the Malvinas Humanitarian Project, including work at the Darwin Cemetery and support for the National Commission of Relatives.

Our social investment strategy

At Aeropuertos Argentina, we believe that the sustainable development of the communities where we are present is essential to strengthening destinations, boosting regional economies and enriching our airport operations. Our commitment to social impact translates into a comprehensive strategy that articulates our own initiatives with programs of public and civil society organizations, based on an approach focused on the wellbeing of people, social inclusion, education, culture, health and sustainable tourism.

This approach is based on our corporate strategy, which serves as a statement of intent in which we establish that one of our fundamental pillars is to generate a positive impact in the communities where we operate. From there, we promote the active participation of each airport in actions of social and environmental value, strengthening the articulation with local governments, social organizations, universities, allied companies and the airport community itself. Through these networks we seek to promote real transformations based on education, culture, productive development, social support and the promotion of sustainable tourism as an engine of regional growth.

During 2025 we continued to deepen our flagship programs and sustained the implementation of educational, cultural, health and environmental initiatives that support local needs. We also consolidated existing strategic alliances and added new collaborations that expand our territorial reach and strengthen our ability to generate positive social impact.

Our strategy is structured around three pillars:

1 Sustainable tourism

We promote initiatives that protect destinations, encourage the conservation of ecosystems, strengthen regional economies, and support entrepreneurs and local tourism stakeholders.

2 Education and culture

We promote educational programs, scholarships, cultural initiatives and training opportunities for students, teachers and young professionals, convinced that education is an engine for the social, economic and cultural development of communities.

3 Health and wellness

We collaborate with health institutions, hospitals, and entities that strengthen the wellbeing and quality of life of the population, prioritizing those regions with the greatest needs.

Main objectives and results achieved

GOAL
Ensure compliance with social investment programs (Airport Orchestra, Amaltea, Pescar, Cimientos, Ezeiza Hospital).

GOAL ACHIEVED

Aeropuertos Argentina Orchestra

Sustainable tourism

At Aeropuertos Argentina, we understand tourism as the pivotal engine for the economic and social development of the territories, and as a key element for enhancing the value of the destinations where we operate. That is why we promote initiatives that support entrepreneurs, strengthen local capacities, promote responsible consumption, and contribute to the conservation of ecosystems and the natural and cultural heritage of each region.

During 2025 we deepened this approach through actions that integrate work with the community, local governments, educational institutions, specialized organizations and strategic partners. These initiatives not only improve the experience of those who visit the destinations, but also strengthen those who live and work in them, generating opportunities for local development and promoting more responsible and sustainable practices throughout the tourism chain.

One of the main focuses this year was the consolidation of the **Zero Plastic Destination** program, an initiative aimed at reducing the use of single-use plastics in airport terminals and promoting sustainable alternatives within the airport community, with the goal of generating the least possible impact on the destinations where we operate. Currently, the program has reach in 24 airports across the country, strengthening the commitment to responsible environmental management.

Thanks to coordinated efforts with food service and retail concessionaires, as well as strategic allies of the airport community, we were able to far exceed our targets. This progress was complemented by awareness-raising and community participation actions, among which the Zero Plastic Destination Expedition in Puerto Madryn stood out.

Zero Plastic Destination Expedition – Puerto Madryn

In this context, Puerto Madryn Airport has emerged as a success story in plastic reduction efforts, achieving a 90% reduction of single-use plastics in food service and retail establishments.

During the expedition, different actions were carried out. An institutional event was held at the Airport, attended by the press, with the participation of local authorities and representatives of Aeropuertos Argentina; an artistic intervention was carried out using single-use plastics collected on local beaches; and interactive games and trivia were developed in which passengers could participate, learn and win sustainable prizes.

Additionally, a workshop was held with representatives of organizations committed to environmental conservation and sustainable development, including Unplastify, Puerto Madryn Ecocenter, the Municipality of Madryn, Global Penguin Society, the Whale Conservation Institute and the Madryn Airport. The event took place at the city's Ecocenter and included talks by specialists on the region's marine fauna, highlighting the importance of protecting natural ecosystems. The challenges and opportunities of implementing sustainable practices in tourism were also addressed, taking as a reference the positive experience of the Puerto Madryn Airport.

Artistic, educational, gastronomic and cultural proposals were developed on the central Rambla, aimed at raising environmental awareness free of single-use plastics, live music and activities for the whole family, including the continuation of the artistic intervention at the Airport.

For more information on the project, see the chapter on **Waste management and circular economy.**

Education and culture

At Aeropuertos Argentina, we understand that education and culture play a central role in social development and are strategic pillars for strengthening the identity, opportunities, and wellbeing of the communities where we are present. From this perspective, we promote programs that support educational paths, expand access to training, and foster spaces for cultural growth for students, teachers, young professionals, and artists.

During 2025 we consolidated our flagship educational programs and expanded alliances that allow us to bring new tools and training experiences closer. These programs reflect our commitment to generating real opportunities, supporting young people in their job placement, and strengthening educational resources in the destinations where we operate.

Training for employment: Pescar Program

The Pescar Center, developed in conjunction with the Pescar Foundation, supported high school seniors from areas near the Ezeiza International Airport in their transition to the world of work. For four months, the 20 selected students participated in a comprehensive program that combined training in soft skills, personal development, employability techniques, digital literacy, and career guidance.

The experience included face-to-face and virtual modules coordinated by specialists from the Foundation, as well as technical training sessions provided by collaborators from Aeropuertos Argentina and allied companies in the airport community. In addition, the students toured the terminals, learned about the airside operations of the airport, and had a unique experience traveling by plane for the first time to learn about the operations of the Córdoba Airport.

Cimientos Program Graduates 2025

University education: Cimientos Program

The Cimientos Program, aimed at university students from the University of Ezeiza, renewed its proposal in Airport Management and Administration. In 2025, 34 young people participated, selected from more than 150 applicants, who had access to two months of intensive training offered by more than 25 company employees.

The program combined theoretical content, practical workshops, visits to the Ezeiza, Aeroparque and San Fernando airports, and spaces for exchange with specialists in various areas of operation, customer experience, technology, infrastructure, cargo terminals and commercial areas. As a closing event, the students participated in an academic and family gathering at the airport itself, celebrating the end of their training.

Aeropuertos Argentina Orchestra

The Aeropuertos Argentina Orchestra continued to be one of our most emblematic cultural programs. Comprised of 56 young people between the ages of 15 and 25, it offers scholarships for musical training, professional mentoring, and opportunities for artistic development. This year, new academic and administrative support roles were added, such as management assistants and community management, strengthening the program's operation.

In 2025 the Orchestra performed a total of 55 times in various events, theaters and media outlets, including streaming and radio. Among their most outstanding performances we can mention the gala for the 10th anniversary of the Orchestra in the Main Hall of the Teatro Colón and the accompaniment of Andrea Bocelli in his two concerts in Buenos Aires at the Teatro Colón and the Hipódromo de San Isidro. The total investment allocated to the program reached $444,975,610, reaffirming our commitment to young talent and to promoting culture as a tool for social mobility.

Aeropuertos Argentina Orchestra

Training internships in the airport community

During 2025 we continued to bring high school students closer to the airport environment through pre-professional internships. Twelve young people from the Mekhitarista, Santa Maria, San Gregorio and School No. 13 schools participated, accompanied by 14 tutors from the company.

The internships included introductory workshops on project management, artificial intelligence, personal branding, operational tours, and meetings with teams from different areas. The experience received an 8/10 recommendation qualification, demonstrating its value as a tool for approaching the world of work.

Educational scholarships and academic support

During 2025 we continued to support scholarship funds from prestigious institutions, such as Torcuato Di Tella University, San Andrés University and Austral University, and renewed our contribution for the full scholarship at the *Sky Flight aviation school*. These initiatives make it possible to broaden access to higher education and support students in key stages of their educational and professional development.

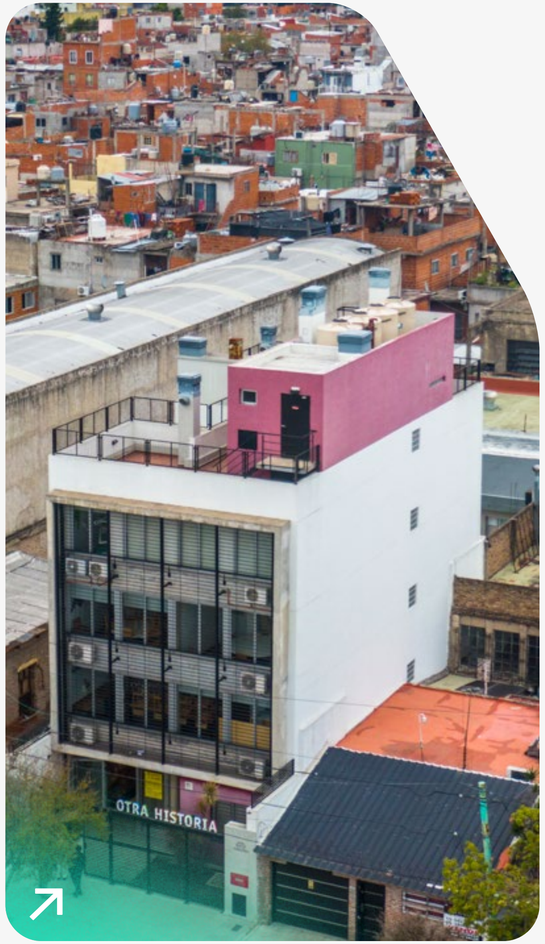
Complementary cultural activities

In addition, we support cultural and artistic promotion activities together with organizations such as the Friends of the San Martín Theatre Foundation and Martín Fierro Theatre. These partnerships broaden the reach of our actions and promote access to culture in different regions of the country.

Health and wellness

At Aeropuertos Argentina we understand that the health and wellbeing of communities are an essential part of social sustainability in the territories where we operate. That is why we support healthcare institutions, strengthen prevention programs, and work with specialized organizations to expand access to quality services and improve the infrastructure available for people's care.

During 2025 we continued to promote initiatives that integrate direct assistance, institutional collaboration, infrastructure projects, access to technologies, healthy habits workshops and programs that complement the work of hospitals, health centers and social organizations.



Amaltea Civil Association

Support for healthcare institutions

In line with our historical commitment, we continue to support the Ezeiza Interzonal Hospital Dr. Alberto A. Eurnekian, a key university hospital for the region. Throughout the year, we collaborated on projects related to academic training, residencies, general maintenance, and equipment strengthening, contributing to the comprehensive functioning of the institution and the training of future health professionals.

In addition, we support various medical institutions in the country through contributions and donations to improve care and access to essential services. The contributions included support for the Ricardo Gutiérrez Children's Hospital Cooperative at its annual gala, the Dr. Juan Antonio Fernández Foundation at its charity event, Alegría Intensiva in activities aimed at hospitalized children, the Center for Infectious Studies Foundation at its charity dinner, and the Social Assistance Foundation of the José de San Martín Clinical Hospital through actions aimed at strengthening its infrastructure and care.

Support for social organizations in community health

We deepen our commitment to the Amaltea Civil Association, located in Ciudad Oculta—Villa 15, a community center that provides social, educational, food and health support. During 2025 we significantly expanded institutional support through:

- A 250% increase in the monthly contribution.
- The allocation of a specific budget for building maintenance.
- The expansion and improvement of the computer room.
- Support for the Sueñitos Preschool through donations and equipment.

More than 900 people per month benefited from the center's services and workshops, which cover primary care, social advice and activities for early childhood, youth and adults.

Humanitarian impact

In addition to educational, cultural and health programs, at Aeropuertos Argentina we have for years maintained an active participation in humanitarian initiatives of national scope. These actions are a pivotal part of our commitment to solidarity, community assistance, and collaboration with organizations specializing in emergency response and humanitarian missions.

Malvinas Humanitarian Project

During 2025 we continued to support the National Commission of Relatives of the Fallen Soldiers in the Malvinas and South Atlantic Islands, upholding our historical commitment to preserving memory and assisting the families of fallen heroes.

Within the framework of the current agreements, the tasks related to the maintenance of the Argentine Military Cemetery of Darwin were maintained, repairs and improvements were made to the infrastructure, with additional interventions planned for 2026/2027 due to the deterioration of some sectors of the cenotaph.

Meetings were also held with authorities from the British Embassy in Argentina, representatives of the Islands and international organizations, with the aim of advancing an amendment to the Humanitarian Project Plan that will allow to resume in 2026 the exhumation and identification of remains that are not yet individualized, with the participation of the International Red Cross.

In parallel, we collaborated on the construction of the Hall of Heroes at the Malvinas National Museum, a space dedicated to memory, contemplation and historical preservation.

Argentine Military Cemetery of Darwin – Malvinas Isles

Community actions and special alliances

Our community engagement approach is based on development programs guided by the needs of local communities. While we did not carry out formal social or environmental impact assessments in 2025, we maintained instances of community dialogue—such as the panel held in Puerto Madryn within the framework of the Zero Plastic Destination Expedition—and applied satisfaction surveys in educational programs such as Pescar, Cimientos and in initiatives of the Zero Plastic Destination program, in order to provide feedback and strengthen the quality of the proposals.

In addition to the programs developed under the pillars of sustainable tourism, education and culture, and health and wellbeing, during 2025 we carried out a series of actions and community alliances that complement our social impact strategy. These initiatives allow us to respond to specific needs in the territories, support established social organizations, and promote spaces for care, awareness, and citizen engagement.

Facilitators of productive development and strengthening of regional economies

Partnership with UNICEF

In 2025 we initiated a strategic partnership with the United Nations Children's Fund (UNICEF), aimed at supporting its awareness-raising and advocacy efforts to recruit supportive individuals at our airport terminals. For this collaboration, we provided spaces in public areas and controlled access zones, and facilitated the necessary accreditations so that UNICEF teams could carry out their activities safely and efficiently.

The initiative yielded highly positive results: more than 2,500 passengers from our terminals became donors, with both the quantity and quality of the contributions standing out, including above-average donation amounts and a high percentage of contributions that were sustained over time. During 2026 we plan to expand the program to more airports in the network, with the aim of amplifying the reach of UNICEF's humanitarian work in the country.

Support for social and cultural organizations

Throughout the year we support various cultural and social entities and programs that work to promote art, health, inclusion and community well-being. These actions complement our social strategy by strengthening initiatives that generate a positive impact on different sectors of the population.

Among the organizations supported during 2025 are:

- Ricardo Gutiérrez Children's Hospital Cooperative – support at its annual gala.
- Dr. Juan Antonio Fernández Foundation – participation in their annual charity dinner.
- CEMIC Foundation – support in fundraising activities.
- Social Assistance Foundation of the Clinical Hospital – contribution for initiatives related to its infrastructure.
- Conciencia, Fundación Huésped and the Armenian General Benevolent Union, with actions focused on public health, cultural promotion and social support.
- Alegría Intensiva, an organization that works to provide emotional support to hospitalized children.

These alliances reflect our commitment to leading institutions that contribute to collective wellbeing and the strengthening of the social fabric.

At Aeropuertos Argentina, we work to ensure that our infrastructure and operations not only connect destinations, but also drive the productive development of the regions. Through initiatives that strengthen logistics, process quality, and access to international markets, we contribute to the growth of local economies and the positioning of Argentine products in the world.

Our operations also generate indirect economic impacts in the destinations where we operate. Airport projects promoted in different parts of the country favor the creation of local employment and the revitalization of related activities, and the opening and consolidation of new air routes boosts the tourism and productive development of the regions, strengthening local economies and their national and international projection.

During 2025 we made progress on key initiatives aimed at improving the competitiveness of productive sectors, especially in the agricultural export sector. These actions integrate joint work with national organizations, international actors and specialized entities, promoting a more efficient, safe and sustainable logistics chain.

Mauricio Debandi, Juan Ignacio Costa

Environmental dimension

06

Transition to renewable energy and sustainable fuels
Energy use and transition
Emissions management and greenhouse gas (GHG) reduction
Waste management and circular economy
Water and effluent management
Biodiversity management

Environmental Policy

Puerto Madryn Airport

At Aeropuertos Argentina, we work to ensure that the operation of the airports under our concession is carried out responsibly and in line with the protection of the environment, health, safety and wellbeing of our employees, users and the communities where we operate.

In line with our Corporate Risk Management Policy, we promote proactive management that orients our processes towards the most demanding international environmental standards. **Our environmental policy defines the administrative, organizational, and operational guidelines that guide our actions and through which we assume the following commitments:**

- To implement actions that promote continuous improvement and environmental efficiency in our processes, fostering sustainable growth.
- To monitor our greenhouse gas (GHG) emissions inventory to plan, implement, evaluate, and improve reduction strategies.
- To promote responsible behavior among all actors in the airport ecosystem regarding carbon and energy reduction.
- To design and implement programs aimed at compliance with current environmental regulations and standards related to social responsibility, safety, hygiene and environmental risk management.
- To consolidate an Environmental Management System that contributes to the preservation of the ecosystems where we carry out our activities.
- To record and analyze indicators for airports under concession related to recycling, solid waste, hazardous waste, and imported industrial waste; forest resources; landscaping; drinking water consumption; effluents; soil; stormwater systems; emissions; noise; and environmental liabilities.
- To continuously evaluate our operations based on their environmental impact to maintain effective controls and prevent risks.
- To ensure the training and active participation of staff, promoting environmental values and good practices and fostering spaces for dialogue with workers, collaborators, organizations and competent authorities.

Monthly Environmental Report

As an essential part of our commitment to sustainability, we developed a system for collecting and analyzing environmental data that allows us to manage our impacts in a comprehensive way. The Monthly Environmental Report has been designed considering our corporate objectives, our sustainability goals and the overall purpose of the organization.

The Monthly Environmental Report is a tool through which all airports declare their consumption on a monthly basis. The parameters recorded include electricity, drinking water, municipal solid waste, recyclables, hazardous waste, and non-hazardous industrial waste, as well as fuels (gasoline/diesel), natural gas, liquefied gas, and sewage treatment.

With this information we look to:

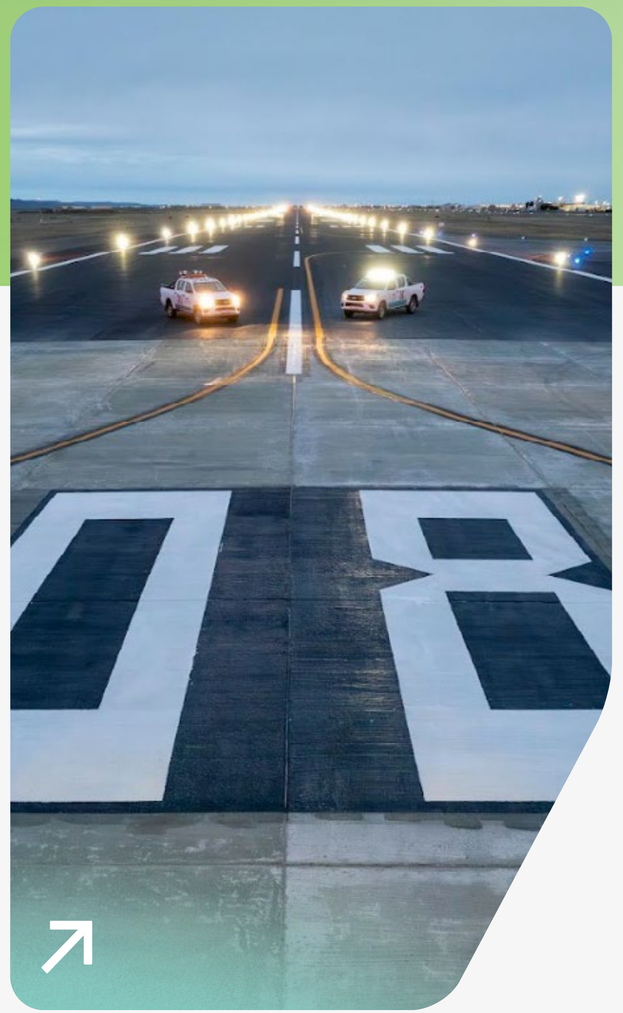
- Analyze and evaluate data to improve decision-making.
- Comply with the requirements established by ORSNA (Resolution No. 62).
- Develop sustainability reports.
- Certify the carbon footprint measurement according to the ACA program.
- Evaluate the performance of each airport in waste management and sorting.
- Identify opportunities for improvement in energy efficiency.

This report contributes to achieving our ambitions for 2026:

1. Reducing carbon footprint.
2. Measuring the water footprint.
3. Reducing energy consumption.
4. Reducing waste generated.
5. Achieving ISO 50001 certification at all airports.

01

Transition to renewable energy and sustainable fuels



Río Gallegos Airport

At Aeropuertos Argentina, we are advancing the energy transition through the progressive integration of energy from renewable sources into the airport network and the strengthening of conditions for the future adoption of sustainable aviation fuels. This approach is based on the **Energy Efficiency Policy**, which guides the improvement of energy performance and the reduction of environmental impact in all operations.

Main objectives and results achieved

We increased the supply of renewable energy at our airports, reaching 25% at Aeroparque and 100% at Aeropuertos Argentina Cargas.
These additions build upon the progress previously made in Ezeiza.

+68,599,000 KWH
of renewable energy purchased in 2025
This represents a 23% increase compared to 2024.

Ezeiza exceeded the legal requirement of 8% renewable energy, reaching 100% green supply.
This percentage exceeds the minimum of 8% established by Law 27.191 and represents 27% at the corporate level.

49%
of the electricity consumed in our operations comes from renewable sources.
This represents 30% of the total energy consumed.

GOAL
Advance the incorporation of renewable energy into the airport network.

GOAL ACHIEVED
Aeroparque reached 25% renewable supply and Aeropuertos Argentina Cargas reached 100%.

GOAL
Comply with the minimum required by Law 27.191 (8% renewable energy).

GOAL ACHIEVED
27%
was reached.

Consumption of renewable energy

During 2025 we increased the incorporation of renewable energies in different airports, achieving new advances in the replacement of fossil fuels with cleaner alternatives. Furthermore, we strengthened the renewable energy purchase scheme to comply with Law 27.191 on Renewable Energies (complementary to Law 26.190) which regulates the Renewable Energy Promotion Regime in Argentina and sets the mandatory percentages of renewable consumption. Ezeiza alone—which operates entirely on renewable electricity—represents 27% of the company's total electricity consumption, exceeding the 8% required by regulations, even before integrating the contributions of the rest of the airports.

This indicator makes it possible to assess the share of renewable energy in total energy consumption and serves as a key metric for monitoring progress toward a more sustainable energy mix. It is also consistent with the objectives set by Law 27.191 and with the transition plans established in the Energy Efficiency Policy.

The progress of the transition is not uniform across the network, but varies according to the infrastructure and supply agreements available at each airport. Therefore, the proportion of renewable energy incorporated at each site is specifically highlighted, with airports with the highest level of integration of clean sources standing out in 2025.

CONSUMPTION OF RENEWABLE ENERGY	UNIT	CONSUMPTION 2025	CONSUMPTION 2024
Electric power	kWh	68,599,000.00	55,562,000.00
	GJ	246,956.4	200,023.20
TOTAL GJ RENEWABLE SOURCES	GJ	246,956.4	200,023.20

* A conversion factor of 0.0036 GJ was used

AIRPORT	RENEWABLE ENERGY CONSUMPTION
Aeroparque	25%
Aeropuertos Argentina Cargas	100%
Ezeiza	100%
TOTAL IN AEROPUERTOS ARGENTINA	30%

De-icing and anti-icing fluids

The energy transition also involves the responsible management of critical supplies associated with operations under adverse weather conditions. In this regard, the consumption of de-icing and anti-icing fluids, used mainly in airports with low temperatures, is monitored. Monitoring this data allows for the identification of efficiency opportunities, waste reduction, and improved environmental performance in winter operations.

DE-ICING AND ANTI-ICING FLUID	UNIT	2025
Urea consumption	kg	78,360
Glycol consumption	L	89,120

02

Energy use and transition

Matias Pacheco, Santiago Paulini

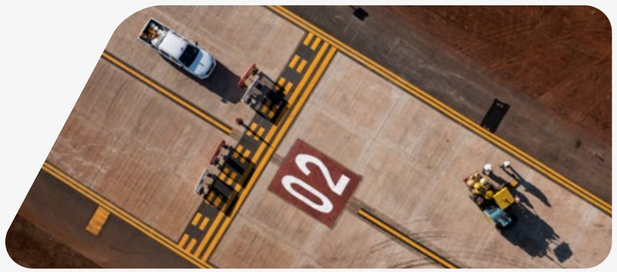
We certified the ISO 50001:2018 Energy Management System in Ezeiza, Aeropuertos Argentina Cargas, Mendoza and Comodoro Rivadavia.

We incorporated a real-time energy monitoring platform in 11 airports in the network.

We conducted Energy Audits at Airports Argentina Cargas, Comodoro Rivadavia, Córdoba, San Fernando, San Juan and Iguazú, all of which identified energy efficiency measures.

We achieved reductions in electricity consumption compared to the baseline at airports certified under ISO 50001:2018.

Our Energy Efficiency Policy, which aims to continuously improve energy performance, reduce environmental impact and promote the responsible use of resources.



Posadas Airport

At Aeropuertos Argentina, we manage energy with a comprehensive approach aimed at improving energy performance, optimizing consumption, and advancing the adoption of practices aligned with international management standards. This work is part of our **Energy Efficiency Policy**, which aims to continuously improve energy performance, reduce environmental impact and promote the responsible use of resources in all operations. The policy applies to all facilities and establishes principles of sustainability, control and active energy management, serving as a framework to define, review and meet the company's energy objectives.

During 2025 we strengthened this approach by consolidating the **ISO 50001:2018 Energy Management System**, achieving certification for the airports of Ezeiza, Aeropuertos Argentina Cargas, Mendoza and Comodoro Rivadavia. This process included defining energy baselines, systematically monitoring consumption, and identifying efficiency measures for each site. Simultaneously, we are moving forward with the plan to extend this certification to other airports in the network.

As part of the transition to smarter energy management, **we incorporated a real-time monitoring platform**: Power Monitoring Expert (PME) developed by Schneider Electric; **currently implemented in 11 airports**, with remote access and cloud storage. This tool allows you to visualize consumption by circuit, detect deviations and support operational decision-making, reinforcing data-driven management.

In addition, **we conduct Energy Audits at various airports**—including Aeropuertos Argentina Cargas, San Fernando, Comodoro Rivadavia, Córdoba, San Juan and Iguazú—, all of which involve identifying energy efficiency measures and documenting them in the local management systems. These reviews make it possible to prioritize investments, plan improvements, and evaluate the annual performance of each site.

Our policy reinforces this approach by committing to the **definition and periodic monitoring of goals**, the t**raining of people involved in energy management**, the **provision of adequate resources**, **internal and external communication of the policy**, and **the promotion of energy-efficient products and services** in all of the design and procurement processes.

This set of actions consolidates a mature energy management model, based on international standards, continuous monitoring and periodic reviews, which allows for improved energy efficiency and sustained progress in the energy transition of the entire airport network.

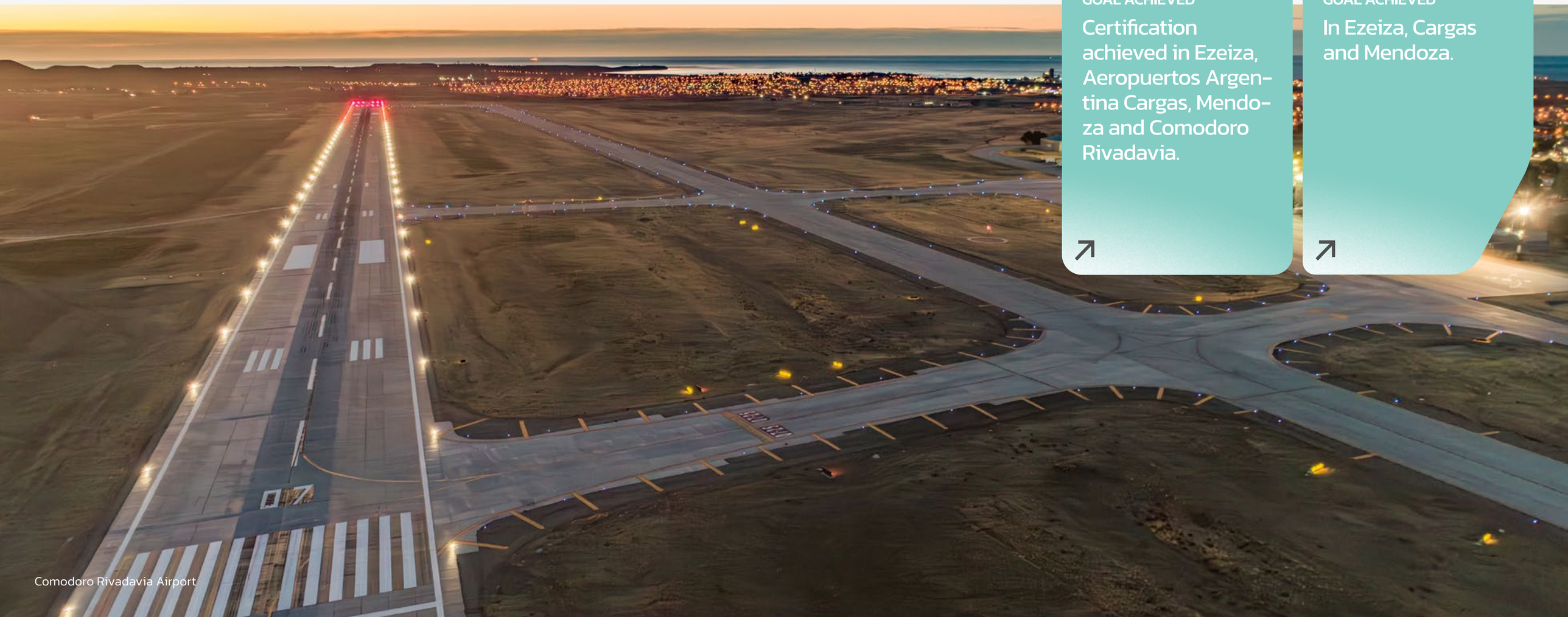
Main objectives and results achieved

GOAL
Certify the ISO 50001:2018 Energy Management System in priority airports.

GOAL ACHIEVED
Certification achieved in Ezeiza, Aeropuertos Argentina Cargas, Mendoza and Comodoro Rivadavia.

GOAL
Achieve improvements in energy performance compared to the baseline.

GOAL ACHIEVED
In Ezeiza, Cargas and Mendoza.



Comodoro Rivadavia Airport

Energy consumption within the organization

We systematically manage our energy indicators to strengthen data-driven decision-making and evaluate the performance of the entire airport network. During 2025 we recorded and consolidated the total energy consumption of all our airports, including non-renewable fuels, renewable energy and purchased electricity. The total consumption, broken down by source, is detailed below:

ENERGY CONSUMPTION OF THE ORGANIZATION BY SOURCE TYPE	UNIT	CONSUMPTION 2025	CONSUMPTION 2024
Total renewable sources			
Electric power	kWh	68,599,000.00	55,562,000.00
	GJ	246,956.40	200,023.20
TOTAL GJ RENEWABLE SOURCES	GJ	246,956.40	200,023.20
Total non-renewable sources			
Electric power	kWh	69,642,051.00	71,176,779.00
	GJ	250,711.38	256,236.40
Natural gas	m^3	1,976,028.00	2,206,153.00
	GJ	75,089.06	85,819.35
Fuel (gasoline)	liters	41,508.00	62,934.00
	GJ	1,485.99	2,025.22
Diesel	liters	373,459.00	332,000.00
	GJ	12,772.30	11,905.52
LPG	m^3	9,694.0	-
		236,533.6	-
TOTAL GJ NON-RENEWABLE SOURCES	GJ	576,592.33	349,224.09
TOTAL ENERGY CONSUMED	GJ	823,548.73	549,247.29
% of renewable energy consumption out of total energy consumed	%	30%	36%

Electricity consumption by Business Unit

ELECTRICITY CONSUMPTION BY BUSINESS UNIT	UNIT	2025	2024
Ezeiza	Kwh	58,259,000	59,188,000
Center	Kwh	30,817,051	27,276,301
West	Kwh	19,170,136	18,575,529
East	Kwh	21,606,719	21,698,949
Cargas	Kwh	8,114,749	8,008,200
TOTAL	KWH	137,967,655	134,746,979

Natural gas consumption by Business Unit

NATURAL GAS CONSUMPTION BY BUSINESS UNIT*	UNIT	2025	2024
Ezeiza	m^3	153,051	240,624
Center	m^3	238,400	299,219
West	m^3	383,395	496,211
East	m^3	1,134,153	1,170,099
Cargas	m^3	67,029	-
TOTAL	**M^3**	**1,976,028**	**2,206,156**

* Not all airports consume natural gas; therefore, the airports considered in this table are: Aeroparque, Ezeiza, San Rafael, Malargue, Mendoza, General Pico, Bariloche, Comodoro Rivadavia, Esquel, Mar del Plata, Puerto Madryn, Río Gallegos, Viedma, Río Grande and Cargas.

Mar del Plata Airport

Reduction of energy consumption

Reductions **directly** resulting from conservation and efficiency initiatives apply *only* to airports certified to ISO 50001. These airports achieved **reductions in electricity consumption** compared to 2024: **5.1% in Ezeiza**, **3% in Aeropuertos Argentina Cargas** and **3% in Mendoza**, demonstrating the direct impact of the application of the ISO 50001 system. These improvements are accompanied by monthly monitoring by the Energy Efficiency Management and progress in initiatives for the conservation and rational use of energy.

Our Cargas Terminals

Obtaining ISO 50001 Certification at the Ezeiza Cargas Terminal.

20%

reduction in the terminal's energy costs.

100%

of the electricity used is from renewable sources.
Through a contract with PCR Energy, a leading Argentine renewable energy company, initiated in May 2025, with one of the most competitive rates on the market.

4%

reduction in electricity consumption was achieved.
Compared to 2024, exceeding the internal target of 2%.

At Aeropuertos Argentina Cargas we work to continuously improve the energy efficiency of our operations and advance the transition to renewable energy sources. This commitment is sustained through a management approach based on international standards, intelligent monitoring technologies, and operational practices that allow us to reduce consumption, optimize processes, and decrease our environmental impact.

During 2025 we consolidated significant progress in this area, focused on both energy performance and emissions reduction. One of the most important milestones was the ISO 50001 certification, obtained in April for the Ezeiza Cargas Terminal. This certification formalized a robust energy management system, based on continuous improvement processes, operational control, external audits, and tools that allow the identification of efficiency opportunities and ensure compliance with internal goals.

In line with this strategy, we implemented a 100% renewable energy supply through the contract signed with PCR Energy. Since May 2025, all the electricity consumed at the terminal has come from wind power sources, representing a substantial step forward in the decarbonization of our operation and an improvement in economic terms, by accessing one of the most competitive contracts on the market. This transition accompanies the application of current regulations on renewable energy and contributes directly to reducing our carbon footprint.

The energy management of Cargas also integrates advanced measurement systems such as PME (Power Monitoring Expert), which allow visualization of consumption by sector, identification of deviations and strengthening data-driven decision-making. Throughout the year, the scope of monitoring continued to expand, incorporating new meters and consolidating key information for energy performance management. These tools are complemented by operational improvements aimed at optimizing energy use, such as the renovation of the central air conditioning system, the adjustment of temperatures in cold storage rooms and central equipment, the installation of open-door alarms in freezing areas, the automation of lighting on/off functions, and the installation of new electricity metering points in warehouses and operational buildings.

Main objectives and results achieved

GOAL
ISO 50001 Certification.

GOAL ACHIEVED

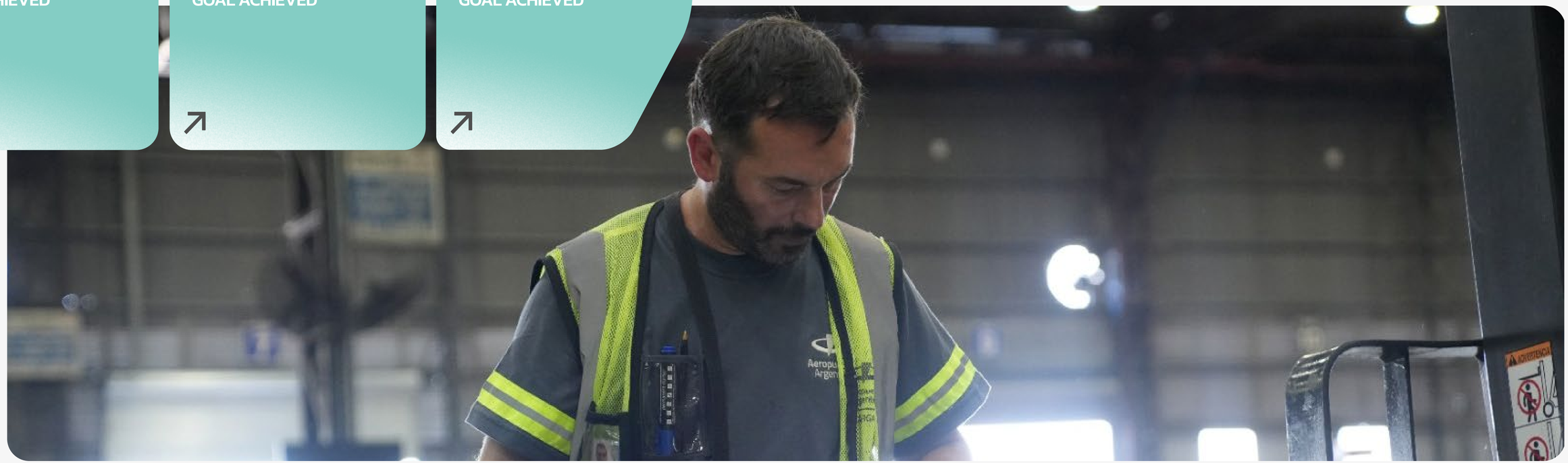
GOAL
Purchase of renewable energy.

GOAL ACHIEVED

GOAL
2% reduction in electricity consumption

GOAL ACHIEVED

During 2025 we made significant progress in the energy management of the Ezeiza Cargas Terminal, consolidating an approach that combines international standards, renewable supply, smart monitoring and operational improvements aimed at reducing consumption and decreasing associated emissions.



Sergio Koczak

Energy consumption within the organization

ENERGY CONSUMPTION OF THE ORGANIZATION BY SOURCE TYPE	UNIT	CONSUMPTION 2025	CONSUMPTION 2024
Total renewable sources			
Electric power*	kWh	5,104,080	0
	GJ	18,374.7	0
TOTAL GJ RENEWABLE SOURCES	**GJ**	**18,374.7**	**0**
Total non-renewable sources			
Electric power*	kWh	2,963,200	8,008,200
	GJ	10,667.5	28,829.5
Natural gas*	m^3	67,029	71,090
	GJ	2,366.1	2,509.5
Fuel (gasoline)	liters	0	274,402
	GJ	0	10,427.3
Diesel	liters	317,100	-
		12,049.8	-
TOTAL GJ NON-RENEWABLE SOURCES	**GJ**	**25,083.4**	**41,766.27**
TOTAL ENERGY CONSUMED	**GJ**	**43,458.1**	**41,766.27**
% of renewable energy consumption out of total energy consumed	**%**	**42.3%**	**0%**

* Electricity and natural gas consumption reported by the Cargas Unit may differ from the values reported in the corporate section. This is because the Cargas Unit uses consumption data based on billing with a closing date of the 25th of each month, while the corporate record consolidates data considering the entire calendar month.

Energy intensity

ENERGY INTENSITY*	UNIT	ENERGY INTENSITY RATIO
Energy intensity of electricity	KWh/TN	35.96
Energy intensity of gas	m^3/TN	0.30
Energy intensity of fuels	liters/TN	1.41

* Total energy consumption within the organization is considered. The Cargas BU recorded an annual cargo volume of 224,351 tons, including imports and exports. The variables used are the total consumption of electricity, grade 2 diesel fuel and natural gas.
Based on these values, the energy intensity of each type of energy is calculated, relating its consumption to the total cargo volume in tons.

Reduction of energy consumption

ENERGY CONSUMPTION REDUCTION ACHIEVED AS A DIRECT RESULT OF CONSERVATION AND EFFICIENCY INITIATIVES	UNIT	2025
Reduction in natural gas consumption 2025 vs 2024	%	6%
Reduction in gasoline consumption 2025 vs 2024	%	100%
Reduction in diesel consumption 2025 vs 2024	%	0%
Reduction in electricity consumption 2025 vs 2024	%	4%

03

Emissions management and greenhouse gas (GHG) reduction

Bariloche Airport

We certified Level 2 of the ACA program at the airports of Salta, Tucumán, Jujuy, Bariloche, Paraná and Río Grande.
This means that airports not only measure their emissions, but actually reduce their footprint.

We expanded the scope of emissions monitoring and verification under ISO 14064.
At the airports in Córdoba, Mendoza, Comodoro Rivadavia, and Iguazú, as well as Ezeiza and Aeroparque.

All airports participating in the ACA scheme achieved verified emission reductions compared to their baseline years.

Technical training was conducted for 31 employees on ACA Level 3 requirements, climate change and inventories, strengthening the technical capacities of the network.

Main objectives and results achieved

Climate change represents a global challenge with direct impacts on airport activity. Therefore, at Aeropuertos Argentina we work proactively to manage the risks and opportunities linked to this phenomenon, while also promoting actions to reduce our greenhouse gas (GHG) emissions.

At Aeropuertos Argentina, we manage climate change as a strategic factor that cuts across environmental performance, operational resilience, and long-term planning. Our approach is based on the **Environmental Policy**, which establishes our commitment to continuous improvement, energy efficiency, emissions reduction and compliance with international environmental standards.

In line with this approach, we developed a Carbon Management Plan that covers all airports included in the ACA (Airport Carbon Accreditation) program. Its central purpose is to measure, organize and quantify the GHG emissions generated, and from there promote initiatives that allow us to reduce our carbon footprint. The plan focuses on scope 1 and 2 emissions, following the methodology of the GHG Protocol, and seeks to highlight the concrete efforts we are making to advance in reducing emissions.

During 2025 we deepened a working model based on the rigorous measurement of emissions, the identification of climate risks and opportunities and the implementation of specific reduction initiatives. This approach is operationalized through our participation in the Airport Carbon Accreditation (ACA), the international plan that certifies carbon management in airports under methodologies verified according to ISO 14064 and aligned with the GHG Protocol.

GOAL
Certify ACA Level 2 in Salta, Tucumán, Jujuy, Bariloche, Paraná and Río Grande.

GOAL ACHIEVED

GOAL
Maintain current ACA certifications at the 12 airports that are already certified.

GOAL ACHIEVED

Tucumán Airport

Paraná Airport

ACA Certified Airports

Airport Carbon Accreditation (ACA) is the world's only institutionally endorsed carbon management certification program for airports. It independently evaluates and recognizes airports' efforts to manage and reduce their carbon emissions through 7 levels of certification. Through its certification levels, Airport Carbon Accreditation recognizes that airports are at different stages of their journey towards integrated carbon management. It is a program for airports of all sizes, going beyond hubs and regional airports with scheduled passenger traffic to include general aviation and cargo airports. To apply for certification at one of the program's 7 levels, airports must have their carbon footprint independently verified to ISO 14064 (Greenhouse Gas Accounting) by one of the program administrator's approved verifiers. Once all documentation provided by the airport is in order, the program administrator issues confirmation of accreditation.

Based on the airport verifications, audits and management plans, key actions were implemented:

- **Energy efficiency measures**, such as replacing light fixtures and electrical equipment with lower consumption options, which helped reduce emissions at Level 2 airports.
- **Installation of energy meters**, which are essential to identify consumption patterns and apply corrective measures in ACA-certified airports.
- **Strengthening of measurement of indirect emissions**, integrating data from permit holders, ramp operators, airlines and other key stakeholders to move towards Level 3 of the program (this implies incorporating the measurement of relevant scope 3 emissions into the inventory).
- **Expansion of the inventory under ISO 14064**, covering new airports and applying homogeneous methodologies at the national level.

In addition, during February 2025 we conducted a technical training course for 31 employees from across the National Airport System network, aimed at strengthening internal capacities for climate management. The course included content on Introduction to Climate Change, ACA requirements and the key constituents of Level 3 (Optimization), with emphasis on the integration of indirect sources of emissions (Scope 3). The training was delivered virtually to the entire network and in person to the corporate Environmental Management teams, consolidating the technical skills necessary to advance towards higher levels of certification.

Greenhouse Gas (GHG) Emissions

Greenhouse gas (GHG) emissions represent one of the most significant challenges for our environmental management. These emissions come from various operational activities, including electricity consumption, the use of fossil fuels in our own equipment, and internal transport processes linked to airport operations. Aware of its impact, at Aeropuertos Argentina we have taken as our central goal to reduce absolute controlled emissions—scopes 1 and 2 under the GHG Protocol standard—by 50% by 2030, taking 2021 as the baseline year.

Jujuy Airport

Direct emissions (scope 1)

In 2025, direct emissions were estimated at 4,717.84 tons of CO_2eq, including both stationary and mobile sources.

SCOPE 1 DIRECT EMISSIONS*	UNIT	2025**
Emissions from stationary sources***	ton CO_2 eq	3,598.39
Emissions from mobile sources	ton CO_2 eq	1,119.45
Fugitive emissions	ton CO_2 eq	Not available
TOTAL SCOPE 1 GHG EMISSIONS	TON CO_2 EQ	4,717.84

* These values correspond to preliminary results. As of the closing date of this report, the independent audit process of the ACA program has not yet been carried out, thus, the figures may be subject to adjustments.

** The 2025 data is not compared with 2024 because the calculation methodology and collection processes were updated, so the data from both years are not comparable.

*** These emissions do not include all natural gas consumption and do not include emissions associated with LPG consumption.

Indirect emissions associated with energy (scope 2)

Estimated indirect emissions totaled 19,156.49 tons of CO_2e, calculated with the electricity emission factor provided by the Wholesale Electricity Market Management Company (CAMMESA), the entity responsible for operating and coordinating the Argentine electricity system.

SCOPE 2 INDIRECT EMISSIONS*	UNIT	2025
Indirect emissions from power generation	ton CO_2 eq	19,156.49
TOTAL SCOPE 2 GHG EMISSIONS	TON CO_2 EQ	19,156.49

* These values correspond to preliminary results. As of the closing date of this report, the independent audit process of the ACA program has not yet been carried out, so the figures may be subject to adjustments.

Emissions per business unit

EMISSIONS PER BUSINESS UNIT	UNIT	SCOPE 1	SCOPE 2	TOTAL
Ezeiza	ton CO_2 eq	489.7	0.0	489.7
Center	ton CO_2 eq	591.6	10,564.7	11,156.3
West	ton CO_2 eq	1,045.6	4,106.2	5,151.8
East	ton CO_2 eq	2,591.1	4,485.7	7,076.8
TOTAL	TON CO_2EQ	4,717.8	19,156.5	23,874.3

Catamarca Airport

Emission intensity

Emission intensity is an essential indicator for analyzing how efficiently an organization uses energy in relation to its level of activity. At Aeropuertos Argentina, this indicator is calculated by relating the greenhouse gas emissions generated to the number of passengers transported or the volume of cargo handled (in the case of our cargo terminals), as appropriate. Monitoring this is key to identifying opportunities for improvement in environmental management and defining more precise and achievable reduction targets. By monitoring emissions intensity, it is possible to guide actions aimed at optimizing energy use, incorporating more efficient technologies, and reducing the environmental impact associated with our operations.

GHG EMISSIONS INTENSITY*	UNIT	EMISSION INTENSITY RATIO
Emission intensity ratio (Scope 1)	tCO_2e/ Passengers	0.00010
Emission intensity ratio (Scope 2)	tCO_2e/ Passengers	0.00041
TOTAL	TCO_2E/ PASSENGERS	0.00051

Emissions reduction

Reducing emissions remains a priority within our airports' decarbonization strategy, and the progress made during the year reflects our commitment to improving environmental performance. With the aim of strengthening the quality of the analysis and offering a more accurate reading of these results, the information is presented in two groups, which allows to capture the specific dynamics and progress of each set of airports more clearly. This differentiation makes it easier to properly consider the different lot points established by the ACA program, as well as the level of maturity achieved in the implementation of energy efficiency and emissions reduction initiatives.

* These values correspond to preliminary results. As of the closing date of this report, the independent audit process of the ACA program has not yet been carried out, so the figures may be subject to adjustments.

Group 1

This group has been part of the ACA program since 2021, they are currently certified at ACA Level 2 and include the airports of Aeroparque, Ezeiza, Córdoba, Mendoza, Comodoro Rivadavia and Iguazú.

The airports in this group achieved **verified emission reductions of between 72.9% and 67.5% in Scope 1 and 2** respectively in 2024.

REDUCTION OF GHG EMISSIONS AS A DIRECT RESULT OF REDUCTION INITIATIVES	UNIT	EMISSIONS BASE YEAR (2021)	2024 EMISSIONS*	PERCENTAGE DIFFERENCE (%)
Scope 1 emissions reduction 2024 vs 2021	ton CO_2eq / Passenger	0.00336	**0.00091**	72.9%
Scope 2 emissions reduction 2024 vs 2021	ton CO_2eq / Passenger	0.01325	**0.00430**	67.5%
TOTAL	TON CO_2EQ/ PASSENGER	0.01661	0.00521	68.6%

* These reductions correspond to the year 2024, since the 2025 emissions reduction analysis has not yet been carried out or verified within the framework of the ACA Program. Therefore, the values presented are the latest official results available and should not be interpreted as reductions attributable to 2025.

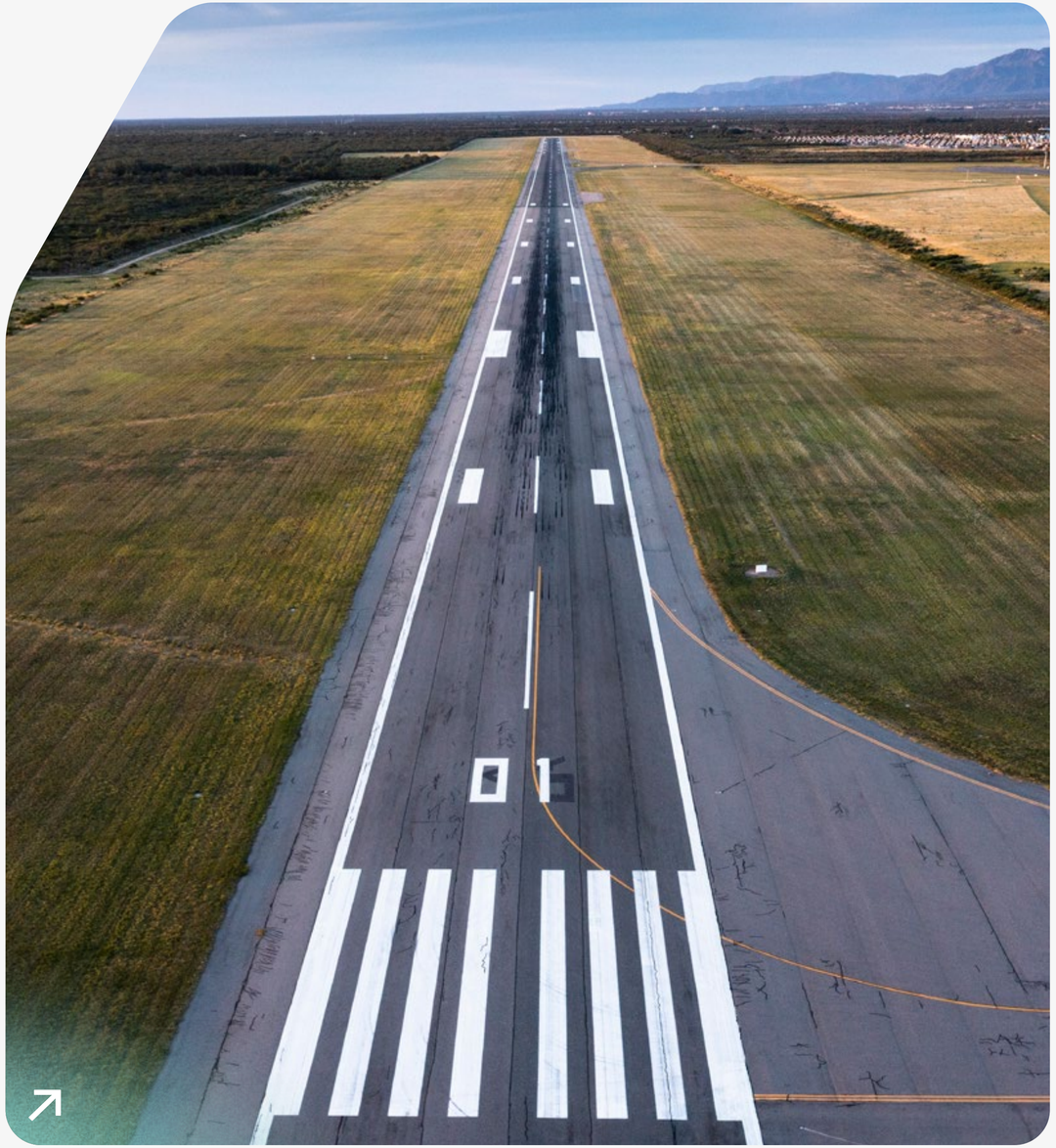
Group 2

This group has been part of the ACA program since 2022, they are currently certified at ACA Level 2 and include the airports of Salta, Tucumán, Jujuy, Bariloche, Río Grande, Paraná. **Group 2** airports achieved reductions between **3.8% and 20.4%** in Scopes 1 and 2.

REDUCTION OF GHG EMISSIONS AS A DIRECT RESULT OF REDUCTION INITIATIVES	UNIT	EMISSIONS BASE YEAR (2022)	2024 EMISSIONS*	PERCENTAGE DIFFERENCE (%)
Scope 1 emissions reduction 2024 vs 2022	ton CO_2eq / Passenger	0.00472	**0.00454**	3.8%
Scope 2 emissions reduction 2024 vs 2022	ton CO_2eq / Passenger	0.00749	**0.00596**	20.4%
TOTAL	TON CO_2EQ/ PASSENGER	0.01221	0.01050	14%

Managing climate change and emissions is a pivotal pillar of our environmental strategy. During 2025 we made significant progress in emissions verification, expanding the scope of the inventory nationwide, effectively reducing emissions at certified airports, providing internal training, and integrating key third parties into the measurement process. These advances strengthen our path towards Level 3 (Optimization) of the ACA program and consolidate robust, transparent climate management aligned with international standards.

* These reductions correspond to the year 2024, since the 2025 emissions reduction analysis has not yet been carried out or verified within the framework of the ACA Program. Therefore, the values presented are the latest official results available and should not be interpreted as reductions attributable to 2025.



San Luis Airport

Risks and opportunities of climate change

In 2025 we began developing a Climate Change Adaptation Plan for all Group 1 airports of the National Airport System (SNA), with the objective of identifying, evaluating and prioritizing the risks associated with extreme weather events that may affect operational continuity, airport security and critical infrastructure.

The plan is based on a comprehensive analysis of climate threats, considering the growing exposure of various regions of the country to phenomena of greater frequency and intensity. The events evaluated include the following:

- **Severe storms**, with heavy rainfall and electrical activity.
- **Prolonged droughts**, with an impact on water resources, vegetation and the risk of fires.
- **Floods and waterlogging**, both due to extreme rainfall and limitations in local drainage.
- **Extreme winds**, capable of affecting aircraft, infrastructure, beacon systems and platform operations.
- **Heat waves and extreme temperatures**, impacting operations and the wellbeing of staff.

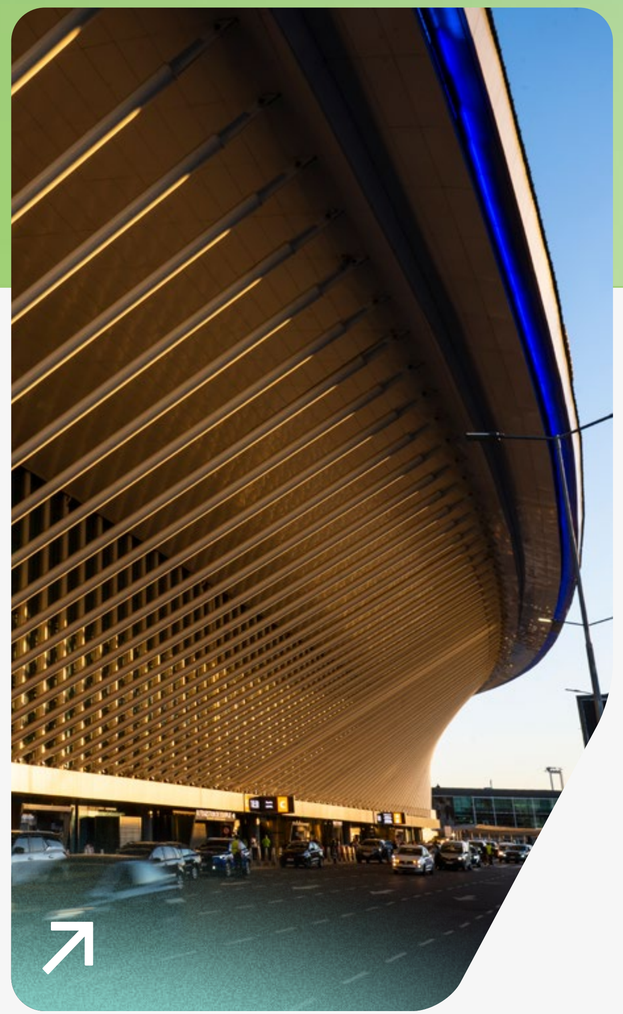
The methodology applied includes the following:

- **Assessment of each airport's exposure and sensitivity** to identified climate threats, considering geographical location, environmental characteristics, and local conditions.
- **Analysis of adaptive capacity,** including existing infrastructure, drainage systems, emergency plans, water availability and operational resilience.
- **Risk prioritization**, based on the probability of occurrence, the severity of potential impacts, and the associated operational criticality.
- **Definition of adaptation measures**, aimed at reducing vulnerabilities and strengthening resilience. Both structural actions (infrastructure improvements, drainage, reinforcements) and non-structural actions (protocols, monitoring, training, updating of procedures) are considered.

This process will allow for the establishment of specific adaptation strategies for each airport, ensuring a consistent and effective response to future climate scenarios, and strengthening the capacity of the airport system to anticipate and manage the risks associated with climate change.

04

Waste management and circular economy



Ezeiza Airport

10%

We increased recycling at Ezeiza Airport by 10%, reaching our annual goal.

85%

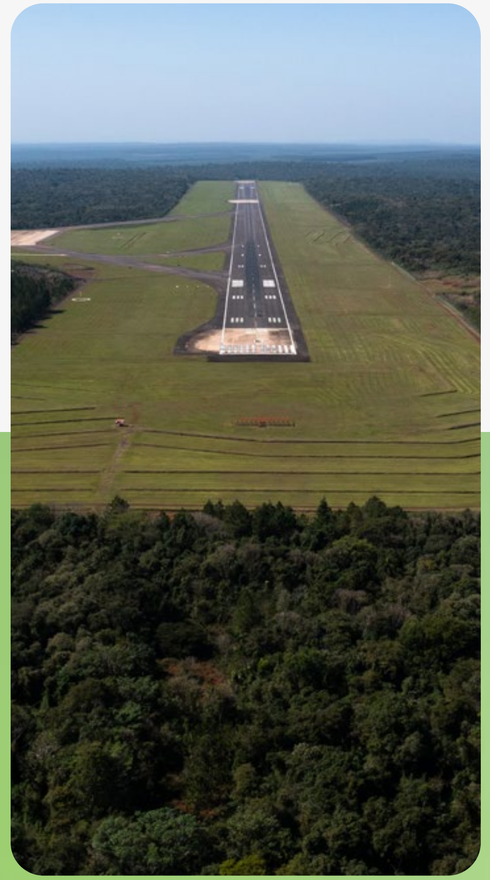
of our airports have incorporated recycling processes as part of their operational management.

26%

The national recycling rate increased to 26%, more than double the previous year. In 2024 the average percentage was around 11%.

37%

We managed to reduce single-use plastics by 37% in the food service and retail sectors. The target was exceeded in 14 terminals.



Iguazú Airport

At Aeropuertos Argentina, our waste management is based on a comprehensive approach that integrates prevention, reduction, separation at source, material recovery and responsible final disposal. This approach is part of our Environmental Policy, which establishes guidelines for the efficient management of resources and the adoption of circular economy practices in all airports.

At the operational level, we implement daily monitoring programs to identify critical generation points, improve separation, and strengthen recovery processes. This management covers waste generated in our operations and those linked to the value chain—including suppliers, concessionaires and passengers—, both upstream and downstream, as established in the environmental guidelines.

We promote circularity through reduction, understanding that this initial stage is the most efficient, since it prevents generating waste from its origin. These actions are complemented by the reuse of materials, progressive recycling in our network, and collaboration with local stakeholders to ensure traceability and proper waste management. These actions are complemented by specific initiatives such as expanding recycling processes at airports of different scales, and programs aimed at reducing the use of plastics in terminals, strengthening environmental practices throughout the organization.

We promote circularity through reduction, understanding that this initial stage is the most efficient, since it prevents generating waste from its origin.

Main objectives and results achieved

GOAL
Increase the recycling rate at Ezeiza Airport by 10%.

GOAL ACHIEVED

GOAL
Reduce single-use plastics by 35% in food service and retail outlets at 10 terminals.

GOAL ACHIEVED

100%
compliance: we achieved a 37% reduction in 14 terminals.

During 2025 we promoted various initiatives aimed at strengthening waste management and advancing circular economy practices in the airport network. Among them is the **implementation of the Daily Operational Monitoring Plan**, which allows identifying deviations at the source and acting on the points of greatest generation to improve the efficiency of the system. In addition, we developed specific actions to increase the separation and recovery of materials, strengthening recycling circuits and improving the traceability of waste in terminals and operational areas.

We also continued expanding the implementation of circular practices, including the reuse of materials and equipment, and progressive recycling at airports of varying scales. These initiatives are integrated into the process of standardizing management across the entire network, strengthening resilience and reducing pressure on final disposal.

Destination Zero Plastic

During 2025 we expanded the **Zero Plastic Destination program**, a cross-functional initiative aimed at progressively reducing the plastic footprint in our airport terminals. The program reached 24 airports, achieving a broader integration of actors in the airport ecosystem, including restaurants and retailers, offices, VIP lounges and airlines.

We worked on four complementary areas that allowed us to address the reduction of plastics from multiple angles. In food service and retail concessionaires, we achieved a 37% reduction in the plastic footprint, representing 56.6 tons avoided, surpassing our projected goal. In offices, dining rooms and corporate events, we achieved a 46% reduction, equivalent to 5.9 tons, consolidating the adoption of more sustainable internal practices. In VIP lounges and airlines, we measured the plastic footprint in eleven companies and achieved a 30% reduction, representing 99.6 tons avoided. Finally, we extended the work to the Ezeiza Cargas terminal, where a 19% reduction was achieved, avoiding 31.5 tons of waste.

To strengthen internal capacities, **we relaunched the Leadership Training Program**, with five meetings dedicated to plastic issues, plastic reduction processes, alternative materials, current regulations, and opportunities for participants to exchange ideas. In addition, we incorporated the program into the "My Learning" platform to ensure its availability to all staff and to provide certification for those who complete the training.

The program also included awareness-raising activities intended for passengers and employees. We highlight the **#PlasticFreeJuly** campaign, which promoted the daily reduction, for the month of July, of disposable plastics through in-person actions at Aeroparque and internal challenges for employees. We also carried out the **Zero Plastic Destination Expedition in Puerto Madryn**, where the achievements of the most plastic-free airport in the network were highlighted, with a reduction of 90%. The initiative combined awareness activities, community outreach, an expert panel, and collaboration with local entrepreneurs.

Marina Ray

These actions consolidate the progress of the program and strengthen Aeropuertos Argentina's commitment to reducing plastics, driving a sustained transformation throughout the network.

Generation of waste and significant impacts related to waste

The impacts associated with waste generation at Aeropuertos Argentina originate from processes inherent to airport operations, and from activities carried out by actors in the value chain:

- Upstream, the waste comes mainly from suppliers, businesses, logistics operators and catering companies, with packaging waste such as cardboard, plastics and wood used in the entry of merchandise and supplies being particularly noteworthy.
- Downstream, the most relevant impacts are linked to waste generated by passengers, flight operations and terminal activities. This includes municipal solid waste, such as single-use plastics, paper and lightweight cardboard, organic waste, cans, and glass.
- Internally, the operations of the corporate building and administrative areas also generate urban waste.

These streams represent significant impacts both because of their volume and the diversity of materials involved, which requires separation, recovery and differentiated management schemes to reduce the pressure on final disposal.

To prevent their generation and reduce associated impacts, we promote various circularity measures that include source separation, differentiated collection of recyclables and the reuse of materials such as furniture, pallets, signage and maintenance components. These actions are complemented by operational programs such as the Daily Operational Monitoring Plan, aimed at detecting deviations at the points of greatest generation and reinforcing separation and recovery practices in terminals and operational areas.

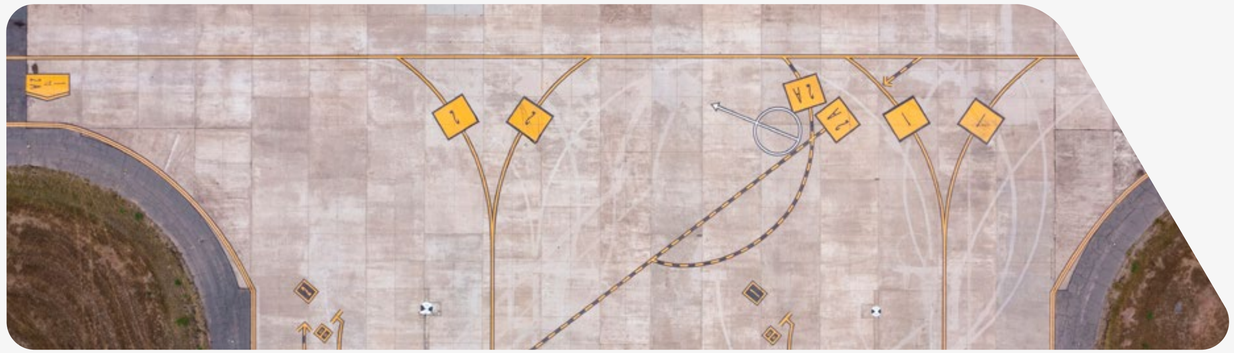
Waste generated in our operations that is managed by third parties is subject to verification and control processes. Its treatment is carried out in accordance with contractual requirements and applicable legislation, through operators authorized for the management of hazardous, special and recyclable waste, reinforcing the traceability of the circuit and the correct final disposal. Data consolidation, monitoring and control are carried out through the Monthly Environmental Report, which serves as the base platform for the systematic registration and monitoring of waste generated throughout the airport network.

Waste generated

WASTE GENERATED	UNIT	2025	2024
Hazardous waste	T	19	8.3
Non-hazardous waste	T	9,128	8,932
TOTAL WASTE	T	9,147	8,940.3

Recovered waste and waste destined for disposal

Of the total hazardous waste, 14 T are destined for disposal, while 5 T are not sent for total disposal outside the facilities, that is, they are stockpiled awaiting disposal. On the other hand, of the total non-hazardous waste, 1,864 T are recycled, and 7,264 T are sent for off-site final disposal treatments. All these processes are carried out outside of our network facilities.



La Rioja Airport

Our Cargas Terminals

At Aeropuertos Argentina Cargas we work to strengthen the comprehensive management of waste and move towards a more efficient model aligned with the principles of the circular economy. Our approach is based on compliance with current regulations, the adoption of responsible practices, and the implementation of processes that improve traceability, reduce environmental impacts, and optimize operations within the terminal.

Our management is structured around differentiated policies for hazardous, non-hazardous and regulated waste, which establish criteria for their storage, handling, transport and final disposal. In the specific case of regulated waste, we continue to comply with SENASA Resolution 714/10, which requires differential treatment for this type of waste. In line with this regulation, waste from international flights is transferred to the Draconis high-risk treatment plant, ensuring its disposal in accordance with current animal and plant health standards.

Main objectives and results achieved

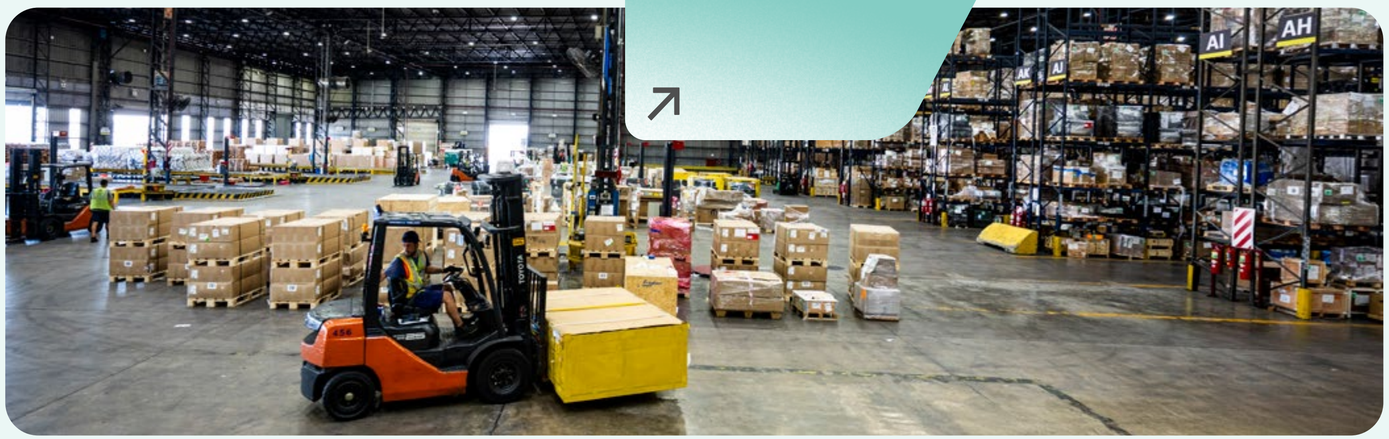
We approved the new Comprehensive Regulated Waste Management Plan.
Optimizing processes, control, and traceability within the terminal.

We started using 100% recycled nylon in our export operation.
Reducing the demand for virgin plastics.

We implemented a pilot test for the management and reinsertion of pallets.
Strengthening circular economy practices and reducing the need for wood denaturing.

GOAL
Modify and update the Comprehensive Regulated Waste Management Plan.

GOAL ACHIEVED



Initiatives

During 2025 we implemented a series of initiatives aimed at optimizing waste management at the Cargas Terminal, strengthening traceability, reducing the volumes sent to final disposal and promoting practices associated with the circular economy within the operation.

Aeropuertos Argentina Cargas

Optimization of regulated waste management

Following the approval of the new Comprehensive Regulated Waste Management Plan, internal processes were updated and organized, standardizing procedures and improving the traceability of waste streams both in daily operation and during transport to treatment plants. This operational reorganization consolidated a more efficient management scheme, with greater predictability in transfers and a reduction of unnecessary movements, also strengthening operational control. At the same time, the mechanisms for verifying the documentation for each pickup—including container cleaning certificates and treatment certificates—were strengthened, and systematic controls and audits were implemented to assess the condition of the equipment used by authorized suppliers, thereby enhancing oversight of the collection and final disposal processes.

Advances in the circular economy

In line with our commitment to minimizing waste generated, we are making progress in implementing various circular economy practices, integrating actions that reduce waste generation and promote its recovery or reintegration into new value chains:

- **Pilot test for pallet reinsertion:** a process was initiated to sort wood based on its regulatory and physical condition, which made it possible to recover units, reduce the number of denaturation processes applied, and explore circular alternatives for their reuse.
- **Incorporation of 100% recycled nylon** for export operations, replacing virgin material in the assembly of flight cargo and reducing the demand for new raw materials.

These actions helped reduce the environmental impact associated with handling packaging and promote the use of materials with a smaller footprint.

Improvements in compaction and stockpiling

The acquisition of a **nylon baler** and a **storage rack** was finalized, key tools to optimize the internal logistics of waste management. Thanks to this improvement, it was possible to compact plastic waste more efficiently, group it at the source, and **reduce the number of trips** to treatment plants, thus decreasing operating times and associated logistics costs.

Strengthening traceability and data control

We are making progress in the use of internal recording and monitoring tools that allow us to measure, consolidate and analyze the types and volumes of waste generated. This information feeds into the area's dashboard and facilitates data-driven decision-making, ensuring greater precision in the measurement of hazardous, special, and non-hazardous waste.

All these improvements are complemented by separation at source, environmental station signage, waste stream differentiation, and monitoring of volumes generated. The combination of these actions allows us to move towards more responsible, efficient management aligned with the best practices in the logistics and airport sector.

Generation of waste and significant impacts related to waste

The operations of the Cargas Terminal generate different types of waste related to both operational processes and support activities. These wastes are mainly derived from cargo handling, maintenance tasks, administrative services and auxiliary activities, and reflect the diversity of materials used in daily operations.

Within the operation, the main materials that give rise to waste are pallets (with and without denaturing treatment), nylon and plastic film used in packaging, cardboard, metals, and the covers of forklifts and tractors. This is in addition to waste from maintenance (such as metal parts, scrap metal and WEEE) as well as everyday waste generated in offices, dining rooms and common areas, including paper, municipal solid waste and organic waste.

Most of the waste is generated directly in internal operations: packaging and pallets in the cargo terminal, paper and everyday waste in administrative areas, organic waste and containers in dining areas, and metal materials, rubble and WEEE in maintenance tasks.

Regarding waste from the value chain:

- Upstream, waste derived from packaging and plastics accompanying imported supplies and cargo is identified, as well as chemically treated pallets according to ISPM regulations (International Standard for Phytosanitary Measures No. 15, which aims to prevent the spread of pests and harmful organisms through wooden packaging used in international trade).
- Downstream, the waste is associated with the use of packaging and protective materials used by customers and logistics operators, such as film and nylon that accompany the exported cargo and which subsequently require proper disposal.

Taken together, these elements illustrate the main impacts associated with waste generation in the operation of our Cargas terminals and reinforce the importance of having differentiated procedures for each stream, as well as control and traceability systems that ensure their proper management.

Management of significant impacts related to waste

In 2025 we expanded the actions aimed at preventing waste generation, reducing its impacts and ensuring its proper management throughout the entire Cargas operation. These measures encompass both internal processes and interactions with suppliers and logistics operators, and integrate circular economy practices, controls over third parties, and measurement tools that improve traceability and environmental performance.

Prevention and reduction at the source

We implement standardized procedures for separation at source, which allow us to differentiate common, special and hazardous waste through properly marked environmental stations at the terminal. These points have specific containers and bags for differentiated streams, such as WEEE, batteries, and pathological waste, which facilitates their safe handling and proper treatment.

We also made progress in optimizing packaging and pallets, replacing quebracho pallets with eco-friendly alternatives and reducing the use of plastic film and nylon thanks to the addition of a baler and the review of logistics processes. These actions are complemented by circular economy initiatives, such as the reuse and recycling of metals, covers and paper, and the incorporation of additional environmental stations to separate valuable materials before their pickup.

Measures in the value chain

The management approach also includes actions aimed at suppliers, with whom we work to reduce unnecessary packaging, encourage the use of recyclable materials and establish separate collection streams for materials such as treated wood and pallets. These instances are sustained through periodic meetings that allow for the coordination of improvements and ensure compliance with environmental criteria.

Aeropuertos Argentina Cargas

Third-party management and control mechanisms

The collection and final disposal of urban, special and hazardous solid waste is carried out by authorized operators in accordance with current regulations. To ensure proper management by these third parties, we maintain a monitoring plan that includes:

- Verification of compliance with the pickup schedule;
- Inspection of the condition of containers and equipment;
- Receipt and filing of final disposal certificates issued by authorized managers;
- Monitoring through corporate dashboards that consolidate information on waste stream.

Data measurement and control systems

To strengthen traceability, we maintain a continuous recording system that allows us to monitor the volumes of waste generated by type. Measurements are systematized through internal spreadsheets that are updated monthly for recyclable waste and general waste streams, while technical audits are carried out according to the annual schedule. This scheme ensures consistent data, facilitates decision-making, and allows for the identification of opportunities for improvement in operational processes.

Waste generation

WASTE GENERATED*	UNIT	2025
Hazardous waste	T	4.5
Non-hazardous waste	T	1,206.1
TOTAL WASTE	T	1,210.6

* The 2025 data is not compared with 2024 because the calculation methodology and collection processes were updated, so the data from both years are not comparable.

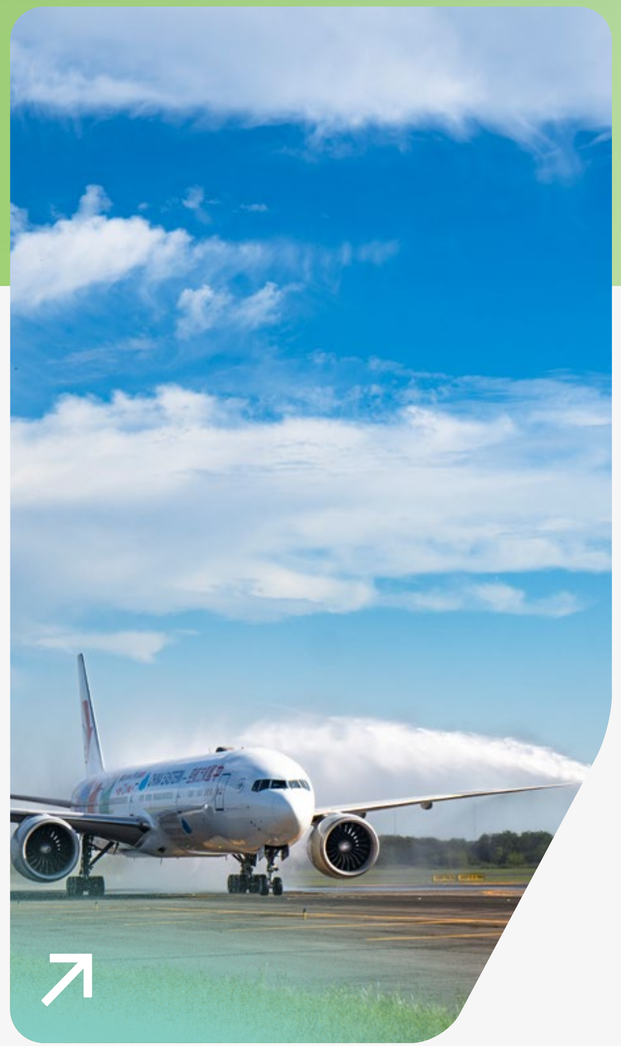
Recovered waste and waste destined for disposal

All hazardous waste generated by our cargo terminals is sent for final disposal treatment. Regarding non-hazardous waste, 354.8 T are sent to landfill, and 851.3 T to other final disposal treatments. All these processes are carried out outside our facilities.

We maintain a continuous recording system that ensures consistent data, facilitates decision-making, and allows for the identification of opportunities for improvement.

05

Water and effluent management



At Aeropuertos Argentina, we manage water and effluents with a preventative approach focused on the responsible use of the resource, systematic control of consumption, and continuous improvement of treatment systems. Our work is framed within the **Environmental Policy, which guides water efficiency and the protection of the basins where we operate**.

Last year, we worked to improve the monitoring and traceability of water resources, prioritizing airports located in areas experiencing water stress. In 2025 **we made progress in implementing ISO Standard 14046:2014**, incorporating its methodological guidelines to assess water-related impacts based on water balances, availability analysis and scarcity assessment. This process included the **independent development and verification of the water footprint in Comodoro Rivadavia, Mendoza and San Juan, whose studies were audited under ISO 14046 and validated by SGS at a limited assurance level.**

We certified the water footprint at three airports located in water-stressed areas.
The certification was developed under the ISO 14046 methodology in Mendoza, San Juan and Comodoro Rivadavia.

We added a new effluent treatment plant in San Rafael and replaced the Iguazú plant.

Main objectives and results achieved

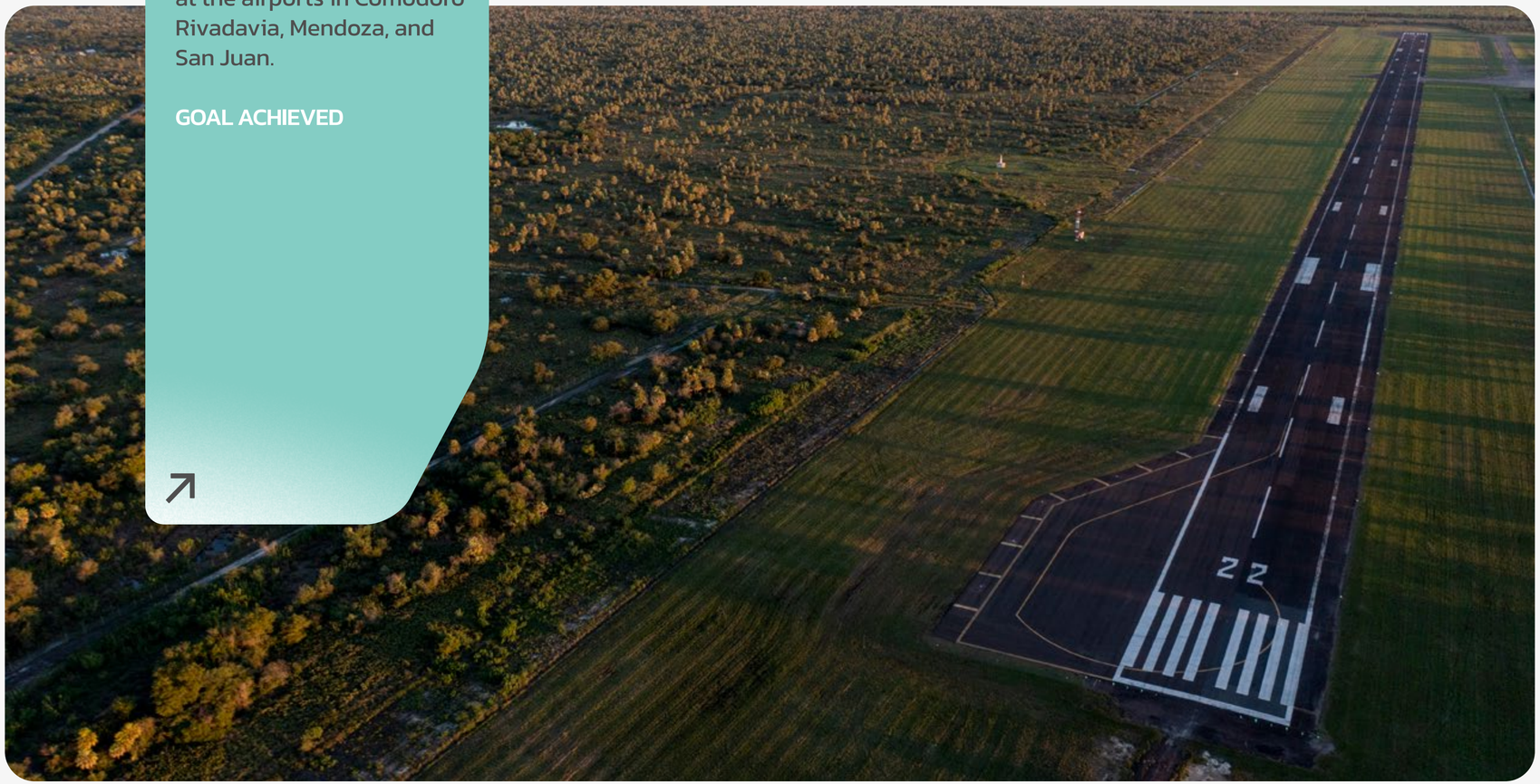
As part of our operational management, we monitor consumption through monthly reports and conduct water quality controls on a semi-annual basis, in compliance with applicable regulations. We also **strengthened the treatment infrastructure by incorporating a new effluent plant in San Rafael and replacing the Iguazú plant, which helps improve treatment capacity and ensure adequate discharges according to local standards.**

We also strengthened the monitoring of the resource through **monthly consumption monitoring** and **semi-annual water quality assessments**, ensuring traceability and compliance with applicable environmental parameters. These initiatives consolidate a more robust management of water resources and deepen the integration of environmental criteria into airport operations.

Furthermore, we promote initiatives aimed at optimizing the collection and use of the resource in airports located in areas with water stress, integrating the results of footprint studies to define opportunities for improvement and guide operational decisions under efficiency criteria. This strategy is complemented by an environmental monitoring system that allows for anticipating deviations and preventing damage to the resource, with no incidents or claims related to water being recorded during the reported period.

GOAL
Measure the water footprint at the airports in Comodoro Rivadavia, Mendoza, and San Juan.

GOAL ACHIEVED



Formosa Airport

Interaction with water as a shared resource

During 2025 we made progress in consolidating our water resource management through the formal implementation of the Water Footprint calculation at the airports of Mendoza, San Juan and Comodoro Rivadavia, three regions of the country characterized by high water stress conditions and a limited natural availability of water.

The initiative was developed applying the guidelines of **ISO Standard 14046 – Water Footprint**, which establishes the principles, requirements and guidelines for assessing water-related environmental impacts throughout the life cycle of an activity or facility. Within this framework, the study was structured according to the methodology of the standard, integrating:

- **Detailed survey of direct and indirect consumption**, differentiating operational, sanitary, maintenance and third-party supply uses.
- **Identification of extraction sources**, considering the actual water availability of each basin and the level of local vulnerability associated with the use of the resource.

Based on the results obtained, a specific water management plan was developed for each airport, aimed at reducing pressure on local sources and optimizing water use. The main lines of action include:

- **Operational efficiency**: optimization of consumption in restrooms, technical areas and operations through the incorporation of efficient devices, improvements in internal circuits and reduction of losses.
- **Continuous monitoring**: installation and calibration of sectorized measurement systems that allow real-time information and detect deviations or atypical consumption.
- **Environmental planning**: incorporation of water criteria into infrastructure projects, prioritizing low-consumption technologies, recirculation and reuse when technically and operationally feasible.

These actions strengthen the comprehensive management of water resources at airports located in contexts of high environmental sensitivity, contributing to a more efficient and resilient operation in scenarios of increasing pressure on water.

Management of impacts related to water discharges

The management of discharges generated in our operations is based on compliance with physical-chemical and microbiological quality criteria, ensuring that discharges do not generate negative impacts on receiving bodies or local sanitation systems.

In those airports where there is no specific regulation applicable at the provincial or municipal level, we adopt the parameters established by Resolution ADA 336/03, due to its conceptual alignment with national guidelines and with international reference frameworks related to the protection of water resources. Although Argentina does not have a unified regulatory framework for discharges, this resolution presents criteria equivalent to those used by:

- the National Water Institute (INA),
- basin regulatory agencies, and
- technical guidelines derived from the Argentine Food Code for subsequent uses of water.

Additionally, for the assessment and comparison of water quality we use the criteria of the **Argentine Food Code (CAA)**, particularly with regard to:

- drinking water quality,
- maximum limits for chemical substances,
- microbiological requirements, and
- parameters linked to human consumption.

This approach ensures a consistent standard of control and management across all airports, even in diverse regulatory contexts, and reinforces our commitment to protecting water resources and adhering to good environmental practices.

Water extraction

WATER EXTRACTION ACCORDING TO EXTRACTION SOURCE	UNIT OF MEASURE-MENT	2025 AREAS WITHOUT WATER STRESS	2025 AREAS WITH WATER STRESS	2025 TOTAL	2024 TOTAL
Surface water (total)	ML	219.0	0.0	**219.0**	185.4
Fresh water (total dissolved solids ≤1000 mg/L)	ML	219.0	0.0	**219.0**	
Other waters (total dissolved solids >1000mg/L)	ML			**0.0**	
Groundwater (total)	ML	662.9	15.6	**678.5**	742.8
Fresh water (total dissolved solids ≤1000 mg/L)	ML	662.9	15.6	**678.5**	
Other waters (total dissolved solids >1000mg/L)	ML			**0.0**	
Third-party water (total)	ML	882.5	29.3	**911.8**	1,016.8
Fresh water (total dissolved solids ≤1000 mg/L)	ML	882.5	29.3	**911.8**	
Other waters (total dissolved solids >1000mg/L)	ML			**0.0**	
SURFACE WATER (TOTAL) + GROUNDWATER (TOTAL) + SEAWATER (TOTAL) + PRODUCED WATER (TOTAL) + WATER FROM THIRD PARTIES (TOTAL)	**ML**	**1,764.5**	**44.9**	**1,809.3**	**1,945.0**

* At Aeropuertos Argentina we do not extract water from marine sources or produced water.

WATER EXTRACTION BY BUSINESS UNIT	UNIT	2025 AREAS WITHOUT WATER STRESS	2025 AREAS WITH WATER STRESS	2025 TOTAL	2024 TOTAL
Ezeiza	ML	449.5	0.0	449.5	485.6
Center	ML	758.4	0.0	758.4	830.6
West	ML	212.4	39.6	252.0	310.9
East	ML	344.1	5.3	349.4	317.7
Cargas	ML	Not available	Not available	Not available	Not available
TOTAL	**ML**	**1,764.4**	**44.9**	**1,809.3**	**1,945.0**

Puerto Madryn Airport

Water discharge

WATER DISCHARGE	BY DESTINATION	UNIT OF MEASUREMENT	2025	2024
By destination				
Water discharge by destination	Surface water	ML	175.2	561.1
	Groundwater	ML	542.8	401.7
	Sea water	ML	0	0
	Third-party water (total)	ML	729.5	1,008.9
TOTAL WATER DISCHARGE		**ML**	**1,447.5**	**1,971.8**
By type of water				
Discharges of freshwater or other types of water	Fresh water (total dissolved solids ≤1000 mg/L)	ML	1,447.5	0
	Other waters (total dissolved solids >1000mg/L)	ML	0	0
TOTAL WATER DISCHARGE		**ML**	**1,447.5**	**0**
By treatment level				
Water discharges by treatment level	Nitrifying bed	ML	It is accounted for together with the Liquid Effluent Treatment Plant	0
	Treatment plant	ML	759.4	959.5
	Sewer	ML	682.6	1,008.9
	Cesspool	ML	5.4	3.3
TOTAL WATER DISCHARGE		**ML**	**1,447.5**	**1,971.8**

EFFLUENT DISCHARGE BY BUSINESS UNIT	UNIT	AREAS WITHOUT WATER STRESS	AREAS WITH WATER STRESS	TOTAL
Ezeiza	ML	359.6		**359.6**
Center	ML	606.7		**606.7**
West	ML	170.0	31.6	**201.7**
East	ML	275.3	4.3	**279.5**
Cargas	ML			Not available
TOTAL	**ML**	**1,411.6**	**35.9**	**1,447.5**

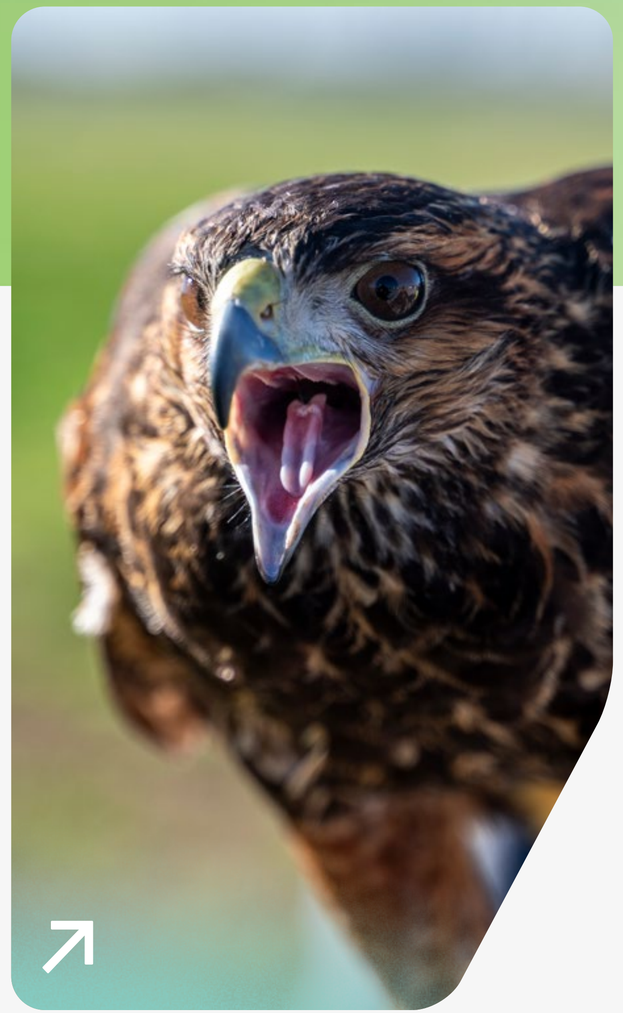
Water consumption

WATER CONSUMPTION (EXTRACTION – DISCHARGE)	UNIT OF MEASURE-MENT	AREAS WITHOUT WATER STRESS	IN AREAS WITH WATER STRESS	TOTAL
Ezeiza	ML	89.9	0.0	**89.9**
Center	ML	151.7	0.0	**151.7**
West	ML	42.4	8.0	**50.4**
East	ML	68.8	1.0	69.9
Cargas	ML	Not available	Not available	Not available
TOTAL	**ML**	**352.8**	**9.0**	**361.8**

Posadas Airport

06

Biodiversity management



Lucy

At Aeropuertos Argentina, we manage biodiversity with a preventative approach aimed at minimizing the impacts of airport operations on the fauna and flora present in our areas of influence. Although the company does not have specific corporate policies on biodiversity, the management of the issue is integrated within the operational environmental procedures and is coordinated with existing programs at each airport.

Planting projects were carried out at the airports of Catamarca, Santiago del Estero, San Rafael, Río Hondo and Formosa, within the framework of the compensation and green area management programs.

A central component of this approach is the **Wildlife Hazard Prevention Program**, implemented at all airports in the network. This program includes systematic biological assessments and continuous wildlife monitoring, allowing the identification of species present on runways, green areas and perimeter zones, and establishing management measures to ensure operational safety and reduce the risk of collision with wildlife. Among the most frequently recorded species are the **common lapwing, the chimango, the carancho, swallows, pigeons, the ñacundá, the vizcachera owl, and the European hare**.

Puerto Madryn Airport

The program also includes the **capture and handover of wildlife to environmental authorities**. During 2025, a **collared peccary was released in San Luis** and a **broad-snouted caiman was released in Resistencia**; these releases were carried out in accordance with current protocols to ensure the animals' well-being and comply with applicable regulatory frameworks. These actions are kept on record in the internal **ROD** platform, which documents the environmental interventions carried out at each airport.

In terms of restoration and compensation, the company carried out **planting projects at the airports of Catamarca, Santiago del Estero, San Rafael, Río Hondo and Formosa.**

In 2025, species with **Threatened and Vulnerable** conservation categories were identified in certain airports; in these cases, specific monitoring is carried out considering that their presence is occasional and, generally, occurs in environments that do not represent a risk to operations.

Airport design also influences the behavior of species. Therefore, the infrastructure planning process incorporates technical criteria to manage the presence of bodies of water and green areas that can serve as refuge or nesting sites, as well as the availability of resources that can attract local fauna. These measures contribute to achieving a balance between operational safety and the protection of biodiversity.

Taken together, these actions allow for the proactive management of risks associated with wildlife, compliance with regulatory obligations, and support for biodiversity conservation in the airport environment, even in the absence of formal corporate policies or specific goals established for the period.

Andrés Masella

GRI Table of Contents

07

GRI 2: General content
Governance dimension
Social dimension
Environmental dimension

GRI 2: General content

The organization and its reporting practices

GRI 2-1: Organizational details

Aeropuertos Argentina 2000 S.A.
Corporation.
The headquarters are located in Buenos Aires, Argentina.
Argentina.

GRI 2-2: Entities included in sustainability reporting

The Sustainability Report covers the information and performance of Aeropuertos Argentina 2000 S.A. (hereinafter, "Aeropuertos Argentina"). The Company presents both individual and audited consolidated Financial Statements as of 12/31/2025 (both published in the National Securities Commission [CNV]). Consolidated inflation includes the EEFF of Aeropuertos Argentina, Servicios y Tecnología Arg. S.A + Texelrio S.A. Only the individual annual financial statements as of 12/31/2025 were used for the preparation of this information.

GRI 2-3: Reporting period, frequency and point of contact

The reporting period is January to December 2025 and the reporting cycle is annual. The point of contact for inquiries about the report is: https://www.aeropuertosargentina.com/Contacto

GRI 2-4: Updating of information

All relevant changes are detailed with footnotes and indicator tables throughout the report.

GRI 2-5: External verification

Aeropuertos Argentina's Sustainability Report 2025 is not externally verified.

Activities and employees

GRI 2-6: Businesses, value chain and other business relationships

Aeropuertos Argentina operates within the airport infrastructure and services sector, managing airports and providing comprehensive services to passengers, airlines and commercial operators. Its main activity includes the administration and operation of airport terminals, ensuring conditions of security, operational efficiency and quality of service at all points of contact with users.

The organization's value chain encompasses the planning, development, operation and continuous improvement of airport infrastructure, as well as the provision of services associated with the passenger experience and the functioning of the airport ecosystem. Major activities include terminal management and airport operations; the administration of commercial services, such as retail, gastronomy, VIP services, parking and advertising; and the development of digital solutions aimed at improving the travel experience and interaction with users.

In carrying out its activities, the company works in conjunction with airlines, commercial dealers, service providers, regulatory bodies and government authorities. Passengers and end users are the main downstream player in the value chain, and the central focus of the organization's strategies for operation, experience and sustainability.

During the reporting period, there was no significant change in the organization's activities, value chain or business relationships from the previous period.

Governance

GRI 2-7: Employees
See pages 85-86, "Employee satisfaction and professional development".

GRI 2-8: Non-employee workers
The number of workers who are not employees but whose work is controlled by Aeropuertos Argentina is not currently available. However, it should be noted that some years ago we started systematizing those workers who are not employees of Aeropuertos Argentina but who perform their daily duties within our operations. The main categories are cleaning, sanitation, security, and firefighting services.

GRI 2-9: Governance Structure and Composition
See pages 73-86, "Corporate culture".

GRI 2-10: Appointment and selection of highest governance body
See page 80, "Corporate culture".

GRI 2-11: Chairman of the highest governance body
See page 78, "Corporate culture".

GRI 2-12: Highest governance body's role in overseeing impact management
See page 82, "Corporate culture".

GRI 2-13: Delegation of responsibility for impact management
See page 82, "Corporate culture".

GRI 2-14: Highest governance body's role in sustainability reporting
The highest administrative body, through its chairman Mr. Martin Eurnekian, participates in the preparation and certification of sustainability reports.

GRI 2-15: Conflicts of interest
See page 82, "Corporate culture".

GRI 2-16: Communication of critical concerns
The Whistleblowing Channel Policy is intended to facilitate the submission, evaluation and correction of conduct that contravenes the Code of Conduct or current regulations. We offer multiple channels for reporting Code compliance concerns or complaints, such as the Company's intranet, website, email and hotline, managed by an independent third party.

GRI 2-17: Collective knowledge of the highest governance body
See page 80, "Corporate culture".

2-18: Evaluation of the highest governance body's performance
See page 80, "Corporate culture".

2-19: Compensation policies
See page 80, "Corporate culture".

2-20: Process for determining compensation
See page 80, "Corporate culture".

2-21: Total annual compensation ratio
Given the local context in which Aeropuertos Argentina 2000 S.A. operates, this information is confidential in order to safeguard the personal safety of our employees and the entity's senior management.

Strategy, policies and practices

2-22: Sustainable development strategy statement

See page 25, "Sustainability".

2-23: Commitments and policies

See page 41, "Corporate ethical behavior and regulatory compliance management".

2-24: Incorporation of commitments and policies

Commitments and policies are incorporated internally through trainings, periodic meetings with management teams, and personal management team platforms. Externally, these commitments and policies are communicated through trainings, due diligence processes, mandatory adherence to the Code of Conduct by suppliers, and reversal letters with permit holders.

2-25: Processes for remediation of negative impacts

See pages 45 and 52, "Risk management and operational efficiency".

2-26 Mechanisms for seeking advice and raising concerns

Through the official communication channels and social media of Aeropuertos Argentina. For more information see page 45, "Whistleblowing Channel".

2-27: Compliance with laws and regulations

During the reporting period, there were no significant violations of applicable legislation or regulations. With regard to the National Airport System Regulatory Agency (ORSNA), no new fines were imposed during 2025. Similarly, no fines were paid for prior periods, as there were no final penalties during the year.

GRI 2-28: Membership in associations

See page 113 "Freedom of association and collective bargaining."

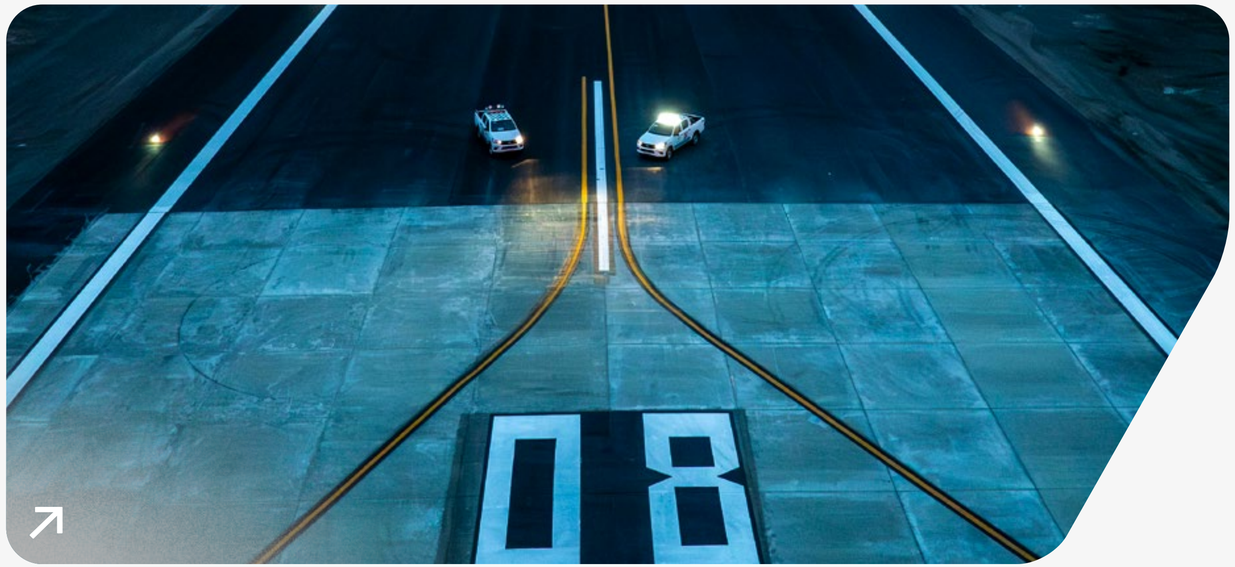
Stakeholder engagement

2-29 Approach to stakeholder engagement

See page 27 "Relationship with our stakeholders"

2-30 Collective bargaining agreements

See page 92, "Employee commitment and satisfaction."



Río Gallegos Airport

Governance dimension

Economic performance and relationship with investors

GRI 3-3: Material Issue Management
See pages 36-37, "Economic performance and investor relations".

GRI 201-1: Direct economic value generated and distributed
See page 37, "Economic performance and investor relations".

GRI 201-3: Defined benefit and other postretirement benefit plan obligations
At Aeropuertos Argentina we do not have retirement plans or voluntary retirement programs for our employees. In relation to the remuneration of the members of the Board, our shareholder Corporación América Airports (CAAP) has a compensation plan for directors, whose payments are managed and paid directly by that entity, without generating financial obligations for Aeropuertos Argentina.

GRI 201-4: Financial assistance received from the government
We have no subsidies or tax benefits. With regard to the State's share of the capital stock, the State has a 15 percent shareholding in the share package.

Puerto Madryn Airport

Socioeconomic risks

GRI 3-3: Material Issue Management
See page 38-39, "Socioeconomic risks".

Corporate ethical behavior and regulatory compliance management

GRI 3-3: Material Issue Management
See pages 41-42, "Corporate ethical behavior and regulatory compliance management".

GRI 205-1: Operations assessed for risks related to corruption
Our Integrity area does not analyze transactions, but carries out due diligence on third parties, such as suppliers, licensees and advertising, that meet certain requirements (amount, contract term, activity). The amount of due diligences performed on third parties during 2025 amounts to 588. The Risk area is not part of the Complaints Committee. The risk assessment associated with corruption is based on information provided by Compliance Management based on compliance with certain indicators associated with the Integrity program.

Infrastructure and sustainable mobility

GRI 205-2: Communication and training on anti-corruption policies and procedures

See page 44 Section "Communication and training of our teams".

For more information on the total number and percentage of employees trained in anti-corruption, broken down by job category and region, see page 44 "Corporate ethical behavior and compliance management".

GRI 205-3: Confirmed incidents of corruption and actions taken

No confirmed incidents of corruption were recorded during the reporting period. Therefore, no disciplinary action or associated corrective actions were required.

COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES	TOTAL	PERCENTAGE (BASED ON THE TOTAL)
The total number and percentage of members of the governing body to whom the organization's anti-corruption policies and procedures have been communicated, broken down by region.	8	100%
The total number and percentage of contributors to whom the organization's anti-corruption policies and procedures have been communicated, broken down by job category and region.	Payroll at the time of the Integrity Microsite launch (July 2025)	100%*
The total number and percentage of business partners to whom the organization's anti-corruption policies and procedures have been communicated, broken down by business partner type and region.		
The total number and percentage of members of the governing body trained in anti-corruption.	8	75%

* Refers to the Policy Communication Campaign in 2023.

GRI 206-1: Legal actions related to unfair competition, monopolistic practices and against free competition

During the reporting period, no legal actions related to unfair competition, monopolistic practices or conducts contrary to free trade were initiated or registered. As a result, no sanctions, corrective measures or associated legal actions were taken.

GRI 415-1: Contribution to political parties and/or representatives

According to our code of conduct, political contributions are considered a high-risk activity from an FCPA standpoint, which is why we do not make political contributions and/or representations.

GRI 3-3: Material Issue Management

See pages 47-48, "Infrastructure and sustainable mobility".

Risk management and operational efficiency

GRI 3-3: Material Issue Management

See pages 51-54, "Risk management and operational efficiency".

Innovation management

GRI 3-3: Material Issue Management

See pages 56-64 "Innovation management".

Artificial Intelligence

GRI 3-3: Material Issue Management

See pages 66-67, "Artificial Intelligence".

Value chain management

GRI 3-3: Material Issue Management

See page 69 "Value chain management".

GRI 204-1: Proportion of spending on local suppliers

See pages 70-71, "Our suppliers".

Jujuy Airport

Social dimension

Corporate culture

GRI 3-3: Material Issue Management
See pages 76-77, "Corporate culture".

Employee commitment and satisfaction

GRI 3-3: Material Issue Management
See pages 84-85, "Employee commitment and satisfaction."

GRI 401-2: Benefits for full-time employees not provided to part-time and temporary employees
There are no differences in benefits based on the type of contract and/or work schedule. All employees on the payroll—whether full-time, part-time or temporary—enjoy the same benefits.

GRI 401-3: Parental leave
See page 90, "Employee commitment and satisfaction."

GRI 402-1: Minimum notice periods for operational changes
The organization has no formal minimum time limits for notification of operational changes. However, any changes that may have an impact on working conditions are always communicated and negotiated in advance. In the case of collaborators covered by the agreement, these cases are carried out through the relevant trade union associations. For other collaborators, changes are managed through individual negotiations. In all cases, agreements reached are formally documented by individual minutes or contracts. During the reporting period, there were no mass layoffs or plant closures.

Talent acquisition and retention

GRI 3-3: Material Issue Management
See pages 93-94, "Talent acquisition and retention".

GRI 401-1: New employee hires and employee turnover
See page 95, "Internal mobility".

Employee professional development

GRI 3-3: Material Issue Management

See pages 99-100, "Employee professional development".

GRI 404-1: Average hours of training per year per employee

See page 100, "Staff training".

GRI 404-2: Programs to enhance employee competencies and transition assistance programs

See pages 102-106, "Employee professional development".

GRI 404-3: Percentage of employees receiving regular performance and career development evaluations

See page 107, "Performance evaluation and career development".

Diversity, equity and inclusion

GRI 3-3: Material Issue Management

See pages 108-111 "Diversity, equity and inclusion".

GRI 405-1: Diversity of governance bodies and employees

DIVERSITY IN GOVERNING BODY (BOARD OF DIRECTORS)	QUANTITY	PERCENTAGE
Breakdown by gender		
Men	8	100%
Women	0	0%
Breakdown by age range		
30 years old or younger	0	0%
31 to 50 years old	1	12.5%
51 years old or older	7	87.5%

EMPLOYEE DIVERSITY BY EMPLOYMENT CATEGORY AND GENDER	QUANTITY		PERCENTAGE	
Job category/Gender	Men	Women	Men	Women
Director/General Manager	15	2	88%	12%
Manager/Administrator	116	26	82%	18%
Chief/Assistant chief	295	103	74%	26%
Senior analyst	158	138	53%	47%
Semi-senior analyst	75	90	45%	55%
Junior analyst	29	35	45%	55%
Supervisor/ Manager/ Head of Operations	303	85	78%	22%
Other roles	1,145	266	81%	19%

EMPLOYEE DIVERSITY BY EMPLOYMENT CATEGORY AND AGE RANGE	QUANTITY			PERCENTAGE		
Employment category / Age range	30 years old or younger	31 to 50 years old	51 years old or older	30 years old or younger	31 to 50 years old	51 years old or older
Director/General Manager	0	8	9	0%	47%	53%
Manager/Administrator	1	68	73	1%	48%	51%
Chief/Assistant chief	15	275	108	4%	69%	27%
Senior analyst	34	212	50	11%	72%	17%
Semi-senior analyst	69	81	15	42%	49%	9%
Junior analyst	34	23	7	53%	36%	11%
Supervisor/ Manager/ Head of Operations	17	236	135	4%	61%	35%
Other roles	269	913	229	19%	65%	16%

Human Rights

GRI 406-1: Cases of discrimination and corrective actions taken

No cases of discrimination were recorded during the reporting period. Therefore, no associated corrective actions or disciplinary measures were required.
We have a Whistleblowing Channel, designed to facilitate the presentation of facts contrary to the principles stipulated in the Code of Conduct. We have multiple means of communication to report concerns and complaints related to compliance with the Code, such as the company's intranet, website, e-mail, telephone, or by contacting the Compliance, Audit or Legal Departments.

GRI 3-3: Material Issue Management

See pages 112-113 "Human rights".

GRI 407-1: Operations and suppliers where the right to freedom of association and collective bargaining may be at risk

We do not have information about this given the diversity and breadth of organizations with which we relate as a company. However, Aeropuertos Argentina guarantees the aforementioned rights and in fact has a company collective bargaining agreement that takes into account the specific nature of the activity. Our workers are represented by two associations: the Aviation Personnel Association (Asociación de Personal Aeronáutico, APA) and the National Civil Service Union (Unión del Personal Civil de la Nación, UPCN).

GRI 408-1: Operations and suppliers with significant risk for incidents of child labor

We have not identified any organizations that are at risk of involving child labor or hiring workers exposed to hazardous conditions. From the compliance of the Code of Ethics, we ensure the mandatory compliance of respecting, protecting and promoting Human Rights, committing ourselves not only to refrain from interfering in the enjoyment of them or limiting them, but also to prevent them from being violated.

GRI 409-1: Operations and suppliers with significant risk of cases of forced or compulsory labor

We have not identified any organizations that are at risk of involving child labor or hiring workers exposed to hazardous conditions. From the compliance of the Code of Ethics, we ensure the mandatory compliance of respecting, protecting and promoting Human Rights, committing ourselves not only to refrain from interfering in the enjoyment of them or limiting them, but also to prevent them from being violated.

GRI 410-1: Security personnel trained in human rights policies or procedures

See page 113, "Human Rights" Chapter.

Operational health and safety

GRI 3-3: Material Issue Management
See pages 114-115 "Occupational health and safety".

GRI 403-1: Occupational health and safety management system
See page 116, "Occupational health and safety management systems".

GRI 403-2: Hazard identification, risk assessment and incident investigation
See page 117, "Hazard identification, risk assessment and incident investigation".

GRI 403-3: Occupational health service
See page 117, "Occupational health service".

GRI 403-4: Worker participation, consultation and communication on occupational health and safety
See page 118, Worker participation, consultation and communication on occupational health and safety.

GRI 403-5: Occupational health and safety training for employees
See page 118, "Occupational health and safety training for employees".

GRI 403-6: Employee health promotion
See page 119, "Employee health promotion".

GRI 403-7: Prevention and mitigation of impacts on the health and safety of workers directly linked to business relationships
See page 119, "Prevention and mitigation of impacts on the health and safety of workers directly linked to business relationships".

GGRI 403-9: Injuries due to occupational accidents
See page 120, "Workplace injuries".

GRI 403-10: Occupational diseases and illnesses
See page 120, "Occupational diseases and illnesses".

Passenger experience

GRI 3-3: Material Issue Management
See pages 125-132 "Passenger experience".

Bariloche Airport

Accessibility

GRI 3-3: Material Issue Management
See pages 139-143 "Accessibility".

Salta Airport

Empowering local destinations and supporting communities

GRI 3-3: Material Issue Management

See pages 144-147, "Empowering local destinations and supporting communities".

GRI 203-1: Supported infrastructure investments and services

During 2025, there were no direct investments in community infrastructure funded by the company outside of the programs described. Contributions were focused on social, educational, cultural, humanitarian and access to safe water initiatives, with no specific development of additional community works.

GRI 203-2: Significant indirect economic impacts

See pages 144-147, Sustainable tourism.

GRI 413-1: Operations with local community involvement, impact assessments, and development programs

See pages 145-149, Sustainable tourism.

GRI 413-2: Operations with significant actual or potential negative impacts on local communities

During 2025, operations with significant actual or potential negative impacts on local communities were not identified.

Environmental dimension

Transition to renewable energy and sustainable fuels

GRI 3-3: Material Issue Management
See pages 157-159, "Transition to renewable energies and sustainable fuels".

Energy use and transition

GRI 3-3: Material Issue Management
See pages 160-162, "Energy use and transition".

GRI 301-1: Energy consumption within the organization
See pages 163-164, "Energy consumption within the organization".

GRI 302-2: Energy consumption outside the organization
Not applicable. No energy consumption is identified outside of the organization.

GRI 302-4: Reduction of energy consumption
See page 164, "Reduction of energy consumption".

GHG emissions management and reduction

GRI 3-3: Material Issue Management
See pages 168-170, "GHG emissions management and reduction".

GRI 305-1: Direct GHG emissions (Scope 1)
See page 171 "Direct GHG emissions".

GRI 305-2: Indirect energy-related emissions (Scope 2)
See page 171 "Indirect GHG emissions".

GRI 305-4: Intensity of GHG emissions
See page 172 "Intensity of GHG emissions".

GRI 305-5: Reduction of GHG emissions
See page 172 "Reduction of emissions".

GRI 305-6: Emissions of ozone-depleting substances (ODS)
Not applicable. No emissions of ozone-depleting substances (ODS) are registered.

GRI 201-2: Financial implications and other risks and opportunities of climate change
See page 174, "Financial implications and other risks and opportunities of climate change".

Waste management and circular economy

GRI 3-3: Material Issue Management
See pages 175-178 "Waste management and circular economy".

GRI 306-1: Generation of waste and significant impacts related to waste
See page 179, "Generation of waste and significant impacts related to waste".

GRI 306-2: Management of significant impacts related to waste
See page 179, "Generation of waste and significant impacts related to waste".

GRI 306-3: Waste generated
See page 179 "Waste generated".

GRI 306-4: Waste not destined for disposal
See page 179, "Recovered waste and waste destined for disposal".

GRI 306-5: Waste for disposal
See page 179, "Recovered waste and waste destined for disposal".

Water and effluent management

GRI 3-3: Material Issue Management
See pages 185-186 "Water and effluent management".

GRI 303-1: Interaction with water as a shared resource
See page 187, "Interaction with water as a shared resource".

GRI 303-2: Management of impacts related to water discharges
See page 187, "Management of impacts related to water discharges."

GRI 303-3: Water extraction
See page 188, "Water extraction".

GRI 303-4: Water discharge
See page 189, "Water discharge".

GRI 303-5: Water consumption
See page 190, "Water consumption".

Biodiversity management

GRI 3-3: Material Issue Management
See pages 191-192 "Biodiversity management"

GRI 101-2: Biodiversity Impact Management
See page 192 "Biodiversity management".

Santa Rosa Airport

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Aeropuertos Argentina