

Sustainability **Report**



Aeropuertos **Argentina 2000**



Ten editions after, and the road traveled when it comes to sustainability, this year we changed the core structure of the Report to focus on the main topics that impact our operations. Therefore, our performance presentation has been outlined on the basis of five main axes that run through the actions taken with all stakeholders: our collaborators, passengers and their experience within the airport ecosystem, destinations chosen and local communities, the environment, and the importance of the alliances made to meet the challenges posed.



Sustainability
Report
2021



Aeropuertos **Argentina 2000**

Contents

Introduction

1

Impact Indicators
Page. 8

Letter from the President
Page. 14

Letter from the CEO
Page. 18

About our company, our corporate governance, risk management and compliance.

Page. 22

Sustainability

2

Our view over sustainability and the key issues on which we generate a higher impact.

Page. 58

Growing Together

3

Human capital management and the results achieved to meet our commitment towards the development and wellbeing of our collaborators.

Page. 74

A World of Experiences

4

Own actions and work coordinated with the airport ecosystem to offer an excellent passenger experience, which is safe and qualitative through responsible infrastructure development and innovative digital systems.

Page. 150

Embracing our Communities

5

Value chain management and contribution to local communities and destinations chosen based on our strategic axes focusing on education and culture, health, human rights, and the creation of social and economic opportunities.

Page. 218

A Planet to Take Care of

6

Actions and sistematization of environmental information showing our commitment towards climate change, consumption, and responsible disposal of resources.

Page. 262

Strategic Alliances

7

The value of coordinating private-public programs and agreements implemented adding value to society.

Page. 308

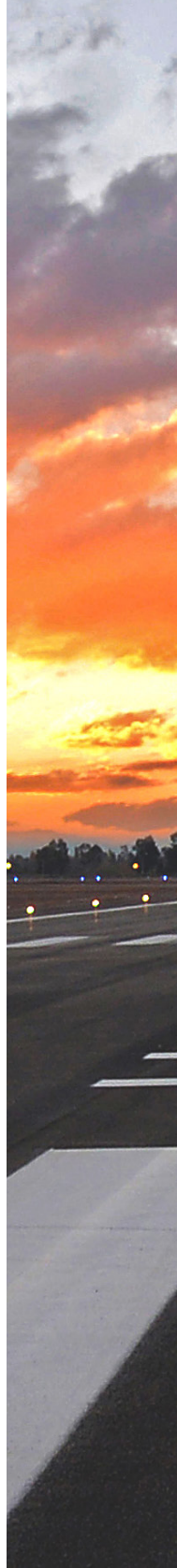
Challenges met in 2021
Pág. 349

Looking into the future: Challenges for 2022
Pág. 354

Sustainability Statement **AA2000**

**At Aeropuertos Argentina
2000 we have an eye
towards the people and the
environment where we live.**

We focus on performance based on satisfaction of our traveling and non-traveling passengers and employees to ensure a qualitative service, cutting edge infrastructure, security, and accessibility, so that we all have a pleasant experience in our terminals. We are strongly committed towards the communities at the destinations chosen by our passengers. That is why we have developed different programs in alliance with key players to respond to their demands in a comprehensive way and to generate real opportunities. We foster inclusive employment through health, education, art, and culture as a social development tool; we take care of the environment with a strategy focused on reducing the carbon footprint and managing natural resources responsibly. Thus, we connect millions of people from our business assuming our role as a key player in our country and committing to sustainable development.





Impact indicators

We measure our performance at Aeropuertos Argentina 2000 by systematizing and following up financial and non-financial indicators so that based on those results we can continue improving our impact and contribution to sustainable development

Infrastructure Investment ⁽¹⁾

2021

\$5.495.661.946

\$12.137.416.183 in 2020

EBITDA ⁽¹⁾

2021

\$8.254.766.003

\$7.204.816.744 in 2020

Year profit/loss ⁽¹⁾

2021

(\$2.548.150)

(\$11.394.759.647) in 2020

(1) Data restated by inflation as at December 2021.

Our Passengers. A World of Experiences

Passengers

2021

12.823.903

9.644.735 in 2020

Cargo traffic (tons)

2021

174.263

143.709 in 2020

Aircraft movement

2021

218.560

149.262 in 2020

Active airlines

2021

57

48 in 2020

Airports

2021

35

35 in 2020

Our People. Growing Together

Employees

2021

2.497

2.580 in 2020

Women Percentage

2021

22,75 %

23,12 % in 2020

Training hours per employee

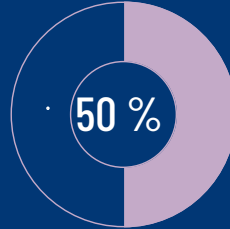
2021

10

12 in 2020

Percentage of jobs covered by employees

2021



53 % in 2020

Salaries and Social Security

2021

\$5.717.531.587

\$5.382.326.092 in 2020

Our Destinations. Embracing our Communities

% of expenses on suppliers correspond to local suppliers

2021

95 %

87,50 % in 2020

Private Social Investment

2021

\$63.830.813

\$40.186.437 in 2020

Investments and other environmental expenses ⁽¹⁾

2021

\$127.046.192

\$209.096.370 in 2020

Electric Power Consumption (MWh) ⁽²⁾

2021

86.942.835

81.209.068 in 2020

Natural Gas Consumption (m³) ⁽³⁾

2021

1.391.091

\$5.382.326.092 in 2020

Water Consumption (m³) ⁽²⁾

2021

1.689.378

1.581.171 in 2020

(1) Data restated by inflation as at December 2021.

(2) 35 airports reached.

(3) 16 airports reached.

Letter from the President

The year 2021 was complicated indeed and started with similar challenges to those in 2020, but it also provided us with the framework to delineate a horizon of hope.

As long as the year went by our activity began to recover from the impact of the pandemic. First, and at a larger extent, domestic flights started again and by the end of the year, international flights returned. Today we can look into the future optimistically and enthusiastically, convinced that the worst part of the crisis has been left behind.

We used these hard times to readjust ourselves to this new global scenario and consolidate, with responsibility, innovation and commitment, our company's transforming projects. To that end, our workers' dedication and devotion were essential. We are so proud and I am endlessly grateful. Collective efforts at Aeropuertos Argentina 2000 and our company's purpose to "facilitate connections between people, goods, and cultures to contribute to a better world" are the sparks that inspire us to face the times ahead.



Information Technology Engineer from the University of Belgrano. CEO of Corporación América Airports (NYSE: CAAP), a company that operates 53 airports in Argentina, Brazil, Uruguay, Ecuador, Armenia, and Italy. **President of Aeropuertos Argentina 2000 and member of the board in each one of the companies that operate the airports controlled by the group.** He has more than 18 years of international experience in managing different industries. He has led airports in Uruguay, Peru, Ecuador, Brazil, Armenia, and Italy. **He presides over the Airports Council International at a global level (ACI World).** Previously, he was president of the Airports Council International for Latin America and the Caribbean (ACI-LAC)..

Our company's robustness and sustainability are two fundamental pillars to meet those objectives. With this purpose, we have managed to restructure our debt and become one of the fewest private companies in Argentina to extend their terms. This has provided a financial stability horizon to make plans and keep on improving our services, to create jobs, and to continue with the works plan which will turn our airport system into an example.

Our commitment to the future is unwavering. Extending the term of our concession contract, at the end of 2020, has made our way into designing and, in some cases, starting to perform ambitious infrastructure projects that will allow us to expand our business into a scenario where the pandemic is just an awful memory from the past. To do that, our energy is focused on speeding up the recovery process we are in, where the digital transformation plays a key role.

Today we are better prepared to undertake new projects. The scenario the industry is going through poses a constant challenge and makes us do our best to run up against it. I am convinced that we have the tools and skills to get it with the coordinated work of all the teams in the company to find long term solutions that give us strength, security, and sustainability. An effort made together with the control entities, key social players and strategic allies in the airport ecosystem.

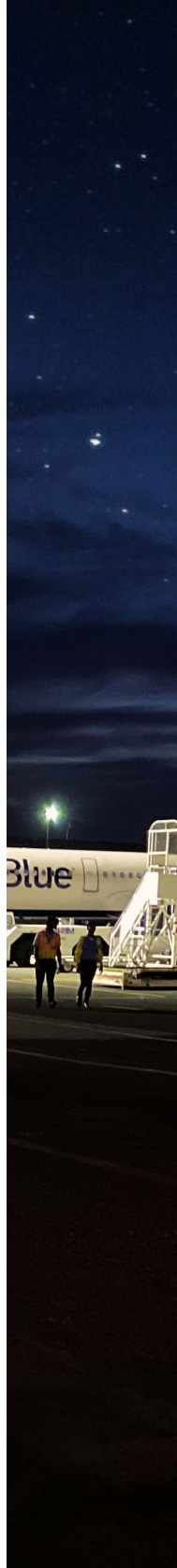
As we have done so far, we will continue watching over the safety of workers, passengers and passers-by in our airports as well as ensuring compliance with human rights and inclusion. We intend to continue as leaders in the industry transformation and for that purpose we collaborate with communities to usher the economic development of the destinations chosen, creating opportunities and social value from our operations.

The challenge I put forward to my team was to speed up reconstruction and begin a path to sustainable growth. That is why I call everyone, whatever the role they have in the company, to come together and take a leading part in these times of industry reactivation and new interaction with different stakeholders, who are better informed and more demanding each day. We are required by this new context to be ready to respond to the demands that companies have for a true and responsible behavior, offering a better and excellent service in all aspects, ethical as well as human and environmental.

COVID-19 crisis posed a challenge and made us surpass ourselves to be better. We have already gone through the toughest period and all this time we together have set the foundations to tackle what is yet to come with the usual strength, conviction, and enthusiasm.



Martín Eurnekian



We are required by this new context to be ready to respond to the demands that companies have for a true and responsible behavior, offering a better and excellent service in all aspects, ethical as well as human and environmental.



Letter from the CEO

Proudly I present to you our tenth “Sustainability Report for Aeropuertos Argentina 2000”. For more than 10 years, we have constantly, responsibly and transparently accounted for our commitment, management, and performance in relation to economic, social and environmental matters and good corporate governance.

2021 was a year full of challenges both for the industry and our company. It called for our joint efforts and we had to redefine ourselves, get up to date, and keep on evolving towards new ways of doing business, where sustainability is getting a more important role each day. Today it is time for rebuilding to believe again.

In a year still marked by the crisis caused by the pandemic, we generated income for \$31,582,796,426. Although the net year result was a loss of \$2,548,150, this was considerably lower than the past year, mainly because passenger traffic grew by 32.1% in comparison



He holds a licentiate degree in Business Administration from the University of Buenos Aires and an MBA from the ORT University Uruguay. He was General Manager at Ezeiza Airport. Before that, he served in Brazil as Commercial Director and President of Consorcio Inframerica, a company that manages Brasilia and Natal airports. Previously, he had been Commercial Director of Armenia Airport and CEO of Duty Paid Argentina, a retail operator at the main airports in our country. Before arriving in Brazil, he was the CCO of the commercial operations at the airports in Argentina, Uruguay, Ecuador, and Armenia.

to 2020, but still 69.3% less than 2019.

Along the year we invested \$ 4,859,482,346 in infrastructure, mainly in Aeroparque, Córdoba, Salta, Jujuy, and Bariloche. These construction works were developed with the highest sustainability standards optimizing the environmental impact for the benefit of the planet – 93% of materials and rubble generated in Aeroparque were recycled – and being responsible for the social impact, respect and care of people.

The pandemic gave us the chance to rethink our key points, where we generate a greater impact and what our contribution is to society and our country. That is why we worked to identify relevant aspects and outlined a sustainability strategy with specific focal points of action of a great impact for all our stakeholders.

In that way, we developed actions in the pursuit of passenger experience, renewing services, doing building work, and consolidating our communication and customer care channels focused on new technologies and active listening.

To reach those objectives, we worked with our internal teams supporting them in their personal and professional development so that we grow together in a healthy, safe and secure environment promoting well-being for them and their families. And all this in an environment of respect for people, their human dignity, and promoting diversity and inclusion as essential values that contribute to our company's success. To achieve that, we also rely on the value chain working abreast with our suppliers, contractors, permit holders, customers, and the airport community, who we did not leave alone during the hardest moments of the pandemic.

It is our purpose that our company's achievements be reached without neglecting communities and the planet, accompanying regional economies and those destinations where our airports are located. We also measure our environmental impact to keep on improving performance and minimizing risks on ecosystems and biodiversity, particularly focusing on reducing power consumption and our carbon footprint.

A handwritten signature in black ink, consisting of a large, stylized 'D' and 'K' followed by a horizontal line.

Daniel Ketchibachian



A night-time photograph of an airport control tower. The tower is a multi-story building with a glass facade, illuminated from within. On top of the tower is a circular observation deck with a red light. The sky is dark blue. In the foreground, there are several bright, horizontal light trails in shades of orange, yellow, and red, suggesting aircraft or ground vehicles. On the left side, there are several streetlights with yellow light trails. The overall scene is a blend of modern architecture and dynamic light trails.

I would like to invite you to read through the pages of this Report, which has been prepared on the basis of fundamental international guidelines such as the Global Reporting Initiative (GRI) Standards, Social Responsibility Guide 26000, and the Sustainable Development Goals (SDGs), adhered to by our company.



SDGs
3, 9, 10

Introduction

About our company, our corporate governance, compliance, and risk *management*.

The context and the environmental, social, and economic agendas continue challenging our skills and putting our resilience to test. But we know that team work, strong alliances, and solidarity between all players are essential to restore confidence in tourist activities thus bringing about recovery of an air travel market capable of supporting our country's economic development and growth.

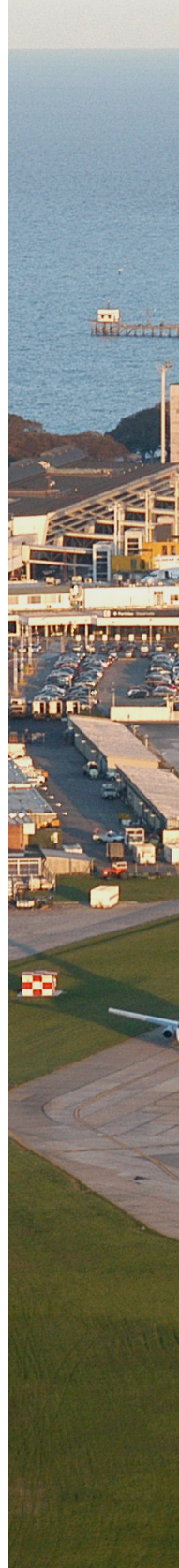


Our company

We are the largest airport operator in our country. We connect millions of people and assume our role as a key player in the sustainable development of the Argentine aeronautical industry.

We seek to continue expanding with infrastructure that gets more and more modern each day and services that aim to improve our customers' experience, contributing to the development of the Argentine aeronautical industry. We want to connect Argentina internally and to the world.

91.5 % of our corporate capital is from Argentina. Aeropuertos Argentina 2000's shareholding structure is available at: <https://www.aa2000.com.ar/Autoridades>





35

Airports throughout
our country



1998

Concession contract
started



90 %

Commercial air traffic
of our country



+20

Years' experience



We are part of **Corporación America Airports**

Corporación América Airports (CAAP) is the largest private airport operator in the world based on the number of air terminals that it manages, and it ranks tenth when it comes to passenger traffic.

CAAP operates 53 airports in six countries: Argentina, Uruguay, Brazil, Ecuador, Italy, and Armenia. This includes the operative and commercial management of the airports and, in some cases, it also includes fuelling, loading and other related services.

53
Airports

6
Countries

2
Continents

35,7 M
Passengers in 2021



37 Airports
Argentina

2 Airports
Armenia

8 Airports
Uruguay

2 Airports
Ecuador

2 Airports
Brazil

2 Airports
Italy



Our Corporate Strategy: **Mi Aeropuerto**

Our senior leadership team actively participates in the management decision making to fulfil our Strategy and checks its content on a yearly basis to align it with the business.

In 2017 we redefined our company strategy, rethinking our purpose, our values, strategic pillars, and our ambition. That same year we launched a transformation program called “Mi Aeropuerto”. Since that time we have worked on communicating this new identity to our collaborators to align efforts in search of our ambition: to be leaders and points of reference in the industry, appreciated by our customers, employees, and stakeholders, to be sustainable in the long term.

In 2020, within the framework of the crisis we were all sunk into, we had to redefine the immediate strategy to ensure our company’s sustainability. At that time, the two main objectives were: to ensure business sustainability and to protect our employees’ jobs.

In this scenario, we proposed short term “strategic definitions” that were put into action through “tactical missions”. These “missions” were set up by ad hoc multidisciplinary teams that used agile methodologies to move forward capturing value at a greater speed.

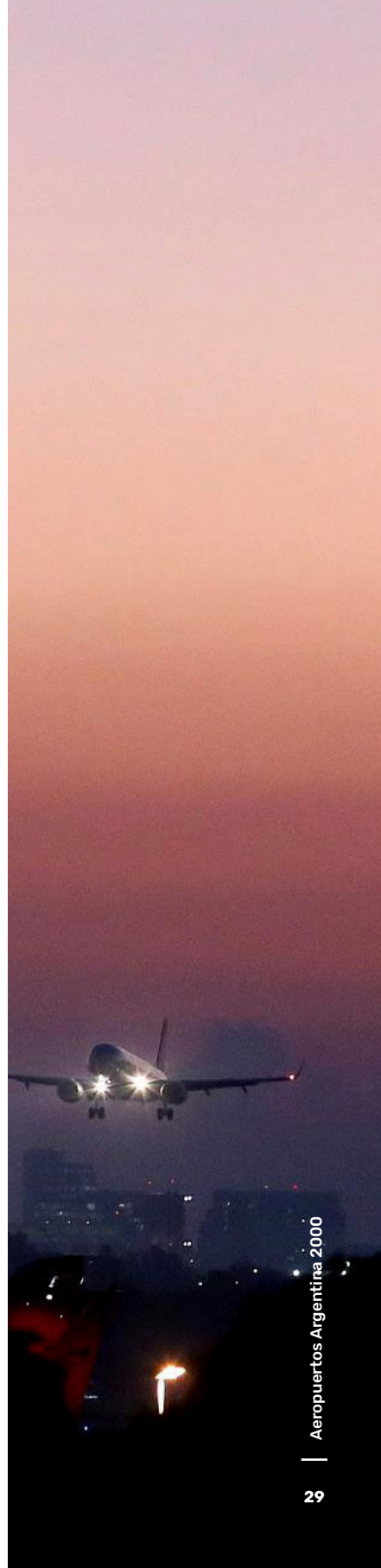
As always, our senior leadership team actively participates in the management decision making to fulfil our Strategy and checks its contents on a yearly basis to align it with the business.

This new post-pandemic context was a special occasion for this review because the proposal for this new stage was clear and described in two words: rebuilding and growing.

Rebuilding our operations, our relationship inside the company and with our users. And the challenge posed to the leaders was to capitalize everything learned and recover the growth ambition that has always characterized this company and its people.

The question to answer was: Given this new reality, did what we established in 2017 still make any sense? The decision lay in validating the strategy adjusting it to the new challenges. Our purpose and ambition did not suffer any changes. But three out of four of our strategic pillars did suffer some changes.

These changes aim to focus on certain notions that the senior leadership team considers should gain importance and inspire action and decisionmaking.



Our corporate strategy

In this sense, the second pillar adds the word “sustainable” to the virtuous ecosystem; and the third pillar turns the phrase “to operate with agile, safe and secure processes” into “to operate with safety, security and efficiency”. The idea of efficiency was key in these times of crisis and it was included in our strategic pillar to build the future without losing that focus.

The fourth pillar is paraphrased as “to strengthen a culture of innovation, agility and inclusion”. With this change, inclusion explicitly becomes part of our strategic vocabulary and a standard we will live with inside our company and towards our users.



In 2021 we launched 10 new missions. In addition, we delivered the results of seven missions to different business teams depending on their nature to keep on improving the way we work.

All through the year, more than 70 people participated in different missions.

We received 200 applications from those that wanted to be Agility Coaches and implement an Agile Team Management model. 94 Coaches were selected and trained.

On the whole, we trained more than 300 Agility leaders through a program to accompany and lead transformation strategically.

They learned about the way Agility works in the different stages of transformation, the key role that leaders have to share a strategic vision with their teams at times of uncertainty, and key concepts such as an agile mindset, the relationship with the coach, among others.

We held two leadership meetings where 312 Administrator Managers participated and held two remote live "Mi Aeropuerto " meetings with all AA2000 team and directors. We also carried out the "Soy Anfitrión " program with 310 attendants and held "one on one" talks in all the BUs as key instances to share the strategy, challenges and results of the business.

We organized celebration events in all Business Units and Business Service Units to thank the teams for their efforts and achievements along the year. In addition, we onboarded new 76 team members under "Mi Aeropuerto " program.

70
people
participated in
different
missions

94
*coaches were
selected and trained*

+ 300
leaders trained on
Agility

312
Administrator
Managers
participated in 2
leadership meetings

310
people were part of
the "Soy Anfitrión "
program

Business Units (BU)

West
Catamarca, General Pico, Jujuy, La Rioja, Malargue, Mendoza, Salta, San Juan, San Luis, San Rafael, Santa Rosa, Tucumán, Villa Mercedes.

Northeast
Cordoba, Formosa, Iguazú, Parana, Posadas, Reconquista, Resistencia, Río Cuarto, Santiago del Estero, Río Hondo.

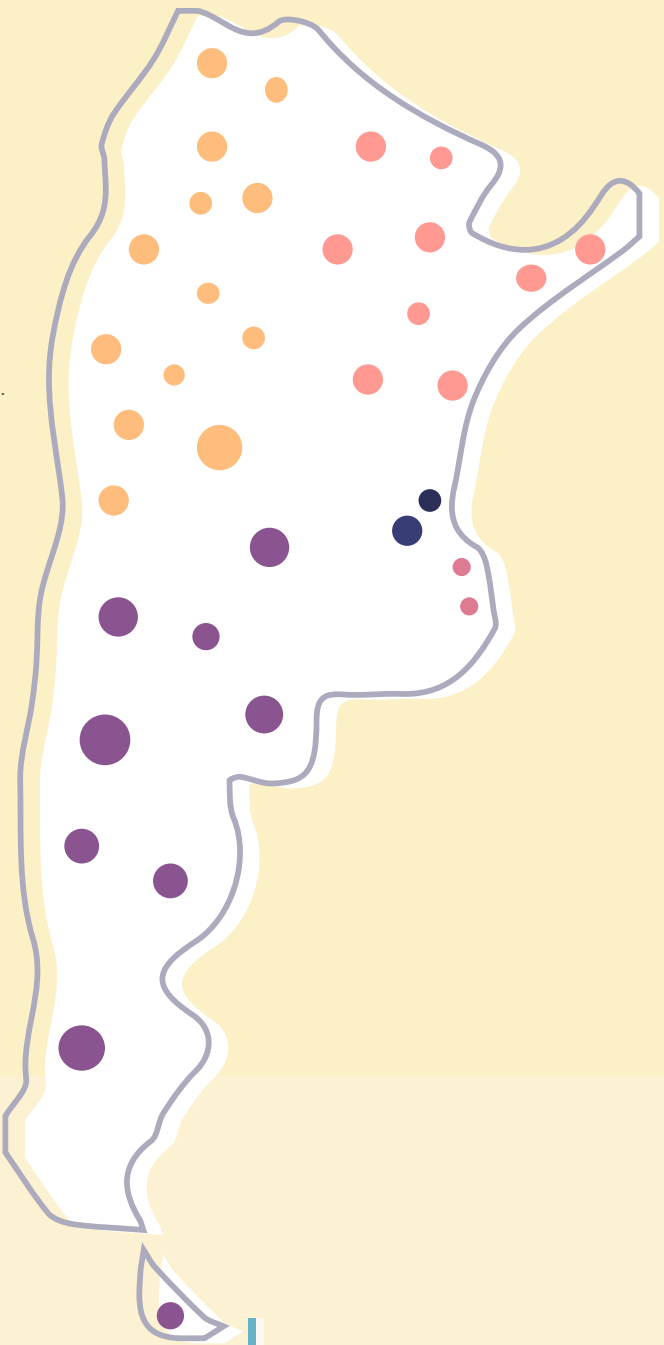
South
Bariloche, Comodoro Rivadavia, El Palomar, Esquel, Mar del Plata, Puerto Madryn, Río Gallegos, Río Grande, Viedma.

Ezeiza

Aeroparque

San Fernando

TCA
Ezeiza, Aeroparque, Mendoza, Córdoba, Mar del Plata, Tucuman.







Terminal de Cargas **Argentina (TCA)**

**TCA is an
Aeropuertos
Argentina 2000's
business unit .**

Through TCA we provide storage and logistics services to international trade agents importing and exporting goods and freight forwarders as well. Our main activity entails managing cargo terminals in the largest international airports in Argentina, storing import/export goods in tax warehouses while all documents are processed at Customs. We also offer different services to airline companies operating in those airports.

The head office is located in Ezeiza International Airport, with different branches in Córdoba, Mendoza, Mar del Plata, Jorge Newbery Airport and Tucumán. Terminals are adjusted to volumes and features of the products handled in the airports. Ezeiza is the main airport with the most modern technology applied to cargo handling⁽³⁾.

⁽³⁾ For more information visit www.tca.aero

14.045

12.843 in 2020

Customers

177.788

143.709 tn in 2020

Tons of cargo handled
in one year

+21 %

Growth in one year

-0,3 %

9,23 % in 2020

Decrease in average cargo
stay time in a year

538

People (management, administrative
personnel, and workers)



Storing something more than just a cargo

The year 2021 was marked by extremely specific needs, directly related to combating COVID-19.

Our warehouses received medical supplies, antigens, and vaccines. We had to learn about health procedures and protocols to handle them correctly. This resulted in a learning experience for all the people at the Terminal. Importation and exportation of these products (except Sputnik V vaccine, which needs specific temperature requirements) were carried out on the runway and handled by TCA.

COVID-19 vaccines in 2021

Airway Bills

124

Bulks

5.176



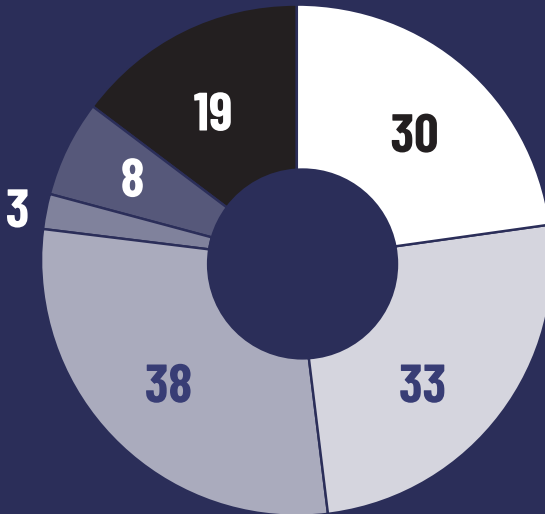
588.286 kg

Serviced flights

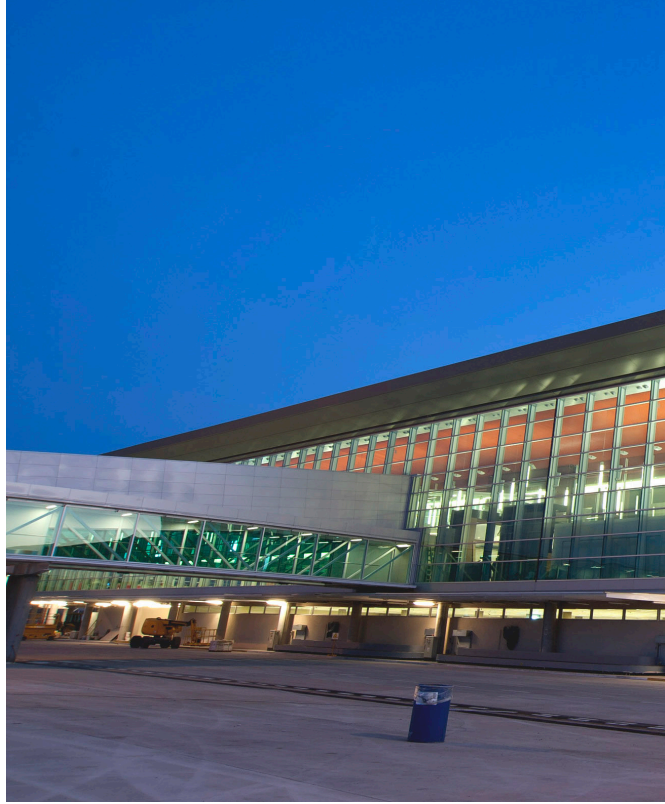
131



Number of flights received per vaccine



- GAM-COVID-VAC / SPUTNIK V
Russia
- AstraZeneca
India / Korea / USA / Spain/ Mex
- VeroCell/Sinopharm
China
- COV-19 (Moderna) MDV14 / SPIKEVAX
USA
- Recombinant Novel Corona (CANSINO)
China
- Pfizer (mRNAVaccine BNT 162b2)
USA / Belgium



Context and economic performance

The second wave of COVID 19 cases throughout 2021 and the appearance of new variants made the government take new measures to avoid the surge of new strains in the Argentine territory and prevent cases from rising. Although these measures were less strict with the passing of time, they affected the airport activity negatively and called for impact reducing strategies.

That is how COVID-19 pandemic kept on having a negative impact on the level of passengers and operations. Within that context, we generated income by \$31,582,796,426 in 2021. The year loss was \$2,548,150 and the shareholders' equity as at that date was \$67,318,786,392.

In addition, we managed to reschedule the debt and provide financial robustness to continue our operations.



We maintained our strategy to safeguard the company's finances started in 2020. To that end, we carried out a new Bond Exchange Offer and 67% of holders of bonds exchanged in 2020 participated. This allowed us to refinance the company's financial debt. Moreover, we restructured our bank loans extending capital repayment terms. Finally, we reinforced the company's cash account by issuing new international bonds for US\$ 126 million with maturity dates in 2028 and 2031, and a dollarlinked corporate bond (ON) in the local capital market for US\$ 30.5 million maturing within 24 months.

We expect that now that restrictions to enter the country have been lifted and borders have been opened to non-resident foreigners there will be more international and domestic travels from tourists, visitors to family and friends, corporate trips, and that, little by little, we can have a higher level of passengers resulting in a positive effect on our operation results.

We successfully refinanced our debt extending repayment terms, and strengthened cash flow by issuing new international bonds. We were one of the fewest Argentine companies that could do that, which allowed us to keep on planning new businesses in pursuit of our company's and our country's growth.

Sales

2021

\$31.582.796.426

\$32.071.510.110 in 2020

EBITDA

2021

\$8.254.766.003

\$7.204.816.744 in 2020

Infrastructure Investment

2021

\$5.495.661.946

\$12.137.416.183 in 2020

Main economic-financial indicators

(millions of pesos)

Aggregate Data	2020 ⁽¹⁾	2021
Sales ⁽¹⁾	\$32.071.510.110	\$31.582.796.426
EBITDA ⁽¹⁾	\$7.204.816.744	\$8.254.766.003
Year profit/(loss) ⁽¹⁾	(\$11.394.759.647)	(\$2.548.150)
Year OPERATING result	(\$7.021.037.793)	(\$771.035.274)
Total Capitalization		
Shareholders' Equity	\$67.300.234.142	\$67.318.786.392
Non-Current Financial Debt	\$51.739.304.768	\$51.861.264.431
Current Financial Debt	\$15.328.689.391	\$12.132.474.611
Earnings per basic shares attributed to company's shareholders (\$ per share) ⁽¹⁾	(45,3067)	(1,2638)
Shareholders - dividend payment	\$73.464.443	-
Financial Costs	(\$9.207.838.424)	\$5.443.946.579
Infrastructure Investment	\$12.137.416.183	\$5.495.661.946
Payment to Suppliers	\$29.276.326.156	\$33.724.723.276
Employees - Salaries and social benefits	\$8.124.170.926	\$8.146.625.180
Customers - Ordinary activity income	\$32.071.510.110	\$31.582.796.426
Community - Private Social Investment ⁽²⁾	\$40.186.437	\$63.830.813
Environment - Total expenses	\$209.096.370	\$127.046.192
Government - Rates and taxes	\$1.890.055.066	\$2.336.805.424

⁽¹⁾ Data restated by inflation as at December 2020, as per IAS 29

⁽²⁾ Nominal values, not adjusted by inflation.



Our Directors' Team

Our Directors' Team is made up of the Board of Directors, whose members are appointed by the Shareholders' Meeting taking into account their reliability, integrity, knowledge, and experience to ensure that they can perform their duties in an ethical and responsible way, abiding by the rules in force and taking care of our company's interests.

The Board has eight members: President, Vice President, and six regular Directors, four of whom hold an independent capacity as established under the National Securities Commission (CNV) rules.

On a quarterly basis, the Board analyzes and approves the company's financial statements, which are then presented before the controlling authorities such as the Regulatory Agency of the National Airport System (ORSNA), the National Securities Commission (CNV), Buenos Aires Stock Exchange, and the Electronic Open Market, and also before Luxembourg Stock Exchange.

Board of Directors

Roles ^[1]	Full name	Age Group	Capacity	Date of appointment
President	Martín Francisco Antranik Eurnekian	30-50	Executive/Non-independent	22/03/2013
Vice President	Antonio Matías Patanian	+50	Executive/Non-independent	21/04/2014
Regular Director	Máximo Luis Bomchil	+50	Non-independent	26/06/2008
Regular Director	Orlando J. Ferreres	+50	Independent	25/04/2016
Regular Director	Jorge González Galé	+50	Independent	25/04/2016
Regular Director	Agustín Herrera	30-50	Non-independent	10/08/2021
Regular Director	Estanislao Grasi y Susini	30-50	Independent	10/12/2020
Regular Director	Anibal José Pitelli	+50	Independent	10/12/2020
Alternate Director	Gustavo Pablo Lupetti	+50	Executive/Non-independent	29/05/2008

^[1] All members of the board are from Argentina

The Supervisory Committee is made of Regular Statutory Supervisors (síndicos titulares): Patricio Alberto, Martín, Tomás Miguel Araya and Jorge Roberto Pardo. Alternate Statutory Supervisors (síndicos suplentes): Francisco Martín Gutiérrez, Alejandro Esteban Messineo and Javier Rodrigo Siñeriz.

Directors' Duties

To determine and promote the corporate values and culture, ensuring compliance with the highest standards of ethics and integrity in step with the interests of the Company and its shareholders.

1

To define the Company's vision and mission. To ensure a strategy which is coherent with the Company's values and culture and monitor its implementation with key performance indicators.

2

To approve the Company's strategy and general policies, and monitor their implementation.

3

To design structures and practices of corporate governance, to appoint the person in charge of their implementation, to monitor their effectiveness and suggest changes if necessary.

4

To approve and issue quarterly and annual financial statements, and present them at the shareholders' meeting.

5

To oversee and maintain the integrity of information and internal control systems, as well as financial and accounting systems, including operational and financial control and compliance with applicable laws.

6

To periodically assess and review the efficacy of internal control systems, corporate governance, and regulatory compliance policies, and to take appropriate measures to solve deficiencies if any.

7

To approve any investments, concession contracts, or transactions which, because of their price (determined on an annual basis) or special characteristics, might be strategic regarding their nature or entail a legal or tax risk, except if they have to be approved at the shareholders' meeting.

8

To determine the board organizational structure and activities, particularly any amendments to the Corporate Governance Code or its approval.

9

To develop continuous training programs for directors, and to supervise the training received by executives that report to the board.

To call shareholders' meetings, to prepare the agenda, and to propose resolutions.

10

11

Corporate Governance

In 2021 we held 16 board meetings, and the main issues dealt with were: approval of financial statements, performance reports, debt issuance/refinancing, and the grant of powers or attorney/proxies



Appointment and selection

Board members are appointed by the Shareholders' Meeting, our highest governing body. They are selected according to the legal rules and the Company's By-laws, without any form of discrimination. Appointment criteria include their experience in economic, environmental, and social matters as well as their moral fitness and professional and personal background. Their professional contribution to the Board is also taken into account and when taking office, they must commit to fulfilling their obligations, duties and activities as provided in the By-laws.



Remuneration

Our remuneration policy is transparent and established within the framework approved by the shareholders, and also aligned with the Company's Strategy. The Board determines the amount and the method of payment, taking into account each director's activities and duties, their titles within the board and other objective circumstances that may be considered important. Regarding management, we continue with a remuneration policy that includes variable items tied to business results and individual target achievements.



Training and competences

We foster training instances for all our collaborators to show our commitment towards their professional development. We are also aware that a continuous learning culture is important for our personnel to keep up to date and perform their duties correctly.

This year the Executive Team received training on sustainability from external experts: industry challenges and the importance of measuring ESG indicators for AA2000 management.



Communication with stakeholders

We introduced different channels and tools so that the executive officers can keep direct contact with our key stakeholders and put forward their main issues and expectations before the Board. They use reports and surveys to show the risks, opportunities and impacts that our stakeholders' actions might have within our management. Among these reports and surveys, we may mention the Great Place to Work (GPTW) survey, the materiality assessment performed within the framework of the sustainability report, and the Airport Service Quality (ASQ) survey, which can be used to learn about passengers' experiences and detect opportunities for improvement.

Executive Team

The Executive Team is made up of the President, the CEO, and seven chief officers. These officers are responsible for fulfilling the corporate strategy and outlining procedures and indicators to supervise management, reporting to the President and the CEO about their performance.

Executive Team

Roles	Full Name	Age Group	Seniority
President	Martín Francisco Antranik Eurnekian	30-50	4
CEO	Daniel Marcos Ketchibachian	30-50	2
Administration and finances	Juan Martín Vico	30-50	1
Legal Affairs	Gustavo Pablo Lupetti	+ 50	22
Operations and maintenance	Martín Guadix	30-50	1
Customer's Experience	Manuel José Aubone	30-50	4
Infrastructure	Lucas Pérez Monsalvo	+ 50	1
Human Resources	Verónica Rodríguez Bargiela	30-50	4
Compliance and Internal Control ⁽¹⁾			

⁽¹⁾When we finished Report 2021, the position was vacant

Business Units - General Management Areas

Management Areas	Full Name	Age Group
General Manager - Aeroparque BU	Marcelo Bujan Kalustian	30-50
General Manager - Ezeiza BU	Sebastián Villar	30-50
General Manager - TCA	Federico Laborde	30-50
General Manager - West (Oeste) BU	Sergio Rinaldo	+ 50
General Manager - South (Sur) BU	Nicolás Posse	+ 50
General Manager - Northeast (Noreste) BU	Estanislao Aleman	30-50

TERMINAL DE CARGAS ARGENTINA (TCA) GOVERNANCE STRUCTURE

TCA governance is made up of eight management areas, which take decisions about strategic business matters, always being aware of the responsibility entailed by their actions and following our corporate ethics and sustainability guidelines.



Transparency and Integrity



We carried out transparency and *compliance* due diligence processes in respect of 77 suppliers and 270 permit holders.



We implemented a digital tool to sign the Integrity Policy.

We seek to ensure an ethical conduct on the part of all our collaborators and business partners, aligning their behavior with the highest ethical standards. We rely on different tools and channels of communication that allow us to ensure transparency, clarity, and seriousness of all our processes. Our Code of Conduct establishes the values and behaviors expected from our collaborators in their day to day performance as well as our business partners. The Internal Control and Compliance Executive Management oversees that those values are respected through risk management, assessment, and prevention, and the Integrity Line policies used to report, assess, and correct those behaviors not complying with our Code or rules in force.

In 2021 we consolidated the compliance responsibilities of the Compliance program under a new structure made up of Corporación América Chief Legal and Compliance Officer and the Compliance manager. The team members of the similar area at Aeropuertos Argentina 2000 report to them. We decided on a new structure in order to set a clearer scope of responsibilities for this area and foster the growth and robustness of the company's Integrity Program fulfillment and development.

In addition, we carried out due diligence processes over 77 suppliers and implemented due diligence procedures in respect of permit holders, assessing 270 of them in agreement with the thresholds established under the rules.



We also implemented the Docusign tool to sign the Integrity Policies, with acceptance by 13 directors. We updated our Intranet, where you can find our standards, guidelines, and Integrity policies, and provided training on Compliance to 40 of our collaborators.

We assessed all Business Units in terms of their relationship with third parties (suppliers and permit holders) and did not identify any significant facts related to corruption risks.



100% of the Business Units were satisfactorily assessed in terms of corruption risks.

Code of conduct and integrity line

1.995

collaborators adhered to our Code of Conduct in 2021.

88,75 %

of acceptance, including personnel with or without bargaining coverage.

Our Code of Conduct is the guide that establishes the standards for all members of our organization so that they behave in an ethical and transparent manner, thus ensuring a highly professional and upright behavior within our company and in their relationship with third parties. The values provided in our code of conduct are the following: trust, professionalism, respect, honesty, transparency, commitment, lawfulness. This document is handed to new collaborators, suppliers, and permit holders, who are requested to accept it. It is also made available in our regulatory system and our intranet in the Compliance-Integrity section, and we send electronic reminders to all our personnel for their support.

In 2021 we implemented Docusign, a tool to sign our integrity policies electronically in order to ensure compliance and acceptance by all our collaborators. We got 88.75% of acceptance, including new members. In this way, we got more agility for our processing time.

Training

This year we kept on training our collaborators and communicating the Integrity Policies internally, completing the training plan on ethics and integrity, which comprised the following:

- **Training workshop on Compliance and Internal Control in Aeroparque (AEP)** for senior management. 20 people trained
Duration: 5 hours.
- **Training for new hires at AEP**, Seven people trained. Duration: 2 hours.
- **Compliance Program Training at San Juan Airport**, two 2-hour sessions. 13 collaborators trained.

Integrity Line

We rely on the Integrity Committee to supervise our Code of Conduct. The Integrity Committee is made up of the Internal Audit area and the Compliance and Internal Control area. The HR and the Legal departments participate and coordinate decisions. Investigations are followed up by dealing with ongoing complaints on a weekly basis, and decisions are taken by the areas forming part of the Committee in agreement.

To submit any questions or complaints about matters related to the Code of Conduct, we offer different channels managed by an independent third party (a company called Resguarda):

Corporate Intranet, on a visible spot

Internet: www.resguarda.com/INTEGRITYLINE/ar/company/aa2000/es.html

Mail: integrityline@resguarda.com

Tel.: 0-800-999-4636 / 0-800-122-7374

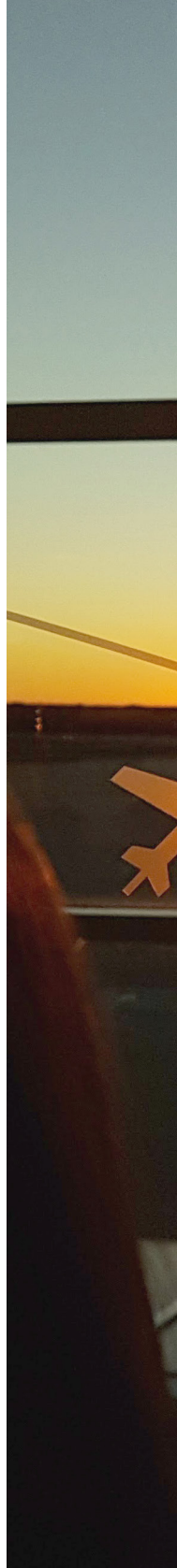
All our employees are trained on our Integrity Line Policies and informed about which reporting channels to use, what kind of behaviors must be reported, and the policies and safeguards ensured so that all complaints may be dealt with anonymously, with confidentiality and zero tolerance to retaliation.


Internal Control System

Our Internal Control System frames processes and controls developed to ensure fulfillment of business objectives, connected with operational effectiveness and efficacy, financial information reliability, and compliance with the rules in force. It comprises control environment, risk assessment, control activities, information and communication, and system performance supervision.

We keep on using our three defense line system against potential risks: the first line entails the management of business areas, the second line includes Compliance and Internal Control roles (assessing, monitoring, and watching over effective risk controls) and, finally, our Internal Audit, which regularly assesses the appropriateness of our current policies and controls, and also checks their implementation and performance.

The Compliance and Internal Control area and the Internal Audit role are independent and separated from each other and the other areas they supervise.





In 2021 we started to audit our internal controls again and did not find any significant or material deficiencies to report. In addition, we reassessed the internal control design, updating its scope and matrices and implementing improvements to enhance efficiency of our processes so that they may consider and mitigate the main business risks in relation to financial information. We also developed new rules and changed the existing ones to improve efficiency and robustness of our company's processes and make them more agile.

Risk management

Our risk management is continuously evolving, with corporate risk maps and processes constantly updated, and the permanent upgrade of support and prevention systems

Our regulatory risk management system describes all the responsibilities of the parties involved in our processes and the activities required to classify, gauge, mitigate, and monitor the risks managed.

The Board determines the levels of risk that are acceptable to achieve their objectives, and the Audit Committee proposes the Corporate Risk Management strategy and supervises its performance. Managers ensure that the criteria established in the Corporate Risk Management Policy are complied with.

COVID-19 pandemic was still demanding specific and critical prevention actions, which were added to the tasks we usually perform when it comes to controlling risks. This allowed us to show how important our commitment is towards the society we serve. Among other things, we had to prevent the virus spreading to our collaborators and the members of the airport communities where we operate, we had to deal with strong restrictions imposed on commercial air transport and specific requirements to enable those crucial air operations that provide strategic medical supplies in this scenario.

Our Corporate Risk Management Policy did not suffer any changes because its principles remained in place even under the exceptional circumstances caused by the pandemic. Its preventive, proactive, and systemic approach showed how useful this Policy was despite the situation, and its application grew stronger with the different protocols and transformations that we implemented to continue with our business in 2021.

Likewise, the risk matrix did not suffer any structural changes (the portfolio of risks managed has remained the same) although the risk level of its components was changing in 2021, and those components naturally describing our industry were taking relevance again as long as the level of aviation activity was increasing.

Nevertheless, within the operational area, indicators directly related to aviation activity did not experience any significant increase, even on the face of the conditions resulting from the pandemic. Neither were there any risks with a significant level of residual danger regarding social and environmental issues.

As regards the reliability of accounting and financial information, to assess how effective internal controls and risk management were, we continued using the Integrated Internal Control Framework (COSO Report 2013) and the Corporate Risk Management Framework (2017) issued by the Committee of Sponsoring Organizations of the Treadway Commission (C.O.S.O.). In 2021 we focused on revising the internal control design and updating matrices and efficiencies, particularly in the assessment stage, and managing the changes imposed by the new normal.

Even under the unusual circumstances given within the COVID-19 situation, in 2021, at Aeropuertos Argentina 2000, we controlled risks within our scope to enable safe and secure connection for people, goods, and cultures, contributing to a better world. We are developing new business continuity plans (BCPs) that include those changes incorporated during the transformations seen and lessons learned.





Sustainability

Our vision on sustainability and key issues where we generate a greater impact.

We want to be leaders and points of reference in the industry, appreciated by our customers, employees, and stakeholders. We are committed to leading our business towards a low carbon economy, providing technical knowledge and innovation to build a better world. We believe there is a different way to do things and that is why we have decided to boost economic and social development in the destinations where we operate our airports, thinking about our generation and future ones.

SDGs

3, 8, 9,
10, 11, 12,
13, 15, 17

AA2000 and sustainability

In the past years, our commitment towards people, communities, and the planet has evolved, giving sustainability the center stage when we manage our company and make key corporate decisions.

Millions of people travel through our airports, and we know that we generate a significant impact on them and the communities where we operate. Furthermore, we understand that social and environmental matters and human rights have evolved in the last few years, putting companies in a prominent role as regards sustainable development.

Against this backdrop, we are committed to taking sustainability into every action, every relationship with stakeholders, and every area in the company to strive for the well-being of society, respect for people, creation of opportunities, safe and attractive experiences, liaison with key players, and the fight against climate change.

To do that, we have identified those issues where we generate a greater impact and included them in our business strategy. Our challenge is to continue strengthening the actions that give an answer to these challenges and generate ESG (Environmental, Social and Corporate Governance) indicators that measure our performance and allow us to keep on improving.

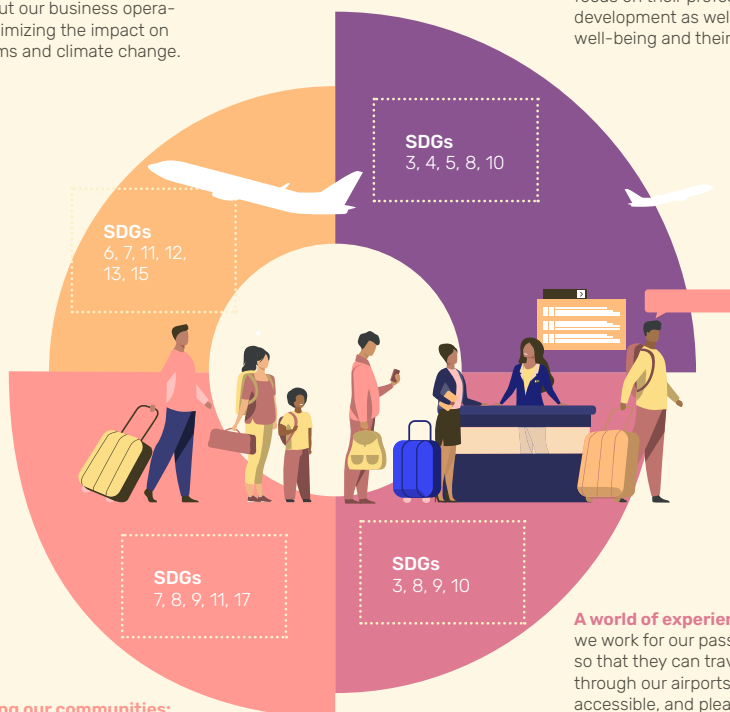
That is why in 2021 we started to order our triple impact performance based on four axes:

A planet to take care of:

we take care of the environment through responsible use and disposal of the resources needed to carry out our business operations, minimizing the impact on ecosystems and climate change.

Growing together:

we care about our teams and focus on their professional development as well as their well-being and their families.



Embracing our communities:

we have created programs and initiatives to support the social and economic development of local communities and our airport destinations

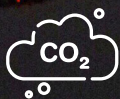
A world of experiences:

we work for our passengers so that they can travel through our airports in a safe, accessible, and pleasant way in every stage of their journeys.

We also leverage on technological tools to innovate our processes hand in hand with digitalization, and always working with the highest ethical and transparency standards in each action we take

Innovation:
SDGs
7, 9, 11

Ethics and transparency:
SDGs
16



Environmental footprint

To reduce the environmental footprint by 2030 for a business transition towards carbon neutrality



100%

Accessible in all our terminals by 2040

SDG Commitment

Since the adoption of the UN Sustainable Development Goals in 2015, Aeropuertos Argentina 2000 has committed to working in pursuit of those goals as at 2030 with our performance and triple impact actions. To do that, we have mapped those SDGs where we generate more value and aligned our sustainability Strategy with those goals to be part of the global agenda.



Progress on our commitment to sustainability

2005



Pacto Global Red Argentina

Adherence to the Local Network of the United Nations Global Compact.

2011



First AA2000's Sustainability Report.



2021



Adherence to WEF Clean Sky For Tomorrow to speed up the use of SAF (sustainable aviation fuel) in aviation. Alignment with Corporación América's materiality.



2019



LEED Certification for Comodoro Rivadavia Airport. First meeting between the Executive Committee and the senior management with a sustainability agenda.



2020

Reorganization of the Sustainability Strategy and definition of new material issues in light of the new situation caused by COVID-19.



Creation of the CSR area within the Institutional Relations department.

2013



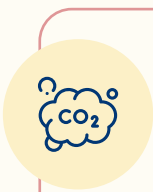
2014

First dialogue with external stakeholders to outline the relevant issues related to AA2000's sustainability management.



2016

Analysis of AA2000's contribution to the Sustainable Development Goals (SDGs)



2018

Emission calculation under accreditation by the Airport Carbon Accreditation (ACA) Data gathering plans about accessibility, improvement implementation, and collaborator training.



2017

Presentation of four cases on the Business Council for Sustainable Development Argentina - SDG platform showing the actions taken by AA2000 to achieve the SDGs. Participation in Cuidando el Clima, a project by the Argentinian Network of the United Nations Global Compact.





Stakeholder relationships

We have a close contact with our key audiences to align their expectations with the business strategy.

For that purpose, we permanently update our communication channel leveraged on digitalization and virtual tools and map out every stakeholder's profile to learn about their interests and needs in relation to our company.

Employees

Internal communications in magazines, emails, notice boards, reports, Intranet, performance management, face to face meetings and training, Work Environment Survey, Focus Group, Cultural transformation program Mi Aeropuerto.

Trade Unions

Ongoing dialogue. Working roundtables and meetings.

Shareholders

Information available at the National Securities Commission (CNV, in Spanish), corporate website, market and sustainability reports, and Shareholders' Meeting.

Airline Companies

Meetings aimed at executing agreements and alliances through the respective chambers.

Contractors and Suppliers

Meetings aimed at executing agreements and alliances, web service for suppliers, offer letters, and Code of Conduct.

Passengers

Communication on the corporate website, Mobile App, social media, Passenger Service Centers, telephone lines, Book of "Complaints and Suggestions", satisfaction surveys; information at the airports, and awarenessraising campaigns.

Clients

Meetings aimed at executing agreements and alliances, offer letters⁴, information at the airports, corporate website, emails, and awarenessraising campaigns.

Community

Information at the airports, and awarenessraising campaigns, communication on the corporate website and social media, development of social impact programs, donations, and social action support.

Media

Interviews, information about our actions upon demand or on publications, corporate website, and social media

Chambers, public sector and entities involved⁵

Meetings aimed at executing agreements and alliances, training sessions, face to face meetings, preparation of reports about our company's activities and results.

⁴ Used in the tendering processes for the parties' understanding.

⁵ Regulatory Agency of the National Airport System (ORSNA), Airport Security Police (PSA), National Immigration Office (DNM), Customs Office (DGA), National Civil Aviation Administration (ANAC)

Materiality assessment

This year, we aligned Aeropuertos Argentina 2000 with the selection of key issues chosen together with the countries that make up Corporación América Airports. We took part in this activity after publishing Corporación América Airports Report in 2020.

This assessment was carried out in 2021 following the Global Reporting Initiative Standards – “GRI 101: Foundation 2016”. We adopted new Global Reporting Initiative Standards, particularly “GRI 3: Material Topics 2021”.

At a first stage, we identified the topics relevant to the Group on the basis of a trend report and market research. This way we selected 21 key topics classified into three different axes: Business, Social, and Environmental. Moreover, in the framework we related the material topics to the action areas that structure our sustainability management.

After listing the topics, we carried out an online survey and asked the Executive Committee and 375 people belonging to 11 stakeholders to weigh up the aspects chosen according to the level of impact that our business has on sustainable development, giving more value to more significant aspects. This way, we set the materiality Matrix that we publish in this report, which works as our management guideline to evolve when it comes to our contribution towards sustainability.

In the framework, we related the material topics to the action areas that structure our sustainability management.

Material Topic	Action Areas	GRI Standard	Scope
Risk management and emergency preparedness	Ethics and transparency	Own topic	Internal and external
Innovation and technology	Innovation and technology	Own topic	Internal and external
Accessibility	A world of experiences	Own topic	Internal and external
Infraestructure and sustainable mobility	A world of experiences	Own topic	Internal and external
Empowerment of local destinations and sustainable cities	Embracing our communities	Own topic	Internal and external
Ethics and transparency	Ethics and transparency	GRI 205: Anticorruption 2016. GRI 419: Socioeconomic compliance 2016.	Internal and external
Economic development	A world of experiences	GRI 201: Economic performance 2016.	Internal
Passenger experience	A world of experiences	Own topic	External

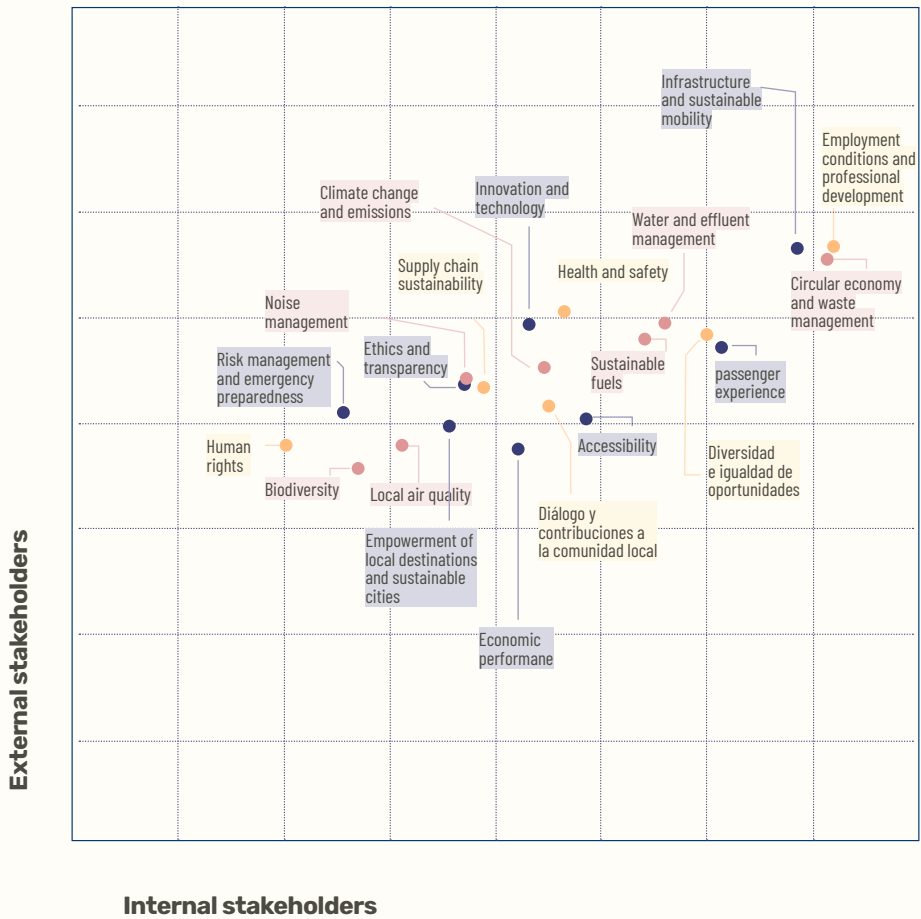


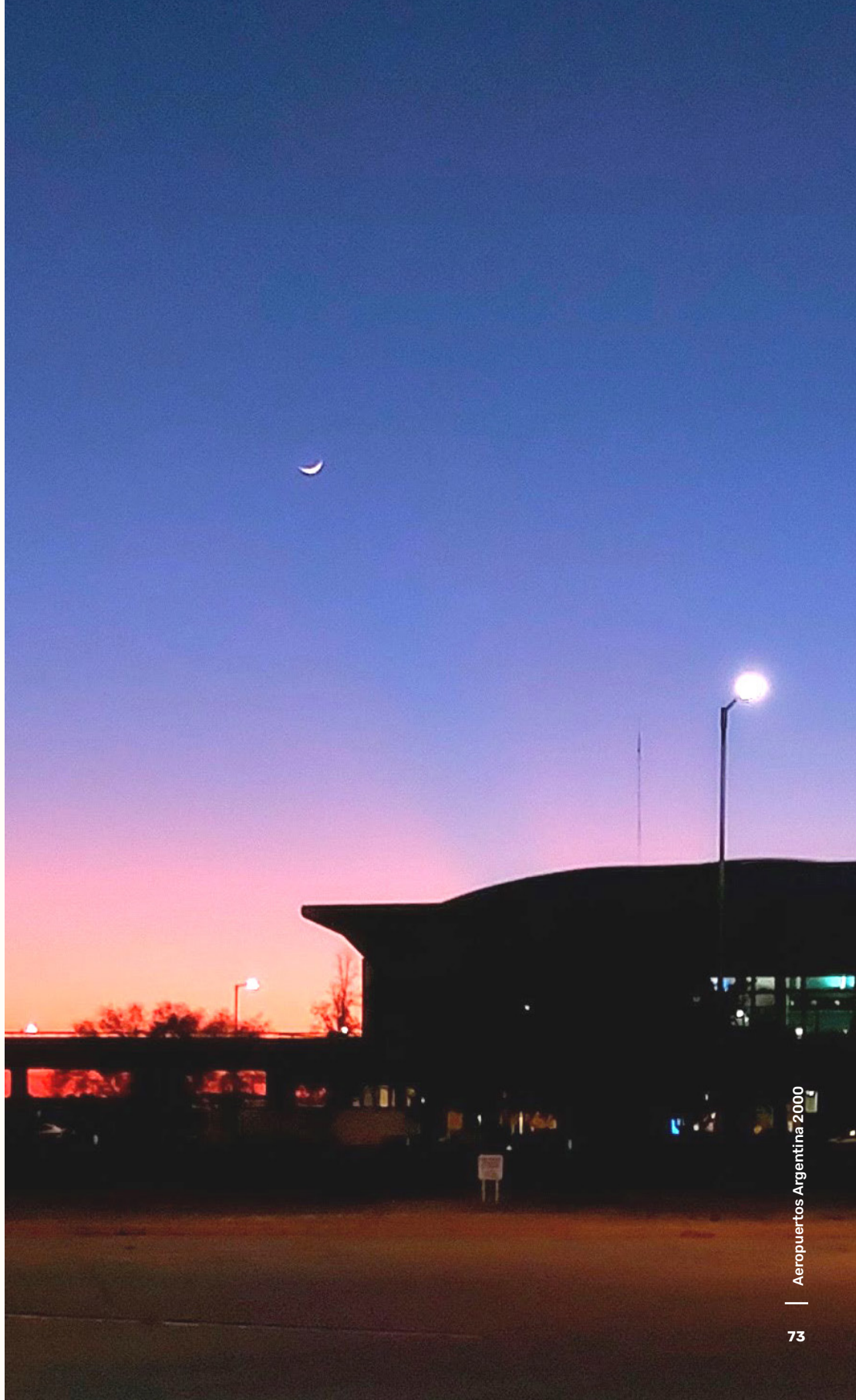
Axis - Environment

Material Topic	Action Areas	GRI Standard	Scope
Climate change and emissions	A planet to take care of	GRI 305: Emissions 2016	Internal and external
Sustainable fuels	A planet to take care of	GRI 302: Energy 2016	Internal and external
Local air quality	A planet to take care of	GRI 305: Emissions 2016	Internal and external
Circular economy and waste management	A planet to take care of	GRI 306: Waste 2020	Internal and external
Waste management	A planet to take care of	Own topic	External
Water and effluent management	A planet to take care of	GRI 303: Water and effluents 2018	Internal and external
Biodiversity	A planet to take care of	GRI 304: Biodiversity 2016	External

Material Topic	Action Areas	GRI Standard	Scope
Health and safety	Growing together	GRI 403: Occupational health and safety 2018. GRI 416: Customer health and safety 2016	Internal and external
Diversity and equal opportunities	Growing together	GRI 405: Diversity and equal opportunity 2016	Internal and external
Employment conditions and professional development	Growing together	GRI 401: Employment 2016. GRI 404: Training and education 2016	Internal
Human Rights	Growing together	GRI 406: Nondiscrimination 2016. GRI 407: Freedom of association and collective bargaining 2016. GRI 408: Child Labor 2016. GRI 409: TForced and compulsory labor 2016	Internal and external
Dialogue and contributions to local communities	Embracing our communities	GRI 203: Direct economic impacts 2016. GRI 413: Local communities 2016	External
Supply chain sustainability	Embracing our communities	GRI 204: Procurement practices 2016. GRI 308: ESupplier environmental assessment 2016. GRI 414: Supplier social assessment2016	External

Materiality matrix







Growing together

Managing human capital and results achieved to fulfill our commitment towards collaborators' development and well-being.

Our teams are our most important asset. That is why we foster the development of all those people that work with us, their personal well-being and their families' well-being. We also encourage collaborators' training, where priority is given to respect, freedom, diversity, and inclusion.

SDGs

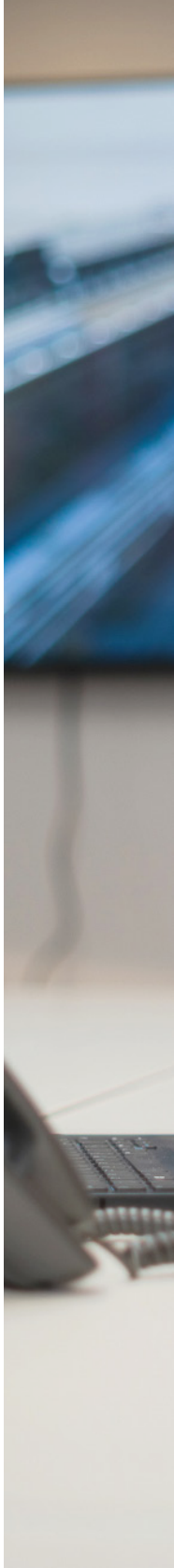
3, 4, 5, 8,
9, 10



Commitment to people

We strive to create diverse, respectful, agile and enriching workspaces. We want to boost professional and personal development of all those people that work with us.

We support our collaborators providing secure communication channels and real job opportunities. We strive to ensure inclusive employment and want to respond to every person's need in a comprehensive manner.





2.497
collaborators



22,75 %
women



20.309
training hours

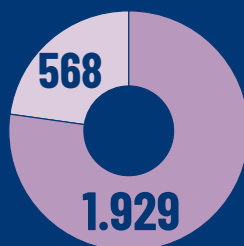


6
people with
disabilities
employed

Our employees

Total employees

2021
2.497
 2.580 in 2020



- **1.929** Men
1.983 in 2020
- **568** Women
597 in 2020

Employees per category. 2021



Salaries and social security contributions

2021
\$5.717.531.587
 \$5.382.326.092 in 2020

Employees

Aggregate data- AA2000

	Men	Women	Total 2020	Men	Women	Total 2021
Total number of Employees	1.983	597	2.580	1.929	568	2.497
Salaries and social security contributions	N/D	N/D	\$5.382.326.092	\$4.607.241.122	\$1.110.290.465	\$5.717.531.587

By job title	Men	Women	Total 2020	Men	Women	Total 2021
C-suite ⁽¹⁾	14	1	15	14	1	15
Manager	114	22	136	112	21	133
Head	267	63	330	260	66	326
Senior Analyst	163	103	266	167	106	273
Non-executive	64	64	128	49	51	100
Unionized employee	1.361	344	1.705	1.327	323	1.650

By region	Men	Women	Total 2020	Men	Women	Total 2021
Capital City and Greater Buenos Aires	1.498	459	1.957	1.435	432	1.867
Rest of the Provinces	485	138	623	494	136	630

By age	Men	Women	Total 2020	Men	Women	Total 2021
Under 30 - Capital City and Great Buenos Aires	119	108	227	85	76	161
Under 30 - Rest of the provinces	52	17	69	39	13	52
Between 30 and 50 - Capital City and Great Buenos Aires	985	306	1.291	976	314	1.290
Between 30 and 50 - Rest of the provinces	320	110	430	338	112	450
Above 50 - Capital City and Great Buenos Aires	394	45	439	374	42	416
Above 50 - Rest of the provinces	113	11	124	117	11	128

By type of agreement	Men	Women	Total 2020	Men	Women	Total 2021
Permanent	1.974	593	2.567	1.906	558	2.464
Fixed term ⁽²⁾	11	12	13	23	10	33

By type of agreement and region	Men	Women	Total 2020	Men	Women	Total 2021
Permanent-Capital City and Great Buenos Aires	-	-	-	1.411	421	1.832
Fixed term ⁽²⁾ - Capital City and Great Buenos Aires	-	-	-	20	10	30
Permanent-Rest of the provinces	-	-	-	495	137	632
Fixed term ⁽²⁾ - Rest of the provinces	-	-	-	3	-	3
Other indicators	Men	Women	Total 2020	Men	Women	Total 2021
Number of employees with disabilities	6	-	6	6	-	6

⁽¹⁾ All C-Suite officers included, independently of the members of the Executive Committee.

⁽²⁾ Temporary staff are mainly subcontractors, contractors, freelancers, independent workers, or external employees

The item “Salaries and Social Security Contributions” includes all Business Units and the corporate level. \$1,797,929,167 out of \$5,717,531,587 corresponds to our head office. Below, we show how the remaining \$3,919,602,420 is divided into the Business Units.

Our employees

Distributed per Business Unit

Ezeiza



Aeroparque



Northeast



South



West



TCA



Employees

Distributed per Business Unit

	Ezeiza			Aeroparque		
	Men	Women	Total	Men	Women	Total
Total number of Employees	335	130	465	243	72	315
Salaries and social security contributions	702.753.509	221.312.599	924.066.068	566.322.875	126.247.019	692.569.894
By job title						
General Manager/ C-suit ⁽¹⁾	1	-	1	1	-	1
Manager	8	1	9	7	1	8
Head	41	7	48	35	9	44
Senior Analyst	2	6	8	1	3	4
Non-executive	1	3	4		1	1
Unionized employee	282	113	395	199	58	257
By age						
Under 30	28	27	55	23	27	50
Between 30 and 50	225	98	323	167	41	208
Above 50	82	5	87	53	4	57
By type of agreement						
Permanent-Fixed term ⁽²⁾	326	128	454	242	72	314
	9	2	11	1	-	1

⁽¹⁾ All C-Suite officers included, independently of the members of the Executive Committee.

⁽²⁾ Temporary staff are mainly subcontractors, contractors, freelancers, independent workers, or external employees.

Employees

Distributed per Business Unit

	Northeast			South		
	Men	Women	Total	Men	Women	Total
Total number of Employees	175	53	228	143	45	188
Salaries and social security contributions	361.958.265	90.776.256	452.734.521	328.782.183	85.138.266	413.920.449
By job title						
General Manager/ C-suite ⁽¹⁾	1	-	1	1	-	1
Manager	10	3	13	10	1	11
Head	23	5	28	25	4	29
Senior Analyst	1	2	3	1	4	5
Non-executive Unionized employee	1	1	2		2	2
	139	42	181	106	34	140
By age						
Under 30	11	4	15	16	4	20
Between 30 and 50	125	44	169	92	37	129
Above 50	39	5	44	35	4	39
By type of agreement						
Permanent						
Fixed time ⁽²⁾	174	53	227	142	45	187
	1	-	1	1	-	1

⁽¹⁾ All C-Suite officers included, independently of the members of the Executive Committee.

⁽²⁾ Temporary staff are mainly subcontractors, contractors, freelancers, independent workers, or external employees.

Employees

Distributed per Business Unit

	West			TCA		
	Men	Women	Total	Men	Women	Total
Total number of Employees	180	39	219	421	32	453
Salaries and social security contributions	365.614.156	60.822.782	426.436.938	943.819.350	66.055.200	1.009.874.550
By job title						
General Manager/ C-suite ⁽¹⁾	1	-	1	1	-	1
Manager	15	0	15	1	1	2
Head	25	3	28	25	3	28
Senior Analyst	1	3	4	4	3	7
Non-executive Unionized employee	138	32	170	390	24	414
By age						
Under 30	12	5	17	11	1	12
Between 30 and 50	122	31	153	286	24	310
Above 50	46	3	49	124	7	131
By type of agreement						
Permanent	179	39	218	419	31	450
Fixed time ⁽²⁾	1	-	1	2	1	3

⁽¹⁾ All C-Suite officers included, independently of the members of the Executive Committee.

⁽²⁾ Temporary staff are mainly subcontractors, contractors, freelancers, independent workers, or external employees.



Breakdown by age and job title 2021

Aggregate data

	Above 50	Between 30 and 50	Under 30
C-suite	5	10	-
Manager	66	67	-
Head	98	221	7
Senior Manager	44	207	22
Non-executive	15	65	20
Unionized employee	316	1.170	164

Breakdown by age and job title 2021

Ezeiza

	Above 50	Between 30 and 50	Under 30
C-suite	-	1	-
Manager	4	5	-
Head	12	36	-
Senior Manager	-	7	1
Non-executive	1	2	1
Unionized employee	70	273	52

Breakdown by age and job title 2021

AEP

	Above 50	Between 30 and 50	Under 30
C-suite	-	1	-
Manager	3	5	-
Head	15	26	3
Senior Manager	-	3	1
Non- executive	1	-	-
Unionized employee	38	173	46

Desglose por edad y cargo 2021

Noreste

	Above 50	Between 30 and 50	Under 30
C-suite	-	1	-
Manager	7	6	-
Head	11	17	-
Senior Manager	-	3	-
Non- executive	-	1	1
Unionized employee	26	141	14

Breakdown by age and job title 2021*South*

	Above 50	Between 30 and 50	Under 30
C-suite	1	-	-
Manager	7	4	-
Head	10	19	-
Senior Manager	1	3	1
Non- executive	-	2	-
Unionized employee	20	101	19

Breakdown by age and job title 2021*Oeste*

	Above 50	Between 30 and 50	Under 30
C-suite	1	-	-
Manager	11	4	-
Head	10	18	-
Senior Manager	-	2	2
Non- executive	-	1	-
Unionized employee	27	128	15

100% of our employees' working days are organized depending on the Business Unit, including part-time and short hours. Conventional working time is 176 hours per month.



Breakdown by age and job title 2021

TCA

	Above 50	Between 30 and 50	Under 30
	0		
C-suite	1	1	-
Manager	13	1	-
Head	2	15	-
Senior		5	-
Manager	1		
Non-executive	114	-	-
Unionized employee		288	12

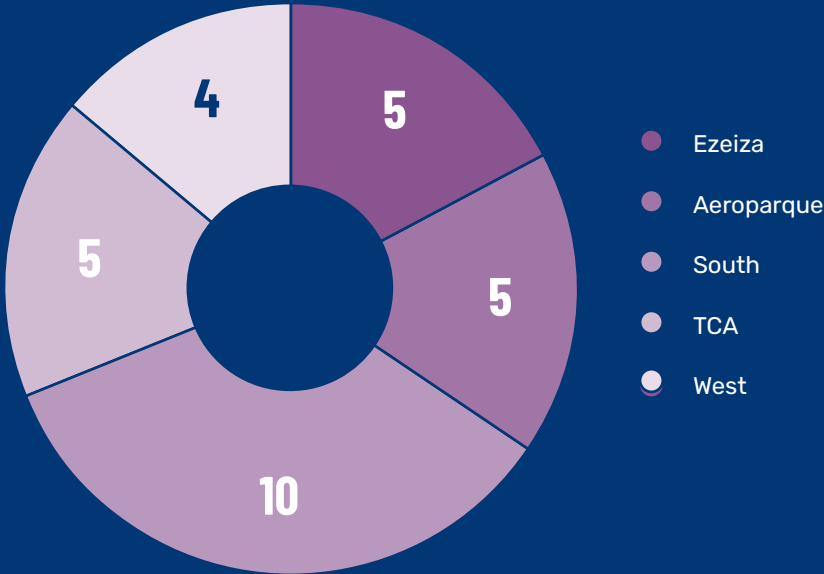


Employment creation

New hires

76

New hires by region



New hires

Aggregate data

	2021	
	New hires	Hiring rate (New hires/ Total employees)
TOTAL	76	0.03
By gender		
Female	26	0.01
Male	50	0.02
By age		
Under 30	22	0.008
30 - 50	50	0.02
Above 50	4	0.0016
By region		
Capital City and GBA	61	0.02
Rest of the provinces	15	0.006

Nuevos empleados contratados

2021

	Ezeiza		Aeroparque		Noreste	
	Number of new employees hired	Hiring rate (New hires/ Total employees)	Number of new employees hired	Hiring rate (New hires/ Total employees)	Number of new employees hired	Hiring rate (New hires/ total employees)
TOTAL	5	0.002	5	0.002	-	-
By gender						
Female	1	0.0004	2	0.0008	-	-
Male	4	0.0016	3	0.0012	-	-
By age						
Under 30	1	0.0004	-	-	-	-
30 - 50	4	0.0016	4	0.0016	-	-
Above 50	-	-	1	0.0004	-	-

(1) New hires include the corporate level and no details have been provided by gender or age about this sector.

	Sur		Oeste		TCA	
	Number of new employees hired	Hiring rate (New hires/ Total employees)	Number of new employees hired	Hiring rate (New hires/ Total employees)	Number of new employees hired	Hiring rate (New hires/ total employees)
TOTAL	10	0.004	4	0.0016	5	0.002
By gender						
Female	1	0.0004	1	0.0004	3	0.0012
Male	9	0.003	3	0.0012	2	0.0008
By age						
Under 30	-	-	3	0.0012	1	0.0004
30 - 50	3	0.0012	1	0.0004	3	0.0016
Above 50	7	0.002	-	-	1	0.0004



+ 900

We push forward the Agile Management Model, which allows more than 900 people to take part in continuous improvement teams, participating, promoting, and implementing improvement actions for all stakeholders.

Staff turnover
Aggregate data

	2021	
	Number of employees deactivated in payroll	Turnover rate (Employees deactivated/Total employees)
TOTAL	171	0.069
By gender		
Female	62	0.024
Male	109	0.044
By age	20	0.008
Under 30	151	0.060
30 - 50	-	-
Above 50	-	-
By region	144	0.057
Capital City and GBA	27	0.010
Rest of the provinces	-	-

Staff turnover
2021

	EZE		AEP		Noreste	
	Number of employees deactivated	Turnover rate (Employees deactivated/Total employees)	Number of employees deactivated	Turnover rate (Employees deactivated/Total employees)	Number of employees deactivated	Turnover rate (Employees deactivated/Total employees)
TOTAL	25	0.009	33	0.01	6	0.002
By gender						
Female	14	0.005	9	0.003	1	0.0004
Male	11	0.004	24	0.009	5	0.002
By age						
Under 30	4	0.001	7	0.002	-	-
30 - 50	21	0.008	26	0.010	6	0.002
Above 50	-	-	-	-	-	-

(1) Total number of employees added to the payroll includes the corporate level and no details have been provided by gender or age about this sector.

	South		TCA		West	
	Number of employees deactivated	Turnover rate (Employees deactivated/Total employees)	Number of employees deactivated	Turnover rate (Employees deactivated/Total employees)	Number of employees deactivated	Turnover rate (Employees deactivated/Total employees)
TOTAL	14	0.005	22	0.008	11	0.004
By gender						
Female	2	0.008	5	0.002	3	0.001
Male	12	0.004	17	0.006	8	0.003
By age						
Under 30	2	0.0008	2	0.0008	1	0.0004
30 - 50	12	0.004	20	0.008	10	0.004
Above 50	-	-	-	-	-	-

Thanks to our business and nationwide presence, we create employment within all our country. During the recruitment and selection process, transparency and respect prevail; starting from the initial search and recruitment until onboarding into our teams takes place.

In turn, we foster growth and development; that is why when there is a job vacancy, we start interviewing internal candidates. This year 113 people changed their jobs internally. Seventy-nine of those changes were from one area to another and internal promotions of non-unionized employees; and 34 unionized employees were reclassified. In all, 50% of the vacancies offered in 2021 were filled with internal collaborators through promotion and reclassification.

As regards new hires, 76 new employees entered the company in 2021, 64 nonunionized employees and 12 unionized employees. On the other hand, in 2021 we did not hire any temporary workers to cover any vacancies. Of those new employees, 17 covered new positions and 59 replaced staff whose employment agreements had finished.

This year we continued using digital forms for vacancy applications and new entry authorizations. We adjusted our selection process to a virtual environment to comply with the health measures in place and to speed up the different stages of the process. We used LinkedIn for job searches, and in 2021 we participated in university job banks. Although we do not have a formal referral program, our employees naturally and spontaneously refer candidates to join our company. At present, we store about 20,000 resumes in our contact database.



Moreover, we kept on mapping professionals located near our airports whose qualifications are compatible with our job searches. We strive to create a recruiting brand that is attractive for talented people within our country. In fact, through remote work, we incorporated talent independently of the place where they live.

This way, we offer growth and learning opportunities through experience, for instance, people can be part of different projects and missions independently of the place where they are and also through formal virtual and distance learning instances.

On the other hand, we pushed forward the Agile Management Model, which allows more than 900 people to take part in continuous improvement teams, participating, promoting and implementing improvement actions for all stakeholders. Within this same program, we selected candidates internally and trained 94 agility coaches, who learned to facilitate team dynamics in agile environments and supported teams along their path towards evolution and delivery of results.

Commitment to diversity

At AA2000 we know that only by working collaboratively and integrating public, private, and academic policies and practices will we be able to move forward towards building more inclusive and equal workplaces.

At our company, we ensure that diversity and equality are present in all our processes, e.g. selection, promotion, performance, training. We ensure that every member of our team can develop professionally at AA200.



Internal talent management

We designed and implemented a strategy over our talent management encompassing five principal dimensions to develop people and build their loyalty:

- Mapping and segmenting key talent,
- Building loyalty
- Boosting development
- Managing performance
- Compensating

Training

The health emergency context meant challenges for our processes and training for our collaborators. We have evolved in the way we work providing agility, innovation, and learning to our training practices.

We have three schools that provide technical training to operational roles with specific needs:

- **Operational Management School:** We developed a program called “Winter Operations” to offer key concepts about the implementation of the “Snow Preparedness Plan” (Operativo Nieve) before, during and after putting it in motion. We also created an occupational safety program in a virtual way.

2.011
people
trained





- **Loading School:** We identified business needs and developed contents about “Safe Use of Forklift Trucks and Palletization”. We also implemented an e-learning course on handling vaccines available on our learning platform to provide training on the operational process involved while vaccines are being handled, mainly COVID-19 vaccines.
- **Customer Experience School:** We focused on a passenger service model to adjust it to current business needs. We focused on a passenger service model to adjust it to current business needs.

In 2021, we supported our teams by increasing the number of communication events, particularly for leaders, duplicating the number of meetings during the year in order to keep them informed about the challenges posed at every stage.

Throughout the year, we provided technical training to our operational teams prioritizing the following programs:

Snow Preparedness Plan

102
participants

102
hours

Beaconing

138
participants

264
hours

Road Surface Maintenance

28
participants

56
hours

Forklift Safety

268
participants

480
hours

Electricity

119
participants

1.062
hours

Health and Safety

606
participants

1.147
hours

GRF

142
participants

1.236
hours

Movement Area Inspection

709
participants

2.803
hours

Sign Language

66
participants

528
hours

Vaccine Handling

126
participants

178
hours



We launched a new platform called “Aprendizaje Digital”, with contents particularly tailored for our teams.

New Digital Learning Platform

In 2021, we kept on boosting our teams' training. We launched a platform called "Aprendizaje Digital", with contents specially tailored for our teams. We made the best use of digital tools to learn and communicate with presentations, webinars, and live training sessions that made it easier to reach our.

SAP PM Mobile

To improve the work order assignment process with airport maintenance teams, we developed a mobile application and website in order to make daily work more agile. This way, we can plan online and share information in real time, optimizing time and saving paper.

In 2019 implementation started in seven airports. Between 2020 and 2021, despite the complexity involved in launching a digital tool remotely, we launched the application in 17 airports and finished installation in Bariloche Airport.

25

Airports already implemented PM Mobile

30 %

Increase in Work Orders, generating more and better information to make decisions.

Agility training

We continued boosting agility at different organizational levels. We implemented a Cultural Evolution process to take Agility into our teams' day to day activities. This allowed us to improve collaboration and communication between the teams, prioritize business needs, and focus on delivering specific results. To that end, we carried out a special training program for leaders and 310 people participated.

Agility training included webinars, e-learning, and meetings with an external consultancy firm. The main topics were:

- Agility Coaches
- I am an Agility Host
- Agility Webinar at AA2000
- Ceremony courses: retro, continuous improvement, daily meetings
- How to design a retro
- How to design a sprint
- How to design a sprint starting from a retro
- Agility management manual
- TEAMS + Operational Planner
- Agile tools for CAAP missions
- SCRUM
- Product owner and SCRUM master roles





601
people trained

3.618
training hours

1.297

total hours on
IT tool training

+625

people trained

Systems Training

Since 2021 we have implemented a 45 minute induction course on IT tools for new hires. This year 20 people were trained.

- Induction course on IT tools. 45-minute modules and 20 people trained.
- Training sessions on the use of PM Mobile in Ezeiza Airport and AEP, Northeast Business Unit, South Business Unit, and TCA. 2-hour training sessions and 136 participants.
- Training on DocuSign. 22 hours of training. 22 people trained.
- Microsoft Teams. 525 hours. 347 people trained..
- Training on Microsoft Planner. 100 hours of training. 100 people trained.
- Excel (basic, intermediate, advanced levels). 363 hours of training including the three levels.

Customer service training

We organized remote and face to face conferences and meetings about Aeroparque reopening for all Terminal Control and Customer Service collaborators. The main topics discussed were about the new passenger flow, COVID-19 and D+1 protocols, and construction works performed in that airport.



360 Experience

After operations were resumed and new airline companies started operating in Aeroparque, we held different meetings to let everyone know our hosting role, how flows are managed in the terminal, and how resources are coordinated to facilitate daily work.

We also organized talks with airport cleaning and assistance service staff to train them on being hosts "Ser Anfitrión". We had 8 sessions, but they were cancelled because COVID-19 cases rose.

The topics discussed in those meetings were: staff location in the terminal and use of ATCA telephones, assistance to people with reduced mobility (PRM), availability of those services with the most inquiries.

We also provided training on our brand manual and sign language.

40
people
trained

We understand that training our leaders is vital to achieve the best business results.

Leadership training

In 2021 we provided two training sessions for Aeropuertos Argentina 2000 leaders, both from the MIT. On the one hand, one of those sessions was “Maximizing the Performance of Complex, Distributed Operations by Harnessing the Enterprise’s Distributed and Collective Intelligence” and 17 leaders participated.

On the other hand, and due to the health emergency context we are still in, 46 leaders took part in the session called “COVID impacts on the global airline industry and prospects for recovery”.





100 %

of employees were trained on corporate policies and procedures to combat corruption.

2

webinars MIT

Internal Training

Number of courses given

2021

144



107 in 2020

Number of people trained

2021

2.011



2.399 in 2020

Number of training hours

2021

20.309



30.645 in 2020

Average number of hours by employee

2021

10h



12h in 2020

Indicators

Internal training indicators

2021 Data by BU

	EZE	AEP	Northeast	South	West	CORP
Number of courses given	82	75	90	88	81	69
Number of people trained	356	224	264	196	243	369
Number of training hours	2.187	1.931	3.925	3.625	3.711	4.380
Average number of hours by employee	6	8	14	18	15	11

Training Hours

By gender

Face to face

2021

984



Men

Women

E-learning platform

2021

19.325



Men

Women

By job title

18

Manager / Administrator

1

Head / Deputy Head

7

Non-executive

0

Semi-senior / Senior Analyst

123,5

Supervisor / Responsable / Encargado

795,5

Supervisor

0

Other jobs

1.542

Manager / Administrator

5.538

Head / Deputy Head

1.087,5

Non-executive

0

Semi-senior / Senior Analyst

1.957

Supervisor / Responsable / Encargado

9.199,5

Supervisor

0

Other jobs

Training Hours

	2020		2021	
	Face to face	E-learning platform	Face to face	E-learning platform
By gender				
Men	3.116	19.171	842	15.129
Women	609	7.749	142	4.196
By category				
Manager / Administrator	860	1.214	18	1.542
Head / Deputy Head	1.032	3.343	41	5.538
Non - Executive	337	1.405	7	1.087,5
Semi senior / Senior Analyst	88	828	-	-
Supervisor	165	3.604	123.5	1.957
Assistant	1.141	16.163	795.5	9.199,5
Other jobs	102	363	-	-

Training hours

2021 - AEP

	Face to face	E-learning platform
By gender		
Men	-	1.501
Women	-	430
By category		
Manager / Administrador	-	90.5
Head / Deputy Head	-	588,5
Non-executive	-	49.5
Semi-senior / senior analyst	-	-
Supervisor	-	466.5
Assistant / Cashier	-	736

Training hours

2021 - Northeast

	Face to face	E-learning platform
By gender		
Men	98	2.736
Women	42.5	1.049
By category		
Manager / Administrador	-	304
Head / Deputy Head	9	1.241,5
Non-executive	3	93.5
Semi-senior / senior analyst	-	-
Supervisor	4	355.5
Assistant / Cashier	124.5	1.790,5

Training hours

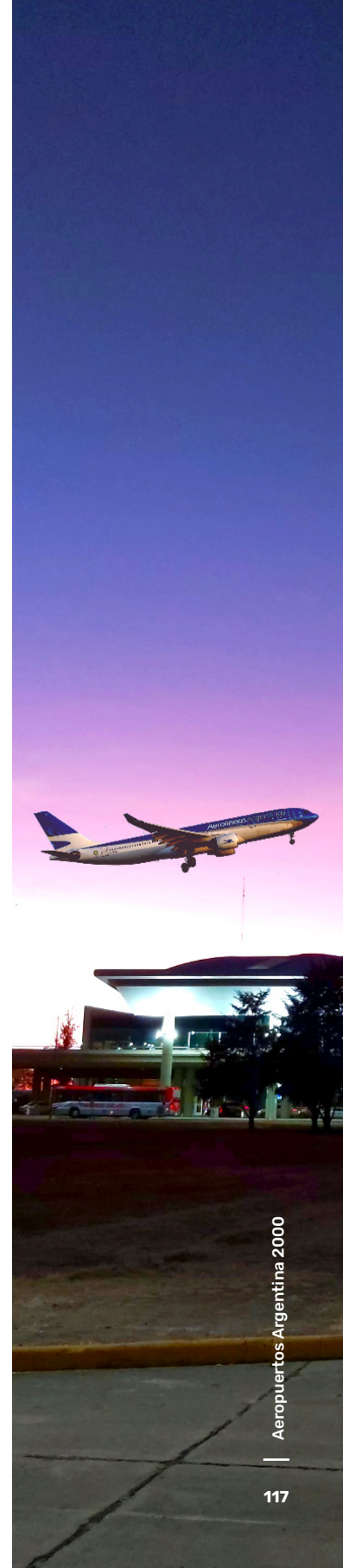
2021 - South

	Face to face	E-learning platform
By gender		
Men	168.5	2.826
Women	45	585.5
By category		
Manager / Administrador	15	312
Head / Deputy Head	23	918
Non-executive	3	69.5
Semi-senior / senior analyst	-	-
Supervisor	13.5	282
Assistant / Cashier	159	1.830

Training hours

2021 -West

	Face to face	E-learning platform
By gender		
Men	-	3.257
Women	-	454
By category		
Manager / Administrador	-	339.5
Head / Deputy Head	-	951.5
Non-executive	-	21
Semi-senior / senior analyst	-	-
Supervisor	-	337
Assistant / Cashier	-	2.062





Under our Performance Management process, nonunionized employees outline individual objectives that are approved by their leaders at the beginning of the year and assessed at the end of the period.

Performance Management

We supplement our performance management with an Appraisal System called “Mi Desempeño”, and we use it to assess our collaborators’ what and how. Moreover, we assess values on the basis of the behaviors observed within the performance appraisal process.

In January 2022 we consolidated the system where unionized employees’ performance appraisals 2021 will be hosted. In this way, AA2000 payroll can be fully found at BetterMe.

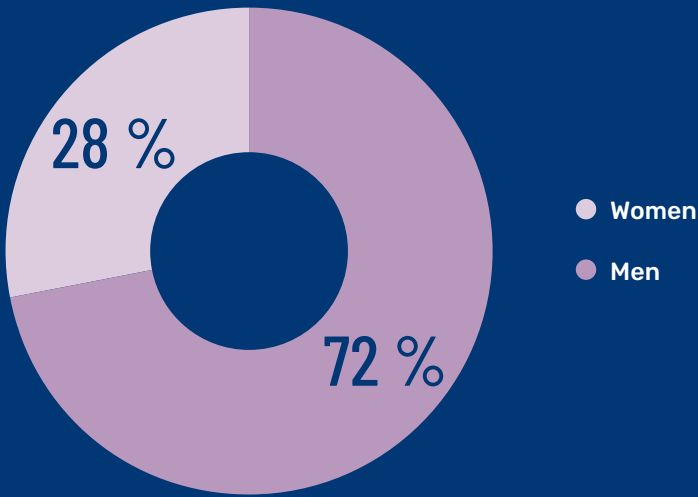
The objectives and issues assessed are established at a corporate level, Business Service and Business Units, and individual level. For some roles, objectives are set in relation to sustainability, for example, efficient energy use, municipal solid waste management, and accessibility.

Performance management

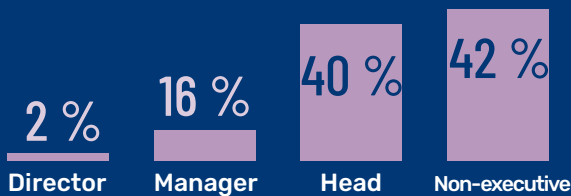
100 %

Collaborators assessed

By gender



By professional job title



Unionized employees

Performance management per BU
2021

	EZE		AEP		Northeast	
	Unionized employees	Non-Unionized employees	Unionized employees	Non-Unionized employees	Unionized employees	Non-Unionized employees
% of collaborators assessed	-	100 %	-	100 %	-	100 %
By gender						
Men	-	78 %	-	74 %	-	77 %
Women	-	22 %	-	26 %	-	23 %
By professional category						
Director	-	1 %	-	2 %	-	2 %
Manager	-	12 %	-	15 %	-	28 %
Head	-	70 %	-	70 %	-	57 %
Non-executive	-	16 %	-	13 %	-	13 %

	South		West		TCA	
	Unionized employees	Non-Unionized employees	Unionized employees	Non-Unionized employees	Unionized employees	Non-Unionized employees
% of collaborators assessed	-	100 %	-	100 %	-	100 %
By gender						
Men	-	80 %	-	86 %	-	85 %
Women	-	20 %	-	14 %	-	15 %
By professional category						
Director	-	2 %	-	2 %	-	2 %
Manager	-	22 %	-	33 %	-	7 %
Head	-	61 %	-	55 %	-	73 %
Non-executive	-	14 %	-	10 %	-	17 %

Work environment **Management**

In the last four years, and with the purpose of building together a nice work environment, we have implemented the Great Place to Work survey. In 2019, 2,527 employees participated, that is 81% of the company staff, and we were 9 points higher than in 2018, obtaining 69 points in 2019

We supplemented this tool with focus groups to go deep into understanding, from a qualitative perspective, the quantitative results arising from the work environment survey. In 2022, we will resume this survey to keep on building a safe and healthy work environment within a free and respectful place.

Perks program

In 2021 we remained committed to keeping our personnel's jobs despite the huge impact of the worst crisis hitting our industry.

Among the perks offered to employees we find:

- Health care coverage.
- Paid child care for employees with children between 45 days old and 4 years old.
- Pilot test for New Modalities of work.
- Support to employees during their retirement process.
- Special discounts at the Duty Free Shop, Shop Gallery, telephones, restaurants, transport services, and agreements with different universities.
- Baby gifts.



We offer a perks program to improve our people's quality of life, always taking into account our collaborators' stage of life.

Work-life balance

The impact of the pandemic went through all dimensions of professional and personal life, redefining the importance of health, well-being, and safety in the workplace, as well as boosting new modalities of work.

As long as people are being vaccinated and health measures tend to decrease, a new necessity surges to rethink modalities of work that may be more appropriate to this new situation.

We believe in "commitment" as one of our values so we foster modalities of work that allow us to commit to results, both at a professional and personal level. These new modalities of work are based on trust from both parties and call for coordination between the work teams in order to ensure service quality for passengers and customers (external and internal).

Along these lines, we carried out a pilot test for new modalities of work. With this test, we guarantee high levels of flexibility and, depending on the nature of their roles, our team members can achieve their professional and personal goals. In addition, with the "Digital Nomad" option, we offer the chance to work 100% remotely to those people that require to work from a different place because they need to travel or move temporarily to another district or country.

We continued implementing a special benefit for non-unionized employees whereby they can opt to end their work day at 1:00 pm during December, January, and February.

Support to mothers and fathers

New fathers are offered a paid 10-day leave when their children are born. As about mothers, for a period of six months after their child birth, we offer the chance to reduce their work day by 50% in the morning shift with 100% of their salaries paid.

We launched a Pilot Test for New Modalities of Work in November.

Aggregate data 2021

Employees making effective use of maternity/ paternity leaves in 2021



23 women
31 in 2020



42 men
47 in 2020

Employees coming back to work after finishing their 2021 paternity/maternity leave and whose leave started in 2021



9 women
26 in 2020



42 men
47 in 2020

Employees that started their paternity/maternity leave in 2021 and were still on leave as at 31/12/2021



8 women
5 in 2020



0 men
0 in 2020

Return to Work Rate 2021



39 %
women
83 % in 2020



100 %
men
100 % in 2020

**Employees coming back to work in 2021 (after paternity/
maternity leave started in 2019 or 2020)**



6

women

1 in 2020



0

men

2 in 2020

**Employees coming back to work in 2021
(after paternity/maternity leave
started in 2019 or 2020) and staying 12
months on the job**



4

women

1 in 2020



0

men

2 in 2020

Retention rate

66 %

women

100 % in 2020

0 %

men

100 % in 2020



TCA . Retention rate after maternity and paternity leave

2021

Aggregate data	Women	Men
Number of employees		
Employees making effective use of maternity/ paternity leaves in 2021	1	9
Employees coming back to work after finishing their 2021 paternity/maternity leave and whose leave started in 2021	1	9
Employees that started their paternity/maternity leave in 2021 and were still on leave as at 31/12/2021	-	-
Return to Work Rate 2021	100 %	100 %
Employees coming back to work in 2021 (after paternity/maternity leave started in 2019 or 2020)	1	-
Employees coming back to work in 2021 (after paternity/maternity leave started in 2019 or 2020) and staying 12 months on the job.	1	-
Retention rate	100 %	-

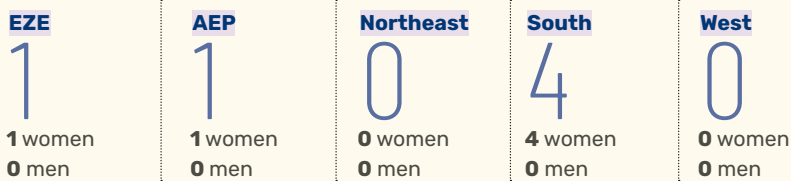
Employees making effective use of maternity/ paternity leaves in 2021



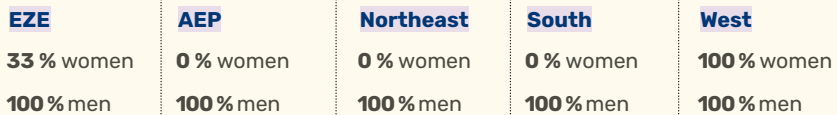
Employees coming back to work after finishing their 2021 paternity/maternity leave and whose leave started in 2021



Employees that started their paternity/maternity leave in 2021 and were still on leave as at 31/12/2021



Return to Work Rate 2021

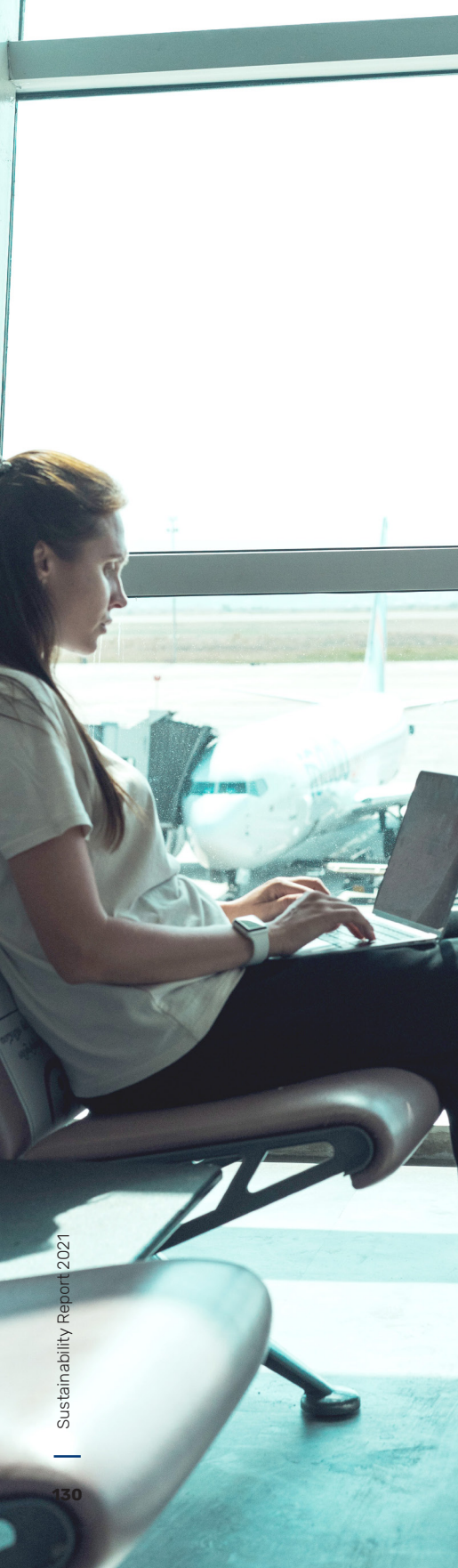


Employees coming back to work in 2021 (after paternity/ maternity leave started in 2019 or 2020)



Employees coming back to work in 2021 (after paternity/maternity leave started in 2019 or 2020) and staying 12 months on the job..





Internal communications

From the internal communications area, we want to support business decisions, boosting participation and engagement from AA2000 work teams.

We strive to segment communications to reach all audiences with contents that offer value, whether focusing on business priorities, processes or specific situations within the organization

In 2021 our main focus was placed on health and wellbeing (mainly related to COVID-19), engagement, recognition of our teams' hallmarks, and implementation of agile within our and adoption methodologies organization.

In line with the company's digitalization axis, we strengthened our digital channels. On the one hand, we intensified e-mail segmentation so that the information can be addressed more assertively. We also made use of the corporate Whatsapp phone lines and created groups for our teams at TCA and Ezeiza airport.

On the other hand, we launched Yammer, a new communication channel for our teams. A digital solution that facilitates relevant company content through a mobile application or a computer. This channel reaches different teams in different places within our country. This way, we stepped up in our two-way communication strategy, where all the people forming part of AA2000 can share news or post comments in different Communities of their interest's.

In addition, we developed a new Intranet at Aeroparque and San Fernando, and kept on developing the Corporate Intranet with new sections such as "Services", where all the employees can find all information necessary about their areas: "Compliance", improving contents and interaction with users; "Airport identity credentials management system" to make applications and renewals easier.



We developed internal videos in all our platforms to support communicational campaigns and kept all signage active at Aeroparque, San Fernando, and Terminal de Cargas, and installed five new signsboards at Ezeiza airport.

Meeting with leaders

We fostered the creation of communication spaces along the year.

The purpose of that space was to keep the leadership team informed about business priorities. In 2021 we shared two virtual Leadership Meetings, conducted by Directors, with various managers about specific issues.

The digital format implemented in 2020 was welcomed by our leaders and improved in 2021. Participation in 2021 was 89.5% and general satisfaction with the event was 4.65 (on a scale from 0 - 5).

In addition, we kept on holding virtual One on One meetings at all Business Units and Business Service Units, measuring and improving after receiving feedback from our teams⁶.

We held two virtual live Mi Aeropuerto meetings with all AA2000 team and the Executive Team.

⁶ For further information, see "Mi Aeropuerto " section in this report.

Remunerations

We manage remunerations that are competitive according to the market value and fair within our company. We monitor roles of non-unionized employees based on external consultants' advice and current salary bands. To ensure market approval we rely on the role description taking into account the responsibilities included. Moreover, we use a job evaluation provided by an external consultant to ensure information truthfulness and comparability.

As about our Remuneration Policy, in 2021 we increased all our personnel's salaries. Regarding unionized employees, we provided a wage increase agreed on collective bargaining negotiations with both trade unions. Non-unionized employees received segmented salary adjustments in line with key talent prioritization in five different instances throughout the year: January, March, June, September, and December. In addition, we launched the Variable Remuneration policy for 2021.

Defining remunerations involves external and independent consultants. We ensure that there are no differences between men's and women's remunerations in terms of equality of employment conditions.

Relations with trade unions

In 2021 airport public services were not disrupted due to union conflicts. Neither did we have any conflictive situation arising from violations to the right to join and form trade unions.

We care about and respect our relations with trade unions and comply with all national and international legal provisions.

We sustain and support the freedom of association principle expressed by our respect to the right to join, leave, or never join a union and the Trade Union Associations signing the Collective Bargaining Agreement in force nationwide since 2015. We keep our commitment to continuous negotiation and prioritize a permanent dialogue conducive to preventing and minimizing conflicts that may affect or impact air traffic operations.

In 2021 we maintained collective bargaining discussions and negotiated and closed wage negotiations for 2021 within the period established. All issues connected with trade unions are permanently discussed with union representatives in different Business Units when it comes to operational matters, as well as through the Health and Safety Committee, which holds regular meetings based on a 15-day agenda or when it is necessary to deal with specific issues.

Total personnel

Unionized 2021

1.650

1.712 in 2020

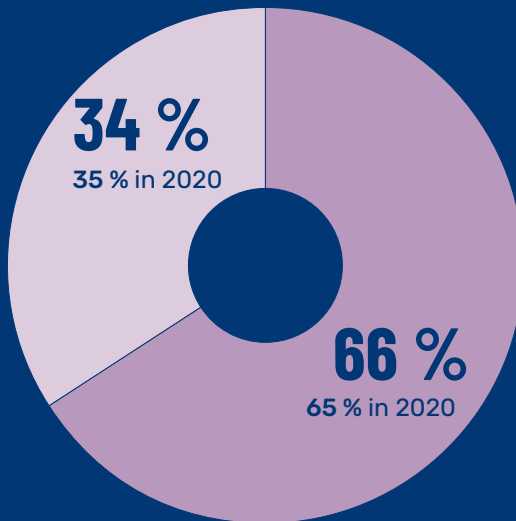
Non-unionized. 2021

847

915 in 2020

Total number of employees %

2021



- Unionized employees
- Non-unionized employees

Collective Bargaining Agreement

2021

	EZE	AEP	Northeast	South	TCA	West	Service Unit
Unionized employees - number	395	257	181	140	414	170	93
Non-unionized employees - number	70	58	47	48	39	49	536
Unionized employees - %	84.95 %	81.59 %	73.93 %	74.47 %	91.39 %	77.63 %	14.79 %
Nonunionized employees - %	15.05 %	18.41 %	20.61 %	25.53 %	8.61 %	22.37 %	85.21 %



Occupational health and safety

We manage corporate health ethically and responsibly, and our purpose is that our workers can be healthy, safe, and informed about their workplace.

We strive to ensure a safe and healthy work environment for all the people in the airport community. We manage corporate health ethically and responsibly and our purpose is that our workers can be healthy, safe, and informed about their workplace.

To that end, our Health and Safety Policy constitutes the foundation for reducing risks and preventing accidents for airport employees. With this policy, we are committed to complying with applicable laws and rules related to health and safety in



the workplace; reducing occupational hazards, implementing management systems that ensure compliance with this policy; improving work environments; setting continuous improvement objectives; ensuring that our employees and contractors receive awareness raising training; and sensitizing all interested parties with actions oriented towards risk prevention. Our Health and Safety Policy constitutes the foundation for reducing risks and preventing accidents for airport employees.

To supplement that policy, in 2019 we formed the Health and Safety Committee to move forward and create solutions that protect the life and physical and mental health of the people working with us. This committee is made up of AA2000, the Association of Aviation Personnel (APA, in Spanish), and the National Union of Civil Servants (UPCN, in Spanish). We are able to work out any situations against employees' integrity in a more agile manner, develop an action plan and follow it up collectively. In 2021, we held two Committee meetings.

On the other hand, with our Health Policy we seek to implement high human resources standards through a continuous review and improvement process. We support our corporate health management on five main pillars:

- Leadership and responsibility: We encourage responsibility of all the people involved and promote comprehensive health care. To that end, we facilitate access to information, education, and prevention, and drive actions aimed at detecting health risk factors.
- Legal and labor compliance: We promote safe and healthy work. We are aligned with the objectives of the World Health Organization and the International Labor Organization (ILO). We convene workers and their representatives to perform activities according to applicable laws. Additionally, we aim to create a Health Council.
- Risk assessment and management: We measure risks related to potential adverse effects on employees' health within the framework of non-occupational diseases regime and under Workers' Compensation Act No. 24557 and respective regulatory decrees .
- Training, education and sensitization: We want to sensitize and provide information about the activities developed by the company, and aim to have more and more participation each day.
- Information and communication: We disclose the data and actions obtained from the programs, without breaching doctor-patient confidentiality, with the purpose of analyzing and reaching the standards required to comply with this policy



Activities carried out by our Medical Service within COVID-19 context.

Border closures and mobility restrictions as a consequence of the health emergency situation resulted in different changes to our operations. In our role as concessionaire of the national airport system, we had to take contingency measures to face this challenge and take care of our personnel who, as essential workers, must be present at their workplace.

The activities carried out by our Medical Service were focused on different actions to support the organization during the pandemic:

- **Gathering information** from national and international reference sources (Ministry of Health, Centers for Disease Control and Prevention, World Health Organization) to prepare different protocols related to the reorganization of the workplace, measures to be taken in case of positive or suspicious cases, and sanitation measures

La actividad del servicio médico durante la pandemia estuvo abocada a las distintas acciones para enfrentar y acompañar la organización durante la pandemia.

- **Preparation of protocols** together with Health and Safety and Business Partner (BP) in the Business Units.
- **Permanent communication** with the Human Resources area to immediately isolate positive or suspicious cases, and find close contacts in order to prevent the spread of the disease.
- **Communication and follow-up** of 267 COVID-19 cases, 443 close contacts, and 238 suspicious cases from the beginning of the quarantine to the end. We provided advice on disease symptoms, warning signs, recommendations for treatment.
- **Assessment of risk group personnel:** before returning to the workplace: We analyzed medical examinations, certificates, and vaccination schemes to evaluate if our staff could return to the workplace. We took into account if they suffered from risk diseases, which may put our team's health at stake.
- **Immunization:** We started to request certificates and register people on Digital Medical Records. We gathered information about different vaccines available and offered advice on vaccination and side effects in certain cases.

Health and Safety training

We provide health and safety training for our personnel. We invite the airport community to participate in fire and evacuation plan training courses.

In 2021 we provided health and safety training. We can mention the following training sessions:

- Personal Protection Equipment. 587 participants, 587 hours.
- Manual handling of loads. 331 participants, 331 hours.
- Chemical risks. 228 people, 229 hours

Additionally, we offer an occupational safety program called "Movement Area Supervision", made up of 5 main modules:

- Aircraft communication
- Runway lighting and signs
- Safe driving
- Pavement surface evaluation
- FOD and leaks



730
people trained



16
courses



3.126
training hours



4
training hours per
person



**709 people participated
in the program and 398
completed the program.**

At TCA, we provide programs about education, training, counseling, risk prevention and control applicable to all workers, families and members of the community in relation to serious diseases.

Occupational diseases and hazards

Our company's activities do not have any impact on any occupational disease. However, as we are in an aviation environment, we assess the noise preventively as the only possible polluting agent and to that end, we carry out a program that includes training, delivery of PPE, health metrics and evaluation

In a preventive manner, we conduct ergonomic assessment at the workstations to avoid any possible issues in this respect.

Actions taken to correct and prevent new accidents are: audits, training, and accident assessment and proposals for improvement. In addition, audits carried out at the airports are used to generate actions to constantly improve working conditions.

At TCA, we held nine Health and Safety committees in 2021. Main highlights are:

- Development of a safe pedestrian circulation procedure and communication to the ecosystem.
- Implementation of safety walk-arounds with the development of indicators.
- Ergonomic data collection and use of a dynamometer at the exportation courier, perishable cargo, and cargo preparation sector.
- New personal protection elements for maintenance tasks (gloves, masks, and welding aprons).
- High-visibility vests started to be mandatory for external and internal staff inside the warehouse.
- Pedestrian walkways were painted.
- Personnel's protective footwear was renewed and improved.

In addition, we complied with all measurements and assessments required by law: noise, lighting, vibrations, bacteriological, physical and chemical tests of water, supervision of monthly fire extinguisher recharge.

Finally, at TCA we carried out sensitization and training activities. The safe forklift operation course was taken by 80% of the personnel, and all those people that successfully passed the course got their driving license.

STATISTICS ABOUT ACCIDENTS IN 2021

8,71
Frequency rate ⁽¹⁾

0,13
Severity rat ⁽²⁾

1,53
Incidence rate ⁽³⁾

⁽¹⁾ Frequency rate: It shows the accident rate within a company.

⁽²⁾ Severity rate: It shows how serious accidents are.

⁽³⁾ Incidence rate: It gives a parameter of the number of accidents that took place per 1,000 workers exposed.

Employee indicators

Aggregate Data

	2020		2021	
	Men	Woman	Men	Woman
Absence rate ⁽¹⁾	1,05	0,20	2,92	2,23
Sickness absence rate				
- CABA & GBA	0,05	0,031	2,57	2,17
- Rest of the provinces	0,01	0,003	2,40	1,85
- Total	0,06	0,0034	4,97	4,02
Days lost due to sickness				
- CABA & GBA	11.728	1.998	8.442	2.923
- Rest of the provinces	2.655	206	4.287	917
- Total	14.383	2.204	12.729	3.840
Accident rate				
- CABA & GBA	0,01	0,003	0,40	0,097
- Rest of the provinces	0,001	0,002	0,44	0,255
- Total	0,011	0,005	0,84	0,352
Days lost due to accidents				
- CABA & GBA	1.390	164	1.301	131
- Rest of the provinces	240	118	801	126
- Total	1.630	282	2.102	257
Deaths				
- CABA & GBA	-	-	-	-
- Rest of the provinces	-	-	-	-
- Total	-	-	-	-

⁽¹⁾ Number of sick days /total number of days in a year.

Employee indicators

2021 Data per BU

	EZE		AEP		Northeast	
	Men	Woman	Men	Woman	Men	Woman
Sickness absence rate	0,899	0,20	0,619	0,234	0,357	0,072
Days lost due to sickness	4.564	1.025	3.140	1.192	1.813	367
Accident rate	0,146	0,022	0,105	0,001	0,066	-
Days lost due to accidents	742	115	537	6	338	-

No deaths were reported in 2021 in any of the Business Units.

	South		West		TCA	
	Men	Woman	Men	Woman	Men	Woman
Sickness absence rate	0,181	0,076	0,256	0,028	6,66 %	3,85 %
Days lost due to sickness	920	387	1.300	145	1.093	444
Accident rate	0,007	0,013	0,071	0,011	1,44 %	0,95 %
Days lost due to accidents	37	66	362	60	2.179	109

No deaths were reported in 2021 in any of the Business Units.



We successfully completed the XX Flu Vaccination Campaign.

Flu Vaccination Campaign

We successfully completed the XX Flu Vaccination Campaign, implementing, in addition to our internal communications, an awareness-raising video hosted by Dr. Claudio Gulo and Dr. Paola Julien about the importance of flu vaccination within the pandemic situation.

All collaborators in the metropolitan region had the chance to choose the nearest place to their homes if they were working remotely. Collaborators were called to be vaccinated by pre-booking a vaccination appointment.

1.395

Total number of
doses administered

AEP: 222

EZE: 230

NORTHEAST: 212

WEST: 188

SOUTH: 164

TCA: 236

SBU: 143

A world of experiences

- Customer Experience
- Infrastructure
- Airport operation and safety

Our priority is that passengers have a safe and pleasant experience in all our airports. Allied with our business partners and driven by constant investments, we strive to offer safety and happiness all through their journeys.

SDG's
3, 8, 9,
10, 11, 12,
13, 15, 17

Customer experience

**We work on Customer
Experience with an
eye towards our
passengers.**

We connect millions of people with their chosen destinations. Our main purpose is to offer top-notch service in the eyes of passengers. That is why we have implemented tools that enable us to get to know their needs, perceptions, and expectations to outline plans for improving customer care, contact, and the commercial services offered.





12.823.903
passengers



6.471.110
visits at
#REDVIAJERA



4,00
overall passenger
satisfaction in a survey

Continuous growth

In 2021, we adapted our facilities to comply with the rules arising out of the pandemic. This gave us a step-by-step recovery of commercial aviation activities, evidenced by the increasing number of passengers and aircraft movements.

Total number of passengers

2021

12.823.903

9.644.735 in 2020

National
2021

10.402.885

5.983.325 in 2020

International
2021

1.984.597

3.307.064 in 2020

Transit
2021

436.421

354.346 in 2020

EZE

Total 2021

3.196.932

National

1.362.294

International

1.703.479

Transit

131.159

AEP

Total 2021

4.558.611

National

4.095.673

International

232.714

Transit

230.224

Northeast

Total 2021

1.482.312

National

1.438.922

International

19.088

Transit

24.302

South

Total 2021

1.650.272

National

1.631.809

International

437

Transit

18.026

West

Total 2021

1.935.776

National

1.874.187

International

28.879

Transit

32.710

Passengers

Total tons

2021

174.263

143.709 in 2020

National

2021

1.678

1.577 in 2020

International

2021

158.049

132.444 in 2020

Mail

2021

14.536

9.786 in 2020

EZE

Total 2021

170.474

National

0

International

155.938

Mail

14.536

AEP

Total 2021

878

National

0

International

878

Mail

0

Northeast

Total 2021

1.139

National

235

International

904

Mail

0

South

Total 2021

681

National

631

International

50

Mail

0

West

Total 2021

1.091

National

812

International

279

Mail

0

Total aircrafts

2021

218.560

149.262 in 2020

Passengers

2021

107.223

79.315 en 2020

Cargoes

2021

6.466

5.595 in 2020

Other

2021

104.871

64.352 in 2020

EZE

Total 2021

31.854

Passenger Aircraft

23.852

Cargo Aircraft

6.409

Other

1.593

AEP

Total 2021

94.720

Passenger Aircraft

36.836

Cargo Aircraft

0

Other

57.884

Northeast

Total 2021

26.752

Passenger Aircraft

15.920

Cargo Aircraft

11

Other

10.821

South

Total 2021

27.799

Passenger Aircraft

14.709

Cargo Aircraft

0

Other

13.090

West

Total 2021

37.435

Passenger Aircraft

15.906

Cargo Aircraft

46

Other

21.483

Aircrafts



Import

Flights

7.127

Airway bills

124.409

Bulks

1.946.917

Kilos

85.954.520

Export

Flights

6.975

Airway bills

62.818

Bulks

1.190.243

Kilos

81.236.718

Number of customers

Total

722

EZE:188

AEP:155

NORTHEAST:136

SOUTH:113

WEST:130

Our customers

Our airport ecosystem is made up of companies of different sizes and industries that work hand in hand with us to offer the best experience to our passengers and non-passengers in the airports. They are key players that have a direct impact on our business with a diverse and varied offer of products and services; and they are part of our operation, performance and reputation. In addition, they help us focus on sustainable development and those sustainability values that we want to convey.

Cantidad de clientes	EZE	AEP	Northeast	Shout	West
<i>Retail</i> (Retail stores) ⁽¹⁾	11	11	18	13	18
Bars and restaurants	20	19	8	14	11
Airline companies	23	11	6	8	9
Oil companies - Gas stations	1	0	0	0	0
Advertising	27	27	27	27	27
Passenger assistance services ⁽²⁾	11	5	14	6	14
<i>Mobility</i> (transport and <i>parking</i>) ⁽³⁾	13	12	27	20	26
Services to third parties ⁽⁴⁾	68	67	25	18	8
Services to aircrafts ⁽⁵⁾	14	3	11	7	17
Total	188	155	136	113	130

Measuring satisfaction

We have adopted the guidelines proposed under ACI's globally-established Airport Service Quality program, which measures passengers' satisfaction in the airports to help us understand their perception of service.

Number of surveys per airport	Total general
Aeroparque	222
Bariloche	16
Catamarca	25
Comodoro Rivadavia	13
Córdoba	433
Ezeiza	137
Formosa	1
Iguazú	116
Jujuy	44
La Rioja	3
Mar del Plata	1
Mendoza	54
Posadas	1
Resistencia	18
Río Gallegos	2
Río Grande	30
Salta	32
San Juan	31
San Luis	16
Santiago del Estero	11
Tucumán	37
Total general	1.243



Most valued aspects by passengers:

- Courteous and kind staff
- Efficient staff
- Wait time before passport control
- Feeling of being protected
- Easy navigation of the airport
- Flight information screens
- Walk distance

We listen to our passengers to get to know their needs and expectations and improve their satisfaction in respect of our services.

Other actions taken in relation to customer satisfaction in Aeroparque:

- We placed QR surveys in the airport terminal restrooms to check the satisfaction of passengers using them.
- We carried out QR satisfaction surveys together with the City Government about the new cab service.
- We placed a system of “Smiley Faces”, a minimalist satisfaction survey, in the Aeroparque VIP lounge to measure our customers’ satisfaction when they get in and out of the lounge.
- We measured customers’ voices and analyzed the contact points they had with passengers: most recurring issues, most common comments, most complaints.
- We also measured Google Reviews about the airport and parking spaces. We checked users’ comments and rating stars about most mentioned matters on the platform, such a COVID-19 measures, parking spaces, and also roadways and access ways.

Aeroparque survey results:

- 1,824 users filled in satisfaction surveys at the VIP lounges and 88% of them were very satisfied with the service provided.
- 4.3 out of 5 in Google reviews, with a total number of 12,939 comments. Aspects to be improved were related to confusing accesses, the number of people in the terminals, customer service in the morning, arrival buses, and cab delays.
- 90% congratulated the company on the protocols applied and said they were proud of navigating the airport.
- 100% of customers were satisfied with cleanliness and personnel’s service in the airport

Measuring passengers' satisfaction again

We developed in-house surveys based on ASQ methodology, including 21 airports and 1,243 surveys. Passenger's overall satisfaction was 4.00.

Due to the pandemic, we created our own surveys based on ASQ dynamics and tested them in mid 2021 by adjusting their use to QR code reading. We tested these surveys in the airports in Córdoba, Capital City and Mendoza. At the end of the year, we resumed surveys in the traditional way in the rest of the airports with all health protocols in place.

Additionally, we implemented an inhouse tool to gather data and included a greater number of airports in the surveys.



We launched **#REDVIAJERA** campaign

We created Red Viajera, a platform that includes all relevant information and where our ecosystem players get together to help passengers.

COVID-19 pandemic raised plenty of questions about traveling. Constantly, health authorities and governments around the world were taking new measures and placing different restrictions. That is why at Aeropuertos Argentina 2000 we identified a recurrent problem that users had: there was not just a single place to find the information required to travel without any trouble.

For this reason, we created Red Viajera, a platform that includes all relevant information and where our ecosystem players - airports, airline companies, chambers, associations, entities, ministries, opinion leaders - get together to help passengers. It brings updated information about the requirements and recommendations that passengers need when they travel within Argentina or abroad.

To obtain that connection, we built an interdisciplinary team to gather all officially sourced information and make it available for users.



Additionally, we created a landing page on our website with information updated 24 hours. Finally, we created a campaign on social media (Facebook, Instagram, Twitter), Google, and most important Argentine newspapers to publicize the platform.

As a result, website logins increased by 58%, moving from 24,500 to 241,000 landing page logins. The landing page turned out to be the second most visited page within Aeropuertos Argentina 2000 website. On the other hand, our campaign reached out to more than a half million people on Facebook and Instagram and we had 400 organic mentions on Twitter.

Improvements implemented to offer a differential service

In 2021, we refurbished the airport facilities to improve users' experience.

Airport Service Campaign

We developed a communication campaign shown on the airport digital circuit and static billboards to inform passengers about all terminal services first hand. To do that, our focus was placed on the various offers at the food courts, even local traditional flavors; parking availability at the airports, and different types of parking spaces at Ezeiza Airport. Understanding what passengers and their companions need, we would like to highlight the free wi-fi service that allows them to be connected from their arrival in any city until they depart; and the opportunity to buy anything they need even a few minutes before boarding the plane.



BOT implementation to give agile answers.



QR Code implementation for queries and claims.



Airport Community Program

We continued with our Airport Community Program. This project was born in 2020 within a complicated context with few passengers and retail stores open. We identified a need to develop a benefit program for our Airport Community to improve retailer transformation and to create loyalty in collaborators working inside the airport in line with our ambition to be leaders and points of reference in the industry. Additionally, the purpose was to get a communication channel aimed at building our position as hosts. We wanted to find tools that could be accessed by anyone from their mobile phones, that is why Whatsapp was our option. This tool consists of a bot which receives written messages and scrolls down a menu list with different options including promotions, news about the program, and a survey. We launched the program for all our collaborators in Aeropuertos Argentina 2000 and TCA on November 15, 2021, and after that date, for all the Community including 25,000 users.

In just few months
we got

2.007
registrations

7.000
interactions

1.662
downloads



25 %
of users decided to
register on the portal.



WiFi Portal

We implemented a free wifi access portal in Aeroparque Jorge Newbery. Passengers can choose whether to access as guests or register on the portal to get a series of exclusive benefits. This development has allowed us to continue improving our passengers' experience because it provides passengers with the latest news and relevant information about their flights.

- 25 % of users decided to register on the portal.

New services: Delivery Point

In March, we implemented a new service called Delivery Point. By scanning QR codes placed in different areas of the airport, passengers can place an online order at any of the restaurants and receive their orders without leaving their spots.

Thanks to this development, available at Aeroparque and Ezeiza Airport, users today can have all the food menus offered at the airport without moving or having to wait in line and comfortably enjoy the food directly delivered where they are. This way, not only do we offer more comfort to passengers, but we avoid overcrowding, contributing to the health protocols implemented to protect users' health. In addition, payment is made online and in a safe manner.

Digital channels

Along the line with the brand platform and main attributes of AA2000, in 2021 we redesigned our strategy and role in social media working on three main pillars:

Information	Services	Tourism
<p>Objective: To listen proactively and understand users' needs, preferences, questions and queries and to be open to receiving and responding to doubts and questions.</p> <p>We added an FAQ section where we got the questions frequently asked by users on social media and posted them spontaneously. Also, we added a question box on Instagram every week, which notably boosted our interaction with users on this network.</p> <p>We explained who we are and what we do: the main network is LinkedIn, where we focus on communicating our employing brand, business information, and our sustainability report.</p>	<p>Objective: To communicate all the initiatives and conveniences of the airports throughout our country</p> <p>We made alliances with the brands in our airports to communicate together about new openings, promotions, and the latest news at the airports. We interacted with McDonald's, Yenny, and Hard Rock Café, among others. We managed to reach out to 30% more users with our stories.</p> <p>We fostered interaction with users in all our posts, via web links, stickers, or different formats offered by platforms.</p> <p>We focused on accessibility in all our airports.</p>	<p>Objective: To become one of the leaders in the travel industry: not only sharing information about the airports but also important data related to what happens before, during and after journeys. Also information about how to get ready for traveling, destinations, and coming back home.</p> <p>We designed a strategy for "Sustainable Passengers" in order to promote responsible tourism in cities within our country.</p>

* More information on page 175



In addition, we kept on improving our digital channels:

Web page

We implemented an automated response system by chat service (Answer BOT).

2.235.005
new users

6.417.110
web site visits

68 %
mobile phone visits

Digital screens

1.400
flight information

50
information about
people wanted

130
advertisements

Connectivity

669
antennas

6.187.051
devices connected

Followers

Facebook

2021

73.256

68.597 in 2020

Twitter

2021

40.771

36.775 in 2020

YouTube

2021

8.360

8.490 in 2020

LinkedIn

2021

211.842

152.890 in 2020

Instagram

2021

86.500

73.057 in 2020

Total number of cases
(Chat, APP & BOT)

93.181

Solved by a BOT

16.895

Contacts

Facebook ¹

5.903

Twitter ²

7.601

(1) 24 hours/7 days since 18/08/21. (2) Public + Private



Digital circuits: In 2021, we incorporated digital circuits in Mendoza airports, made up of 7 screens in the hall, pre boarding and arrival areas; and in Salta, we installed 2 screens in the arrival area. These items offered the possibility to show videos and upload elements remotely.



Sustainable tourism

We are traveling back in a different way.

Tourism is one of the most important sources to create employment and wealth in the world. We believe that, if managed correctly, the tourist industry may have a vital role in the social-cultural, environmental, and economic development of destinations and their communities.

Travel connects us to other cultures and through cultures we can learn and evolve. We are going back to traveling and have the chance to improve our behavior and the impact that our activities have on other people, biodiversity, and climate change.

Therefore, at Aeropuertos Argentina 2000, we started a movement called "viajeros sustentables" (sustainable travelers) to reinvent the way we travel, maximizing the benefits that tourism brings to destinations and communities, with the generation of income and/or employment, and minimizing their negative consequences. Our movement is based on three pillars: being hosts, sustainable destinations, and sustainable passengers.



Sustainable destination: where everything happens

We strive to foster environmental awareness in our passengers at the time they plan their journey.

We provide information so that people may choose destinations where sustainability is valued, take measures to reduce waste while staying in those destinations, limit the use of energy and water. In addition, we sensitize people about the importance of supporting local economies by buying regional products and local food.



Hosts: local people, us

We are committed to sharing and providing information about practices that contribute to sustainable development in our industry and society together from an economic, social, and environmental perspective.

We emphasize the importance of planning a trip with environmental awareness: taking into account the sustainability of the destination we are traveling to, supporting local economies while we are staying there, limiting the use of energy, water, fossil fuels, and other resources; and reducing waste in the places we visit.



Sustainable traveler: our passengers

Being a sustainable traveler is an attitude beyond the destination chosen: it means taking care of people, the planet and its resources.

Those that travel this way are known because they cause the least damage to the environment. They foster the development and culture of local communities and take decisions in such a way to minimize the level of carbon emissions.

Communication campaign in social media and newspapers: Sustainable traveler, a new way to travel.

This year we launched a communication campaign in social media to raise awareness about what it means to be a sustainable passenger. We joined provincial entities to get more information about tourism in every city. We talked about destinations and how to take care of them, and started talking about the sustainability pillar in our social media. Our communication lies in sustainable tips, general information, inspirational messages, and destinations within our country.

We also worked together with tourist industry entities to provide information about destinations within our country. We talked about tourism and contributed to the Sustainability feature. These publications had a lot of interaction and are really interesting for users. Not only can we find a place in the tourist industry but we can also talk about the cities where our airports are located





Vip Club

In 2021 we opened Ezeiza Lounge and Ezeiza Arrivals. In addition, we resumed preferential controls at Ezeiza and Aeroparque. The lounges in the rest of the provinces remain closed and some other services have not been resumed yet (e.g. booking a preference spot in the parking lot, valet parking service).

VIP lounges were reopened with all safety protocols required within the health emergency situation. The measures we would like to highlight are:

- Reduced seating capacity to ensure social distancing.
- Sanitation stations.
- Pertinent signage.
- QR code digitalization of food and drink orders.

In Ezeiza Airport, all through the year, we developed different benefit programs for members of our VIP services. We set up an application for members to place orders without having to call in the staff.

We reopened the Departures VIP Lounge. It is open 24 hours, and access is by Gate 1. Reopening the VIP lounge meant refurbishing the lounge capacity to ensure social distancing, incorporating sanitation stations, adding social distancing signage, and adjusting food and drink services to the protocols. Additionally, in 2021, we reopened the lounges located at the international preboarding area: Club Condor, Centurion, Admirals and Latam. The Star Alliance lounge had already been operative.





All British Airways Business Class passengers and One World Premier, Gold, Silver, Emerald and Sapphire frequent fliers have access to our lounges.

We started to offer self-managing parking services and members can manage their stays at the airports from the website, whether they use the lounge or not. Additionally, we trained our concierge staff to ensure personalized service to all our members.

Finally, we set up a system to purchase Duty Free Shop goods from our lounges by using tablets available to passengers, personal shoppers, member assistance, priority check-outs, and joint membership.

In 2021, we refurbished and opened VIP spaces to improve the experience, and took special care of passengers' health and safety by constantly updating COVID-19 protocols.



Parking

In Ezeiza Airport, on January 28, 2021, we started to offer our Long Stay service. This service provides assistance to start the car, recharge the car battery, and fill flat tires. We checked for potholes and sent in maintenance people to repair them.

We progressed on paint work to mark parking spots and curbs in Parking Lot E1. When access to sector E1 was closed, we had different alternatives until we decided to set up the new access way behind the gas station. Remodeling works included adjustments of signs and construction of parking bays to make circulation easier in the area.

Finally, we began to work on marking circulation streets and parking spaces in Terminal C.

In the West Business Unit, we developed spaces to pick up rental cars and spaces to pick up luggage trolleys. Additionally, we added telepass technology.

We worked on improving parking services, food courts, and retail areas in alignment with our suppliers, clients, and different airports to generate synergies and a better impact on passengers' experience.

Food and drink services

Among the improvements carried out in the food courts, we want to highlight the development and implementation of "delivery points". A QR code allows customers to access food menus and place orders and get them delivered in the sector.

Given the health situation, various stores, as in the West BU, started to offer different food alternatives to take away. In addition, we opened outdoor food trucks in Mendoza and Salta because due to the health emergency, passenger companions were not allowed to get into the terminal.

Other services (Western Units)

We introduced low cost car rental companies (CAMINOS ANDINOS S.A - BARBAGALLO RENTAL CAR) which pay a 7% fee, two points lower than a traditional rental company fee, with the purpose of incorporating these small car rental companies operating in the market into our business.

We also opened "Lávame app", a car wash company that uses a dry system and just two liters of water in every wash. Appointments are made by using the app, where you describe the type of service needed. The proposal is for car rental companies, passengers, and the airport community. Mendoza will be the first airport to have this kind of establishment and the idea is to export the business to the rest of our units.





Aeroparque terminal was reopened

On March 15, Aeroparque was reopened to introduce the new runway and the remodeling works in the international sector of the passenger terminal.

Runway works consisted of extending and widening the runway to provide a higher level of operational security and capacity, and the possibility to offer more connectivity to domestic and international tourists. On the other hand, the works carried out in the international sector of the passenger terminal will provide more services when regional flights resume in that airport.

Since the works started, their progress was visually documented to keep the media and therefore future passengers posted about that. During that same period, we also invited communication media to learn first hand about how the works were progressing.

During that event, the runway inauguration by the fire brigade was marked by the landing of an Aerolíneas Argentinas flight coming from Córdoba Province with 85 passengers onboard, and also an official ceremony was held at the aircraft platform with strict preventive protocols. Some officers from the Ministry of Transport, Ministry of Tourism, the ORSNA, and Aeropuertos Argentina 2000 were present as well as other guests from the airport community.

Portuguese

International area signage
is now in Portuguese

1.160
wheelchairs used

1.400
personalized assistance

260
baby strollers used

In addition, the media covered the reopening event from the terminal and streamed what was going on at the runway. About 30 print and broadcast media and press agencies were present on that day. At the same time, right after the event, we shared a press release about the runway works and the new services included at the international area. More than 40 publications were released in different media after this event.

On the other hand, we worked to improve user experience in this airport by:

- Incorporating baby high chairs in both food courts, free of charge strollers in the terminal, and mini pickup trucks in the boarding areas to improve the experience of those passengers traveling with children.
- Adding the Portuguese language to the signs placed in the international area.
- As for parking services, we moved on with projects to adjust booths and common areas to COVID-19 protocols and to digitize payments for the airport community. We also developed and implemented a contingency system to operate parking areas and automated access ways to corporate multistory parking lots.
- Offering a wide variety of restaurants and bars, making new commercial agreements, and providing more services to Aeroparque members. We also improved the Passenger Registration System, introduced touchless technology, and resumed migration processing services for VIP members in the VIP lounge.



Embarque Internacional

International boarding area





Claim management

We have different channels and tools to manage passengers' comments, suggestions, and claims. Every year, we introduce technology to optimize users' responses and make processes more agile as regards quality and time response.

Although our focus is placed on developing and extending the use of digital channels, we still keep our book of complaints and suggestions at the information desks in some airports – Ezeiza, Aeroparque, Córdoba, Mendoza, Iguazú, and Bariloche. In other airports, passengers can find that book in the operations office. We also have a book of complaints only about suppliers and parking services as we seek to improve the services we offer together with travelers.

In 2021, we received 208 claims with a considerable increase in the use of the website. We may infer a change in users' behavior when leaving their comments. The main reasons why users complained were related to parking fees, health protocols, and customer service provided by supplier.

DIGITALIZATION OF COMPLAINTS AND CLAIMS

We made progress on the digitalization of complaint and claim channels and were able to discourage the use of printed books. In turn, we encouraged the use of electronic channels with our suppliers. All through the year, we installed QR channels in all customer service areas and points of sale in the airports, access ways, halls, and boarding areas to obtain centralized service by any of the channels available. This allowed us to be near our customers and offer them a means to leave their comments and claims.



No incidents of discrimination or human rights violation were reported on our helplines in 2021.

Number of claims per airport (%)	2020	2021
Ezeiza	34,14	23,17
Aeroparque	27,13	44,63
Córdoba	8,10	7,07
Mendoza	5,91	4,15
Bariloche	9,41	6,34
Iguazú	4,16	4,63
Other	11,16	10,00

Breakdown of claims per category	2020	2021
Customer service	29,54	27,29
Availability of facilities	22,98 ⁽¹⁾	19,46
Security	7,44	8,95
Information and signage	7,22	7,61
Rules and procedures	6,13	12,98 ⁽²⁾
Prices	4,60	4,47
Comfort	4,81	3,36
Cleanliness	3,94	5,15
Room temperature	1,31	0,67
Other	12,04	10,07

⁽¹⁾ Availability of facilities / services" increased due to social distancing measures.

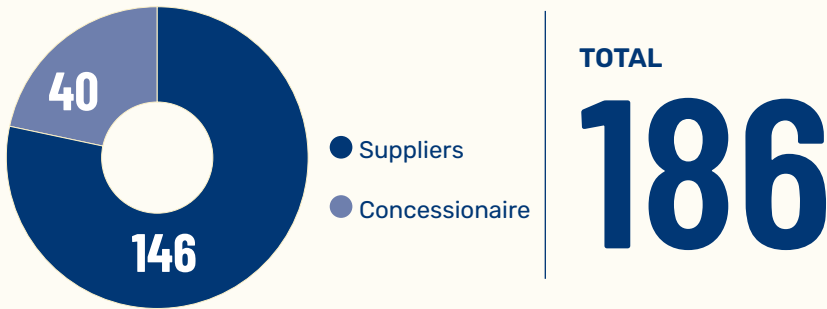
⁽²⁾ New health measures and controls due to the pandemic.

Claims per category

Airline companies	Concessionaire ⁽¹⁾	Entities
8	10	1

Suppliers	TOTAL	¹ Claims were related to negative assessments of comfort, customer service, availability of facilities, security, rules and procedures, and signage.
1	20	

Complaints per category



Complaints per subcategory

Customer Service	Product quality	Availability of services	Availability of facilities
65	8	34	5

Information	Rules and procedures	Prices	Security
10	2	21	40

Signage	Cleanliness	Comfort
0	1	0

TCA Claim Management

In 2021, we received 376 claims from repeat customers and temporary customers at TCA. Out of those 376 customers, 340 claims were not admissible because our company was not responsible, and 36 claims were being analyzed pending resolution. In addition, we were working on a project to create a method for claim management and followup, response levels, customer satisfaction, and KPIs for the legal area

Service quality at TCA for customer satisfaction

We made progress on the following technological improvements to offer quality service to our customers:

- Implementation of a parking selfmanagement system – payment is easier via a website.
- Interbanking method to make payments remotely without having to pay at the treasury area.
- Customer self-management portal that can be accessed from our institutional website.
- New communication channels with customers during the pandemic in our Customer Service Center.
- Business Intelligence dashboards (Qlik) in the Operations sectors to understand the area information more easily.
- *Upgrade* of the video surveillance system with the installation of 26 new cameras in the public area of this Terminal.



Accessibility

We are committed to having 100% accessible airports by 2025.

One of the main issues considered when it comes to terminal design is ensuring an accessible circulation, both vertically and horizontally, without any uneven surface, having furniture suitable for people in wheelchairs, and priority pathways and passes for people with disabilities and/or reduced mobility. Vertical circulation includes staircases, escalators, and elevators, and restrooms bring all necessary requirements to accommodate any person in a safe and autonomous way.

Our work teams train customer service staff to look after our passengers' needs. We have also implemented the Argentine Sign Language learning program in their different levels.



Additionally, we work together with Brincar NGO so that people with ASD (Autism Spectrum Disorder) can circulate the airport in a simple way and without waiting in line from the time they get to the terminal until they board the plane.

At Ezeiza International Airport we have developed a program to accompany people with ASD and their companions. This program includes the following:

- An identified (pin) kit, a checklist to anticipate the different steps to take before boarding the plane, a stress ball and earplugs. This kit is delivered by our personnel at the information desk, and assistance may be requested by phone in advance.
- A visual guide especially designed for people with ASD that explains the different control instances and makes airport procedures more natural.

In 2021, we started to coordinate this kind of assistance in Aeroparque and we are working on the implementation of the full program in this airport. In all, in 2021, we accompanied 28 passengers and their families in these two terminals.

We strive to ensure accessibility, mobility, and circulation for everybody, without any hurdles, in all our airports.

Infrastructure

We are committed to building and offering cutting edge airport infrastructure, which is safe and accessible and facilitates connection for people, goods, and cultures.

In 2021, we invested more than 4,800 million pesos in infrastructure and managed to finalize the work plan projected for 2021, always working with sustainability criteria that include: environmental impact and risk management, people care, and transparency and ethics to develop and communicate the work done.





\$4.859.482.346

infrastructure
investment



93 %

of materials and rubble from the
runway demolition were recycled



2.700

meters of runway in
Aeroparque

Designing airports responsibly

The total amount invested in construction works in 2021 was \$4,859,482,346, including direct investments and trusts.

We integrate sustainability criteria into all the works planned and executed. Each one of the projects include environmental impact measurements related to work and operation stages. In order to control impacts correctly, we monitor air quality, noise, and hazardous waste management in conformity with national and international rules and laws in place.

We keep on designing strategies to integrate sustainability criteria into the work design, including:

- Investments in solar power projects
- Reduction of clean water by installing efficient restroom fittings and reuse of condensate and gray water.
- Energetically efficient accessories and lighting equipment including natural light and occupancy sensors.
- Cooling and heating systems without CFC and less use of coolants with high ozone depletion potential which causes global warming.
- Indoor air quality plans to avoid pollution, minimize dust, control and protect air conditioning, heating, ventilation systems, and control possible polluting sources.



Nueva terminal Aeropuerto de Jujuy

- CO2 sensors in densely crowded spaces and outdoor airflow meters.
- Prioritization of natural light and outdoor views when designing terminals.
- Materials with high solar reflectance index on roofs and ground floors.
- Rooftop gardens.
- Use of recycled materials.
- Works performed in stages to minimize significantly negative environmental and social impacts on the community.
- Tree species are taken care of when their removal is required due to the construction works.
- In addition, all the construction works comply with the Practical Recommendation Protocol for the Construction Industry established by the UOCRA (Construction Workers' Union) and the Construction Chamber, and approved by the ORSNA. In 2021, Aeroparque projects were approved virtually and digitally within a very short period of time to speed up and facilitate construction activities while the airport was closed.



Construction work metrics are established by the Regulatory Entity and aligned with the concessionaire 's availability at the time the construction works are launched. Construction Plan 2021 was impacted by the circumstances arising from the pandemic, disruption of works, and further difficulties to fulfill any investments or meet deadlines. Therefore, most of the projects and construction works were affected. However, most of the works disrupted have already been rescheduled and will be resumed soon.

Quite often, there are construction works of different scales, for example, road extension projects, new sanitary or electrical network installation, etc. Activities affecting the airport area are coordinated and integrated.

Construction works in Aeroparque were continually and thoroughly coordinated with the City of Buenos Aires in respect of indoor spaces and airport perimeter areas. Those issues related to roads, sidewalks, and fences had to be reconciled with outdoor area projects.



We work together with entities and organizations to optimize resources and improve airport connectivity. Transport services, stops, and flows are integrated in every project

Aeroparque project included modifications and public works for project integration, which were coordinated with the ORSNA (Regulatory Body of the National Airport System), ANAC (National Civil Aviation Administration) and EANA (Argentine Air Navigation Company), and the following entities: i) Argentine Federal Government: Office of Ports, Waterways, and Merchant Maritime, and Office of the Secretary of Transport, and ii) City of Buenos Aires: Office of the Secretary of Urban Development and Transport, Environment and Public Areas, Green Space, Organism of Integral Urban Maintenance, Environment, Street Lighting, Trees, Bicycle Paths, Drainage Systems, City of Buenos Aires Traffic, Transport, and Public Works. As regards Utility companies, the project and public works were coordinated with AySA (Water Supply Company), Metrogas (Gas Supply Company), and EDENOR (Electricity Company).

We executed the Construction Plan set for 2021, which included a thorough review of everything previously established. The plan was affected by the pandemic situation. The main construction works completed in 2021 were carried out in Aeroparque.

Construction works 2021

We worked on the development of a plan to resume - in 2022 - the construction works disrupted in 2020. We also reassessed, resumed, and updated past projects to expand and modernize airport facilities to normalize activities and works completely, recovering pre-pandemic standards of excellence. That meant great coordination actions with other entities and construction companies to outline the new adjusted programs.

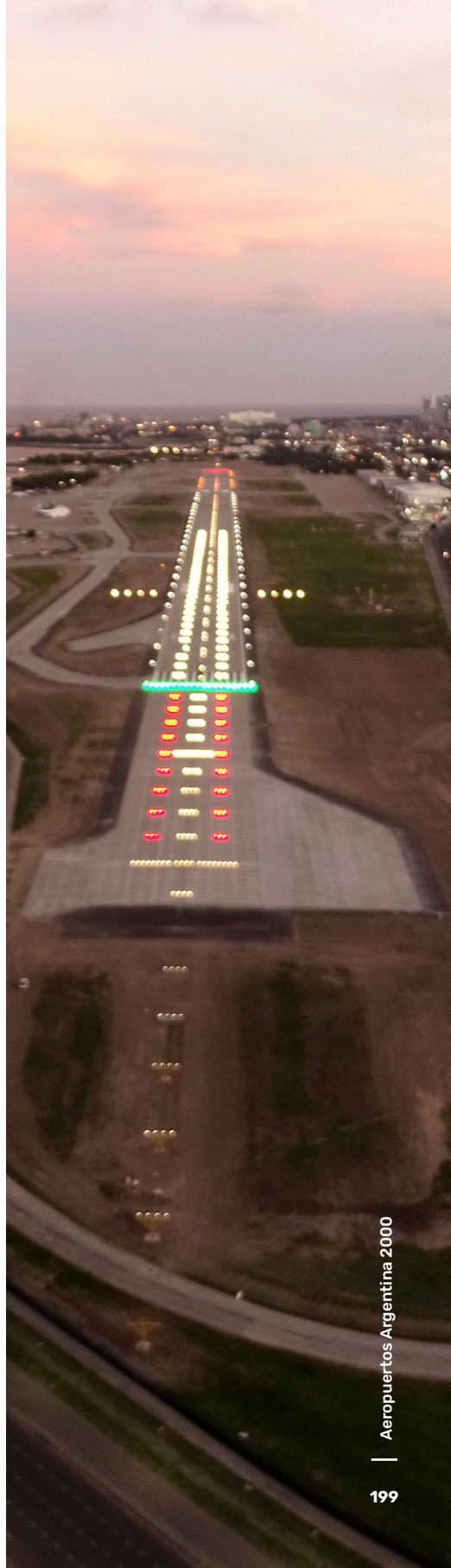
The Infrastructure area consolidated a Business Partner model within the team to keep on evolving and focusing on results with the Business Units. Additionally, to optimize the development of projects and works, we want to highlight that the new Project Programming Management Area was created to follow up those processes related to construction works.

The main works in 2021 were:

- Works started in Aeroparque in 2020 were finished
- Alignment of Runway 18-36 and Taxiways Alpha and Bravo in Córdoba Airport
- Apron lighting in Salta Airport
- New Passenger Terminal in Jujuy Airport
- Passenger Terminal Expansion in Bariloche Airport
- New call for bids to continue the construction works in the passenger terminal in San Juan Airport

In addition, we developed numerous projects that had not been executed due to the pandemic, on the airside and ground side areas of several airports in our country.

The main works due to be resumed soon are the following: Passenger terminals in Iguazú, Jujuy, Esquel, San Juan, La Rioja and Bariloche; Parking spaces in Iguazú, Jujuy, Esquel, San Juan, La Rioja, Bariloche and Córdoba; Airport Control Tower and Fire Extinguishing Services Building (SEI) in San Fernando; Taxiway to Threshold 35 in Ezeiza; Airport Control Tower in Jujuy, Precision Approach Path Indicator (PAPI) System in Comodoro Rivadavia, and Airport Beacons System in Córdoba.



Works in Aeroparque

In 2021 the main works were executed on the air-side areas, whose projects had been developed in 2020. They began in the third quarter of the year 2020 and completed in 2021.

These works entailed rebuilding the runway completely and included an upgrade to Category 3. Runway rehabilitation entailed the demolition of 40 meters wide (all existing concrete) all along the runway, upgrading its structure to obtain more bearing capacity and extending it to 2,700 meters - 600 meters more than before.

The runway was widened up to 45 meters and paved shoulders were executed 7.5 meters each side, as established by the international rules in force. The runway is now 60 meters wide and was also extended at both thresholds. Operational safety was also improved allowing a greater radius of action.

Construction works also included a new high-intensity beaconing system in Operational Category 3 in the runway, with rapid exits and taxiways, including runway centerline, edge, threshold and end lights, and new approach lighting systems in both thresholds. A new Instrument Landing System (ILS) was introduced thus substantially improving operational safety and allowing operations in low visibility conditions.





The main projects completed in Aeroparque in 2021 were the following:

- Expansion of airside areas, runway, taxiways, and thresholds. Renovation of existing areas, new beaconing system and signals.
- Renovation of a sector in the passenger terminal.
- Lower scale works and pertinent renovation of engineering works and services.

Sustainability criteria for new works



Effluent management

A 20,000 liter capacity oil/water separator was fitted to the drainage system of taxiways and aprons to avoid water pollution - discharge is into the Río de la Plata.

Circular economy

93% of materials and rubble from the runway demolition at Aeroparque were recycled.

Part of the concrete was ground and used to fill the granular sub base layers below the new concrete used for re-surfacing. Some concrete was crushed and incorporated to upgrade the soil quality.

The asphalt under concrete layers was reused for granular bases on paved shoulders.





Biodiversity conservation

Tree species were transplanted and replanted for conservation purposes.

New tree species were planted in the airport to compensate for clearing the area.

Use of local materials

The resources used were obtained locally in order to reduce transportation and the consequences of the environmental impact.



Airport Safety and Operation

We ensure safety for our passengers, employees, and anyone passing by our airports together with control authorities and governmental entities.

In 2021 we focused on strictly complying with all health and safety protocols to protect everyone working at or circulating our airports. That is why we worked on certifications, maintenance plans, control processes, leveraged by digital tools to provide agility, automation, and efficiency to our performance.





Tucumán Airport
Certification

Operational Safety Training
Program

ICAO Global Reporting Format
for Runway Surface
Conditions - Training and
Procedure

Operational Safety

We are currently developing management software to digitize information about all the areas.

We continue operating under strict health and safety protocols for all AA2000 personnel. Our staff work in operational shifts with a minimum number of people in house, and also in back-up teams and remotely.

We update our occupational safety policy and send it to all administrators so that they can share it with work teams.

In 2021, we agreed on CCTV system maintenance plans with airport administrators. Additionally, we updated the plane measurement of electronic security systems in 24 airports and of each one of the system components. We also installed a new CCTV system in Tucumán Airport and carried out maintenance technical support in Bariloche.

As regards training, on the one hand, we implemented an operational safety training program in a remote way. On the other hand, we developed training guidelines about the CCTV software platform for maintenance personnel so that they can be more autonomous when managing, setting up, and operating the system. Also, the Operational Safety Area provided second level technical support at administrators' request with 93.33% of requirements solved.

We also developed an Operational Safety Dashboard for the Northeast Business Unit. Our challenge for 2022 is to extend it to the rest of the business units. Each administrator uses the document to carry out a comprehensive selfassessment of the infrastructure condition in order to identify any flaws or regulatory non-compliance issues, classify them and prioritize any necessary corrective actions.

We are currently developing management software to digitize information about all the areas. In 2021, we constantly monitored Mendoza and maintained the Aerodrome certification effective in satisfactory compliance with National Administration of Civil Aviation (ANAC) audits.

In line with the global implementation of the CAO Global Reporting Format (GRF), a methodology for assessing and reporting runway conditions in a standardized manner, we developed procedures for all international airports and performed the first implementation tests in the airports located in San Carlos de Bariloche (BRC) and Cataratas del Iguazú (IGR).





General Arias Military Exercise in Jujuy and Salta

Our airports in Jujuy and Salta served as a logistics base for all aviation activities under the Comandante Arias Exercise held between September 19 and October 6.

The activities entailed military training under “General Arias” exercise, where more than 3,000 Argentine Army soldiers from the Rapid Deployment Force were deployed. Troops were flown on Air Force planes, and Army helicopters carried out a flight plan that included a great number of training flights.

We planned the exercise execution in such a manner as to ensure operational safety, enabling regular civil air operations and providing, at the same time, facilitation, coordination, support, and infrastructure. We also coordinated with ANAC and EANA all the movement of equipment, people, camping installations, buses, and all kinds of aircraft within the area.





Aviation Safety

We implemented the yearly plan to avoid ice from building up on the runways, parking spaces, and access ways, within the framework of the snow and ice control program. This way, we ensured that health and humanitarian flights land and take off safely in the Argentine southern provinces.

Deicing and anti-icing fluid	2020	2021
Use of Urea (kg)	156.200	166.450
Consumption of Glycol (liters)	109.620	73.300

Emergency and Evacuation Plan

Within the framework of the pandemic, and with a view to keeping up the corporate training level as regards the application of Emergency and Evacuation Plans, we reinforced remote training for airport community members. We managed to increase airport community participation by 500%.

Remote training allowed us to save traveling costs. That was directly proportional to the benefit obtained as we had many participants and the program topics reached out to many more people than in the previous mode.

In turn, in 2021, we developed preventive activities in different airports. Among the actions taken, we carried out 17 virtual training courses, modified 19 emergency and evacuation plans, and 17 evacuation simulations.

Among the actions taken, we carried out 17 virtual training courses, modified 19 emergency and evacuation plans, and 17 evacuation simulations.

These training sessions and projects seek to weigh each terminal and their personnel both logistically and operationally in order to raise awareness about prevention and improve behaviors when there is an emergency.

We seek to show the necessity to protect people's life, goods, employment, and continuity of activities, not just for those that work in an airport environment but also for passengers and anyone in an airport. Under the current description of Emergency Management, the purpose is to reduce the impact on all the parties involved before, during and after thus having a rapid transition from a state of emergency to normal conditions.

Comments and feedback about training sessions and programs were highly positive.





Operational Control Centers (OCC)

Operational Control Centers in Ezeiza and Aeroparque allow us to secure efficient management and perfect decision-making through the development of objectives, indicators, and tools. This year we progressed on the passenger flow analysis project, which is already operative in both airports and informs passengers in certain sectors about wait time. In provincial airports, we implemented tools to measure passenger flow and occupancy.

Information security and Cybersecurity

We implemented a security monitoring service (SOC) that uses automated tools and qualified operators to receive alerts and early notifications based on production system behaviors. This service makes it possible to respond in a quicker and more efficient way in case of a cyberattack or security gap.

We also wanted to redefine and extend the security perimeter by using the cloud as a key part, planning integrations of our technological platform using MFA as an authentication standard, and relying on the centralization of different systems that are critical to security. Additionally, we started to work on improving the normative framework of information security and defining various processes related to cybersecurity with different IT sectors.

We carried out awareness campaign 2021 with different pieces of communication sent to Aeropuertos Argentina 2000's personnel by email. In 2022, we will redesign the campaign by using a technological platform that allows us to obtain true statistics about the impact and effectiveness of this kind of activities.

Data based management

We seek to adapt to digital transformation and understand that data are a key resource.

We created a place to host our company data using Cloud technology thought for Big Data and Datawarehouse. We migrated the company's most important sources to this platform: Financial (SAP), Operational (TAMS, SIE), and Commercial (SAEC, VMALL). They represent 75% of all the financial, operational, and commercial data.

We developed business logic for automatizing data updates and creating analytical models so that they can be shared with business analysts (Self-Service BI).

Managing data in this way ensures transparency when handling information from creation to delivery. We can identify information owners, establish continuous improvement processes at the onset, ensure and show data transformation processes, identify and control information consumers and use, and categorize and develop a company's data dictionary.

Predictive data based algorithms

Under execution

Monthly passenger prediction for **5 international airports and 33 domestic airports**

Automatically in less than 3 hours



Under development

Weekly prediction on number of passengers - Ezeiza & San Fernando.

Monthly prediction of kilos imported and invoiced **at TCA**.

Descriptive and predictive analysis for HR to boost career development

Permit holder business description based on sales depending on the kind of product, schedules, among others, and in relation to passenger flow.



Discovery stage

Parking process analysis to find areas of improvement.

Passenger flow map abased on the information captured by wifi access.

Continuous Improvement of Business Intelligence Dashboards

We worked on the automation of the main dashboards for direct data capture. For that reason, we began to share these tools with the business units, so that they can develop new dashboards directly connected with data sources. We also trained collaborators in related areas on the corporate visualization tool.





TCA Safety



This year TCA safety was mainly focused on topics related to operational safety within the framework of COVID-19 situation.

The Health Work Joint Roundtable and the Crisis Committee remained operative, and the “Compulsory Rules for COVID-19 Prevention” were applied. Compliance with these rules is required from all those people at TCA facilities.

We implemented a dashboard from the TCA security management area. This dashboard recorded all monthly statistics about the hours of physical security provided by the private security company, the Airport Security Police (PSA), and the Argentine Federal Police, CCTV image requests, credentialing, and outgoing air cargo. This database makes supervision and control easier and benchmarks service levels and rates of failure to be prevented or corrected.

In addition, we took all necessary measures to give continuity to air cargo operations in a safe manner under COVID-19 pandemic situation by strictly monitoring people’s face masks and temperature at all terminal access points. Transporters’ personnel or customs agents that did not abide by this rule were subject to a minor offense by the PSA.



To keep on training staff on these matters, we implemented e-learning courses on an interactive digital platform. All TCA personnel can access and take a course on Aviation Security Basics. Finally, we put in place a process agility system to reach high standards of problem identification and process improvements.

This year TCA safety was mainly focused on topics related to operational safety within the framework of COVID-19 situation.

Embracing our communities

- **Supplier Management**
- **Society and Human Rights**

We are committed to growing together with our communities. That is why we foster economic progress and social value in all the cities where we manage our airports.

SDGs
3, 8, 9,
10, 11, 12,
13, 15, 17



**Embracing our
communities**

Supplier Management

We seek to create a sustainable value chain focusing on purchase and procurement of national products and services in order to boost the growth of local economies.

Our suppliers are key allies when it comes to providing safe and quality services in order to offer a good experience to customers and passengers. Against this backdrop, we work hand in hand with them boosting collaborative work and their development alongside ours.





657
suppliers



95 %
expenditures on local
suppliers



89,5 %
small and medium
sized companies

Our suppliers' profile

We work to make procurement processes boost our services and thus collaboratively develop a virtuous airport ecosystem with value products.

We appreciate local development, therefore, we mainly purchase national goods and services - except for those that should comply with international quality standards related to the activity.

Our main suppliers are divided into seven big groups:

- Architecture, engineering, civil construction works for airport terminals.
- Engineering and works on landing and take-off runways, taxiways, aprons, and access roads.
- Specific airport equipment (beacons, signals, fire protection, fuels).
- Security, maintenance and cleaning services.
- Raw materials and inputs in general.
- Electricity, gas, and clean water supply.
- Other suppliers.

At TCA, our main suppliers provide goods and services related to ironmongery, electricity, computing, stationery. Also, we consider critical suppliers to those that provide fuel, pallet wrap nylon, pallets, and packing tapes.

Number of suppliers
2021

657

1413 in 2020

% of growth in the number of suppliers
2021

-53,50 %

-34,50 % in 2020

% of small and medium sized suppliers
2021

89,95 %

87,50 % in 2020

% spent on local suppliers
2021

95 %

87,50 % in 2020

We have 127 suppliers at a corporate level and as in the rest of the units, 89.5% of suppliers are small and medium sized companies, and 95% of expenditures are on local suppliers.

Invoicing 2021

Amount by supplier	Number of suppliers	% invoiced
Above \$ 70,400,000	15	2,28 %
Between \$ 12,800,000 and \$ 70,400,000	30	4,57 %
Up to \$ 12,800,000	612	93,15 %

By Business Unit

	EZE	AEP	Northeast	South	West	Head Office.
Amount by supplier						
Above \$70,400,000	5	6	0	1	1	0
Between \$12,800,000 and \$ 70,400,000	13	7	2	5	6	7
Up to \$ 12,800,000	234	107	52	86	111	120
% invoiced						
Above \$70,400,000	1,98 %	5 %	0 %	1,09 %	0,85 %	0 %
Between \$12,800,000 and \$ 70,400,000	5,16 %	5,83 %	3,70 %	5,43 %	5,08 %	5,51 %
Up to \$ 12,800,000	92,86 %	89,17 %	96,30 %	93,48 %	94,07 %	94,49 %

Supplier selection

We have a Supplier Portal that makes the selection process clear. This gives transparency to the supplier onboarding process because different areas of our company can verify all the information before enabling a supplier on SAP.

On this portal, every supplier will find a file that identifies them and includes their onboarding date, name of purchaser that referred them, invoices, purchase orders, ISO 9001 compliance, among other important data. Suppliers also have access to all their account data instantaneously, thus optimizing assessment and management time.

The portal offers communication channels with our suppliers to speed things up and address any questions or comments about the procedure. Apart from the website, we communicate by phone or email.

Before being enabled onto our system, all suppliers must sign a document including a clause that safeguards the information privacy and confidentiality

SUSTAINABLE PROCUREMENT

This year we began to develop a sustainable procurement Policy and a selection process considering social and environmental aspects.



Assessment

We implemented an Integrated Control System of Suppliers and Contractors (SICOP, in Spanish). This system allows us to analyze our performance across different aspects: task completion, work elements, personal protection elements, compliance with tax and social security obligations, civil liability protection scheme, and work tools and machines. This way, we manage to control suppliers' performance because requirements are met with visibility and transparency.

We also demand compliance with other requirements related to quality and the environment when it comes to purchasing critical inputs.

Code of Ethics and Conduct

We extend this commitment towards integrity and responsibility to all our supply chain by having suppliers sign our Code of Ethics and Conduct.

Our Code of Ethics and Conduct promotes compliance with the highest ethical standards, decent working conditions, occupational safety, human rights, and environmental care. Since 2014, new suppliers must sign an affidavit and accept our Code at the time of registration.

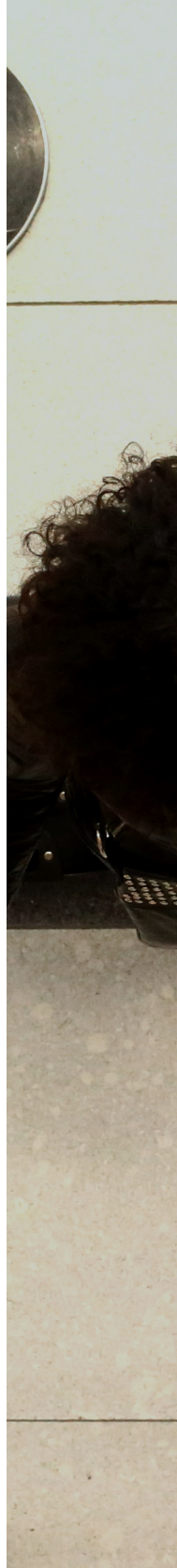
The Code has been prepared based on international standards and rules about sustainability, such as the recommendations by the Argentine Business Council for Sustainable Development (CEADS, in Spanish), a local office of the World Business Council for Sustainable Development (WBCSD)-.

**Embracing our
communities**

Society and Human Rights

**We want to be growth drivers in
our local communities. And we do
it by creating employment and
improving health and education.**

In an alliance with specialists in different social matters, we have implemented our own programs and supported organizations with the purpose of developing destinations and local communities, creating true value and offering opportunities to those that need them.





\$63.830.813
private social investment

Private social investment

We have a comprehensive social impact program to get each airport to participate, support, and foster environmental and social value actions in an alliance with organizations and entities, focusing on local requirements and features.

We develop social value initiatives of our own and also in an alliance with academic institutions, multilateral organizations, companies, civil society organizations, and the public sector. We seek to give comprehensive responses to the demands posed by those communities where our airports are located, promoting education, arts, and culture as social growth tools.

We seek to generate a ripple effect with impactful sustainability initiatives that empower the destinations chosen and contribute to the Objectives for Sustainable Development of the United Nations and Global Agenda 2030.



\$6.086.008
Education and Culture

\$51.911.397
Health

\$5.378.341
Human Rights ⁽¹⁾

\$455.067
Other charity contributions ⁽²⁾

In 2021, we focused our efforts on the following activities: Aeropuertos Argentina 2000 Orchestra, Amaltea, Malvinas Humanitarian Project, and Hospital Ezeiza.

⁽¹⁾ Includes Asociación Civil Trabajar para la Caridad and Malvinas

⁽²⁾ Includes contributions to the Uruguayan Embassy in Argentina and the Fundación Centro de Estudios Americanos.

Education and culture

We consider that education and culture are development and growth drivers. In the last few years, we have developed several programs whose main participants have been young people from underprivileged areas. Most of those programs have created job opportunities in addition to providing training and general culture activities.

Aeropuertos Argentina 2000 Orchestras

In 2016, we created Aeropuertos Argentina 2000 Youth Orchestra, an initiative that combines learning, culture, and job creation. This way, we contribute to inclusion and social inequality reduction. The full orchestra includes strings, woodwinds, brass, and percussion and faces obligations with high levels of artistic performance.

At present, the orchestra is made up of 41 young members between 15 and 23 years old who were selected based on their commitment and performance excellence. The initiative seeks to recognize those musicians that stand out for their talent.

41

direct beneficiaries

The academic team is made up of a selected group of professionals, whose tools and knowledge provide a working method with “artistic achievement”. The consequence of this lies in social mobility. Young participants receive a monthly allowance for traveling expenses and, also, we offer a special allowance to an assistant who carries out coordination activities and checks that the rehearsal schedule is met. In 2021, 45 students obtained their allowances.

The year 2021 brought fantastic moments, with marvelous videos. Music served as a groundbreaking element, supported these processes of change in this new reality, and helped level off the ups and downs to continue progressing as comprehensively as possible.

AA2000 Youth Orchestra activities in 2021

In the first semester of the year, the orchestra members took weekly online lessons and several masterclasses with guest teachers. Masterclasses included talks with US musicians and Teatro Colón soloists. In addition, we started a musical project called “Reservorio online”, with videos of musical performances that the orchestra musicians sent from their home.





In conformity with health care protocols, the orchestra started face to face rehearsals in August. The most important activities were:

- Start of "Proyecto Vivaldi": Strings performance of Vivaldi's works.
- Start of the project called "Orquesta de tango", with weekly rehearsals of tango repertoire forming an "orquesta típica".
- The full orchestra was invited to participate in "Carmen" opera by George Bizet together with other excellent professional musicians and singers.
- Concert at the Ministry of Foreign Relations on the celebration of the religious freedom day. The orchestra was especially invited to play their music and show their project.
- Rehearsals for "María de Buenos Aires" opera by Astor Piazzolla, which will be performed in 2022.



Along the year, many members continued their studies at the University of Arts (UNA) as part of the agreement made with the Department of Musical Arts, which allows the young members of the orchestra to be admitted at the university and take all subjects without restriction.

On the other hand, several members finished their studies and got their first professional jobs or started to work at the Teatro Colón Art Institute. The fact that they had received financial and institutional support has been a key factor to professional development of the orchestra members.

Our support to Colegio Mekhitarista

Fundación San Lázaro works to support the Colegio Mekhitarista and contributes to and promotes the values of Armenian culture. It also seeks to promote cultural activities, fostering the exchange of activities, particularly those related to Armenian culture.

We encourage the promotion of art in all forms through different programs and activities. We also provide economic assistance and money allowances to give new opportunities to those people that would not attend or go to these events otherwise.



Health

At Aeropuertos Argentina 2000 we have collaborated with Hospital Interzonal de Ezeiza Dr. Alberto Antranik Eurnekian from the beginning, when we undertook the construction of the building in 2006. That way, in a public-private agreement with the government of the Province of Buenos Aires, we provide financing for maintaining the facilities and developing projects and our own resources for managing different areas of the hospital.

Hospital Ezeiza

We collaborate with Hospital Interzonal de Ezeiza Dr. Alberto Antranik Eurnekian. We provide financing for maintaining the facilities and developing projects inside the hospital.

The hospital surface is 19,000 square meters, and the covered surface is 14,000. At present the hospital has 303 beds, 24 Intensive Care beds, 6 active surgery rooms, 3 shockroom beds for adults, and 3 pediatric shockroom beds.

At present, there are 908 employees under Acts No.10430 and 10471, 441 under Act No. 14430 , and 229 under Act No. 10471 (98 in house and 131 in the emergency area).

175

Allowances granted, divided into the following categories:

117
Contingency

6
Hygiene
Preadmission

63
Residency

6
Ancillary
allowances

37
Retention

1
Nursing and
licentiates

7
Security
Pre-admission

1
Health with
the people



Hospital Interzonal de Ezeiza Dr. Alberto Antranik Eurnekian

18.000 ⁽¹⁾

Appointments scheduled

12.000 ⁽¹⁾

Emergency room visits

1.800 ⁽¹⁾

Surgeries

16

Hospitalization days (average of patients per day that are hospitalized)

3.259 ⁽¹⁾

egresos

2.500

partos

2021 ⁽²⁾

⁽¹⁾Frecuencia: semestral. ⁽²⁾Debido a los cambios ocurridos con la pandemia, la comparación interanual no resulta significativa.



Healthcare

We developed and designed a strategic change to the hospital healthcare model. We grew stronger based on data related to population growth, unsatisfied demand, permanent patient transfers due to lack of the level of care needed, pent-up demand due to the pandemic, university profile, mother-child care profile, and emergency profile of the hospital, etc.

As a consequence of that, we focused on three axes: Human Resources, Specialties, and Equipment.

From the Human Resources area, we incorporated 100 beds and hired 160 workers in different sectors: healthcare, administration, cleaning, patient transport. All this was funded by the Ministry, the Municipal Government, the Hospital through Plan Sumar and the Hospital Fundraising Association with the Ad Honorem Volunteer Program. Since 2000, we have contributed to the energy control project and maintenance.

On the other hand, we included other specialties such as: Pediatric Surgery, Neonatal Surgery, Neurosurgery, Vascular Surgery, Bariatric Surgery, Thoracic Surgery, among others.



As about equipment, all through the year we introduced the following:

- Digital Centrifuge and Stirrer for Hemotherapy Area
- Hybrid Video Laparoscopy Tower (with gastroscope)
- Head and Neck Surgery Box
- Pediatric Surgery Box
- Pediatric Neurosurgery Box
- Surgical Instruments for Pediatric Video Laparoscopy
- Laparoscopic Surgery Box
- High Frequency Ventilator (Pediatric and Neonatal)
- Monitoring Center for Pediatric ICU
- Full equipment for Pediatric ICU
- Nephroscope
- Electromyograph
- EEG
- Laminar Flow Hood
- Video Laryngoscope
- Equipment for Digital Medical Records

Our Infrastructure Department collaborates in the design and management of the construction works undertaken by the Hospital Ezeiza Fundraising Association. In particular, we are helping in the construction of a 900 m² building that will accommodate outpatient facilities, and kinesiology, rehabilitation and sport medicine areas.

**Investment - Hospital Ezeiza
Fundraising Association**
2021

	\$
Professional Fees	\$6.500.000
Medical Services	
Prostheses	\$1.700.000
Health and Safety	\$210.000
Advertising and Promotion	\$170.000
Volunteers' Traveling Expenses	\$1.200.000
Outpatient Facilities I (6, 120 square meters)	\$4.500.000
Outpatient Facilities II	\$95.000.000
Systems	\$490.000
Laboratory	\$620.000
Pediatric ICU	\$3.700.000
Neonatology	\$80.000
Dentistry	\$1.900.000
Urology	\$107.000
Surgery Rooms	\$93.000

Continuous training and teaching activities

We have upgraded our professional choices by incorporating more than 14 medical specialties, becoming a University Hospital, and signing cooperation agreements with different universities such as the University of Buenos Aires (UBA), Universidad Abierta Interamericana (UAI), Universidad Argentina de la Empresa (UADE), Jauretche University, among others.

In 2021 we started all procedures to offer a new cycle within the Nursing Degree Program, and to offer, for the first time, a Surgical Instrumentation Degree Program and a postgraduate degree in Critical Area Nursing. Additionally, we kept on promoting nine university specializations with the UBA, which we had started in 2020, and publishing the Scientific Journal.

We started the specialization course at the ICU supported by the Argentine Society of Intensive Care (SATI). In addition, in 2021, we started all procedures to offer 4 new residencies in 2022: Laboratory, Anatomic Pathology, Urology, and Phonoaudiology. In all, we will offer 14 residencies.

In the IT area, training on the use of digital Medical Records.

Blood donation campaign at Paraná and Aeroparque

Giving blood saves lives. At Aeropuertos Argentina 2000, we support this necessity by organizing a blood donation campaign at Paraná Airport and Aeroparque. This solidarity action, in the case of Paraná, called for coordination of efforts with the Blood Bank in the Province of Entre Ríos. This way we successfully got volunteers from the airport community to give blood.

Within the framework of the World Blood Donor Day, in Aeroparque, on Monday June 14, we joined the ORSNA and invited the airport community to participate in a blood donation campaign organized by Red Cross Argentina. The activity took place from 9:00 a.m. to 5:00 p.m. in the Arrivals hall in Aeroparque. Preregistration was mandatory and appointments were given every 30 minutes in order to comply with all the protocols in place due to the pandemic.

Additionally, we tried to make people aware of the importance of giving blood.





Comedor Amaltea

In 2019 we completed the construction of a building at Villa 15, Ciudad Oculta, to address the problem in an interdisciplinary and comprehensive way, with a direct intervention in the very place - family, neighborhood - where the problem arises.

In 2021, after making an agreement with the Ministry of Social Development of the Government of the City of Buenos Aires under the Food Policy Program, we opened an evening food kitchen, abiding by the protocol guidelines in place. From Monday to Friday, 70 families go there and take away their dinner bags. We also maintain our institutional connection with the World Food Bank.

70



families take away their dinner bags from Monday to Friday.

Proyecto Amaltea “Otra Historia” - Amaltea Project “A Different Story”

“Otra Historia” is a project carried out together with Amaltea Civil Association oriented to social inclusion of those people in abject poverty in the City of Buenos Aires and conurbation, most of them drug addicts, particularly cocaine paste addicts.

In 2021, after the sanitary, economic and social consequences left by the pandemic in 2020, we carried out different activities to support and buffer the impact on the institution, the teammembers (most of them from Villa Ciudad Oculta), and the beneficiaries of “Otra Historia” and “Sueñitos”: children, young people and families living in the neighborhood under vulnerable conditions. Based on that, each one of the programs had the following priorities:

“Otra Historia” - Rehabilitation and Reintegration Program

- Methodology adjustment to address the pandemic, specific comprehensive containment, social and health orientation to those people affected by exclusion and drug abuse, and education and employment integration.
- Carpenter’s workshop reopening, car wash, and cargo van for rent..
- Social and legal advice and support regarding documentation, pension plans, welfare benefits, claims, and hospitalizations.
- Emotional, administrative, legal, and economic support to two families that live in the neighborhood and participate in the Amaltea coordination team.
- Agreement with Sedronar, financial aid to assist and support people undergoing drug abuse situations. This legitimizes our program to address drug abuse.
- Organization of a yearly face to face seminar on methodologies to deal with drug abuse and social integration, addressed to health professionals and related professions within a post-graduate program, and coordinated with UBA Psychology teachers. Five students participated and finished the seminar.

475

total beneficiaries
(including children, teenagers, and adults)

Asistencia sanitaria, terapéutica y jurídica:

We provide legal, therapeutic, and medical assistance to people who have violated criminal law, coordinating this assistance with the Early Release program. Among the activities carried out this year it is worth mentioning the following:

- Coordination with CESAC 5, the neighborhood health center, to support children and teenagers with disabilities, to give advice and provide contraceptives for responsible parenthood, and all health care aspects related to the COVID-19 pandemic.
- Use of the Centro Comunitario Conviven (Conviven Community Center), sister organization, to carry out cultural and educational activities within the framework of the City of Buenos Aires teenage program. There were about 80 young participants.
- Lessons, talks, conferences in different institutions in several provinces and regions.
- Web page development and, coming soon, a radio station for the community, together with the Office of the Media Secretary of Argentina..

Sueñitos Day Care

We continue progressing on the maintenance of Sueñitos Day Care. We would like to highlight the following:

- Reconfiguration of day care space and adult education area.
- Step-by-step school reopening with full attendance - 40 children and 50 adults.
- Renewal of the agreement with the Ministry of Education of the City of Buenos Aires, Early Childhood program.
- Agreement with the Ministry of Education of the City of Buenos Aires about a Tutoring Program. Activities started and finished, and 25 children and teenagers attended tutoring.
- Stand at a fair, where items received by donation such as clothes, kitchen tools, toys are sold at reasonable prices to neighbors. The money earned at the fair is spent on the day care expenses.

Fundación Policía Federal Argentina

The Fundación Policía Federal Argentina (Argentine Federal Police Foundation) works to provide the Churruca Hospital with complex medical equipment. The hospital offers comprehensive health care coverage to all members of the Argentine Federal Police (PFA) and their families and mainly receives bullet-injured patients, that is why the hospital needs specific equipment to treat those patients. Among the equipment donated, we find: a box of surgical instruments, a laboratory freezer, a 4K Full Hd laparoscopy tower, a video endoscopy tower, a portable XR machine.



First Humanitarian Hub of the Southern Cone at TCA

We renewed the Collaboration Agreement with Red Cross Argentina to facilitate stowage of nationalized cargo and storage of imported goods and to face the COVID-19 health crisis.

This year we enlarged our physical space in the importation area of the terminal to 1,400 square meters.

This way, we set up the first Humanitarian Assistance Hub for the Southern Cone, which will play a key role to give an agile response to humanitarian logistics and distribute the stock necessary to provide immediate help in case of emergency or natural disasters in our country and other countries in the region, such as Bolivia, Brazil, Chile, Paraguay and Uruguay.









Support to projects focused on Human Rights

Malvinas Humanitarian Project

Since 2004, we have supported the Commission of Families of Fallen Soldiers in Malvinas and Southern Atlantic Islands with several actions having an impact on the families and society in general.

Due to the restrictions imposed by the pandemic, locally and internationally, face to face activities carried out on the Islands were affected in 2021.

Authorities prevented non-residents from entering the islands, neither by boat nor by plane, which restricted humanitarian flights taking soldiers' families to the islands. The Second Humanitarian Project Plan was authorized only in August and carried out by the members of the International Committee of the Red Cross (ICRC Geneva) and the Argentine Forensic Anthropology Team (EAAF, in Spanish).

The project was the result of an agreement between the United Kingdom, Argentina, and the ICRC, which consisted of 19 days in Darwin Cemetery to exhume the remains of soldiers buried in grave C.1.10 and take out DNA samples for further soldiers' identification.

At AA2000 we provided the air assets necessary to perform another private humanitarian flight and transport the samples to the mainland. The process finished when the remains of four fallen soldiers were identified.



In 2021, our investment in this humanitarian assistance program to help families of soldiers fallen in the Southern Atlantic was USD 47,407.

In addition, we maintained our obligations as established in the agreements “Maintenance Services for the Argentine Military Cemetery (Darwin Cemetery)” and “National Commission of Families of Fallen Soldiers in Malvinas and Southern Atlantic Islands”.

We held meetings with the British Embassy in Argentina, video conferences with the Islands, and conversations with the Argentine Chancellery, helping to keep a constructive relationship, away from political issues, only focused on bringing humanitarian solutions to the families of those soldiers that lost their lives in the war in 1982.

Zero Tolerance Agreement towards Violence in the Aviation Environment

On November 26, 2021, together with other private and state-owned organizations, we signed the Zero Tolerance Agreement towards Violence, on the International Day for the Elimination of Violence against Women. Top level authorities of these organizations took part in this event. This way, all signatories materialized their active commitment and responsibility towards the urgent necessity to reduce workplace violence.

The agreement aims to develop a comprehensive and joint strategy for the prevention, action and elimination of violence in the aviation sector. It is about translating the claims made by the members of the community into real actions that strengthen the sector, incorporating gender perspective as a main pillar. Under this agreement, the parties proposed the creation of policies and plans to combat violence, raise awareness of the risks and destructive consequences of these behaviors, and develop federal campaigns to sensitize and communicate this issue.

The following entities and organizations signed this agreement: Argentine Air Navigation Company S.E., Aerolíneas Argentinas, National Administration of Civil Aviation, National Weather Service, Airport Security Police, Rosario International Airport, London Supply, Argentine Aviation Society, and Argentine Aeronautics Institution.

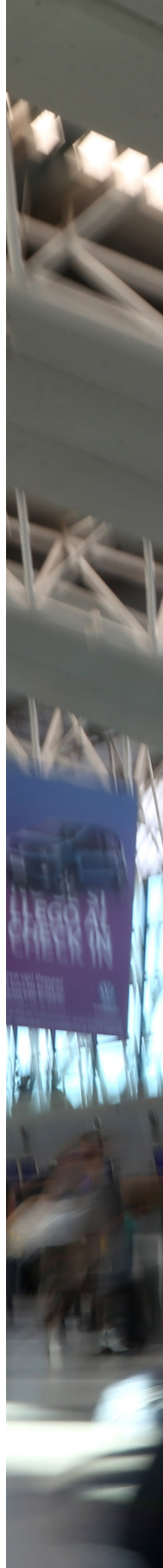
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Fight against human trafficking

We work to make human trafficking features visible and help detect this crime rapidly. In all the airports, monitors display information and images of the people wanted within our country.

Together with the Ministry of Security, the Ministry of Transportation, the ORSNA, the National Immigration Office, Aerolíneas Argentinas, and the Airport Security Police (PSA), we are a party to the agreement for the Cooperation and Technical Assistance for the Prevention and Investigation of Human Trafficking.

In addition, we provide the PSA People Wanted service in the following airports: AFA, BRC, BHI, AEP, MDQ, FMA, EPA, MDZ, COR, RES, IRJ, PARA, RHD, RGA, LGS, PMY, PSS, CTC, EQS, RGL, IGR, EZE, JUJ, UAQ, FDO, CRD, SLA, SDE, TUC, LUQ, VDM and NQN





Our operations contribute to local social & economic development



Impact of infrastructure investments and services provided

Infrastructure works at the airports always generate an impact due to the transformation produced during the work execution and the integration and use of the new facilities.

Work processes give rise to direct and indirect activities. Direct activities through construction workers, transportation, installation, processes, services, etc. Indirect activities are reflected by item manufacturing, third parties' support; retail stores are benefited because there are more people and activities in the area, new employees are hired during the work execution, etc.

Negative impacts are not significant and are generated by annoying noise, transport, entrances/exits, and different kinds of control.



However, the outcome is always positive because the changes generated bring operational and economic benefits and usually mean a significant step forward towards modernization. Investments or services are always of a commercial nature

Collective rights of local communities

We were not reported about any cases in which the objectives set by the Infrastructure area had collided with the collective rights held by local communities. We keep on promoting a positive and collaborative environment in search of the common good.

Nor were any people displaced physically or economically, voluntarily or involuntarily, due to airport operations.

Impacts on the community due to airport development, service reduction, or facility closure.

In 2021 we carried out expansion works. The works that had an impact on the community were the following: site marking and ground preparation, including all clearing activities on the site where construction works would be performed and any temporary ancillary facilities.

Transport activities also impacted on the community. Among the main activities, it is worth mentioning the following: removal of existing structures, filling and/or removing earth after excavation activities or operations that called for transporting earth to another place; the construction site itself and personnel, materials, onsite work, etc.

In addition, in the last stage, there were cleaning and reconfiguring activities, removal of equipment, fences, items and structures, and landscaping activities, from refilling the site to planting new trees. All these activities also had a direct or indirect impact on the community.

This year we did not see any service reduction or facility closure having an impact. The only impacts lasted for a short period at a specific time during the process. For example, access way or road closures, electricity or water supply outages. In all cases we reduced to the minimum anything that could have affected airport operations

Other social-economic development actions

Orillas Solidarias Fair

We support the development of Orillas Solidarias Fair, a Uruguayan event in Argentina that seeks to promote social inclusion support. The objective is to collaborate with social organizations engaged in making and selling handicrafts. The fair fosters environmental protection and the fight against poverty. The money raised is given to the institutions that participate in the fair.

Centro de Estudios Americanos Foundation

We help the Foundation to include Argentina into the world, promoting the preparation and analysis of policies that facilitate the relations with other countries in the international community.





Sponsorships and donations

We collaborate with different organizations to help them expand opportunities for social groups and communities in our country. We seek to improve the conditions in those cities where we carry out our operations through social programs and actions.

In 2021, we gave donations to different foundations, hospitals, and education centers. We would like to highlight the following:

- Donation of \$3,333,333.33 to the Argentine Federal Police Foundation to acquire medical equipment for Hospital Churruca.
- Contribution of USD 1,000 to sponsor the Orillas Solidarias Fair at the Uruguayan Embassy
- Donation of \$1,000,000 to the School of Natural and Exact Sciences Foundation, University of Buenos Aires (UBA), under the New Technologies Program.
- Contribution of \$350,000 to the Centro de Estudios Americanos to sponsor their activities.

Additionally, this year we made donations in kind and we would like to highlight the following:

- Donation of junk and leftover infrastructure construction material to a technical school called Escuela de Educación Técnica N1 "General Francisco Ramírez" in Paraná. The estimated sum donated was \$4,000.
- Donation of fourteen 3-seat tandems and three 2-seat tandems to a civil association called El Cuenco Equipo Ambiental in Córdoba. The estimated sum donated was \$6,000.



A planet to take care of

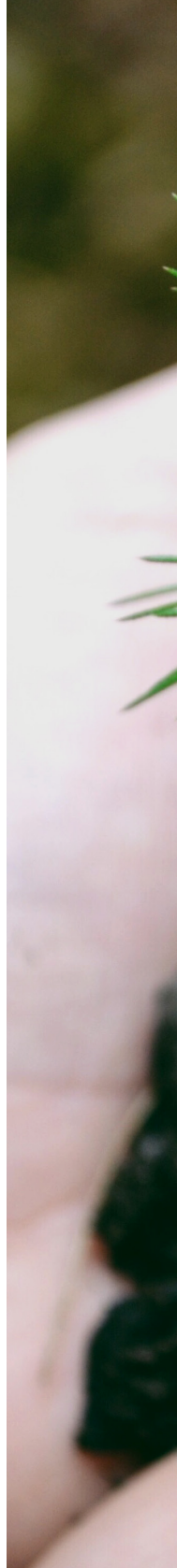
Actions and systematization of environmental information to show our commitment towards climate change and responsible use and disposal of resources.

We foster environmental care focusing on people and the environment around them to face and adapt to climate emergency. We promote responsible use of resources, biodiversity care, and carbon footprint reduction.

SDGs
6, 7, 12,
13, 15

Nature at the heart of **our operations**

We constantly work on actions and programs that move towards resource efficient business activities focused on looking after the environment where we live. Thus, we progress on projects that place nature at the heart of our operations and allow us to challenge and adapt to climate change by taking specific actions.





\$127.046.192

environmental expenses
and investments



86.942.835
kWh

electric energy



1.391.091 m³

natural gas



16.308.000 m³

water

Environmental Management System

Our Environmental Management System is based on an Environmental Policy whose purpose is to mitigate, prevent, and compensate for the environmental impact caused by our airport operations.

We rely on administrative and organizational guidelines and operational knowledge that lead our action development. In addition, this system provides strategic indicators that work as a source of information and data to assess our performance and our environmental management at the airports.

At TCA, we also monitor our operations by checking indicators and assessing our environmental management impact.

Environmental Policy Guidelines at Aeropuertos Argentina 2000

To take measures that ensure continuous improvement and environmental efficiency of productive processes to keep on growing sustainably.

To develop programs and work plans to comply with the rules in force and all requirements about social responsibility, safety, health, and environmental risks.

To know the current status of the greenhouse gas (GHG) inventory to plan, act, verify, and perform through emission reduction targets.

To monitor and systematize specific indicators for all the airports under concession in relation to the following matters: recycling; solid, hazardous, industrial, external waste; forest resources and landscaping; clean water; liquid effluents; soil; drainage system; emissions; noise; and environmental liabilities.

To take on responsibility for staff training and direct participation, promoting environmental values and good practices, and building participation to create discussion spaces for all collaborators in our company.

To foster a committed behavior towards energy and carbon reduction among all players in aviation industries.

To constantly assess air operations and processes in relation to environmental variables to control them and prevent their impact.



Environmental impact assessment

Development of technical guidelines to carry out environmental assessments in Ezeiza and Aeroparque.

To keep on improving our environmental impact management and comply with all legal requirements, we perform environmental impact assessments. They entail a technical-administrative analysis to identify, prevent, and minimize the impact of the projects developed.

Assessments are applied to all airports under concession by AA2000 and filed with the Regulatory Entity (ORSNA 36/08) before beginning any structure works.

In 2021 we began to apply new technical guidelines to order the environmental assessments of our operations and improve our studies for current and potential construction works. These guidelines provide different criteria and documentation standards for our works, for instance, in relation to infrastructure facilities or waste management. Additionally, we make sure that all these guidelines are known by all the companies we work with.

Emissions

Combating climate change and, thus, minimizing our footprint are two focal points of our environmental agenda. That is why since 2018 we have developed an Environmental Monitoring Program to assess and systematize greenhouse gas (GHG) emissions generated by our company's energy consumption.

Within the pandemic emergency context it was difficult to materialize the program progresses. However, all our collaborators were advised and trained on these data gathering methodologies to be applied in the future.

This year we joined the World Economic Forum initiative "Clean Skies Leaders", which seeks to accelerate the use of sustainable aviation fuels (SAFs) by 10% by 2030. These fuels contribute to reducing greenhouse gas emissions, which means a step forward to reach net zero emissions in 2050. In addition, implementing SAFs will help optimize the routes, increase energetic efficiency in aircraft design, and improve land operations. The focus is set on the commercial business to increase the scale and turn this practice into a widespread action in the aviation sector.





Clean Skies Leaders

We adhere to the Clean Skies for Tomorrow coalition, a World Economic Forum initiative, which aims to speed up the development of SAFs (Sustainable Aviation Fuels). The main purpose of this initiative is to meet the challenges on the pathway towards net zero emissions by 2050, working together with other industry players to drive global aviation into using 10% of SAF by 2030.

More than 60 companies in the aviation industry are part of this initiative. Among these companies we can mention Sydney Airport, Vancouver Airport Authority, Bangalore, Aeroporti di Roma, Aena, ACI, Toronto, Fraport, Port Authority NY NJ, San Francisco International Airport.

The initiative provides a global and crucial mechanism for top executives and public leaders to align on a transition towards SAFs (Sustainable Aviation Fuels) and for the industry to achieve carbon-neutral flying.



At present, the SAFs are a direct and available option, compatible with aircraft systems and airport infrastructures. This brings a significant financial and practical advantage in comparison to other decarbonization options. Additionally, the use of these fuels will bring social and economic opportunities together with energy security diversification.

Implementing these fuels at a greater scale calls for strong political support, financial investment, and public policies.

In the future, the advantages of implementing these fuels include a 100% reduction of CO₂ emissions, depending on the raw materials and production technology used. In addition, using these fuels may contribute to decreasing radiative forcing and improving local air quality.

Energy efficiency actions

We work to minimize the use of energy by reducing consumption. In the last few years, we have taken the following measures:



Selection of energy-saving accessories and lighting equipment.



Projection of CFC-free cooling and heating systems in the terminals and limited use of refrigerants with high ozone depleting potential that may contribute to global warming.



Design of conditioning systems that take into account air inflow to ensure indoor air quality.



Air temperature is controlled by sensors connected to conditioning control systems.



Terminals are designed to prioritize natural light and outdoor views.



Installation of a unified videoconferencing system that provides a user-friendly, safe, and versatile infrastructure.



At TCA, we carried out the following initiatives to reduce energy consumption by 30% in 2021 in comparison to the previous year:

- Fluorescent and incandescent lights were replaced by low power LED lights. A time-controlled alarm was set up to reduce curtain opening time inside the cold storage chamber in the Exportation area.
- A time-controlled alarm was implemented.

Consumption indicators

Aggregate data for AA2000

	Measurement Unit	2020	2021
Electric Energy ⁽¹⁾	KWH	81.209.068 ⁽¹⁾	87.587.372
Natural gas ⁽³⁾	m ³	1.321.230 ⁽²⁾	1.391.091

⁽¹⁾ Scope: 35 airports reported

⁽²⁾ Data re-expressed in relation to the data published in Report 2020

⁽³⁾ Scope: 16 airports reached

Electric energy consumption by airport ⁽¹⁾ (KWh)

Total
2021

87.587.372

81.209.068⁽¹⁾ in 2020

Ezeiza

2021

40.037.300

40.384.000
in 2020

Aeroparque

2021

20.227.100

16.470.363
in 2020

San Rafael

2021

135.000

325.820
in 2020

Malargüe

2021

201.000

192.000
in 2020

Mendoza

2021

2.682.000

2.413.800
in 2020

Catamarca

2021

288.000

316.709
in 2020

Santa Rosa

2021

165.452

161.049
in 2020

General Pico

2021

124.355

123.664
in 2020

Salta

2021

1.475.764

1.310 in 2020

La Rioja

2021

243.483

228.960 in 2020

Tucumán

2021

2.046.000

2.139.600 in 2020

Jujuy

2021

1.245.552

1.223.397 in 2020

San Juan

2021

391.221

390.635 in 2020

San Luis

2021

406.048

1.718 in 2020

Córdoba

2021

5.714.000

5.058.180
in 2020

Iguazú

2021

296.600

193.600 in 2020

Resistencia

2021

925.499

918.000 in 2020

Paraná

2021

371.183

369.122 in 2020

Reconquista

2021

8.825

8.400 in 2020

Sgo. del Estero

2021

654.744

655.585 in 2020

Formosa

2021

49.547

40.565 in 2020

Posadas

2021

621.676

617.030 in 2020

Río Cuarto

2021

4.614

1.056 in 2020

Bariloche

2021

4.369.560

4.277.414 in 2020

C. Rivadavia

2021

190.415

77.416 in 2020

Esquel

2021

245.983

225.389 in 2020

Mar del Plata

2021

1.046.258

974.805 in 2020

El Palomar

2021

644.537

1.106.108 in 2020

Puerto Madryn

2021

142.548

133.736 in 2020

Río Gallegos

2021

925.270

921.600 in 2020

Río Hondo

2021

240.000

180.000 in 2020

Viedma

2021

332.252

329.154 in 2020

Río Grande

2021

326.403

318.679 in 2020

San Fernando

2021

318.483

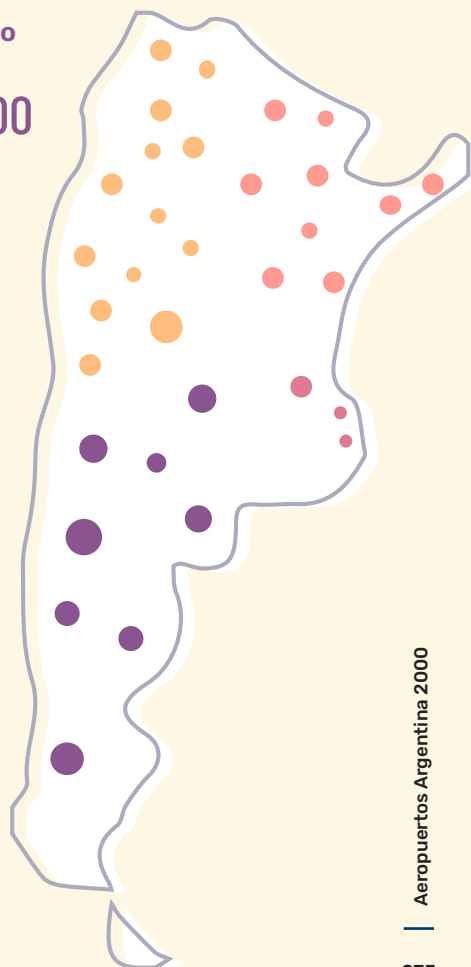
296.204 in 2020

Villa Reynolds

2021

155.000

134.000 in 2020



⁽¹⁾ 35 airports reached.

⁽²⁾ Data re-expressed in relation to the data published in Report 2020.

Natural gas consumption by airport (m³)

Total
2021

1.391.091

1.321.230 in 2020

Aeroparque

2021

153.884

99.654 in 2020

San Rafael

2021

2.957

607 in 2020

Malargüe

2021

9.629

9.437 in 2020

Mendoza

2021

67.120

64.629 in 2020

General Pico

2021

2.450

2.381 in 2020

Bariloche

2021

261.210

260.378 in 2020

C. Rivadavia

2021

59.398

58.178 in 2020

Esquel

2021

66.550

65.941 in 2020

Mar del Plata

2021

29.880

29.297 in 2020

Puerto Madryn

2021

54.695

52.927 in 2020

Río Gallegos

2021

526.367

523.308 in 2020

Viedma

2021

3.950

3.934 in 2020

Río Grande

2021

145.150

143.135 in 2020

San Juan

2021

3.750

3.563 in 2020

Río Cuarto

2021

20

11 in 2020

Villa Reynolds

2021

4.101

3.850 in 2020

⁽¹⁾ 16 airports reached



USE OF ENERGY AT TCA

2021

23.772

Direct energy consumption (en KWH/día)

Renewable energy in the airports

Comodoro Rivadavia Airport has thermal solar panels that generate hot water. This has reduced grid energy consumption and boosted renewable energy generation without any impact on the environment.



Water management

We take care of water and ensure responsible effluent management to minimize our environmental impact and look after this vital resource for our planet.

Our collaborators, passengers, and personnel are the main sources of water consumption associated with restrooms and facility cleaning. That is why raising awareness on this aspect is fundamental.

Water management

Captación de agua ⁽¹⁾

2021

1.689.378 m³

1.581.171 in 2020, 1.751.899 in 2019



TCA. Mains water consumption

2021

16.308.000 l

13.430.200 in 2020, 19.186.000 in 2019

⁽¹⁾ Por fuente subterránea, salvo Iguazú, que su fuente es superficial.

Water catchment by airport (m³)

Total
2021

1.689.378

1.581.171 in 2020

Ezeiza

2021

463.500

326.000

in 2020

Aeroparque

2021

610.392

596.177

in 2020

San Rafael

2021

2.114

2.015

in 2020

Malargüe

2021

874

760

in 2020

Mendoza

2021

23.560

8.283

in 2020

Catamarca

2021

696

650

in 2020

Santa Rosa

2021

384

324

in 2020

General Pico

2021

1.018

1.360

in 2020

Salta

2021

13.910

11.070 in 2020

La Rioja

2021

840

720 in 2020

Tucumán

2021

18.000

600 in 2020

Jujuy

2021

6.320

6.094 in 2020

San Juan

2021

180

120 in 2020

San Luis

2021

1.245

1.200 in 2020

Córdoba

2021

20.843

22.059 in 2020

Iguazú

2021

45.497

29.466 in 2020

Resistencia

2021

144

108 in 2020

Paraná

2021

96

72 in 2020

Reconquista

2021

432

420 in 2020

Sgo. del Estero

2021

126

65 in 2020

Formosa

2021

132

77 in 2020

Posadas

2021

168

60 in 2020

Río Cuarto

2021

1.174

820 in 2020

Bariloche

2021

441.923

517.800 in 2020

C. Rivadavia

2021

9.178

7.878 in 2020

Esquel

2021

780

720 in 2020

Mar del Plata

2021

18.778

18.116 in 2020

El Palomar

2021

12

960 in 2020

Puerto Madryn

2021

1.000

570 in 2020

Río Gallegos

2021

240

130 in 2020

Río Hondo

2021

210

205 in 2020

Viedma

2021

125

121 in 2020

Río Grande

2021

4.860

4.670 in 2020

San Fernando

2021

306

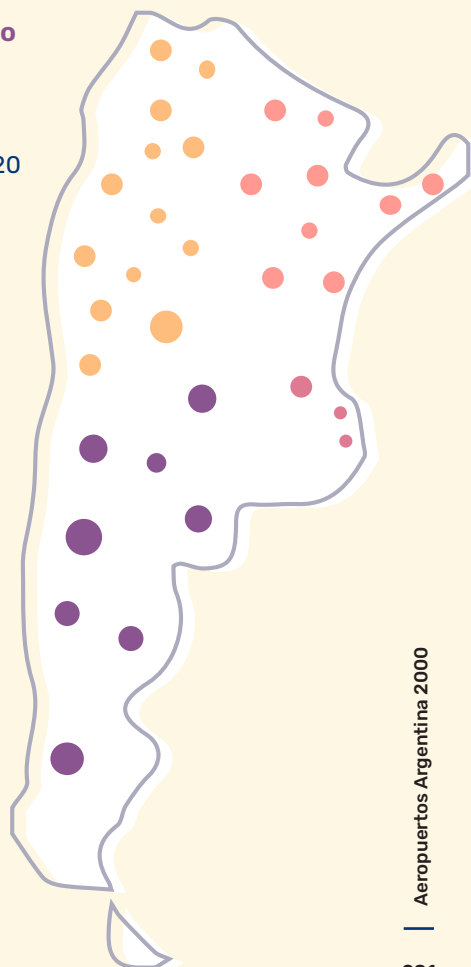
120 in 2020

Villa Reynolds

2021

321

288 in 2020





Regarding effluents, we manage wastewater generated by the airport activities to reduce their environmental impact. Since 2019, we have deployed different effluent management systems, which may vary depending on the place: we have 9 sewer network systems, 6 soak pit systems, 14 treatment plants, and 4 nitrifying bed systems.

On the other hand, between January and May 2022 there were 70 spills; all of them were controlled and this situation was communicated through the REPRAM system.

Type of effluent system (quantity)

Aggregate data for AA2000

	2019	2020	2020
Sewer network	9	9	9
Soak pit	6	6	6
Treatment plant	14	14	14
Nitrifying bed	4	4	4



Effluent generation (m3/h)

Year 2021 - BU

	EZE	AEP	Noreste	Sur	Oeste
Sewer network		656,34	1,91	15,09	41,63
Soak pit					11,10
Treatment plant	505,13		47,13	48,99	1,65
Nitrifying bed				0,84	0,53



In 2021, there were 39 spills at TCA with a total number of 223 kg of products spilled, and 335 kg of absorbent material was used to deal with them. All the spills were cleaned up within a very short period of time by the fire brigade, leaving the areas operative again almost immediately.

Cleaning and Reprofilng drainage canals in Jujuy Airport

With this project we seek to improve and ensure airport safety, preventing water from flowing into the safety area and improving rainwater drainage, as every year rainwater causes floods in the airport neighboring areas.

The project was managed together with the Office of Hydraulics of the Province of Jujuy. The equipment needed for work execution included two backhoes, which were provided by the Office of Hydraulics. The Office of the Secretary of Water Resources assisted the personnel in the cleaning process and AA2000 paid for the traveling expenses incurred by machine operators.

The activities consisted of removing the solid material dragged along the canal during wet seasons and reprofiling it.

In addition to preventing rain from flooding the safety area, the project brought other benefits. By cleaning the canal bed, we also prevented drains in neighborhoods and areas adjoining to the runway from collapsing or getting flooded, and at the same time, we contributed to environmental care.





Gestión de residuos

Waste weight (USW) - Disposal

Aggregate data for AA2000

	2020		2021	
	Destination	Weight	Destination	Weight
Municipal Solid Waste (MSW) ⁽¹⁾	Landfills	2.676.962	Landfills	3.295.307
Hazardous waste ⁽¹⁾	In-situ storage	5.446	In-situ storage	5.383
Regulated organic waste coming from abroad ⁽²⁾	Disposal	DRACONIS	Disposal	383.584

⁽¹⁾ 35 airports reached.

⁽²⁾ "Waste generated at international flights is managed according to Senasa Resolution 77/2019 REGULATED ORGANIC WASTE PROGRAM. Such resolution establishes that waste must be treated in a different way. At Ezeiza, waste is transported to Draconis, a high risk waste treatment plant, in compliance with the resolution mentioned."

Note - MSW destination - Landfill - For hazardous waste, hazardous waste treatment plant

Our airports generate waste from two main sources: terminal operations and reception of domestic flights in the terminal.

On the other hand, there is waste related to personal protection caused by public entities and companies in the airports. Waste must be disposed of in specific triple waste sorting bin bags.

We have a Comprehensive Waste Management Program, which encompasses the following:

- Waste management comparable to household waste management: We have developed a program to recycle paper, glass, and plastic. This waste is disposed of in landfills authorized for such purpose. Airports belonging to the National Airport System (SNA, in Spanish) that recycle are: Aeroparque Jorge Newbery, Córdoba, Bariloche, Palomar, Mar del Plata, Tucumán, and Paraná.
- Non-hazardous waste management: We have a program to recycle paper, glass, and plastic. We give back toners and car batteries to supplying companies once their useful lives are over. We give away electronic waste to allied organizations, and deliver waste to authorized centers.
- Hazardous waste management: We ensure health protection, environmental care, and natural resource preservation.

In 2021, we made progress on studying and assessing waste sorting possibilities in the airports. In addition, we started a sorting and recycling process in AEP and EZE. In principle, we carried out deeper analyses related to the kinds of recyclable waste generated in each airport, obtaining specific features of all recoverable materials.



On the other hand, we continued with our Comprehensive Internal Waste Management (GIRI, in Spanish) Program to sort out waste in our corporate offices in the City of Buenos Aires.

At TCA, 211,477 kg. of municipal solid waste (MSW) was treated and disposed of in authorized landfills. The MSW was previously treated in a high temperature steam furnace and then wrapped

On the other hand, 195 kg. of non-hazardous or industrial waste was disposed of. Finally, Hazardous Waste was managed in such a way as to ensure human health, environmental care, and natural resource preservation. This waste was managed in conformity with current laws, requesting its transport and disposal with notices and final disposal certificates. The total Hazardous Waste managed was 6,964 kg. Additionally, TCA sent 71,061 kg. of their own waste to final disposal (wood, nylon, packaging cardboard, and municipal solid waste).

TCA	2019	2020	2021
Hazardous waste management (en kg)	9.843	2.165	6.964
Oil, tubes, toners, batteries			
Industrial waste management (en kg)	9.639	3.115	195
Used tires, glass, WEEE			
International flight waste management (kg)	6.400	No informado	8.082
Equine waste			

Municipal solid waste separation and recycling mission. This activity consisted of a multidisciplinary task, and collaborators from all BUs within our country participated. We want to highlight these MSW separation and recycling activities within the National Airport System (SNA, in Spanish):

1

Categorization of airports according to their relevant features (number of passengers, size, traffic, waste, etc.).

2

Data collection and mapping about the real situation at SNA airports in relation to MSW sorting.

3

Analysis and development of implementation plans.





Recycling: **waste valorization**

We understand that waste management is a continuous improvement process. That is why we keep on working with allied organizations and cooperatives so that waste management and valorization can reach all our units.

11.350

collaborators surveyed

777

sub-organizations surveyed

117.199 It

daily waste classified

749

tons of waste per month

544

tons of materials per month that
can be recovered in a circular manner

76 %

reduction of environmental liabilities



In 2021 we started to plan a new recycling management system to be implemented in 2022. The system aims to establish verifiable processes at the business units, reduce contingencies and deviations, validate process stages with measurable and auditable results, and develop a platform to manage, engineer, and audit operations.

We began this project by gathering information and performing assessments to improve the classification of waste and, therefore, classify waste that is going to be recycled. We collected data and gathered information about what kind of waste is generated by our community (terminals, permit holders).

We make the following difference in respect of materials:

- We make a difference between the waste generated by a specific activity and the waste materials placed in a controlled channel to be managed selectively.



- The material treated refers to the material being treated, that is, transformed or adapted with tools and technologies to get the conditions required for use.

In 2022 we are going to carry out research and development stages, and develop manuals and certifications.

In addition, we mapped the current waste and recycling circuits to upgrade and improve them.

We started these activities by gathering data from Ezeiza and Aeroparque. We plan to progress on the rest of the units and continue with the process to improve our environmental impact.

Recycling Management System

2021

	Waste generated by specific activity			Waste placed in controlled channel		
	l/día	Kg/día	Kg/mes	% recupero	l/día	Kg/día
Plastic	59.791	3.436	103.090	54 %	33.843	1.856
Paper/ cardboard	72.144	6.228	186.851	77 %	53.146	4.785
Organic	21.213	8.442	253.255	80 %	16.926	6.737
Others	8.301	2.476	74.290	72 %	5.958	1.779
Wood/ pallets	11.501	3.450	103.512	72 %	8.237	2.471
Batteries/ electronic devices	2.735	41	1.226	50 %	1.400	21
Metal	1.234	728	21.850	48 %	605,6	351,0
Glass	278	180	5.402	74 %	206	134
Total recoverables	177.199	24.983	749.475	73 %	120.332	18.134
General waste				29 %	56.980	7.209

TOTAL

Reduction
of environmn-
tal liabilities

	Material treated		
	l/día	Kg/día	Kg/mes
Plastic	1.214	1.805	54.148
Paper/ cardboard	6.960	4.674	140.230
Organic	4.618	1.536	46.071
Others	543	1.708	51.242
Wood/ pallets	6.703	1.910	57.312
Batteries/ electronic devices	43	20	600
Metal	503	275	8.257
Glass	49	110	3.292
Total recoverables	20.633	12.038	361.152
General waste	31.782	7.719	223.313
TOTAL	52.414	19.758	584.564
Reduction of envi- ronmntal liabilities			76 %

Recycling Management System - By airport Aeropuerto 2021

	Waste generated by specific activity			% recovered	Waste placed in controlled channel	
	Lts/day	Kg/day	Kg/month		Lts/day	Kg/day
Ezeiza	89.122	12.853	385.592	71 %	59.903	9.122
Aeroparque	41.887	6.041	181.228	77 %	28.269	4.648
Córdoba	10.493	1.301	39.030	73 %	7.536	955
Bariloche	4.286	539	16.161	71 %	2.965	384
Mendoza	3.943	508	15.251	70 %	2.632	354
Tucumán	3.640	548	16.430	71 %	2.503	388
Salta	3.635	540	16.204	72 %	2.541	386
Iguazú	2.385	322	9.658	71 %	1.634	230
Formosa	2.180	262	7.861	72 %	1.493	189
Santiago del Estero	1.988	264	7.921	70 %	1.344	186
Jujuy	1.865	238	7.149	73 %	1.325	174
Comodoro Rivadavia	1.710	220	6.591	72 %	1.206	158
Posadas	1.158	162	4.861	70 %	788	114
Resistencia	1.098	146	4.373	70 %	736	102
Esquel	898	120	3.613	71 %	617	86
La Rioja	883	118	3.545	71 %	608	84
Mar del Plata	871	121	3.619	73 %	603	88
Paraná	663	91	2.725	71 %	457	64
San Rafael	610	68	2.034	72 %	431	49
Madryn	498	64	1.925	71 %	347	46
Río Cuarto	490	67	2.003	71 %	345	47
Catamarca	473	67	2.008	72 %	337	48
San Juan	470	61	1.836	71 %	331	44
Viedma	440	57	1.720	70 %	297	40
Malargüe	433	64	1.924	72 %	305	46
Reconquista	263	34	1.006	72 %	188	24
General Pico	258	36	1.067	73 %	187	26
La Pampa						
San Luis	220	28	846	72 %	158	20
Santa Rosa	132	16	486	73 %	97	12
Río Grande	120	15	457	71 %	86	11
Villa Mercedes	93	12	353	72 %	66	9
TOTAL	177.199	24.983	749.475	73 %	120.332	18.134

Material treated

	Lts/day	Kg/day	Kg/month
Ezeiza	11.690,7	6.404	192.122
Aeroparque	5.484,6	3.010	90.297
Córdoba	933,5	610	18.287
Bariloche	279,3	247	7.414
Mendoza	229,7	172	5.164
Tucumán	253,8	225	6.749
Salta	305,0	238	7.142
Iguazú	229,7	172	5.164
Formosa	184,3	99	2.982
Santiago del Estero	125,7	103	3.077
Jujuy	155,4	108	3.229
Comodoro Rivadavia	115,9	95	2.861
Posadas	72,0	54	1.617
Resistencia	68,1	54	1.622
Esquel	58,3	48	1.435
La Rioja	58,1	47	1.415
Mar del Plata	71,7	56	1.682
Paraná	38,9	33	998
San Rafael	33,6	32	966
Madryn	29,3	27	805
Río Cuarto	27,6	26	785
Catamarca	30,1	28	828
San Juan	30,7	27	816
Viedma	24,6	24	713
Malargüe	30,6	30	900
Reconquista	15,0	16	486
General Pico	17,0	17	512
La Pampa			
San Luis	11,9	14	420
Santa Rosa	6,5	9	265
Río Grande	6,1	8	229
Villa Mercedes	5,2	6	170
TOTAL	20.633	12.038	361.152



Selective separation and collection of municipal solid waste

Integrated management of municipal solid waste (MSW) based on sustainable development aims to preserve human health and improve people's quality of life, and also take care of and preserve natural resources.

In the Northeastern region, we carry out an initiative to develop waste separation in our airports together with all airport community. We have developed three implementation stages depending on the airport sector to put waste separation into practice. In addition, together with governmental entities in every city, we seek to implement selective MSW collection for final disposal.

Paraná Airport was the pioneer in this initiative and then other airports such as Córdoba, Resistencia, Iguazú, and Río Cuarto joined in the proposal. We consolidate all the airport information in order to obtain all data about what kind of material and how much waste we are collecting. This allows us to know how many kilograms of MSW we are collecting at a regional level, and then delivering that waste to the selective waste collection trucks.

We expect to keep on training passengers and our community on such a sensitive matter to keep on taking care of the environment.

Recycled materials

Part of the materials used in our airport operations are donated and sent to foundations for recycling. We create alliances with nongovernmental organizations to turn our waste into valuable resources to create a positive impact on society and the environment.

Northeastern units

Recycled materials - Kilograms Paper - Cardboard - Plastic	2021
COR	2.239
FMA	80
PRA	87
PSS	225
RES	487

TCA



At TCA we started to collect bottle caps and paper for Fundación Garrahan again after the low staff attendance rate during the pandemic. After a year without making any donation, we resumed this activity and would like to include other items in the program, such as copper wires and keys.

Recycled materials (kg.)	2019	2020	2021
Paper donated	13.600	N/A	19.755
Plastic caps recycled	18	N/A	10

In addition, we recycled 314,797 kg of nylon and wood waste as a result of import-export cargo handling. Those materials rejected and then sent to final disposal constituted a small portion.

In an alliance with Cooperativa El Corre Camino we recycled 385kg of cardboard and paper.

Recycling at our corporate offices (HON)

We work together with Fundación Garrahan on its recycling program.

Materials recycled - Kg.	2019	2020	2021
Paper	11.650	6.348	1.885,60
Bottle caps	62	41	32,20
Keys	0	0	11



Environmental awareness

As a company permanently in touch with people that work in and use our airports and services, we are aware of the main role we play when it comes to communicating and raising awareness about environmental care.

Training employees on these environmental management guidelines is permanent because there is a daily and continuous relation between operations and these guidelines. Training was focused on the following topics:

- Municipal solid waste
- Hazardous waste
- Industrial waste
- External waste
- Tree resources
- Environmental reports
- Soil movements
- Wastewater
- Fuel and other substance spills
- Environmental requirements
- Mitigation measures
- Environmental programs
- Health and safety

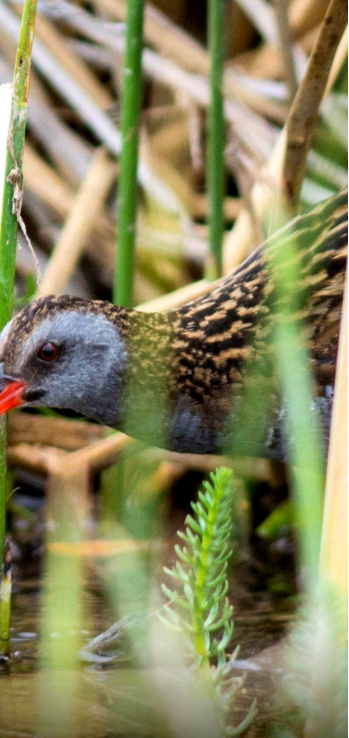
Biodiversity



We know how important it is to preserve biodiversity for our business, operational security, and our well-being as a society. That is why we work together with local authorities and/or wildlife rescue and rehabilitation organizations to reintroduce wild animals found at the airports into more suitable habitats.

At Puerto Iguazú Airport we found a Yaguarundí cat (*Herpailurus ya - gouarundi*), which was taken away by Iguazú National Park staff and released outside the airport. At this same airport we found a Yacutoro bird (*Pyroderus scutatus*) and took it to Güirá Oga wildlife rescue shelter for its rehabilitation and release.

In San Luis we rescued a gray fox pup (*Lycalopex gymnocercus*) and a vizcacha (*Lagostomus maximus*), which were delivered to the Environmental Police of the Province of San Luis. We also delivered a Pecarí de Collar (*Pecari tajacu*) to the Environmental Police for its reintroduction. The conservation category for this species in Argentina is "vulnerable", that is to say, this species is at high risk of wildlife extinction due to hunting and natural forest loss. On the other hand, in an alliance with the National Park Administration Office, we placed camera traps to monitor pumas (*Puma concolor*) in the area.



Gallineta chica (*Rallus antarcticus*), jaguarundi (*Herpailurus yagouaroundi*)

At Comodoro Rivadavia Airport while specialists from the UBA School of Natural and Exact Sciences were collecting biological data, we found a Gallineta Chica (*Rallus antarcticus*) for the first time. This species risks becoming extinct according to the categorization established by Aves de Argentina 2015 due to habitat fragmentation. In particular, Patagonia wetlands originated by overgrazing and the presence of American minks (*Neovison vison*), an invasive species that considerably affects the regional biodiversity.

We know how important it is to preserve biodiversity for our business, operational security, and our well-being as a society.





Reforestation in key areas

Iguazú

As part of our sustainable management, we carried out a reforestation project and sowed 146 plants in the outside area of Puerto Iguazú Airport. This way, we helped to recover and improve local fauna by including native species.

This initiative was carried out with Arauco Argentina S.A., a company in charge of donating all the species, and providing quality information to passengers, companions, and members of the airport community about different varieties of plants and how important they are for the Iguazú ecosystem.

Additionally, while expanding the IGR terminal, we had to remove some pine trees, which were delivered to National Park authorities for reuse and revitalization. The Northeastern Business Unit renewed the commitment undertaken and not only did it recover the flora, but it also improved and upgraded the vegetation cover in the areas in question.



Córdoba

We implemented a project that arises out of the need to contribute to sustainable environmental practices, which are the pillars of our company, and with the purpose to renew our image in respect of nature.

Bearing in mind that Córdoba airport has vast green areas, the project envisages the future definition of short-term stay areas with seatlike furniture, together with circulation areas to be integrated with the building. The design space proposed covers 17, 000 m², focusing on the landside. While the works were being carried out, we took into account environmental specifications and planted species that did not put existing species in danger.



San Luis

By using a planner platform, our team put down their idea to see how to plant trees in green spaces near the airport because most of the areas were without vegetation.

At the Continuous Improvement meeting with all the LUQ team and leaders, we analyzed the proposal in the “effort/impact” prioritization matrix and concluded that it was feasible to carry out the works because they would have a great impact on passengers and citizens that visit the airport. The project was executed by the government of the Province of San Luis, with their own staff and free of charge. From our side, our staff was in charge of contacting the provincial office of the secretary of environment to put forward the proposal.

In all, we planted 125 hybrid mulberry trees at the airport entrance, the main access avenue, public and personal parking space, and radar zone. In addition, in the park opposite the building, we planted 90 evergreen plant species and flowers. The proposal and execution of the project were reviewed by an afforestation technician and a person in charge of a group of people that carried out the activities.



Strategic alliances

The value of private-public coordination and the programs and agreements implemented to create value for our society.

We understand that the contribution towards sustainability is reached by coordination. That is why we create strategic alliances with national and international, public and private organizations to foster open and safe communication spaces and build together sustainable development actions.

SDGs
3, 9, 17

A private-public alliance path with value

We seek to maintain open conversations with governmental agencies, regulatory entities, corporate chambers, and international organizations in order to build up actions and programs together so that we can boost our contribution to our country and towards sustainable development.

Concession Contract over Group "A" of the National Airport System with the Federal Government.

1998

Collaboration Agreement between the National Immigration Office, PSA, and Aeropuertos Argentina 2000.

2005

Memorandum of Agreement held between Aeropuertos Argentina 2000, the Argentine Government, and the government of the Province of Jujuy to Adjust the Concession Contract and incorporate Jujuy Airport.

2007

Letter of Intent and Agreement with the Province of Santiago del Estero to incorporate Termas de Rio Hondo Airport. Collaboration Agreement between Aeropuertos Argentina 2000, Aerolíneas Argentinas, and the ORSNA

2012

Technical Assistance and Cooperation Agreement between the Argentine Ministry of Justice and Human Rights, Aerolíneas Argentinas, Aeropuertos Argentina 2000, and the Argentine Federation of Aviation Personnel. Collaboration Agreement between the Argentine Ministry of Tourism, Aerolíneas Argentinas, Catedral Alta Patagonia and Aeropuertos Argentina 2000

2014

Collaboration Agreement between the Argentine Ministry of Social Development and Aeropuertos Argentina 2000.
Collaboration Agreement between the Argentine Ministry of Culture and Aeropuertos Argentina 2000.
Collaboration Agreement between the Tourism Entity of the City of Buenos Aires and Aeropuertos Argentina 2000.

2015

Collaboration Agreement between the Argentine Ministry of Security, PSA, and Aeropuertos Argentina 2000.

2016

Agreement with the Nuclear Regulatory Authority (ARN, in Spanish) of the President's Office for the allotment of a physical space in Salta International Airport to set up a radionuclide monitoring station.

2017

Collaboration Agreement with the Government of the City of Buenos Aires and the Argentine Olympics Committee in relation to Buenos Aires 2018 Youth Olympics.
Collaboration Agreement with the Tourism Entity of the Government of Buenos Aires in relation to the "Study Buenos Aires" program.
Collaboration Agreement with the Argentine Registry of Persons (RENAPER, in Spanish) to develop spaces and communicate the "Pasaporte al Instante" (Instant Passport) program.
Collaboration Agreement with the Argentine Institute against Discrimination (INADI, in Spanish) in favor of an awareness campaign against discrimination.
Collaboration Agreement with the Office of the Secretary of Health to foster yellow fever vaccination campaigns at bordering health units

2018

Agreement with the Municipality of Las Heras, Mendoza, to work together and promote the Grape Harvest Festival (Fiesta de la Cosecha y de la Vendimia).

Collaboration Agreement between the Argentine Ministry of Security, PSA, and Aeropuertos Argentina 2000 to develop Training Courses on security and fight against drug trafficking.

2019

Agreements with the Argentine Ministry of Health, the Ministry of Science, Technology and Innovation to facilitate input importation and storage during the mandatory lockdown. Red Cross Argentina: an 860 m2 space was opened in the Terminal de Cargas Argentinas Business Unit to store imported goods to face the health crisis. Red Cross Argentina set up this space as their logistics center in our country.

Mutual Collaboration Agreement between the Ministry of Culture and Tourism of San Juan and AA2000 to provide assistance during the Fiesta Nacional del Sol held between February 25 to 29.

Agreement made on July 3 between Aeropuertos Argentina 2000, AySA (Agua y Saneamientos Argentinos), ORSNA, ANAC to progress on key remodeling works necessary at Jorge Newbery Airport.

Special Agreement with the Argentine Ministry of Health to obtain a 100% discount on all cargo costs (mainly vaccines and medicines). These cargoes are also prioritized and handled speedily.

Agreement with the Argentine Ministry of Science and Technology to facilitate access of imported goods and inputs for technological and scientific research in our country. To that end, we offered a discount on service costs for all cargoes entering TCA to be delivered to scientific technological institutions.

Agreement with the Argentine Air Navigation Company S.E. *

Participation at the Interministerial Commission of Air Transport Facilitation to reactivate air transport in our country (ORSNA, PSA, EANA, Immigration Office, Senasa, Customs, National Weather Service, Border Health Office, Aerolíneas Argentinas, Intercargo, and Interpol).

2021

2020

* For further information about this agreement, see section 5.2.4 "Embracing our Communities".



Major agreements and alliances in 2021

Aeropuertos Argentina 2000 and The Mitre Corporation

Since 1999 Aeropuertos Argentina 2000 has held a continuous relationship with The MITRE Corporation laboratories in the United States, particularly with the “Center for Advanced Aviation System Development” (CAASD), one of its four main research centers.

Laboratory activities range from systems engineering for the private sector to IT solutions for more efficient aerospace operations. In addition, these activities include airport engineering, networking engineering and systems integration, airport capacity planning, design and analysis.

As the health emergency imposed traveling restrictions, we were not able to hold face to face activities that had been scheduled in Argentina and the United States. Under this “new normal” process, several activities were carried out remotely.

Considering the difficult financial situation that the industry is going through, and Aeropuertos Argentina 2000 in particular, as air traffic dropped drastically, MITRE decided to take a “temporary-strategic pause” in 2020 and continue their development activities in its laboratories, readjusting tasks, balances, and its own funds.

This year we continued with the study called “Rationalization of Airport Air Traffic Infrastructure in the Greater Buenos Aires Area”. This study was performed in November (2 weeks) by engineers and technicians from Canadian company MDA GEOSPATIAL SERVICES INC, and included observations, records, height measurement of objects previously located from satellite images, which may be considered as obstacles in the air space within AMBA area, as part of the assessments carried out by the Air Security area of the Terminal Aérea Buenos Aires.

Remotely and from McLean, Virginia, we continued updating the Air Traffic Control Simulator software (digitalization, synthesization, voice recognition, and AI), installed since 2014 in the Air Control Center (ACC) in Ezeiza.

Agreement between Aeropuertos Argentina 2000 and the Argentine Ministry of Science, Technology and Innovation

In November 2021, we made a collaboration agreement with the Argentine Ministry of Science, Technology and Innovation to provide infrastructure and logistics support to import these cargoes. We committed to offering a discount on handling, warehousing and verifying costs for air cargoes entering Terminal de Cargas Argentina (TCA) and containing inputs for technological and scientific research.

The agreement is framed within a collaborative activity carried out at the beginning of the pandemic in March 2020, when we decided to offer a 100% discount on costs arising out of handling and warehousing services in respect of cargoes containing inputs directly or indirectly related to COVID-19 research. During the COVID-19 pandemic, the cargoes benefited were those aimed at research work related to the health crisis..

As from 2021, we have extended this discount to all goods received by companies listed in the Registry of Technological and Scientific Entities and Organizations (ROECYT, in Spanish), and cleared at Customs under an import certificate for goods to be exclusively used for technological and scientific research.



Alliance with Red Cross Argentina

The Integrated COVID-19 Action Plan Agreement made with Red Cross Argentina in 2020 is not only still in force but the space assigned for installing and operating the Humanitarian Assistance Hub⁹ for the Southern Cone has been expanded⁹.

The agreement ensures that the space assigned will be returned once the agreement expires. Additionally, the agreement establishes that any temporary and/or permanent improvement, reconfiguration, or demolition must be expressly approved by Aeropuertos Argentina 2000. At Aeropuertos Argentina 2000 we will make available all staff and equipment necessary to operate the Humanitarian Hub.

⁹ For further information about the Humanitarian Hub, see section 5.2.3 "Embracing our Communities".

Passengers' journey

In an airport, we find different players who participate and interact with each other and have different roles, but all are important somehow. A passenger's journey starts when a passenger gets to the airport, and comprises departure, boarding, and arrival.



Parking Space

The first contact with an airport service when passengers get into the terminal in their own car, or by bus or taxi.



Check-in

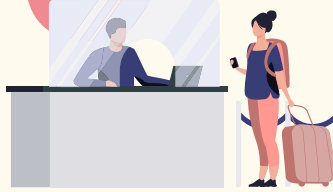
Passengers hand in their documentation and receive a boarding pass. The boarding pass can also be obtained online and passengers just have to hand over their baggage.



Baggage check-in

Passengers hand over their baggage and then go to the check-in desk.

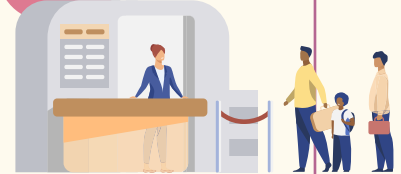
5



Immigration

Under the charge of the National Immigration Office (DNM, in Spanish) passengers must hand in their personal documentation and boarding pass and the Immigration Office records their entries/exits.

6



Boarding gate

Airline staff scans boarding passes and verifies passengers' identity once the boarding stage begins.

4



Security control

The Airport Security Police (PSA) are in charge of controlling passengers' security to safeguard and ensure security within the airport ecosystem. At the security control area, carryon bags and personal belongings are scanned through an X-Ray machine and passengers step through a metal detector. If there is any inconvenience, the PSA or immigration personnel for international flights take action.

Pre-boarding stage: After passengers go through the immigration office, they wait for departure time. While waiting, passengers can visit the retail stores located in the terminal (restaurants, drugstores, or stores) or the VIP lounge in the airport

7



Boarding the plane

Passengers are led along the jet bridge or driven on an airport shuttle to a remote aircraft parking position. Once the airplane arrives, the cabin crew receives passengers, who place their belongings inside the plane, fasten their seatbelts, and enjoy the flight.

Participation of public sector and **different entities** within our airports

Our airports are spaces of continuous interaction between different entities. The public sector, the private sector, and our stakeholders are present in our facilities every day.

We are responsible for the public zone in our airports. However, the sterile area, from the checkpoints to the plane, is under the charge of the following public entities:

- National Civil Aviation Administration (ANAC) – Argentine Ministry of Transport.
- Regulatory Body of the National Airport System (ORSNA) – Argentine Ministry of Transport.
- Airport Security Police (PSA) – Argentine Ministry of Security.
- National Immigration Office (DNM) – Argentine Ministry of Domestic Affairs.
- Customs Office (DGA) – AFIP (Federal Administration of Public Revenue).
- Argentine Air Navigation Company (EANA) – Argentine Ministry of Transport

- Argentine Air Force – Argentine Ministry of Defense.
- National Food Safety and Quality Service (SENASA) – Argentine Ministry of Agriculture and Fisheries.
- National Firearm Registry (RENAR) – Argentine Ministry of Security.
- Border Health Office – Office of the Secretary of Health.
- National Agency for Controlled Materials
- National Weather Service

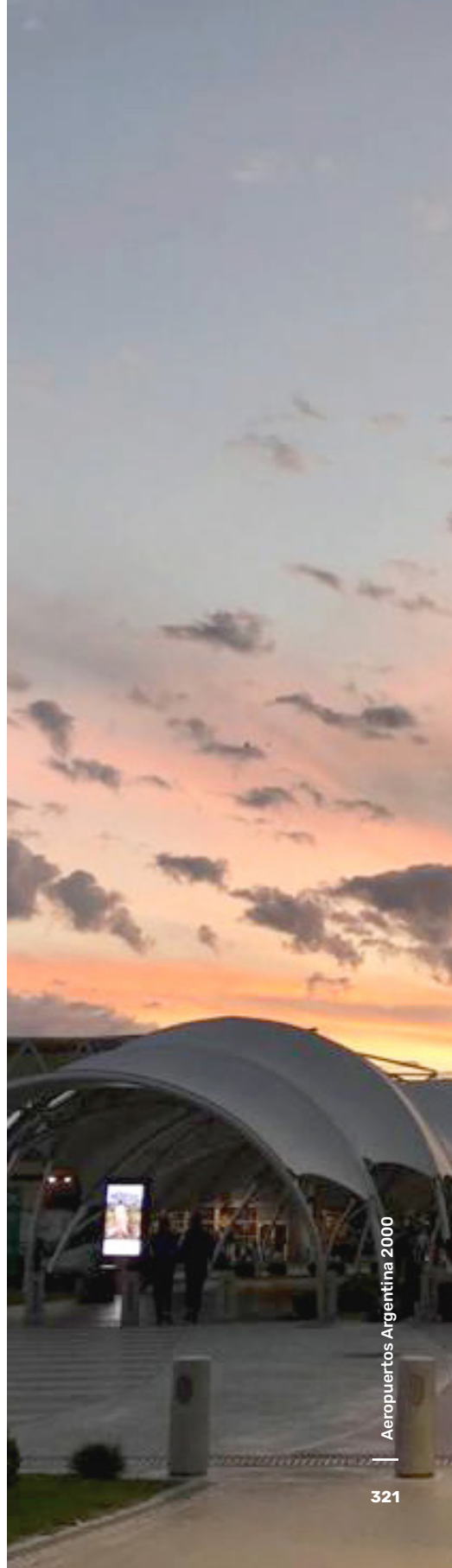
Particularly, the ORSNA is also responsible for approving any infrastructure investment plans and their follow-up and control.

Relations with different governments

In 2021, we visited the Presidential Residence with the Red Cross, and had a meeting with the President. We also announced with the Governor of San Juan the works that were executed in that province.

At TCA, we organized a vaccination system together with the Ministry of Health. We received the Federal Investment Council, and had a meeting with the Ministry of Science to introduce and communicate our alliance.

Additionally, we opened AEP together with the ORSNA and the Ministry of Transport and Tourism, and organized visits to Aeroparque and Ezeiza together with the Ministry of Transport.



Strategic alliances in Argentina

We are members of

- Argentine Chamber of Tourism
- AMCHAM
- Argentine Chamber of Commerce and Services
- Argentine Association of Organizers and Suppliers of Exhibitions, Congresses, Events and Convention Bureaus (AOCA)
- Buenos Aires Convention & Visitors Bureau
- Destino Argentina
- Interamerican Council of Commerce and Production
- Mendoza Bureau
- Salta Convention Bureau
- Argentine-Armenian Chamber

In addition, our sustainability management area supports different institutions:

- We support the Foundation for Equal Educational Opportunities (Cimientos)
- We support the Center for the Implementation of Public Policies for Equality and Growth
- Dr. Juan Antonio Fernández Foundation
- San Lázaro Educational Foundation
- Hospital De Clínicas Foundation "José De San Martín"
- Foundation for the Center of Infectology Studies
- Social Action Cooperative COAS
- Destino Argentina
- Buenos Aires Convention & Visitors Bureau A.C.
- American Chamber of Commerce (AMCHAM)
- Argentine Association of Organizers and Suppliers of Exhibitions, Congresses, Events and Convention Bureaus AOCA

Eduardo Eurnekian is the vice president of the Argentine Chamber of Commerce and Services, and the Interamerican Council of Commerce and Production.



At TCA, we hold different alliances and agreements with public entities as well as chambers and associations:

- Argentine Ministry of Health
- Argentine Ministry of Science, Technology, and Productive Innovation
- Red Cross Argentina
- Ministry of Defense – Air Force
- General Accounting and Audit Office of the Army
- General Secretary's Office of the Navy
- Argentine-Dutch Chamber of Commerce
- Argentine Chamber of Exporters
- Chamber of Bonded Warehouses

International strategic alliances





Participation at **congresses and fairs**

We organize and take part in different national and international congresses, fairs, and talks to speak about the importance of sustainable management and sustainable development.


In 2021 we participated at:

- ACI World in Mexico
- Lunch organized by the Interamerican Council of Commerce and Production
- AMCHAM CEO Talks with the participation of Daniel Ketchibachian



Challenges 2021



-  Challenge complete
-  Challenge partially complete
-  Challenge incomplete



Targets 2021	Achievement
To become established as industry leaders through actions such as change management for the new Aeroparque and certification processes for Aerodromes, particularly in Tucumán and Bariloche.	●
To foster Operational Security Culture encouraging continuous learning adjusted to virtuality, both for employees and contractors.	●
To boost data-based management enhancing the scope and functionality of core operative systems.	●
To sustain operations, with all protocols, taking care of our work teams to minimize the risk of infection.	●
To resume passengers' surveys and adjust them to the current situation, prioritizing personnel's and passengers' health.	●
To work together with permit holders and carry out sustainable actions. To seek options to encourage such actions in all airports.	●
Implementation of QR code to receive queries and claims	●
New customer service manual adjusted to the pandemic situation.	●
To continue consolidating efficiency and effectiveness in SOX processes and internal control systems by reviewing control and risk matrices and promoting improvements and automations in their respective business processes.	●

Targets 2021	Achievement
Implementation of integrated software enabling electronic acceptance of policies by collaborators. Digital conflict of interest statements. Digital files followed up and saved safely and suitably.	
To consolidate risk management communication in different areas and Business Units to make suitable and timely decisions that maximize goal achievement, budget optimization, and efficiency.	
To improve digitalization and measurement of indicators to continue giving agility to our company's activities, keeping up the level of control over risks inherent to each process.	
Definition and approval of a protocol for internal investigation of complaints.	
To resume the Training Plan disrupted in 2020 due to COVID-19 emergency.	
To maintain our hosting role and safeguard our collaborators' health.	
To design and execute a Talent Management strategy. To foster cultural evolution to facilitate business digital transformation and implement a new Agile Management Model for all teams in our company.	
To implement new sustainable processes to reduce the use of paper, even once the pandemic is over.	
Collection and assessment of National Airport System (SNA) data in relation to energy (fuel, electricity, and gas), water consumption and waste and their greenhouse gas impact.	

Targets 2021	Achievement
To continue developing waste management plans for the COVID-19 emergency situation.	
To design an IT strategy for the new context in the company.	
To complete the Project and Works Plan for 2021 in order to meet all infrastructure requirements in each airport.	
To develop an expansion project in Aeroparque. To develop project solutions for intermediate periods in Ezeiza.	
To perform environmental assessments in Ezeiza and Aeroparque..	
To consolidate supplier selection criteria with all Business Units	
To design sustainable supplier inclusion policies.	
To develop strategic alliances with local suppliers	
To keep on transforming infrastructure, resources and tools in order to achieve virtual / face to face adjustment and efficiency..	



Looking into the future: **Challenges 2022**

To review risk matrices and controls,, promoting improvements and automations in respective business processes.

1

To foster growth and robustness of the development and compliance with AA2000 Integrity Program.

2

Implementation of **Sustainable Passenger** (Pasajero Sustentable) Program.

3

Preparation of the **Sustainable Procurement Manual**.

Implementation of **airport accessibility program**.

4

5

To begin recycling and separation processes.

6

Definition of KPIs to measure service quality.

7

To map risks within our country, in order to determine which actions are necessary to ensure operational safety..

8

To maintain the ASQ levels obtained in the last survey (1Q 2020) through ESA tool.

9

To monitor, using data management, passenger flow in the terminals through BlipTrack tool.

10

To offer more food choices with gluten-free and vegan menus, and kid menus, and improve service quality.

11

To continue infrastructure works to expand, remodel, and improve terminal facilities.

12

To develop a Diversity, Equality, and Inclusion Program.

13

To keep on progressing on cultural evolution and agile team management to deliver better results to all stakeholders.

14

We want to thank all our employees, managers, and administrators who actively participated in the preparation of this key document to account for our performance and improve our business management year after year with our focus set on sustainability.

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