

Innovation Management Policy

Ayesa is aware of market demands and is firmly and strategically committed to innovation in the development of its products and processes.

That is why it has taken on the responsibility of implementing, maintaining and continuously improving an Innovation Management System that meets the needs and expectations of all its stakeholders.

Ayesa's management is committed to innovation activities, compliance with applicable requirements and the continuous improvement of the Innovation Management System based on ISO 56001, and specifically to:

- Lead and foster a culture of innovation at all levels of the organisation.
- Provide the human, technological, and financial resources necessary for the development of the Innovation M.S.
- Comply with the requirements of ISO 56001 and other applicable commitments.
- Establish mechanisms for monitoring, evaluating, and continuously improving the system's performance.
- Communicate this policy clearly and accessible to all internal and external stakeholders.

The **purpose** of Ayesa's Innovation Management System is to **strengthen our ability to generate, develop and convert innovative ideas into high-value technological solutions** that respond to the current and future needs of our clients, strategic partners and society; by means of:

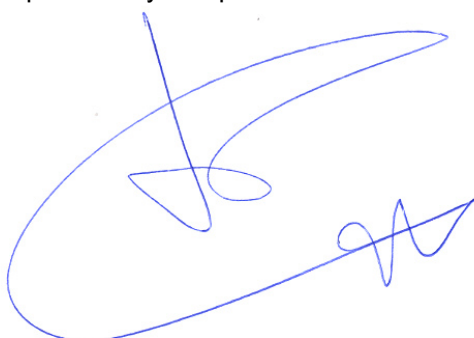
- Establish a robust, collaborative, and cross-functional **culture of innovation** within the organisation.
- Encourage the **exploration of opportunities** through structured processes, from the initial idea to its implementation.

- Promote **experimentation, creativity, and risk management** as essential components of innovation.
- Generate **sustainable results** that improve the competitiveness, differentiation, and social and environmental impact of our operations.
- Contribute to the company's strategic objectives through systematic, measurable and adaptable innovation management.

To this end, the Innovation Management System defines a **scope** that covers:

- **All innovation processes** related to the ideation, evaluation, development, validation, protection and commercialisation of technological solutions in the technology lines defined in the Innovation Strategy.
- **Functional areas** directly or indirectly involved in innovation activities, including R&D, product, operations, commercial, human resources, and strategic alliances.
- The **headquarters** of Ayesa Ingeniería y Arquitectura S.A.; Alia Gestión Integral de Servicios, S.L.U.; Atech Advanced Solutions, S.A.U.; M2C Consulting, S.L.; Ayesa Servicios Digitales Avanzados, S.L.U.; Ayesa Ibermática, S.A.U.; Integrated Technology Systems, S.L. and Instituto Ibermática de Innovación S.L., located mainly in Seville, Madrid and the Basque Country, as well as **collaborative innovation projects** with external partners, universities, start-ups and technology centres.

Ayesa recognises that innovation is a key strategic lever for its sustainable growth and competitive positioning. Therefore, it is committed to managing it in a structured, inclusive manner, focused on specific and relevant results. The ultimate responsibility for the Innovation Management System lies with the General Management, which delegates the necessary authority and functions for the development of this Policy to the Innovation Department. The Policy is reviewed periodically and published for access by all employees.



Juan de Dios Hermosín
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