

## 5.10. INNOVATION



In an increasingly competitive and demanding context, the ACS Group is aware of the importance of anticipating future trends and demands in pursuing global leadership. The Group therefore promotes innovation and research aimed at finding solutions to improve processes, incorporate technological advances and improve the quality of the services provided.

The Company's commitment to innovation is evident in the significant investment in R&D+i made by the ACS Group every year, which reached EUR 27.5 million in 2022<sup>12</sup>. The result of this effort leads to, among others, improvements in productivity, quality, customer satisfaction, occupational safety, the use of new materials and products, and the design of more efficient production processes and systems.

*THE ACS GROUP INVESTED MORE THAN 27.5 MILLION EUROS IN RESEARCH IN 2022*

Management of innovation at Group companies normally has the following characteristics:

- The function is assumed by technology management, generally by the Technological Development Committee.
- R&D is managed through recognised management systems, customarily the UNE 166002:2006 standard.
- Compliance with reference standards is reviewed through independent audits.

Compliance with the requirements of the systems usually involves the development of individual strategic lines of research, collaboration with external organisations, investment that seeks to promote research and regular generation of new patents and operating techniques.

*IN 2022, THE ACS GROUP HAD 137 PROJECTS IN PROGRESS AND IN THE LAST 10 YEARS THE GROUP COMPANIES REGISTERED A TOTAL OF 43 PATENTS.*

The ACS Group's capabilities were strengthened and complemented through partnerships with technological centres, research institutes and universities, as well as other institutions related to R&D&I in order to successfully complete the innovation processes. In this sense, the Group has made a notable commitment to developing innovation projects related to sustainability.

*IN 2022, THE ACS GROUP DEVELOPED 46 SPECIFIC INNOVATION PROJECTS RELATED TO SUSTAINABILITY.*

The projects developed in the ACS Group's Innovation area are aimed at responding to the specific challenges and opportunities presented in the current construction and services environment, representing one of the Group's key lines for the creation of value. The main lines of development of the Group's Innovation activities are related to:

- Solutions relating to sustainability, efficiency and climate change:
  - Development of construction materials and techniques to improve the resilience of infrastructure
  - Improvement of resource efficiency
  - Development of solutions for Smart cities
- Automation of processes, digitalisation and data management:
  - BIM and virtual reality
  - Artificial intelligence
  - Shared learning systems
  - The Internet of Things

<sup>12</sup> Scope of data 19.36% 2022 sales. The scope of the number of projects carried out and patents in 2022 is 14.89% and 15.10% of 2022 sales