



INNOVATION STRATEGY

STRATEGIC OPPORTUNITY AREAS FOR INNOVATION

The management of COMSA Corporación has set the objective of remaining among the most innovative companies in the infrastructure and industrial engineering sector, as innovation within the company has proven to provide new and improved solutions in tenders and projects, enhance business outcomes, and even foster the development of new business lines. To achieve this, four strategic research opportunity areas have been defined:

1. **Sustainability:** As a company committed to sustainability, COMSA promotes the use of new materials in construction processes to seek technical and environmental improvements in production and implementation processes, as well as their reuse and recycling at the end of their life cycle, thus contributing to the principles of the circular economy. Additionally, given the global climate emergency, COMSA is committed to energy efficiency and renewable energy.
2. **Improvement of Construction Processes:** COMSA's technological developments impact each element and process involved in infrastructure construction. Special attention is given to improving processes to achieve excellence in customer service. This approach helps reduce execution times and results in higher quality and more durable construction.
3. **Digitalization:** COMSA Corporación is a pioneer in the digital transformation process. In particular, significant progress has been made in the implementation of BIM methodology, as well as in a wide range of advanced management tools. Notably, COMSA places great value on Artificial Intelligence and its capacity to enhance project planning, execution, and maintenance.
4. **Occupational Risk Prevention:** COMSA Corporación's top priority is to ensure the safety of all its workers and other stakeholders involved in its projects. To this end, it dedicates significant effort to developing tools and methodologies that fully leverage the potential of technology to reduce risk levels and prevent any incidents that could endanger the physical integrity of anyone involved in the project.

STRATEGIC PILLARS OF INNOVATION

Achieving the core principles defined in COMSA Corporación's Innovation Policy requires the implementation of an Action Plan based on the following strategic pillars:

1. Technology Watch
2. Synergy Detection
3. Co-innovation with Clients
4. Co-innovation with Suppliers
5. Corporate Venturing
6. Open Innovation
7. Intellectual Property
8. Active Participation in Clusters and Technological Platforms

These opportunity areas and strategic pillars are intended to help COMSA Corporación create synergies among its various business areas in order to offer added value to clients through an integrated service with innovative solutions.

COMSA Corporación provides all necessary resources to make its Innovation purpose possible and therefore periodically reviews this Strategy and the actions derived from it.

As a sign of commitment and approval of this Strategy, it is signed in Barcelona on March 31, 2025.

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