



*renfe*

## **NON-FINANCIAL INFORMATION STATEMENT 2020**

**CORPORATE SOCIAL RESPONSIBILITY AND CORPORATE GOVERNANCE REPORT**

LETTER FROM THE CHAIRMAN .....	4	INNOVATION IN RENFE .....	46
RENFE GROUP .....	7	<ul style="list-style-type: none"><li>• Renfe Avlo</li><li>• R&amp;D&amp;i in Renfe</li><li>• Digitalisation</li><li>• Cybersecurity</li></ul>	
<ul style="list-style-type: none"><li>• Key Group indicators</li><li>• Business model</li><li>• Mission and vision</li><li>• Main offices and workshops of the Renfe Group</li><li>• Objectives and strategies</li><li>• Railway environment</li><li>• Brands, products and services</li><li>• Brand identity developments in 2020</li><li>• Factors and trends</li><li>• Public service obligations</li><li>• Tax-related information. Taxation and grants</li><li>• Quality of service</li><li>• Customer complaints</li><li>• Customer health and safety</li><li>• Suppliers</li><li>• Internationalisation</li><li>• Awards and recognition</li></ul>		OUR TEAM.....	56
		<ul style="list-style-type: none"><li>• Job creation</li><li>• Organisation of work</li><li>• Occupational health and safety</li><li>• Social relationships</li><li>• Occupational health and safety in collective bargaining agreements</li><li>• Talent management</li><li>• Equality</li></ul>	
		RENFE, SUSTAINABILITY PROVIDERS .....	86
		<ul style="list-style-type: none"><li>• Renfe, sustainability providers</li><li>• Minimising environmental risks</li><li>• Preserving biodiversity</li></ul>	
		CONTRIBUTION TO SOCIAL PROGRESS.....	102
		<ul style="list-style-type: none"><li>• Renfe’s contribution to sustainable development in Spain</li><li>• Renfe and COVID-19</li><li>• Accessibility in Renfe</li></ul>	

- Dialogue with stakeholders
- Renfe and the SDGs
- Renfe and women
- Social action
- Renfe's cultural and educational projects
- Cultural tourism
- Sponsorships and commercial agreements

## CORPORATE GOVERNANCE ..... 138

- Legal form and ownership
- Governing bodies of Renfe-Operadora
- Internal management body. Steering Committee
- State-owned trading companies
- Renfe Group policies
- Internal control system
- Action to combat corruption and bribery
- Renfe corporate group. Consolidated companies

## ABOUT THE ANNUAL REPORT ..... 176

- Scope
- Law 11/2018 and international standards
- Materiality analysis
- Relevant topics
- Content index of Law 11/2018, GRI, Global Compact and SDG
- Independent Verification Report





## Letter from the Chairman

The year 2020 was marked by the multi-faceted nature and unprecedented scale of the COVID-19 health crisis. The crisis had a devastating impact on mobility as a whole and on Renfe's operations, which saw passenger demand plummet. To illustrate this with some figures, during the first lockdown period at the height of the pandemic, passenger traffic fell by as much as 95%, and the demand for commercial services dropped to less than 10%.

Despite this challenging scenario, which forced us to update the forecasts and objectives of the company's 2019-2023 strategic plan, Renfe has maintained its commitment to social responsibility, focusing on people. We have continued to offer our services across Spain in both public and commercial services, despite the sharp drop in demand, with service levels that are consistently ahead of demand.

We also implemented immediate measures to protect our passengers against COVID-19, such as eliminating cash purchases at Renfe ticket offices, rolling out personalised ticket systems, increasing ventilation levels inside trains, increasing the number of on-board cleaning and disinfection procedures, and enacting a range of prevention measures during boarding, disembarking and for on-board services. All of these actions were certified and audited by AENOR for high-speed and long-distance trains and, subsequently, for Avant services.

At the same time, Renfe implemented a new ticket change and cancellation policy, eliminating all ticket change and cancellation fees. The policy was in force during the different phases of the state of alarm, as well as for people affected by the mobility restrictions enforced by the autonomous communities. Therefore, Renfe cancelled more

than one million tickets – worth over 47 million euros – during the COVID-19 crisis and has extended the validity of the reimbursement conditions until 31 December 2021.

In addition to these measures, Renfe has also collaborated with the health authorities by fitting its trains with the necessary medical supplies and equipment for the possible transfer of patients affected by COVID-19, to transport medicines or respirator components, and donating blankets and sheets for a field hospital in Madrid and catering products to the Red Cross for use in soup kitchens and initial reception centres.

We have not only shown our commitment to society but also to our workforce, by maintaining jobs and working conditions, and deploying the necessary protection measures aimed at protecting the health of our workers (psychological support services, working from home, flexible working hours, work-life balance programmes, etc.).

Our commitment to responsible management was recognised in the Merco report on the companies that have shown the greatest commitment/social responsibility during the pandemic, in which Renfe was chosen as the most socially-responsible company in the passenger transport sector during the COVID-19 crisis.

In addition to our actions in the fight against COVID-19, once again this year, Renfe has demonstrated its commitment to the principles of the United Nations’ Global Compact in the area of human and labour rights, the environment and the fight against corruption.

One of the most significant advances was the establishment of the Corporate Social Responsibility committee. This new body aims to promote and coordinate our Group’s actions in this area and to contribute to integrating socially-responsible actions in the company’s management and daily activities.

A year on, this activity was characterised for its solid contribution to the country’s sustainable development, with an economic impact worth 3.061 billion euros. This was achieved after creating 14,416 direct jobs and 15,445 indirect jobs, in addition to the company’s social contributions, worth 26.5 million euros, investments in the community,

worth more than 9 million euros, and the recruitment of employees from special employment centres, at a cost of over 3 million euros.

With regards to our corporate environmental performance, we have improved our energy efficiency and reduced our carbon footprint by 88% since 1990. In 2020, we were once again the leading consumer of renewable energy in Spain (100% of the electricity we use comes from renewable sources of certified origin), and we continue to promote research and development projects to incorporate cleaner energies to rail transport, such as hydrogen.

Other key challenges for our company over the past year have included the internationalisation, digitisation and deregulation of passenger rail transport.

With regards to internationalisation, 2020 saw the ongoing development of different projects, such as the launch of high-speed services in Texas, high-speed operations between Medina and Mecca, the Maya train in Mexico and the supply of railway equipment to Kenya, among others. We continue to explore opportunities for operating new services across Europe and in other countries.

Digitisation and innovation are another two key levers for the transformation of the company, which will allow us to offer increasingly integrated and attractive services to our passengers, and which will be operated in a smarter, more efficient and sustainable way in a market that is increasingly open to competition.

In this regard, Renfe has made much progress throughout 2020 on the “Renfe as a Service (RaaS)” project, with the launch of the bidding process for Renfe’s new digital mobility-as-a-service platform, which will allow us to offer a new personalised travel experience to our passengers. We expect this to be completed throughout 2021. In addition, the new low-cost high-speed AVLO service was created to offer a more competitive travel option as part of the deregulation of passenger rail services.

This service, which was initially scheduled to be rolled out in April 2020, was delayed until 2021 due to the mobility restrictions implemented during the COVID-19 pandemic.

With regards to the implementation of digital technologies, it is worth highlighting the effort made to set up digital skills centres, which combine our strategy for internalising the services associated with these innovative technologies, with our responsible commitment to the fight against depopulation by allocating these functions to railway enclaves with low populations.



All of these aspects of corporate social responsibility and corporate governance are included in this year's report, which contains the most relevant aspects of the company's sustainable management practices, with a focus on its financial, social, environmental and governance goals.

This collective effort was made in an extremely challenging environment due to the COVID-19 pandemic, so our employees' contribution to ensuring mobility and the delivery of our services has been more important than ever. Therefore, I would like to thank Renfe's staff again for their strong commitment throughout the pandemic. Thanks to their efforts, we will be able to set out on our road out of the health crisis and tackle the future challenges that lie ahead in the best possible conditions.

***Isaiás Táboas Suárez***

**Chairman**

# Renfe Group



The mission of Renfe-Operadora, a state-owned entity (SOE) governed by the Ministry of Transport, Mobility and Urban Agenda, is to render passenger and freight transport services adhering to the principle of safety, applying criteria related to quality, efficiency, profitability and innovation, with a focus on public service and with the aim of increasing its share of the rail transport market as the benchmark railway operator.

The most noteworthy among the main functions assigned to the public entity are as follows:

- Defining the Group business policy and strategy.
- Legal counsel.
- Human resources, occupational health and safety, medical services, planning of the workforce, selection and recruitment, defining remuneration, training, payroll management and liaison with the Social Security and Taxation Authorities.
- Financial, accounting, tax and insurance policy-making.
- Budget control.
- Negotiation of contract-programmes.
- Development of international projects.
- Multi-disciplinary IT systems.
- Internal Audit, Compliance and Risk Management system of the Renfe Group.
- Internal Audit of the Group.
- Liaison with external institutions and other entities, as well as international institutional representation.
- Rail traffic safety.
- Civil protection and safety.
- Communications, media relations, branding and advertising.

The Renfe Group mainly comprises Entidad Pública Empresarial Renfe-Operadora and its wholly-owned investees Renfe Viajeros Sociedad Mercantil Estatal, S.A., Renfe Mercancías Sociedad Mercantil Estatal, S.A, Renfe Fabricación y Mantenimiento Sociedad Mercantil Estatal, S.A., Renfe Alquiler de Material Ferroviario Sociedad Mercantil Estatal, S.A. and Renfe of America Limited Liability Company (LLC).

## Key Group indicators

<b>ECONOMIC</b>	<b>2020</b>	<b>2019</b>
EBITDA (millions of Euros)	-42,9	472,3
Total revenues (millions of Euros)	2.837,8	4.047,8
Traffic revenues (millions of Euros)	2.549,3	3.713,4
Other revenues (millions of Euros)	288,5	334,5
Total expenses within EBITDA (millions of Euros)	2.880,7	3.575,6
Adif railway charges (millions of Euros)	869,0	1.261,5
Renfe Group profit for the year (millions of Euros)(1)	473,38	100,68
Number of suppliers awarded contracts	897	1.324
Payments to suppliers (millions of Euros) (2)(3)	1.250,1	1.585,0
Average supplier payment period (2)	60,14	57,67
Passengers (millions)	265,4	510,9
Tonnes (millions)	14,3	17,0

(1) Includes profit/loss attributable to non-controlling interests.

(2) Calculated in accordance with the resolution of 29 January 2016 issued by the Spanish Accounting and Auditing Institute (ICAC).

(3) These payments basically exclude the Adif railway charges and other items such as settlements, permanent establishment payments, etc. that amount to Euros 1,295.7 million in 2020 and Euros 1,624.4 million in 2019.



**SOCIAL**

	2020	2019
Headcount (at 31 December)	14.416	15.053
Number of female employees	2.243	2.254
Average length of service (men – years)	25,67	26,22
Average length of service (women – years)	19,51	19,26
Staff turnover, men (%)	5,84	8,13
Staff turnover, women (%)	5,96	9,42
Investment in training (thousands of Euros)	4.645,80	4.123,24
Total hours of training	578.250	807.619
Employees receiving formal performance reviews	2.760	2.713
% of employees covered by collective bargaining agreements	93,43%	94,07
Absenteeism rate due to occupational accidents	2,21	0,53
Working days lost due to occupational accidents	108.010	26.343
Health and safety training (hours)	1.095	15.622
Contracting with Special Employment Centres (thousands of Euros)	3.233	11.754
Social contribution (thousands of Euros)	26.480	70.554
Investment in the community (thousands of Euros)	9.189	12.910

**ENVIRONMENTAL**

	2020	2019
GWh electric traction	1.840,9	2.460,30
Millions of litres of diesel used for traction	43,29	72,12
GWh L diesel for traction	427,3	711,8
Total GWh for traction	2.268,2	3.172,1
Traction energy intensity (Wh/UT)	139,8	94,8
Traction carbon intensity (g CO2/UT)	6,87	5,54
Environmental expenses and investments (thousands of Euros)	1.047,9	2.755
Water consumption (Thousands of m3) (Estimated data)	850	903
Hazardous waste generated (tonnes)	466	578
% passenger traffic on low-noise emission trains	99,7	95
% freight traffic on low-noise emission trains	91	78

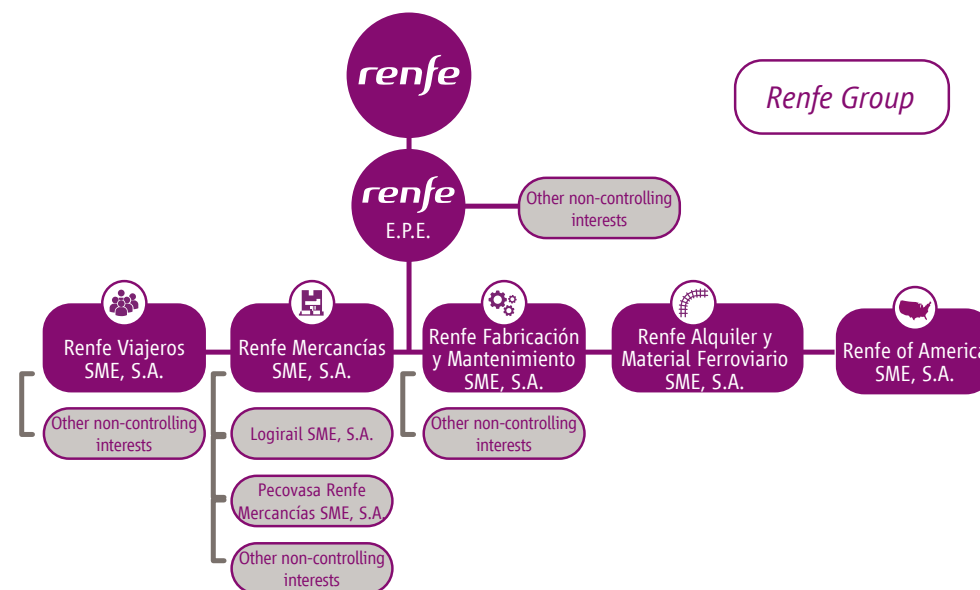
**Business model**

The state-owned enterprise Renfe-Operadora, hereinafter Renfe, was established as the parent of a group of companies incorporated under articles 1 and 2 of Royal Decree-Law 22/2012 of 20 July 2012, adopting measures for rail infrastructure and services (hereinafter the RDL).

The aim of this RDL is to establish a suitable framework for the liberalisation of the rail sector and open up the railway market to competition while guaranteeing the continuity and quality of the public service, giving Renfe a business formula similar to that of other European public railway operators.

The organisation set up involved the creation of state-owned trading companies, the capital of which is held entirely by Renfe, which retains its legal status as a state-owned enterprise.

The current corporate structure is summarised in the following chart:


**Renfe Group**

## Mission and vision

On 29 January 2019 Renfe’s Board of Directors approved its 2019-2023 Strategic Plan. The objective of this plan is to build a high-quality domestic and international transport services company that is ready to successfully face the liberalisation of domestic passenger rail transport.

### MISSION

To offer quality transport services adapted to the new demands and trust of our domestic and international customers, fulfilling our commitment to our employees and Spanish society.

### VISION

Integrated Mobility Operator and International Logistics Operator.

To be a benchmark transport operator in terms of quality of service, safety, efficiency, intermodality and customer satisfaction.

To be an international benchmark company in high-speed passenger rail transport.

## Main offices and workshops of the Renfe Group

ENTITY / COMPANY	ADDRESS
Entidad Pública Empresarial Renfe	Avda. Pío XII, 110 28036 Madrid
	Avda. Ciudad de Barcelona, 8 (*) 28007 Madrid
Renfe Viajeros Sociedad Mercantil Estatal, S.A.	Avda. Ciudad de Barcelona, 6 y 8 (*) 28007 Madrid
	Plaza del Emperador Carlos V, 2 (*) 28012 Madrid
	Avenida de Burgos, 21, Torre C (Complejo Triada)
Renfe Mercancías Sociedad Mercantil Estatal, S.A.	Avda. Ciudad de Barcelona, 4 (*) 28007 Madrid
Renfe Alquiler de Material Ferroviario Sociedad Mercantil Estatal, S.A.	Avda. Ciudad de Barcelona, 4 (*) 28007 Madrid
Renfe Fabricación y Mantenimiento Sociedad Mercantil Estatal, S.A.	C/ Antonio Cabezón, S/N 28034 Madrid

(\*) Historic building

## Objectives and strategies

Renfe’s 2019-2023 Strategic Plan and its update in November 2020 due to the outbreak of the pandemic, is based on three key pillars:

- Customer orientated: consists of placing our customers at the centre of our activity and focusing each task and process on the maximum satisfaction of the end customer.
- Efficiency: with the focus on efficiency, safety and continuous improvement, carrying out all the improvements that enable us to achieve first-rate cost and operating indicators to be much more competitive in all businesses.
- Internationalisation: Renfe must become a benchmark international railway operator, particularly in high-speed and suburban train services.

Furthermore, three factors have been identified that specifically drive the Strategic Plan across the board:

- Digital transformation: expand the use of digital technologies within the company to be quicker, improve the customer offer and make all of our processes more efficient.
- Cultural transformation: advance the company’s culture and values to ensure implementation of the Strategic Plan, promoting excellence and diversity as well as ongoing training of our employees.
- Alliances: partnerships with the most relevant players in the different areas where Renfe operates to improve and expand our customer service.

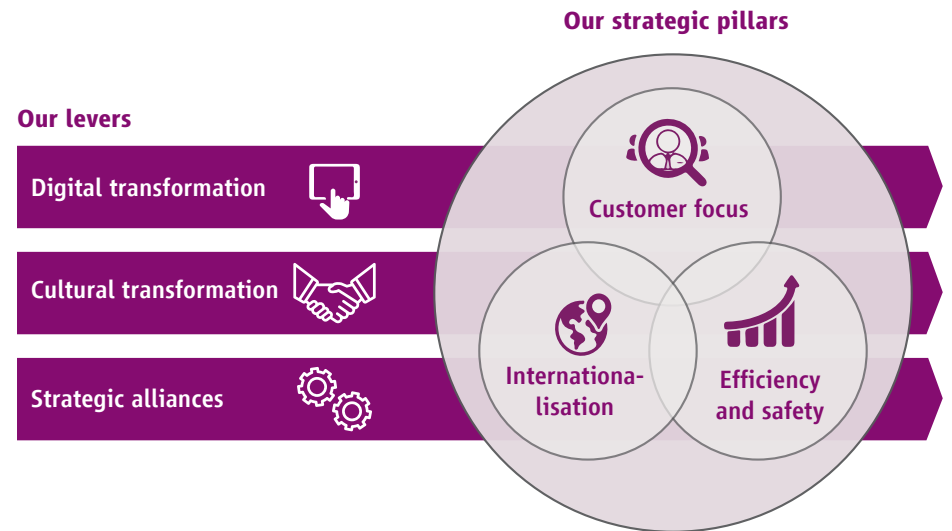
The conclusion from the analysis of the company’s current position, undertaken as part of the updating of the Strategic Plan, was that the basic strategic lines remained valid because the two challenges that led to its preparation still existed:

- Market liberalisation.
- Digital transformation.

However, as a result of the COVID-19 impact on the company’s activity, a third strategic challenge has been included:

- Recover the company’s equilibrium in a context of social change and economic crisis that affects mobility.

Specific projects have been added to the Plan that include measures to mitigate this situation and recover the equilibrium in this new social and economic context.



The Strategic Plan contains 30 initiatives that take the form of 52 projects. Each of these projects has been assigned to managers (sponsors and owners) who are charged with defining the execution plans and forming the necessary multidisciplinary working groups. Furthermore, indicators have been defined to monitor the projects, measuring their progress and success.

### RENFE VIAJEROS SOCIEDAD MERCANTIL ESTATAL S.A.

The company's statutory activity consists of rendering passenger rail transport services, both in Spain and abroad; acting as an intermediary in the provision of tourism services of all kinds and organising, supplying and/or marketing travel package deals and tourism products; and rendering other services or activities supplementary or related to rail transport.

- 9.354 Employees (at 31 December 2020).
- 265,4 Million passengers transported.
- -40,54 EBITDA (millions of Euros).
- 333,23 investment (millions of Euros).
- 5.253 Trains daily.
- 14 Suburban ("Cercanías") hubs.
- 744 Suburban ("Cercanías") trains.
- 378 Regional ("Media Distancia") and high-speed regional trains.
- 271 High-speed long-distance trains.

### RENFE MERCANCIAS SOCIEDAD MERCANTIL ESTATAL S.A.

The company's statutory activity consists of rendering railway freight transport services, including the transportation of bulk solids, general transport services for iron, steel and similar products, general transport of all manner of containers by rail or other means, transportation of vehicles and automotive parts, and services as a railway logistics operator, capable of managing or taking part in any domestic or international integrated logistics chain, as well as providing other services or engaging in activities supplementary or related to freight rail transport.

- 955 Employees (at 31 December 2020).
- -17,92 EBITDA (millions of Euros).
- 9,98 Investment (millions of Euros).
- 14,3 Million net tonnes transported.
- 205 Customers.
- 417.482 Automobiles transported by rail.
- 1.165 Trains per week.
- 242 Locomotives in operation.
- 10.011 Wagons in operation.

#### Markets

Renfe Mercancías, a public operator for freight rail transport in Spain, is structured into commercial areas specialised by sectors:

- Automobile: Market specialising in the transport of finished automobiles in specialised wagons and of automotive parts and components in swap bodies/containers. It serves the domestic and international markets.

- Intermodal: Market specialising in the transport of containers, swap bodies and semi-trailers through block trains and multi-customer services.
- Multi-product: Market specialising in the transport of solid bulk (cement, clinker, etc.), liquid bulk (chemicals, ethanol, etc.), wood, construction materials, exceptional transportation in specialised wagons and palletised goods.
- Iron and steel: Market specialising in the transport of iron and steel products (coil, wire rod, scrap, track, piping, etc.) in specialised wagons. Directly related to the automobile industry.
- Metric-gauge: Market specialising in intermodal rail transport services through the metric-gauge network: coil, aluminium, bulk lye, silica sand.



## RENFE FABRICACIÓN Y MANTENIMIENTO SOCIEDAD MERCANTIL ESTATAL S.A.

This company's statutory activity consists of the manufacture, maintenance and conversion of rolling stock, the repair of railway components, the provision of engineering consultancy and facility management services, the design and delivery of workshops, as well as other complementary or related services or activities.

It has a management procedure so that new operators entering the market can obtain access to the railway maintenance and service facilities, in accordance with the scenario of liberalisation of passenger rail transport. This procedure can be consulted on Renfe's website and contains detailed information on the technical features of the facilities, a description of the rail-related services, the prices of access and the request process.

### Rolling stock maintenance services

Rolling stock maintenance services are provided as follows:

- Maintenance performed using own resources.
- Contracts with private sector firms.
- Both forms of maintenance (in-house and outsourced) are carried out for certain series.

### Entity in Charge of Maintenance (ECM)

On 15 October 2020, Renfe Fabricación y Mantenimiento was certified as the Entity in Charge of Maintenance (ECM) of the Renfe Group's rolling stock and obtained the certifications provided for in the Commission Implementing Regulation (EU) 2019/779 for the functions of maintenance development, fleet management and performance of maintenance.

On 28 July 2015 it was certified for coaches/wagons in the four functions under Regulation (EU) 445/2011, as the Entity in Charge of Maintenance of the Renfe Group's rolling stock.

This certification had to be renewed five years later, coinciding with the entry into force of Regulation 2019/779 of 16 June 2020.

This new Regulation brought about a considerable improvement in the procedures of the new maintenance management system (MMS), insofar as:

- It applies to all vehicles and introduces a greater scope for certifying maintenance functions outsourced by the ECM.
- The maintenance management system was devised on the basis of technical risk management, per the requirements of the fourth railway package, establishing macrolevel processes in the Renfe Group for the ECM's safety management procedure with a new conceptualisation of risk management in Renfe Fabricación y Mantenimiento's maintenance management system.
- The ECM develops and certifies the maintenance management system for Renfe Viajeros' high-speed and commercial services fleet for the outsourcing of function III
- New requirements for proactive management of risks and activities Renfe Fabricación y Mantenimiento's Annual Safety Plan 2020 are transferred to the investees and manufacturers in maintenance function IV.

- The Entity in Charge of Maintenance will continue to be responsible for the results of the outsourced maintenance activities and functions and has put a system in place for oversight and surveillance.



## Results of the audit by the Spanish State Railway Safety Agency

Renfe Fabricación y Mantenimiento has been audited by the Spanish State Railway Safety Agency in respect of the new maintenance management system (MMS) as the Entity in Charge of Maintenance. The model audited was as follows:

- Function I. Management function. Responsibility of Renfe Fabricación y Mantenimiento as the ECM.
- Function II. Function of maintenance development. Renfe Fabricación y Mantenimiento's responsibility, although it outsources certain activities of function II relating to high-speed rolling stock to the Directorate General of Development and Strategy.
- Function III. Fleet maintenance management function. Renfe Fabricación y Mantenimiento's responsibility, although it outsources maintenance of the high-speed and commercial services fleet to Renfe Viajeros.
- Function IV. Maintenance of the rolling stock performed by Renfe Fabricación y Mantenimiento, although it outsources maintenance of the rest of the stock to investees and manufacturers.

The Spanish State Railway Safety Agency's report concluded favourably regarding the proposal to certify Renfe Fabricación y Mantenimiento, S.M.E., S.A. as the Entity in Charge of Maintenance on the basis of the model audited. The certification was issued on 4 November 2020, and is valid until 3 November 2025.

This highlights the company's efforts to upgrade its maintenance management system, focusing on risk management and resulting in clear improvements to system safety.

## Quality management system certification

Renfe Fabricación y Mantenimiento Sociedad Mercantil Estatal, S.A. has a quality management system certified by AENOR, under ISO 9001:2015, with the following scope:

- The manufacture, transformations, painting and modifications; comprehensive maintenance (preventive, corrective, safety inspections/visits, online technical assistance and accident assistance); the repairs and testing of parts for railway vehicle subsystems. Project management for the construction of workshops and facilities for railway vehicle maintenance. Repairs and testing of rotating electrical machines and heat engines, equipment and mechanical parts; the calibration of measuring and testing devices and the production of self-adhesive labels relating to the rail sector. Technical consultation for railway maintenance engineering. Assembly of the 3D and ATC brake systems in metric-gauge wagons.

## Environmental management system certification

Renfe Fabricación y Mantenimiento Sociedad Mercantil Estatal, S.A. has an environmental management system certified by AENOR, under ISO 14001:515, for preventive and corrective maintenance, the transformation and manufacture of railway and industrial vehicles and their parts; project management for the construction of facilities for railway vehicle maintenance.

- 3,043 Employees (average headcount 2020).
- -15,21 EBITDA (millions of Euros) Pending provisional close.
- 22,79 Investment (millions of Euros).
- 107 Maintenance centres.
- 17 Cyclical work on metric gauge material.
- 97 Cyclical work on self-propelled material.
- 770 Cyclical work on smaller items (all type of materials).

- 9 Cyclical work on locomotives.
- 908 Cyclical work on wagons.
- 99 Renfe Viajeros' locomotives maintained.
- 183 "Mercancías" (freight) locomotives maintained.
- 605 Self-propelled trains maintained.
- 12.144 Wagons maintained.

## RENFE ALQUILER DE MATERIAL FERROVIARIO SOCIEDAD MERCANTIL ESTATAL S.A.

Renfe Alquiler's statutory activity consists of the sale, lease and/or any other means of providing the rolling stock held by the company, as well as its facilities, and the management and operation of the rolling stock of third parties, as well as the rendering of other supplementary or related services or activities.

- 7 Employees (at 31 December 2020).
- 8,36 EBITDA (millions of Euros).
- 4,14 Investment (millions of Euros).
- 77 Freight locomotives.
- 2.077 Freight transport wagons.
- 31 Regional ("Media Distancia") passenger trains.





## RENFE OF AMERICA LIMITED LIABILITY COMPANY

In 2018 Renfe was selected as the “strategic partner” on the construction project of the high-speed line between Dallas and Houston, in Texas. Consequently, the statutory activity of this subsidiary is to carry out this major high-speed project and, in general, Renfe’s business in the United States.

In 2019 Renfe formally incorporated ‘Renfe of America’, its subsidiary in the United States. The launch of this subsidiary forms part of Renfe’s Strategic Plan, internationalisation being one of its main pillars.



## Railway environment

### Regulatory environment

On 14 December 2016 the European Parliament approved the Market or Political Pillar of the European railway reform set out in the Fourth Railway Package, aimed at incentivising operators to focus on the needs of users and improve the quality of service and economic efficiency of the system, with the ultimate objective of boosting passenger rail transport.

The European Parliament’s acceptance of the political pillar was the final step in the approval of the raft of measures comprising the Fourth Railway Package, which involved the definition and approval of six major proposals to improve railway efficiency and competitiveness throughout the EU, with the aim of eliminating existing institutional, legal and technical hurdles to create a fully integrated and liberalised European railway network.

In April 2016 the European Parliament had already approved the Technical Pillar, which envisages the harmonisation of rail standards and procedures with a view to facilitating companies’ access to railway markets, and covers areas such as interoperability, safety and the role of the EU Agency for Railways (ERA) which, as the entity responsible for issuing safety authorisations, approvals and certificates for rolling stock and operators, is set up as a ‘one-stop shop’ in the interest of maximising the functionality, swiftness and transparency of processes.

The liberalisation set out in the Fourth Railway Package has already been transposed into Spanish legislation. Specifically, Royal Decree-Law 23/2018, approved by the Council of Ministers, which amended Rail Sector Law 38/2015 of 29 September 2015, which sets 14 December 2020 as the start date for the entry of new rail companies for long-distance and high-speed passenger rail transport services.

At the present time, any company with a rail company licence and safety certificate, granted by the Spanish State Railway Safety Agency, that has requested use of the rail infrastructure from the infrastructure administrator, may provide services in competition with Renfe.

This date does not affect the services subject to the Public Service Obligation (PSO), which encompass suburban (“Cercanías”), regional (“Media Distancia”) and high-speed (“Avant”) services. Under European legislation, Member States may opt not to put PSO mandatorily out to tender until 2023, or later should a contract be in force at that date. Therefore, as the Royal Decree-Law includes this legislation, it ensures that Renfe will provide the services until the contract previously signed with the General State Administration expires.

Moreover, the Royal Decree-Law added to and clarified the prevailing regulatory framework, insofar as it established the legal basis that shall govern the future remit of Renfe and new rail companies. In this regard, the requirements regarding the independence and transparency of railway infrastructure administrators vis-à-vis rail companies operating in the network have been strengthened.

In turn, the existing legal framework in Spain regarding access to rail service facilities and services rendered therein, fundamentally enshrined in Rail Sector Law 38/2015 of 29 September 2015, was implemented through the entry into force of Commission Implementing Regulation (EU) 2017/2177 on access to service facilities and rail-related services.

In 2019, to regulate the entry of operators in commercial passenger services from 14 December 2020 onwards, Adif established capacity framework agreements that include three areas/corridors:

- Madrid-Barcelona-French border.
- Madrid-Levante (Valencia and Alicante).
- Madrid-Toledo-Seville-Málaga.

The capacity offered by each of these areas/corridors is grouped into three packages, A, B and C, which contemplate capacity time bands that were established based on best use of the infrastructure, as well as the demands of the candidates involved in the award process and the optimisation of their train rotation.

After the applications for awards had been submitted, Adif pre-awarded the different packages as follows:

### **Package A**

Renfe Viajeros

It will start with 96 high-speed (AVE) trains and on average will use 86% of the capacity offered for this package in all three corridors, from the end of 2020 until 2030. It will thus increase its current offer by 20%.

### **Package B**

ILSA: Air Nostrum (55%) and Trenitalia (45%)

It will operate with 23 Frecciarossa 1000 trains and on average will use 70% of the capacity offered for this package in all three corridors. Its entry is scheduled for January 2022 after certification of its equipment in Spain.

### **Package C**

RIELSFERA-SNCF (100%)

It will operate with 10 Alstom Duplex trains (double-decker) already approved in Spain and will use 100% of the capacity offered for this package in all three corridors. Its entry is planned for December 2020.

This opening up of traffic in Spain will lead to an increase of 50% in the capacity offered on the Madrid-Barcelona route, 40% on the Madrid-Levante route and 60% on the Madrid-Sur route.

### Competitive environment

Transport in Spain is considerably more competitive than in other neighbouring countries.

Although rail transport has not yet been liberalised, the Renfe Group companies compete with other modes of transport:

- Road: the fact that Spain has the second largest network of high-capacity roads in the world, the majority of which are toll-free, means that land transport of passengers by car or bus and of freight in lorries is very competitive with respect to rail transport.
- Air: Spain has an extensive network of airports, many of which are close to city centres and are served by a growing number of aircraft operators, with increasing involvement of low-cost operators. Moreover, much of the air traffic benefits from funds from local authorities to enable cheap flights to be offered.
- Sea: Spain also has an extensive network of ports which facilitate the provision of competitive maritime transport activities, mainly freight.

Liberalisation of the freight rail transport market in Spain started in 2005, although other private rail companies did not actually enter the market until 2007. The sector is operated under a regime of free competition, distinguishing between:

- On the one hand, intramodal competition between rail companies operating in Spain.
- On the other hand, intermodal competition, which is dominated by land transport of freight by road, with a modal share of over 95%.

Technological improvements in all modes of transport, information systems and enhancements to infrastructure are facilitating the development of new business models linked to the transport of both passengers and freight. All of these developments are paving

the way for new players within the mobility sector. In this regard, new services have been developed to offer fresh alternatives for the transport of passengers and freight, in both city and intercity environments.

It must be considered that freight transport in Spain is an economic sector of increasing strategic importance. The key factors underpinning its growing relevance include:

- The contribution to the development of other sectors important to the Spanish economy.
- The contribution to improving the competitiveness of the country in a globalised scenario, which requires a greater capacity to meet the growing volume of trade worldwide.
- The strategic geographical position of Spain, which bestows it with superb conditions to become a major logistics hub in Europe.

In this context, the penetration of rail transport in the mobility structure of freight in Spain is insufficient (around 5%). In terms of intermodal balance, Spain is far from the levels reached by the EU.

Accordingly, it is essential to focus on railway services for the land transport of freight in order to bring the modal share of Spain into line with other European peers, harnessing the country's strength as a first-rate port platform and its strategic position.

Freight rail transport is characterised as being a safe and energy-efficient mode of transport with evident sustainability in terms of moving goods and for society as a whole. Rail transport avoids the movement of hazardous goods on domestic road networks and significantly reduces the external global costs associated with the transport system.

## Brands, products and services

### High-speed



### Long-distance



### High-speed Regional



### Regional



### Commuter



### Metric-gauge



### Tourist Trains



Tourist Trains: Galicia, Asturias and Medieval de Sigüenza

### Freight



### Services



## Brand identity developments in 2020

Renfe has worked on developing and implementing various new identities to visually reflect different matters of interest, such as strengthening its position as a more sustainable means of transport or others that underpin the effort to internationalise the company.

### New “Renfe of America” identity

The corporate image of the US company “Renfe of America” has been developed. This work, performed in-house, addresses the first internationalisation project of the Renfe brand at corporate identity level.

The logo brand is linked to the country, introducing a range of colours firmly associated with its nationality. This solution means that in the future similar solutions will be possible by changing the colour base while maintaining the design and strengthening the link between them, if necessary.

The “Renfe of America” logo has three components: the Renfe logo brand, the America sign and isotype. The lines forming the isotype represent the engine of a train thus explaining the service offered by the company. These lines can be used separately as an isotype and will serve as the basis for the visual system that will accompany the brand. The line crossing the word America represents a journey or travel and gives the effect of movement.

### Logo



### Base typeface used



### DIN 1451 STD ENGSCHRIFT

Use of a very legible and resounding typeface, without serif and with a very balanced relationship between the characters, respecting the spaces with the Logo and the Isotype so that the text “breathes” and is perceived as a whole.

### Colours



PANTONE 2425C

C	100	R	22	#16315A
M	85,49	G	49	
Y	35,56	B	90	
K	31,21			



PANTONE 193C

C	16,17	R	196	#C40D3C
M	100	G	13	
Y	76,37	B	60	
K	5,25			



PANTONE 648C

C	48,5	R	135	#870064
M	100	G	0	
Y	29,64	B	100	
K	13,58			

Renfe Group

### “Sustainable Transport” identity

The new visual image showcases the company’s implication and contribution in respect of sustainability. The “Transporte Sostenible Renfe” logo is based on a pictogram of leaves, associated with sustainability and the environment, that accompanies the train.

The font Neutra Text Light has been used to make it easy to read and balanced, leaving sufficient space so that the text can “breathe” and the logo as a whole is seen as harmonious. Green is the main colour used due to its association with nature and its vital balance.

This logo has gradually been implemented in the company’s entire electric train fleet, adapting and standardising its use to each of the series and different spaces.

### Lettering and graphics



### Logo



### Base typeface used



### NEUTRA TEXT LIGHT

Pictograms of leaves, associated with sustainability and the environment, accompanying the train.

Train icon with pleasant rounded forms (in-house design).

### Colours and use



	<b>PANTONE</b>		
	C 100	R 22	#16315A
	M 85,49	G 49	
	Y 35,56	B 90	
	K 31,21		
	<b>BLANCO</b>		
	C 0	R 255	#FFFFFF
	M 0	G 255	
	Y 0	B 255	
	K 0		
	<b>NEGRO</b>		
	C 100	R 0	#000000
	M 100	G 0	
	Y 100	B 0	
	K 100		

## Factors and trends

The main factors and trends affecting Renfe's activity are as follows:

- Customer empowerment. New technology provides customers with increasing access to information. This enables them to make transport decisions tailored to their specific needs. It also allows them to be more and more discerning in all facets of their "Customer Journey".
- Digitalisation. Digitalisation transcends and affects all areas of transportation, starting with the customer: access to information in real time, purchases, optimisation of operations and incident management. The COVID-19 outbreak has led to disruption in the company due to the growing demand for digital services from customers and employees, resulting in a very considerable effort to adapt to this new environment.
- Sustainable cities. Cities are increasingly geared towards improving the environmental conditions of inhabitants through the introduction of restrictions on polluting transport, accompanied by measures to facilitate sustainable transportation.  
  
Currently, 55% of the world's population live in cities and this proportion is likely to increase by up to 13% by 2050. Urbanisation will continue and will be even faster in low and medium income countries, which presents a challenge and an opportunity for the development of sustainable transport.  
  
Addressing the demographic challenge with a view to creating opportunities in all regions and promoting social equality by improving mobility conditions is another of the challenges for the future.
- The Sharing Economy/Mobility as a service. Increase in the number of people and companies that utilise vehicles (cars, lorries, bicycles, etc.) on a pay-per-use basis, rather than purchasing them.
- Sustainability. Having more sustainable transport systems is essential to limit global warming to less than two degrees Celsius. The low number of greenhouse

gas emissions per unit transported is one of the main competitive advantages of rail transport. In Spain the fulfilment of the nationwide objectives to shift modes of transport to rail, for both freight and passengers, would enable a gradual reduction in emissions over the coming decade, cutting them by 2% in the transport sector by 2030.

- Electrification. Improvements in electric engines will result in a reduction in the environmental footprint of all modes of transport. Improvements in the storage capacity of electric energy will facilitate the expansion of wind and solar power.
- Alternative energy sources: the use of hydrogen in the railway sector is a noteworthy development of sustainable alternative energy sources for transport. The first commercial train of this type has recently entered operation in Germany. This type of energy is being considered and analysed as a replacement for diesel in other European countries.
- Artificial intelligence. Increases in the capacity to collect and process information will affect all areas of transportation:
  - Infrastructure: improved design and maintenance.
  - Vehicles: universalisation of predictive maintenance.
  - People: better insight into customers and thus ease of offering services more suited to their desires and needs.
  - Operations: improved operation of transport systems which will increase capacity and/or reduce travel times using existing infrastructure.
- Changes in world trade: globalisation and digital disruption, together with other factors such as the rise of emerging countries in the global economy and changes in the global market, such as the introduction of customs tariffs, are evidence of the transformation in global trade and its operations.

- Rail liberalisation: has become the best strategy for railways to gain weight and muscle vis-à-vis other means of transport, resulting in greater sustainability of the ecosystem as a whole.
- The COVID-19 crisis: has led to disruption in the social paradigm with changes in habits that will have a repercussion in the future:
  - Collective awareness of the importance of healthcare.
  - New social uses derived from a shift in customary ways of interacting.
  - New labour practices that have emerged due to the pandemic which are here to stay.
- Transport demands will be affected. The capacity to be resilient and adapt will be essential to strengthen the railways' position within the mobility market.



## Public service obligations

These are rail services classified as public service obligations. Within the structure of Renfe Viajeros, their management corresponds to the Department of Suburban Trains (“Cercanías”) and Other Public Services. Depending on the financing entity, we distinguish between:

### Public Services operated under the authority of the General State Administration

Between 2010 and 2013, as part of its remit, the General State Administration (AGE) declared various public service obligations (PSO) which were approved by the Council of Ministers. The services declared as PSO are as follows:

- Suburban services on the conventional network.
- Suburban services on the metric-gauge network (formerly Feve), on the Vigo-Tui, Alicante-Villena, Castellón-Vinarós and Villarrubia-Córdoba-Rabanales-Alcolea lines.
- Regional (“Media Distancia”) services on the conventional Iberian-gauge network.
- AVANT high-speed regional (“Media Distancia”) services. The Madrid-Cuenca and Madrid-Salamanca routes are also included for those passengers who use the service regularly.
- The Puertollano-Mérida-Badajoz and Zaragoza-Calatayud-Ariza-Arcos routes, which were previously part of the agreements with the regional government of Extremadura and Aragon, respectively.



### Public Services operated under the authority of the Catalan Regional Government

On 1 January 2010, responsibility for the public Iberian-gauge suburban and regional services rendered in Catalonia was transferred to the Catalan Regional Government.

On 17 June 2013 the Catalan Regional Government-Renfe joint coordination and control body approved the wording of the contract for the provision of the aforementioned services by Renfe during the 2011-2015 period. The contract is pending approval by the State-Catalan Government Bilateral Commission and Joint Committee on Economic and Tax Affairs.

Until the contract is signed, to prevent deterioration of Renfe's financial position, the Government has introduced an additional provision to the General State Budget Laws for successive years. The provision stipulates that allowance be made in the Ministry of Transport, Mobility and Urban Agenda's budget for the amounts required to settle the payment on account to the entity based on the result of the verification performed by the Spanish General State Comptroller (IGAE) of the proposed settlement arising from the valuation of the services rendered by Renfe (Renfe Viajeros).

### Public Services operated under the authority of other regional governments

The contracts entered into with the Extremadura Regional Government and the Aragón Regional Government regulating the services rendered to the corresponding regional governments in previous years expired on 31 December 2017. The contracts for the settlement of 2018 and 2020 are currently being negotiated.

In order to maintain the offering on certain routes that the General State Administration has not designated as public services, in 2020 the same services as in prior years continued to be rendered to the regional governments of Extremadura and Aragon, with the limitations imposed by the pandemic and pending the signing of the pertinent contracts.



## Tax-related information. Taxation and grants

### TAXATION

The Renfe Group has generated the following profits in the various tax jurisdictions in which it operates:

<b>PROFIT OBTAINED COUNTRY</b>	<b>2020</b>	<b>2019</b>
	<b>(MILLIONS OF EUROS)</b>	
Spain	472.68	96.22
Saudi Arabia	0.07	4.36
USA (Texas)	0.73	0.07
<b>Total (*)</b>	<b>473.34</b>	<b>100.65</b>

(\*) Amount attributable to the Parent

The tax paid on profits in the foregoing countries is as follows:

<b>INCOME TAX PAID COUNTRY</b>	<b>2020</b>	<b>2019</b>
	<b>(MILLIONS OF EUROS)</b>	
Spain	- (*)	10.84(**)
Saudi Arabia	-	-
USA (Texas)	- (***)	0.02
<b>Total (*)</b>	<b>-</b>	<b>10.86</b>

(\*) During 2020 no instalments were paid for 2020 income tax and refunds amounting to Euros 6.24 million were received in this respect. In addition, according to the estimate made for the preparation of the annual accounts, the settlement of income tax for 2020 would result in a refund of zero and therefore no income tax would be payable for 2020.

(\*\*) During 2019 Euros 19.75 million was paid in instalments for 2019 income tax while no refunds of income tax were received in 2019. In addition, according to the estimate made for the preparation of the annual accounts, the settlement of income tax for 2019 would result in a refund of Euros 8.91 million after deducting the aforementioned tax instalments, giving an estimated net income tax payment of Euros 10.84 million in 2019.

(\*\*\*) During 2020, the amount of Euros 0.02 million was paid which corresponds to the federal corporate income tax for 2019.

### GRANTS

The Group has access to the following grants:

#### ○ Grants for complying with public service obligation agreements under the authority of the AGE

	<b>2020</b>	<b>2019</b>
	<b>(THOUSANDS OF EUROS)</b>	
Regional ("Media Distancia") public service obligations	380,245	350,117
Suburban ("Cercanías") public service obligations	608,173	461,475
Metric-gauge public service obligations	119,971	122,531
<b>Total</b>	<b>1,108,389</b>	<b>934,123</b>

#### ○ Grants for complying with public service obligation agreements under the authority of the Catalan Regional Government

	<b>2020</b>	<b>2019</b>
	<b>(THOUSANDS OF EUROS)</b>	
Regional ("Media Distancia") public service obligations	78,066	55,181
Suburban ("Cercanías") public service obligations	245,640	179,457
<b>Total</b>	<b>323,706</b>	<b>234,638</b>

#### ○ Grants received from other public entities (regional governments or municipal authorities)

	<b>2020</b>	<b>2019</b>
	<b>(THOUSANDS OF EUROS)</b>	
Catalan Regional Government (Action Plan)	19,359	28,163
Extremadura Regional Government	814	3,518
Aragón Regional Government	1,583	4,094
<b>Total</b>	<b>21,756</b>	<b>35,775</b>

Capital grants to finance fixed assets

The capital grants, mainly from the European Regional Development Fund (ERDF), are used to finance the fixed structure of the company and are non-repayable. Grants are recognised when awarded, provided that the conditions for their concession have been met, and there is reasonable assurance that they will be received. Capital grants are initially recognised as income in equity and taken to income for the year in proportion to the depreciation of the subsidised assets or, where applicable, when the assets are disposed of, derecognised or impaired.

The Group also has grants awarded by the European Commission, which allocates funds to finance projects that enable development of the Trans-European Transport Network (TEN-T) in 2030. Furthermore, the Group has received grants associated with the CEF (Connecting Europe Facility) innovation programme to finance European innovation projects, specifically for development of the ERTMS at present, as well as a project to use liquefied natural gas as traction energy (GNL project).

In 2020, capital grants from CEF projects were recognised in equity on an accrual basis for the following amount:

- ERTMS Level 2 Baseline 3 installation and upgrading project, which would affect VIAJEROS, amounting to Euros 3,637 thousand (Euros 2,728 thousand net of tax effect). Details are as follows:

PROJECT	2020 AMOUNT (THOUSANDS OF EUROS)
2015-ES-TM-0011-W	3,305
2016-ES-TM-0027-W	332
<b>Total</b>	<b>3,637</b>

- GNL project, which would affect the state-owned enterprise, in the amount of Euros 144 thousand (Euros 108 thousand net of tax).



## Quality of service

In 2020, at Renfe’s proposal, no quality surveys were carried out in Renfe Viajeros for Public Service Obligations as decided by the Monitoring Commission of the contract with the State.

Surveys of commercial passenger and freight services were not carried out for the following reasons:

- The completely atypical mobility situation made data invalid for historical purposes due to changes in customer profile, mobility habits, etc.
- The risk of infection for respondents and interviewers.
- Health recommendations not to talk on trains (the interview usually lasts about 15 minutes).
- The impossibility of conducting the interview in a private setting, as the interviewer should try to maintain a distance of at least two metres, which could skew replies.
- The refusal of passengers to conduct the interview in this context, at least for certain age groups.

### COMMERCIAL SERVICES

	2020	2019
High-speed long-distance (“AVE”)	7.91	7.91

### PUBLIC SERVICE OBLIGATIONS

	2020	2019
High-speed regional (“Media Distancia”)	7,55	7,55
Regional (“Media Distancia”)	6,83	6,83
Suburban (“Cercanías”) Madrid	7,13	7,13
Suburban (“Rodalías”) Catalonia(*)	6,03	6,03
Suburban (“Cercanías”) Asturias	7,32	7,32
Suburban (“Cercanías”) Bilbao	6,65	6,65
Suburban (“Cercanías”) Cadiz	7,90	7,90
Suburban (“Cercanías”) Malaga	7,71	7,71
Suburban (“Cercanías”) Murcia-Alicante	6,70	6,70
Suburban (“Cercanías”) San Sebastian	7,26	7,26
Suburban (“Cercanías”) Santander	7,37	7,37
Suburban (“Cercanías”) Seville	7,31	7,31
Suburban (“Cercanías”) Valencia	6,33	6,33
Suburban (“Cercanías”) Zaragoza	7,67	7,67
Feve	6,60	6,60

(\*) Barcelona hub only.

### FREIGHT TRAINS

	2020	2019
Freight	6,34	6,34

## Customer complaints

### Passenger services

In high-speed, long-distance and regional services the main cause of customer complaints is delays, whereas in suburban services the principal reason is tickets.

#### COMPLAINTS PER 1,000 PASSENGERS

	2020	2019
High-speed long-distance	6,58	2,56
Regional ("Media Distancia")	1,66	1,05
Suburban ("Cercanías") services	0,19	0,16
Atendo (per 1,000 customers)	1,72	1,52
Metric-gauge	0,37	0,61

Accordingly, customers wishing to lodge a complaint or resolve issues relating to their journey can do so through the AVE Customer Service Centres at the following stations: Madrid Puerta de Atocha, Sevilla Santa Justa, Zaragoza Delicias, Lleida Pirineos, Cordoba, Barcelona Sants and Málaga María Zambrano. In all other stations they can go to Customer Services. They can also communicate with Renfe via the Customer Service Office on the Renfe website, through which they can send suggestions, comments, complaints and information requests.

### Freight and logistics services

#### COMPLAINTS

	2020	2019
Freight	57	55

## Complaints, fines and penalties

In 2020 a total of 192 complaints were brought against Renfe and processed, entailing an amount of Euros 598,835 for those upheld. Injuries on trains or in stations represented 84.9% of such cases.

Furthermore, in 2020 Renfe received 38 administrative complaints totalling Euros 39,799. Consumer-related complaints accounted for 26.4%.

#### CASES PROCESSED

	2020	2019
Number of cases processed	192	226
Financial amount of complaints upheld (€)	598,835	26,845

#### TYPE OF CASE PROCESSED

Running-over	1	1
Injuries on trains	83	91
Injuries in stations	80	101
Other	28	33

#### ADMINISTRATIVE COMPLAINTS

Number of administrative complaints received	34	38
Financial amount (€)	39,799	102,196

#### TYPE OF ADMINISTRATIVE COMPLAINT (NUMBER)

Fire	3	2
Consumer-related	9	10
Data Protection Agency	0	3
Competition	0	1
Labour discipline	19	12
Other	3	10

## CRIMINAL PROCEEDINGS

	2020	2019
Number of criminal proceedings	6	5
Financial amount (€)	267,576.44	202,830.90

## TYPE OF CRIMINAL PROCEEDINGS (NUMBER)

People run over	0	1
Injuries	1	1
Incidents on trains	2	0
Occupational accidents	0	1
Other	3	2

## Customer health and safety

### Installation of defibrillators in stations and work centres

Through this measure Renfe continues its active role in the installation of such devices and their use by the professionals who perform their duties at the work centres where they have been installed, having been suitably trained to do so. The business criteria for installing these devices, apart from complying with national and regional legislation, are based on having them available in stations and work centres which have a Self-protection Plan or an occupancy of at least 1,500 people, as well as stations and work centres considered "special" due to their surface area, intermodality, location, etc. There must also be at least one defibrillator per suburban ("Cercanías") line. The devices are available in public areas for use by all citizens, they are semi-automatic external defibrillators (SAED), and are usually placed in glass cases marked with a universal symbol.

### Measures aimed at improving safety in stations

Renfe is working on implementing measures to avoid people being run over in stations when crossing the tracks between platforms.

To this end, the specific procedure for providing visual and auditory information in stations and trains called "Cruce de vías" (track crossings) aims to define and establish criteria for emitting messages to passengers about track crossings, both in stations with crossing points either above, below or between platforms, and in trains where possible, in order to minimise the risk of being run over. This applies to all suburban and regional stations and trains managed by Renfe Viajeros which have the means and technical ability to emit messages.

Currently, warnings are issued via PA systems and screens in all suburban hub stations and work continues to implement messages via the PA system and screens on the trains.

Supplementary pictograms have also been placed on both the inside and outside of vehicle access doors to warn customers that it is forbidden to cross tracks in unauthorised areas.

### New sales algorithm to prevent people with different purchases from travelling together

The aim of the new algorithm is to ensure that passengers maintain maximum social distancing by allocating seats as far apart as possible. At the time of purchase, the system takes into account the occupancy status of neighbouring seats and places customers alternately, unless multiple tickets are purchased in one transaction.

This adaptation of the sales system fulfils one of the most important customer requirements by ensuring social distancing measures are met whenever train occupancy permits.

## Suppliers

Renfe's contracts are subject to private law, without prejudice to the application of public procurement law when drawing up and awarding contracts. In this regard, Renfe's procurement procedures are subject to Law 31/2007 of 30 October 2007 on procurement procedures in the water, energy, transport and postal services sectors provided they are initiated before 25 February 2020. From that date, the provisions of Royal Decree-Law 3/2020 of 4 February 2020 on urgent measures for the transposition into Spanish law of various European Union directives on public procurement in certain sectors; private insurance; pension plans and funds; taxation and tax lawsuits, (hereinafter the "LSE"), applies to all contracts for works with an estimated value of over Euros 5,350,000 and all service and supply agreements with an estimated value of more than Euros 428,000.

For procedures not subject to the LSE, the Renfe Group entities follow internal procurement instructions, which are in line with article 321 of Law 9/2017 of 8 November 2017 on public sector contracts (hereinafter the "LCSP"). Renfe Group entities may also award contracts not subject to the LSE without following internal procurement instructions, in accordance with article 321 of the LCSP.

As a result of applying all of the legislation described above, Renfe's procurement procedures respect the principles of advertising, transparency, equal treatment and non-discrimination, going beyond legal requirements in some aspects. For instance, the Renfe Group has published public tenders for contracts with an estimated value between Euros 5,000 and Euros 15,000, in the case of services and supplies and between Euros 5,000 and Euros 40,000 in the case of works, even though there is no legal obligation to do so.

### SUPPLIERS AND AMOUNT AWARDED

	2020	2019
Successful bidders (*)	897	1.324
Amount (millions of Euros)	1,241.00	770.41

(\*) Some successful bidders are awarded more than one contract during the year.

### PROCEDURES USED IN AWARDING RENFE CONTRACTS IN 2020

	NO. OF CONTRACTS (Thousand €)	AMOUNT (% of contract volume)	% OF CONTRACT VOLUME
Open simplified procedure	93	977.84	0,08%
Simplified direct procurement procedure	320	3,055.32	0,25%
Simplified management negotiated with advertising	3	29.27	0,00%
Open	749	242,561.46	19,55%
Negotiated with advertising	58	425,060.19	34,25%
Restricted	4	88,773.21	7,15%
Direct procurement	204	42,460.70	3,42%
Negotiated without advertising	387	170,469.04	13,74%
Contract based on framework agreement	1,038	139,927.15	11,28%
Contract amendments based on framework agreement	61	1,611.07	0,13%
Other amendments	157	126,074.05	10,16%

## TOP 20 SUPPLIERS OF RENFE BY AMOUNT INVOICED 2020

	AMOUNT (THOUSAND €)
Patentes Talgo, S.L.	276,991
Adif Alta Velocidad	240,467
Administrador de Infraestructuras Ferroviarias - Adif	59,345
ACTREN Mantenimiento Ferroviario, S.A.	58,264
ALSTOM Transporte, S.A.	54,836
NERTUS Mantenimiento Ferroviario, S.A.	47,851
Ferrovial Servicios, S.A.	40,998
ALTHENIA, S.L.	35,577
IRVIA Mantenimiento Ferroviario, S.A.	35,359
CAF -Construcciones y Auxiliar de Ferrocarriles, S.A.	33,776
Clece, S.A.	26,832
Acciona Facility Services, S.A.	21,931
UTE TDE TME TSOL XIV	21,134
Equmedia XL, S.L.	18,801
INECO - Ingeniería y Economía del Transporte SME MP, S.A.	15,418
UTE AN465	14,788
UTE ACTREN BTREN	14,616
Garda Servicios de Seguridad, S.A.	13,893
Interserve Facilities Service, S.A.	13,861
IBM - International Business Machine, S.A.	13,069

### Average supplier payment period

At the 2020 year end, the Renfe Group has calculated an average supplier payment period of 60.14 days.

### Procurement committees

In accordance with article 3 of the LCSP, Renfe Group entities are not considered public entities. The procurement committees provided for in articles 326 and 327 of the LCSP are therefore not established in the Renfe Group's procurement procedures.

### Integrating CSR in the supply chain

In keeping with the guidelines set out by the new public procurement legislation, the Renfe Group takes into account social and environmental criteria in its tenders. This approach involves increasing the requirements applied to Renfe Group contractors to date. The aim is to continue to incorporate clauses in all areas, provided that they relate to the purpose of the procurement, inasmuch as, in accordance with the legislation, social and environmental clauses must be linked to the purpose of the contract and be proportional. Other criteria are also considered according to the purpose of each contract, such as facilitating the access of small and medium-sized enterprises, and social economy enterprises, to public procurement.

In this respect, the social and environmental conditions can be included in the definition of the contract purpose, in the selection of the contractor, in the awarding criteria, in the tiebreak criteria, and in the conditions for executing the contract.

Generally, contracts are awarded using a variety of criteria based on the best value for money. The qualitative criteria established to assess the best value for money include consideration of environmental or social aspects linked to the contract purpose, which could encompass the following: environmental characteristics such as reducing the level of greenhouse gas emissions and other atmospheric pollutants, employing energy saving and efficiency measures, and using renewable energy during the contract execution as well as the conservation or improvement of natural resources that may be affected by the performance of the contract. Social characteristics which could be considered include:



fostering the social integration of certain demographics (e.g. long-term unemployed, those with disabilities, etc.), gender equality plans applied in the contract execution, boosting the employment of women, work-life balance, occupational health and safety, and related training.

As regards special conditions for execution, these could refer to compliance with the corresponding labour, health and safety, social security and tax obligations, among other matters. Failure to comply with the special conditions for execution could be cause for penalisation and even, in some cases, termination of the contract in accordance with the circumstances detailed in the specifications.

### Supplier oversight and audit systems

The departments tasked with monitoring the contracts awarded by the Renfe Group verify that the services, supplies and works received comply with the scope defined in the contractual documents, and that the successful bidders fulfil their contractual obligations.

Furthermore, depending on specific circumstances such as the geographical scope of the contract execution or the strategic nature of the service, ad hoc inspection services are sometimes contracted in order to verify the execution of the services contracted and compliance with the stipulated conditions. An example of this is the contract to inspect the cleaning services of trains, stations and the Group's other facilities.

The Renfe Group has recently launched a service enabling it to perform a verification online, on the basis of the documents that must be submitted by contractors and subcontractors, whether they fulfil their health and safety, tax and social security obligations, as well as their social and environmental requirements and commitments made in the bidding process, in relation to the contract purpose.

## Internationalisation

Renfe boasts nearly 80 years of experience in operating rail transport in Spain, with a vast network of long distance, regional, suburban and urban transport. This experience enables Renfe to bring its substantial knowledge to bear in the operation of different technologies, track gauges and rolling stock from various manufacturers.

It is also a pioneer in implementing state-of-the-art signalling systems, such as ERTMS, and a world leader in high-speed lines, operating the second largest network in the world, behind only China.

Further, the liberalisation of the sector in Europe and the railway sector's international push mean that there are a large number of projects underway in different phases. These projects represent a wide range of opportunities in which Renfe's experience can be leveraged.

Using the valuable experience built up over its history, these two factors place Renfe in an unbeatable position to be a major player in the international market, taking advantage of opportunities opening up in the rail transport sector in long distance (especially in high speed) and regional services, as well as urban and suburban transport.

In addition to the international projects Renfe is carrying out in various countries, the company has maintained the lines of activity which have characterised its international presence, such as joint international passenger services with other EU railway companies (Comboios de Portugal and SNCF); strengthening Renfe's presence and influence in the different international rail organisations, with the aim of safeguarding the company's interests abroad; entering into bilateral memorandums of understanding; and participating in collaborative projects in various countries.

## Specific projects

### **Haramain project: development of high-speed rail in Saudi Arabia**

The Haramain High-Speed Railway Project (HHR) is the first railway line for high-speed passenger transport in Saudi Arabia, linking the cities of Medina and Mecca with intermediate stations in the coastal city of Jeddah and in King Abdullah Economic City. It is a strategic project of the Kingdom of Saudi Arabia, for which phase 2 was awarded to a Spanish-Saudi consortium. Fourteen companies participate in the consortium: 12 Spanish and 2 Saudi. Of the Spanish companies, three are public (Renfe, Adif and INECO) and the others are private.

The scope of the contract, amounting to Euros 6,736 million, includes the design, construction and commissioning of the line's superstructure and systems, the supply of 35 trains for the commercial passenger service plus a VIP train, and the operation and maintenance of this railway line for a 12-year period as from the date of commencement of passenger services.

This project consists of two stages:

- 1° CAPEX, or construction stage, which in the case of Renfe comprises involvement in the construction of the workshops for rolling stock maintenance and the training of driving, commercial and Operations Control Centre personnel, among others.
- 2° OPEX, or operation and maintenance stage, which for Renfe will entail operating the trains and managing the lines from the rail operating centre and managing and providing various services on board and on the ground.

Although the beginning of the 12-year concession period for operation and maintenance of the HHR high-speed railway line is scheduled for 31 March 2021, from October 2018 to March 2020 the consortium of which Renfe forms a part ran a pre-operation (limited and partial operation) of the line and the commercial passenger services. In this operation Renfe played a fundamental

role as a member entity of the consortium in charge of leading both this operation and the Saudi consortium company holding the licence to operate the HHR (called Saudi Spanish Train Project Co. Ltd. (SSTPC)). This partial operation began four days a week (Thursday, Friday, Saturday and Sunday) between the Mecca, Jeddah, KAEC and Medina stations in order to continue having the remaining three days to complete the construction work and perform train and infrastructure tests.

In the first year of pre-operation there was a 77% rise in the seats offered on the commercial service and the scheduled days increased to every day of the week. Also, services were increased during the month of Ramadan and the annual pilgrimage to Mecca (Hajj) to provide sufficient capacity on the busiest days of passenger travel, coinciding with the most important dates in the Muslim calendar. A total of 132,557 passengers were carried during the weeks of Ramadan and 69,289 passengers during the Hajj. A total of 434 trains were scheduled in both periods, 78 of which were doubled in length during the Hajj.

In 2019 there was a fire in Jeddah station that caused major material damage, although luckily there were no victims. The service was temporarily suspended due to this serious incident and was reinstated after a 1.5km bypass had been built around Jeddah station.

Also, and to partly make up for Jeddah station being unavailable as a point of origin and destination for travellers, this second phase saw the start-up of both the branch line that connects the mainline with the Jeddah international airport (KAIA) and the HHR station built next to the new passenger terminal at this airport, with 14 trips from this station to Mecca, Medina and KAEC.

The construction of this infrastructure, branch line and station, linking Terminal 1 of Jeddah airport to the Haramain train network, with an area of 12,000m<sup>2</sup> and capacity for more than 3,000 passengers/hour, represents a milestone in the Kingdom of Saudi Arabia's general transport system.

Throughout 2019 and in 2020 the ERTMS Level 2 signalling and safety system has gradually been introduced between Mecca and Medina so that a maximum commercial speed of 300km/hour can be reached on most of the trip.

Despite the various setbacks, in March 2020 1 million passengers were transported in more than 3,300 trips with on-time performance rates exceeding 95%.

Renfe manages its participation in the consortium and in this project, both at the CAPEX and OPEX stage, through a permanent establishment of the company in Saudi Arabia called “Renfe-Operadora, Saudi Arabia Branch”. In the last two years and for the near future the relative weight of RENFE KSA in the management of Renfe’s tasks has increased and is expected to increase with respect to the HHR project.

**Texas Central private initiative project: development of Dallas-Houston high-speed rail in Texas, USA.**

The project is spearheaded by Texas Central Partners, LLC (Texas Central), a private company backed by mainly Texan investors. The total project cost amounts to more than USD 20,000 million.

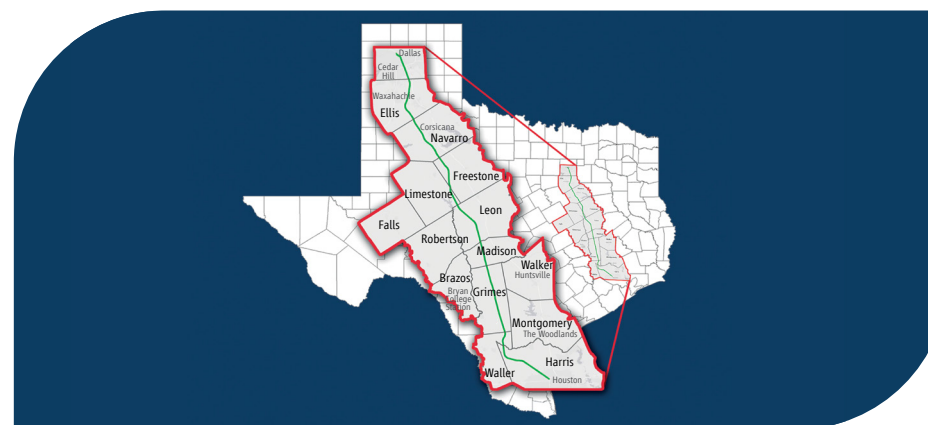
Texas Central’s high-speed train will connect Dallas/Fort Worth with Houston in under 90 minutes in a trip covering 386 kilometres.

In addition to the stations of Dallas/Fort Worth and Houston, it will have an intermediate station in Brazos Valley. All the stations will be connected to the highway network, to public transport systems, and they will have ample parking areas.

Texas Central has opted for the N700-I technology of Central Japan Railway Company (JRC) for this project. This technology, upgraded accordingly, has been used for over 50 years on the Tokyo-Osaka route in Japan. The tracks and trains will be able to handle speeds of 330 km/h. Nevertheless, in principle they will run at 300 km/h.

The core parts of the system (trains, tracks, signalling, electrification, etc.) will be provided by JRC, as well as operating and maintenance procedures.

Texas Central has chosen Renfe as its strategic partner so that after an initial stage as technical advisors on its development, design and construction, supported by Adif and Ineco, it will become responsible for the operation and maintenance to finalise the service, as well as the operation of trains, maintenance of equipment, and other services related to ticket sales.



**Tren Maya in Mexico**

In a consortium with the engineering company Ineco and the German company DB Engineering & Consulting, Renfe was awarded the contract to provide service for three years to develop the Tren Maya in Mexico for Euros 13.5 million.

Renfe will be the “shadow operator” of the contracting entity, the National Tourism Promotion Fund (FONATUR), in project implementation, providing support during the construction period and being responsible for defining the requirements of the operation and maintenance work. Also, it will supervise the manufacture, delivery and commissioning of the rolling stock and all the systems up to the commercial service testing period.

### **Contract for the reception of material in Kenya**

Renfe has collaborated with its Kenyan counterpart, Kenya Railways, and the authority responsible for transport in Nairobi (NAMATA (Nairobi Metropolitan Area Transport Authority)) to acquire rolling stock in Spain, which also includes the supply of spare parts and staff training. With the support of the Spanish ministries of Commerce and Industry and through ICEX and the Ministry of Transport, Mobility and Urban Agenda, in 2019 Kenya signed a contract with Serveis Ferroviaris de Mallorca (SFM) to purchase 11 double diesel units plus a trailer car. Specifically, they are 6100 series trains manufactured by Construcciones y Auxiliar de Ferrocarriles (CAF) between 1994 and 2003. After Kenya Railways signed the contract with Serveis Ferroviaris de Mallorca (SFM), to purchase the trains (11 units), Kenya Railways formally requested an offer from Renfe to inspect the trains on its behalf and to provide boarding support.

The first batch of five units was inspected and received at a rate of one unit per day, and the material is already in Kenya. The inspection of the second batch, the remaining six units, is scheduled for 2021.

Kenya plans to develop its commuter network in the coming years with the support of the World Bank. Renfe works with Kenya Railways to boost collaboration between the two companies.

### **Consultancy services and technical assistance provided to ISR**

Until January 2020 Renfe continued to provide consultancy services and technical assistance to Israel Railways (ISR) under a framework agreement for consultancy services that encompasses aspects ranging from train operation to train maintenance, and including commercial and IT areas.

ISR launched the "Provision of Consulting Services in Various Railway Fields for Israel Railways" tender and the ISR Tender Committee accepted Renfe's offer as the winning bid.

The contract had a term of four years with the option to extend the agreement for additional successive periods of up to a maximum of two years as from the end of the initial period.

### **Projects within the EU**

Renfe continued its collaboration with the French public operator, SNCF, particularly for high-speed passenger services that connect various cities in both countries under the name Renfe-SNCF en Cooperación, managed through the joint venture Elipsos Internacional, S.A.

Renfe has also continued its collaboration with the Portuguese railway company Comboios de Portugal (CP) for the provision of international passenger services between the two countries: Madrid-Lisbon, Lisbon-Hendaye and Vigo-Porto. Renfe has also leased out to CP a variety of passenger rolling stock.

Renfe continues to explore opportunities to participate in future tenders for services. To this end, it has opened a representative office in Brussels to have first-hand access to all the information on political activity and railway decisions taken by EU institutions and to support the company's internationalisation.

The company has also opened a permanent representative office in Paris with the aim of seeking new business opportunities in France, which is a key market in Renfe's internationalisation strategy. This office will serve as a platform to develop all business opportunities in the neighbouring market.

### **International institutional relations and cooperation**

#### **Involvement in international organisations**

Renfe is a member of the principal and most important organisations in the railway world, such as the International Union of Railways (UIC), the International Rail Transport Committee (CIT), the Community of European Railway and Infrastructure Companies

(CER), the International Association of Public Transport (UITP), the Latin American Railway Association (ALAF), and EUROFIMA.

Currently, Renfe chairs the UIC Global Passenger Forum, through Renfe’s general manager for Development and Strategy, and is a member of the CER and UIC European Management Committees.

Furthermore, Renfe regularly collaborates with the UIC and the Spanish Railway Foundation (FFE) on the UIC’s Training on High Speed Systems Level II course, which has been held annually in Madrid with the participation of railway companies from all over the world. Due to the pandemic, this training was not held in 2020.

**Cooperation with other rail companies**

In addition to the agreements with rail companies from Spain’s neighbouring countries, France and Portugal, Renfe has cooperative relationships with rail companies from various countries, such as South Korea, Japan, India, Costa Rica, Ecuador and Paraguay, through collaboration agreements.

Furthermore, the collaboration agreements with the China Railway Corporation and Russian Railways (RZD), the one between the Spanish Association of Manufacturers and Exporters of Equipment and Services for the Railway Industry (Mafex) and Renfe for the provision of training activities and development of the Spanish rail sector abroad remain in force.

As regards training, the collaboration agreement between Renfe and the Moscow State University of Railway Engineering (MIIT) has continued.



## KEY MILESTONES

### High-speed rail project between Houston and Dallas

The deal between Renfe and Texas Central for the development of a high-speed rail project linking Houston and Dallas/Fort Worth in the state of Texas will bring in USD 6,000 million for Renfe.

The alliance, for which a pre-agreement has already been signed whilst waiting for the full contract to be finalised, will see Renfe working with the largest privately-owned railway undertaking in the world, Texas Central, until 2042.

### Tren Maya in Mexico

In a consortium with the engineering company Ineco and the German company DB Engineering & Consulting, Renfe was awarded the contract to provide service for three years to develop the Tren Maya in Mexico for Euros 13.5 million.

Renfe will be the “shadow operator” of the contracting entity, the National Tourism Promotion Fund (FONATUR), in project implementation, providing support during the construction period and being responsible for defining the requirements of the operation and maintenance work. Also, it will supervise the manufacture, delivery and commissioning of the rolling stock and all the systems up to the commercial service testing period.

### Renfe guarantees the sale of tickets at all train stations

Renfe guarantees the sale of tickets at all the stations at which Adif had provided this service until 2019 and no longer does so as a result of the liberalisation of passenger rail transport.

In general, Renfe will take over the in-person sale of tickets at those stations with a daily average of more than 100 passengers boarding and a certain volume of sales at the ticketing office.

At the same time, all the stations will have ticket machines (they will be installed where they are currently not available), and a telephone service number will be made available to passengers at the stations to resolve all queries and situations that may arise.

Passengers will also have the possibility of using the company’s own ticket sales channels: [renfe.com](https://www.renfe.com), the Renfe Ticket application, telephone purchase and purchase from the inspectors on board the trains, as well as at post offices nationwide, with the aim of maximising accessibility for passengers.

### Acquisition of 31 metric-gauge and 6 alpine trains

The Renfe Board of Directors approved the award to Construcciones y Auxiliar de Ferrocarriles (CAF) of the supply of 31 metric-gauge and 6 alpine trains and the partial maintenance of the train fleet for a 15-year period, totalling Euros 258 million. The maintenance service will be provided through a public-private company formed by CAF and Renfe Fabricación y Mantenimiento.

This operation is part of the fleet renewal plan launched by Renfe in 2019 with the aim of guaranteeing the quality and improvement of the suburban and regional public services in the coming years.

These trains, which will be able to circulate at a maximum speed of 100 km/h, will have two or three passenger coaches to better adapt to demand and features will include an area for bicycles and a “last mile” battery system. There will also be five hybrid trains, which will make it possible to use electricity in those sections where there is an overhead contact system, thereby reducing emissions.

The contract includes an option to supply up to six additional electric trains and another hybrid train for the metric-gauge fleet, which provides suburban and regional services in Asturias, Cantabria, the Basque Country, Galicia, Castilla y León and Murcia.

The six alpine trains are for the Madrid C-9 suburban line that connects the town of Cercedilla with the Puerto de Cotos, in the Sierra de Guadarrama, and which reaches maximum slopes of 77 thousandths.

### **Cercanías Madrid (suburban) on-time performance**

Renfe Cercanías Madrid closed 2019 with an on-time performance of 97.06%, the best data recorded since 2015, and more than one point higher than in 2018. All the lines in the hub improved on-time performance with respect to the last four years.

In 2020 the Madrid suburban trains transported 137.1 million passengers along 357.9 kilometres of track. It has a fleet of 279 trains covering its 9 commercial lines, which run throughout Madrid from end to end, connecting with other neighbouring provinces.

### **Train & Fly 2020**

León, Segovia, Palencia and Zamora improved their international connection thanks to the Iberia and Renfe Train & Fly service, which allows passengers to combine in one single ticket the train transfer between these cities and the T4 terminal at the Madrid airport, with any of the more than 80 international destinations in the Iberia network. These cities join Zaragoza, Valladolid, Córdoba, Seville and Malaga, which already had this service, and the programme will be extended to cover Toledo, Ciudad Real, Albacete, Cuenca and Puertollano.

These connecting trips have advantages such as the organisation of schedules to make the different stages of the trip compatible, the issuance of one single ticket for the whole journey and the guarantee of offering a travel alternative if any of the connections are missed.

### **New model for on-board services from 2021**

Renfe has approved the new model for on-board services on the company's high-speed and long-distance trains. This new model aims to improve and expand services and increase revenue.

It is a broader and more flexible model, which includes on-board catering, at-seat catering for the Tourist and Tourist+ classes, customer service and, as a novelty, the sale of other products and services offered by the concession operator.

The new on-board service contract will also foster sustainability, introducing criteria such as plastic reduction and healthy eating, among others.

### **Renfe Mercancías saved Euros 291 million for society**

Renfe Mercancías transported 14.3 million tonnes of cargo in 2020, entailing an external cost savings of Euros 291 million. This is 59 million down on the prior year, in line with the reduction in traffic experienced by the company in such an anomalous year as 2020.

Regarding total energy consumption, 78.1% of the total Renfe Mercancías traffic in 2020 was hauled using electric locomotives, up 2 points compared to the prior year, and the electricity consumed was from renewable sources with a zero carbon emission certificate.

Regarding carbon emissions, the consumption of this type of renewable energy in 2020 entailed the generation of 7.8 grams per TKm, down 8% on the previous year. Accordingly, Renfe Mercancías avoided the emission of 1 million tonnes of CO2 into the atmosphere, as well as the consumption of 524,000 tonnes of oil equivalent, which would have been used had alternative forms of transport to the railway been taken.

### Renfe Mercancías has obtained SQAS certification

Renfe Mercancías has obtained the first assessment under the SQAS questionnaire (Safety & Quality Assessment for Sustainability) carried out by CEFIC (European Chemical Industry Council). This is a certification and assessment system that provides a detailed report of various actions and indicators relating to the transport of chemical products.

Based on these reports, chemical companies assess their suppliers according to their own standards and requirements relating to quality, safety, environmental protection and corporate social responsibility. This assessment is in line with the special requirements for storage, distribution and transport of chemical products.

This certification consolidates Renfe’s position as a strategic logistics partner for the chemical sector, showing its commitment to sustainable development and a responsible conduct operating model.

In addition to the objectivity provided by the SQAS, this certification allows chemical companies to verify the degree of compliance of Renfe Mercancías with current legislation and at the same time requires the company to improve its safety, environmental management and quality system, to integrate these management systems so that processes and information are not duplicated and to improve its relationships with customers and suppliers.

### New Badajoz maintenance centre

With an investment of Euros 1.4 million, the new workshop aims to undertake first- level maintenance tasks on Renfe’s rolling stock in Extremadura. The centre has two unelectrified interior tracks 120 m long in the Iberian gauge series, which provides for the maintenance of trains of up to 110 metres.

The workshop was opened in December 2020 and occupies an area of 1,200 m2. It is equipped to carry out small and medium-range repairs and overhauls of regional diesel

trains and is compatible with the future maintenance requirements of electric trains and/or locomotives. The installation has been certified by the Spanish State Railway Safety Agency.

The new maintenance centre will work in coordination with the Cerro-Negro workshop, which represents a substantial improvement in the resources allocated to the maintenance of the 17 599-series trains. It will also provide technical assistance to series 594 and 598 trains, as well as to Series 334 locomotives.

The opening of the new workshop, together with the other actions that have been carried out (in particular, remote monitoring of the trains enabling real-time technical assistance to the driving staff in the event of an incident and the reorganisation of technical assistance), has led to a progressive reduction of support on trains, thereby guaranteeing the service levels achieved.

### Renfe as a Service (RaaS)

RaaS will be an open, inclusive and integrating platform for the different modes of the new mobility ecosystem. This initiative is aligned with the objectives of the company’s strategic plan for the coming years and with the Mobility Strategy designed by the Ministry of Transport, Mobility and Urban Agenda (MITMA).

Renfe launched the tender process for the development, operation and maintenance of the digital platform and the provision of support services for the RaaS Commercial Operation, and expects to award it in 2021. The objective of this tender is to select not only a technology provider, but rather a business partner that will support the success of this new business model over the five-year term of the contract. Also, the contract model proposes sharing the risk/reward with the awardee, setting one fixed budget item plus another variable item based on the achievement of the business objectives defined by management indicators.



### Third TrenLab call

ADDvance, Alteria, SigmaRail and Motion Tag are the start-ups chosen by Renfe for the TrenLab project accelerator program in its third call. The Renfe accelerator has selected the projects based on their scalability and the value of their proposals among the more than 440 projects presented, 30% of which are international.

The creation of value in the manufacture of train parts, smart sensors, tracking solutions for passenger management and the geolocation of assets are some of the solutions presented by the winners that will help drive Renfe’s digital transformation.

### Direct payment by bank card at the Cercanías turnstiles

Renfe will implement the “Cronos” system in the entire suburban (Cercanías) network for direct access and payment at the turnstiles with a contactless bank card.

Applied in the Málaga Cercanías hub, this system allows Cercanías users to directly access the train by simply touching the physical or virtual card on the reader (EMV) at the turnstiles or gates, without having to first purchase the ticket at ticket offices or ticket machines.

This new form of payment, a pioneer in access to transport with a bank card in Spain, constitutes an innovative and efficient solution and favours mobility without language barriers and without travellers needing prior knowledge of the different types of transport tickets.



### Amazon Pay as a payment system when buying tickets

Renfe and Amazon have signed an agreement to incorporate Amazon Pay as a payment system for buying tickets online.

Accordingly, Amazon Pay will become a provider for the Renfe payment gateway, joining Redsys and PayPal, thereby providing customers with a new tool to buy tickets quickly and securely.

### New high-speed section between Zamora and Pedralba

On 27 October 2020, the new 110-kilometer stretch of high-speed line between Zamora and Pedralba came into service. Travel time to all Galician capitals has been cut, which is a milestone in rail transport between both regions: 1 hour and 26 minutes from Madrid to Pontevedra, 1 hour and 2 minutes to Lugo, 41 minutes to Santiago de Compostela, 39 minutes to Ourense, 31 minutes to Vigo and 24 minutes to A Coruña.

### Reduced travel times and new Avant services

The new Euromed service will connect Valencia with Barcelona in 2 hours and 35 minutes. Trains run between Barcelona and Camp de Tarragona on the high-speed track using the new Vandellós bypass. The reduction in travel time ranges from 45 to 36 minutes on the current best time.

Renfe’s new offer in the Mediterranean corridor improves Valencia’s connection with Girona and Figueras. Six Euromed trains will connect Figueres-Girona-València without having to change in Barcelona as the route has been extended to these cities.

In addition, Renfe made a time-table adjustment in the combined Barcelona-Badajoz service, managing to shorten the travel time between both cities by 52 minutes. The change in the time-table cut the transfer time in Alcázar for this integrated service, which combines

the Talgo train from Barcelona to Alcázar and a regional train from the Alcázar station to Badajoz.

Also, in 2020 Renfe launched various Avant services, including the following:

- New Avant Barcelona-Tortosa service. This new service increased the offer available in this corridor with a reduction in travel times of approximately one hour between both cities, while expanding the travel possibilities for regular passengers.
- New Avants between Granada and Seville. The new Avants travel time is 2 hours and 30 minutes, depending on the service, improving the current service along the conventional line between Granada and Seville by an hour and a half and eliminating the current transfers by road.
- Algeciras-Granada connection with five daily connections with the new Avant trains. On 16 February 2020 the Algeciras-Granada regional train line was extended to Antequera, maintaining six daily services and the current intermediate stops. Of these, five will connect in Antequera Santa Ana with the new Avant trains in Granada. The new Algeciras-Granada travel options will reduce the journey between the two cities by 45 minutes, with the best travel time set at 3 hours and 45 minutes.
- Almería-Seville route with the links to the new Avant trains in Granada. Renfe offers three daily connections between Almería and Seville using the new Avant trains. These new travel options on the high-speed line cut the current journey between Almería and Seville by one hour.

### Real-time capacity control at the Cercanías stations

Renfe implemented a pilot project to analyse and control the capacity of the suburban (Cercanías) stations in Madrid and Barcelona and thus improve train management. This initiative is based on the analysis of the images of the 200 video surveillance cameras installed in the stations. Using an AI-based system of algorithms, the applied technology is capable of detecting, in real time, if the capacity is exceeded, alerting for previously defined

crowding or congestion situations, thus making it possible to adopt the necessary corrective measures.

### Renfe implements “Devolución Xpress” on the València regional service

The company has made an on-time performance commitment compensating travellers with an additional trip for the same route if they arrive at their destination with a delay of more than 15 minutes, provided that it is not due to a force majeure event unrelated to railway operation.

### On-board Wi-Fi in Madrid-Valladolid-León high-speed services

Renfe began offering Wi-Fi services to customers on the Madrid-Valladolid-León high-speed trains. These services incorporate PlayRenfe, the Wi-Fi connectivity platform that provides free access to entertainment, leisure and live television programmes, as well as a wide range of Renfe services, including the consultation of schedules and tickets, Renfe Viajes, tourist service lines associated with the train, the +Renfe loyalty programme and useful information on any aspect of the trip.

### Cercanías Madrid launches a pilot test in Nuevos Ministerios to improve accessibility

Renfe Cercanías Madrid launched a pilot project at the Nuevos Ministerios station, one of the stations with the highest passenger volume, to improve accessibility to its trains. It consists of signalling on the platforms indicating where the low-floor coach will stop. In addition, the station’s PA system and screens report the arrival of accessible trains.

Renfe intends to extend this pilot test to the main stations in the “central almond” (metropolitan area) of the Madrid hub, which are used by 45% of all passengers, and thus improve accessibility to its trains. These measures to improve accessibility are expected to be gradually introduced at the Atocha Cercanías, Sol, Recoletos, Príncipe Pío, Delicias, Pirámides and Méndez Álvaro stations.

**Renfe Atendo. 6.2 million acts of assistance**

Renfe Atendo, the service that Renfe offers to travellers with disabilities and reduced mobility, has assisted more than 6.2 million passengers since its creation in 2007.

The Atendo service is currently provided in 140 stations and has two types of service: permanent and one-off. It is a free, personalised service that guides, informs and facilitates passenger access to and transit through stations and gives assistance in boarding and alighting from trains. With more than 700,000 acts of assistance each year, this service is highly valued by Renfe passengers, who give it a score of 9.15 out of 10, according to the latest quality survey.

**Renfe Group Corporate Social Responsibility Policy and Committee**

The Renfe Steering Committee approved the policy and composition and operating rules of the Renfe Group Corporate Social Responsibility Committee.

This CSR policy aims to create a reference framework that contributes to defining and promoting behaviours that create value for all stakeholders (customers, employees, the authorities, suppliers and society) and to create long-term relationships based on trust and transparency within the framework of a responsible business culture at all Renfe Group companies.

The seven commitments of this policy group together salient matters in Renfe’s 2019-2023 Strategic Plan while aligning with the United Nations Sustainable Development Goals:

commitment to society, to the environment, to the customer, to the team, to ethics and good governance, to suppliers and to the public authorities.

**Renfe subscribes to the new UIC climate commitment**

The new climate commitment that the International Union of Railways (UIC) sent to its members for adherence extends the one it presented in 2015 to the United Nations on the occasion of COP21 in Paris.

This commitment has been signed by more than 70 UIC members who, through it, support greater ambition in the CO2 emissions target for 2050, thereby introducing carbon neutrality by that date, instead of the 75% committed four years ago, and the commitment to contribute to the UN’s Sustainable Development Goals.

**Grupo Español de Crecimiento Verde**

Renfe joined the Grupo Español de Crecimiento Verde [Spanish Green Growth Group, GECV in Spanish] association, thus reaffirming its commitment to Sustainable Development Goal number 17, to generate and strengthen partnerships for sustainability with the companies leading Spain’s green economy.

The GECV’s objectives include generating and disseminating the necessary knowledge to enable the transition to a more sustainable economy; influencing job creation under favourable conditions for the development of the low-carbon economy; and serving as a point of contact for the business sector with the public authorities, business and professional associations, as well as universities and other stakeholders.

**Renfe medically equips trains, increasing the transport capacity of COVID-19 patients**

In April 2020, four Talgo 730 series units were equipped to transfer COVID-19 patients between different autonomous communities or provinces in Spain.

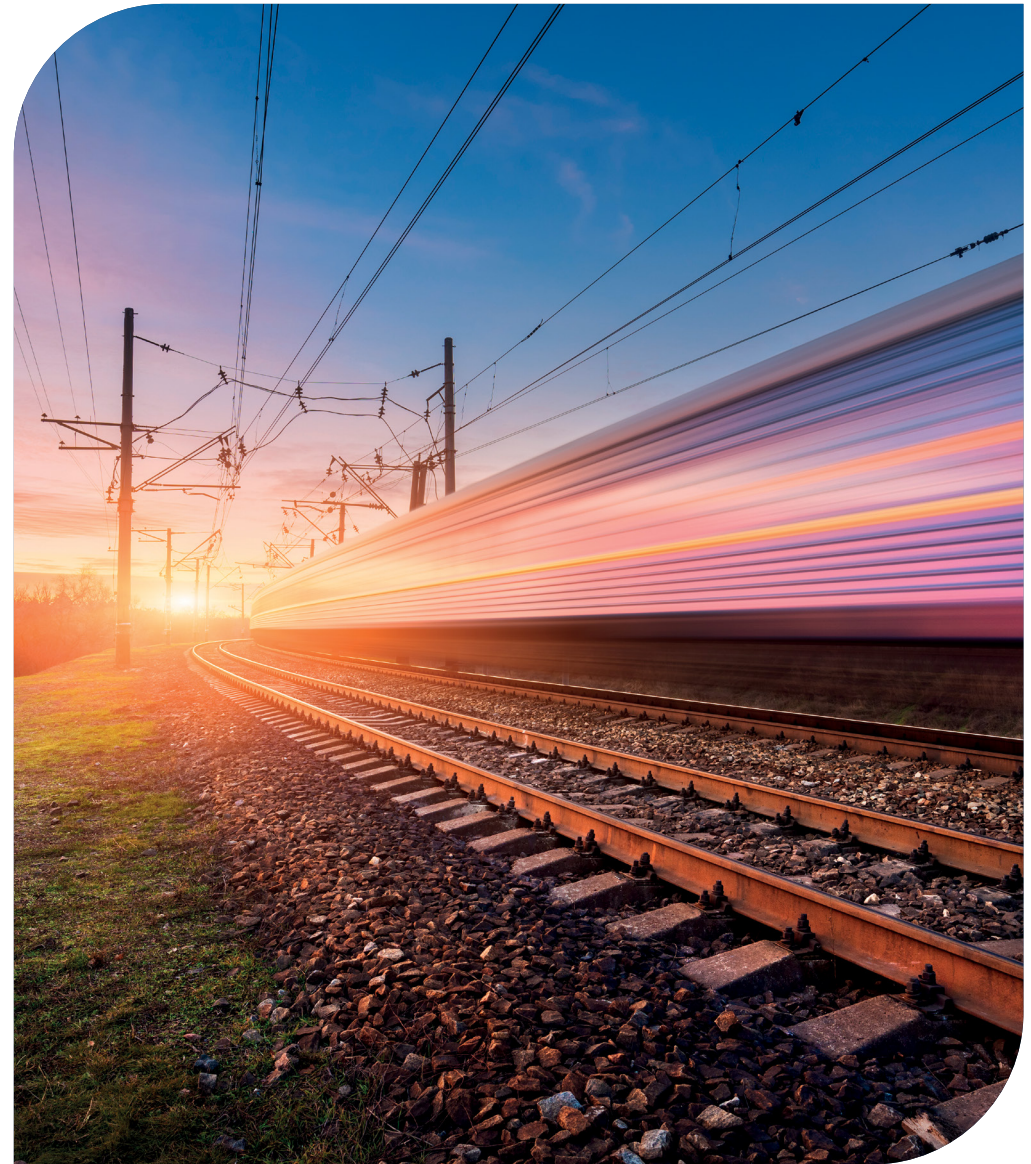
These trains were made available to the health authorities, making it possible to move patients to places facing less pressure in anticipation of the possible collapse of the health systems in certain areas of the country.

**Renfe secures AENOR and SGC certifications on COVID-19**

Securing the SGS seal and AENOR certification represent another step in the Safe Train programme developed by Renfe to offer our customers maximum safety for their train journeys.

The combination of both certifications has turned Renfe’s services into a transport option that offers the highest safety standards, given that AENOR certifies the company-implemented cleaning and disinfection protocols and SGS completes the verification process, vouching for its effectiveness in the application of these processes by analysing the related results.

With this initiative, Renfe once again demonstrates its commitment to customers, who have been placed at the heart of the management strategy since the start of the health crisis..



## Awards and recognition

### Renfe, the most committed company in passenger transport during the pandemic

Renfe was chosen as the most committed company in the passenger transport sector during the crisis caused by COVID-19, according to the Merco report on Companies with the greatest commitment/social responsibility during the pandemic.

Since the onset of the health alert and throughout the state of emergency, Renfe has acted in line with its commitment to public service, emphasising social and commercial responsibility with the primary objective of protecting the health and interests of its passengers, as well as its employees.

The entire Group has worked with new protocols and flexible formulas to continue providing the passenger and freight transport service required by the situation at all times in all relationships, while always giving priority to the safety measures set by the health authorities.

### Renfe among the companies with the best reputation

Renfe placed 35th in the Corporate Reputation Business Monitor's (MERCOS) 2020 general ranking of companies, while the chairman of Renfe, Isaías Táboas, ranked 85th in the top 100 leaders in Spain.

Renfe was also ranked the best passenger transport company in the "Company Ranking by Sector", ahead of Alsa and IAG, in second and third place, respectively.

Renfe was ranked 25th in MERCOS's general company ranking for Corporate Governance and Responsibility, while it topped the passenger transport sector company ranking for the third consecutive year.

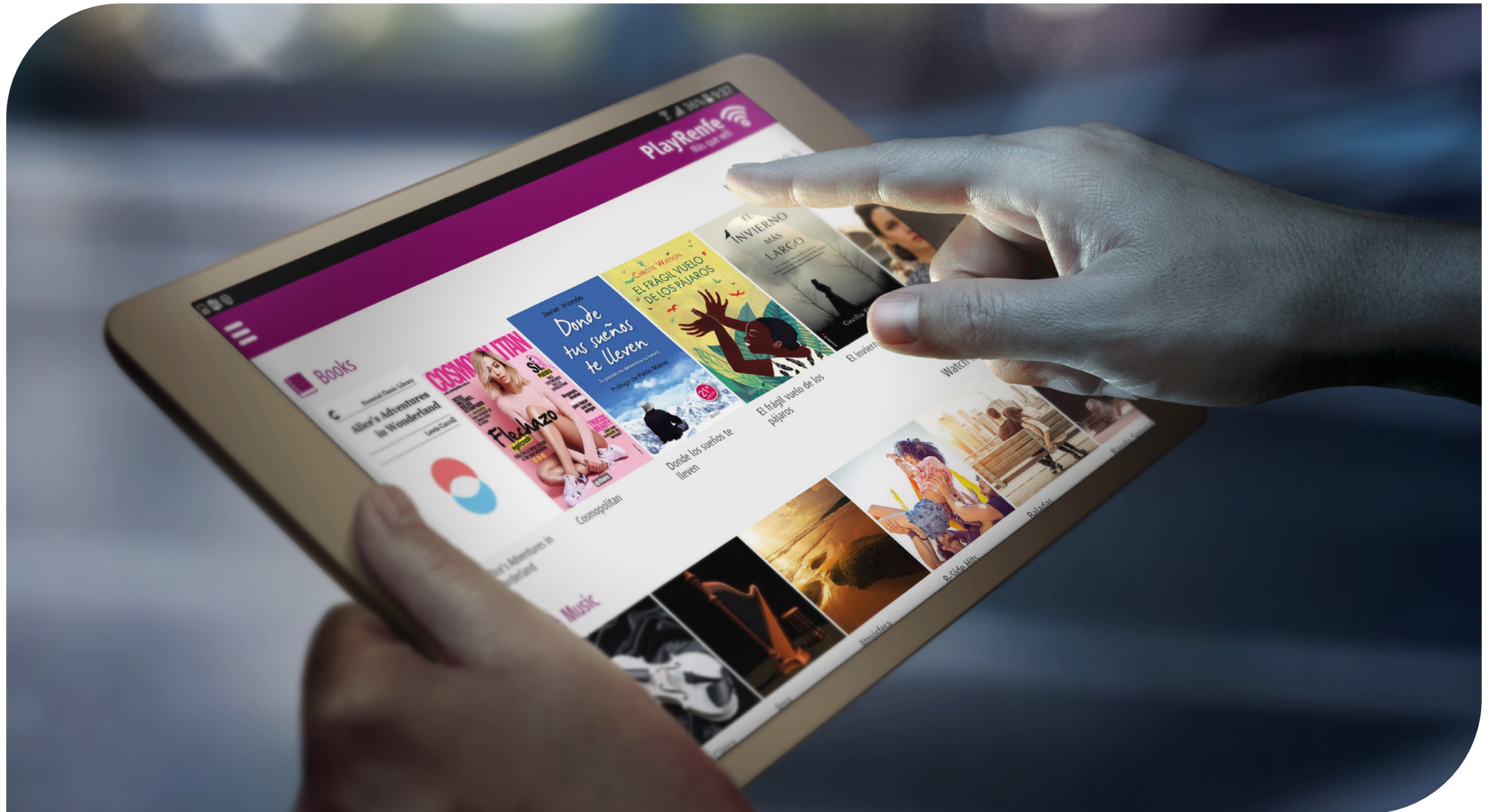
### Renfe, winner of the Urban Mobility Challenge

On the occasion of the European Mobility Week, Renfe signed up for the Urban Mobility Challenge, for companies, city councils and universities to promote the sustainable mobility of employees to their workplaces and quantify the impact of their daily trips in the form of CO2 saved and estimate the money saved by prioritising the use of low-emission means of transport: on foot, by bicycle, scooter, public transport or shared car.

High employee participation put Renfe in first place in the categories of "Most sustainable company" and "Company with the most kilometres travelled" in the ranking of companies and city councils of the Urban Mobility Challenge, launched by the Ciclogreen online platform to promote sustainable mobility.



## Innovation in Renfe



*Innovation in Renfe*

## Renfe Avlo

Since December 2020, Renfe and the companies with a rail operator licence and safety certificate that have expressed interest in entering into a ten-year capacity agreement, i.e. one of the packages granted by Administrador de Infraestructuras Ferroviarias, Adif, may provide services in competition with Renfe. The licence and safety certificate are granted by the Spanish State Railway Safety Agency, which comes under the Ministry of Transport, Mobility and Urban Agenda.

Prior to the liberalisation of rail passenger transport in Spain, Renfe unveiled its new low-cost high-speed service named Avlo to compete in this new market.

The new service was initially scheduled to commence on 6 April 2020, but the state of emergency and the safety measures introduced to stem the COVID-19 pandemic delayed the launch until 2021.

Avlo will initially operate on the Madrid-Barcelona route, offering direct and semi-direct trains, as well as services that call at all stations on that line. Apart from Barcelona and Madrid, they will also call at Guadalajara, Calatayud, Zaragoza, Lleida, Tarragona, Girona and Figueres. The service will initially launch with four trains in each direction per day between Madrid and Barcelona, which can be augmented over the course of the year based on demand.

Tickets will go on sale in 2021 as part of the sales promotions that will be launched this year to mark Renfe's 80th anniversary. Avlo is expected to commence operations in June 2021.

The new high-speed service will include Renfe's hallmark features, such as safety, reliability, punctuality, intermodality and the protection of the environment.

The aim of Avlo is to facilitate and increase mobility in markets with potentially over one million customers per annum, by attracting customers from other, less sustainable modes of transport, such as air travel, buses and, above all, the private car. The product will not only

be offered to business travellers, but also to those travelling in a group, families and a new generation of traveller who bring new purchase and travel habits.

Avlo trains will only offer a single tourist class and will include one piece of carry-on hand luggage free of charge, plus a handbag or rucksack. Additional services may be added according to the particular needs of the passenger, such as extra luggage, seat selection, cancellation, etc. These additional services will entail a cost that will increase the price of the ticket.

Through dynamic management of fares, Renfe will offer different fare levels, which will range from Euros 9 to Euros 60 per trip, depending on the route and how early the ticket is booked in advance.

Children under 14 will be charged a fare of Euros 5 per trip, provided the ticket has been issued in conjunction with an adult ticket, up to a maximum of two child tickets per adult. There will also be discounts for large families and the Atendo service will be available for reduced mobility passengers or those with a disability.

Renfe Avlo is a commercial model which, together with other measures adopted by the Company, will help Renfe compete at the highest level in this new playing field of rail competition in the European Community



## R&D&i in Renfe

Innovation is a strategic factor for Renfe, one that stems from customer needs and expectations. It is one of the key aspects that can be leveraged to address the challenges Renfe must face in the near future.

At the Renfe Group we are driving the process of digital transformation through the use of enabling technologies: IoT, Big Data, artificial intelligence, drones, augmented reality, 3D printing and others. Without that innovative focus more tailored to today's circumstances, we will not be able to offer the quality mobility and logistics services that our customers expect of us.

The pandemic has impacted the outlook for the company in the short term. However, Renfe is focused on emerging from the crisis, turning it into an opportunity to innovate and invest in processes, equipment and technology and to become a standard bearer of resilience and flexibility in a liberalised rail landscape.

### Renfe innovation model

The Renfe Group's Innovation Master Plan for 2020-2028 is aligned with the Strategic Plan and aims to lay down the means, methods and infrastructure required to manage, facilitate and encourage innovation across the Renfe Group and to provide innovative solutions to the projects envisaged in the Strategic Plan. The Plan:

- Will cover all of the Renfe Group's R&D&i initiatives and activities.
- Will coordinate the innovative projects envisaged in the Strategic Plan.
- Will reflect each Group company's specific innovation plan.
- Will facilitate coordinated transfer of innovation between the Group and the state-owned enterprise.
- Will feed into and improve the Strategic Plan thanks to new initiatives.
- Will underscore the Re-engineering Processes as a key innovation element

Combining internal knowledge with external knowledge under a collective intelligence approach, the Renfe Group is committed to open innovation, to bring more speed and efficiency to the entire model, especially in the digital field, on which a large part of the data will revolve innovation challenges.

### TrenLab

TrenLab was created to propel the digital transformation at Renfe by strengthening its position ahead of the forthcoming liberalisation of the passenger rail transport market. Since its creation, Renfe has reached out to professionals and start-ups specialising in innovation and technology. Renfe has been running the TrenLab project accelerator programme, which aims to support innovative start-ups and entrepreneurs by incorporating their innovation and disruptive ideas into Renfe's services to generate value for customers and drive forward the digital transformation of the company.

TrenLab launched by posing three major business challenges to the innovation and entrepreneurial community: digital mobility, digitalisation of operations and on-demand logistics. Since its launch, TrenLab has accelerated eight pioneering start-ups and three internal innovation projects that are helping Renfe to reinvent the future of mobility.

The third edition of TrenLab in 2020 saw the involvement of the following start-ups:

- ADDvance, which offers a 3D printing management platform that enables the on-site manufacture of spare parts as and when required, as well as full traceability and safety features.
- Alteria Automation, which designs and manufactures smart sensors for predictive maintenance in industry, transport, aerospace and infrastructure.
- Motion Tag, a start-up that offers mobility monitoring for dynamic ticketing solutions, customer orientation, online marketing and access control.



— SigmaRail, which applies its technology to the geolocation of assets and infrastructure surveillance to support maintenance operations.

In addition to accelerating start-ups, TrenLab also supports the dissemination and acquisition of knowledge of new technologies and their applications (Internet Of Things, 5G, Big Data, Artificial Intelligence, Machine Learning, Cybersecurity, Blockchain, among others) and skills in new work methodologies and tools (Agile and Design Thinking, Lean Start-up concepts, gamification in innovation and legal protection in innovation ecosystem), all of which is aimed at strengthening the cultural transformation towards digital models.

### **Innovation ecosystem**

As part of its relationship model with the open innovation ecosystem, in addition to start-ups, Renfe has reached out to professionals in clusters, universities, technology parks, entities and foundations such as Mobility City, Railway Innovation Hub, Spanish Railways Technological Platform, Mafex, RailGroup, etc. The aim is to drive technology and knowledge in the rail sector, promote entrepreneurship and become a global benchmark in rail innovation to respond to the challenges and requirements facing Renfe, such as the initiatives proposed in the innovation plans.

Also of note is the Renfe Group’s sponsorship of the first Sustainable Mobility index. This urban and interurban study assesses the challenges and opportunities regarding how mobility works in any given city from a holistic and systemic perspective and aligned with the Sustainable Development Goals. The index provides detailed information on the features of the urban and interurban transport system of Spain’s 52 regional capitals with the aim of generating more inclusive, safer, resilient and sustainable cities.

### **Rolling highway**

This initiative aims to design and build a prototype of a new type of wagon for multipurpose rail freight transport that promotes intermodality under the concept of the rolling highway and enables the creation of a new rail transport service for semi-trailers that improves freight traffic, increases service quality, reduces costs and is safer and more respectful and sustainable with the environment.

This is an R&D&i project that we look to implement through innovative public procurement mechanisms, and it is expected that CEF (Connecting Europe Facility) aid will be requested to build the prototype. Furthermore, this project has been selected to receive EAFIP (European Assistance for Innovation Procurement) assistance from the European Commission.

### **Technology watch and competitive intelligence**

The speed and intensity with which economic activities absorb new technologies and the ease with which information is obtained and shared are outlining a new economic reality. This situation highlights the eminent importance of technology watch and competitive intelligence.

These systems are essential for any organisation to keep abreast of all the information generated in its environment (commercial, technological, legislative, etc.) and to apply it in decision-making and problem solving. It is a fundamental part of the innovation processes at companies and in the detection of new ideas and solutions.

## Tax deductions

For the fourth consecutive year, Renfe’s corporate tax return has included a deduction for research and development and technological innovation (R&D&i) activities. Once the certificates have been obtained and ratified by the Ministry of Economy, Industry and Competitiveness, the Company will be able to deduct Euros 1,217,000.

In 2020 the Renfe Group applied to the Spanish Agency for Certification in Innovation (“ACIE”) for technological innovation certificates for the following Renfe Group initiatives conducted in 2019:

- Implementation of systems for the integrated management of train workshops carried out by Renfe Fabricación y Mantenimiento
- New channels and systems for Renfe Viajeros and new developments for on-board Wifi systems developed by Renfe Viajeros
- Process and systems transformation plan at Renfe Mercancías
- Optimisation of Renfe’s accounting and payment system.

Renfe has acquired experience in recent years in order to focus processes on identifying and managing innovation across the Group, which has enabled the Company to secure accumulated tax deductions in excess of Euros 5 million..

## Renfe as a Service

Renfe as a Service is the new Digital Mobility Platform offered as a Renfe service. It will offer a new tailored travel experience to our customers.

One of the most important plans for Renfe’s immediate future involves offering both our current and potential customers a new travel experience through the creation of a new Renfe as a Service (RaaS) Platform. RaaS is a new business model aimed at B2C (the public), B2B (large companies, SMEs and start-ups) and B2A (public authorities, transport consortia and

public operators), which are offered, through the RaaS marketplace, door-to-door mobility services, as well as additional services in conjunction with accommodation, dining, leisure and tourism providers. RaaS will offer a tailored experience with door-to-door planning and a single payment for all services; users will be guided at every stage of the journey, offering the public safe, sustainable and connected mobility. Sustainability is the corner stone of RaaS, which is why it will promote the use of public, on-demand and shared transport modes, in that order, as opposed to the use of the private car.

Renfe’s integrated Mobility as a Service platform seeks to improve mobility for the general public and reduce their carbon footprint by avoiding the use of private vehicles and promoting door-to-door solutions for both urban and rural dwellers across the country. We will integrate the greatest number of providers and operators of mobility services, prioritising the most sustainable modes of transport. The requisites to adhere to the Platform will be as follows:

- 1° Corporate ethics (taxation, recruitment of personnel, etc.)
- 2° Commercial interest (agreement between the parties)
- 3° Technological viability (API integration)

Thanks to Renfe as a Service, Renfe will foster public-private partnership, generating a neutral governance framework that promotes and invigorates the business models of large corporations, SMEs and start-ups engaged in the provision of mobility and transport services.

In addition to the principle of neutrality, Renfe as a Service will focus on transparency in the handling of customer data, ensuring that such data is only used to enhance the customer experience. The data obtained, following express authorisation from the customer, will be duly anonymised and aggregated for handling purposes with platform members in two cases:

- With companies, in order to improve operational efficiency and the service quality for customers.
- With public administrations, in order to improve the planning of public services and urban mobility plans.

These are some of the key aspects that define the creation of the Renfe project as a Service:

- A focus on Mobility as a Service, building a cooperative business model that is open to all operators under Renfe’s public leadership. It is based on strategic and commercial alliances at all levels with public administrations and private companies operating in the mobility ecosystem, both locally and internationally. A flexible and customised model that can adapt to the peculiarities of each geographical area so that everyone feels that the platform is tailored to them.
- It is based on the integration of Big Data technologies, our recently launched open data platform, the Internet of Things and the transformation of our sales channels, among other aspects.
- As a result of this plan, Renfe will be made acutely aware that the digital transformation has enabled various players to create new models in the mobility business. The extensive competition we now face does not lie solely in the rail sector, but also in the various mobility platforms that have been launched by players in the automotive industry, construction companies, technology companies and public-sector operators.

What we offer customers:

- A door-to-door Journey Planner that enables users to view all services available.
- The ability to offer a customised fare on a single ticket, while guaranteeing data security and privacy.
- Real-time assistance while the services are being provided through the various digital channels.

What we offer operators:

- An open and neutral platform
- Redistribution of revenues to third parties.
- Security in all transactions.
- Integration of all services offered by affiliated operators.

What we offer the Transport Consortia and Authorities:

- An Own Brand Technology Brand.
- Integration of services offered by local operators.
- Customisation of the service offering.

In order to test the future RaaS platform, at the end of 2019 a pilot programme was launched between Madrid and Barcelona, integrating taxi operators, the VTC sector (chauffeur-driven ride-sharing apps) electric scooters and the train.

### **Dream Big Renfe - SNCF**

In 2020 Dream BIG Express focused its attention on one of the largest problems to resolve globally: sustainability.

The Museo del Ferrocarril de Cataluña (Catalan Railway Museum) in Vilanova y la Geltrú was the backdrop for the Imagine Express 2020 inaugural event. Over 200 people gathered to participate in the competition of ideas in the field of sustainability: the Dream BIG Express. This initiative saw participants work on solutions to the challenges posed using disruptive competition. After a three-hour work session, a panel made up of experts in the sector, as well as major figures and players from the area, selected the winning team, which saw its idea accelerated through the Imagine Express 2020 programme on board a Renfe - SNCF en Cooperación high-speed train between Barcelona and Paris. The journey ended at the 4YFN event at the Barcelona Mobile World Congress.

The Catalonia suburban rail service also joined the Dream Big Express, providing the transport between Barcelona and Vilanova, making sure the train remained at the heart of the initiative from the outset and encouraging the participation and transportation of the maximum number of people possible.

Getting on board the Imagine Express 2020 not only means using the most sustainable form of transport there is, it also means being immersed in 6,000 minutes of environmental awareness: the Imagine team undertook to reduce waste as much as possible and to seek different ways of being sustainable during this brain-storming journey; they developed alternative forms of energy, they reduced contamination and the damage caused to the environment by the day-to-day activities present during the trip.



## Digitalisation

Renfe is well aware of the digitalisation trend that is revolutionising the way people move around, and the strategy on which these services are based in order to innovate in operations, centralise efforts and reduce costs.

In this transformation process, efforts are focused on offering more attractive and integrated mobility, while seeking to contribute to smarter and more sustainable operations.

Renfe’s strategic plan proposes a range of digital initiatives, with digitalisation as one of its three pillars. These initiatives run alongside other previous undertakings aimed at improving operating efficiency. By way of example, the mechanisation of legal case files and the start-up of the TabTren project, which facilitates access to engine driver documentation.

### On-board Big Data judicial recording units

The trains’ on-board judicial recording units store vast quantities of data (500 million entries for the research periods), which makes processing by traditional means impossible. To overcome this hurdle, Renfe has developed a Big-Data-type solution with the required data storage and processing capacity.

The goals of this project are as follows:

- The storage of data related to the running of trains, integrating the records of the on-board equipment (recording unit, ASFA digital, etc.) with that of other systems.
- The utilisation of this data for two distinct purposes: The Surveillance Plan and Research.

The system also offers scientists data on an analytical layer with AI capabilities based on matching-learning; it is able to detect patterns and relationships among the signals generated during the running of the train based on the various driving modes.

### Robot process automation (RPA)

RPA is a technology that seeks to automate a company’s processes, where software controls the performance of one or more tasks just as a human employee would.

Automating processes offers various advantages:

*Innovation in Renfe*

- Reduction in performance times: robot software is able to speed up processes radically as they do not have down times and can perform routine tasks that do not require complex decision-making 24 hours a day, 365 days a year.
- Improvement in process quality and control: each robot is able to provide information on the work performed and any exceptions found that require human intervention, thereby providing very high process control. They do not commit errors that can impact the quality of the task.
- Scaling of operations: given their automated nature, they can perform a high volume of operations that would otherwise be infeasible.

Renfe has drawn up a Robot Process Automation (RPA) Master Plan. This plan has already identified and prioritised 325 activities that can be automated going forward. Once these 325 processes are automated, 244 people performing repetitive tasks at Renfe can move on to carry out activities with greater added value for the Company.

Two pilot studies to automate two processes have already been carried out to demonstrate the benefits. Specifically, these processes are the system to put trains on sale and the automation of invoice approvals.

The new process to put trains on sale automates the uploading onto the sales system of information on the train’s features: number of seats, departure and arrival times, stations called at on route, etc. The benefits include an improvement in performance times and a reduction in errors that can occur with manual uploading, which therefore avoids the effort required to correct these errors and improves customer satisfaction.

The automation of the B2B invoice approval system consists of automating the handling and approval of invoices received, sending of invoices and generating the corresponding payment proposals. The benefits mainly include the spike in speed and flexibility, as well as the elimination of errors, thereby reducing the risk of invoices being mislaid.

Renfe will gradually automate these processes. To that end, Renfe plans to launch an automation skill centre, which is described in the following section.



**Innovation in Renfe**

## Digital skill centres

Renfe will launch three Digital Skill Centres. These Centres will lead to the creation of teams that specialise in innovative technology, seeking to attract and retain talent, as well as to increase the operating efficiency of project and service implementation. The goals sought are:

- Innovation. Ramping up digital transformation at Renfe and ensuring that the Group is at the forefront of knowledge by implementing key innovative digital technologies against the backdrop of the liberalisation of the sector.
- Internalisation and geographical decentralisation. Internalising and relocating a part of the central services to key rail hubs where Renfe has facilities, thereby reducing the costs of physical space and the hiring of services. These regional hubs will also act as a lever for the economic development and modernisation of small and medium-sized cities.
- Growth capacity. Generation of employment through the acquisition of talent in small and medium-sized cities where there are skilled niche profiles that can be offered a value-added offer of employment.

The three Digital Skill Centres are the following:

### 1) Infrastructure Operations.

Operation, control, administration and evolution of Renfe’s data centres and the hiring of cloud capacity.

This represents the continuation of a service that is currently being provided by an external third party. It consists of the hiring of maintenance services for Renfe’s data centre IT infrastructure, including all corrective, preventative and upgrading activities, as well as special projects that ensure a guaranteed integrated maintenance service. It also incorporates the engagement of cloud services offered by the main service providers (CSPs), such as Amazon, Azure and IBM and their administration. This

will transition the IT system towards a hybrid cloud model controlled by a defined governance system. It will also avoid the danger of distributing the apps in more than one cloud without the required controls in terms of management, administration and security.

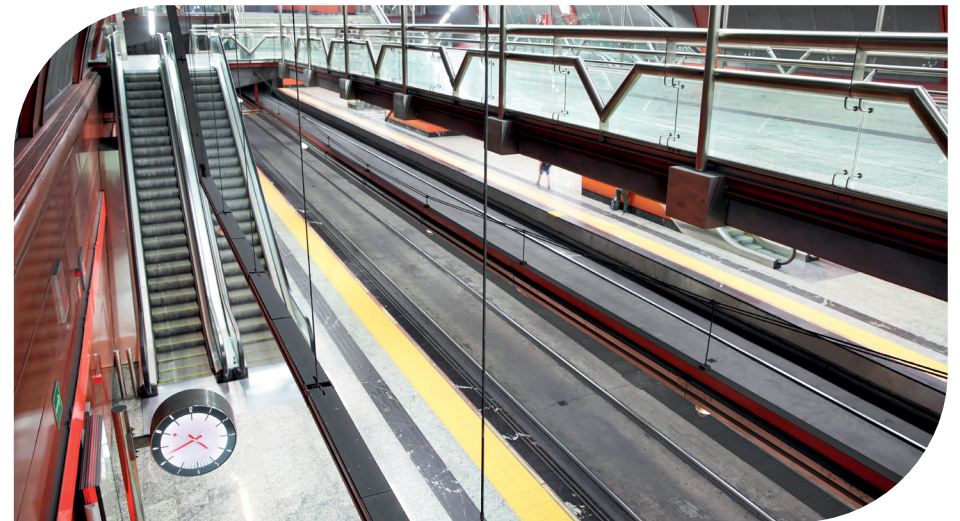
### 2) Mobile and business applications (app maintenance service).

This service consists of hiring app maintenance services under a framework agreement model, including all correction, preventative and upgrading actions, as well as special technology and functional upgrading projects to ensure a guaranteed integrated maintenance service.

In addition to strengthening the model, the Digital Skill Centre increases the ability to upgrade and transform the app suite, as well as the capacity to launch pilots and tests of new cloud-based technology and service concepts.

### 3) Robotics (Robotic Process Automation).

This Skill Centre will focus on projects to implement automation processes.



## Cybersecurity

Cybersecurity and privacy are key elements to be taken into consideration in all digitalisation initiatives, as well as in operations that underpin IT systems and networks. The Renfe Group's strategy for addressing cyber threats is based on the following main concepts:

- Consistency with the national cybersecurity strategy.
- Identification and compliance with applicable laws in this cybersecurity and privacy field.
- Technology risk management.
- Management of security incidents, as well as the minimisation of their impact.
- Preventive and reactive response to sector-specific threats.
- Transparency and cooperation with the various control authorities.

Work continued in 2020 to strengthen the Renfe-CERT incident response team. This team forms part of the international network FIRST, with over 500 CERTs, as well as the national network [CSIRT.es](https://www.csirt.es).

Various activities, projects and initiatives have been undertaken over the course of the year in relation to cybersecurity and privacy, including the following:

- Regular meetings of the Privacy Committee and the ICT Security Committee.
- The improvement of the capabilities associated with control and supervision of home working. The pandemic has led to efforts being required across many fronts, including the need to strengthen home working and address the associated threats that this entails.
- Progress, in conjunction with the engineering area, on work to strengthen cybersecurity in railway assets.
- The installation of OT probes.

- Training initiatives on cybersecurity.
- Preparation for certification of the management system pursuant to national security format and UNE ISO/IEC 27001:2017.
- The increase in phishing simulations and cybersecurity audits.



## Our team





## Job creation

In 2020 the Renfe Group continued with the process started in 2016 to respond to the need for rejuvenation of its workforce; a rejuvenation that is also proposed to gain in competitiveness and productivity and be in the best conditions to meet the challenges facing the railway sector.

To achieve these objectives, last year an offer was published for 1025 permanent jobs to cover the following:

- 335 entry-level sales staff posts, of which 30 are reserved for military troop and marine personnel who are in the last ten years of their long-term contract and/or for high-availability reservists.
- 243 entry-level maintenance and manufacture posts, of which 30 are reserved for military troop and marine personnel in the last ten years of their long-term contract and/or high-availability reservists.
- 400 entry-level train driver posts for services on national routes.
- 25 posts for services on cross-border routes with France.
- 12 technical and/or support service posts. Most professionals are being recruited in these operational groups, which are linked to railway operations.



In addition to the above, job opportunities were created for 277 entry-level sales staff, 103 entry-level maintenance and manufacture staff, and a further 314 posts for the drivers group, to meet requirements that arose during the year.

These actions are carried out within the context of the Renfe Group's Employment Plan which is based on the following:

- Voluntary Early Retirement Plan and Partial Retirement Plan for the orderly departure of employees.
- Recruitment Plan to replace employees in the areas where most necessary and rejuvenate the workforce.
- Adjustment of contracts to market conditions.

Under the 2020 Voluntary Early Retirement Plan, 700 employees opted to leave, distributed as follows: 17 in Renfe, 486 in Renfe Viajeros Sociedad Mercantil Estatal, S.A., 65 in Renfe Mercancías Sociedad Mercantil Estatal, S.A. and 132 in Renfe Fabricación y Mantenimiento Sociedad Mercantil Estatal, S.A.

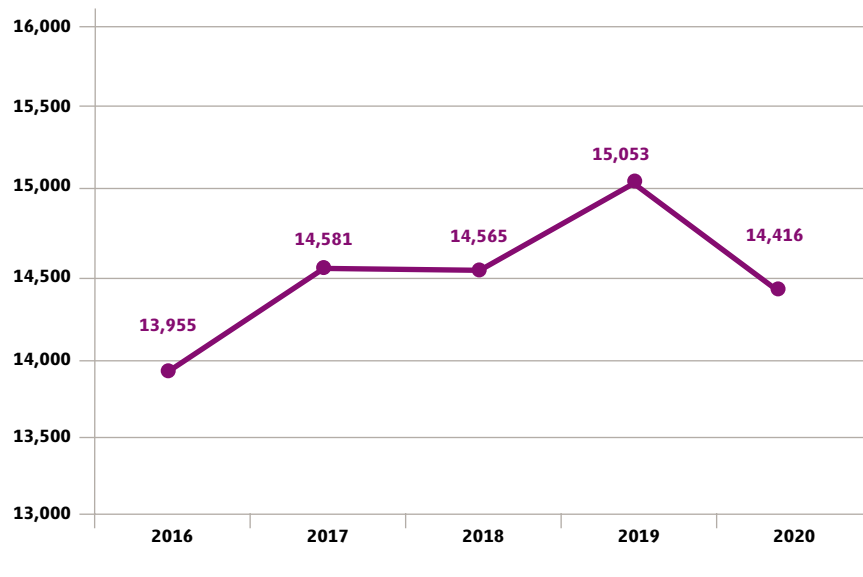
In 2020, under the Partial Retirement Plan, 301 employees opted for partial retirement in accordance with the legal provisions for a scheme involving partial retirement combined with a permanent replacement contract, distributed as follows: 14 in Renfe, 211 in Renfe Viajeros Sociedad Mercantil Estatal, S.A., 12 in Renfe Mercancías Sociedad Mercantil Estatal, S.A. and 64 in Renfe Fabricación y Mantenimiento Sociedad Mercantil Estatal, S.A.

The replacement rate for each year must be previously approved for this Voluntary Early Retirement Plan and Partial Retirement Plan.

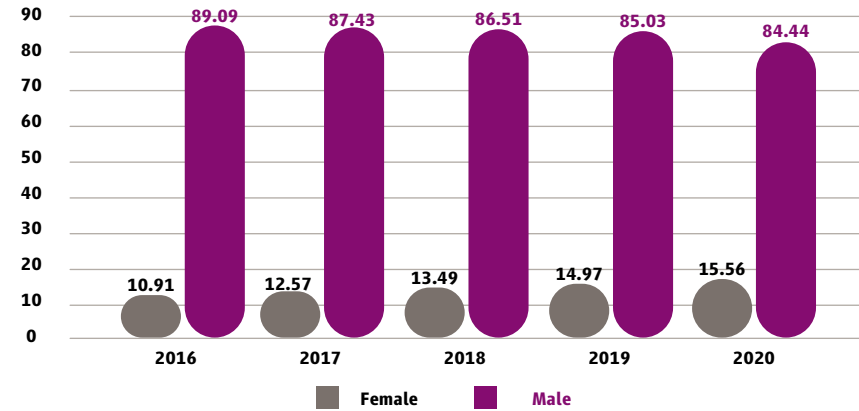
**DIVERSITY MANAGEMENT**

At the 2020 year end, the Renfe Group’s workforce consisted of 14,416 employees, 93.35% of whom are permanent staff. Lowering the average age of the workforce, which is around 49.3 years of age, as well as increasing the percentage of female employees, which stands at a mere 15.56%, are primary objectives in the implementation and execution of the Strategic Plan.

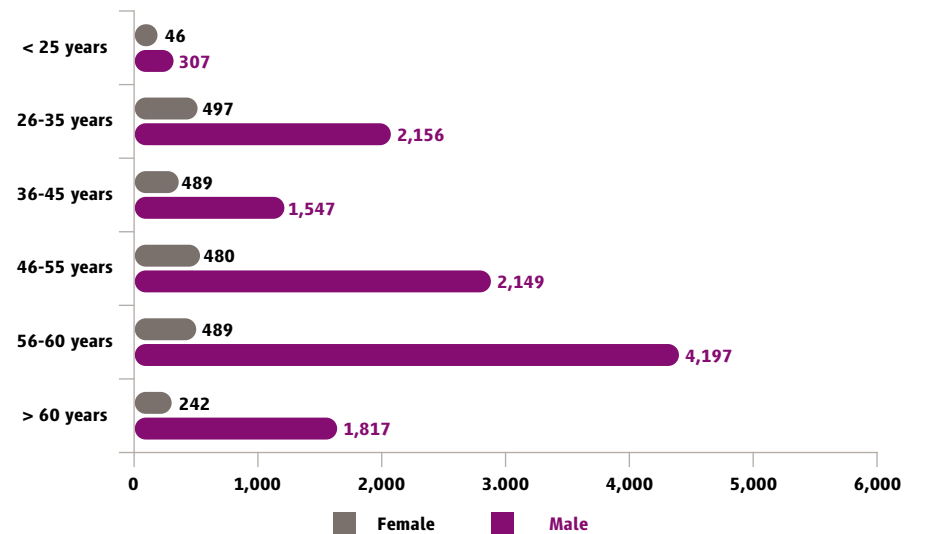
**NO. OF EMPLOYEES**



**PERCENTAGE OF WORKFORCE MALE/FEMALE**



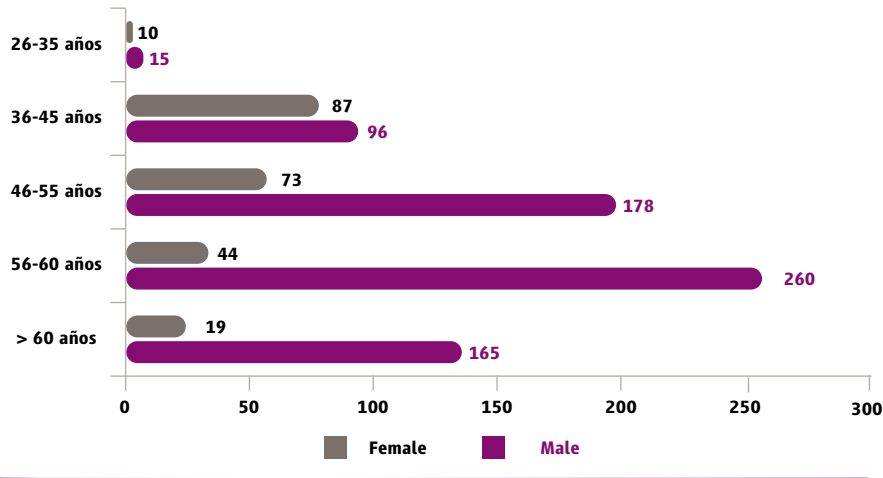
**DISTRIBUTION OF THE WORKFORCE BY AGE AND GENDER**



The average age of the workforce is 49.3, with that of men being 49.77 years compared to the average age of 46.68 years for women.

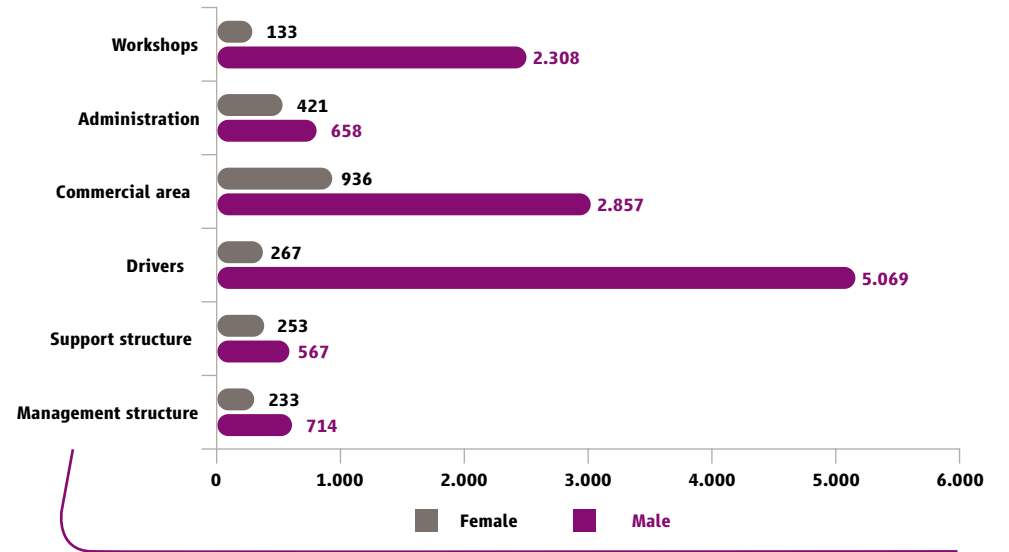
The application of the Employment Plan has led to a reduction of around three years in the average age. The estimated impact of applying the Employment Plan over the next five years is an annual reduction of almost one year in the average age, so that in 2023 the average age will be around 45 years..

### DISTRIBUTION OF MANAGEMENT STRUCTURE BY AGE AND GENDER



The average age of employees in the Renfe Group’s management structure is 53.5, specifically an average age of 54.9 for men and 48.9 for women..

### DISTRIBUTION OF WORKFORCE BY PROFESSIONAL CATEGORY AND GENDER



The minimal percentage of female employees in the drivers and workshop groups is evident, standing respectively at 5% and 5.5%. The highest percentage of women is in the management group, at approximately 39%.

**DISTRIBUTION OF WORKFORCE BY AREA OF ACTIVITY 2020 2019**

Office of the Chairman/Deputy to the Presidency	35	37
General Secretary and Board of Directors	31	31
Operations Department	297	467
Directorate-General of Economics and Finance	136	135
Directorate-General of Development and Strategy	214	191
Directorate-General of Safety, Organisation and Human Resources	295	290
Directorate of Communications, Branding and Advertising	49	52
General Management of Renfe Mercancías	955	1.015
General Management of Renfe Fabricación y Mantenimiento	3.043	3.163
General Management of Renfe Viajeros	9.354	9.666
General Management of Renfe Alquiler de Material Ferroviario	7	6
<b>Total</b>	<b>14.416</b>	<b>15.053</b>



### DISTRIBUTION OF WORKFORCE IN SPAIN BY GENDER, REGION AND TYPE OF CONTRACT

REGION	CONTRACT TYPE	2020		2019	
		MAN	WOMAN	MAN	WOMAN
Andalucía	Permanent	1,367	230	1,463	232
Aragón	Permanent	385	21	389	24
Asturias	Permanent	586	100	621	99
Cantabria	Permanent	264	24	277	26
Castile-La Mancha	Permanent	204	8	224	8
Castile-Leon	Permanent	1,220	165	1,321	166
Catalonia	Permanent	1,660	342	1,698	338
Valencia	Permanent	892	116	963	111
Extremadura	Permanent	86	12	86	8
Galicia	Permanent	475	83	522	84
La Rioja	Permanent	4	3	4	4
Madrid	Permanent	3,386	900	3,532	857
Murcia	Permanent	220	22	239	19
Navarre	Permanent	49	9	54	9
Basque Country	Permanent	491	79	502	81
<b>Total</b>		<b>11,289</b>	<b>2,114</b>	<b>11,895</b>	<b>2,066</b>
<b>Total employees with a permanent contract</b>		<b>13,403</b>		<b>14,010</b>	

### DISTRIBUTION OF WORKFORCE IN SPAIN BY GENDER, REGION AND TYPE OF CONTRACT

REGION	CONTRACT TYPE	2020		2019	
		MAN	WOMAN	MAN	WOMAN
Andalucía	Temporary	110	6	86	5
Aragón	Temporary	14	1	24	-
Asturias	Temporary	27	4	30	5
Cantabria	Temporary	19	5	17	5
Castilla-La Mancha	Temporary	24	5	13	4
Castilla-León	Temporary	71	8	57	6
Cataluña	Temporary	62	14	121	25
Comunidad Valenciana	Temporary	46	5	28	1
Extremadura	Temporary	4	1	17	3
Galicia	Temporary	33	11	18	4
La Rioja	Temporary	1	-	1	-
Madrid	Temporary	170	42	80	14
Murcia	Temporary	7	1	8	1
Navarra	Temporary	3	-	2	-
País Vasco	Temporary	37	5	62	8
<b>Total</b>		<b>628</b>	<b>108</b>	<b>564</b>	<b>81</b>
<b>Total employees with a temporary contract</b>		<b>736</b>		<b>1,043</b>	

**DISTRIBUTION OF  
WORKFORCE IN SAUDI  
ARABIA AND TEXAS BY  
GENDER, REGION AND TYPE  
OF CONTRACT**

TYPE OF CONTRACT	2020		2019	
	MALE	FEMALE	MALE	FEMALE
Permanent	55	-	49	-
Temporary	201	21	291	107
<b>Total</b>	<b>256</b>	<b>21</b>	<b>340</b>	<b>107</b>
<b>Total employees</b>	<b>277</b>		<b>447</b>	

**DISTRIBUTION OF WORKFORCE  
BY TYPE OF CONTRACT/  
WORKING DAY**

	2020				2019			
	FULL TIME		REDUCED WORKING		FULL TIME		REDUCED WORKING	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Permanent contract	11,307	2,029	37	85	11,906	1,966	38	100
Temporary contract	254	53	575	76	531	141	324	47
<b>Total</b>	<b>11,561</b>	<b>2,082</b>	<b>612</b>	<b>161</b>	<b>12,437</b>	<b>2,107</b>	<b>362</b>	<b>147</b>
<b>Total employees</b>	<b>13,643</b>		<b>773</b>		<b>14,544</b>		<b>509</b>	



**DISTRIBUTION OF WORKFORCE BY TYPE OF CONTRACT/WORKING DAY/AGE/PROFESSIONAL GROUP**
**2020**

TYPE OF CONTRACT	WORKING DAY	AGE GROUP	MANAGEMENT STRUCTURE	SUPPORT STRUCTURE	DRIVERS	SALES STAFF	WORKSHOP PERSONNEL	ADM. AND MANAGEMENT	
Permanent	Full time	< 26 years	-	4	179	38	75	-	
		26 to 35	25	126	1,456	402	377	38	
		36 to 45	181	167	859	400	278	63	
		46 to 55	249	152	904	688	384	213	
		56 to 60	303	208	1,626	1,108	1,031	396	
		> 60 years	159	106	186	664	160	131	
	Reduced working day	< 26 years	-	-	-	-	-	-	-
		26 to 35	-	-	3	17	3	-	
		36 to 45	2	3	11	38	1	3	
		46 to 55	1	2	3	12	5	2	
		56 to 60	1	-	6	5	1	1	
		> 60 years	-	-	-	2	-	-	
Temporary	Full time	< 26 years	-	-	25	5	-	27	
		26 to 35	-	1	64	34	-	107	
		36 to 45	-	1	7	12	-	10	
		46 to 55	1	-	1	8	-	4	
	Reduced working day	> 60 years	25	50	6	360	126	84	

**2019**

Permanent	Full time	< 26 years	-	1	187	48	101	3
		26 to 35	20	95	1,239	435	386	43
		36 to 45	160	124	655	358	209	62
		46 to 55	256	189	1,220	788	549	304
		56 to 60	221	167	1,530	1,007	900	330
		> 60 years	210	146	370	987	352	220
	Reduced working day	< 26 years	-	-	0	0	1	-
		26 to 35	-	1	3	13	1	-
		36 to 45	13	9	9	37	0	4
		46 to 55	-	4	6	17	6	2
		56 to 60	1	-	2	4	-	-
		> 60 years	-	-	-	5	-	-
Temporary	Full time	< 26 years	-	-	55	1	-	98
		26 to 35	-	-	156	0	-	197
		36 to 45	-	-	106	1	-	37
		46 to 55	1	-	16	0	-	4
	Reduced working day	36 to 45	-	1	-	0	-	-
		> 60 years	225	3	31	11	47	53

Employees on a reduced working day work between 50% and 87.5% of the normal working day.

### Stable employment

The policies that Renfe promotes for job stability are a key factor for the overall development of the organisation and its employees. Through agreements with the workers' committee, temporary and/or permanent staff are hired based on specific needs.

#### WORKFORCE TURNOVER

	2020	2019
Male	5.84	8.13
Female	5.96	9.42

#### LENGTH OF SERVICE

	2020	2019
Male	25.67	26.22
Female	19.51	19.26

#### NUMBER OF DISMISSALS/ DEPARTURES RECORDED BY GENDER

	2020		2019	
	MALE	FEMALE	MALE	FEMALE
Disciplinary dismissal	4	1	5	-
Express resignation	9	5	43	7
Leave of absence for secondment to an investee	5	-	5	3
Voluntary leave of absence	1	1	7	4
Mandatory leave of absence	4	-	1	-
Leave of absence to care for family members	3	5	3	-
Workforce restructuring plan (ERE)	-	-	-	-
Maternity/Paternity leave	3	3	-	3
Termination of employment relationship (Death/Disability)	53	3	73	6
End of contract	119	82	19	12
Voluntary departures	682	18	647	14
Retirement	138	22	106	7
<b>Total</b>	<b>1,021</b>	<b>140</b>	<b>909</b>	<b>56</b>
<b>Total employees</b>	<b>1,161</b>		<b>965</b>	





**NUMBER OF DISMISSALS/  
DEPARTURES RECORDED BY AGE**

	2020						2019					
	+ 60	56-60	46-55	36-45	26-35	-26	+ 60	56-60	46-55	36-45	26-35	-26
Disciplinary dismissal	-	-	1	1	3	-	-	1	-	1	3	-
Express resignation	-	-	-	3	11	-	-	-	-	4	35	11
Leave of absence for secondment to an investee	-	1	1	2	1	-	-	4	1	3	-	-
Voluntary leave of absence	-	1	1	-	-	-	-	2	1	5	3	-
Mandatory leave of absence	-	-	1	3	-	-	-	-	1	-	-	-
Leave of absence to care for family members	-	-	1	4	3	-	1	1	1	-	-	-
Workforce restructuring plan (ERE)	-	-	-	-	-	-	-	-	-	-	-	-
Maternity/Paternity leave	-	-	-	3	3	-	-	-	-	-	3	-
Termination of employment relationship (Death/ Disability)	15	32	6	1	2	-	27	38	10	3	1	-
End of contract	-	-	1	11	146	48	-	-	-	8	18	5
Voluntary departures	321	379	-	-	-	-	370	291	-	-	-	-
Retirement	160	-	-	-	-	-	112	-	-	1	-	-
<b>Total</b>	<b>496</b>	<b>413</b>	<b>12</b>	<b>28</b>	<b>164</b>	<b>48</b>	<b>510</b>	<b>337</b>	<b>14</b>	<b>25</b>	<b>63</b>	<b>16</b>
<b>Total employees</b>	<b>1,161</b>						<b>965</b>					



## AVERAGE REMUNERATION BY PROFESSIONAL CATEGORY, AGE AND GENDER

2020

	MANAGEMENT STRUCTURE	SUPPORT STRUCTURE	ADMINISTRATION AND MANAGEMENT	DRIVERS	SALES STAFF	WORKSHOP PERSONNEL
Disciplinary dismissal	1	-	1	1	2	-
Resignation	1	1	10	-	2	-
Leave of absence for secondment to an investee	4	-	-	-	1	-
Voluntary leave of absence	2	-	-	-	-	-
Mandatory leave of absence	3	-	-	-	-	1
Leave of absence to care for family members	-	-	-	1	6	1
Maternity/Paternity leave	-	-	-	2	4	-
Termination of employment relationship (Death/Disability)	1	4	6	11	17	17
End of contract	-	-	188	12	1	-
Voluntary departures	31	17	28	427	82	115
Retirement	12	8	15	16	89	20
<b>Total</b>	<b>55</b>	<b>30</b>	<b>248</b>	<b>470</b>	<b>204</b>	<b>248</b>
<b>Total employees 2020</b>	<b>1,161</b>					

2019

Disciplinary dismissal	1	-	1	2	1	-
Resignation	-	-	42	7	1	-
Leave of absence for secondment to an investee	5	1	1	-	1	-
Voluntary leave of absence	2	2	2	1	3	1
Mandatory leave of absence	-	-	-	-	-	1
Leave of absence to care for family members	-	1	-	-	1	1
Maternity/Paternity leave	-	-	-	-	3	-
Termination of employment relationship (Death/Disability)	4	2	10	20	23	20
End of contract	-	-	21	1	9	-
Voluntary departures	33	7	26	427	27	141
Retirement	3	6	4	13	65	22
<b>Total</b>	<b>48</b>	<b>19</b>	<b>107</b>	<b>471</b>	<b>134</b>	<b>186</b>
<b>Total employees 2019</b>	<b>965</b>					

**2020**
**AVERAGE REMUNERATION BY  
PROFESSIONAL CATEGORY,  
AGE AND GENDER (IN EUROS)**

	MANAGEMENT STRUCTURE (*)		SUPPORT STRUCTURE		ADMINISTRATION AND MANAGEMENT		DRIVERS		SALES STAFF		WORKSHOP PERSONNEL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
< 26 years	-	-	31,014	-	-	-	42,524	42,466	20,883	20,597	24,899	-
26-35	54,276	48,642	43,832	39,939	33,185	35,934	48,426	46,389	29,427	27,726	28,458	23,032
36-45	62,728	55,283	42,683	43,341	36,002	34,152	51,864	48,518	32,948	30,451	31,717	33,898
46-55	62,827	58,652	48,457	47,955	38,995	38,457	63,054	59,093	43,715	38,393	40,387	38,662
56-60	66,335	65,521	51,469	49,394	39,947	38,637	63,495	63,909	45,203	41,240	42,498	39,537
> 60 years	68,426	62,552	42,368	37,097	32,394	30,782	61,497	-	36,541	36,140	35,426	31,776

(\*) Management structure includes senior management personnel, formed by members of Renfe's steering committee

**2019**
**AVERAGE REMUNERATION BY  
PROFESSIONAL CATEGORY,  
AGE AND GENDER (IN EUROS)**

	MANAGEMENT STRUCTURE (*)		SUPPORT STRUCTURE		ADMINISTRATION AND MANAGEMENT		DRIVERS		SALES STAFF		WORKSHOP PERSONNEL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
< 26 years	-	-	-	-	27,034	26,924	37,231	36,471	20,013	20,932	23,637	22,087
26-35	51,969	54,657	52,517	37,640	35,824	31,632	49,095	47,759	33,585	28,399	29,129	25,961
36-45	63,153	56,172	48,596	43,382	34,305	34,693	54,388	53,109	36,031	33,089	32,437	39,615
46-55	66,398	64,615	48,488	47,536	39,312	38,447	62,536	57,726	44,245	38,563	41,190	39,120
56-60	69,761	64,142	50,291	49,566	39,576	37,966	62,654	60,764	44,938	40,965	42,008	38,250
> 60 years	72,828	64,886	47,567	44,971	35,499	33,513	60,593	-	41,444	38,163	37,603	32,503

(\*) Management structure includes senior management personnel, formed by members of Renfe's steering committee

## Pay gap

The calculation of average remuneration takes into account all employees who remained in the same professional group in 2020.

Nonetheless, an overall direct comparison between average salaries by gender cannot be made using standard criteria. The following must be considered: firstly, the longer length

of service of men compared to women, and secondly the low percentage of women in direct labour positions, for which the remuneration is higher than the average in the company due to the particular characteristics of these jobs (working day, travel, etc.). In addition to these factors are the productivity bonuses that vary depending on the work centre.

The pay gap of the Renfe Group is 2.17% in 2020 and was 3.25% in 2019.

### 2020

GROUP	TIER	MALE	FEMALE	DIFFERENCE (MALE-FEMALE/ MALE)	NUMBER OF EMPLOYEES IN GROUP	% EMPLOYEES IN GROUP/ TOTAL	GROUP CONTRIBUTION TO PAY GAP
Management structure	Management	65,334	58,869	9.90%	947	6.50%	0.64%
Support structure	Qualified personnel	46,594	43,865	5.86%	820	5.63%	0.33%
Administration	Middle management - Administration and Management	38,793	37,475	3.40%	431	2.96%	0.10%
	Administration and Management specialist	35,625	38,155	-7.10%	118	0.81%	-0.06%
	Administration and Management staff	35,710	35,751	-0.11%	530	3.64%	0.00%
Drivers	Middle management – Drivers	61,927	57,582	7.02%	371	2.55%	0.18%
	Senior train driver	63,882	63,224	1.03%	2,752	18.89%	0.19%
	Train driver	47,270	46,670	1.27%	1,504	10.33%	0.13%
	Entry-level train driver	37,600	37,272	0.87%	709	4.87%	0.04%
Sales staff	Middle management - Sales	41,002	38,643	5.75%	400	2.75%	0.16%
	Onboard Services Supervisor for AVE and Euromed	48,315	47,375	1.94%	213	1.46%	0.03%
	Sales specialist	43,645	42,665	2.25%	1,543	10.59%	0.24%
	Sales staff	36,482	37,089	-1.66%	1,028	7.06%	-0.12%
	Entry-level sales staff	29,086	27,520	5.39%	89	0.61%	0.03%
	Entry-level sales staff	20,717	20,592	0.60%	520	3.57%	0.02%
Workshop personnel	Middle management - Maintenance and Manufacture	43,420	47,530	-9.47%	162	1.11%	-0.11%
	Maintenance and Manufacture specialist	44,433	43,619	1.83%	358	2.46%	0.05%
	Maintenance and Manufacture staff	39,780	38,390	3.50%	1,298	8.91%	0.31%
	Entry-level Maintenance and Manufacture staff	32,981	34,604	-4.92%	221	1.52%	-0.07%
	Entry-level Maintenance and Manufacture staff	23,192	22,554	2.75%	402	2.76%	0.08%

**2019**

GROUP	TIER	MALE	FEMALE	DIFFERENCE (MALE-FEMALE)/MALE	NUMBER OF EMPLOYEES IN GROUP	% EMPLOYEES IN GROUP/ TOTAL	GROUP CONTRIBUTION TO PAY GAP
Management structure	Management	68,561	61,488	84	893	5.93%	0.61%
Support structure	Qualified personnel	49,024	45,531	7.13%	767	5.10%	0.36%
Administration	Middle management - Administration and Management	39,748	37,423	5.85%	469	3.12%	0.18%
	Administration and Management specialist	37,445	38,933	-3.97%	130	0.86%	-0.03%
	Administration and Management staff	36,589	36,265	0.89%	418	2.78%	0.02%
Drivers	Middle management - Drivers	61,123	55,880	8.58%	407	2.70%	0.23%
	Senior train driver	63,091	62,157	1.48%	3,131	20.80%	0.31%
	Train driver	47,322	46,202	2.37%	1,041	6.92%	0.16%
	Entry-level train driver	37,170	37,577	-1.10%	979	6.50%	-0.07%
Sales staff	Middle management - Sales	43,075	39,863	7.46%	433	2.88%	0.21%
	Onboard Services Supervisor for AVE and Euromed	49,831	50,027	-0.39%	226	1.50%	-0.01%
	Sales specialist	45,679	42,566	6.81%	1,589	10.56%	0.72%
	Sales staff	37,588	36,963	1.66%	1,149	7.63%	0.13%
	Entry-level sales staff	20,809	20,957	-0.71%	502	3.33%	-0.02%
Workshop personnel	Middle management - Maintenance and Manufacture	44,772	48,138	-7.52%	151	1.00%	-0.08%
	Maintenance and Manufacture specialist	44,301	43,383	2.07%	365	2.42%	0.05%
	Maintenance and Manufacture staff	39,862	38,394	3.68%	1,480	9.83%	0.36%
	Entry-level Maintenance and Manufacture staff	22,622	21,831	3.50%	429	2.85%	0.10%



**Remuneration of Renfe’s directors**

As far as remuneration is concerned, the members of the Board of Directors attending its meetings receive the financial compensation authorised by the Ministry of Economy and Finance, at the initiative of the Ministry of Public Works, in line with the provisions of article 14 of the entity’s Statute, approved by Royal Decree 2396/2004 of 30 December 2004. Board Members holding senior executive offices receive no remuneration whatsoever, the relevant amount being paid into the Public Treasury.

Note that changes were made to the composition of the Board of Directors in 2020. Of the members of the Board at 31 December 2020, per diems were only paid to 11 directors, with a maximum annual amount of Euros 11,523.27 per director.

**Policy of disconnection from work**

Although the Renfe Group has no specific policy in this respect, it is aware of the legislation and the need for its employees to rest and have a work/life balance. It therefore facilitates and guarantees the right to privacy and digital disconnection for its employees outside of their working hours.

**Employees with disabilities**

The Renfe Group’s activity, in which almost 40% of its employees belong to the drivers group where the levels of psychological and physical ability, stipulated by the Ministry of Public Works Order FOM 2872/2010, are very demanding and positions cannot be reserved for employees with disabilities, means that the Group is bordering the 2% required by law.

Accordingly, as there are exceptional circumstances regarding the obligation to include people with disabilities in certain groups and functions, Renfe has adopted other measures through service contracts with special employment centres for the provision of non-core services that are ancillary to its normal business activity.

In 2020, Renfe invested more than Euros 3.23 million in different contracts awarded to special employment centres.

	2020		2019	
<b>EMPLOYEES WITH DISABILITIES</b>	<b>EMPLOYEES WITH DISABILITIES</b>	<b>% EMPLOYEES WITH DISABILITIES</b>	<b>EMPLOYEES WITH DISABILITIES</b>	<b>% EMPLOYEES WITH DISABILITIES</b>
Male	184	1.51 %	208	1.63 %
Female	21	1.38 %	33	1.46 %
Total	215	1.49 %	241	1.60 %

All of Renfe’s offices and workshops can be accessed by employees with disabilities. In the case of the head offices in Avda. Pío XII, 110, as this is an area affected by the “Madrid Nuevo Norte” (urban redevelopment) project, works to improve accessibility are only carried out when necessary.



## Organisation of work

### Organisation of working time

Employees at the Renfe Group work a total of 1,642 hours per year, spread over 213 working days. Nonetheless, in certain groups that work according to a shift schedule, such as drivers and sales staff, the hours they work depend on production and the commercial offering.

The annual holiday period established under the collective bargaining agreement is 35 calendar days and 6 days for personal matters.

ABSENTEEISM	2020		2019	
	MALE	FEMALE	MALE	FEMALE
Hours of absenteeism	2,693,243	595,230	2,308,240	548,224

ABSENTEEISM RATE, DAYS LOST AND FATALITIES	2020	2019
Absenteeism rate due to occupational accidents	0.60	0.53
Working days lost due to occupational accidents	16,261	26,343

Fatalities due to non-traumatic occupational accidents	2020		2019	
	MALE	FEMALE	MALE	FEMALE
	-	-	-	-

### Work/life balance at Renfe

The Group's employment regulations include the following work/life balance measures:

- Flexible timetable.
- Possibility of choosing shifts.
- Continuous working day.
- Preference when holiday schedules are drawn up.
- Positions reserved for employees taking leave to care for dependants.
- Fertility treatment: Unpaid leave for six consecutive calendar days when undergoing fertility treatments that do not involve temporary disability.

The signing of the Renfe Group's 2nd Collective Bargaining Agreement has given rise to the Technical Working Group for Equality and Social and Labour Matters, as well as a Working Group that, together with the workers' legal representation, will address matters relating to equality and work/life balance.



## Occupational health and safety

The indicators of frequency and severity, occupational illnesses and the total number of occupational accidents that occurred in the Renfe Group in 2020, broken down by gender, are provided below.

INDICATORS OF OCCUPATIONAL ACCIDENTS	2020		2019	
	MALE	FEMALE	MALE	FEMALE
Frequency (with leave)	12.53	12.71	20.26	13.52
	12.55		19.33	
Severity	0.76	0.61	0.90	0.77
	0.73		0.88	
Occupational illnesses	7	2	7	3
	9		10	
Occupational accidents	622	85	903	101
	707		1,004	

Actions undertaken in the area of occupational health and safety in 2020 include the following:

### COVID-19, occupational health and safety actions:

Since the health crisis was declared, the Renfe Group’s Joint Health and Safety Service has prepared and published the following specific procedures:

- Specific procedure of occupational health and safety measures in respect of exposure to Coronavirus SARS-CoV-2 (COVID-19) within the Renfe Group. Eight editions were published in 2020. This procedure sets out the general and specific health and safety measures implemented in work centres and positions to prevent or reduce the risk of infection from SARS-CoV-2 among workers, following the guidelines and recommendations established at all times by the competent authorities.

- Specific action procedure in the event of possible cases of people infected by Coronavirus SARS-CoV-2 (COVID-19) in the Railway area. Nine editions were published in 2020. Prepared with the Self-protection area, this procedure determines the actions to be taken when faced with possible cases of customers and workers thought to be suffering COVID-19 in the Renfe Group’s facilities and trains.

In addition, three sets of technical instructions have been prepared with health and safety measures aimed at specific activities and areas:

- Health and safety measures vis-à-vis exposure to coronavirus (SARS-CoV-2) in classroom-based training within the Renfe Group.
 

These instructions set out the general health and safety measures that must be implemented faced with the risk of infection with SARS-CoV-2 when teaching on theoretical and practical classroom-based training sessions. Three editions were published in 2020.
- Health and safety measures and recommendations when faced with exposure to coronavirus (SARS-CoV-2) in the ventilation and air conditioning systems within the Renfe Group.
 

The purpose of these instructions is to adapt the operation of existing ventilation and air conditioning systems to prevent the spread of SARS CoV-2 in Renfe Group facilities, as well as to ensure correct ventilation of workplaces.
- Preventive measures in the health practice of the Joint Health and Safety Service of the Renfe Group vis-à-vis SARS CoV-2.
 

The purpose of these instructions is to guarantee the health and safety of professionals in the health practice of the Renfe Group’s Joint Health and Safety Service (JHSS) while performing their professional duties during the health crisis.

It is important to highlight the work carried out in close collaboration with the legal representatives of the workers in the bodies with participation of company and workers’



representatives, the Health and Safety Committee and the Technical Committee for Health and Safety, which met nine times in 2020. Furthermore, this Committee has received weekly updates regarding confirmed and suspected cases as well as cases of close contact within the work environment of the Renfe Group.

Of the measures and actions taken in light of COVID-19 the following are particularly salient:

- The obligation to re-enforce and increase cleaning and disinfection in Renfe Group workplaces.
- The need to equip all work centres with sanitising gel dispensers as well as to periodically provide individual hydroalcoholic towelettes to workers.
- The design and distribution of posters and signage with the main health and safety obligations, information and recommendations in respect of coronavirus that should be followed in our facilities.
- The purchase of FFP2 masks and gloves for Renfe Group workers; 1,600,000 masks and 800,000 gloves were distributed in 2020.
- Campaigns to inform and raise awareness about coronavirus, posted on the company's intranet and sent by email to all employees, as well as the health and safety procedures and measures periodically updated. A specific intranet section "Safe Space" has been set up, which contains all the information and documentation on COVID-19.
- The implementation of a psychological support helpline for all Renfe Group employees to offer psychological and emotional assistance in dealing with the exceptional situation triggered by COVID-19. This service is provided by expert psychologists who are trained in telephone advisory techniques, with training in the labour field and emergencies.

### **Document management and validation platform for contractors and subcontractors of the Renfe Group**

The main purpose of this IT platform is the management and validation of different documents (occupational health and safety, social and labour risk prevention, etc.) required from contractors and subcontractors of the Renfe Group, including those for the coordination of business activities in respect of occupational health and safety, ensuring swift and safe control and traceability of these.

Numerous training days have been held for the implementation and progressive use of this platform, aimed at the different users based on their access profiles and the functions they will use, as well as the preparation and distribution of manuals adapted to these profiles.



**Health and safety training**

	2020		2019	
	PARTICIPANTS	HOURS	PARTICIPANTS	HOURS
Ongoing training	936	5,966	1,924	9,029
Initial training	377	2,698	1,115	7,948
Ad-hoc training	0	0	3	15
E-learning	23	92	1	50
<b>Total</b>	<b>1,267</b>	<b>8,756</b>	<b>3,043</b>	<b>17,042</b>

In addition to the health and safety data shown, there were 1,095 hours of training on occupational risk prevention, in the form of modules included in general courses in the training programme.

As a result of the health crisis and the related restrictions on movement and meetings, the planned training initiatives had to be temporarily suspended and subsequently reduced, thus there was a 58% drop in the number of workers trained compared to the previous year.

**Preventive healthcare campaigns**

	2020	2019
<b>NO, OF EMPLOYEES</b>		
Bowel cancer	79	266
Eye health	348	564
Gynaecological health	81	224
Bone health	150	198
Cardiovascular risk	200	463
Prostate cancer	251	590
Influenza	1,376	582
<b>Total</b>	<b>1,109</b>	<b>2,305</b>



## Social relationships

### Social dialogue

#### Renfe Group’s collective bargaining agreement

In 2019 the Renfe Group’s 2nd Collective Bargaining Agreement was signed. This agreement is a necessary starting point to advance the business model in the coming years.

The aim of this agreement is to focus on the most crucial areas. Firstly, workforce renewal, which is a challenge and a major responsibility that must be carried out in the best possible conditions, conserving and showcasing the knowledge and experience of those leaving the company and integrating new employees hired to become part of Renfe. Balance and feasibility must be sought throughout this process, which also serves as an opportunity to gain in competitiveness.

Therefore, the characteristics of our company have been analysed and adapted to apply an average working week of 37.5 hours, as well as a mobility model that is compatible with production needs and the volume of employees joining and leaving the company each year.

EMPLOYEES INCLUDED IN/ EXCLUDED FROM THE COLLECTIVE BARGAINING AGREEMENT	2020		2019	
	EMPLOYEES	%	EMPLOYEES	%
Included in collective bargaining agreement	13,469	9.43 %	14,160	94.07 %
Excluded from collective bargaining agreement	947	6.57 %	893	5.93 %

Renfe’s system of management by objectives, whereby remuneration is partly determined by linking it to each employee’s performance, applied to 19.15% of the workforce in 2020. Employees in the management and support structures and middle management, except for middle management in the drivers’ area, are included in this system.

NUMBER OF EMPLOYEES SUBJECT TO TARGET-BASED APPRAISAL	2020		2019	
	MALE	FEMALE	MALE	FEMALE
Management structure	714	233	688	205
Support structure	567	253	543	224
Middle management	776	217	822	231
<b>Total</b>	<b>2,057</b>	<b>703</b>	<b>2,053</b>	<b>660</b>
<b>Total employees</b>	<b>2,760</b>		<b>2,713</b>	

MATERNITY/PATERNITY LEAVE	2020		2019	
	MALE	FEMALE	MALE	FEMALE
Number of employees entitled to maternity/paternity leave	245	62	161	58
Number of employees who exercised the right to maternity/paternity leave	245	62	161	58
Number of employees who returned to work after taking maternity/paternity leave	245	61	161	57
Number of employees who were still working at the company 12 months after returning from maternity/paternity leave	245	61	161	57
Percentage of employees who returned to their post once their leave of absence had ended	100.00%	98.39%	100.00 %	98.28 %

## Occupational health and safety in collective bargaining agreements

The Renfe Group's collective bargaining agreement includes a specific section on occupational health and safety, with particular emphasis on physical and psychological check-ups, their type and frequency. It also determines the different bodies involved in health and safety matters and which can be consulted thereon, set up by the workers' representation and the company on an equal basis, establishing the composition, competences, frequency and agendas of their meetings.



## Talent management

### Training strategy

The Renfe Group's policy is to develop and enhance the ongoing training, so as to provide employees with the necessary skills and update these on a continuous basis, enabling greater professional development and optimum performance of their responsibilities.

Accordingly, the identification of training requirements is encouraged so that the training planned responds to the Renfe Group's strategic plans and fits the basic criteria of:

- Safety culture, fostering conduct and actions that respect rail traffic safety, in all training initiatives.
- Quality and usefulness, ensuring the training is beneficial for the company and employees.
- Efficiency, offering a suitable response to training requirements as quickly as possible.
- Profitability, optimising human and financial resources.
- Legal compliance, with strict adherence to current legislation.
- Equal opportunities in the development of all Renfe employees.
- Employability, through ongoing training and professional development, based on the training itineraries.
- Services to internal and external customers, encouraging knowledge transfer between Group companies and exercising the responsibility of training external players related to rail traffic safety.

As part of the strategic line of action, the Training department promotes corporate and Group-wide training programmes, particularly:

- Management development training programme.
- Specific training on the Spanish Data Protection Act and IT Security.

- A specific occupational health and safety training course for office personnel.
- Training on correct posture and well-being.
- Specific training on land transport.
- Training to develop linguistic abilities and skills in English, French, German and Portuguese, as well as the main autonomous languages – Catalan and Basque.
- Training programme in personal and management skills.

**HOURS OF TRAINING BY GENDER**

	2020	2019
Female training	52,928	116,784
Male training	525,322	691,001
<b>Total</b>	<b>578,250</b>	<b>807,785</b>



**HOURS AND AVERAGE HOURS OF TRAINING BY PROFESSIONAL CATEGORY**

	2020			2019		
	WORK FORCE	HOURS	AVERAGE HOURS	WORK FORCE	HOURS	AVERAGE HOURS
Management structure	947	11,778	12.44	893	17,942	20.09
Support structure	820	17,825	21.74	767	16,467	21.47
Administration and management	1,079	7,227	6.70	1,351	154,964	114.70
Drivers	5,336	467,689	87.65	5,558	496,131	89.26
Sales staff	3,793	43,736	11.53	3,926	77,404	19.72
Workshop personnel	2,441	29,995	12.29	2,558	44,877	17.54
<b>Total</b>	<b>14,416</b>	<b>578,250</b>	<b>40.11</b>	<b>15,053</b>	<b>807,785</b>	<b>53.66</b>

**AVERAGE TRAINING HOURS PER EMPLOYEE HOURS**

	2020	2019
Female training	23.60	51.97
Male training	43.15	53.95
<b>Total</b>	<b>33.37</b>	<b>53.66</b>

## Annual Training Plan

Renfe implements an Annual Training Plan that sets out objectives, itineraries, detection of requirements, evaluation systems, as well as all training programmes aimed at the different groups, among other content.

The purpose of the programmes designed is to ensure maximum transparency and promote equal opportunities for employees. This plan was presented and validated by the workers' legal representation in the workers' committee, which are an active part of the Training Advisory Board.

	2020	2019
	(THOUSANDS OF EUROS)	
<b>INVESTMENT IN TRAINING</b>		
Investment in training	4,645.80	4,123.24

	2020	2019
<b>HOURS OF TRAINING</b>		
Sales staff	19,616	172,525
Manufacture and maintenance	25,008	32,428
Skills	34,475	53,833
Comprehensive safety	499,151	548,999
<b>Total</b>	<b>578,250</b>	<b>807,785</b>

## Planning of across-the-board training for the Renfe Group

### Language training

As every year, the Renfe Group's Language Training School arranged ongoing language courses, promoting the development of employees' knowledge of and communication skills in the principal international languages (English, French, German and Portuguese) and in autonomous languages, and to respond to specific needs.

The training is given through classroom, virtual, telephone and e-learning sessions and is mainly aimed at employees involved in or related to international projects or those needing to improve or maintain their knowledge of languages to carry out specific job functions.

Additionally, it arranges the training required to capacitate and/or prepare drivers or sales staff on certain lines and services, which is developed by institutions and entities officially certified by the authorities of the countries or regions where the required languages are spoken.

In the case of Portuguese, the aim is to train employees on the Vigo-Oporto line, preparing them to sit the exam to obtain the B1 certificate in this language. It is aimed at the drivers of Renfe Viajeros and trainers of the Professional Technical School of Drivers and Operators. This training is classroom-based.

Training in Catalan is provided to improve customer assistance and service levels and this training is aimed at the sales staff of Renfe Viajeros and also in French for the operation of trains linking France and Spain.

### Corporate training for the Group

The Group's corporate training is that which is determined or generally considered as a priority and/or necessary for certain employee groups.

As previously mentioned the subject matters prepared are:

- Specific training on the Spanish Data Protection Act and IT security. The induction course for all new personnel includes a training module on matters related to IT security and the Spanish Data Protection Act so that this information is disseminated throughout the Renfe Group.
- Training on Crime Prevention Compliance: training for all Renfe Group personnel on crime prevention compliance. This training will be carried out over a 24-month period and will be in an e-learning format.

- Training on correct posture and well-being: training on correct posture aimed at all Group employees, which is enhanced with well-being content. This training has sown the seed for future training, with the aim of converting Renfe into a healthy company.
- Customer Experience Training Programme: The customer experience training programme is planned for all management and support structure staff, whether or not directly involved in providing customer-facing services. The expert knowledge will be directed at those professionals in the organisation who do make decisions that directly affect customer services and operations, while the rest of the organisation will also receive more general training.
- An occupational health and safety training course on specific risks: specific training on the occupational health and safety risks associated with an employment position.
- Rail sector training. This includes training on management of the railway sector in different areas and aspects of the activity, such as the experience and role of different agents, new legislation and technical updates that affect management and innovation and best practices. Of particular note in this type of training is the Land Transport General Course, the objective of which is to provide comprehensive training in the different areas of the land transport sector. It is aimed at support and management structure personnel.
- Other programmes are taught by the Spanish Railway Foundation (FFE) using Blended Learning. These are certified by the UNED and award the title of University Expert in Land Transport.

### Ongoing training for the Group

This is the programmed training that enables employees to acquire and gradually improve the knowledge and competences required to perform their duties, and to enhance their professional development.

- **Self-protection:** training on the self-protection plans. The objectives are familiarisation with the specific self-protection plans of the different rail network infrastructure (tunnels, stations, logistics complexes, etc.).
- **Development:** (Management Skills and Competencies Programme): fosters the acquisition of and training in management tools, skills and knowledge. The aim of the skills courses is to provide Renfe Group employees, through practice and collaborative learning, with tools and skills that make it easier for them to perform their duties, achieve targets and adapt to change. Designed and taught by in-house trainers, they are aimed at management structure personnel and middle managers of the entire Group. These courses include: conflict management, motivation, negotiation, stress management, team work, organisational culture and change management.

### Tele-training, an essential resource to supplement classroom-based and online training

Renfe is working on defining an efficient model so that videoconferencing solutions can be used as a tool and training method with a view to promoting the idea of a Virtual Classroom.

This project, contemplated in the Training Plan and with scheduled time for development, has been outpaced by the extraordinary situation triggered by the COVID-19 pandemic, which has forced us to urgently review the training model in terms of methodologies and tools related to learning formats outside of training centres, schools and the usual workplaces.

The aim is not to have more or less sophisticated equipment to teach master classes or give talks, which may in certain cases be useful, but to integrate a technological tool as a lever to

enhance teaching initiatives vis-à-vis management skills in business training environments but also with regards to operations and safety.

Renfe's Virtual Campus would be the space where the administration and management of the videoconference tele-training tool would take place; it would be another resource of each training curriculum, as well as a documentary and audiovisual repository to be used individually or as a group based on the profiles or programmes/courses of the different skills.

Without leaving behind or intending to replace classroom-based training models, it is essential to take the necessary measures to equip Renfe with the systems and tools that enable us to favour training activity anywhere and using different mobile devices and hardware, taking advantage of the secure communications infrastructure available and cloud services, while also guaranteeing at all times compliance with the legislation or regulations governing our training activity in the different areas of the Renfe Group, but with the objective of implementing the training initiatives through the most efficient methods and solutions.

## **Dual vocational training**

### ***Dual vocational training actions - Intermediate-level training course on railway rolling stock maintenance***

In 2020 Renfe played an active role in the running of training courses with the Departments of Education of the autonomous regions of Catalonia, Castilla y León, Madrid and Andalusia,

for the effective implementation of the intermediate-level dual vocational training course on railway rolling stock maintenance.

### ***Renfe's dual training course***

The curriculum of this intermediate-level training course in railway rolling stock maintenance consists of 2,000 hours distributed over two academic years.

This course is run by the professional group of transport and vehicle maintenance. It is intermediate-level vocational training and the general competence obtained is the ability to perform maintenance and assembly tasks in the areas of mechanics, pneumatics, electricity and electronics of railway rolling stock.

The exact details of the syllabus were developed in coordination with the General Directorates of Vocational Training of the Departments of Education, with different formats agreed in each autonomous region.

The student slots into the company's environment, gaining practical experience as an intern during the second year in direct production teams at the comprehensive maintenance centres of Vilanova, Valladolid, Malaga and Madrid, in addition to the training received at the comprehensive vocational training centres or secondary schools with which Renfe has educational collaboration agreements.

### **Backdrop and outlook for training**

Everything that seemed apparent to us a few months ago regarding digital transformation linked to training, the incorporation of new technologies in the field of learning, renewal of training equipment, shared knowledge formats, social environments to exchange skills, etc. has become obvious as remote working has become the new norm.



Meetings via videoconference systems, webinars, shared/collaborative work tools (Teams, Zoom, etc.) have become extremely popular and almost without training, we have started to reap the benefits of using them.

An opportunity has arisen, despite a difficult backdrop and a very complicated outlook, to equip ourselves with an efficient, flexible, adjustable, segmentable and dynamic environment associated with training activity.

Launch of initiatives:

- Virtual platform for Business Training and Collaborative Learning (Renfe’s Virtual Campus).
- Updating of driving simulators.
- Investments in digital equipment.
- Digital transformation.
- Adaptation of the technological requirements in tenders for training suppliers.
- A service for the activation of webinars.
- An open and free training offer has been proposed, OpenForm, based on access to MOOCs (Massive Online Open Courses), microchats, webinars, videoconferences.

### **Innovation in personnel management and corporate communication**

Safety, communication and new ways of working, essential in times of change and transformation.

#### **Employee safety, our priority**

Employee safety has been and is a priority for the organisation in such complex and uncertain times as in 2020. Communication via the company’s main channel, its intranet, has increased with corporate mails and specific newsletters on adapting the Company’s

activity to the new circumstances and the mandatory safety measures to be taken by employees. In the case of the latter, a specific online site was set up, Renfe Safe Space, where the updates of specific procedures for occupational health and safety measures vis-à-vis coronavirus are posted, as well as the specific action procedures when faced with possible cases of people affected by coronavirus in the railway area, the measures to prevent exposure to coronavirus in classroom-based training and the measures and recommendations for ventilation and air conditioning. Furthermore, this site includes the signs rigorously placed in each of the buildings and information on the psychological helpline available to employees, providing guidelines to handle this new situation, accompanying anyone needing assistance and ensuring confidentiality of the service.

#### **Implementation of remote working, necessary in the digital and cultural transformation**

The Renfe Group is already working on a programme to implement remote working, thinking of the post COVID-19 scenario, which has been approved by the Steering Committee. Its objective, based on Royal Decree-Law 28/2020 of 22 September 2020 and the experience obtained during the health crisis, is to extend the advantages and opportunities of remote working, considering it a method that must benefit the company and its employees, to improve the work, personal and professional life balance and also the Company’s efficiency objectives. Remote working has been a key factor in addressing the economic and social impact of the COVID-19 crisis and in this sense, this period has served as experience and a test period for the Renfe Group, enabling it to assess its effectiveness. Also, the review of the Strategic Plan contemplates the introduction and integration of remote working as one of the necessary premises to advance the organisation’s digital and cultural transformation.

The implementation of a new model of flexible working that involves major challenges for the company, business challenges, challenges from a technological standpoint and challenges from a people management perspective, maintaining commitment and addressing the cultural transformation with the introduction of new ways and tools of

collaboration and communication. This new model of working also implies challenges for professionals and challenges in management styles and culture.

**Internal communication channels**

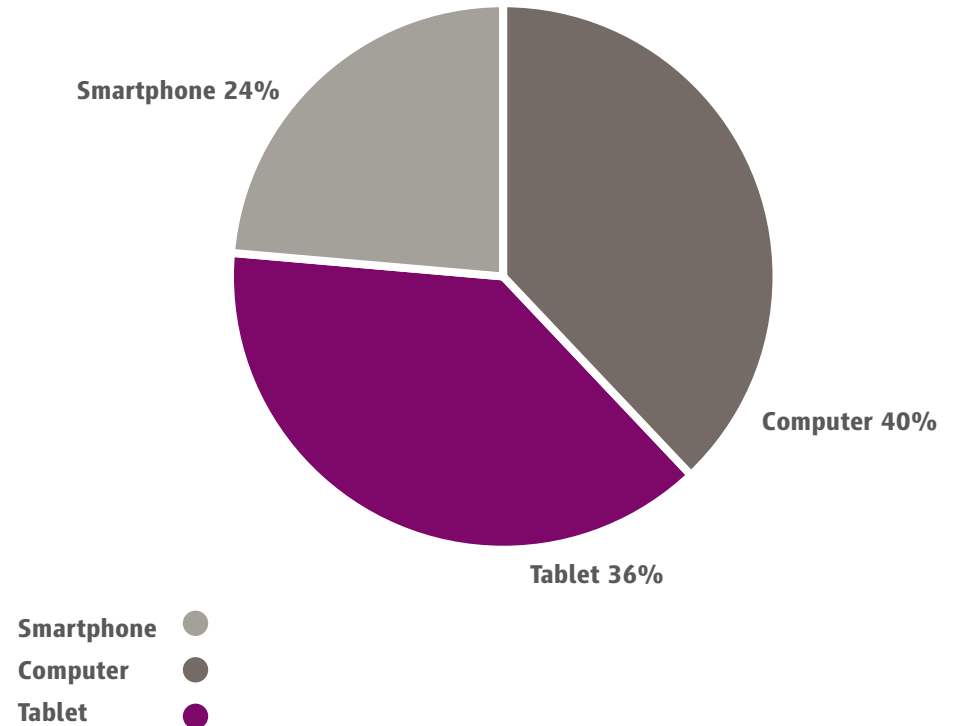
Interesa, the Renfe Group’s intranet, is still the main communication, management and participation channel to which all employees have access, and it has been used for the digitalisation of certain processes of interest for employees.

Intranet indicators 2020:

- Number of employees accessing the intranet: 100% of the workforce.
- Number of accesses: 2,225,273 (13 accesses per month per employee).



**% OF ACCESSES PER DEVICE**



The Renfe Empleados app has become firmly established as the tool for searching and managing Group-wide contacts and accessing current news. It has been installed in 1,813 corporate devices that are compatible with the app and 52% of employees who have the app installed have used it.

### **Transformation of Our Operational Safety Culture**

One of the challenges posed by Renfe's Strategic Plan is to transform the company's safety culture so that it evolves towards a collectively-built, positive, safety culture, based on preventive risk management and shared responsibility, as required by European legislation. A Transformation Plan of the Operational Safety Culture has been put in place to successfully achieve this paradigm shift, coupled with a set of actions aimed specifically at the company's different professional profiles in the various companies related to operational safety and in general at all of the organisation's employees.

An essential part of the development of the Transformation Plan of the Operational Safety Culture was to analyse, learn and measure the current situation in our company. Consequently, a survey was launched to a sample of 4,972 people who have/do not have safety responsibilities in different professional categories and groups.

Furthermore a White Paper on the Renfe Group's Operational Safety Culture was drawn up. This document is a first of its kind reference document in the railway sector, which presents the Operational Safety Culture that the Renfe Group wishes to implement and the Transformation Plan that will make this possible. It was presented in an online live event aimed at the entire workforce in which the chairman of Renfe and sector experts took part.

An extensive training programme on leadership, change management, team work and the new operational safety culture has also been started, directed at more than 300 professionals who will be in charge of rolling out the Action Plan that will facilitate the change.

### **Equality**

The Renfe Group's 2nd collective bargaining agreement is governed by the principle of equality and non-discrimination on grounds of personal reasons, as laid down in article 14 of the Spanish Constitution and article 17.1 of the Workers' Statute. It especially respects the principle of gender equality set out in Law 3/2007 of 22 March 2007, the provisions of which are considered to be the main point of reference for the interpretation of this collective bargaining agreement.

The initiatives and projects that make up the Strategic Plan for 2019-2023 include increasing diversity at Renfe through a programme aimed at identifying and retaining talent so as to:

- Enhance gender diversity, a multicultural environment and intergenerational diversity in the Renfe Group to ensure equal opportunity of access to the company and of professional development within it.
- Increase the presence and the professional advancement of women.
- Encourage the transfer of knowledge to new recruits in order to bridge the generation gap and avoid this brain drain in a competitive market.

## Equality Plan

The goals of Renfe's Equality Plan are as follows:

- Recruitment and promotion processes in equal conditions.
- Promotion of a company policy that avoids sexual and gender harassment, as well as bullying.
- New hires based on criteria of equality, merit and ability without any type of discrimination.
- Inclusion of the gender perspective in management of the company and communication of this perspective to all areas of the company.
- Equal access to in-company training for women and men.
- Achievement of a better work, personal and family life balance.
- Information and training on, and raising awareness of, equal treatment and equal opportunities.
- Use of non-sexist language and images, in communication and information policies, etc.
- Equal representation of women and men in the company's professional groups, posts and management structure.

Negotiations with the workers' representatives regarding the Renfe Group's second Equality Plan are currently in the final stage.

## Equal opportunities

While the Renfe Group's 2nd Collective Bargaining Agreement is in force, as agreed with the workers' legal representation, the Renfe Group will develop and put in place the second Equality Plan with the contents specified by law. The purpose of this Plan will be to continue promoting equal treatment and equal opportunities in the workplace.

## Welfare benefits for employees

- Flexible working hours.
- Reduced price train tickets.
- Healthcare and preventive medicine campaigns.
- Ex gratia benefits.
- Group life and accident insurance.
- Interest-free advances.
- Benefits for children with cognitive impairment.
- Death benefit.
- Supplements to social security benefits for common illnesses as well as those derived from occupational accidents.
- Extension of deadlines on paid leave.

The welfare benefits of Renfe employees do not include pension plans.

## Sexual harassment policy

The Renfe Group has a policy in place to prevent and address cases of sexual harassment, gender harassment, and bullying. The purpose of this policy is to prevent and eradicate situations of harassment, and to establish a procedure in the event of conduct that could amount to bullying, sexual harassment and/or gender harassment within the organisation and management of the company.

The guiding principles of this procedure are as follows:

- Swift and dynamic procedure, with no unjustified delays.
- Protection of privacy, confidentiality and dignity of all the persons involved.
- Protection of the health and safety of the worker allegedly harassed or bullied.

- Credibility and objectivity of the procedure through a thorough investigation of the incidents reported and just treatment for all the persons affected.

It consists of various stages:

- Preliminary stage. The objective is to quickly resolve the situation by calling an informal meeting within a maximum period of five days, inasmuch as pointing out to the reported person the offence and intimidation caused by their conduct is sufficient for them to stop that conduct. The person affected by the harassment will be able to continue with the formal procedure.
- Formal stage. In this stage, in light of the documentation provided and after a preliminary assessment of the facts, an evaluation is made of whether the conduct described constitutes one of the cases covered by the policy.

If it is one of the cases covered by the policy, the appropriate disciplinary proceeding will be instituted.

- The procedure will end with a final report. Proof of harassment or bullying will result in a penalty being imposed for a very serious offence. Any of the previously described conducts (sexual harassment, gender harassment and bullying) are considered as a very serious offence and expressly included in the penalty regime.

In 2020 no claims of sexual harassment were reported.



## Renfe, sustainability providers



*Renfe, sustainability providers*

## Renfe, sustainability providers

Looking after the planet is the responsibility of everybody: companies, governments, institutions, customers and citizens. In particular, Renfe has been striving for many years to reduce its emissions to the minimum possible level in its daily operations. The company signed the 'Railway Climate Responsibility' pledge of the International Union of Railways (UIC) undertaking to achieve carbon neutrality by 2050.

In 2020, Renfe's greenhouse gas emissions were 85.5% lower than in 1990. In comparison with other modes of transport, the use of our services generates very significant reductions for customers with regard to their emissions. Renfe is so much more than a sustainable company: it is a large Sustainability Provider for the transport sector in Spain.

Our priority goal with regard to the environment is to attract more customers to trains, by striving to improve management and modernisation, thus enabling these customers to reduce their carbon footprint, their environmental impact and increase the sustainability of their businesses and travel without damaging the environment.

By increasing our business, we make transportation more sustainable, not only because we already form part of sustainable transport but also because, unlike other modes of transport, we are ready to play a key role.

### Environmentally friendly, by nature

Renfe's passenger and freight trains have the lowest overall environmental impact of any mode of transport. This is the mode of transport that consumes the least energy per unit transported, has the lowest levels of CO2 emissions, contributes the least to local pollution in urban areas and has the lowest noise impact. In addition, the land used by railway infrastructure is, in relative terms, significantly less than the area occupied by roads of the same capacity.

The low number of greenhouse gas emissions per unit transported is one of the main competitive advantages of Renfe. Renfe trains are an essential link in any sustainable passenger or freight transport system; whether urban, metropolitan or intercity, national or international, preferably multimodal.

In view of all these environmental advantages, as well as other social and economic benefits (fewer accidents and a significant contribution to reducing urban congestion), Renfe trains are the mode of transport with the lowest environmental impact and that generates the lowest externalities for the company.



*Renfe, sustainability providers*

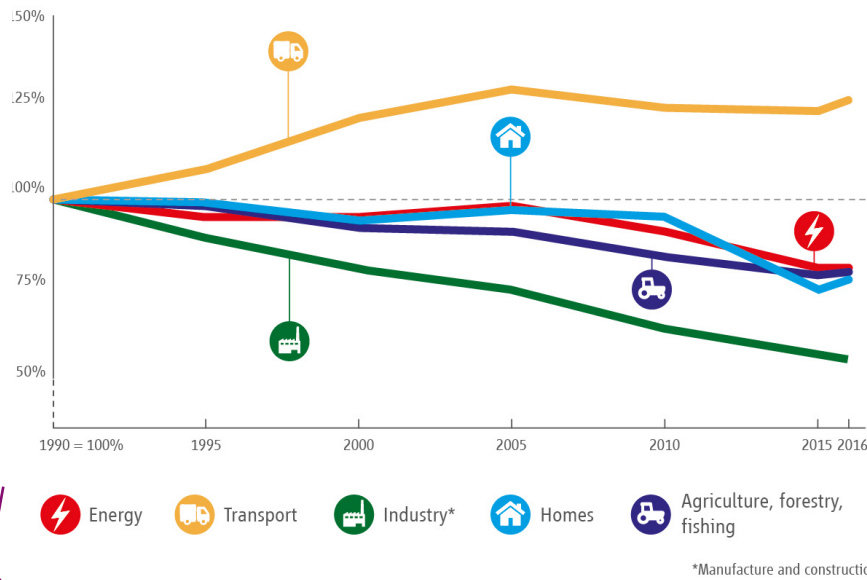
**Renfe: driver behind the decarbonisation of transport**

The transport sector generates 29% of greenhouse gas (GG) emissions in Spain, which is the largest percentage for any sector.

Renfe’s most relevant contribution to the sustainability of mobility is the fact that it is a competitive alternative to other competing modes of transport that are highly oil-dependent. Switching modes of transport not only benefits the Renfe Group but also our customers, and society as a whole due to the reduction in high external transport costs. Sustainability is an essential part of the core business of our company, as we are Sustainability Providers.

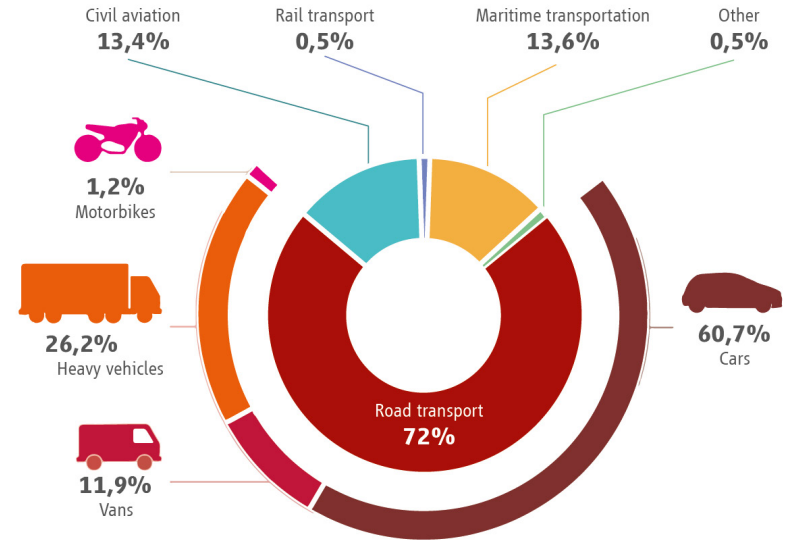
**CO<sub>2</sub> emissions in the EU**

Trend in CO<sub>2</sub> emissions by sector (1990-2016).



**CO<sub>2</sub> emissions in the EU**

Breakdown by mode of transports.



The transport sector is the furthest behind regarding decarbonisation in Europe. While average greenhouse gas emissions in the EU have fallen by 25% since 1990, in the transport sector these emissions have grown to the same extent: approximately 50 points separate the EU’s efforts with regard to mobility from the average EU results in the fight against climate change.

*Renfe, sustainability providers*



Renfe is aware that a more sustainable transport system is essential to limit global warming to less than two degrees Celsius. The unit emissions (per passenger or ton-km transported) of Renfe’s services are substantially lower than those of the company’s competitors, which are modes of transport that are highly dependent on oil.

Renfe is a fully available mode of sustainable transport, in contrast to oil-dependent modes of transport that have only just begun a technological transformation that will take decades.

These perspectives allow Renfe to act as a key player in the mitigation of climate change within the transport sector in Spain and as an essential link in any logistics chain, mobility as a service (MaaS) offering or tourism product that aims to be sustainable.

**Renfe, at the forefront of the fight against the climate emergency**

Since 2019 the Group has only been acquiring electricity from renewable and certified sources, with zero CO2 emissions, for electrical traction use. This has meant that in 2020 the carbon footprint of each unit transported (approximately 6.86 gr. of CO<sub>2</sub>) fell by 85.5% with respect to 1990 (47.26 gr.), the base year used in the Kyoto Protocol.

The low number of greenhouse gas emissions per unit transported is one of the main competitive advantages of rail transport. In 2020 Renfe’s services had unit emissions (per passenger-km or ton-km transported) that were significantly lower than those of its competitors, about 15 times lower than for cars and civil aviation, and some 10 times lower than for lorries.

**Renfe, the top consumer of renewable electricity in Spain**

Renfe has become the top end consumer of renewable electricity in Spain. In 2020 it consumed 1.84 TWh per year for the traction of all its electric vehicles, which represent

more than 80% of its total traffic. This consumption accounts for 1.7% of the total renewable electricity generated in our country.

This will enable the reduction of more than 7 million tons of CO2 by 2030 across the entire railway network on which Renfe operates.

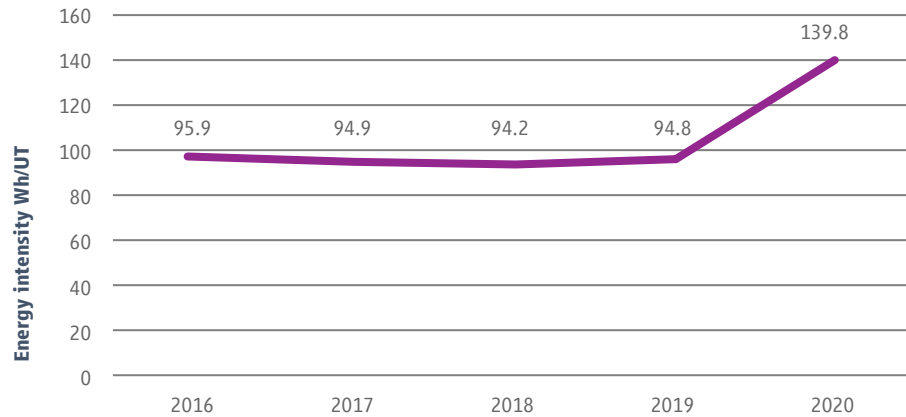
**ENERGY CONSUMPTION  
FOR TRACTION**

	2020	2019	2018	2017	2016
Millions of litres of diesel	43.29	72.12	75.20	75.52	72.66
GWh - diesel	427.3	711.8	742.8	745.8	717.5
GWh - electric traction	1,840.9	2,460.3	2,388.1	2,356.2	2,337.2
Total GWh	2,268.2	3,172.1	3,130.9	3,101.9	3,054.7
Millions of units transported	16,224.0	33,472.9	33,236.7	32,670.3	31,852.0
Traction energy intensity Wh/UT	139.8	94.8	94.2	94.9	95.9

In 2020 18.8% of traction energy came from diesel. This figure will fall in the future due to the increase in railway electrification and as a result of diesel being replaced by cleaner energies such as hydrogen, liquified gas, etc.

This year, a highly anomalous one as a result of COVID-19, the Group found its progress towards greater energy efficiency suddenly interrupted, achieving an energy intensity of 139.8 Wh/UT.

**Energy intensity**



Furthermore, in 2020 the uses other than traction generated consumption equivalent to 129.27 GWh, representing 5.44% of Renfe’s total energy consumption, amounting to 2,397.47 GWh.

**2018-2030 Master Plan to Combat Climate Change**

The forerunners to this Master Plan are the energy efficiency and sustainability plans that Renfe has been developing for decades. This Plan includes in its analysis other investments such as the Materials Plan or the Suburban Rail (“Cercanías”) Plans announced by the Ministry of Public Works.

The Plan was prepared jointly with Adif in response to the agreement signed by the two entities in March 2018, where they set targets for reducing energy consumption and greenhouse gas (GG) emissions, as well as other economic commitments until 2030.

The strategic lines that define the Plan are energy management, energy efficiency, decarbonisation and the culture of awareness among different stakeholders on the inside and outside of organisations, which are included, with a more general scope, in the Ministry of Public Works’ Sustainability and Climate Change Plan for Infrastructure and Transport for all companies in the Fomento Group.

The reduction of GG emissions accumulated in respect of these three factors that define the Master Plan (switching modes of transport, efficiency and decarbonisation) could exceed 9.9 million tons of CO2 in 2030. Estimated financial savings exceed Euros 250 million.

Renfe trains have by far the lowest emissions compared to road and air transport and, therefore, the shift towards trains is one of the general objectives of the Plan, based on the 2011 European Union White Paper on Transport.

The 2018-2030 Master Plan to Combat Climate Change develops these general lines of action so that the railway sector can contribute to preventing average global temperatures from increasing by more than two degrees Celsius with respect to pre-industrial levels.

At the end of 2020, the review and reconsideration of the Plan got underway, primarily with a view to reducing the Group’s unit energy costs.

**Carbon footprint information on tickets**

Renfe provides passengers on the Ave and Avant services with information on their carbon footprint, comparing it with other competing modes of transport, such as the car or aeroplane.

Information on the carbon footprint of train journeys, taken from the [www.ecopassenger.org](http://www.ecopassenger.org) app, is therefore included during the ticket purchase process, with CO2 emission data of passengers being shown not only on the final purchase screen, but also in the confirmation email.

*Renfe, sustainability providers*

This data enables the carbon footprint impact of a journey in a high-speed train to be known, together with its lower carbon footprint with regard to competing modes of transport, thus highlighting the combat against climate change. The aim in the future is to include this information for the other Renfe passenger services.

### Renfe signs the UIC-2019 Railway Climate Responsibility pledge

In 2019 the International Union of Railways (UIC), of which Renfe is a member, proposed to align its 2050 CO2 emissions target to something that is becoming more and more widely shared as a consensual target to achieve the Paris Agreement: Carbon neutrality by 2050

Renfe has adopted the carbon neutrality target for 2050 in order to pledge its support to the Sustainable Development Goals (SDGs) by means of a signed declaration. The 2019 Railway Climate Responsibility Pledge, an extension of the Pledge signed in 2015 in the framework of the UIC's "Train to Paris" campaign in the COP21.

### Renfe Mercancías generated savings for society of Euros 291 million

In 2019, Renfe Mercancías transported 14.3 million tons of freight, reducing external costs by Euros 291 million. These figures represent a reduction of Euros 59 million compared with the previous year, mirroring the drop in traffic experienced by the Company in 2020, a highly anomalous year.

Nevertheless, 2020 saw the consolidation of the use of electricity from certified renewable sources, with zero carbon emissions, which accounted for 100% of all electricity consumed by Renfe Mercancías. Thus, in 2020 Renfe Mercancías relied on electric locomotives for 78.1% of all of its traffic, an increase of two percentage points vis-à-vis the previous year.

In 2020, this type of renewable energy accounted for 7.8 gr. of carbon emissions per train-km, 8% less than in the previous year. Renfe Mercancías thus avoided emissions of one million tons of CO2 and the consumption of 524,000 toe which would have resulted if an alternative mode of transport to railway had been used.

Renfe Mercancías has a carbon footprint that is 10 times smaller than that of road transport operators that rely on oil and generate 18.7% of total emissions in the transport sector in Spain.

In addition to the environmental benefits of freight rail transport, there are others (lower accident rate, minimal local urban pollution, reduction of urban congestion) which afford savings on externalities.

The data indicate that railways are the mode of freight transport with the lowest level of pollutant emissions. Since the publication of the European Union White Paper on Transport, the European Commission has acknowledged that it is essential for there to be a shift towards railways and intermodal transport in order to unlink freight traffic growth from carbon emissions growth. This means that the more Renfe Mercancías's share of the transportation market grows due to transfers from other modes, the more the environmental and energy impact of the sector as a whole, which currently accounts for 29% of all emissions in Spain, will diminish.

The savings accrued by Renfe Mercancías have played a significant role in enabling the Renfe Group to reduce its carbon footprint as a whole by 85.5% between 1990, the year the Kyoto Protocol was signed, and 2020. As a result, the Company has one of the smallest carbon footprints in the European railway sector.

### Renfe "ECOPuntos"

During 2020, Renfe launched several 'ECOPuntos' promotional campaigns to encourage train travel, the most sustainable mode of transport, and to raise awareness about environmental protection. In this way, Renfe aims to help care for the environment and make it easier for travellers to use the train as a sustainable, responsible mode of transport.

All holders of +Renfe loyalty cards received double points on their ticket purchases, to be used on future trips.

And on World Car Free Day, on 22 September, Renfe launched this campaign again among its clients to promote train travel and encourage them not to use their cars.

### European Mobility Week

Renfe took part in a European corporate initiative to prompt EU member states to reduce their CO<sub>2</sub> emissions by at least 55% compared to 1990, the year when the Kyoto Protocol for the reduction of greenhouse gas emissions was signed.

This initiative, which was signed by the CEOs of 180 companies and investors in the EU, forms part of European Mobility Week, which had as its theme “Zero-emission mobility for all”, and proposes to set more ambitious CO<sub>2</sub> emission reduction targets, as set out in the European Green Deal.

Renfe supports sustainability and the fight against climate change, reaffirming its commitment to the United Nations Sustainable Development Goals.

Following the 2020 European Mobility Week, Renfe also accepted the Urban Mobility Challenge, a competition among companies committed to sustainable mobility.

Through this initiative developed by the Ciclogreen online platform, Renfe joins forces promoting sustainable urban mobility among its clients and workers, particularly through the use of low-emission modes of transport for urban travel (on foot, by bicycle, scooter, public transport and car-sharing).

High employee participation has placed Renfe at the top of the Ciclogreen Urban Mobility Challenge’s ‘Most sustainable company’ and ‘Distance travelled’ rankings of companies and city councils, the challenge issued by the Ciclogreen online platform to promote sustainable mobility.



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## Minimising environmental risks

### Environmental risk prevention and management

ISO 14001: 2015 defines risk as an effect of uncertainty, which therefore entails both negative and positive potential effects.

Renfe's objective regarding the environment is to reduce and even eliminate the negative environmental impacts linked to the provision of its services, while identifying and increasing the positive effects on its surroundings.

Renfe commits to developing the most suitable management instruments to reduce and even eliminate its environmental impact by setting in place the necessary internal resources and procedures. In many cases, the management of environmental risks is implicit in the current environmental management, but not yet explicitly outlined.

ISO 14001:2015, the universal environmental management tool of the Renfe Group, indicates that risks must be identified, although it is not mandatory to analyse them. The risks inherent in the Group's environmental management process have already been identified and assessed at the date of this report.

Considering that the management of environmental risks and opportunities is an adequate tool for optimising Renfe's environmental management, bringing a far more preventive approach, the Renfe Group's environmental policy is expected to be updated and adapted next year to include the management of its environmental risks, within the Group's general risk management system.

### Environmental certifications

- Renfe Viajeros S.M.E., S.A., has:
  - 2 Environmental Management System Certificates - UNE EN ISO 14001 Standard.
    - Madrid-Seville and Madrid-Málaga high-speed lines.
    - Rodalies de Catalunya regional trains.
  - 5 Passenger Public Transport Service Quality Management certificates - UNE-EN ISO 13816 Standard and 5 Service Charter certificates. UNE-EN ISO 93200 Standard. Both categories include various environmental commitments.
    - Asturias suburban ("Cercanías") rail hub, lines C1, C2 and C3.
    - Madrid suburban ("Cercanías") rail hub, lines C1, C2, C3, C4, C5, C6, C7, C8 and C10.
    - Valencia suburban ("Cercanías") rail hub, with certification of lines C1, C2 and C6.
    - Bilbao suburban ("Cercanías") rail hub, lines C1, C2 and C3.
    - Zaragoza suburban ("Cercanías") rail hub, line C1.
- Renfe Mercancías S.M.E., S.A. has one certification for its integrated management system, which has a global scope that covers its activity and work centres (ISO 9001 and 14001).
- Renfe Fabricación y Mantenimiento, S.M.E., S.A. has one ISO 14001:2015 certification for its entire management system, which has a global scope that covers its activity and work centres.
- Renfe Alquiler y Venta de Material Ferroviario S.M.E., S.A., implementation of ISO 14001:2015, in study phase.

**Provisions and guarantees for environmental risks**

The Renfe Group has two specific coverage solutions for its environmental risks:

- Environmental liability insurance. Voluntary. Liberty Mutual Insurance Europe Limited, with an indemnity limit of Euros 21 million.
- General public liability insurance (public liability coverage against accidental and sudden pollution). QBE Europe SA/NV, with an indemnity limit of Euros 100 million.

**Case study: Joint Environmental Working Group. Example of integration of occupational health and safety and environmental risks into management**

Renfe has a permanent working group that functions as a joint body engaged in liaising between the company and the workers’ legal representatives to provide information on and address environmental management of the Group and its relationship with occupational health and safety. This group is an ad hoc advisory body to the Occupational Health and Safety Committee.

**Effects on the atmosphere: climate change**

**Greenhouse gases**

The low level of greenhouse gas emissions per unit transported is one of the main competitive advantages of Renfe’s trains.

In 2020, Renfe’s services had unit emissions (per passenger-km or ton-km transported) that were significantly lower than those of its competitors, with factors 15 times less than cars and aviation and 10 times less than lorries.

Since 2019, the Renfe Group has only consumed electricity from renewable sources, with zero CO<sub>2</sub> emissions in its electrical traction phase, which is used in more than 80% of Renfe’s activity.

**GREENHOUSE GAS EMISSIONS**

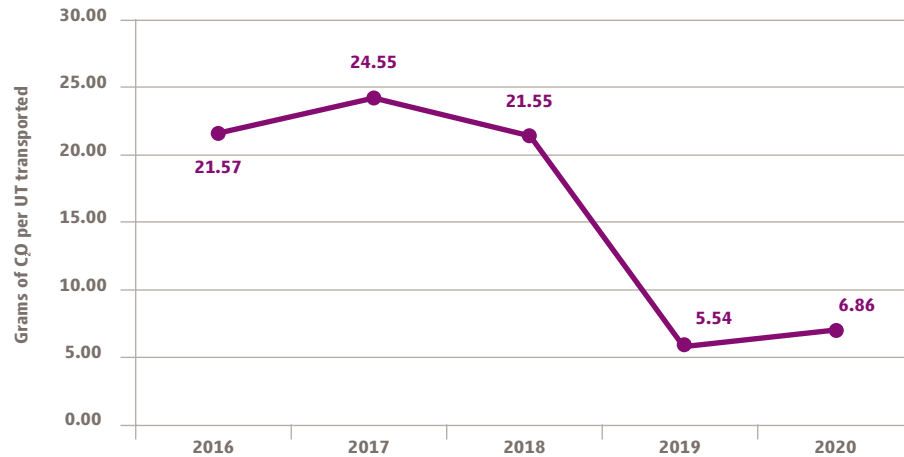
	2020	2019	2018	2017	2016
Tons of CO <sub>2</sub> from electricity (indirect emissions) (in thousands)	0 (*)	0 (*)	522.72	607.90	500.16
Tn. CO <sub>2</sub> from diesel (direct emissions) (in thousands)	111.41	185.57	193.53	194.31	186.95
Total tons of CO <sub>2</sub> (in thousands)	111.41	185.57	716.25	802.21	687.11
gr CO <sub>2</sub> /UT (carbon intensity)	6.86	5.54	21.55	24.55	21.57
Reduction on base 100 in 1990	85.5%	88.3%	45.6%	47.3%	53.7%

(\*) Electricity coming from renewable energy with certified sources, issued by CNMC. Applying data of the mix of mainland electricity generation, total emissions would amount to 461.18 Tm of CO<sub>2</sub> in this case. Source: Red Eléctrica de España “National Statistics Series” for emissions per kWh by the mainland electricity system, and IDAE for emissions per litre of diesel.



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### CARBON INTENSITY: UNIT EMISSIONS FROM TRACTION POWER



### CO<sub>2</sub> EMISSIONS (IN THOUSANDS)

	2020	2019	2018	2017	2016
Total tons of CO <sub>2</sub>	111.4 (*)	185.6(*)	716.25	802.21	687.11
Tons of CO <sub>2</sub> equivalent emissions	111.4	185.6	718.56	808.45	692.46

(\*) Applying data of the mix of mainland electricity generation, total emissions would amount to 461.18 thousand Tm of CO<sub>2</sub> in this case. Source: Red Eléctrica de España "National Statistics Series" for emissions per KWh by the mainland electricity system, and IDAE for emissions per litre of diesel.

In terms of the carbon footprint from traction power, the Renfe Group's Scope 1 (direct emissions) totalled 111,410 Tm of CO<sub>2</sub>, while Scope 2 (indirect emissions) were equal to zero.

Its carbon footprint per unit of traction power, Scope 1 and Scope 2, in 2020, amounted to 6.86 gr. of CO<sub>2</sub> per unit transported. According to the aforementioned 2018-2030 Master Plan to Combat Climate Change, the purchase of green electricity (with certified guarantee of origin), will enable accumulated emissions to be reduced by more than 7 million tons of CO<sub>2</sub> by 2030 across the entire network managed by Adif and on which Renfe operates.

### Adaptation to climate change

One of the direct consequences of climate change in Spain, undoubtedly one of the European countries most affected by climate change, is the increased risk of fires arising due to the greater frequency and intensity of heatwaves.

### Annual Trackside Fire Prevention Plan

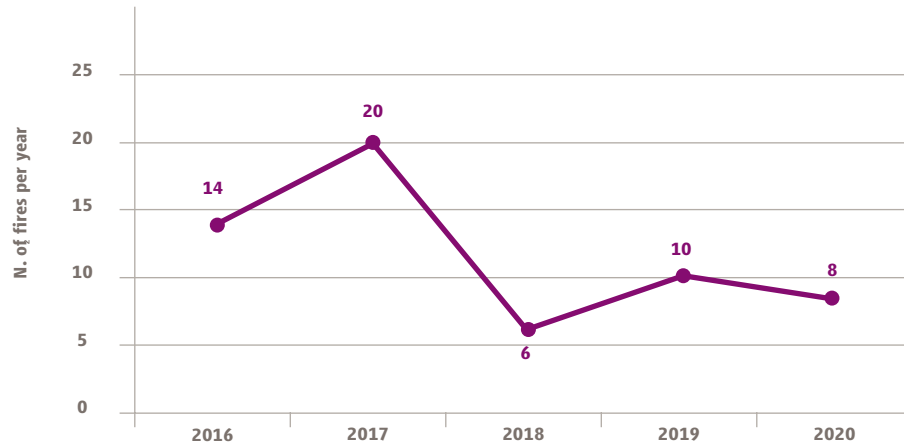
In the hottest months Renfe performs an exhaustive control over trains that circulate in areas at high risk of fires, such as lines near wooded areas or protected natural areas.

These actions, in addition to taking into account the published standards in force, are intensified in each campaign by continuously raising awareness among all company personnel. They are carried out from June to September and can be brought forward or delayed depending on the weather.

During 2020, only 2.16% of trackside fires registered (8 fires in one year) were attributable to railway operations. None of these fires spread, and none of them affected an area bigger than one hectare.

The poor results obtained in 2017, which was a particularly dry and unfavourable year, led to a change in the plans and actions to fight fires on and near the tracks, and the consequent achievement of almost historic minimums.

**Variation in trackside fires attributable to Renfe**



**Reduction of noise impact**

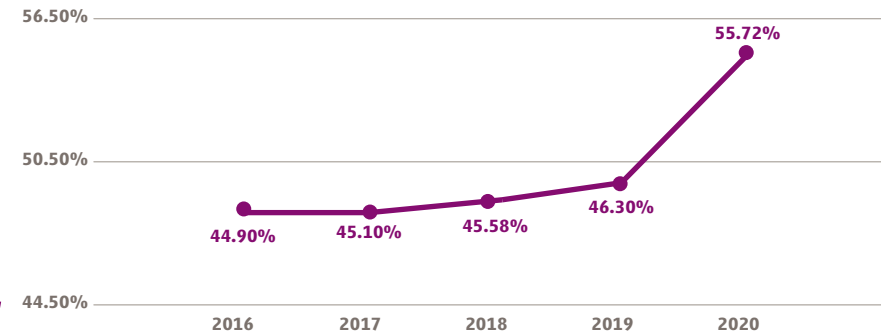
Renfe is working hard on noise abatement and fire prevention, especially with regard to freight transport, which generates the greatest disturbance. This is achieved primarily by limiting noise at the source, particularly through the use of synthetic brake shoes on its wagons.

In 2020, the number of freight wagons equipped with cast iron brake shoes declined significantly, pushing the percentage of freight wagons with synthetic brake shoes to 55.72%. These wagons carry over 91% of all freight and reduce the risk of fire.

Renfe has some of the “quietest” freight trains of any European railway operator. These brake shoes reduce noise by up to 8 decibels (a 50% reduction in environmental noise pollution).

The use of this type of braking systems is particularly significant given the forthcoming application of a bonus/malus system as part of the infrastructure fees, which will penalise the noisiest trains, and the introduction of quiet railway corridors.

**% of Renfe Mercancías wagons with synthetic brake shoes**



As for its passenger trains, 99.7% of them use low-noise emission disk brakes.

**Local atmospheric pollution**

The prevalence of electric traction in Renfe is the reason for which environmental effects are minimal in this chapter. In order to reduce the emission of small particles and sulphurous compounds in diesel traction, Renfe uses very low sulphur traction diesel. Diesel consumption will fall in the future due to the increase in electrification of the Spanish railway network and as a result of diesel in Renfe being replaced by cleaner energies such as hydrogen, liquified gas, etc.

In addition, the emission of volatile organic compounds (VOCs) in its industrial processes is minimised through the use of the best available technology.



### Light pollution

The company is implementing a programme to replace existing lighting with LED technologies. Partially funded by the Institute for Energy Diversification and Saving (IDAE), the programme seeks basically to reduce consumption and emissions as well as light pollution.

### Waste management

Renfe has various specific procedures in place, in accordance with State Law 10/98 on Waste, for the appropriate management of the waste that it generates. Regarding the management of hazardous waste, classified as such in accordance with the related legislation (Royal Decree 833/1988, Royal Decree 952/1997 and Ministry of the Environment Order MAM/304/2002), Renfe outsources the collection, management, treatment and recycling thereof to entities authorised by the public authorities.

The installation of paper recycling bins, the availability of paper and cardboard compactors and separate collection of waste in different bins (paper, toner, batteries, etc.) should be highlighted.

During 2020 Renfe generated 4,519 tons of waste, of which 1,155 tons comprised hazardous waste from industrial facilities. The increase since the previous year reflects the rise in production derived from the opening of new facilities in Valladolid and Madrid.

HAZARDOUS WASTE	2020	2019	2018	2017	2016
Amount of hazardous waste generated Tn/year	1,155	747	948	838	1,117

### Railway vehicles and circular economy

The railway vehicles used by Renfe have traditionally been characterised by their long useful life (currently with a depreciation period of up to 40 years) and by achieving 98% use of reusable materials in their construction.

This gives rise to long-lasting and easily repairable vehicles with the aim of increasing the life of the train in the best technical, safety and comfort conditions. Ministry of Public Works Order FOM/233/2006 of 31 January 2006 contains the Railway Vehicle Maintenance Plan. This document includes the set of maintenance operations that define each of the repairs that must be carried out on a railway vehicle and the frequency with which they must be performed throughout their entire useful life in order to preserve, in the state required during their validity, the technical characteristics required in the area of safety, reliability, technical compatibility, health, environmental protection and, where appropriate, interoperability.

Once a train has reached the end of its useful life, in some cases Renfe sells it on, in a perfect state of repair and in working order, for a second life in third countries (self-propelled trains, passenger coaches, freight wagons and locomotives), including the spare parts required for its maintenance. Lastly, trains of a high level of historic interest are donated to the Spanish Railway Foundation (FFE) for restoration and recovery.

### Sustainable use of non-energy resources

#### Management of polluted water and contaminated land

Renfe and Adif have entered into a collaboration agreement regarding the decontamination of land, aimed at initially taking action at workshops that are potentially affected by historical contamination or which house Adif fuel tanks dating prior to the segregation of the two companies, which have been in use since the aforementioned segregation.

Renfe Fabricación y Mantenimiento, the company responsible for the workshops, has a multi-year action plan in place for contaminated land, which envisages actions for classification, control of land contamination and decontamination at its facilities.

Among the actions carried out at our facilities, the classification studies, control and monitoring of indicators and decontamination work are worthy of note. 2020 has continued to be characterised by a high level of activity in this area, especially in metric-gauge assets.

These actions have always been carried out voluntarily, at the initiative of Renfe and with the approval of the environmental authorities, applying the principle of prevention and using the best available techniques, in cooperation with the public entity EMGRISA.

**Water management**

The main points of water consumption at Renfe are the maintenance facilities, such as workshops and train repair centres, the railway vehicle wash tunnels, the suburban rail (“Cercanías”) stations and, to a lesser extent, the offices. Consumption has contracted in line with the fall in the company’s activity due to the pandemic.

	2020	2019	2018	2017	2016
Water consumption (m3) (*)	599,709	903,240	917,605	923,881	968,959

(\*) Estimated figure

**Waste water**

The waste water produced at Renfe’s facilities is generally discharged into urban sanitation networks. Certain facilities generate water with chemical substances due to industrial processes. An in situ purification process is therefore carried out prior to its discharge to the general network. All water discharges have a similar volume to the prior water intakes, which indicates a highly efficient use of water resources.

In 2020, Renfe allocated €890,103 to waste water management and treatment.



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### Water management and saving measures

Renfe has introduced a water savings plan in its workshops, the purpose of which is to promote lower water consumption, ensure that the water put back into the environment has no impurities, install alternative water sources to supply the workshops and, lastly, protect industrial floors by preventing spills and polluted water.

The measures to be implemented are as follows:

- Identifying consumption through the installation of remote metering.
- Water efficiency (sanitation equipment, washing and climate control systems, and control of leaks in the water supply and sanitation network).
- Installation of approved water-saving devices.
- Water recycling for train-washing facilities and park irrigation.
- Promotion of the use of solar-heated hot water for sanitation.
- Control of spills and reduction in pollution.
- Programme to raise awareness about saving water.
- Use of rainwater.

To draw attention to responsible use of water, visible billboards and stickers are placed at installations where the plan is being implemented.

### Materials consumed

The consumption of materials by Renfe mainly takes place at train maintenance workshops and essentially consists of oils, solvents and paints.

RAW MATERIALS (Kg.)	2020	2019	2018	2017	2016
Oils/greases	424,878	540,511	446,983	452,534	302,202
Paints	104,534	88,537	104,919	96,362	125,304



## Preserving biodiversity

### Transport of hazardous goods: minimising extreme environmental risks

Due to its high level of safety, the transport of hazardous goods by rail is a key element for increasing the protection of land and aquatic ecosystems, as well as environments inhabited by humans, as it avoids using other modes of transport with a higher risk of accidents and, therefore, a greater potential impact on biodiversity and human health.

Renfe transported almost 1.7 million tons of hazardous goods in 2020, which is equivalent to removing around 60,000 journeys of HGVs loaded with hazardous goods per year.

Almost half of freight transported corresponds to four products: ethanol, gaseous hydrocarbons in a liquified mixture (Butane/Propane), ethylene dichloride and ammonia.

### TRANSPORT OF HAZARDOUS GOODS

	2020	2019	2018	2017	2016
Tn/Year	1,740,581	1,760,458	1,796,366	1,715,282	1,466,622

### Renfe: minimum effects to biodiversity at its facilities

Renfe’s main interactions with biodiversity could occur in facilities located close to protected natural areas. Renfe manages 67 facilities located in protected natural spaces or in areas close to those spaces. Of these, 55 are suburban rail (“Cercanías”) stations, with very little effect, and 12 are rolling stock maintenance workshops, where high level environmental precautions are taken.

Renfe’s facilities in natural areas or in areas of high biodiversity occupy a very small area of 0.26 square kilometres.



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**RENFE INDUSTRIAL FACILITIES CLOSE TO NATURAL AREAS**

NATURAL AREA	TYPE OF FACILITY	NAME OF FACILITY	MUNICIPALITY	PROVINCE	AUTONOMOUS REGION
Los Galachos Natural reserve	Rolling stock maintenance workshop	Engine and hauled equipment workshop in Zaragoza	Zaragoza	Zaragoza	Aragón
de L'Alberá Natural place	Rolling stock maintenance workshop	Hauled equipment maintenance workshop in Port Bou	Port Bou	Girona	Catalonia
Costes del Garraf SPA	Rolling stock maintenance workshop	Central repair workshop in Vilanova i la Geltrú	Vilanova i la Geltrú	Barcelona	
Serralada Marina Park	Rolling stock maintenance workshop	Self-propelled rolling stock maintenance workshop in Montcada	Montcada i Reixach	Barcelona	
Costas del Maresme i La Selva SCI	Rolling stock maintenance workshop	Self-propelled rolling stock maintenance workshop in Mataró	Mataró	Barcelona	
Cuenca Alta del Manzanares Regional park	Rolling stock maintenance workshop	TALGO maintenance base in Las Matas	Las Rozas	Madrid	
Sierra de Guadarrama SCI	Rolling stock maintenance workshop	Self-propelled rolling stock maintenance workshop in Cercedilla	Cercedilla	Madrid	
Zona Ramsar de Txingudi - Bidasoa	Rolling stock maintenance workshop	Hauled equipment maintenance workshop in Irún	Irún	Guipúzcoa	Basque Country
	Rolling stock maintenance workshop	Self-propelled rolling stock maintenance workshop in Irún			
Murcia submerged coastline SCI	Rolling stock maintenance workshop	Hauled equipment repair workshop in Águilas	Águilas	Murcia	Murcia
Sierra de Malacora SCI	Rolling stock maintenance workshop	Self-propelled rolling stock maintenance workshop in Valencia	Valencia	Valencia	Valencia autonomous region
	Rolling stock maintenance workshop	Engine and hauled equipment maintenance workshop in Valencia			

SCI (Site of Community Importance) SPA (Special Protection Area)

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## Contribution to social progress

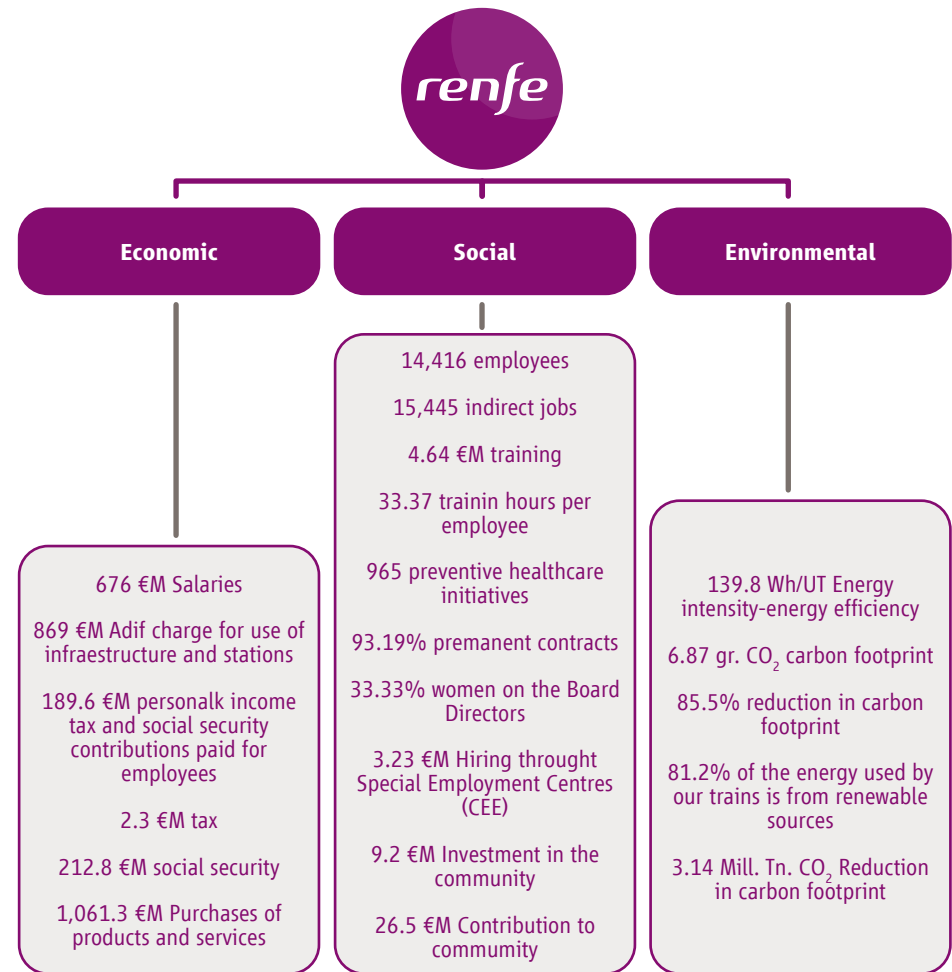


*Contribution to social progress*

## Renfe’s contribution to sustainable development in Spain

At Renfe we contribute directly to the national economy through the wealth we generate, the taxes we pay and the purchases we make from our suppliers and others, and indirectly by commissioning security, cleaning and on-board services, etc., and through our contributions to society and our environmental investments, amongst other actions.

In 2020, Renfe’s contribution to sustainable development in Spain, in financial terms, amounted to Euros 3,061 million. We created 14,416 jobs directly, and 15,445 jobs indirectly by commissioning services. We also made contributions of Euros 26.5 million to society, investing Euros 9.2 million in the community and contracting with Special Employment Centres for an amount of Euros 3.23 million. In recent years we have reduced our carbon footprint by 85.5% down to just 6.87 gr. of CO2 per unit transported; our energy intensity (energy efficiency-Wh per unit transported) is 139.8 Wh/UT; 81.2% of the traction power for our trains is renewable energy from certified sources; and our impact on biodiversity is minimal, representing an occupied surface area of 0.26 km<sup>2</sup>.



Contribution to social progress

## Renfe and COVID-19

Since the start of the state of emergency declared in the wake of COVID-19, Renfe has continued to provide passenger and freight rail services thanks to various transport plans and measures that helped to adjust the provision of rail services to the country's needs. This enabled people working in what are considered essential services to continue travelling to their places of employment in hospitals, supermarkets, security, logistics, etc. to serve the community, while also ensuring that freight continued to reach its destination.

During the pandemic, Renfe has repeatedly recommended that customers only travel when absolutely necessary, although it made sure that rail mobility was available for travellers at all time.

This health crisis has had a major impact on Renfe's activity. Demand fell by 95% and passenger rail usage rates on Renfe's commercial services declined considerably across all rail corridors to under 10%.

One of the first steps taken by Renfe with respect to the health crisis was very much customer focused in nature. Renfe put in place measures that enabled those travellers affected by the health measures to combat the pandemic to change or cancel their tickets. This was done free of charge and applied to all fare types, including fares that do not normally include free ticket changes. Customers were offered a full refund free of charge, allowed to change their ticket for a later date or receive the equivalent cost of the ticket in +Renfe loyalty programme points. The validity of AVE, Flexible and Colaborativo travel passes was extended by 60 days beyond their expiry date, enabling passengers to use all the journeys they had paid for.

Renfe also fully refunded tickets for travellers participating in its Imsero vacation programmes (Spanish Institute for Senior Citizens and Social Services), reimbursing customers through the programmes' authorised agents.

During the state of emergency Renfe reimbursed almost one million tickets for a total amount of Euros 38.5 million and, since October, it has returned Euros 8.8 million to travellers who were forced to cancel their tickets due to the subsequent mobility restrictions imposed in various Spanish regions. A total of 245,637 tickets have been returned and the return leg on round-trip tickets has been extended until 31 December 2021.

This exchange and cancellation policy is unprecedented in Renfe's history and is in fact the only transport company in Spain to apply this policy free of charge, testament to its social accountability and the commitment to its customers.

As a consequence of the state of emergency approved by the Council of Ministers, Renfe drew up a new transport plan which cancelled its previous offering of high-speed and long-distance commercial trains, as well as medium-distance and Avant services. The new transport plan ensured the continuation of all current service types to enable mobility within the country for the purposes defined by the government.

In this regard, during the state of emergency, all commercial services were adapted to the demand during that period, reducing high-speed and long-distance trains by 50% first before being cut further to 30%. Furthermore, only a third of the available seats were put on sale, which meant that Renfe was only able to sell 10% of its tickets.

During the state of emergency, Renfe offered free tickets to healthcare professionals who were forced to travel between Spanish cities for work and, more specifically, due to the Coronavirus pandemic.

In addition to the commercial actions, Renfe rolled out a series of measures to protect its customers during the pandemic:

- All cash transactions at ticket counters were temporarily suspended and customers were only able to pay by card in order to avoid possible spread of the illness. All cafeteria, trolley bar and on-board dining services were suspended, as was the



distribution of newspapers and headphones. All Club lounges at railway stations were closed.

- The company introduced personalised tickets across all sales channels for all commercial services and trains that require a seat reservation. Thanks to these preventative measures, Renfe is able to contact travellers when necessary as a result of the health crisis or any other travel incident.
- Renfe introduced a service to sanitise high-speed and long-distance trains while on route. The cleaning service begins once the train departs and continues throughout the journey. The procedures to clean and disinfect trains, as well as the various measures when boarding, alighting and while on board enabled Renfe to secure AENOR certification for its anti-COVID-19 protocols in the passenger transport sector. This certification also extended to Avant services, representing another step in the Group's strategy to offer customers safe and COVID-protected transport services.
- The ventilation of trains was improved thanks to the use of high-performance filters, as well as by upping the frequency at which air in carriages is renewed to 7 minutes.

Turning to suburban trains, Renfe tailored its Cercanías services to the requirements of the various mobility scenarios announced by the Spanish government. These adjustments ensured social distancing on trains and guaranteed a basic service to those who needed to travel for work or other essential reasons. The Royal Decree implementing the state of emergency initially stipulated that 100% of trains should run. This was subsequently reduced to 50% off-peak and a frequency of 80% during peak hours in order to guarantee social distancing among passengers.

During the weeks in which the state of emergency was in place, Renfe's various suburban hubs registered drops in demand of between 80% and 90% with respect to the same period in 2019. The use of peak services stood at close to 15% in certain urban hubs, but overall average daily passenger numbers remained low.

Renfe was not able to reinstate normal activity at its suburban hubs until 11 May 2020, when services returned to pre-lockdown levels.

The recovery of normal activity has been gradual and tailored to demand in each urban hub, thereby guaranteeing a frequency of trains that ensures social distancing and avoids overcrowding. In this regard, Renfe increased frequencies, especially during peak hours to ensure the mobility of travellers.

In certain large hubs, such as Madrid and Barcelona, steps were taken to improve pedestrian flows in certain stations on the network to facilitate the ingress and egress of passengers, ensure social distancing and to avoid overcrowding and passengers crossing each other head on. Posters were installed, and arrows, signs and stickers were placed on the floor to direct passenger flows through the station, from entry from the street to the platform and vice versa, i.e. from alighting from the train and moving through the station to either the exit or to change to another mode of transport.

Renfe also launched a campaign under the banner "Getting through this is also up to you", making recommendations to suburban (Cercanías) passengers and to inform them of mandatory measures and conditions of carriage.

All these decisions have been very well received by our customers. During the state of emergency 12,000 people joined the company's loyalty programme.

Renfe also decided to delay the launch of its new Avlo low-cost high-speed service, which had been slated to make its inaugural run on 6 April. The new Avlo launch date has been pushed back until 2021.

Rail freight provider Renfe Mercancías also continued to operate without interruption during the state of emergency declared in Spain as a result of the pandemic. During this period, activity was basically focused on the transport of freight related to the manufacture of essential hygiene and food products: especially cereals, corn and wheat, as well as chemical products such as propane, butane and ammonia, oils and biodiesel, municipal solid waste,

wood, cement, ballast, minerals, perishable food and freight bound for the ports of Huelva, Cádiz and Alicante from where freight is then shipped by sea to the Canary Islands.

The activity of Renfe Mercancías during the state of emergency can be summarised in the over 7,000 trains that carried 2,000,000 tonnes of freight over a distance 1.4 million kilometres and moving in excess of 5,000 containers, a massive contribution to society during this crisis. Most of these 7,000 trains are hauled by electric locomotives that draw power from renewable sources, as certified by the CNMC.

### **There's always light at the end of the tunnel**

Renfe also rolled out a communication campaign under the banner "There's always light at the end of the tunnel", to convey a message of hope and emotional support to the Spanish public.

The campaign consisted of an advert broadcast on digital media, radio and television to convey the idea that Renfe has never ceased to bring people together and deliver freight to its destination during its almost 80-year history.

Renfe then launched a second phase of the campaign with a new advert under the same slogan, which conveyed a message of support and recognition for the "social heroes" of the crisis: healthcare and law enforcement professionals, truck drivers, train drivers and supermarket cashiers.

Renfe also launched a new entertainment platform through website [www.hayluzalfinaldeltunel.com](http://www.hayluzalfinaldeltunel.com). This website contains entertainment and positive news about the crisis triggered by the global Coronavirus pandemic.

The lockdown and the preventative measures to avoid the spread of the pandemic led to an increase in the consumption of digital media. Renfe launched this initiative to offer entertainment and positive content for those who were confined to their homes during the quarantine.

### **Measures for employees**

During the pandemic, Renfe employees worked to keep passenger and freight transport services running seamlessly. The company introduced a raft of measures aimed at its employees designed to minimise the effects of the pandemic on their health. Particularly noteworthy among the measures adopted are:

- A counselling helpline for Renfe employees.
- The introduction of home working for all professionals able to do so.
- The introduction of shifts at workshops so as to reduce contact among employees in the work place, flexible start and finish times and the suspension of split shifts. Different divisions and teams were separated to reduce the risk of contagion to a minimum. The working day was reduced to aid the cleaning of the facilities between shifts and to avoid use of canteens and other meeting rooms.
- Work-life balance measures were introduced to adapt to the closure of schools.
- Employees were provided with hand sanitising gel, disposable gloves and masks. Dividing partitions were installed between desks in offices wherever social distancing could not be maintained.
- Advice on healthy habits.
- Guidelines regarding the risks and preventative measures for home working.
- Campaign to counteract misinformation related to COVID-19.
- Temporary suspension of on-site training and a transition to online learning.
- Cleaning and disinfecting of common areas.
- IT-security recommendation in the wake of COVID-19.

## Committed to communities during the pandemic

Since the pandemic emerged, Renfe has made a contribution to society by meeting its needs as they arise. Renfe drew on materials used on trains to help to combat the pandemic.

To contribute to the fight against the pandemic, Renfe donated the following materials:

- 474 blankets and 950 sets of sheets from its Trenhotel sleeper train services for a field hospital set up outside the Hospital Universitario Gregorio Marañón to address the increase in hospital admissions as a result of the pandemic.
- Restaurant/dining materials used on board high-speed and long-distance services were donated to the Red Cross in Madrid, Catalonia and Bizkaia for use in soup kitchens and refugee reception centres.
- Headphones normally provided on trains were donated to the field hospitals set up at IFEMA, Mataró, Hospital de Txangorritxu Vitoria, Hospital de Tortosa Verge de la Cinta, as well as the reception centre set up at the Andra Mari sports centre in Getxo (Bizkaia) and the reception centre set up by Fundación Jesús Abandonado (Murcia).
- Ave high-speed trains were used to transport urgent medical supplies and respirator parts around the country.

Renfe also made three Talgo 730 series trains available to the Ministry of Health that could transport 24 COVID-19 patients between various cities.

These are low-floor vehicles where the carriage floor is at the same level as the platform, which is enormously helpful for patients in stretchers as there is no step to board the train, making the entire process much more agile. To adapt the trains to the health requirements, seats were removed to free up space for hospital beds.

These hybrid diesel/electric trains have adjustable bogies which allows them to run on the various track gauges in Spain, eliminating barriers to the transport of COVID-19 patients.

The adaptation of the carriage interiors was also given the green light by the Spanish State Railway Safety Agency, which authorised the temporary conversion of the 730 series units into hospital trains.

More than 200 Renfe Viajeros drivers and conductors based at the long-distance employee residences at Córdoba, Seville, León and Oviedo voluntarily offered to run these trains should they be necessary.

At Madrid's Atocha station, the Ministry of Health, alongside technicians from SUMMA 112 (Madrid emergency services), Renfe and Adif carried out a simulation of boarding patients onto the hospital trains made available by Renfe should the health authorities deem the service necessary. The drill served to demonstrate to the Ministry of Health the suitability of the work performed by Renfe to adapt trains for the transportation of COVID-19 patients should the authorities need them.

Various spaces were made available on the company intranet to provide pandemic-related news and outreach programmes, which enabled Renfe employees to contribute to food banks and NGOs such as the Red Cross, UNICEF, Save the Children, Doctors of the World, Oxfam Intermón, Doctors without Borders, among others. Employees also proposed community outreach suggestions and allowed their colleagues to join these initiatives.

To close the year, Renfe launched an advertising campaign to wish those travelling and those staying at home a Happy Christmas. The campaign consisted of five real-life testimonials as to the journeys that would not be made that Christmas and why. The campaign paid homage to families that, out of a sense of responsibility and for health reasons, would not be seeing one another at Christmas.

## Accessibility in Renfe

### Comprehensive Accessibility Plan

At Renfe we perceive accessibility as a commitment the company directly undertakes with society to improve our offering and increase the quality of transport services provided.

As a state-owned passenger transport company, at Renfe we never overlook the huge influence mobility has on society and on people's lives in general. Our primary aim, therefore, is to provide a transport system that benefits all citizens and enhances their living conditions.



We are well aware that achieving an accessible railway system that enables us to honour the right to mobility, by removing discriminatory barriers and ensuring users' independence, is no easy task, but we are determined to accomplish this.

Benefitting from the cooperation and support of the world's most prominent disability representative organisations, those that are most familiar with the needs of people with disabilities and reduced mobility, affords us security and endorses our endeavour to achieve our accessibility targets.

With the aim of extending accessibility to all, Renfe has taken as its point of reference the principle of universal accessibility, which entails removing any type of barrier and creating accessible environments, as well as implementing a management system that ensures the services are provided. People with disabilities are more exposed to inaccessibility because, in addition to their physical, sensory or intellectual condition, they are confronted with physical, environmental or interaction barriers.

In recent years, the removal of barriers in transport has created accessible environments, resulting in a universal transport system that is available to all and characterised by comprehensive accessibility. The approach needs to be global and all-encompassing. In other words, accessibility needs to be analysed across the travel chain, taking into account the sequences that make up a person's activities (day-to-day life, work, leisure, etc.) and their interconnections.

### Objectives of the Plan

The main objectives of the Comprehensive Accessibility Plan are to:

- Bring universal accessibility to the entire travel chain of our customers, enabling them to move around obstacle-free from the moment they enter the departure station until they are on board our train, and from the moment they alight from the train

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at the end of their journey until they leave the arrival station, while also facilitating intermodality.

- Attain service excellence in the eyes of the customer, meeting all the criteria associated with universal accessibility and design for all.
- Make all services accessible, in cooperation with expert organisations, institutions and social agents.
- Improve the features of services provided to passengers with reduced mobility, communication difficulties or other disabilities.
- Achieve an accessible and all-embracing railway system that affords independence to passengers with reduced mobility or other disabilities, in accordance with current legislation.
- Provide a quality railway system of which the Company can feel proud and in which it is reflected, through the combined efforts of all involved.



### Renfe Atendo

Atendo is Renfe’s free-of-charge service that provides assistance to passengers with reduced mobility or other disabilities. It is a specialised service that facilitates passenger access to and transit through stations, and provides assistance in boarding and alighting from trains. Renfe Atendo is Renfe’s main corporate social responsibility project.

Renfe Atendo is available at 142 stations and ensures accessibility for approximately 95% of passengers on long-distance and regional services, on both high-speed and conventional trains.

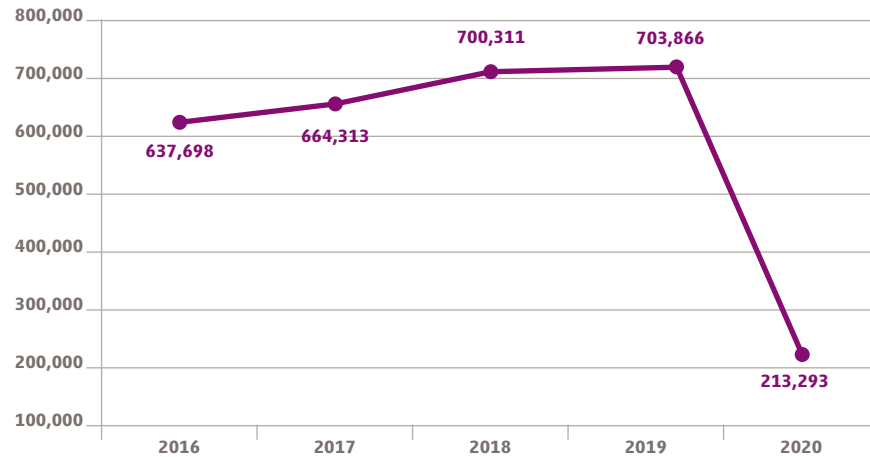
Of these 142 stations, Renfe Atendo is available at 68 on a non-stop basis during station opening hours, subject to assistance being requested at least 30 minutes before the train departure time. At the remaining 72 stations, the service is provided on an ad hoc basis, for which assistance must be requested at least 12 hours before departure.

Due to the COVID-19 pandemic, passengers services were reduced in 2020 and, consequently, the number of Atendo requests fell considerably. Prior years saw in excess of 700,000 requests per annum, compared to 213,293 in 2020.

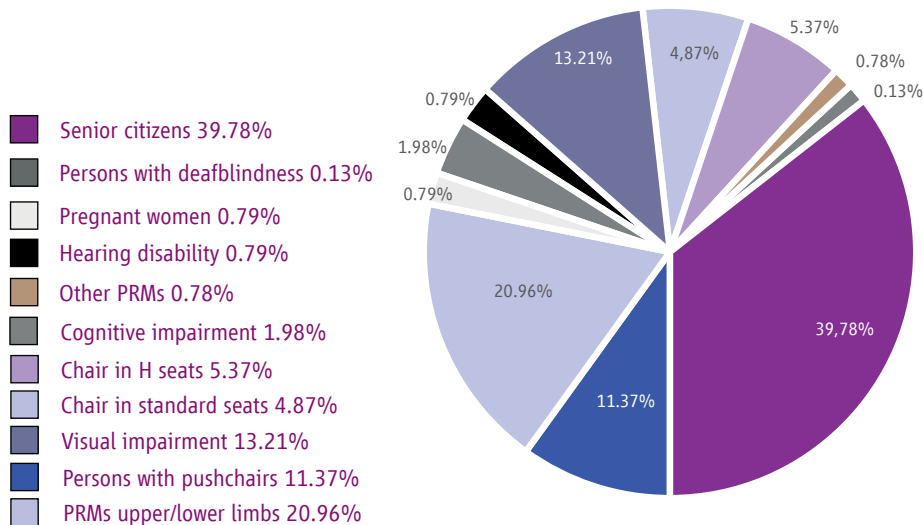
As regards claims and complaints filed by users of Renfe Atendo or those related to accessibility at stations and on trains, the annual average stands at 1.72 per 1,000 Atendo requests.

The Renfe Atendo service has been awarded the Universal Accessibility certificate (under standard UNE 170001-2) by the Spanish Association for Standardisation and Certification (AENOR). The follow-up audit initially scheduled for 2020 had to be postponed until 2021 due to the emergence of the COVID-19 pandemic.

**NO. OF ACTS OF ASSISTANCE UNDER THE ATENDO SERVICE**



**DISTRIBUTION OF ACTS OF ASSISTANCE BY TYPE OF DISABILITY**



**Visual service in Atendo**

This service is aimed at hearing-impaired passengers and takes the form of a video interpretation service in sign language.

The system enables communication between the hearing-impaired and hearing persons in real time and is able to simultaneously integrate audio and video. Renfe Atendo personnel are equipped with a tablet enabling them to offer this new service, which is available at 10 stations on a permanent basis: Madrid-Puerta de Atocha, Madrid-Chamartín, Barcelona Sants, Zaragoza, Córdoba, Málaga María Zambrano, Alicante, Valencia Joaquín Sorolla, Sevilla Santa Justa and Vigo Urzaiz.

**Smart signage system for people of different abilities**

Renfe has introduced a pilot experience to implement a smart signage system that will enable people with different abilities to access quality information on items and services available at stations by using their mobile devices.

It is a new system of digital markers that will be installed in the Soto del Henares suburban station and in the Puerta de Atocha Club lounges and boarding areas.

To access the information, users must download the NaviLens application on their mobile devices. By reading the markers, passengers will have at their disposal all relevant data in accessible formats based on their functional diversities (visual, auditory or cognitive), thus providing excellent help to moving around in rail stations.

This mobile app opens up a field of possibilities of enormous value that will allow users to function in stations in an entirely autonomous manner. It offers spoken information to visually impaired passengers or information in video format with descriptive and directional content for customers with these types of needs.

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This smart system is versatile and dynamic in nature as content can be updated, expanded, modified or adjusted to communication needs at any given moment. It is useful for all passengers, who, with a simple interface, can consult the services offered by the station, train schedules and any other information considered relevant.

This solution also provides answers to overcome language barriers as the information is provided in the language that the users have configured their mobile devices.

### Accessibility collaboration agreements

- Collaboration agreement between CERMI (Spanish Committee of Representatives of Persons with Disabilities) and Renfe. In force since 2008, this agreement sets out the framework for collaboration between the two entities, which aims to put into practice programmes and initiatives that support and improve the lifestyle of persons with disabilities in terms of universal accessibility, design for all and labour integration, within the scope of Renfe's endeavours.
- Collaboration agreement between Plena Inclusión Madrid (the federation of organisations for persons with intellectual or developmental disabilities) and Renfe Viajeros. Under this agreement, two "Cercanías Familiarisation Seminars" are organised each month as an introduction to suburban ("Cercanías") rail transport for persons with an autism spectrum disorder or with intellectual or developmental disabilities. The aim is to familiarise young people and adults who need to use the suburban service to go about their day-to-day activities with the trains operating on that service. This initiative is intended to remove the limitations these passengers currently face by acquainting them with the train's features and functions. The seminars were suspended as of March 2020 as a result of the COVID-19 pandemic.
- Collaboration agreement between Plena Inclusión Madrid, the Spanish Railway Foundation (FFE) and Renfe Viajeros on "Train Outreach Seminars". These seminars consist of a guided tour through the Delicias Railway Museum and their purpose is to help remove the limitations affecting passengers with intellectual or developmental disabilities, by familiarising them with the history of trains.

Under the collaboration agreement, an easy-to-read Railway Museum information leaflet has been produced, which is available to all visitors.

The guided tours are led by cultural volunteers of the Museum, under the Spanish Confederation of Classrooms for the Elderly (CEATE) programme 'Elderly Cultural Volunteers to Present the Museums of Spain', who have previously received training from professionals of the Renfe Viajeros Customer Service department and persons from the Ademo Foundation with an intellectual disability. The visits had to be suspended as of March 2020 due to the COVID-19 pandemic.

To coincide with the International Day of People with Disabilities, Renfe Viajeros committed to a collaboration agreement in 2020 with Plena Inclusión España and the Spanish Railway Foundation to extend the seminars to cover the railway museum at Vilanova.

- Collaboration agreement with the Spanish Confederation of People with Physical and Organic Disabilities (COCEMFE) to carry out the trips organised by the Confederation's Accessible Tourism Area.
- As a result of the pandemic, only one visit was made in February 2020. The visits slated for March and April of that year had to be suspended due to the mobility restrictions imposed in the wake of COVID-19.
- Renfe has created a multi-disciplinary working group to analyse the characteristics of self-service ticket machines and to provide feasible solutions for aspects that present difficulties for people with a disability or reduced mobility. This group benefits from the collaboration of various associations for the disabled, such as ONCE (the Spanish National Organisation for the Blind), FIAPAS (the Spanish Confederation of Families of Deaf People) and the aforementioned CERMI. The group has drawn up technical documents and proposals for the acquisition of new products, and has detected certain characteristics in both the hardware and software for which a solution is required.

## Tarjeta Dorada

In 2020 tickets to the value of Euros 45 million were sold through the Tarjeta Dorada (Golden card), of which 43% were sales made through in-station ticketing systems, 15% were travel agency sales, 35% were online sales and 7% were telephone sales.

By 2020 a total of 1,335,979 Tarjetas Doradas had been issued to the elderly or the disabled, while 28,515 cards had been issued to carers of passengers with disabilities.

Renfe's contribution by way of discounts through the Tarjeta Dorada totalled Euros 7,421,332 million in 2020.

## Dialogue with stakeholders

Dialogue with stakeholders is constant and enables us to ascertain their needs and expectations, which we can then satisfy, insofar as possible, in a balanced and realistic manner.



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**MAIN COMMUNICATION CHANNELS**

	CUSTOMERS	EMPLOYEES	SUPPLIERS	ALL STAKEHOLDERS
In person and by post: <ul style="list-style-type: none"> <li>Renfe Avenida Pío XII, nº 110, 28036 Madrid</li> <li>Renfe Viajeros Sociedad Mercantil Estatal S.A. Avda. Ciudad de Barcelona, 8, 28007 Madrid</li> <li>Renfe Mercancías Sociedad Mercantil Estatal S.A. Avda. Ciudad de Barcelona, 4, 28007 Madrid</li> <li>Renfe Fabricación y Mantenimiento Sociedad Mercantil Estatal S.A. C/ Antonio Cabezón, S/N, 28034 Madrid</li> <li>Renfe Alquiler de Material Ferroviario Sociedad Mercantil Estatal S.A. Avda. Ciudad de Barcelona, 4, 28007 Madrid</li> </ul>				X
Telephone information service <ul style="list-style-type: none"> <li>Customer information: 912 32 03 20</li> <li>Online sales: 912 180 180</li> <li>Assistance for disabled travellers: 912 140 505</li> </ul>	X			
Website: <a href="http://www.renfe.com">www.renfe.com</a> y <a href="http://www.avlorenfe.com">www.avlorenfe.com</a>				X
Irene: Asistente virtual	X			
Virtual customer service office	X			
Rodalies (Catalonia suburban lines) website: <a href="http://www.rodaliesdecatalunya.cat">www.rodaliesdecatalunya.cat</a>	X			
Mobile web: renfe.mobi	X			
Apps for smartphones and tablets	X			
Email <ul style="list-style-type: none"> <li><a href="mailto:rse@renfe.es">rse@renfe.es</a></li> <li><a href="mailto:medioambiente@renfe.es">medioambiente@renfe.es</a></li> <li><a href="mailto:prensa@renfe.es">prensa@renfe.es</a></li> <li><a href="mailto:patrocinios@renfe.es">patrocinios@renfe.es</a></li> <li><a href="mailto:portaldeproveedores@renfe.es">portaldeproveedores@renfe.es</a></li> </ul>				X

**MAIN COMMUNICATION CHANNELS**

	CUSTOMERS	EMPLOYEES	SUPPLIERS	ALL STAKEHOLDERS
Customer service centres	X			
Whistleblower channel				X
Trade fairs and conventions / Groups				X
Customer committees	X			
Conventions / Participation in discussions				X
Renfe annual report				X
Social media <ul style="list-style-type: none"> <li>Twitter</li> <li>Facebook</li> <li>Flickr</li> <li>YouTube</li> </ul>				X
Press releases	X			X
Renfe corporate intranet: Interesa		X		
2.0-based collaborative environments: digital newsletters containing Renfe information		X		
Communication points at operational work centres and specific campaigns for certain		X		
"Contractor Profile" on the Public Sector Procurement Platform			X	X
Institutional relations (regional governments, public authorities, Congress of Deputies, Senate, etc.)				X

## Customer committees

This channel serves as a discussion forum for Renfe and its customers to exchange opinions and proposals. Customer committees are currently up and running for the Cantabria, Valencia, San Sebastian, Bilbao and Asturias suburban (“Cercanías”) hubs and for the Madrid-Segovia-Valladolid regional high-speed (“Avant”) services.

The aim of the customer committees is to bring the company closer to customers so as to continuously improve the service provided by Renfe and to gain insight into our customers’ opinion, evaluating the commitments undertaken by the company in terms of product quality. The customer committees are composed of a representative selection of passengers who use these products on a regular basis.

Giving the changing situation as a result of COVID-19 and the technical difficulty in ensuring that all participants use the same communication channel, no committees were held in 2020.

## Customer service centres

Renfe’s customer service centres are located at its busiest passenger stations. This service provides customers with information and allows them to manage any aspect of their trip, such as changes, reimbursements, ticket payments, after-sales service, etc. In 2020 the customer service centres attended to 784.2 thousand (non-consolidated December figure) customers at the following stations: Albacete los Llanos, Alicante Término, Barcelona Sants, Camp de Tarragona, Córdoba Central, Girona, Granada, Lleida Pirineus, Madrid Puerta de Atocha (2), Málaga María Zambrano, Santiago de Compostela, Seville Santa Justa, Valencia Joaquín Sorolla, Valladolid Campo Grande and Zaragoza Delicias.

## Dialogue with government entities

Renfe created the position of Institutional Representative of the Renfe Group for each regional government. The mission of these representatives is to strengthen two-way communication and promote dialogue between Renfe and the regional institutions, identifying initiatives to improve the communication channels and sharing ideas or suggestions to resolve existing and future problems.

Its responsibilities include, most notably, the following:

- To represent the Group and its Companies vis-à-vis regional governments, as well as to supervise activities, events or similar actions aimed at showcasing Renfe in a positive light to the general public.
- To facilitate dialogue with public bodies and administrations and their dependent transport authorities regarding the provision of services, within the terms envisaged in the framework agreement in force at any given time in order to foster fluid relationships and to underpin Renfe’s activity.

Renfe currently has an Institutional Representative in the following autonomous regions: Andalusia, Asturias, Galicia, Cantabria, Castilla y León, Catalonia and Navarra.

## ‘To know is to understand’ seminars

The purpose of the “To know is to understand” programme is to increase knowledge about customers with any type of disability and improve communications with those customers.

This programme is geared towards increasing social inclusion and the rights of people with disabilities. Its aim is to provide training, both at the induction stage and for the purpose of continuing education, to promote high-quality professional practices based on the knowledge, ethical values and perspective of the people with disabilities.

As part of the training activities for customer service professionals, themed seminars were held for Renfe employees and customer service providers, covering how to deal with customers and communication, and accessible, understandable relationships with differently abled people.

The purpose is two-fold:

- Initiate contact and gain a more in-depth knowledge of different disabilities.
- Provide a better service to passengers with disabilities who travel on board our trains.

Since the start-up of this programme, a total of six seminars have been organised on intellectual disabilities, Down syndrome, autism, cerebral palsy, deafblindness and hearing impairment. These seminars have been led by people from organisations that specialise in each area of disability.

Given the situation caused by the COVID-19 pandemic, no 'To know is to understand' seminars were held in 2020.

## Connected to Renfe on social media

### Twitter

The corporate account, @renfe, provides up-to-date information on travel offers, Renfe Group news and help to resolve doubts. Considered one of the top 10 accounts in Spain by various websites and trade media, and with more than 180,000 followers, 14,000 mentions per month on average and over six million organic impressions.

A new account was added in 2020 to handle all queries related to the new low-cost, high-speed service known as Avlo: @Avlo, which now has 5,300 followers.

Renfe also has the @inforenfe account, with 46,192 followers, which provides real-time information on all types of rail traffic incidents on long-distance and regional services.

The three largest suburban ("Cercanías") hubs also have their own accounts:

- @CercaniasMadrid, with 114,000 followers and a service that provides personalised alerts.
- @Rodalies, with 76,000 followers, for Rodalies de Catalunya.
- @CercaniasVLC, with 10,500 followers.

### **What are Twitter alerts?**

Renfe has a pioneering system of direct messaging through Twitter alerts to passengers on Madrid's suburban network and on Rodalies de Catalunya, informing them in real time of any interruptions of service affecting their journeys and travel timetables.

Use of this service is accessed merely by subscribing via direct messaging through the link that appears in the tweet in the profile of our @CercaniasMadrid and @rodalies accounts. Through this link, customers are offered different system configuration options: choose the lines or sections that are of interest, the days of the week and the hourly tranche on which to receive notifications, as well as the language (Spanish or Catalan).

The subscription may be modified or cancelled at any time, or even paused for a specified period (for example, during the holidays). Once the subscription has been configured, users begin to receive direct messages from Twitter in real time with notifications affecting the lines and hourly tranches defined.

### Facebook

Since 2011 our Facebook profile is primarily used to publicise promotions and special offers, as well as other appealing content that does not always lend itself to traditional forms of communication, such as recommendations for mini-breaks by train and the best

journeys to make using this mode of transport. This social media network generates the most engagement among users, attracting 117,990 fans in 2020.

As we did with Twitter, we launched a new Facebook profile to interact with stakeholders, especially regarding the new Avlo service. It is called Avlorenfe and already has over 2,400 fans.

### Instagram

An essential for railway fans, our Instagram profile has 49,800 followers and is the best showcase for trains in Spain. In addition to featuring very beautiful photos and videos, our stories are used to transmit important events in real time.

We also have a new profile for Avlo with over 2,200 followers.

### YouTube

In this channel we have compiled historical train TV advertisements, articles on company operations, interviews with Renfe workers and management, corporate videos and new products and services. By 2020, Renfe had attained 13,200 subscribers and 7 million views on its YouTube video channel.

Renfe launched a weekly video on its official YouTube channel, which provides a rundown of the most important news affecting the Company over the previous seven days.

This move completes the overhaul of the Company's YouTube channel, adding informative content which is produced and uploaded daily to Renfe's social media profiles, such as "News Item of the Day", as well as a rundown of the most interesting news over the previous week, which is uploaded every Friday.

This constitutes another way for Renfe customers to keep abreast of news about the company first hand. The Company works constantly to attend to the millions of travellers

that choose Renfe for their travel needs; travellers that have opted for a sustainable, quality and inclusive mobility model.

### LinkedIn

With 38,000 followers, the Renfe professional account keeps them abreast of developments in training, employment and human resources.

### Blog

Our blog has content from external and internal contributors and covers a very wide range of subjects: destinations, special offers, advice, technical aspects, history, etc. in an array of content that has made this one of the 150 most-visited websites in Spain.

### Flickr

Over one thousand high-quality photographs of Renfe trains, workshops and stations for professionals and for personal use.

### Nueva Renfe.com

Renfe has transformed its website, debuting a new design for how the information is structured and a fresh way of presenting the content. The re-design enables users to tailor content and vastly improves opportunities for online sales campaigns.

The changes mainly pertain to useful information for the travellers in order to make it simpler, while also enhancing the visibility and accessibility of content. The new website also improves on the surfing experience and user-friendliness with respect to the previous one. The new design also makes the website more intuitive, simpler and faster for users to consult information.

The new website design was based on technology that enables information and services to be tailored to the profile of each user and traveller, as well as to their habits and preferences, making it a useful customer relation tool. The new design is responsive and accessible, using formats that adapt to different devices. However, it was designed especially with the mobile phone in mind.

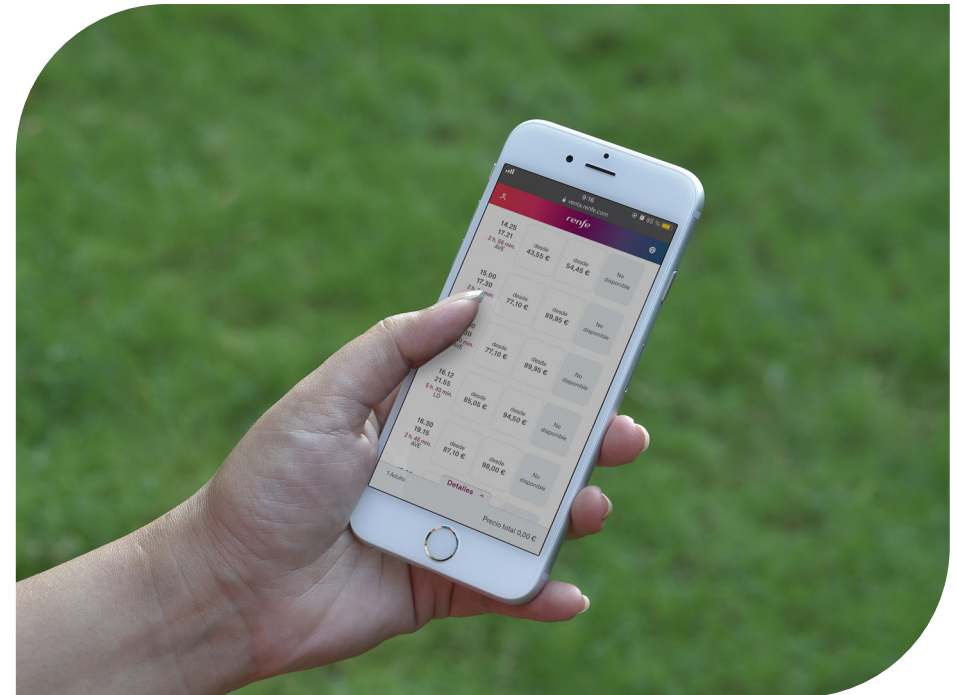
The new [www.renfe.es](http://www.renfe.es) website has improved the way the commercial offering is presented, while taking into consideration the demands made of us by customers. Information is clearer for all our services and the website also acts as a renewed corporate calling card, in which corporate social responsibility, sustainability, innovation and internationalisation have become the hallmarks of our identity.

A news feed has also been added, which is adapted to each autonomous region, as well as a much clearer alert system where users can check at a glance any incident at a local, regional and nationwide level.

Although launched in a very adverse year for mobility, certain indicators show that the results are already bearing fruit. During the month of the launch, site visits doubled. Since then, two indicators have been on a clearly upward path: access from mobile devices has grown by 10 points, while the bounce rate has fallen by 5 points.

The improvement in SEO has led to a notable enhancement in the Company's positioning. In less than one year, all the main business pages have risen to occupy the top places in most organic search results, and always occupy the top places in terms of SERPs.

In 2020, the Renfe website saw 81,896,414 visits, the Renfe Ticket App had 11,367,238, the Cercanías App received 8,378,029 and the timetable App registered 1,341,977 visits.



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## Communications with suppliers

The Renfe Group entities publicise their Contractor Profile on the Public Sector Procurement Platform, where general information and contact details are published, as well as details of all tender plans, tenders in progress, contracts awarded, undecided or abandoned tenders, the templates used in procurement processes, Internal Instructions for Procurements and General Specifications.

The Renfe Group processes all its award procedures subject to the new LSE using electronic tendering, except for the exceptions allowed by the LSE itself. This means that all notifications and communications with suppliers are carried out exclusively by electronic means.

The Public Sector Procurement Platform enables suppliers to set up alerts to advise them of Renfe Group publications that could be of interest to them.

Moreover, the Supplier Registration function can be accessed via the Renfe website. This access is restricted to Renfe’s suppliers of reference and enables them to see what data and documentation are already included in the register, so as not to bring them forward again in subsequent procurement procedures in which they take part. The Suppliers Portal has a mailbox that enables suppliers to voice their queries regarding the Portal.

## Active presence of Renfe at trade fairs and conventions

Trade fairs, including conventions, seminars, exhibitions, etc. are a venue not just to showcase its presence, but also to convey messages previously based on attendees and Renfe’s commercial, communication and marketing objectives. Furthermore, a trade fair provides more business opportunities, increasing the number of commercial and sector contacts and sometimes creating an impact in terms of communications.

Renfe therefore uses trade fairs as an exercise in external relations and to communicate with its stakeholders (suppliers, customers, the general public, specialised professionals,

institutional visitors, the media, etc.) by having an active presence at the main forums, conventions, fairs or events, particularly those related to tourism, although each year more and more specific events related to innovation, new technologies, entrepreneurship, training, sustainability, etc. are included.

The Coronavirus pandemic has brought the fairs, conferences and exhibitions industry to a halt in 2020, both nationally and internationally, causing a deep crisis in this industry. This sector has put an enormous effort into staging a number of professional events by transforming them into virtual ones. As a consequence of this situation, Renfe has participated in some events and maintained its active presence at others. However, prior to the lockdown generated by the pandemic, it took part in three large in-person events: FITUR, WUF 10 and AULA.

The main event this year, as every other year, was FITUR, which is considered as the meeting point for tourist professionals and is the leading trade fair for inbound and outbound tourist markets in Latin America. This year, FITUR broke the participation record with 11,040 companies from 165 countries/regions, 150,089 professionals and 111,089 visitors from the general public.

Renfe participated in the 2020 World Urban Forum (WUF 10), a UN initiative within the “Human Settlement Programme” (UN HABITAT), which took place in Abu Dhabi (United Arab Emirates) from 8 to 13 February. Renfe shared an institutional stand of the Ministry of Transport, Mobility and Urban Agenda (MITMA) together with Adif, Aena, Ineco and Puertos del Estado.

WUF 10 was seen as an opportunity for the Spanish government, through MITMA, to present its progress and the quality of innovation within its respective fields of action related to mobility, infrastructure, smart cities and other areas relating to sustainable land and urban development.

Lastly, Renfe participated in the AULA fair (International Student and Educational Offer Fair) with an individual stand to attract students for future cohorts of the train drivers course at Renfe's Professional Driving and Operations Technical School and to lend visibility to the professional rolling stock training cycle (intermediate professional training in rolling stock maintenance) and to the professional opportunities of both courses to cover the needs of the labour market.

### **Virtual events, adaptation to the 2020 pandemic**

In terms of virtual events, adapting to the business situation of the events in 2020, Renfe participated in BNEW (Barcelona New Economy Week) and RAIL LIVE. Its participation also extended to numerous small virtual events held at a professional level as a substitute for in-person events.

BNEW is a "hybrid B2B" event (in-person and online) on the new economy that connects the logistics, real estate, digital industry and e-commerce activities and sectors and economic zones, in which professionals, companies, institutions and groups connected to the BNEW technology platform from anywhere in the world. The Ministry of Transport, Mobility and Urban Agenda was represented at the forum by Adif, Puertos del Estado, Sepes and Renfe. Some of their activities and business lines are directly related to several of the event's activity sectors.

The objective of this participation has been to consolidate the MITMA group brand in the event and promote the engine of change in logistics, infrastructure and housing so as to respond to the mobility and transport challenges of the 21st century.

### **Innovation ecosystem**

In 2020, the first event of the year in which Renfe participated (organising a discussion table) was at the 9th European Forum for Science, Technology and Innovation: Transfiere,

held in Malaga. The forum was the stage for multiple conferences, theme panels, debate and networking, thus giving the opportunity to universities, technology centres, entrepreneurs and large companies to showcase their work, challenges and progress in R&D+i projects. In this environment, through knowledge transfer, innovation's time to market is shortened.

Renfe participated in the 7th Imagine Express innovation program, which consists of a competition to promote young and innovative talent and takes place during a high-speed train trip between Barcelona and Paris.

Another event in which Renfe was represented by the startups selected in the 1st and 2nd edition of TrenLab was Tech Spirit Barcelona, an initiative that arose spontaneously after the cancellation of 4YFN and the Mobile World Congress. They shared how they are reinventing the world of mobility together with Renfe and explained what each of their projects consists of.

Renfe once again participated in the international startup and technological entrepreneurship event Startup OLÉ. On this occasion, Renfe participated in round tables (including one shared with the heads of innovation from three major Spanish companies: Aena, Iberia and Renfe), to analyse the future of mobility and how to use startups to get ahead of the curve.

For European Mobility Week, Renfe entered the Urban Mobility Challenge, a competition between companies and their community of employees who compete to achieve the highest number of sustainable kilometres. For this event, Renfe stood out as the most sustainable company by achieving the greatest savings in CO2 emissions to the atmosphere, and it was also the company that travelled the longest distance sustainably.

It was also present at the most recent South Summit in Madrid, with its TrenLab innovation program, as part of the juries, presentations and the virtual meeting space.

Lastly, Renfe participated as a collaborating entity in RAIL LIVE, an event that brings together the largest railway companies and expert leaders from around the world with the aim of presenting and discussing the latest technology developments as well as solutions in the sector.

RAIL LIVE has become one of the most important discussion forums to learn about the future of the railway and talk about trends, challenges, innovations and digital transformation. All of these issues are especially relevant at a time of change where means of transport such as the train are the key to a sustainable mobility that responds to society's new needs. This year, the event had to be held entirely in virtual format.

### Participation in external forums

To promote transparency in its management, Renfe engages in a continuous dialogue with all of its stakeholders through multiple communication channels, in-person gatherings and involvement in different associations and entities such as:

- Forética (association of corporate social responsibility firms and professionals)
- Club for Excellence in Management through Innovation (Club Excelencia en Gestión Vía Innovación)
- Global Compact Spanish Network
- Spanish Railway Foundation (FFE)
- Spanish Green Growth Group
- Spanish Association for Quality (AEC)
- Leading Brands of Spain Forum (FMRE)
- Instituto de Oficiales de Cumplimiento, Grupo de trabajo del Sector Público [Institute of Compliance Officers, Public Sector Working Group]
- Instituto de Auditores Internos [Institute of Internal Auditors]

- Spanish Risk Management and Insurance Association
- MaaS Alliance
- Railway Innovation Hub
- Railgrup
- Plataforma Tecnológica del Ferrocarril [Spanish Railway Technological Platform]
- Spanish Association of Freight Transport Users (AEUTRANSMER)
- International Union of Railways (UIC)
- Community of European Railway and Infrastructure Companies (CER)
- International Association of Public Transport (UITP)
- International Rail Transport Committee (CIT)
- Forum Train Europe – Freight
- Latin American Railway Association (ALAF)
- General Contract of Use for Wagons (GCU)
- European Company for the Financing of Railroad Rolling Stock (EUROFIMA).

### Task Force on CSR in Public Companies

The Task Force is a business collaboration platform that aims to promote the exchange of knowledge among participating public companies in the field of CSR, and in environmental, social and good governance aspects. It also seeks to highlight business successes, to transfer tools and trends that are relevant internationally, and to make a positive contribution to the leadership of public companies in the domain of corporate social responsibility, all within the new paradigm of Sustainable Development Goals (SDG) and the 2030 Agenda.



The Task Force is coordinated by Forética, a benchmark organisation in Spain for the promotion of CSR. Members of the Task Force besides Renfe include Adif, Aena, Aquavall, Canal Sur Radio y Televisión, CESCE, Corporación Empresarial Pública de Aragón, Correos, Emasesa, ENAIRE, Enresa, Extremadura Avante, Grupo ENUSA, Grupo Tragsa, ICEX España Exportación e Inversiones, the Spanish Official Credit Institute (ICO), INCIBE, INECO, INFORMA D&B, ISDEFE, ITVASA, Metro de Madrid, Paradores, RTVE and Valencia Port. It also comprises COFIDES and the National Healthcare Network for Social Responsibility, through the participation of San Carlos Clinical Hospital, Reina Sofía General University Hospital, Guadarrama Hospital, Tajo University Hospital, Príncipe de Asturias Hospital and Miguel Servet Hospital, as observer members.

## Renfe and the SDGs

On 25 September 2015, the 193 participating states, including Spain, of the United Nations General Assembly unanimously approved the 2030 Agenda for Sustainable Development: an action plan in favour of people, the planet, prosperity and universal peace, a plan that has 17 SDGs and 169 specific targets to be achieved by 2030. Companies are called to play a central role in this roadmap, which is both a responsibility and an unprecedented opportunity to align business with equity and sustainability objectives.

Since then, as a responsible public company, Renfe has worked to align corporate management with the SDGs, incorporating them into our CSR strategy, finding new business opportunities, improved relationships with different stakeholders and promotion of innovation.

In this connection, we have identified a suite of projects that contribute to the 169 targets set in the 2030 Agenda and have established a number of commitments and good practices aligned with our strategy. These include our Atendo service, Renfe’s commitment to fight climate change, the reduction of emissions and water consumption, the maintenance of our

transport services during the COVID-19 pandemic and collaboration actions with NGOs and non-profit entities, among others.

With ten years to go to achieve the 2030 Agenda and its 17 SDGs, the Secretary General of the United Nations, Antonio Guterres, has called on all sectors of society to mobilise in this “Decade of action” that demands accelerated and sustainable solutions to the world’s major challenges. Businesses have a very important role to play in this regard.

On the occasion of the 5th anniversary of the approval of the 2030 Agenda, Renfe joined the campaign of the Spanish Global Compact Network #apoyamoslosODS to contribute to raising awareness of the 17 SDGs. The objective is to promote our own commitment to the SDGs and achieve a multiplier effect so that they become known and worked on. In this connection, in 2020, Renfe launched an awareness building campaign among its employees about the 17 SDGs, in which employees were informed of Renfe’s contribution to each SDG and what each of the employees can do to meet them.

## Renfe and women

### Exhibition on the role of women on the railroad

Renfe has set up a photographic exhibition in the lobby of the Madrid Atocha Cercanías station with snapshots of female railway workers throughout their history. This retrospective kicked off on International Women’s Day and is related to Renfe’s commitment to equality and the presence of women, who have been discriminated against historically on the

railway. The photographs that make up the sample come from Renfe's documentary collections and the railway historical archive of Fundación de los Ferrocarriles Españoles.

Secretaries, switch operators, cleaners, information staff, ticket sellers, etc. These were jobs carried out by women from the beginning of the railways and that continued for decades. These professions were represented in this exhibition that was designed to pay tribute to a historically discriminated group.

Not until the mid-20th century did women became part of the administrative staff, although the "young ladies" hired in ancillary administrative jobs were automatically excluded from being promoted up the administrative ladder and, if they married, they were removed from service under the "forced leave of absence for marriage". Towards the turn of the century, the first women were hired into trades "as masculine as" station manager or driver.

### **Atocha Cercanías - 8 March**

Renfe also sought to make its implication with equality visible by changing the name of the Atocha Cercanías station, as it had done the previous year for the Nuevos Ministerios station.

Hence, from 7 March to the end of that month the station was called "Atocha Cercanías - 8 March".

### **The Women's Race**

Renfe has been the official transport of the 2020 Women's Race. This race was held virtually due to the COVID-19 pandemic in eight Spanish cities: Valencia, Madrid, Vitoria, Gijón, A Coruña, Seville, Zaragoza and Barcelona.

As foreseen in the collaboration agreement for the race, Renfe advertised the event both in suburban and regional stations throughout Spain (digital signage), as well as inside the trains, with the projection of a promotional video on on-board screens.

### **International Day for the Elimination of Violence against Women**

On 25 November, the International Day for the Elimination of Violence against Women, the company issued a joint manifesto of the Works Council and Renfe Group management against violence against women.

Gender-based violence constitutes a flagrant violation of the principles enshrined in the Universal Declaration of Human Rights. It is a pandemic that affects all countries, including those that have made significant inroads in other areas. The world data published by the United Nations in this regard is alarming.

As the UN puts it, "violence against women and girls, rooted in unequal power relations between women and men, persists as a silent and endemic crisis." This year, the situation has also been exacerbated by COVID-19, which is having a greater negative impact on women and exponentially on women victims of gender-based violence.

In Spain, 1,071 women have been murdered since 2003, and since 2013, 297 children have been orphaned.

### **Value Woman**

Renfe reached a collaboration agreement with the rugby, football, basketball and handball federations to participate in the referee training programme of these federations, which, with their corresponding leagues, bring together more than 330,000 women with a federation licence.

With this agreement, Renfe seeks to contribute to promoting the presence of women in sports and in these activities in particular, while society, of which Renfe is a part, is engaged in the challenge of generating equality policies that recognise the progress of female athletes and their efforts to continue practising sports and to lend greater visibility to the competitions in which they participate.

This agreement was in effect until June 2020.

### Travelling women

Renfe has promoted various initiatives dedicated to Travelling Women within the framework of the Women and Travelers project, which has been designed to highlight the company's bond with women, both with its current employees and customers and potential users.

With this project, which will be one of the core activities to be carried out throughout 2021 (coinciding with the company's 80th anniversary), Renfe intends to attract 100,000 new loyal female customers and highlight the company's recognition of the essential role that women play in society.

To this end, various commercial initiatives will be conducted such as the design of a special Loyalty Card with a points sign-up bonus for new customers of the +Renfe programme; the launch of a new product, the 'Tarifa 4 o + Mujeres Viajeras'; the marketing of new train packages plus leisure/stays for women; and the inclusion in the loyalty programme of the 'Bring a friend' initiative to increase the number of loyal customers.



*Contribution to social progress*

## Social action

### Collaboration with Special Employment Centres

Renfe helps to create an inclusive workplace for people with disabilities by collaborating with Special Employment Centres (“CEE” as per the Spanish acronym). In 2020, Renfe invested more than Euros 3.23 million in different cases awarded to CEEs.

### Collaboration with the National Transplant Organisation (ONT)

Renfe collaborates with the ONT in the transfer of organs in high-speed and long-distance trains, within the cross-over kidney transplant program. In 2020, despite the difficult epidemiological and health situation due to COVID-19, 19 cross-over kidney transplants were performed, of which 18 took place in Spain and 1 in Portugal.

Renfe has thus reinforced its role as a partner of the ONT in the disinterested transport of organs in its trains, with total safety and schedule adherence, so that the transplant teams receive them in the best conditions and in shortest time possible. Every time there is a cross-transplant, Renfe will mobilise different departments: Call Centre, Operations Management Centre, Atendo Service, Service Centres, etc. to ensure that everything runs according to the established procedure.

Since the signing of the first agreement in 2015, the ONT has been able to mobilise five kidneys with Renfe in three different operations. All of them were transported in high-speed trains and were successfully transplanted.

### Raising social awareness among customers

Within the context of CSR, Renfe has played the videos of various organisations, associations, non-profit entities, etc. on its high-speed long-distance trains, as part of

its commitment regarding social inclusion, disability, diversity, the fight against poverty, climate change, SDGs and, in general, in support of the third sector.

The potential audience for the videos projected on our trains for this type of campaign is around 2.5 million passengers.

This year, Renfe collaborated in the awareness-building campaigns of the following entities:

- Plena Inclusión (Full Inclusion), #Elfututoescontigo
- Fundación Reina Sofía, Operation Cold
- Confederation of Families of Deaf People (FIAPAS), “Let the whole world hear it”.
- Spanish Federation of Food Banks (FESBAL), “Great 2020 Food Collection”.
- Spanish Federation of Cystic Fibrosis, “Awareness Building for Cystic Fibrosis”

### Actions aimed at employees

#### Spanish Heart Foundation

Renfe collaborates with the Spanish Heart Foundation in order to raise awareness among its employees of cardiovascular diseases and their prevention and encourage a healthy lifestyle.

In 2020, in order to prevent the possible negative effects of COVID-19 on the Renfe Group employees, the Foundation has published various recommendations focused on this matter: teleworking and the prevention of stress, smoking in times of pandemic, and physical activity and Coronavirus, among others.

***Race for orphans of gender-based violence***

Through its employees' participation, Renfe has collaborated in the race for orphans of gender-based violence that was held in Madrid. The company carried out a campaign among its employees, encouraging them to participate through a raffle of race numbers.

The objective of the race for the orphans of gender-based violence is to raise awareness in society about the scourge that leaves behind so many victims and to raise funds for the Soledad Cazorla Prieto public prosecutor scholarships. These scholarships arise from the commitment of the family of Soledad Cazorla Prieto, the first female prosecutor in the Chamber against Violence towards Women, and of Fundación Mujeres to protect and support children orphaned by gender-based violence.

The scholarships are intended to try to repair, at least in part, the damage that these children have suffered, through aid aimed at financing university studies or access to educational and/or psychological support services that school-age orphans may need.

***Committed to combatting gender-based violence***

The Red de Empresas por una Sociedad Libre de Violencia de Género (network of Companies for a Society Free from Gender-based Violence), of which Renfe is a member, aims to raise society's awareness of gender-based violence and to promote the inclusion of victims of such violence.

Renfe has undertaken to apprise its employees and customers of the campaigns against gender-based violence launched by the Spanish Ministry of Equality.

Renfe aims to demonstrate its commitment to this cause and to achieving a society based on equality between men and women, one that respects fundamental rights and is free of any type of violence against women.

Violence against women continues to be an obstacle to achieving equality, development and peace, as well as respect for the human rights of women and girls. In addition, achieving the SDG of not leaving anyone behind will not be possible if violence cannot be ended against women and girls.

2020 marks 20 years since this date was designated by the UN. The Works Council and Renfe Group management expressed their most energetic, unanimous and absolute rejection of all acts of sexist violence and promoted the need to eradicate this social scourge, showing their support to all the people who directly or indirectly suffer this violence, their recognition of the people who work with victims and also their commitment in the fight against gender-based violence among the Renfe Group employees.

***Collaboration with Foundations, Organisations and Associations******Save The Children***

Save The Children is a non-profit foundation whose mission and founding purpose is the promotion and defence of children's rights within the framework of the Convention on the Rights of the Child signed on 20 November 1989 and any international instruments to implement or supplement it.

Renfe signed a collaboration agreement with this organisation, acting as the official transport provider and collaborating in the events held to commemorate the centenary of its creation.

**WWF Spain**

This organisation forms part of the WWF network, the largest independent international organisation for the protection of nature and the environment. Its mission is to preserve nature, habitats and species, and to combat the factors that threaten life on Earth.

Renfe signed a collaboration agreement undertaking to raise awareness of WWF through publicity campaigns using the company’s communication media and spaces. In this connection, Renfe has participated in the ‘Earth Hour’ campaign, 28 March, with the aim of continuing to raise awareness in society about the importance of environmental conservation and protection of the natural environment.

Earth Hour unites citizens, companies, municipalities and institutions to fight against climate change and the loss of biodiversity. We depend on nature to live, it is the planet’s life support system and it provides us with everything we need, from the air we breathe to the water we drink and the food we eat. It is also the best partner to curb the impacts of climate change.

**La Gran Recogida de Alimentos (“Great Food Collection”) - FESBAL**

Once again, Renfe collaborated with the Spanish Federation of Food Banks (FESBAL) in its “Great Food Collection” project implemented nationwide in Spain.

This year, due to the COVID-19 pandemic, the campaign followed a new format. For safety reasons, no physical food collections were made, so economic donations were used to

purchase food directly in the centres’ boxes without putting donors and volunteers at risk, along with online donations to raise funds to use to buy food for people who need it.

The 54 food banks across Spain encouraged everyone to take part in an effort to surpass the previous year’s figures. In 2020, more than 31 million kilos of food were collected at 11,000 collection points, helping 1.8 million beneficiaries.

**Fundación Reina Sofía - Operation Cold**

Renfe collaborated with Fundación Reina Sofía and the Spanish Federation of Food Banks in the ‘Operation Cold’ campaign.

This initiative aims to raise funds to purchase cooling equipment so that food banks, which do not yet have them, can store and distribute fresh food in optimal conditions to those who need it most.

Renfe participates through the dissemination of the ‘Operation Cold’ campaign on all high-speed and long-distance trains with the aim of making our customers and employees aware of the importance of their contribution to the purchase of cooling equipment for food banks and to provide fresh produce.

**Other collaboration agreements**

- Action Against Hunger. Renfe collaborated as the official transport provider for the charity concert ‘Lucha de Gigantes’ (War of Titans) hosted in Madrid. The purpose of this concert was to raise funds to end world hunger through an element as vital as water.

- The Fight AIDS Foundation. This Foundation is a non-profit entity that focuses on providing healthcare, research and teaching in the field of HIV/AIDS. Every year the Foundation organises the People in Red Gala. This is a charity dinner held to raise funds to be able to continue AIDS research. Renfe collaborates as the official transport provider for this gala dinner.
- Reporters without Borders. This is a non-governmental organisation whose mission is to safeguard freedom of the press worldwide and to defend journalists under threat as a result of their work. Renfe collaborates by providing transportation for the events hosted by the organisation in Spain.

### Spanish Paralympic Committee – ADO Plan

Since 2008, Renfe has sponsored the Spanish Paralympic Committee’s ADO Plan for the Support of Paralympic Sport. The Spanish Paralympic Committee is the body that unites and coordinates all top-level competition for people with disabilities in close collaboration with the Spanish National Sports Council.

The ADO Plan is an initiative launched by the Spanish Paralympic Committee, the Spanish National Sports Council and the Ministry of Social Rights and 2030 Agenda whose purpose is to provide Spanish Paralympic athletes with the best possible conditions to be able to train to ensure that Spain can successfully take part in the Paralympic Games.

The ADO Plan includes a scholarship programme which provides financial aid so that athletes can dedicate themselves primarily to sports, as well as a services programme which envisages a comprehensive system of training support, including training at high-performance centres and medical services.

### Tokio 2020

On 7 September 2013, the 125th General Assembly of the International Olympic Committee (IOC) designated Tokyo as the venue for the Olympic and Paralympic Games, which will return to the Japanese capital after 56 years. At that time, 378 athletes with disabilities, from 21 countries, competed in nine sports.

As a result of the global health crisis caused by COVID-19, the IOC and the Government of Japan were forced to postpone the Olympic and Paralympic Games for one year. Accordingly, the 2020 Paralympics will be held between 24 August and 5 September 2021 and are expected to bring together 4,400 athletes with physical, intellectual or visual disabilities or cerebral palsy hailing from at least 160 countries.

### Customer solidarity

In 2020 Renfe renewed the collaboration agreements it has with various NGOs, including Aldeas Infantiles, Federación de Padres de Niños con Cáncer and Nuevo Futuro.

With this renewal, Renfe expresses its commitment to the important social work carried out by these organisations, which gives loyal customers the chance to collaborate in a simple way through the +Renfe programme.

### CUSTOMER DONATIONS TO NGOS THROUGH +RENFE

CARD (AMOUNT IN EUROS)	2020	2019
Aldeas Infantiles (Children’s Villages)	6,775	4,410
Spanish Federation of Parents of Children with Cancer (FEPNC)	17,461	8,778
Nuevo Futuro (New Future)	2,670	1,177
<b>Total</b>	<b>26,907</b>	<b>14,365</b>

### **Food wastage on trains**

Renfe intends to reduce to a minimum the amount of food wasted through its on-board catering services. To this end, a new format called “Box” has been introduced for appetisers and snacks, whereby we invite passengers to take their leftovers home or to the office to eat later.

In addition, five minutes before the train’s departure the on-board service provider consults the sales system so as to adjust the number of food trays to actual train occupancy. Moreover, in an effort to reduce food wastage, a simple colour-coded sell-by date management system has been implemented for food trays, enabling trays loaded but not consumed to be re-used, provided the three-day cold chain has not been broken.

The current health situation has impeded on-board catering since March.

### **Spanish Railway Foundation (FFE)**

Renfe is part of the Board of Trustees of the Spanish Railways Foundation, which represents the main companies of the Spanish public railway sector. Renfe’s chairman is currently the chairman of the Foundation. As the institution’s founding patron, Renfe contributes by performing the actions that the Foundation undertakes to fulfil its purposes.

The Spanish Railways Foundation, an entity entrusted with the recovery, custody, generation and dissemination of the railway’s historical, cultural, scientific and technological heritage, promotes the knowledge and use of the railway through all manner of actions: cultural, research and training, scientific and sector dissemination, recovery and conservation of railway heritage, and publishing and dissemination of publications and specialised books.

The Foundation maintains the Madrid and Catalonia railway museums, the Railway Library and Documentation Centre, as well as the Railway Historical Archive; it coordinates and fosters all the initiatives seeking to highlight the railway’s historical heritage; it publishes *Vía Libre*, the railway’s leading magazine in Spain, as well as other railway-related

publications; it promotes the *Vías Verdes* (Greenways) for the cultural, tourist and leisure use of old unused railway lines reused as cycling and hiking trails; it organises and manages the “*Caminos de Hierro*” photography contest and the “*Antonio Machado*” Train Awards for poetry and short stories; it conducts scientific and technological research projects in coordination with the country’s main private and public research centres; and, lastly, it provides specialised training in land transport, particularly rail, through its Training Centre.

### ***Madrid Railway Museum and Catalonia Railway Museum***

The Foundation is responsible for the maintenance and public exhibition of the railway museum collections in its two museums and preserves and enriches the collections of the Railway Historical Archive and the Railway Library and Newspaper Library, facilitating public access to these collections and promoting historical research about railways. The museums are located in important heritage facilities, such as the historic *Delicias* station, inaugurated in 1880, and the former *Vilanova i la Geltrú* steam locomotive depot, the oldest building of which dates back to 1881.

Both institutions are in charge of conserving, restoring and rehabilitating the pieces in the Foundation’s heritage collection and enriching its collections through the materials and donations given, promoting their public exhibition. They organise temporary and virtual exhibitions and participate with loans of pieces in exhibitions created by other institutions.

The museums offer activities for the public throughout the year as well as an educational programme which seeks mainly to promote the knowledge and approach to the railway world for new generations and to become an up-to-date resource for the school community . Its educational activities are constantly renewed and foster the link between railway heritage and society.



## Research and training

Renfe carries out its own research, which is coordinated between four specialised groups of railway studies (energy and emissions, economy and operations, geography and railway traffic, and sociology of transport) and boasts a long history, recognised prestige and scientific quality. It also supports the railway sector in research through the Secretariat of the Spanish Railways Technological Platform (PTFE) and the International Innovation Unit (UII), which encourage the participation of R&D+i agents in Spanish and European programmes and improve their competitiveness, leadership and internationalisation.

Also, the Foundation pilots the “Railway Observatory in Spain”, which is developed under the aegis and with the financing of MITMA and stands as a benchmark for the knowledge and evaluation of the improvement processes in the sector. Other initiatives are also undertaken in coordination with the Ministry and the PTFE Secretariat, with the participation of the sector’s main players. An example of this is the Rail Transport Week organised in 2020.

As regards training, the Foundation contributes to passing on transport knowledge through training which can be in-person, remote or online. It has the facilities and technical and human resources to handle all manner of training, adapting the methodologies to the needs of transport professionals. With more than 30 years of experience in this field, the Training Centre is a Spanish and international benchmark in specialised rail transport training.

### **“Caminos de Hierro” photography contest and exhibition**

Created in 1986 by the Fundación de los Ferrocarriles Españoles to encourage and promote artistic photographic activities in the railway environment, it is one of the most prestigious competitions nationally and internationally and is esteemed both by professionals and amateurs in the world of photography, with constantly increasing levels of participation. The prestige acquired by “Caminos de Hierro” brought the foundation the National

Photography Prize in 1997, in the Patron category, awarded by the Spanish Confederation of Photography.

Nearly 35,000 photographers have taken part in the contest since its creation and more than 78,000 photographs have been submitted overall, not only from Spain and other European countries, but also from Africa, the Americas and Asia. “Camino de Hierro” supports new photographic trends and encourages the participation of young photographers, through the Young Photographer Award created in 1995.

A traveling exhibition is organised every year which, after its presentation at the foundation’s headquarters, tours different stations showing the winning and selected works.

### **“Antonio Machado” Train Awards for poetry and short stories**

These awards are a continuation of the long trajectory defined by the Antonio Machado Short Stories Award, introduced by Renfe in 1977 and organised by the Spanish Railway Foundation since 1985. In 2002, after 25 years of the Short Stories Award, the foundation’s Board of Trustees agreed to announce the first edition of the Antonio Machado Train Awards for Poetry and Short Stories, which are open to all writers who submit short literary texts in which the railway appears.

This contest has now become as one of the most important competitions in Spain due to its financial rewards and its prestige in the Spanish literary scene. Over its 39 years, some 40,000 writers have entered the contest. The foundation publishes a volume with the winning and finalist works every year.

### **Vías Verdes (Greenways)**

The railway is not only the most ecological means of transport, it also provides new leisure options in the form of disused railway lines. In 1993 there were more than 7,600 kilometres of disused lines in Spain, a heritage of great historical and cultural value and with enormous

potential to develop reuse initiatives for ecotourism purposes. These old railway routes have been brought back to life through the foundation-coordinated Greenways programme by converting them into cycling and hiking trails. At present more than 3,100 kilometres have been conditioned and are accessible to people with disabilities or reduced mobility.

Greenways are an ideal means of promoting a new outdoor leisure and sports culture, and one of non-motorised mobility. They clearly encourage the cycling culture, as they are universally accessible, and play a key educational role, especially for youngsters.

**Historical trains and railway heritage**

The Spanish Railways Foundation conserves several historical train carriages as part of its activity to preserve historical railway material. Every year since its creation, the foundation has organised the Tren de la Fresa (Strawberry Train), a Renfe-operated tourist train subsidised by the Madrid Regional Government, which includes four “Costa” carriages from the 1920s, which are also used each year as part of the Tren de Navidad (Christmas Train). In 2020, an agreement was signed with Renfe for the restoration of the “Costa” timber bodies, thus guaranteeing their full operation.

For the Strawberry Train, the Christmas Train and special operations such as charter trains, the foundation also has five Pullman 12000 series coaches, which are luxury dining cars from the same period as the “Costa” and can also be converted into a perfect setting for filming and events.

In recent years, Renfe has made a wide variety of vehicles available to the foundation to be put to good use in different locations in across Spain. In its task of managing and conserving the railway historical heritage, the foundation oversees the operation of the Commission to Enhance Railway Historical-Cultural Heritage (PHCF), a body in which Renfe participates, in addition to Adif, the Spanish Federation of Friends of Railroad Associations and the foundation itself.



**Contribution to social progress**

**Railway Historical Archive and Railway Library**

These are two major centres for railway research and study. The Railway Historical Archive mainly preserves the documentary collections of the old Spanish private railway companies created in the second half of the 19th century, as well as contemporary collections and private collections. It also includes an impressive Photo Library with more than 400,000 units. The Railway Library and Newspaper Archive brings together a bibliographic collection made up of more than 37,000 titles of monographs and brochures, and 3,000 titles of serial publications, of which approximately 200 titles of magazines are received periodically, in addition to special collections of cartography, brochures, posters, audiovisuals, company reports or ephemera.

**Vía Libre magazine**

This is a leading sector magazine. It is a specialised and informative means of communication aimed at the railway sector as a whole. It is among the ten most prestigious and influential railway magazines in the world and is aimed at promoting all types of issues relating to this mode of transport.

Vía Libre has a printed and online edition and publishes the Railroad Yearbook, a bilingual edition that summarises the year’s activity in the Spanish railway sector and includes a summary of the Railway Observatory Report.

It acts as a meeting space for railway communicators, bringing together those responsible for communication at railway and urban transport operators with railway infrastructure managers around railway-related or single-issue events. It also provides advice and support to companies in the sector by organising conferences, preparing dossiers and reprints and publishing books.

**CONTRIBUTION TO THE SPANISH RAILWAY FOUNDATION**

**2020 2019**  
(THOUSANDS OF EUROS)

Overall contribution	1,736	1,560
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*Contribution to social progress*

## Renfe's cultural and educational projects

### **"Acercando el objetivo" photography contest**

Madrid suburban lines ("Cercanías") organised the 12th edition of the photography contest "Acercando el objetivo" ("Homing in through the lens") to encourage this artistic discipline in a range of formats, including reportage photography, advertising and creative portraits.

Renfe Viajeros' aim with this contest is to get closer to its customers, while promoting the sustainable and clean means of public transport offered by the train and fostering culture through the art of photography.

### **14th Short Stories Contest – "A train and a trip"**

This contest aims to encourage suburban train ("Cercanías") passengers to read, thereby portraying the train in a different way that extends beyond the goals of a transport sector firm to reveal a company committed to improving the surrounding environment and fostering an interest in culture.

Renfe's aim is to involve our passengers and all citizens in this project, where trains serve as the meeting point for passengers and books through the creation of short stories and flash fiction, a literary genre that is currently on the rise.

### **Extracurricular activities**

The suburban ("Cercanías") hubs in Asturias, Madrid Murcia/Alicante and Valencia offer a wide range of extracurricular activities grouped by theme or municipality, with special rates for school groups.

The purpose of this offering is to provide teachers with a tool to help them schedule and prepare all extracurricular activities proposed for each cycle. The aim is also to encourage

young people to use the railway as an efficient and environmentally friendly means of transport.

### **Renfe Cercanías Madrid Schools Programme**

Renfe Cercanías implemented this programme 22 years ago. Since then, various activities have been included that link the suburban train trip to cultural, nature or recreational excursions. The objective is to promote the use of the train among young people as a sustainable mode of transport capable of bringing together a large number of cultural, leisure and entertainment destinations in Madrid.

The catalogue is divided into the following sections:

- Knowledge trains. Organised visits to the three heritage cities in Madrid: San Lorenzo de El Escorial, Alcalá de Henares and Aranjuez. It also includes the "Meet Cercanías" programme, an activity for schoolchildren to learn about the facilities and the operation of stations such as Atocha and Sol.
- Natural environment trains. Environmental education programme to discover nature and enjoy the mountains and other places in Madrid, such as the Nature Train that connects Cercedilla with Cotos, the "Guadarrama Express" that has various activities to publicise the tangible and intangible heritage of Cercedilla and that has also added specific actions for people with disabilities this year.
- Culture trains, with the aim of bringing school children closer to the theatre and museums, such as the Railway Museum, the National Library Museum and the Madrid Wax Museum.
- Fun trains that include products for schoolchildren such as the Warner theme park, Zoo Aquarium, Amusement Park and Faunia.

## Catalonia

In 2020, various initiatives were carried out in Catalonia, including notably the following:

- Collaborations with the Barcelona Metropolitan Transport Authority in activities relating to the promotion of public transport through participation in activities and dissemination through digital platforms, banners, current news, Twitter and station media. Notable in 2020 were the following:
  - Barcelona Seguretat Transport Públic.
  - COVID-19 special measures.
  - “Setmana de la Mobilitat Sostenible i Segura” (Sustainable and Safe Mobility Week).
  - low emission areas, etc.
- Moreover, the following measures promoted by the Regional Government of Catalonia are in place to encourage people to use public transport and reduce possible environmental pollution:
  - T-Verda – a travel card issued to those who have scrapped a polluting vehicle.
  - T-Aire – a travel card and additional public transport services that are activated only when traffic is restricted due to high air pollution levels.
- Collaborations with institutions to promote local tourism:
  - Barcelona provincial council (“Barcelona is much more” campaign).
  - Catalan Heritage Agency

## Cultural tourism

Renfe continues to promote these products, adding new features each year based on the experience of prior seasons, to enhance itineraries, services and assistance. Alongside its “special” trains, Renfe also allocates some of its trains that are usually assigned to regular services to operate as day-trip trains to particularly attractive tourist destinations. Sometimes actors are on board to bring that little something extra to the day of leisure and culture by train that is railway tourism.

In 2020, due to the pandemic caused by COVID-19, various tourist trains were not been able to run, such as Al Ándalus, Transcantabrico Gran Lujo, Transcantábrico Clásico, Expreso de la Robla, the tourist trains in Galicia, the tourist trains in Asturias and the Medieval train.

### The Al Ándalus train

The Al Ándalus Train service was launched in 1985 spurred by the same idea that two years earlier had led to the birth of the Transcantábrico: to imbue the Spanish railway network with the atmosphere and attention to detail of the classic luxury tourist trains.

The train follows a circular itinerary around southern Spain: from Seville to Jerez de la Frontera, Cádiz, Ronda, Granada, Linares, Baeza, Córdoba and back to Seville.

### The Transcantábrico Gran Lujo

The Transcantábrico Gran Lujo (deluxe) train, with its original Pullman cars from the late ‘20s and its 14 suites, is one of the most elegant and exclusive international tourist trains.

It runs along the Cantabrian coast between Santiago de Compostela and San Sebastián (or vice versa), in eight days and seven nights: Santiago de Compostela, Viveiro, Ribadeo, Luarca, Candás, Avilés, Gijón, Oviedo, Arriendas, Llanes, Potes, Cabezón de la Sal, Santander, Bilbao, Karrantza and San Sebastián.

### Transcantábrico Clásico or Costa verde Expres

The Transcantábrico Clásico (classic) train follows an itinerary from Santiago de Compostela to León passing through the following locations: Ferrol, Viveiro, Ribadeo, Luarca, Candás Avilés, Gijón, Oviedo, Arriendas, Llanes, Potes, Cabezón de la Sal, Santander, Bilbao, Villasana de Mena, Cistierna and León.

### La Robla Express

The La Robla Express is a wonderful vintage train that runs through the countryside and the coast of northern Spain. The route offers all the nostalgia of old-time train travel combined with all modern conveniences. This train runs two routes: Green Paradise (Bilbao-Oviedo-Bilbao) and La Robla (León-Bilbao-León).



### Galicia Tourist Trains

The Galicia Tourist Trains came about through a number of collaboration agreements entered into by the Regional Government of Galicia, Renfe and INORDE (Ourense Economic Development Institute). These services offer a number of day-trips on board a theme train, accompanied by a specialist guide and with free coach transfers. The routes are designed to promote and present the heritage, nature and culture of the different areas of Galicia.

The following routes are available for this programme:

- Ourense Termal and Versalles Gallego (the Ourense spa and Galician Versailles Route).
- "Los Faros" (the Lighthouse Route).
- "Pazos y Jardines Históricos" (Manor Houses and Historic Gardens Route).
- "Vino de la Ribeira Sacra del Sil" (Ribeira Sacra Wine Route).
- "Vino de las Rías Baixas" (Rias Baixas Wine Route).
- "Vino de Monterrei" (Monterrei Wine Route).
- "Vino Ribeiro-Rías Baixas" (Ribeiro-Rías Baixas Wine Route)
- "Vino Valdeorras-Ribeira Sacra" (Valdeorras-Ribeira Sacra Wine Route)
- La Lamprea (Lamprey Route).
- Lugo Romano (Roman Lugo Route).
- "Mosteiros" (Monasteries Route).
- "Ribeira Sacra del Miño" (Ribeira Sacra - River Miño Route).

### Asturias Tourist Trains

- Biosphere and Mine Route. Departing from Gijón and heading for Laviana, on this route the traveller will visit sites located in the Network Biosphere Reserve and also the Museum of Mining.
- Cider and Dinosaur Route. Departing from Oviedo, the train carries travellers to Arriondas. From there, they board a bus to visit the Jurassic Museum and facilities related with the cider culture and industry in both Villaviciosa and Nava.
- Ports and Cliffs Route. This third route departs from Gijón station and heads to the stations at Candás and Cudillero, visiting landmarks related to the sea and the coastal scenery.

### Campos de Castilla

This train leaves Madrid for Soria, recalling the landscapes travelled by and captured in the verses of the poet Antonio Machado more than 100 years ago. An actor in the character of Antonio Machado accompanies passengers on their journey to Soria, affording them a glimpse of the life and works of this poet.

The package includes a tasting of typical produce from Soria. Passengers can enjoy a guided tour of San Saturio Hermitage, San Juan de Duero Monastery and the old quarter of the city, including a cultural activity. In addition, they have free access to the Casa de los Poetas Museum. Passengers will also be given a guided tour of the Laguna Negra natural monument, the backdrop to Machado’s long poem “La tierra de Alvargonzález”, as well as the Numancia archaeological site.

### Teresa de Ávila Train

Renfe Viajeros and the Ávila city council have signed a collaboration agreement to launch the Teresa de Ávila Train. The trip starts in in Madrid Chamartín and during the journey there is an informative theatrical presentation on board the train. Municipal exhibitions

can be enjoyed on this day-long tourist, cultural and dining experience in the city of Ávila: Superunda-Caprotti Collection, Post-medieval ovens, Mystical Ávila, House of Saint Teresa and Ávila city walls.

### Jose Zorrilla Train

This tourist train came into being as a result of the collaboration agreement signed between Renfe Viajeros and the Valladolid city council.. The journey begins with an informative theatrical presentation on board the Avant high-speed train, which departs from Madrid-Chamartín station for Valladolid Campo Grande station. Presentation of the Renfe ticket at Valladolid Tourist Office also entitles the holder to a free “Valladolid Card”, a tourist card that grants access to the José Zorrilla House-Museum brought to life by actors, as well as Valladolid’s municipal museums and Tourist Bus.

### Antonio Machado Train

This train is the result of the collaboration agreement between Renfe Viajeros, the Segovia City Council and the Municipal Tourism Company of Segovia. Travellers on this train will be able to enjoy a day-long cultural, tourist and dining experience in the city of Segovia. The journey begins with an informative theatrical presentation on board the train. Presentation of the Renfe ticket for the Antonio Machado train also entitles the holder to a free “Friends of Segovia Tourist Card”, access to the “Through the Eyes of the Poet” performance at the Antonio Machado House-Museum, as well as reduced-rate entry to the Antonio Machado House-Museum.

### Valladolid Wine Train

This train is the result of the collaboration agreement between Renfe Viajeros and the Valladolid Provincial Council. Renfe offers travellers a round trip combination by Avant train from Madrid to enjoy a day of culture, tourism, dining and especially wine tourism in the province of Valladolid. The trip begins with an informative theatrical presentation on

board the train. Presenting a Renfe ticket entitles holders to a coach transfer from Valladolid station to a winery and back, including a tour, tasting and lunch.

### **Cervantes Train**

A classic among the small format tourist trains is the “Tren de Cervantes” (Cervantes train). This train runs as a suburban (“Cercanías”) train from Atocha Cercanías suburban line station to Alcalá de Henares and includes a guided tour of the destination city.

On board the train, a troupe of actors dressed in Golden Age attire embody Miguel de Cervantes, Don Quijote de La Mancha and Sancho Panza, re-enacting some of Cervantes’ tales for passengers during the journey. Once in Alcalá de Henares, travellers can walk down Calle Mayor or Plaza de Cervantes, and the tour also takes in the Cervantes Birthplace Museum, the Cisnerian University or the Corral de Comedias theatre, the Santos Niños Cathedral and the Oidor Chapel.

### **Medieval Train**

The Medieval train has consolidated its attractive leisure offering, serving as an introduction to the cultural wealth of Sigüenza. Departing from Madrid for a full day trip, this tourist train journey combines art, history, theatre, cuisine and craftwork. The train is the fruit of a collaboration agreement entered into each year between Renfe and Sigüenza Town Council.

Passengers are received at Madrid-Chamartín by a party of characters who welcome them aboard the Medieval train, which stops off in Guadalajara. On arrival in Sigüenza, a guided tour of the town’s landmarks completes the trip.

Jugglers, stilt walkers, musicians and troubadours journey on the train, inviting passengers into a past era on board this service that has proved to be an appealing leisure option for those wishing to discover Sigüenza. Art, history, theatre, cuisine and craftwork come together on this evocative journey.

### **Strawberry Train**

The oldest of the Spanish tourist trains is the “Tren de la Fresa”, or Strawberry Train. This four-coach train consisting of Costa-type wooden carriages that have been running non-stop for almost a century, plus a metal 5000-series coach from the mid-1940s and two storage cars no younger in years, sets off to journey between Madrid’s Príncipe Pío station and Aranjuez.

At the head of the train the 289-015 electric locomotive, with half a century of trips to its name, takes passengers to their attractive destination on a journey that in itself represents part of the appeal of this offering. Along the route, passengers are invited to savour the strawberries served by the on-board hostesses dressed in apparel reminiscent of the 19th century, the era in which this train first came into service.

Once in Aranjuez, the product offering for passengers has been diversified. Added to the classic visit to the Royal Palace are two new routes: a river cruise on the Tagus River and a tourist-train tour. All routes include a guided tour on foot around some of the gardens of the Palace of Aranjuez. Passengers also have the opportunity to discover the Real Cortijo de Carlos III winery for a wine tasting, and to visit the Aranjuez Bullring, home to the Bullfighting Museum.

### **Tren del Canal de Castilla**

Renfe and the Valladolid Provincial Council have launched the Tren del Canal de Castilla (the Castille Canal Train). It is a tourist product, a trip that combines the train trip with a boat route through the Canal de Castilla, the only navigable canal in Spain that is one hour from Madrid on the Avant trains that run between the two capitals.

During the train journey between Madrid and Valladolid, a group of actors introduce travellers to the history of the Canal de Castilla, an 18th century engineering work that runs for 200 kilometres through the provinces of Valladolid, Palencia and Burgos. The trip also



includes visits to Medina de Rioseco, the town of Uruña (known as the Book Town) and the castles of Montealegre, Tiedra and Fuensaldaña, as well as monasteries and wineries.

## Sponsorships and commercial agreements

Renfe collaborates as a sponsor of numerous events, entities and activities. This kind of participation and support for these events enables Renfe to take advantage of promotional and communications resources used in activities to achieve an advertising presence, bolster the reputation of the brand and as a means for Renfe to publicise its commercial activities.

These sponsorship activities serve as promotional or advertising support for such events and activities, to which end Renfe is a particularly attractive partner. As consideration, Renfe provides enhanced rail transport assistance (facilitating rail travel to the events) as well as its own publicity and promotion channels (on-board video screens, initiatives in Renfe’s social media accounts, signage at suburban stations, etc.). These amenities – commercial and brand publicity – enable better and greater synergies to be achieved between Renfe and the activities it sponsors, which in turn benefit from association with a public company that is committed to providing optimum services to its customers.

In terms of sectors or areas of interest, Renfe has a very open relationship with different entities in multiple sectors, although the most usual activities are cultural and sporting events.



*Contribution to social progress*

# Corporate governance



## Legal form and ownership

The state-owned enterprise Renfe-Operadora (the Renfe Group parent) is a public entity of the type provided for in article 84.1 a) of Public Sector Law 40/2015 of 1 October 2015, reporting to the Ministry of Transport, Mobility and Urban Agenda.

It has its own legal personality that is independent of the central government, full legal capacity to act for the furtherance of its aims, and its own assets and financial resources, per the terms set forth in additional provision three of Rail Sector Law 39/2003 of 17 November 2003, and its Statute.

In the discharge of its functions, Renfe-Operadora acts with independent management powers, within the limits envisaged in the Rail Sector Law, its Statute and the applicable legislation.

The Group's four subsidiaries, Renfe Viajeros Sociedad Mercantil Estatal, S.A., Renfe Mercancías Sociedad Mercantil Estatal, S.A, Renfe Fabricación y Mantenimiento Sociedad Mercantil Estatal, S.A. and Renfe Alquiler de Material Ferroviario Sociedad Mercantil Estatal, S.A. were incorporated as corporations (Sociedad Anónima) and are deemed to constitute state-owned trading companies (Sociedad Mercantil Estatal), pursuant to that set forth in article 111 of Law 40/2015. They are governed by their respective Statutes and, failing that, by the Revised Spanish Companies Act, approved by Royal Legislative Decree 1/2010 of 2 July 2010, and by any other such general or specific provisions as may apply, above all the State-Owned Property Law and the General Budget Law.

## Statutory activity

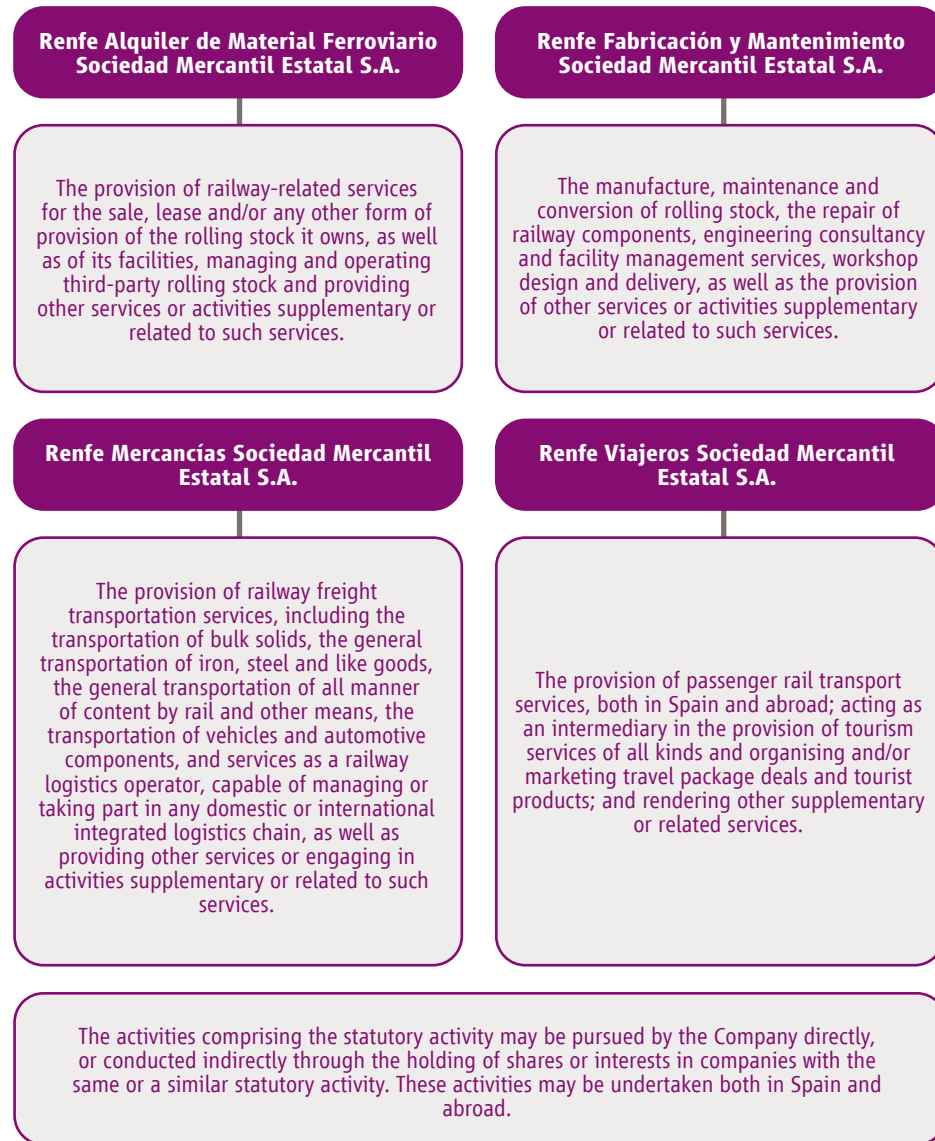
The statutory activity of Renfe-Operadora, provided for in article 3 of its Statute, comprises the provision of passenger and freight railway transport services, including the maintenance of rolling stock, as well as of other services and activities supplementary or related to rail transport, per the terms envisaged in the Rail Sector Law and its implementing provisions.

In order to pursue its statutory activity, the state-owned enterprise Renfe-Operadora may perform all manner of acts of administration and disposal provided for in civil and corporate/commercial legislation.

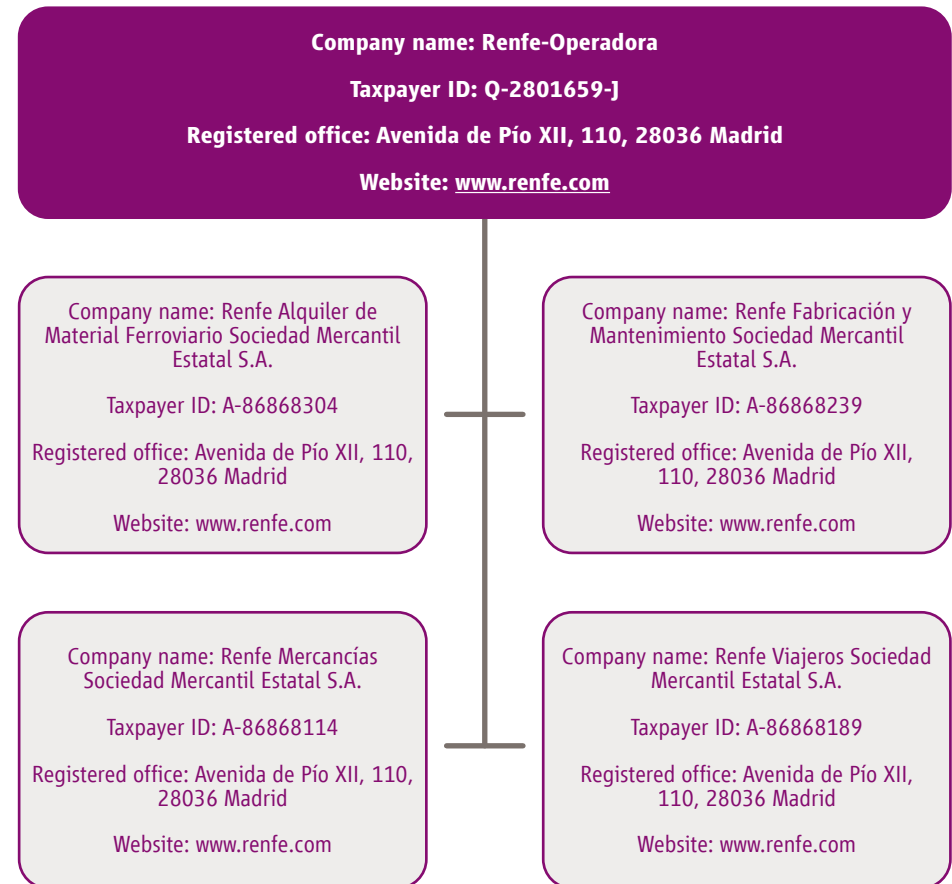
Moreover, it may pursue all such commercial or industrial activities as may be related to its statutory activity, including by taking up a stake in Spanish or foreign enterprises or companies, at all times subject to the provisions of the prevailing legislation.



Meanwhile, the statutory activity of each of the four Renfe Group subsidiaries, provided for in article 2 of their Statutes, are as follows:



**PARTICULARS OF THE RENFE GROUP**



## Governing bodies of Renfe-Operadora

The organisation and operating procedures of Renfe-Operadora are provided for in Chapter II of its Statute (“On the organisation and operating procedures of the state-owned enterprise Renfe-Operadora”, articles 7 through 19).

The entity’s governing bodies are:

1. The Board of Directors.
2. The Chairman.

### BOARD OF DIRECTORS

The Board of Directors is the supreme executive body, and is tasked with overseeing the organisation and management of the company. It is made up of the following members:

- The Chairman of Renfe, as the Board Chairman.
- 15 independent members, appointed by the Ministry of Transport, Mobility and Urban Agenda, three of whom belong to the CCOO, UGT and SEMAF trade unions.
- The Board Secretary.
- The Special Delegate of the Ministry of Finance and Public Administration.

Of the 15 Directors sitting on the Renfe Board at 31 December 2020, 5 are women (33.33%) and 10 are men.

All of the Board members are professionals with extensive experience at public bodies and public and private companies, having demonstrated a significant commitment to the environmental, social and sustainability-related issues affecting Renfe.

The competences of the Renfe-Operadora Board, which meets monthly, are provided for in the Renfe Statute, approved by Royal Decree 2396/2004 of 30 December 2004.

As far as remuneration is concerned, the members of the Board of Directors attending its meetings receive the financial compensation authorised by the Ministry of Economy and Finance, at the initiative of the Ministry of Public Works, in line with the provisions of article 14 of the entity’s Statute, approved by Royal Decree 2396/2004 of 30 December 2004. Board Members holding senior executive offices receive no remuneration whatsoever, the relevant amount being paid into the Public Treasury.

Of the members of the Board at 31 December 2020, per diems were only paid to 10 directors, with a maximum annual amount of Euros 11,523.27 per director.

### Composition of the Board of Directors at 31 December 2020

#### Chairman:

- Mr. Isaías Táboas Suárez  
*Chairman of Renfe-Operadora*

#### Members:

- Mr. Benito Bermejo Palacios  
*Sub-Director General of Land Transport Management, Analysis and Innovation at the Ministry of Transport, Mobility and Urban Agenda*
- Mrs. Cristina Carcelén Hurtado  
*Director of the Office of the Secretary of State for the Budget and Expenses at the Ministry of Finance*
- Mr. Miguel Ángel Cilleros Sánchez  
*UGT Trade Union*
- Mrs. Ana de la Cueva Fernández  
*Secretary of State for the Economy and Business Support*

○ Mr. Francisco Ferrer Moreno

*Director of the Office of the Secretary of State for Infrastructure, Transport and Housing at the Ministry of Transport, Mobility and Urban Agenda*

○ Mr. Juan Jesús García Fraile

*SEMAF Trade Union*

○ Mrs. María del Carmen García Franquelo

*Director General of Economic Planning and Budgets of the Ministry of Transport, Mobility and Urban Agenda*

○ Mr. Mariano Sanz Lubeiro

*CCOO Trade Union*

○ Mr. Gerardo Luis Gavilanes Ginerés

*Sub-Director General of Economic Studies and Statistics at the Ministry of Transport, Mobility and Urban Agenda*

○ Mr. Jesús Manuel Gómez García

*Sub-Secretary of Transport, Mobility and Urban Agenda*

○ Mr. Juan Antonio López Aragón

*Advisor to the Minister of Transport, Mobility and Urban Agenda*

○ Mr. Ricardo Mar Ruipérez

*Advisor on Institutional and International Relations for the Office of the Ministry of Transport, Mobility and Urban Agenda*

○ Mrs. Marta Martínez Guerra

*Director of the Technical Office of the Sub-Secretary of State for Culture and Sport*

○ Mrs. M<sup>a</sup>. José Rallo del Olmo

*General Secretary of Transport at the Ministry of Transport, Mobility and Urban Agenda*

○ Mr. Pascual Villate Ugarte

*Sub-Director General of Infrastructure and Transport Planning at the Ministry of Transportation, Mobility and Urban Agenda*



**Secretary of the Board:**

○ Mr. José Luis Marroquín Mochales

*Secretary General and Board Secretary at Renfee*

**The Special Delegate of the Ministry of Finance and Public Administration:**

○ Mrs. M<sup>a</sup>. José Gualda Romero

*Secretary of State for Budgets and Expenses at the Ministry of Finance*

**Functions of the Board of Directors**

Per the entity's Statute and the legislation in force, the Board has the following competences:

- Determining the structure of the entity, approving the general organisational criteria and the guidelines on the preparation and modification of the workforce, as well as establishing the core terms and conditions of remuneration, within the framework referred to in article 20.
- Establishing the rules on the operating procedures and adoption of resolutions specific to the Board of Directors, where not provided for in the Statute.
- Granting initial approval to the annual operating and capital budgets and the multi-year action plan, submitting them to the Ministry of Public Works for processing, per the provisions of General Budget Law 47/2003 of 26 November 2003.
- Approving the annual accounts for each financial year, the directors' report and the proposed distribution of profit/application of losses for the year, all in line with the provisions of the Statute.
- Authorising any credit or other borrowing-related transactions that may be in the entity's interests within the annual limit set in the relevant State Budget Law.

- Approving the railway transportation rates and, where applicable, proposing that the Ministry of Public Works modify the rates charged for services deemed to constitute a public service obligation.
- Acting as the procurement body in any contracts for amounts in excess of Euros 6,000,000, or for a lower amount where deemed advisable.
- Approving the take-up of stakes in any commercial companies whose statutory activity is related to the aims and purposes of the entity, in line with the statutory provisions.
- Approving the creation, within the entity, of corporations, per the provisions of Additional Provision Three of the Rail Sector Law and any other applicable legislation, and observing the employment terms and conditions of the workers affected.
- Granting general or special powers of attorney to specific persons.
- Approving any such agreements, arrangements or contracts as may be deemed advisable or necessary for the pursuit of the entity's purposes, including the acquisition and disposal of real estate and the arrangement of in rem rights.
- Approving general and technical tender specifications.
- Approving, at the instance of the Chairman, any such contract-programmes as may be entered into and seeking to ensure they are duly performed.
- Approving the inventory of assets and rights.
- Approving any mandatory or discretionary reports to be issued by the entity per the provisions of the Rail Sector Law and its implementing provisions or the Statute.
- Approving the guidelines regulating the procedure for conducting the relevant internal investigations into railway accidents.
- Any other competences attributed in the Statute or other provisions.

## Delegation of Functions

The Board of Directors may delegate its competences to the Chairman, to any such Delegate Committees as may be set up and to any other internal bodies as may be determined by the entity, subject to any applicable exceptions per the law and the Statute.

## Background of the Board members

### ○ **Mr. Isaías Táboas Suárez**

Degree in History and postgraduate diplomas in Management in the Public Administration from ESADE and Marketing Management from EADA.

He has pursued his professional career in both the public and private sectors. In the public sector, he has served as Secretary of State for Transport (2010-2011), Secretary-General of the President's Office of the Regional Government of Catalonia (2006-2010) and Director of the Office of the Ministry of Justice (2004-2006). Formerly Director of Communications and Institutional Relations at Renfe and Delegate in charge of Property and Planning in Catalonia and Aragón (1991-1996).

In the private sector, he has worked for Universitat Oberta de Catalunya as Director of the UOC publishing house and Eureka Media, S.L. (1996-2004) and as Project Director (2012-2013).

He is currently Chairman of the Editorial Board of Observatorio de las Ideas, and is a founding partner of the companies Global Transport Register, S.L. and Global Line, S.L.

### ○ **Mr. Benito Bermejo Palacios**

Public Official in the Higher Corps of General Administrators of the Andalucía Autonomous Regional Government. Degree in Economics and Business, specialising in Trade and Marketing, from Universidad Complutense de Madrid, and a Diploma in Land Transport Company Management from Instituto de Empresa de Madrid.

He started his administrative career in the area of road transport in the Andalusia Autonomous Regional Government, before joining the Directorate-General of Land Transport of the Ministry of Public Works in 1993, in the area of transport inspections. Since 2009, he has been Sub-Director General of Land Transport Management, Analysis and Innovation at the Directorate-General of Land Transport. Between 2012 and 2015, he sat on the Board of Sociedad de Salvamento y Seguridad Marítima (SASEMAR).

He is a Director in the Passenger and Freight Transport Sections of the National Land Transport Council.

### ○ **Mrs. Cristina Carcelén Hurtado**

Degree in Economics and Business from Universidad de Jaén.

A public official in the Higher Corps of State Comptrollers and Auditors, she is the Assistant Director General of the Office of the Secretary of State for Budgets and Expenses. She previously served as an advisory director for the above Office.

She has also held positions as Assistant Sub-Director General of Security Systems and Social Welfare Budgetary Programmes, and head of the inter-sectorial area of the Sub-Directorate General of Budgets, both reporting to the Directorate-General of Budgets.

She has sat on the boards of the state-run companies Acuaebro and Sistemas Técnicos de Loterías, and of the state-owned enterprise Fábrica Nacional de la Moneda y Timbre - Real Casa de la Moneda.

### ○ **Mr. Miguel Ángel Cilleros Sánchez**

A skilled worker at Renfe, he has for many years held positions of responsibility as a workers' representative at the UGT trade union. In 1993, he was General Secretary of the Villaverde Central Repair Workshops ("TCR") Union Section in Madrid. He went on to be a member of the Permanent Railway Sector and Tourism Services Committee, in charge of the internal area (Administration and Organisation). At the VIII Congress



staged in Cáceres in 2002, he joined the Executive Committee of the State Federation of Transport, Communications and Maritime Affairs, where he served as Administration Secretary, until the IX Congress held in Gijón in October 2005, where he was elected Secretary General, in charge of the State Federation of Transport, Communications and Maritime Affairs. Following the merger of the UGT Transport, Communications and Maritime Affairs (TCM-UGT) and UGT Trade, Hospitality, Tourism and Gambling (CHTJ-UGT) federations, formalised at the 2014 Constituting Congress, he was named Secretary General of the new post-merger federation: UGT Services for Mobility and Consumption (SMC-UGT). He is currently Secretary General of the UGT Services, Mobility and Consumption Federation.

#### ○ **Mrs. Ana de la Cueva Fernández**

Degree in Economics and Business from Universidad Autónoma de Madrid, majoring in Quantitative Economics, 1989. She joined the Higher Corps of Central Government Trade Experts and Economists in October 1991.

She has spent her entire career at the Ministry of Economy, where she has held a number of roles, including as the person in charge of the Executive Committee for Economic Affairs, Advisor to the Supporting Unit of the Director General of the Treasury and Advisor to the Sub-Directorate General of the International Financial System, Director of the Office of the Secretary of State for the Economy, at the Ministry of Economy and Finance, and Sub-Director General of Sectorial Analysis and Assistant Sub-Directorate General at the Sub-Directorate General of Export Financing. She has also sat on the Board of Directors of Compañía Española de Seguro de Crédito a la Exportación (CESCE) and Expansión Exterior.

#### ○ **Mr. Francisco Ferrer Moreno**

Degree in Economics and Business from Universidad de Murcia. Comptroller and auditor of the Autonomous Region of Murcia, he has spent his entire professional career, of more than 30 years, in the central government administration and the above autonomous region.

Since 2018, he has been the Director of the Office of the Secretary of State for Infrastructure, Transport and Housing. Formerly, he served as senior delegated comptroller of the Department of Public Works and the Murcia public health service. He has also headed the Accounting and Public Audit Divisions of the General Comptroller's Service, with jurisdiction over companies, entities, consortia and foundations in the public sector in the Autonomous Community of Murcia.

He has also been an associate lecturer at the Department of Economic Analysis at Universidad de Murcia and Board Secretary at Caja de Ahorros de Murcia. He is currently Secretary to the Board of Trustees of the foundation that bears the same name.

On 16 July 2018, he was appointed director at Aena SME, S.A.

#### ○ **Mr. Juan Jesús García Fraile**

He joined Renfe on 14 July 1980, beginning his professional career as an assistant train driver.

He has worked in the drivers' collective at the residences of Madrid Atocha, Valladolid, Ourense, Vicálvaro Clasificación and Madrid Fuencarral.

He effectively began his union activity within SEMAF in 1991, as a representative on the Madrid C1 Provincial Committee, and was appointed Secretary General of SEMAF in June 1998, an office he holds today.

He has sat on the Board of Directors since 2005.

Moreover, he has been Chairman of ALE, the European Train Drivers Union, since May 2010, and is a member of European Confederation of Independent Trade Unions (CESI).

With a range of different responsibilities, he has taken part in the transformation of the railway industry over recent years, both domestically and at a European level.

#### ○ **Mrs. María del Carmen García Franquelo**

Law Degree from Universidad de Granada and Master's Degree in Public Management from IEF and EOI. Member of the Higher Corps of State Comptrollers and Auditors.

Until her appointment as Director General of Economic Planning and Budgets of the Ministry of Public Works, she was the Director of Administration at Enresa. She has been Secretary General and Sub-Director General of the Economic Regime of SMEs, and Director of the Office of the Sub-Secretaries of the President's Office and Health, Social Services and Equality. She has also held various positions as a comptroller at the ICAC, the TDC and at various ministries.

#### ○ **Mr. Mariano Sanz Lubeiro**

He joined Renfe in 1984 as an entry-level skilled worker at the Renfe Central Repair Workshop in Valladolid (now the Comprehensive Train Maintenance Centre).

At Renfe, he has engaged in various risk prevention activities. His first contact with union work in occupational health was in the Renfe workshops, supporting and participating in the development of the Drug Addiction Prevention Plan agreed with the company. Later, he served as health and safety delegate and then prevention delegate, and was a member of the Renfe Occupational Health and Safety Committee. In 1994, he was appointed head of the Regional Office for Occupational Health.

Extensive institutional and trade union experience in occupational risk prevention and the environment (member of the IBERMUTUAMUR Control and Monitoring Committee, member

of the INSHT National Committee on Asbestos, full member of the Castilla y León Regional Occupational Health Council and its standing committee, member of the Castilla y León Regional Labour Inspection Committee, head of Workplace Drug Addiction Care Department, head of CC.OO. Castilla y León Technical - Union Occupational Health Advisory Boards, member of the delegation of the International Trade Union Confederation at the COP 23 Bonn, COP 24 Katowice and COP 25 Chile-Madrid, among others).

In July 2017, he joined the Confederate Executive Committee where he was appointed Secretary of the Environment and Mobility at the CC.OO. Trade Union Confederation, a position he currently holds. In 2020 he became a CC.OO. trade union representative on the Renfe board.

#### ○ **Mr. Gerardo Luis Gavilanes Ginerés**

Degree in Civil Engineering, majoring in Transport, from Universidad Politécnica de Madrid, Degree in Economics and Business, majoring in Economics, from UNED and Master's Degree in Public Policy Management and Analysis from Universidad Carlos III.

He has held various positions at the Ministry of Public Works, including Sub-Director General of Economic and Statistical Studies, Director of the Budgetary Information Coordination Division and Director of the Economic Advisory Services Division.

He sits on the State Risks Committee ("CRE"), represents the Ministry of Public Works on the Cross-Ministry Statistics Committee and heads various Ministry of Public Works projects partnering with Egypt, Turkey, Bulgaria, Poland and Romania.

He also has international experience with bodies such as the UN; the World Bank and the European Commission (TAIEX), in countries such as Azerbaijan, Germany, Brazil, Bulgaria, Canada, Cape Verde, South Korea, Costa Rica, Egypt, the Czech Republic, the Dominican Republic, Slovenia, Slovakia, the US, Finland, France, Hungary, Japan, Morocco, Poland, Romania, Switzerland, South Africa, Tanzania and Turkey.

### Mr. Jesús Manuel Gómez García

Degree in Economics and Business from Universidad CEU San Pablo in Madrid and Master's Degree in Public Management from the Instituto de Estudios Fiscales and the Escuela de Organización Industrial. Member of the Higher Corps of State Comptrollers and Auditors and the Technical Corps of Auditing and Accounting.

He has held various offices at the Ministry of Finance, including Delegate Comptroller of the Fund for Orderly Bank Restructuring (FROB), the Spanish Agency for Medicinal and Healthcare Products and the Youth Institute, and Assistant Director of the Office of the Secretary of State for Finance and Budgets. He was Director General of Economic Planning and Budgets at the Ministry of Public Works from 2009 to 2012.

He is currently Delegate Comptroller for the Public State Employment Service and a member of the Budgetary Committee of the Council of Europe.

### Mr. Juan Antonio López Aragón

Degree in Civil Engineering from Universidad de Granada and career civil servant on the State Civil Engineers Corps.

He is currently an advisor to the Minister of Public Works.

In the past he has had a range of responsibilities within the Ministry of Public Works, at the General Secretariat for Infrastructure, the Directorate-General for Roads and CEDEX as well as Madrid City Council.

### Mr. Ricardo Mar Ruipérez

Degree in Law and Business Administration from Universidad Pontificia Comillas (ICADE E-3). He is currently Institutional and International Relations Advisor at the Office of the Minister of Public Works and is a member of the Board of Directors of Renfe and the Governing Board of the port authority Puertos del Estado. From 2012 until June 2018, he was Head of International Relations for the International department of Adif.

From 2009 to 2011, he was Assistant Manager for Planning of the Office of the Minister of Public Works and member of the Board of Directors of Renfe. From 2004 until 2009, he was advisor to the Minister of Public Works.

### Mr. Marta Martínez Guerra

Degree in Law and Political Science and Administration from Universidad Autónoma de Madrid and Master of Science in Finance, specialising in Economic Policy from the University of London, SOAS.

At present she holds the position of Director of the Technical Office of the Undersecretary for the Ecological Transition and the Demographic Challenge in the Ministry for the Ecological Transition and the Demographic Challenge and is a member of the Higher Corps of Civil Administrators of the State.

She has pursued her professional career at the Ministry of Economic Affairs and Digital Transition, where she has held, inter alia, the positions of advisory member of the General Secretariat for Economic Affairs and Digital Transformation, advisory member and area coordinator of the General Subdirectorate for Legislation of Credit Institutions and Banking and Payment Services and Technical Advisor in the General Secretariat Unit for the Market, the Improvement of Regulation and Competition.

### Mrs. M<sup>a</sup>. José Rallo del Olmo

Degree in Civil Engineering from Universidad Politécnica de Madrid and Degree in Economics from UNED. She also has a Master's Degree in Public Policy Analysis and Management from Universidad Carlos III and has completed the Leadership for Public Management Programme at IESE.

She has been a member of the State Civil Engineers Corps since 1998, having pursued her entire professional career at the Ministry of Public Works. Over the years, she has held the offices of Head of the Technical Office of the Secretariat General for Transport, Sub-director General of Studies and Projects of the Directorate-General for Roads and Advisory Member of the Office of the Secretary of State for Infrastructure and Planning, among others.

**Mr. Pascual Villate Ugarte**

Degree in Civil Engineering from Escuela Técnica Superior de Madrid and Master's Degree in Public Management from Universidad Complutense de Madrid. He belongs to the Higher Corps of Information Systems and Technologies of the General State Administration.

He began his professional career at EPTISA and VISA España. He joined the Public Administration in 1993, holding various roles in the Ministries of Economy and Finance and the Environment, acting in the latter as Head of the Budgets Office and Sub-director General of IT Resources and Services. In 2005, he joined the Ministry of Public Works as Director of the Investment Programming Division and, in 2008, he was appointed Director-General of Planning of the same Ministry, where he remained until 2010. He worked at INECO until 2013, as Representative for Northern Spain and, from spring 2012 as Sales Director for Spain.

In 2013, he returned to the Ministry of Public Works as Technical Director of the Sub-directorate General of Infrastructure and Transport Planning and, since December of that same year, has been Sub-director General.

He was a director on the Adif Board of Directors from January 2014 to April 2015 and on that of Renfe for two stints, the first from May 2008 to July 2010, and the second from April 2015 to date.



## Modifications approved during the year affecting the structure and operation of the Board of Directors:

The following changes took place within the Board of Directors in 2020:

### INCORPORATIONS

Mr. Mariano Sanz Lubeiro	Mr. Rafael García Martínez
Mrs. Lilian M <sup>a</sup> Fernández Fernández	Mrs. Beatriz Marco Arce
Mrs. Marta Martínez Guerra	Mrs. Lilian M <sup>a</sup> Fernández Fernández

### RESIGNATIONS

## Meeting calls

The Board of Directors meets subject to a call notice and at the initiative of its Chairman, or at the request of at least half of its Members, as often as is necessary for the discharge of the entity's functions and at the very least, eleven times a year. Board meetings may be attended, in a speaking but not voting capacity, by all persons invited to do so at the request of either the Board or the Chairman.

Calls to Board Meetings are issued by the Secretary of the Board in writing, at least forty-eight hours in advance, and the call notice includes the agenda of items to be discussed.

The Chairman may call extraordinary meetings which are not subject to the above notice period where there is in his opinion good reason to do so or at the request of at least one third of the Board Members.

In addition to the Chairman and Secretary or such persons as may substitute them, valid constitution of the Board of Directors meeting shall require the presence or representation, at first call, of at least half of the Members and, at second call, one third thereof. At least one hour must elapse between the first and second call.

Over the course of 2020, the Board of Directors of Renfe-Operadora held 13 meetings, the dates of which were as follows:

MEETING NUMBER	DATE
171	27 January 2020
172	24 February 2020
173	30 March 2020
174	27 April 2020
175	30 April 2020
176	25 May 2020
177	29 June 2020
178	27 July 2020
179	14 September 2020
180	28 September 2020
181	26 October 2020
182	30 November 2020
183	21 December 2020

## Regime for the adoption of resolutions

Board resolutions are adopted by absolute majority of the votes cast by the members present in person or by proxy. In the event of a tie, the Chairman has the casting vote.

## Per diems for attending Board Meetings

Board members attending meetings shall receive the financial compensation approved by the Secretary of State for Budgets and Expenses by delegation of the Ministry of Finance and Public Administration, at the initiative of the Ministry of Public Works, per the provisions of Royal Decree 462/2002 of 24 May 2002, on reimbursement of expenses. Board Members holding senior executive offices receive no remuneration whatsoever, the relevant amount being paid into the Public Treasury.

## Chairman

The Chairman of Renfe-Operadora is appointed by means of a Royal Decree adopted by the Council of Ministers at the proposal of the Ministry of Public Works.

## Functions

It falls to the Chairman:

- To represent the company at trial and elsewhere, in any act or contract and with respect to all public and private legal or natural persons.
- To decide to call, to chair and to set the agenda of Board Meetings, leading deliberations and resolving any such ties as may occur in votes, by means of his/her casting vote.
- To oversee fulfilment of the Statute and the resolutions adopted by the Board of Directors.
- To implement Board resolutions.
- To act as the most senior authority with respect to all personnel, to inspect the company's services at the highest level, and to oversee the pursuit of its activity.
- To propose the organisational structure to the Board of Directors and to define the workforce, having regard to the criteria and guidelines approved by the Board of Directors.
- To decide upon the appointment and removal of the company's executive personnel, informing the Board of Directors thereof, and to hire non-executive personnel, setting their remuneration according to the criteria defined by the Board of Directors and that set forth, as the case may be, in the relevant collective bargaining agreement, within the framework of action referred to in article 22 of the Statute.
- To submit to the Board of Directors the rates to be approved or modified by it and those to be proposed to Management for subsequent approval.
- To submit proposed contract-programmes that may be entered into to the Board of Directors for approval.

- To submit the proposed multi-year action plan and operating and capital budgets for the company to the Board.
- To act as the procurement body in contracts for amounts not exceeding Euros 6,000,000, notwithstanding the powers attributed to the Board of Directors under article 9.g) of the Statute and the obligation to inform the above body, every six months, of the actions taken in the exercise of such powers.
- To resolve to bring any actions or appeals that the company is entitled to bring to defend its interests before the public authorities and the courts of justice of any type, level or jurisdiction.
- To submit the annual accounts, directors' report and proposed distribution of profit or application of loss to the Board of Directors for approval.
- To organise the company's expenses and payments and to perform all kinds of collections for whatsoever amounts.
- To decide on any matters not reserved for the Board of Directors.
- To authorise for issue the annual accounts to be rendered to the Court of Auditors, in accordance with the budget legislation.
- To render annual accounts via the Spanish General State Comptroller (IGAE), together with the auditor's report, the directors' report and the report provided for in article 129 of the General Budget Law.
- To discharge any other duties attributed to him/her by the Statute and other applicable regulations, those not expressly conferred upon other bodies of the company, and such others as may be delegated to him/her by the Board of Directors..

Exceptionally, in cases of urgent need, the Chairman may adopt decisions reserved for the Board of Directors, in which case he/she shall be obliged to report to it on the decisions adopted, at the first ordinary meeting held after the adoption of such decisions, so that they may be ratified.

## State-owned trading companies

### **Renfe Viajeros Sociedad Mercantil Estatal S.A., Renfe Mercancías Sociedad Mercantil Estatal S.A., Renfe Fabricación y Mantenimiento Sociedad Mercantil Estatal S.A. y Renfe Alquiler de Material Ferroviario Sociedad Mercantil Estatal S.A.**

The governance structure of each of the four subsidiaries of the Renfe Group is set out in Title III of their Statutes (“Corporate bodies”, articles 9 to 22).

The Management and Governance bodies of the four subsidiaries are as follows:

1. The Board of Directors.
2. The Shareholders’ Meeting.

### **Board of Directors of each of the State-owned Trading Companies**

In line with the Statutes and by decision of the sole shareholder of the subsidiaries, the companies are governed and managed by a Board of Directors.

The composition of the Board of Directors of each of the four Renfe Group subsidiaries, their duties, the regime for meetings and resolutions, etc. are defined in their Statutes, which were filed with the Madrid Mercantile Registry and registered upon incorporation of each of such companies. All subsequent modifications to their Statutes have also been filed with the corresponding Mercantile Registry.

### **Functions**

The Board of Directors is responsible for the management, administration and representation (at trial or elsewhere) of the company pursuant to the powers attributed to it by the Law and the Statutes.

## **Delegation of Functions**

Subject to the legal provisions in force, the Board of Directors may delegate its powers and duties to an Executive Committee and/or one or several CEOs, the composition and operating regime of which shall be determined by the Board itself. Such delegation may be on a joint and several or joint basis.

Under no circumstances may the rendering of accounts and submission of balance sheets to the Shareholders’ Meeting, or the powers granted by such Meeting to the Board, be delegated without express authorisation to do so.

Pursuant to article 249 bis of the Revised Spanish Companies Act (hereinafter the “TRLSC” as per the Spanish acronym) the following duties may not be delegated under any circumstances:

- a. Supervision of the effective functioning of any committees created and of the actions of delegate bodies and executives appointed.
- b. Design of the company’s general policies and strategies.
- c. Authorisation of or dispensation from obligations deriving from the duty of loyalty, per the provisions of article 230 of the TRLSC.
- d. Its own organisation and operation.
- e. Authorisation for issue of annual accounts and submission thereof to the Shareholders’ Meeting.
- f. Preparation of any kind of report required of the Board of Directors by law, provided the operation to which the report refers cannot be delegated.
- g. Appointment and removal of CEOs of the company and establishment of the terms of their contract.

- h. Appointment and removal of executives reporting directly to the Board or any of its members as well as the establishment of the basic terms of their contracts, including their remuneration.
- i. Decisions relating to Director remuneration, within the framework of the Statute and, as the case may be, the remunerations policy approved by the Shareholders' Meeting
- j. Calling of the Shareholders' Meeting and drawing up of the agenda and proposed resolutions.
- k. The policy regarding own shares.

Any powers delegated by the Shareholders' Meeting to the Board of Directors, unless it is expressly authorised to sub-delegate them.

### Structure and Composition

At 31 December 2020, the composition of the Board of Directors of each of the four state-owned trading companies was as follows:

#### RENFE VIAJEROS SOCIEDAD MERCANTIL ESTATAL S.A.

Mr Isaías Táboas Suárez (Chairman)  
 Ms Anna Balletbó i Puig (Director)  
 Ms Elena Espinosa Mangana (Director)  
 Ms María del Carmen García Franquelo (Director)  
 Mr Teófilo Serrano Beltrán (Director)  
 Mr Pedro José Gálvez Muñoz (Director)  
 Mr José Luis Marroquín Mochales (Non-director Secretary)  
 Ms María Uriel Sevillano Rodríguez (Non-director Deputy Secretary)

#### RENFE MERCANCIAS SOCIEDAD MERCANTIL ESTATAL S.A.

Mr Isaías Táboas Suárez (Chairman)  
 Mr Koldo García Izaguirre (Director)  
 Mr José García (Director)  
 Mr Álvaro Rodríguez Dapena (Director)  
 Mr Joan Torres Carol (Director)  
 Mr Jordi Xusclá Costa (Director)  
 Mr Antonio González Rodríguez (Director)  
 Ms Ana de los Ángeles Marín Andreu (Director)  
 Mr José Luis Marroquín Mochales (Non-director Secretary)  
 Ms María Uriel Sevillano Rodríguez (Non-director Deputy Secretary)

#### RENFE FABRICACIÓN Y MANTENIMIENTO SOCIEDAD MERCANTIL ESTATAL S.A.

Mr Isaías Táboas Suárez (Chairman)  
 Mr Jordi Prat Soler (Director)  
 Ms Ana Cristina Trifón Arévalo (Director)  
 Mr Manuel Gómez Acosta (Director)  
 Mr Enrique Rubio Herrera (Director)  
 Mr José Luis Marroquín Mochales (Non-director Secretary)  
 Ms María Uriel Sevillano Rodríguez (Non-director Deputy Secretary)



## RENFE ALQUILER DE MATERIAL FERROVIARIO SOCIEDAD MERCANTIL ESTATAL S.A.

Mr Isaiás Táboas Suárez (Chairman)

Mr Francisco Bonache Córdoba (Director)

Ms Cristina Hernández Ferreiro (Director)

Ms Carmen Vélez Sánchez (Director)

Mr José Luis Marroquín Mochales (Non-director Secretary)

Ms María Puente Peláez (Non-director Deputy Secretary)

### Modifications approved during the year affecting the structure and operation of the Board of Directors:

The composition of the Boards of Directors of the state-owned trading companies underwent the following changes in 2020:

#### RENFE MERCANCÍAS SOCIEDAD MERCANTIL ESTATAL S.A.

INCORPORATIONS	RESIGNATIONS
Mr. Jordi Xusclá Costa (Consejero)	Mrs. Asunción Cuervo Pinna (Consejera)
Mr. Antonio González Rodríguez (Consejero)	
Mrs. Ana de los Ángeles Marín Andreu (Consejera)	

#### RENFE FABRICACIÓN Y MANTENIMIENTO SOCIEDAD MERCANTIL ESTATAL S.A.

INCORPORATIONS	RESIGNATIONS
Mr. Enrique Rubio Herrera (Consejero)	



## Meeting calls

Article 19 of the Statutes stipulates that the Board Meeting may be convened by the Chairman by means of a letter sent to each of its members at least seven (7) days in advance of the meeting being held. The Chairman shall also be obliged to call a meeting whenever requested to do so by any of the Directors, indicating the items to be discussed.

The aforementioned article also reflects the scenarios in which the Deputy Chairman, where one has been appointed, or any other Director where no such appointment has been made, may exceptionally call a Board Meeting and prepare the Agenda.

The Board may also hold meetings by telephone or video-conference provided it is possible to guarantee the identity of Directors attending via such means.

All of the members of the Board must be provided with any available information or documentation necessary for the adoption of resolutions at Board Meetings.

All Directors may be represented at Board Meetings by another person, who must also be an acting Director of the company. Representative powers must be granted in writing and specifically for each meeting and may include instructions regarding the way in which the representative is to vote on each of the items on the agenda.

Board deliberations and resolutions shall be recorded in a Minutes Book, and each set of minutes shall be signed by the Chairman and Secretary or whomsoever may have replaced them at the meeting to which the minutes refer.

## Regime for the adoption of resolutions

Resolutions shall be adopted by absolute majority of the Directors attending the meeting (in person or by proxy), except in cases for which the law requires the vote in favour of two thirds of the members of the Board.

Where no such majority can be obtained for the adoption of resolutions, the Chairman shall have the casting vote to settle any ties in the vote.

## Per diems for attending Board Meetings

On 3 May 2019, the sole shareholder of the four state-owned trading companies resolved to amend, pursuant to the wording of article 217 of the Revised Spanish Companies Act introduced by Law 31/2014 of 3 December 2014, article 18 of the Statutes of the four state-owned trading companies as regards the remuneration of the Boards of Directors, implementing a per diems system to be determined at the Shareholders' Meeting.

Following the approved amendment, the wording of article 18 of the Statutes is now as follows:

"[...]

*The members of the Board of Directors of the Company are entitled to receive remuneration for attending meetings, which consists of a maximum amount approved at the Shareholders' Meeting, equal for all members of the Board of Directors attending each board meeting and up to a maximum of 11 meetings per annum. This maximum amount approved at the Shareholders' Meeting may not exceed under any circumstances the maximum amount authorised by the Ministry of Finance based on the Group in which the company is classified, as per the corresponding Ministry of Finance Order in force. The approved amount shall remain in force unless modified at the Shareholders' Meeting by a new resolution.*

*The remuneration for attending meetings regulated herein shall be compatible with any amounts to which members of the Board of Directors may be entitled for attending meetings that entail travel from their official place of residence."*

Taking into consideration the fact that Renfe Viajeros Sociedad Mercantil Estatal, S.A., Renfe Mercancías Sociedad Mercantil Estatal, S.A. and Renfe Fabricación y Mantenimiento

Sociedad Mercantil Estatal, S.A. are classified as Group 1 and pursuant to that set forth in the Ministry of Finance and Public Administration Order of 8 January 2013 approving the maximum remuneration for attending board meetings of state-owned trading companies, the Sole Shareholder approved, based on the classification group of these companies, an annual remuneration of Euros 11,994.00 for attending meetings.

As regards Renfe Alquiler de Material Ferroviario Sociedad Mercantil Estatal, S.A., taking into consideration that it is classified as Group 3, and pursuant to that set forth in the Ministry of Finance and Public Administration Order of 8 January 2013 approving the maximum remuneration for attending board meetings of state-owned trading companies, the Sole Shareholder agreed, based on this company's classification group, an annual remuneration for attending meetings of Euros 6,854.00.

Receipt of remuneration for attending the aforementioned board meetings of state-owned trading companies was previously approved by the Ministry of Finance in a report issued by the Directorate-General of Personnel Costs and Public Pensions.

Per the legislation in force, it must be borne in mind that members of the Board of Directors holding Senior Executive offices are not entitled to receive the remuneration specified herein, except for any such travel, accommodation and transfer expenses as may be afforded to them by prevailing legislation.

### **Shareholders' Meeting of the four State-owned Trading Companies**

The four Renfe Group subsidiaries are solely-owned companies, their sole shareholder being the state-owned enterprise Renfe-Operadora.

In these cases, the sole shareholder shall exercise the powers of the Shareholders' Meeting (article 15 TRLSC), as the deliberative body via which the corporate intent is manifested by decision of the majority in the matters for which it is competent.

### **Types of Shareholders' Meeting**

Shareholders' Meetings may be ordinary or extraordinary and must be called by the Board of Directors of the relevant subsidiary.

The Annual Shareholders' Meeting must be held within the first six months of the financial year to review the conduct of business, approve, as the case may be, the accounts from the previous fiscal year and resolve on the distribution of profit or application of losses for the year.

The Chairman and Secretary of the subsidiary's Board of Directors shall act as Chairman and Secretary of the Shareholders' Meeting.

### **Adoption of Resolutions and Minutes**

The deliberations and decisions of the Sole Shareholder shall be recorded in Minutes drafted or transcribed in a special minutes book and shall be signed by the Chairman and the Secretary.

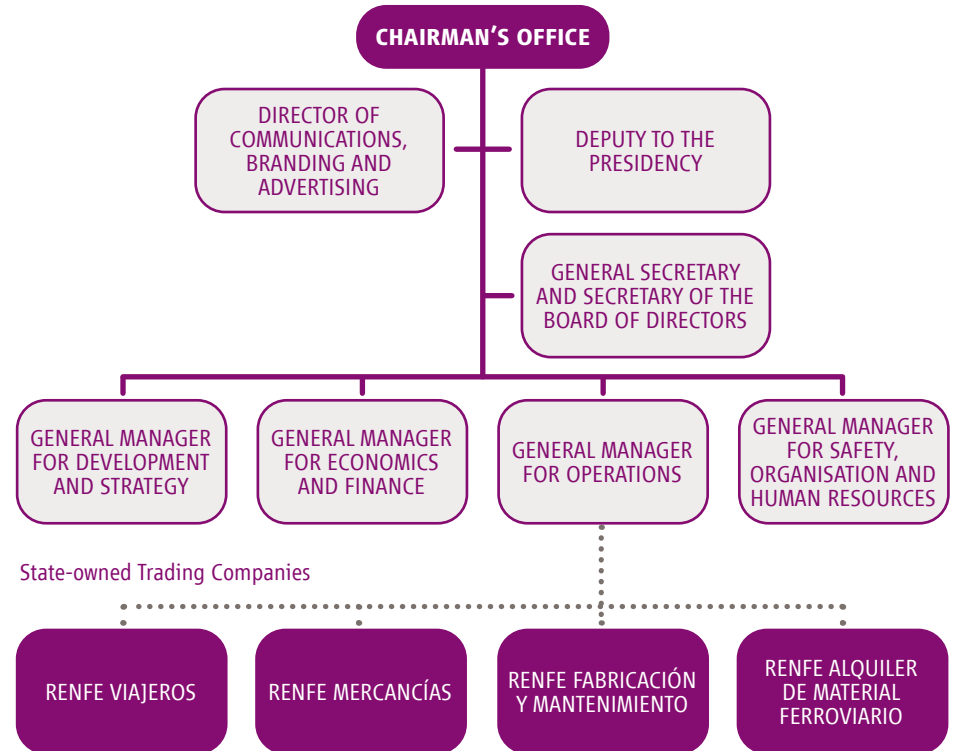


## Internal management body. Steering Committee

The functions, structure and composition of the Steering Committee of Renfe-Operadora are defined by the Chairman of the Company, who subsequently reports to the Board of Directors.

At 31 December 2020, the Steering Committee was formed by the Chairman, five General Managers, one Deputy General Manager, one General Secretary and Secretary of the Board of Directors, one Director and the four General Managers of the subsidiaries.

Public business entity



NAME AND SURNAMES	POSITION
Isaías Táboas Suárez	Chairman
José Luís Cachafeiro Vila	General Manager for Operations
Ángel Jiménez Gutiérrez	General Manager for Safety, Organisation and Human Resources
Marta Torralvo Liébanas	General Manager for Economics and Finance
Manel Villalante I Llaurado	General Manager for Development and Strategy
Jose Luís Marroquín Mochales	General Secretary and Secretary of the Board of Directors
Pilar Oviedo Cabrillo	Deputy to the Presidency
Ángel Faus Alcaraz	Director of Communications, Branding and Advertising
Sonia Araujo López	General Manager of Renfe Viajeros
Joaquín del Moral Salcedo	General Manager of Renfe Mercancías
Francisco Javier Bujedo Mediavilla	General Manager of Renfe Fabricación y Mantenimiento
M <sup>a</sup> . Carmen Rincón Córcoles	General Manager of Renfe Alquiler de Material Ferroviario
Ramón Azuara Sánchez	Deputy General Manager of Operations

Of the 13 members of the Renfe Steering Committee at 31 December 2020, 4 are women (30.77%) and 8 are men (69.23%).

### Profiles of the Steering Committee members

#### Isaías Táboas Suárez

Degree in History and postgraduate diplomas in Management in the Public Administration from ESADE and Marketing Management from EADA.

He has pursued his professional career in both the public and private sectors. In the public sector, he has served as Secretary of State for Transport (2010-2011), Secretary-General of the President's Office of the Regional Government of Catalonia (2006-2010) and Director of the Office of the Ministry of Justice (2004-2006).

Formerly Director of Communications and Institutional Relations at Renfe and Delegate in charge of Property and Planning in Catalonia and Aragón (1991-1996).

On the private sector, he has worked for Universitat Oberta de Catalunya as Director of the UOC publishing house and Eureca Media, S.L. (1996-2004) and as Project Director (2012-2013).

He is currently Chairman of the Editorial Board of Observatorio de las Ideas, and is a founding partner of the companies Global Transport Register, S.L. and Global Line, S.L.

He has been Chairman of Renfe since July 2018.

#### José Luis Cachafeiro Vila

Chemical Sciences Degree from Universidad de Santiago. Until recently he was Deputy Director of Strategic Planning and Studies at Adif. He was Secretary General for Transport at the Ministry of Public Works from 2009 to 2012 and Chairman of Intercontainer Ibérica. Before that, his professional career at both Renfe and Adif involved several positions including Combined Transport Production Director, Director of Customer Service and Information at Stations and Joint Services and, for Viajeros (Passengers), he was also Regional Sales Director and Area Manager for Salamanca, among others.

#### Ángel Jiménez Gutiérrez

With a degree in Sociology from the Universidad Complutense de Madrid, he has been in charge of Management of the Studies Division of the General Development and Strategy Department at the state-owned enterprise since 2017. From 2012 to 2017 he was also Manager of the Market Surveys and Sales Promotion Department and Manager of the Analysis and Projects Department within the General Management of Viajeros (Passengers). Before that, he was General Manager for Safety, Organisation and Human Resources at the company and, from 2004 to 2012, General Manager for Safety, Organisation and International and Relational Human Resources at

Adif. Throughout his long professional career at Renfe, he has also been Director of Organisation, Communications and Development of Human Resources, Director of Internal Communications in the Human Resources Department and Press Office of the company, as well as holding other responsibilities.

#### — **Marta Torralvo Liébanas**

With a Degree in Economics from the Universidad Autónoma de Madrid, she has extensive professional experience in State Administration. She has been a member of the Higher Corps of State Comptrollers and Auditors since 2007, of the Public Treasury Management Corps since 2002 and, within that body, the Technical Corps of Auditing and Accounting and the Technical Corps of the Ministry of Finance. Since 2008, she has been a State Comptroller and Auditor at the National Office of Auditing and Financial Control and Audit of the State Public Sector, of the Spanish General State Comptroller (IGAE). Her responsibilities during this period have included various financial, compliance and operational audits, as well as contract-programme and costs audits at Renfe, Ferrocarriles de Vía Estrecha, Aena, Enaire, Sociedad Estatal de Infraestructuras del Transporte Terrestre, Ineco and the Madrid Regional Transport Consortium (CRTM), among others. She was an Advisor on Public Enterprises at the Sub-directorate General of State Enterprises and Shareholdings of the Directorate-General of State Property, and has given various courses at the Ministry of Finance's School of Public Finance.

#### — **Manel Villalante I Llaurado**

Manel is an industrial engineer and since 2012 has been Director of Mobility and Transport Infrastructure at the Barcelona Regional Urban Development Agency. With over 30 years of experience in mobility, infrastructure and transport, he has held a number of positions including Director General of Land Transport for the Catalan Government, Director General of Land Transport at the Ministry of Public Works, as well as different executive offices at Ferrocarriles de la Generalitat de Catalunya (FGC) between 2004 and 2007, and Transportes Metropolitanos de Barcelona (TMB),

between 2000 and 2004. He has also been a member of the boards of directors of companies such as Renfe, TMB, FGC and Consorcio Sagrera Alta Velocidad. He currently directs the postgraduate degree in "Smart Mobility: Intelligent Transport Systems" at Universidad Politécnica de Catalunya, where he has also lectured on Transport Planning and Economics.

#### — **Jose Luis Marroquín Mochales**

Law Degree from Universidad Complutense de Madrid. State Lawyer and Legal Counsel for the Castilla y León Regional Government. Among other positions, he has been Chief State Lawyer of the Secretariat-General of Communications, Secretary of the Board of the Telecommunications Market Commission, Legal Counsel for Retevisión and its Board of Directors and Legal Counsel for Puertos del Estado.

#### — **Pilar Oviedo Cabrillo**

Degree in Economics and Business from Universidad de Deusto and a Senior Management Programme Diploma from Instituto de Empresa. She has pursued her professional career at Renfe since 1989, holding various positions in both the viajeros (passengers) and corporate areas. Prior to her current post, from 2004 onwards she headed up Renfe's Purchases and Assets area.

#### — **Ángel Faus Alcaraz**

With a Degree in Journalism from Universidad de Navarra, Ángel has extensive experience in the field of political and institutional communications. The positions he has held to date include Head of Communications for the Socialist Parliamentary Group in the upper house of the Spanish Parliament, a position held since 2014, and Head of Communications for the PSOE at the lower house of the Spanish Parliament during the first legislature of Rodríguez Zapatero. Faus was also Sub-director General of Communications of the Ministry of Defence when Carme Chacón was Minister.

Ángel Faus has worked as advisor in the PSOE Federal Executive for the last three leaders – José Luis Rodríguez Zapatero, Alfredo Pérez Rubalcaba and Pedro Sánchez – in positions of varying responsibility.

He has worked as a consultant in the field of corporate communications at major firms such as Burson Marsteller and Llorente&Cuenca.

He began his professional career in the news departments of Cadena SER, Antena 3 and Tele 5. He has lectured on political communication and spoken at a number of seminars and on professional master's programmes.

#### ○ **Sonia Araujo López**

Degree in Civil Engineering from Escuela Politécnica Superior de la Universidad de Madrid and master's degree in occupational risk prevention. She was Director of the Business Area and Other Commercial Services at AVE between September 2019 and August 2020 and Director of Business Monitoring and Digital Transformation at the Directorate General for Operations between September 2018 and August 2019. Before that, she had worked in Renfe's Systems Department and at various consulting firms such as IBM, PwC and Soluziona.

#### ○ **Joaquín del Moral Salcedo**

Joaquín qualified as a Naval Engineer at the Escuela Politécnica Superior of Universidad de A Coruña. He was Director General for Land Transport at the Ministry of Public Works from January 2012 to July 2018, and a director of Renfe Viajeros and Renfe Mercancías from February 2014 to June 2015. Among other positions held at the Ministry of Public Works, he was Sub-director General for Inspection before International Bodies at the Directorate-General for Transport from June 2008 to January 2012. In 2018, he was appointed General Manager of Renfe Alquiler de Material Ferroviario.

#### ○ **Francisco Javier Bujedo Mediavilla**

Francisco Javier qualified as an Industrial Engineer at the Escuela de Ingenieros Industriales de Bilbao and a Technical Industrial Engineer at the Escuela Técnica

Industrial de Santander. Within the Renfe Group and others, he has held the position of Manager of the Central Repair Workshop in Valladolid, Rolling Stock Director for the Grandes Líneas business unit and Rolling Stock Director for the Freight and Logistics Services Department, Technical Director of Rolling Stock for Freight and Logistics, Director of Freight Services for Renfe Fabricación y Mantenimiento, and Manager of the Rolling Stock and Business Development area at Renfe Alquiler de Material Ferroviario. In 2019, he was appointed General Manager of Renfe Fabricación y Mantenimiento.

Apart from his positions within Renfe, he was general manager of Irvia Mantenimiento Ferroviario.

#### ○ **M<sup>a</sup> del Carmen Rincón Córcoles**

Degree in Economics and Business from Universidad Complutense de Madrid. She has pursued her professional career at Adif and Renfe, holding various positions of responsibility within the Management Control, Administration and Procurement area, both for the Commercial Stations Business Unit at Adif) and for the General Management of Renfe Mercancías (Freight). She has led the Management Control and Procurement department at Renfe Mercancías since April 2008. She has also held the position of director at companies such as Emfesa S.A, Alfil Logistics S.A, Combiberia S.A. and RailSider Logística Ferroviaria S.A.

#### ○ **Ramón Azuara Sánchez**

Degree in Economics and Business from Universidad Autónoma de Madrid. He has pursued his professional career at Renfe, which he joined in 1983. Among other responsibilities, he has held positions as Director of Customers for Suburban Trains ("Cercanías"), Director of Sales and Planning for Suburban Trains, Director of Station Innovation and Projects for Suburban and Regional ("Media Distancia") Trains, and Director of Management Control and Procurement for the General Management of Viajeros (Passengers) and General Manager of Renfe Viajeros.

## Duties

The work of the Steering Committee revolves around directing the activities of the state-owned enterprise, Renfe-Operadora, by means of the establishment, promotion and coordination of the company's operating policies.

The matters discussed by the Steering Committee can be classified, in general terms, into two large groups and, within such groups, into various categories:

○ By formal scope:

- a. Matters to be reported on.
- b. Matters to be discussed, debated and decided.

○ By content:

- a. Matters to be referred to the Board of Directors.
- b. Matters it would be advisable to refer to the Board of Directors for informative purposes.
- c. Matters to be decided by the Chairman, following deliberation by the Steering Committee.
- d. Matters it would be advisable to discuss within the Steering Committee, as they are derived from decisions made by it or by the Board of Directors.
- e. Matters referred to the Steering Committee for informative purposes, debate and discussion, as the case may be, either because they affect different levels of the company or because so decided by the Chairman.

## Remuneration of Steering Committee Members

The members of the Steering Committee do not receive specific remuneration for attending its meetings.

## Meeting calls

The Steering Committee meets for ordinary meetings once a week, notwithstanding such meetings as may be called at any time where the urgency of the matter so requires.

## Changes throughout the year

The following persons sat on the Steering Committee at some stage during 2020:

NAME AND SURNAMES	POSITION
Isaías Táboas Suárez	Chairman
Jose Luís Cachafeiro Vila	General Manager for Operations
Ángel Jiménez Gutiérrez	General Manager for Safety, Organisation and Human Resources
Marta Torralvo Liébanas	General Manager for Economics and Finance
Manel Villalante I Llaurado	General Manager for Development and Strategy
Jose Luís Marroquín Mochales	General Secretary and Secretary of the Board of Directors
Pilar Oviedo Cabrillo	Deputy to the Presidency
Ángel Faus Alcaraz	Director of Communications, Branding and Advertising
Ramón Azuara Sánchez	General Manager of Renfe Viajeros
Sonia Araujo López	General Manager of Renfe Viajeros
Francisco Javier Bujedo Mediavilla	General Manager of Renfe Fabricación y Mantenimiento
Joaquín del Moral Salcedo	General Manager of Renfe Mercancías
Mari Carmen Rincón Córcoles	General Manager of Renfe Alquiler de Material Ferroviario



## State-owned trading companies

Renfe Viajeros SME, S.A., Renfe Mercancías SME, S.A., Renfe Fabricación y Mantenimiento SME, S.A. y Renfe Alquiler de Material Ferroviario SME, S.A.

### Structure and Composition

At 31 December 2020, the composition of the Steering Committees of each of the four subsidiaries was as follows:

#### RENFE VIAJEROS SOCIEDAD MERCANTIL ESTATAL, S.A.

NAME AND SURNAMES	POSITION
Mrs. Sonia Araujo López	General Manager
Mrs. Amparo de Villar Membrillo	Manager of the Coordination and Projects Area
Mr. Antonio Monrocle Muñoz	Director of Safety
Mr. José Enrique Cortina Vicente	Director of the Suburban Trains (“Cercanías”) Area and Other Public Services
Mr. Francisco Arteaga Gómez	Director of the High-Speed Area and Other Commercial Services
Mrs. María Cristina Ortega Santos	Director of Systems and Digitisation
Mr. Alfonso Abengózar Tejero	Director of Management Control and Administration

#### RENFE MERCANCÍAS SOCIEDAD MERCANTIL ESTATAL, S.A.

NAME AND SURNAMES	POSITION
Mrs. María del Carmen Rincón Córcoles	General Manager
Mrs. Rocío Huerta Leiva	Head of the Coordination Area
Mr. José Ángel Méndez González	General Manager LOGIRAIL
Mr. Antonio León Barrios	Director of Management Control and Procurement
Mr. Andrés Novillo Romero	Director of Production
Mr. Alejandro Huergo Luz	Marketing Director
Mr. Julián Mata Benselán	Manager of Intermodal Market
Mr. Juan Sagües Cifuentes	Manager of Iron and Steel Market
Mr. Victoriano Castaños Vesga	Manager of Freight-Metric Gauge
Mrs. M <sup>a</sup> Jesús Larriba Laguna	Manager of Automobile Market
Mrs. M <sup>a</sup> Elena Barbo Poza	Manager of Multi-product Market
Mr. Javier Marcide Castroman	Manager of Logistics Projects
Mrs. Sara Gil Ferreras	Manager of Innovation and Subsidiaries
Mr. Oscar Pérez-Serrano Fúnez	Manager of Information Technologies and System
Mr. José María Reyes Hernández	Manager of the Safety Area
Mr. Antonio Tejero Roldán	Manager of the Organisation and HR Area
Mrs. Fátima M <sup>a</sup> Faustino Custodio	Manager of Legal Counsel, who also acts as Secretary of the Steering Committee



**RENFE FABRICACIÓN Y MANTENIMIENTO  
SOCIEDAD MERCANTIL ESTATAL, S.A.**

NAME AND SURNAMES	POSITION
Mr. Javier Bujedo Mediavilla	General Manager
Mr. Joaquín Lizcano Abengózar	Director of Investee Management and Business Development
Mr. Manuel Alcedo Moreno	Director of Supplies, Procurement and Logistics
Mr. José Tomás Martín Jiménez	Director of PSO Rolling Stock Maintenance
Mr. Ángel María Espinilla Garrido	Manager of the Administration and Management Control Area
Mr. Marco Rodríguez Fernández	Manager of the Large Interventions and Components Area
Mr. Raúl López Lobo	Manager of the Freight Maintenance Area and other Customers
Mr. Eugenio A. Anubla Lucía	Manager of the Facilities Management Area
Mr. Juan José Real Sánchez	Director of Engineering, Safety and Quality
Mrs. Teresa Torres Agudo	Manager of the Organisation and HR Area
Mr. Mario Esquinas Torres	Manager of Coordination
Mr. J. Ignacio Aguado Fernández	Head of Legal Counsel

**RENFE ALQUILER DE MATERIAL FERROVIARIO  
SOCIEDAD MERCANTIL ESTATAL, S.A.**

NAME AND SURNAMES	POSITION
Mrs. Carmen Rincón Córcoles	General Manager
Mr. Miguel Angel Solís Márquez	Manager of Rolling Stock
Mr. Agustín Altemir Allueva	Manager of Finance and Budget Management of Renfe Alquiler
Mrs. Carmen García Cristóbal	Manager of Business Development
Mr. Ramón Conde Muñoz	Sales Manager
Mrs. María Puente Peláez	Head of Legal Counsel



## Renfe Group policies

The Renfe Group is committed to responsible business management, based on the fundamental principles of ethics, transparency, integrity and good governance. This commitment is demonstrated by the following:

- Since 2005 it has been a signatory of the Global Compact, an international initiative proposed by the United Nations, which aims to secure a voluntary commitment to Social Responsibility on the part of companies, via the implementation of ten principles based on human, employment and environmental rights and the fight against corruption. These principles are:
  - Respect for human rights
  - Non-discrimination in respect of employment and occupation
  - Respect for individuals
  - Non-complicity in human rights abuses
  - Environmental responsibility
  - Care for the environment
  - Observance of anti-corruption regulations
  - Responsible dealings with third parties
  - Responsibility in dealings with Public Authorities.
- It has assumed the Universal Declaration of Human Rights, the OECD Guidelines and the Tripartite Declaration of the International Labour Organisation (ILO) as its own.
- It complies with the provisions of Law 19/2013 of 9 December 2013, on Transparency, Access to Public Information and Good Governance.

- The Renfe Group has signed up to the World Tourism Organisation's Global Code of Ethics for Tourism. This code is a fundamental reference framework for responsible and sustainable tourism.

Particularly noteworthy among the specific policies relating to each of the areas referred to in Law 11/2018 of 28 December 2018, are the following:

### Corporate Social Responsibility Policy

The Corporate Social Responsibility Policy aims to create a reference framework that contributes to defining and promoting behaviours that create value for all stakeholders (customers, employees, the authorities, suppliers and society) and to develop long-term relationships based on trust and transparency within the framework of a responsible business culture at all Renfe Group companies.

The seven commitments of this policy group together salient aspects of Renfe's 2019-2023 Strategic Plan while aligning with the United Nations Sustainable Development Goals: commitments to society, to the environment, to customers, to the team, to ethics and good governance, to suppliers and to the public authorities.

The Renfe Corporate Social Responsibility Committee was also put back into operation in 2020. As a standing internal information and advisory body, this Committee acts as a catalyst for corporate social responsibility actions and is made up of a multidisciplinary group of people who represent Renfe Group companies and departments.

Its powers focus on informing, advising and proposing actions aligned with the Renfe Group's strategic plan and principles, thereby integrating the concept of corporate social responsibility into the company's business model to boost and reaffirm its reputation as a "responsible company". It also oversees the monitoring and control of the corporate responsibility and reporting-related legal requirements to which the Renfe Group's operations are subject.

All of the company's areas are represented on the CSR Committee: Directorate-General of Safety, Organisation and Human Resources, Directorate-General of Development and Strategy, Directorate-General of Economics and Finance, General Secretary and Secretary of the Board of Directors, Directorate-General of Operations, Renfe Viajeros, Renfe Mercancías, Renfe Fabricación y Mantenimiento, Renfe Alquiler de Material Ferroviario, Communication, Branding and Advertising Department and the Internal Audit and Compliance Department.

### Environmental policy

Renfe's objective with respect to the environment is to reduce and even eliminate the environmental impact of the provision of its services. To achieve this, the organisation complies with an environmental policy, which is based on three fundamental pillars:

- Full environmental adaptation of railway operations through compliance with current environmental regulations and environmental commitments undertaken voluntarily.
- Enhancement of the tangible and intangible environmental assets used in railway activities.
- Appropriate management of the environmental aspects linked to the interrelationship between infrastructure and operations.

Renfe's environmental commitment reflects the obligations and commitments it has undertaken with respect to the environment, its social context and sustainable development.

Renfe is committed to:

- Setting out its environmental commitments publicly and in writing.
- Voluntarily assuming environmental commitments that go beyond scrupulous compliance by Renfe with the environmental legislation in force.

- Developing the most suitable management instruments to reduce and even eliminate its environmental impact by setting in place the necessary internal resources and procedures.
- Establishing suitable channels for participation by interested parties in Renfe's environmental management.
- Verifying the effectiveness of its environmental management by monitoring its implementation and fulfilment and continuously updating and adapting it to the demands of society.

The Renfe Group's environmental policy is thus expected to be updated and adapted along these lines in the coming year.

### Social and human resources policy

Among the challenges facing the Renfe Group as regards its commitment to its employees is responding to the need to rejuvenate its workforce while increasing its competitiveness and productivity, to enable it to address the process of liberalising the passenger transport market on the best possible terms.

In this renewal process, with the incorporation of new professionals, one of the challenges faced by the company is to guarantee the transmission of knowledge when replacing professionals, and the adaptation of its resources to the new requirements.

To this end, all areas of human resources management have delivered programmes that address professional development for new hires, and for collectives such as drivers and commercial, maintenance and administrative personnel, as well as support staff and management.

### **Policy regarding respect for human rights**

The Renfe Group's code of ethics includes its specific policy regarding respect for human rights.

In this respect, over the course of 2020 Renfe has been developing a draft Human Rights Policy which is currently awaiting approval by the company's Steering Committee for 2021.

### **Policy related to ethical behaviour, good governance and combatting corruption and bribery**

#### **Code of Ethics**

The Renfe Group Code of Ethics is considered a basic pillar of the Group's integrity model and one which upholds its control, compliance, ethics and good corporate governance environment.

The Renfe Group has prepared and communicated a Code of Ethics that sets out the principles of action to which all employees are subject as regards human rights, respect for individuals, environmental responsibility, anti-corruption, loyalty to the company, integrity, professionalism and competence, confidentiality and use of resources, among others.

It thus constitutes the framework of action for Renfe Group employees in their day-to-day work and dealings with other employees, customers, suppliers, the public authorities and society in general. The principles of conduct set out in the Renfe Group Code of Ethics lay down general guidelines, which are designed as a guide for Group employees in the pursuit of their professional activities, taking as a reference the Mission, Vision and Values of the Renfe Group, its Corporate Social Responsibility and Sustainability strategy and its commitments as signatory of the United Nations Global Compact.

The Renfe Group Code of Ethics is published both on its corporate website ([www.renfe.com](http://www.renfe.com)) and on the company's Intranet and is thus accessible to all members of the organisation, as well as to third parties.

The Renfe Group's commitment is evident in the creation of its Ethics Committee, which is entrusted with ensuring compliance with the Code of Ethics, and resolving any doubts of interpretation as regards ethics and integrity.

The Operating Regulations of the Renfe Group Ethics Committee, which again is published on both the corporate website and the company's intranet, sets out all of the information relating to its operation.

#### **Whistleblower channel**

One of the essential elements of the Renfe Group's Organisational and Management Model for Corporate Crime Prevention is the establishment of a mechanism for reporting conduct related to breaches of the rules and principles set out in the Code of Ethics, which may entail irregularities or unlawful acts. This mechanism takes the form of the Renfe Group Whistleblower Channel.

The Whistleblower Channel may be accessed via the [codigoetico@renfe.es](mailto:codigoetico@renfe.es) inbox by all Renfe Group employees and any third party or stakeholder. In addition to complaints, the Whistleblower Channel may be used to make inquiries and suggestions on issues relating to the interpretation of and compliance with the Code of Ethics, and other related internal regulations.

The Whistleblower Channel has an operating protocol describing how it works.

In 2020, a total of 26 communications were received through the Whistleblower Channel, 6 of which were classified as complaints, 7 as inquiries, and 9 of which were discarded as matters not falling to the Whistleblower Channel. In addition, two ex officio investigations were initiated.

The Renfe Group was not informed of any confirmed cases of corruption through the Whistleblower Channel during the year.

### Renfe Group Organisational and Criminal Risk Prevention Model

Another of the basic foundations of the Group's commitment to ethics and integrity is the prevention of criminal risk, in line with the applicable legislation and domestic and international best practices in terms of compliance.

The Renfe Group works on a series of milestones with a view to setting in place a genuine culture of corporate compliance and conveying it to all members of the Organisation.

These milestones include the approval of the Renfe Group Regulatory and Criminal Compliance Policy which, in line with the commitments included in the Code of Ethics, aims to reinforce the company's desire to live up to the values demanded by society as regards honesty, transparency and strict observance of the law.

With this Policy, it seeks to remain at the forefront of regulatory compliance and prevention of irregularities, taking the Organisation's commitment to ongoing improvement one step further to position itself at the very highest level as regards standards of ethics, integrity and professionalism in the pursuit of its business and its activity.

The Principles and Foundations on which the Renfe Group Regulatory and Criminal Compliance Policies are based, as well as the elements comprising and/or deriving therefrom are as follows:

- Absolute respect for compliance with the legislation in force to which the Renfe Group is subject and all existing internal regulations.

The Renfe Group's Board of Directors expressly declares its total rejection of any kind of offence or breach within the Organisation, placing on record its aversion to and rejection of any possible form of irregularity.

- Communication, by Renfe Group Management, of the set of ethical values that permeates its activity and which are set out in the Code of Ethics to all stakeholders with which the Organisation deals.
- The existence of publicly accessible channels to enable the stakeholders with which the Organisation deals to report any suspected or purported irregularity or breach, of either the Renfe Group Code of Ethics or any other internal or external regulations.
- The creation of an environment of transparency, ethics and compliance among executives and employees by means of dissemination, awareness and training campaigns.

This year, training in compliance and the Code of Ethics has become one of the fundamental pillars of compliance within the organisation. Consequently:

- Delivery of training on the subject to members of the Board of Directors of the state-owned enterprise and other companies, as well as to the Steering Committee.
- Workshops with the Group's management teams.
- E-learning training campaign for Renfe employees.
- Welcome programmes.

The Renfe Group undertakes to monitor its risk management system, keeping it up to date in order to guarantee ongoing improvement and good corporate practice, with particular attention to criminal risks. The Renfe Group Board of Directors and Management, meanwhile, declare their commitment to the continuous promotion of a true culture of internal prevention, for which purpose self-regulation and monitoring are essential.

## Transparency

In light of Law 19/2013 on Transparency, Access to Information and Good Governance, the Renfe Group has dedicated a section of its website to the publication of relevant information to guarantee the transparency of its activities. This information is grouped under the title “Corporate governance and transparency”. From this section users can access specific information on corporate governance at Renfe, the code of ethics and other issues relating to regulatory compliance, as well as its financial and business-related information (<https://www.renfe.com/es/es/grupo-renfe/gobierno-corporativo-y-transparencia/transparencia>). In 2020, on the occasion of the launch of Renfe’s new corporate website, the information on transparency was also restructured to facilitate access to content.

In the same section, those interested in receiving additional information on the Renfe Group in relation to the above Transparency Law, can send their requests to the Transparency Portal of the General State Administration ([transparencia.gob.es/transparencia/transparencia\\_Home/index/Derecho-de-acceso-a-la-informacion-publica/Solicite-informacion.html](https://transparencia.gob.es/transparencia/transparencia/Home/index/Derecho-de-acceso-a-la-informacion-publica/Solicite-informacion.html)).

Renfe received a total of 69 requests for information through the Transparency Portal in 2020. All requests were answered within the time period stipulated by the Transparency Law. All the information requested was provided in 32 of the 69 total requests, while partial information was provided in 17 requests. The remaining requests were denied or otherwise rejected for various reasons. The subjects in which most interest was expressed were related to the activity of Renfe Viajeros, followed by corporate aspects of the Group.

Also in 2020, Renfe collaborated in adding Renfe Group content to the Single Digital Gateway, the space created by the European Parliament to provide citizens and companies with information on rights, obligations and procedures common to the Member States ([europa.eu/youreurope/citizens/index\\_en.htm](https://europa.eu/youreurope/citizens/index_en.htm)).

## Internal control system

Both the individual and consolidated accounts of the state-owned enterprise Renfe-Operadora are subject to oversight by the General State Comptroller (IGAE), via the National Audit Office.

The Renfe Group subsidiaries (Renfe Viajeros SME, S.A., Renfe Mercancías SME, S.A., Renfe Fabricación y Mantenimiento SME, S.A., Renfe Alquiler de Material Ferroviario SME, S.A.), considered Group companies for the purposes of accounting consolidation, are required to have their annual accounts audited by an external auditor. KPMG Auditores, S.L. audited the 2020 annual accounts.

Given Renfe-Operadora’s status as a state-owned enterprise and, in the case of the other Group companies, their status as public capital enterprises, certain regular communications must be made to public bodies: the Court of Auditors, Banco de España, the Ministry of Finance and Public Administration and the Ministry of Public Works, among others. These communications constitute an additional means of oversight by independent bodies, affording greater certainty and reliability regarding the Group’s information.

As an integral and essential part of the Control System, the Renfe Group has an Internal Audit and Compliance Department, which is responsible for the internal supervision of all Group activity. This department constitutes an independent body within the Group that helps to ensure compliance with established rules, policies, plans, procedures and objectives, and to safeguard its property, the reliability and integrity of its information, and the economical and efficient use of resources, thereby contributing to improvements in the control systems. The Renfe Group also has an Internal Control Over Financial Reporting system (ICOFR), as detailed below.

In accordance with the Internal Audit Statute (approved by the Board of Directors on 25 January 2020), the general objective of Renfe’s Internal Audit function is to offer Group

Management and the Audit and Control Committee a reasonable assurance that the Group is in a position to achieve its business objectives through a systematic and disciplined approach to evaluate and improve the effectiveness of the risk management and internal control processes.

The internal auditor's work should not be a mere review of the risk management and internal control systems, but should go further, issuing proposals for improvement and recommendations aimed at strengthening the Company's control environment and governance.

### **Audit and Control Committee of Renfe**

Against the backdrop of Law 33/2003 of 3 November 2003 on State-Owned Property, the state-owned enterprise considered it pertinent and advisable to voluntarily set in place an Audit and Control Committee that would report directly to the Board of Directors.

Among its functions, the role of this Committee is to support the Board of Directors in its supervisory duties through the regular review of the process to prepare economic and financial information, to oversee internal controls and the independence of the external auditor. It also approves the Annual Internal Audit Plan implemented by the Internal Audit and Compliance Department.

At 31 December 2020, this Committee had held five meetings and was composed of one Director Chairperson; two Director Members; one Non-Director Secretary; and one Non-Director Deputy Secretary.

### **Audit and Control Committees of the four state-owned trading companies**

Among its functions, the role of this Committee is to support the Board of Directors in its supervisory duties through the regular review of the process to prepare economic and financial information, to oversee internal controls and the independence of the external

auditor. It also approves the Annual Work Programme of the Internal Audit and Compliance Department.

The Audit and Control Committee of Renfe Viajeros held seven meetings in 2020. The Audit and Control Committees of the state-owned trading companies Renfe Mercancías, Renfe Alquiler de Material Ferroviario and Renfe Fabricación y Mantenimiento held four meetings.

These Committees are made up of a maximum of three (3) non-executive Directors chosen from among the members of their respective company's Board of Directors and having regard to their knowledge and experience in matters of accounting, audit and risk management.

Lastly, it should be noted that, given the circumstances caused by the pandemic, especially in its initial phases, and the fact that the Renfe Group already had many of the defined procedures in place, it has worked on developing a broad catalogue of internal documents.

### **Risk management**

The Renfe Group Risk Control and Management Policy establishes the general framework for action as well as the basic principles, procedures and responsibilities for controlling and managing the risks faced by the Renfe Group.

The Risk Control and Management Policy defines the responsibilities of the different members of the organisation in relation to the existence, definition, operation and supervision of the risk management system, with the Board of Directors being responsible for its existence and senior management ensuring its correct implementation.

The aim of this risk management system is to offer reasonable assurance that all relevant risks are identified, assessed and subject to continuous monitoring. The aim is to create



an environment in which it is possible to work with risks in a controlled manner, actively managing them and making it possible to take advantage of new opportunities. Accordingly, given the circumstances caused by the pandemic, the General Risk Management Area re-assessed the risk management model and perimeter, as well as the catalogue of risks and possible interaction between them. In addition, all other risk events included in the organisation's risk catalogue were reviewed, establishing which risks could be impacted in their assessment by the effects of the pandemic (inter-relationship of risks).

Also, the Renfe Group has dedicated considerable effort to managing the general and business risks and has set up a model based on the identification of specific risks that might affect each of the processes set forth in the Renfe Group Process Map. It also periodically assessed the risks and reported to senior management. In addition, the adoption of this process-based risk model fosters the active participation of workers, generating and promoting a culture of risk awareness within the Organisation.

By managing risks, the aim is to systematise the existing internal control procedures and systems and to increase or optimise identification, control and improvement measures where weaknesses that can be dealt with are identified.

The established working methodology for the risk management system defines the following analysis and management blocks:

#### **General or Business Risks (GRMS):**

These are risks faced by the company that could affect the achievement of its objectives. Managing these risks permits uncertainty to be effectively addressed, while identifying risks and opportunities and optimising the capacity to generate value. This includes strategic, operating, economic and financial risks, etc. Risk management is conducted using a process-based approach consisting of risk identification, assessment and management.

#### **Specific Management Risks (SRMS):**

These are risks that may arise within certain areas or functions of the business, and which, by nature, are considered especially significant. Individual management systems are in place for these types of risk, with specific models and designs for optimal management, supervision and mitigation of the respective risks, and compliance, in each case, with the relevant legislation. This block includes risks relating to rail traffic safety, the environment, self-protection, security, employment, information security, criminal compliance and ICOFR (system of internal control over financial reporting).

#### **Developments and measures adopted**

The Organisation continues to work towards both the ongoing improvement of specific management systems already in place, and the implementation and development of new risk management systems (General or Business Risks System, ICOFR and Criminal Compliance Model).

The Renfe Group has dedicated considerable effort to managing the general and business risks and has set up a model based on the identification of specific risks that might affect each of the processes set forth in the Renfe Group Process Map. In addition, the adoption of this process-based risk model fosters the participation of workers, generating and promoting a culture of risk awareness within the Organisation.

## Internal control over financial reporting system

The Renfe Group has implemented an Internal Control Over Financial Reporting system (hereinafter "ICOFR" or the "System"), which has been designed as a single ICOFR for the entire Group and as a specific management system within the Group's Risk Management System.

The ICOFR system forms part of the Group's internal control and is made up of the various processes carried out by the Board of Directors, the Audit Committee, senior management and all Renfe Group personnel to provide reasonable assurance as to the reliability of the financial information that is provided to both internal and external stakeholders. Through the ICOFR system, these processes and modes of operation are formalised and documented, mainly through risk and control matrices.

Ultimate responsibility for devising and maintaining an appropriate and effective ICOFR at Renfe-Operadora and the companies identified as relevant within the scope, lies with their respective Boards of Directors. Responsibility for its implementation, design, assessment and follow-up lies with the Steering Committee of Renfe. The Internal Audit area is responsible for supervising and assessing the system, evaluating the effectiveness of existing controls and making recommendations to improve the ICOFR. The Audit and Control Committees are in charge of supervising the procedures and systems used to prepare financial information. To this end they approve the ICOFR supervision plan which is part of the Annual Internal Audit Plan.

The ICOFR is managed from the Finance and Administration Department within the Directorate-General of Economics and Finance, which is responsible for maintaining and keeping it up to date, carrying out the self-assessment and reporting processes, identifying new risks and controls and proposing actions plans to improve control. The area responsible for the ICOFR also carries out supervisory functions within its area of activity, providing ongoing oversight and monitoring the compliance and effectiveness of the ICOFR by means of self-assessments.

The Directorate-General of Economics and Finance is responsible for keeping the Group's economic and financial rules up to date, which include the main administrative procedures and accounting policies that affect the Group's activity, as well as being responsible for interpreting these policies and resolving queries about how to apply them. These rules are available on the company's Intranet.

Over the course of 2020:

- Self-assessment and reporting work has been carried out, in addition to the review and update of some ICOFR processes.
- An IT tool has been launched to support management of the ICOFR.
- Training sessions on the ICOFR and the IT tool have been given to different groups of users.
- Together with other leading companies, Renfe participates in a collaborative space on ICOFR to share experiences, knowledge and best practices in this connection.
- Internal Audit has audited five of the ICOFR processes: Revenue of Renfe Alquiler de Material Ferroviario; taxation; dealings with Adif; closing, reporting and consolidation and purchases of Renfe Fabricación y Mantenimiento. The reports corresponding to these audits of ICOFR processes have been presented to the corresponding Audit and Control Committees.
- Also, Internal Audit has monitored the action plans from the audit report of the ICOFR purchasing process (Renfe-Operadora and Renfe Mercancías) carried out in 2019.

### Labour-related risks

In terms of occupational health and safety (OHS), the Renfe Group has a General Procedure called the Occupational Health and Safety Plan in place which sets out the Group's prevention policy and competences and responsibilities. It acts as the Occupational Health and Safety Management System, the primary objective of which is to integrate OHS into all Renfe Group activities and implement the preventive measures required to achieve this.

A number of procedures, protocols, instructions and management tools are in place to implement this Plan. These are detailed in the Plan itself. Of these, particularly noteworthy are Prevention Operating Procedures 1 - Risk assessment, and 18 - Monitoring and control of the preventive planning, which set out the processes for identifying and assessing the risks that exist at workplaces and for implementing the relevant corrective measures to guarantee the health and safety of Renfe Group workers.

The Occupational Health and Safety Plan and the various procedures, protocols, instructions and management tools are essentially prepared according to the provisions of Occupational Health and Safety Law 31/1995 of 8 November 1995 and Royal Decree 39/1997 of 17 January 1997, approving the Prevention Services Regulations.



## Action to combat corruption and bribery

As regards the fight against corruption and bribery, the Renfe Group Code of Ethics is a step further in the organisation’s commitment to ethics and integrity, which govern its business management and corporate culture. The Renfe Group also has in place an Organisational and Criminal Risk Prevention Model with the ultimate objective of preventing the perpetration of offences that could hypothetically be committed within the Organisation and establishing an effective, appropriate system for overseeing and controlling compliance with the regulations and internal controls that permits the early identification of any irregularities or weaknesses that may arise in the execution of internal processes, and implementation of any necessary measures to avoid such risks.

With a view to observing a criterion of maximums and ensuring prudent management of criminal risk, the Renfe Group has analysed all of the offences for which the legal entity could be held criminally liable, even where the likelihood and impact of such liability arising is low. More specifically, all of the offences for which its state-owned trading companies could be held directly liable and those by which the Group could be affected due to possible accessory consequences have been analysed. Each of these criminal risks has been assessed in terms of likelihood and impact.

The Renfe Group has made a considerable effort to update and verify the Criminal Compliance Model. Notable work performed by the Renfe Group is as follows:

- Organisation and management model for the prevention of criminal risks
- Regulatory and Criminal Compliance Policy
- Criminal risk analysis
- Disciplinary regime
- Code of Ethics Whistleblower channel, Ethics Committee, Operating Regulations
- Preparation of regulatory compliance clauses for suppliers.

Additional tools in the Renfe Group’s fight against corruption and bribery are the measures, procedures and controls included in the control environment for activities and departments related to audit and financial matters, which permit these risks – and therefore the financial offences referred to in our Crime Prevention Model for which the legal entity may be held criminally liable, which include acts relating to corruption and bribery – to be mitigated and controlled.

The procurement and acquisition regime for the Renfe Group is subject to the rules of Private Law, notwithstanding the fact that contract preparation and awarding is subject to the provisions of the public contracts legislation.

The Renfe Group uses tender specifications to assure itself that tenderers meet its technical and legal competence and capacity and independence requirements.

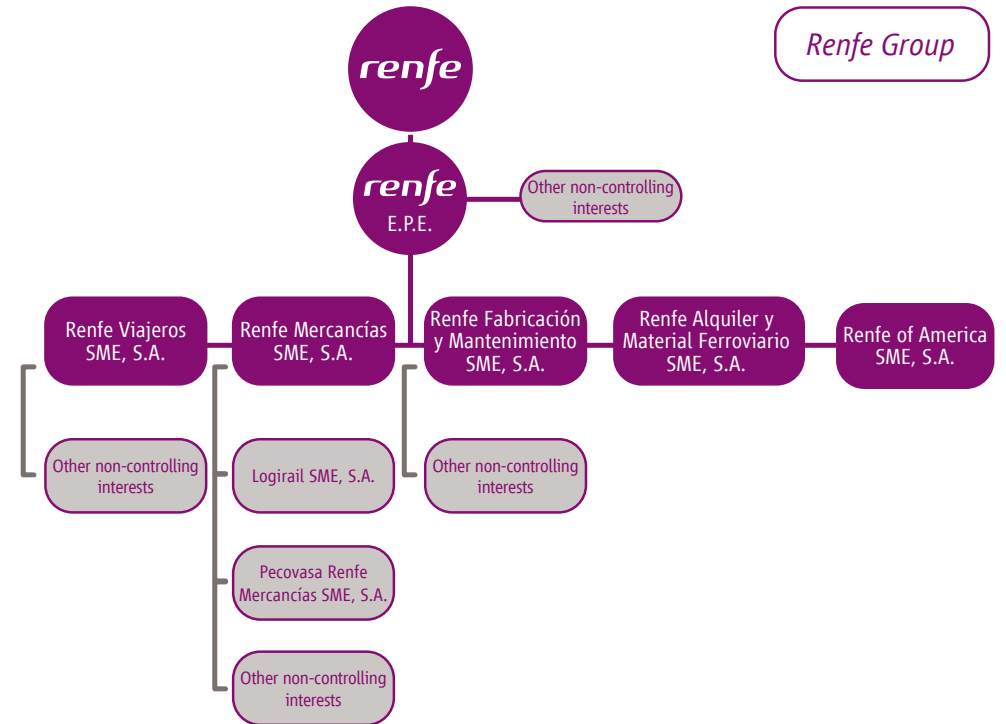
## Renfe corporate group. Consolidated companies

The current Renfe Group was created following the application of articles 1 and 2 of Royal Decree-Law 22/2012 of 20 July 2012, adopting measures for rail infrastructure and services (hereinafter the RDL).

As stated in its preamble, the aim of the above RDL is to establish a suitable framework for the liberalisation of the rail sector and open up the railway market to competition while guaranteeing the continuity and quality of the public service, giving the former Renfe a business formula similar to that of other European public railway operators.

In summary, the structure adopted has entailed the creation of four state-owned trading companies, the capital of which is held in full by Renfe, which has maintained its legal status as a state-owned enterprise (SOE).

The current corporate structure is summarised in the chart below.



As noted above, the state-owned enterprise Renfe as it now stands was incorporated as the parent of the group of companies referred to above, the scope of consolidation of which is described in the next section of this report.

The primary objective sought by the state-owned enterprise under this new model is to ensure the efficient coordination and allocation of state resources, acting as the parent of the Group and carrying out corporate and service-orientated functions, while also managing the investments held in other companies.

The State-Owned Enterprise Renfe has a direct or indirect stake in the companies within the scope of consolidation shown below. The chart also indicates the relationship with each investee and details of the stake held:



INVESTEE	RELATIONSHIP	STAKE
Renfe Viajeros SME, S.A.	Group company	100%
Renfe Mercancías SME, S.A.	Group company	100%
Renfe Fabricación y Mantenimiento SME, S.A.	Group company	100%
Renfe Alquiler De Material Ferroviario SME, S.A.	Group company	100%
Renfe of America, L.L.C.	Group company	100%
Logirail SME, S.A.	Group company	100%
Pecovasa Renfe Mercancías SME, S.A.	Group company	85.45%
Puerto Seco Ventastur, S.A. (on sale)	Group company	Indirect stake via PECOVASA
Elipsos Internacional, S.A.	Jointly cont. entity	50%
Nertus Mantenimiento Ferroviario, S.A.	Jointly cont. entity	49%
Actren Mantenimiento Ferroviario, S.A.	Jointly cont. entity	49%
Erion Mantenimiento Ferroviario, S.A.	Jointly cont. entity	49%
Btren Mantenimiento Ferroviario, S.A.	Jointly cont. entity	49%
Irvia Mantenimiento Ferroviario, S.A.	Jointly cont. entity	49%
Railsider Logística Ferroviaria, S.A.	Jointly cont. entity	49%
Railsider Ferrocarril, S.L.	Jointly cont. entity	Indirect stake via Railsider
Railsider Atlántico, S.A.	Jointly cont.entity	Indirect stake via Railsider
Hendaye Manutention	Jointly cont.entity	Indirect stake via Railsider
Railsider Mediterraneo, S.A.	Jointly cont. entity	Indirect stake via Railsider
Railsider Terminales Ferroviarios, S.L.	Jointly contr. entity	Indirect stake via Railsider Atlántico
Railsider Servicios Externos, S.L.	Jointly cont.entity	Indirect stake via Railsider Mediterraneo
Construrail, S.A.	Associate	49%
Conte Rail, S.A.	Jointly cont.entity	50%
Alfil Logistics, S.A.	Associate	40%
Sociedad de Estudios y Explotación de Material Auxiliar de Transportes, S.A. (SEMAT)	Associate	36.36%
Transportes Ferroviarios Especiales, S.A. (TRANSFESA)	Associate	20.36%
Albitren Mantenimiento y Servicios Industriales, S.A. (cleavage of Albatros Alcazar, S.A.) (on sale)	Jointly cont.entity	50%
Consorcio Español Alta Velocidad Meca Medina, S.A. (CEAVMM)	Associate	26.9%
Saudi Spanish Train Project Co LTD	Associate	Indirect stake through CAVMM
Européenne pour La Financement De Materiel Ferroviaire (EUROFIMA)	Associate	5.22%

### Renfe Viajeros SME, S.A.

At the 2020 year end, Renfe had a stake in Elipsos Internacional, S.A. a company created in December 2000 in the form of a joint venture. The joint venture was set up under Spanish law, and SVD/SNCF and Renfe Viajeros each hold half of the capital.

It also holds a 33% stake in Logirail SME, S.A.

### Renfe Mercancías SME, S.A.

Renfe Mercancías is made up of several companies specialising in the various business areas of the company. In some cases, these subsidiaries and investees afford it the flexibility to provide certain services supplementary to transport, its core activity, and in others they give it strategic partners that improve its positioning in certain markets.

#### Investees of Renfe Mercancías SME, S.A.:

INVESTEE	STAKE HELD BY RENFE MERCANCÍAS SME, S.A.
Logirail SME, S.A	34%
PECOVASA Renfe Mercancías SME, S.A.	85,45%
Alfil Logistics, S.A.	40%
Construrail, S.A.	49%
Conte Rail, S.A.	50%
TRANSFESA, S.A.	20,36%
SEMAT, S.A.	36,36%
Railsider Logística Ferroviaria, S.A.	49%

### Renfe Fabricación y Mantenimiento SME, S.A.

Renfe holds stakes with the manufacturers in the following trading companies (51% manufacturer and 49% Renfe Fabricación y Mantenimiento). Consequently, from 2002 to 2008 a total of five maintenance companies were incorporated: Nertus, Actren, Btren, Erion and Irvia.

INVESTEE	STAKE HELD BY RENFE FABRICACIÓN Y MANTENIMIENTO SME, S.A.	COMPANY	
		NAME	STAKE
<b>Nertus</b> Mantenimiento Ferroviario y Servicios, S.A.	49%	Siemens, S.A.	51%
<b>Actren</b> Mantenimiento Ferroviario, S.A.	49%	Construcciones y Auxiliar de Ferrocarriles, S.A. (CAF)	51%
<b>Btren</b> Mantenimiento Ferroviario, S.A.	49%	Bombardier European Holdings, S.L.U.	51%
<b>Erion</b> Mantenimiento Ferroviario, S.A.	49%	STADLER Rail Valencia, S.A.U	51%
<b>Irvia</b> Mantenimiento Ferroviario, S.A.	49%	Alstom Transporte, S.A.U.	51%
<b>AlbiTren</b> Mantenimiento y Servicios Industriales, S.A. (on sale)	50%	Grupo Albatros, S.L.	50%

It also holds a 33% stake in Logirail SME, S.A.

## About the annual report



*About the annual report*



## Scope

Renfe has prepared its Corporate Social Responsibility Report since 2006, with the aim of communicating its vision, strategy and performance in this area. Renfe's 2020 non-financial information and diversity report recounts its undertakings from 1 January 2020 until 31 December of that year.

The scope of the report encompasses the Renfe Group's activity in the countries where it operates: Spain and Saudi Arabia. Most of the information in the report corresponds to Renfe and its subsidiaries: Renfe Viajeros Sociedad Mercantil Estatal, S.A., Renfe Mercancías Sociedad Mercantil Estatal, S.A., Renfe Fabricación y Mantenimiento Sociedad Mercantil Estatal, S.A., Renfe Alquiler de Material Ferroviario Sociedad Mercantil Estatal, S.A. and Renfe of America Sociedad Mercantil Estatal, S.A.

To give the reader the most complete overview possible of the Renfe Group and its subsidiaries, the information presented on the most salient policies and initiatives, as well as the most relevant quantitative indicators, is generally grouped by the different companies forming the Group, whenever the nature of the companies so permits.

## Law 11/2018 and international standards

This report has been prepared pursuant to Law 11/2018 on non-financial information and in accordance with the core option of the Global Reporting Initiative Guidelines, following the principles and contents defined in the applicable 2016 GRI Standards. For 2020 Renfe has decided to prepare its report according to the core option of the guidelines, reporting at least one indicator of the topics considered material for the company. The material topics were selected based on the results of the materiality analysis. This report constitutes the Renfe Group's 2020 Non-financial Information Statement.

The content index and the table of GRI performance indicators in the report specify the pages and the coverage of requirements, management approaches and indicators. If any

core performance indicators have been omitted the reason for this omission has been explained.

Renfe has been one of the signatories of the United Nations Global Compact since 2005. Consequently, it undertakes to respect and promote the 10 principles of the Global Compact in the areas of human and labour rights, the environment and anti-corruption. Renfe prepares its annual progress report through the presentation of the Renfe 2019 non-financial information and diversity statement. The report can be consulted on the websites of the Global Compact, the Global Compact Spanish Network and Renfe.

## Materiality analysis

Renfe performed a materiality analysis to prepare this report. For this analysis, Renfe identified a list of topics by analysing different sources of information (reporting standards, analysis of the press and reports of companies in the sector). These topics were then assessed based on their relevance for the company and its stakeholders.

Outside the company, comparative analyses have been performed with sector and non-sector companies. An evaluation has also been made of the subject matter of opinions and information on the Renfe Group reflected in the press and social media. Lastly, Renfe has a fluid relationship of trust with its stakeholders based on ongoing dialogue, enabling it to ascertain their expectations and communicate its achievements in respect of the business objectives.

## Relevant topics

### Operations and management area

- Service quality and customer satisfaction.
- Customer experience.
- Commercial flexibility and specialised offering.
- New products and services.
- Comprehensive safety (protection and safety, rail traffic safety and cybersecurity).
- Technological development, innovation and digitalisation.
- International presence.

### Corporate governance area

- Anti-corruption.
- Ethics and regulatory compliance.
- Risk management.
- Transparency.
- Governance and business strategy.
- Supply chain management.
- Composition and functioning of the governing bodies.

### Economic area

- Financial performance.
- Investments.
- Financial relationship with Spanish and European central governments.
- Management of public resources.

### Social area

- Relations and dialogue with stakeholders.
- Impact on local communities where we operate.
- Professional development and recognition.
- Two-way transparent communication.
- Management of diversity and equality.
- Occupational health and safety

### Environmental area

- Combatting climate change, and energy efficiency.
- Environmental management systems.
- Noise protection.
- Various environmental impacts (soil contamination and spills, fire prevention, waste management, etc.).
- Contribution to the conservation of diversity.

Based on their relevance, degree of influence and the relationship, the Renfe Group has identified the following as its main stakeholders:

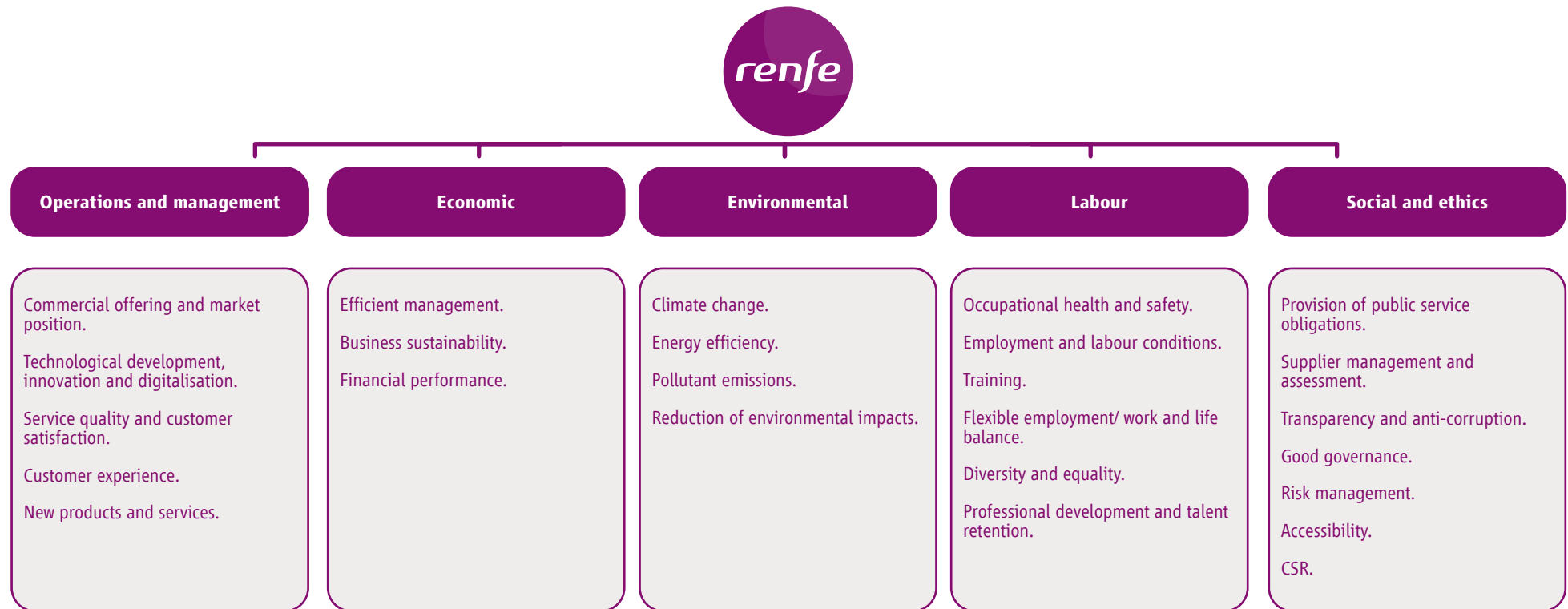
MAIN STAKEHOLDERS	COMMUNICATION CHANNELS	RELEVANT TOPICS
Customers	<ul style="list-style-type: none"> <li>• Customer channels and service points.</li> <li>• Corporate website.</li> <li>• Social media.</li> <li>• Satisfaction surveys.</li> <li>• Meetings and committees of customers.</li> <li>• Fairs, forums and gatherings.</li> <li>• Advertising campaigns.</li> <li>• "Club +Renfe" magazine.</li> </ul>	<ul style="list-style-type: none"> <li>• Health</li> <li>• Service quality and customer satisfaction.</li> <li>• Comprehensive safety (protection and safety, rail traffic safety and cybersecurity).</li> <li>• Customer experience. New products.</li> <li>• Commercial flexibility and specialised offering.</li> <li>• Online services.</li> <li>• Technological development, innovation and digitalisation.</li> <li>• Socially responsible company</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Corporate intranet and corporate website.</li> <li>• Email.</li> <li>• 2.0-based collaborative environments.</li> <li>• Personalised letters and messages.</li> <li>• Specific campaigns for certain groups.</li> <li>• Informal meetings and gatherings.</li> <li>• Training initiatives.</li> <li>• Social media.</li> <li>• Representation committees.</li> <li>• Communication points at operational work centres.</li> <li>• Whistleblower channel</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational health and safety.</li> <li>• Two-way transparent communication.</li> <li>• Management of the company and business sustainability.</li> <li>• Professional development and recognition.</li> <li>• Labour conditions.</li> <li>• Flexible employment/work and life balance.</li> <li>• Bolstering Renfe's reputation as an employer.</li> <li>• Commitment to Renfe's values.</li> </ul>

MAIN STAKEHOLDERS	COMMUNICATION CHANNELS	RELEVANT TOPICS
Suppliers	<ul style="list-style-type: none"> <li>• Contractor profile. Tenders.</li> <li>• Meetings.</li> <li>• Conferences, fairs and forums.</li> <li>• Whistleblower channel</li> </ul>	<ul style="list-style-type: none"> <li>• Ethics and regulatory compliance.</li> <li>• Anti-corruption.</li> <li>• Transparency.</li> <li>• Supply chain management.</li> </ul>
Company	<ul style="list-style-type: none"> <li>• Participation in associations and national and international projects.</li> <li>• Meetings and forums.</li> <li>• Corporate website.</li> <li>• Annual CSR report.</li> <li>• Press releases.</li> <li>• Social media.</li> <li>• Advertising campaigns.</li> <li>• Whistleblower channel</li> </ul>	<ul style="list-style-type: none"> <li>• Public service obligations.</li> <li>• Technological development, innovation and digitalisation.</li> <li>• New products and services.</li> <li>• Corporate social responsibility programmes.</li> <li>• Environmental sustainability.</li> <li>• Good governance and ethical conduct.</li> </ul>
Public authorities	<ul style="list-style-type: none"> <li>• Corporate website.</li> <li>• Meetings and forums.</li> <li>• Annual CSR report.</li> <li>• Press releases.</li> <li>• Social media.</li> <li>• Institutional relations (regional governments, public authorities, Congress of Deputies, Senate, etc.).</li> <li>• Whistleblower channel</li> </ul>	<ul style="list-style-type: none"> <li>• Financial relationship with Spanish and European central governments.</li> <li>• Public service obligations.</li> <li>• Investments.</li> <li>• Management of public resources.</li> <li>• Technological development, innovation and digitalisation.</li> <li>• New products and services.</li> <li>• Corporate social responsibility programmes.</li> <li>• Environmental sustainability.</li> <li>• Good governance and ethical conduct.</li> </ul>

About the annual report

From the joint analysis of the relevant topics for each stakeholder and the most important issues for the business activity, the topics with the greatest impact and/or relevance for the

Renfe Group have been determined and classified into five areas (operations, economic, environmental, labour, and social and ethics).



*About the annual report*

## Content index of Law 11/2018, GRI, Global Compact and SDG

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
Shall include the group's business environment, organisation and structure, markets in which it operates, its objectives and strategies, and the main factors and trends that may have a bearing on its future outlook.	102-1	Name of the organisation			• Renfe Group	7-8	
	102-2	Activities, brands, products, and services			• Renfe Group companies • Brands, products, and services	8, 20-22	
	102-3	Location of headquarters			• Renfe Group companies	10	
	102-4	Location of operations			• Public service obligations • Internationalisation	24-25 33-37	
	102-5	Ownership and legal form			• Legal form and ownership	139-143	
	102-6	Markets and services (with geographical breakdown, by sectors and types of customers and beneficiaries)			• Renfe Group companies • Brands, products, and services • Public service obligations • Internationalisation	10 20-22 24-25 33-37	
	102-7	Scale of the organisation			• <u>Key Group indicators</u> • Job creation	8-9 12 16 57	
Total number and distribution of employees by gender, age, country and professional classification; total number and distribution of types of employment contract, average annual number of permanent, temporary and part-time contracts by gender, age and professional classification.	102-8	Information on employees and other workers	1, 6	8	• Job creation	57-64	
	102-9	Supply chain	3, 6	8	• Suppliers	31-33	
Detailed information on the actual and foreseeable impacts of the company's activities on the environment and, where applicable, on health and safety; environmental assessment and certification procedures, the resources deployed in environmental risk prevention, application of the precautionary principle, the amount of provisions and guarantees to cover environmental risks.	102-11	Precautionary Principle or approach	7, 8	7, 13	• Renfe, sustainability provider • Minimising environmental risks • Corporate governance: Risk management	87-92 93-99 168-171	Renfe applies the precautionary principle to environmental issues, using preferably technologies and management models that do not harm the environment rather than other more efficient options but with lesser known side effects.

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
Association or sponsorship initiatives.	102-12	External initiatives		17	<ul style="list-style-type: none"> <li>• Accessibility in Renfe</li> <li>• Participation in external forums</li> <li>• Collaboration with Foundations, Organisations and Associations</li> </ul>	103 108-112 120 125-128 131	
	102-13	Membership of associations		17	<ul style="list-style-type: none"> <li>• International institutional relations and cooperation</li> <li>• Accessibility collaboration agreements</li> <li>• Participation in external forums</li> </ul>	37 111-112 120	

**STRATEGY**

Its objectives and strategies, and the main factors and trends that may have a bearing on its future outlook.						11-12 23-24	
The key risks in such connection with respect to the group’s activities including, where pertinent and appropriate, its commercial relations, products or services, which may have an adverse impact on such areas, and how the group manages such risks, explaining the procedures used to detect and evaluate them in line with the benchmark national, EU or international frameworks used in each area. Information should be included on any impacts detected, providing a breakdown of these, particularly regarding the main short-, medium- and long-term risks.	102-15	Key impacts, risks, and opportunities				168-171	n 2020 the Company continued to make headway in the development of Renfe’s General Risk Management System (GRMS), its Criminal Compliance Model and ICOFR. Renfe has also identified the risks related to the areas of rail traffic safety, the environment, self-protection, security, employment and information security. In 2021 further progress will be made in these areas through the identification, prioritisation and assessment of risks, and risk containment and mitigation measures.

About the annual report

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>ETHICS AND INTEGRITY</b>							
	102-16	Values, principles, standards, and norms of behaviour	1, 2, 6, 7, 10	5, 8, 12, 16	<ul style="list-style-type: none"> <li>• Mission and vision</li> <li>• Corporate governance: Renfe Group policies</li> <li>• Code of Ethics</li> <li>• Transparency</li> <li>• Control system</li> <li>• Risk management</li> <li>• Action to combat corruption and bribery</li> </ul>	10 163-165  167-168 168-171 172	
	102-17	Mechanisms for advice and concerns about ethics	1, 2, 6, 7, 10	5, 8, 12, 16	<ul style="list-style-type: none"> <li>• Code of Ethics</li> <li>• Action to combat corruption and bribery</li> </ul>	165-172	
<b>GOVERNANCE</b>							
	102-18	Governance structure			<ul style="list-style-type: none"> <li>• Governing bodies of Renfe-Operadora.</li> <li>• State-owned trading companies</li> <li>• Internal management body. Steering Committee</li> </ul>	141-144 156-159 161-162	
	102-19	Delegating authority			<ul style="list-style-type: none"> <li>• Governing bodies of Renfe-Operadora: Delegation of duties</li> <li>• State-owned trading companies: Delegation of duties</li> </ul>	143-144 151-152	
	102-20	Executive-level responsibility for economic, environmental, and social topics			<ul style="list-style-type: none"> <li>• Governing bodies of Renfe-Operadora: Functions of the Board of Directors</li> <li>• State-owned trading companies: functions</li> </ul>	143-144 150-152	
	102-21	Consulting stakeholders on economic, environmental, and social topics			<ul style="list-style-type: none"> <li>• Dialogue with stakeholders</li> <li>• Materiality analysis</li> </ul>	112-114 177-180	

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>GOVERNANCE</b>							
	102-22	Composition of the highest governance body and its committees			<ul style="list-style-type: none"> <li>• Overning bodies of Renfe-Operadora.</li> <li>• State-owned trading companies</li> <li>• Internal management body. Steering Committee</li> </ul>	141-144 152-153 156-157	
	102-23	Chair of the highest governance body			<ul style="list-style-type: none"> <li>• Governing bodies of Renfe-Operadora.</li> <li>• State-owned trading companies</li> </ul>	141-144 152-153 157	
	102-26	Role of highest governance body in setting purpose, values, and strategy			<ul style="list-style-type: none"> <li>• Governing bodies of Renfe-Operadora: Functions of the Board of Directors</li> <li>• State-owned trading companies: Functions</li> </ul>	143-144	
	102-27	Collective knowledge of highest governance body			<ul style="list-style-type: none"> <li>• Governing bodies of Renfe-Operadora: Background of the Board members</li> <li>• Internal management body. Steering Committee: Profiles of the Steering Committee members</li> </ul>	144-148 157-159	
A description of the policies applied by the group with regard to these matters, which shall include the due diligence procedures implemented to identify, assess, prevent and mitigate significant risks and impacts, and verification and control procedures, including the measures adopted.	102-29	Identifying and managing economic, environmental, and social impacts	1, 2, 6, 7, 8, 10	5, 7, 8, 9, 10, 11, 12, 13, 16	<ul style="list-style-type: none"> <li>• Minimising environmental risks</li> <li>• Contribution to social progress</li> </ul>	93 163-165	At present a risk analysis is being performed. These risks will be reported in subsequent reports.
The results of such policies, including the key indicators for pertinent non-financial results, enabling any progress to be monitored and evaluated and allowing for comparisons to be drawn between companies and industries, in line with the benchmark national, EU or international frameworks used in each area.	102-30 102-31	Effectiveness of risk management processes. Review of economic, environmental, and social topics	1, 2, 6, 7, 8, 10	5, 7, 8, 9, 10, 11, 12, 13, 16	<ul style="list-style-type: none"> <li>• Minimising environmental risks</li> <li>• Contribution to social progress</li> </ul>	103 163-165 168	

About the annual report



REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>GOVERNANCE</b>							
	102-32	Highest governance body's role in sustainability reporting			• Materiality analysis	143-144 150-152 177-180	
	102-33	Communicating critical concerns			• Materiality analysis	177-180	
	102-34	Nature and total number of critical concerns			• Materiality analysis	177-180	
Average remuneration of directors and executives, including variable remuneration, per diems and severance payments.	102-35	Remuneration policies	6	5, 8	• Job creation: Average remuneration by professional category, age and gender	68-69	The average remuneration of senior management, including the Chairman, was Euros 122,975.49, which includes their fixed and variable remuneration.
<b>STAKEHOLDER ENGAGEMENT</b>							
	102-40	List of stakeholders			• Dialogue with stakeholders • Materiality analysis	112-114 177-180	
	102-41	Collective bargaining agreements			• Social relations: Renfe Group's collective bargaining agreement	71 75	
	102-42	Identifying and selecting stakeholders			• Dialogue with stakeholders • Materiality analysis	112-114 177-180	
	102-43	Approach to stakeholder engagement			• Indicators of perceived quality • Dialogue with stakeholders • Materiality analysis	28 112-114 177-180	
	102-44	Key topics and concerns raised	1, 2, 7, 9, 10	5, 8, 9, 11, 13, 16	• Materiality analysis	177-180	

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>MATERIAL TOPICS AND BOUNDARY</b>							
	102-45	Entities included in the consolidated financial statements			• Renfe corporate group. Consolidated companies	173-175	
	102-46	Defining report content and topic Boundaries			• Materiality analysis	177-180	
Materiality analysis	102-47	List of material topics			• Materiality analysis	177-180	
	102-48	Restatements of information					Changes to and restatements of information are specified in each case throughout this report.
If the company complies with the law on non-financial information by issuing a separate report, it must be expressly indicated that such information forms part of the directors' report	102-49	Changes in reporting			About the annual report	176-177	As well as being aligned with the core option of the GRI standards, this report also complies with Law 11/2018 on non-financial information.
<b>REPORT PROFILE</b>							
	102-50	Reporting period			• About the annual report	176-177	2020
	102-51	Date of most recent report			• About the annual report	176-177	2019
	102-52	Reporting cycle			• About the annual report	176-177	Annual
	102-53	Contact point for questions regarding the report			• Dialogue with stakeholders	200	<a href="mailto:rse@renfe.es">rse@renfe.es</a>
National, EU or international reporting framework used to select the key indicators of non-financial performance	102-54	Claims of reporting in accordance with the GRI Standards			• About the annual report	176-177	This report has been prepared in accordance with the GRI Standards: Core option
	102-55	Index of contents GRI			• Index of contents GRI, Global Pact & ODS	181-198	
	102-56	External verification				199	This non-financial information and diversity statement has been reviewed externally in respect of compliance with Law 11/2018.

*About the annual report*

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>MANAGEMENT APPROACH</b>							
	103-1	Explanation of the material topic and its Boundary				28, 31, 57, 72, 87, 103, 165, 172	The explanation of each material topic is given in the corresponding section of this report.
	103-2	The management approach and its components				28, 31, 57, 72, 87, 103, 165, 172	The approach to each material topic is explained in the corresponding section of this report.
	103-3	Evaluation of the management approach				28, 31, 57, 72, 87, 103, 165, 172	The evaluation of the approach to each material topic is set forth in the corresponding section of the report through the impacts disclosed.

## ECONOMIC PERFORMANCE

### MANAGEMENT APPROACH: ECONOMIC PERFORMANCE

Profits obtained country by country, taxes paid on profits	201-1	Direct economic value generated and distributed		8	<ul style="list-style-type: none"> <li>• Key Group indicators</li> <li>• Group companies</li> </ul>	8-9 12-13 16	
The key elements of the greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces; measures set in place to adapt to the consequences of climate change; voluntary medium- and long-term greenhouse gas reduction targets and the measures set in place to this end.	201-2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	7, 8	7, 8, 11, 13	<ul style="list-style-type: none"> <li>• 2018-2030 Master Plan to Combat Climate Change</li> </ul>	90	
Public grants received.	201-4	Financial assistance received from the government.	6	9, 11	<ul style="list-style-type: none"> <li>• Tax-related information. Taxation and grants</li> </ul>	26-27	

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>MANAGEMENT APPROACH: MARKET PRESENCE</b>							
Average remuneration and evolution thereof, broken down by gender, age and professional classification or like value; pay gap, remuneration of like positions or average remuneration in the company	202-1	Ratios of standard entry level wage by gender compared to local minimum wage		8	• Diversity management: Remuneration	67-70	
Impact of the company's activity on local employment	202-2	Proportion of senior management hired from the local community			• Job creation • Contribution to social progress	57 103	
<b>MANAGEMENT APPROACH: INDIRECT ECONOMIC IMPACTS</b>							
	203-1	Infrastructure investments and services supported	6	8, 9, 11, 13	• Renfe Group companies	12-13 16 20-22	
Impact of the company's activity on local development; impact of the company's activity on local populations and the territory	203-2	Significant indirect economic impacts	1, 7, 8	8, 9, 11	• Renfe, sustainability providers • Contribution to social progress	87 103 120 125-128 131	
<b>MANAGEMENT APPROACH: PROCUREMENT PRACTICES</b>							
Inclusion of social, gender-equality and environmental issues in the procurement policy; consideration of suppliers' and subcontractors' social and environmental responsibility in dealings with them; oversight and audit systems and results thereof.	204	Procurement practices			• Suppliers	31-33	
Impact of the company's activity on local development and employment; impact of the company's activity on local populations and the territory	204-1	Proportion of spending on local suppliers	2	8	• Key Group indicators • Suppliers	8-9 31-33	

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>MANAGEMENT APPROACH: ANTI-CORRUPTION</b>							
Measures adopted to prevent corruption and bribery; anti-money laundering measures, contributions to foundations and not-for-profit entities.	205-1	Operations assessed for risks related to corruption	10	16	• Corporate governance: Policy for combatting corruption and bribery	165 172	Initiatives were also devised in 2020 to prevent any type of criminal activity. Renfe has not made any contributions to influence political campaigns or legislation (sector organisation, lobbying, trade associations).
	205-2	Communication and training about anti-corruption policies and procedures	10	16	• Corporate governance	163 165-166	
	205-3	Confirmed incidents of corruption and actions taken					In 2020 there were no cases of corruption or bribery.

**ENVIRONMENTAL PERFORMANCE**

**MANAGEMENT APPROACH: MATERIALS**

Consumption of raw materials and measures set in place for more efficient use thereof	301-1	Materials used by weight or volume	7, 8	13	• Sustainable use of resources	98-99	
Prevention, recycling and reuse measures, other methods of recovering and eliminating waste; initiatives for combatting food waste.	301-2	Recycled input materials used			• Railway vehicles and circular economy		Renfe recognises external difficulties to recover and recycle some non-hazardous waste, such as that from passenger trains. The resolution of these difficulties will be one of the priorities in environmental management in 2021.

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>MANAGEMENT APPROACH: PRODUCTS AND SERVICES</b>							
Prevention, recycling and reuse measures, other methods of recovering and eliminating waste; initiatives for combatting food waste.	301-3	Reclaimed products and their packaging materials			<ul style="list-style-type: none"> <li>• Circular economy and waste management</li> <li>• Food wastage on trains</li> </ul>	97	
<b>MANAGEMENT APPROACH: ENERGY</b>							
Direct and indirect energy consumption, measures taken to improve energy efficiency and the use of renewable energies.	302-1	Energy consumption within the organization	7, 8, 9	7, 8, 13	• Renfe, the top consumer of renewable electricity in Spain	89	
	302-3	Energy intensity	7, 8, 9	7, 8, 13	• Renfe, the top consumer of renewable electricity in Spain	90	
Direct and indirect energy consumption, measures taken to improve energy efficiency and the use of renewable energies.	302-4	Reduction of energy consumption	7, 8, 9	7, 8, 13	• Renfe, the top consumer of renewable electricity in Spain	89-90	
	302-5	Reductions in energy requirements of products and services	7, 8, 9	7, 8, 13	• Renfe, the top consumer of renewable electricity in Spain	89-90	
<b>MANAGEMENT APPROACH: WATER</b>							
Consumption of water and water supply in accordance with local limitations	303-1	Water withdrawal by source			• Sustainable use of non-energy resources	99	
<b>MANAGEMENT APPROACH: BIODIVERSITY</b>							
Measures taken to preserve or restore biodiversity	304	BIODIVERSITY				100-101	
	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	7, 9	8	• Preserving biodiversity	101	
Impacts caused by activities or operations in protected areas	304-2	Significant impacts of activities, products, and services on biodiversity	7, 9	8	• Preserving biodiversity	100-101	There have been no significant impacts on biodiversity.

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>MANAGEMENT APPROACH: EMISSIONS</b>							
The key elements of the greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces; measures set in place to adapt to the consequences of climate change; voluntary medium- and long-term greenhouse gas reduction targets and the measures set in place to this end.	305-1	Direct and indirect GHG emissions (Scope 1)	7, 8, 9	7, 8, 13	• Effects on the atmosphere: climate change	94-95	
	305-2	Energy indirect (Scope 2) GHG emissions	7, 8, 9	7, 8, 13	• Effects on the atmosphere: climate change	94-95	
	305-4	GHG emissions intensity	7, 8, 9	7, 8, 13	• Effects on the atmosphere: climate change	94-95	
The key elements of the greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it produces; measures set in place to adapt to the consequences of climate change; voluntary medium- and long-term greenhouse gas reduction targets and the measures set in place to this end.	305-5	Reduction of GHG emissions	7, 8, 9	7, 8, 13	• Effects on the atmosphere: climate change	94-95	

**MANAGEMENT APPROACH: EFFLUENTS AND WASTE**

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>SOCIAL PERFORMANCE</b>							
<b>MANAGEMENT APPROACH: EMPLOYMENT</b>							
Total number and distribution of employees by gender, age, country and professional classification; total number and distribution of types of employment contract, average annual number of permanent, temporary and part-time contracts by gender, age and professional classification; number of dismissals by gender, age and professional classification; average remuneration and evolution thereof, broken down by gender, age and professional classification or like value; pay gap, remuneration of like positions or average remuneration in the company, average remuneration of directors and executives, including variable remuneration, per diems, severance payments, payments into long-term savings schemes and any other amounts received, on a disaggregated basis by gender.	401	EMPLOYMENT	1,6	5,8	• Diversity management	58-69	
Organisation of working time		EMPLOYMENT	1,6	5,8	• Organisation of working time	71	
Implementation of disconnection from work policies		EMPLOYMENT	1,6	5,8	• Stable employment	70	
Number of dismissals by gender, age and professional classification	401-1	New employee hires and employee turnover	1, 6	5,8	• Stable employment	64-66	
Measures aimed at facilitating a work-life balance and encouraging the joint and responsible sharing thereof by both parents.	401-2	Welfare benefits for employees	1, 6	5,8	• Work/life balance at Renfe	71	
	401-3	Parental leave	1, 6	5,8	• Social relations: Maternity/ paternity leave	75	
<b>MANAGEMENT APPROACH: WORKER/MANAGEMENT RELATIONS</b>							
Organisation of social dialogue, including procedures for notifying, consulting and negotiating with staff	402	LABOUR RELATIONS	1, 6	5,8	• Social relations	75	

About the annual report



REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>MANAGEMENT APPROACH: OCCUPATIONAL HEALTH AND SAFETY</b>							
Occupational health and safety	403	OCCUPATIONAL HEALTH AND SAFETY	1, 6	3,5	• Occupational health and safety	72-74 76	
Percentage of employees covered by collective bargaining agreements by country	403-1	Workers' representation in formal joint management-worker health and safety committees	1, 3	8	• Social relationships • Occupational health and safety in collective bargaining agreements	75	
Occupational accidents, in particular their frequency and seriousness, on a disaggregated basis by gender. Number of hours of absenteeism.	403-2	Type and frequency of accidents, occupational illnesses, lost work days, absenteeism and number of fatalities from occupational accidents or illnesses	1	3, 8	• Organisation of work	71-72	
Occupational illnesses, on a disaggregated basis by gender.	403-3	Workers with high incidence or high risk of diseases related to their occupation	1	3, 8	• Occupational health and safety	72	
Balance of collective bargaining agreements, particularly in the field of occupational health and safety	403-4	Health and safety topics covered in formal agreements with trade unions	3	3, 8	• Social relations	75	
<b>MANAGEMENT APPROACH: TRAINING AND EDUCATION</b>							
Training policies in place;	404	TRAINING AND PROFESSIONAL DEVELOPMENT			• Talent management: Training strategy	76-78	
Total hours of training by professional category.	404-1	Average hours of training per year per employee	1	4, 8	• Occupational health and safety • Talent management: Training strategy	77	
	404-2	Programmes for upgrading employee skills and transition assistance programmes		8	• Talent management	78-81	
	404-3	Percentage of employees receiving regular performance and career development reviews	1, 6	8	• Social relations: Social dialogue	75	

*About the annual report*

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>MANAGEMENT APPROACH: DIVERSITY AND EQUAL OPPORTUNITY</b>							
Measures adopted to promote equal treatment and equal opportunities for men and women; equality plans (Chapter III of Organic Law 3/2007 of 22 March 2007, for effective gender equality), measures adopted to promote employment, protocols to combat sexual and gender-based harassment, integration and universal accessibility of persons with disabilities; policy on non-discrimination and, if applicable, diversity management.	405	DIVERSITY			<ul style="list-style-type: none"> <li>• Employees with disabilities</li> <li>• Equality</li> </ul>	70 84	
Diversity policy applied in relation to the Board of Directors, management and the specialist committees formed within these bodies, with regard to age, gender, disability or the training and professional experience of their members; including their objectives, measures adopted, how these have been applied, in particular, procedures aimed at including a number of women in the Board of Directors so as to achieve a balanced presence of men and women and the results in the period in which the reports are presented, as well as any measures that the appointments committee may have agreed in respect of these matters.	405-1	Diversity of governance bodies and employees	6	5, 8	<ul style="list-style-type: none"> <li>• Diversity management</li> <li>• Corporate governance: Governance bodies</li> </ul>	58-59 156-157	
Average remuneration and evolution thereof, broken down by gender, age and professional classification or like value; pay gap, remuneration of like positions or average remuneration in the company	405-2	Ratio of basic salary and remuneration of women to men	1, 6	5, 8	<ul style="list-style-type: none"> <li>• Diversity management: Remuneration</li> </ul>	67-69	

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>MANAGEMENT APPROACH: NON-DISCRIMINATION</b>							
Implementation of due diligence procedures in relation to human rights; prevention of risks of breach of human rights and, as the case may be, measures to mitigate, manage and redress any potential abuses committed; complaints of abuse of human rights; equality: measures adopted to promote equal treatment and equal opportunities for men and women; equality plans (Chapter III of Organic Law 3/2007 of 22 March 2007, for effective gender equality), measures adopted to promote employment, protocols to combat sexual and gender-based harassment, integration and universal accessibility of persons with disabilities; policy on non-discrimination and, if applicable, diversity management.	406-1	Incidents of discrimination and corrective actions taken		5, 8	<ul style="list-style-type: none"> <li>• Employees with disabilities</li> <li>• Equality</li> <li>• Accessibility in Renfe</li> </ul>	70 83-85 108-112 165-166	Given that most of Renfe's activity is carried out in Spain it has not been considered necessary to perform a risk analysis in relation to human rights abuses.
Promotion of and compliance with the provisions of the core conventions of the International Labour Organisation as regards respect for freedom of association and the right to collective bargaining; elimination of discrimination in employment and occupation; elimination of forced or compulsory labour; effective abolition of child labour.					<ul style="list-style-type: none"> <li>• Renfe Group policies</li> </ul>	165-166	Given that most of Renfe's activity is carried out in Spain it has not been considered necessary to perform a risk analysis in relation to human rights abuses.
Universal accessibility for persons with disabilities			6	8,10	<ul style="list-style-type: none"> <li>• Accessibility in Renfe</li> </ul>	108-112	
Employees with disabilities			6	8,10	<ul style="list-style-type: none"> <li>• Employees with disabilities</li> </ul>	70	

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>MANAGEMENT APPROACH: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>							
Implementation of due diligence procedures in relation to human rights; prevention of risks of breach of human rights and, as the case may be, measures to mitigate, manage and redress any potential abuses committed; complaints of abuse of human rights; promotion and compliance with the core provisions of the conventions of the International Labour Organisation regarding respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; and the effective abolition of child labour. Organisation of social dialogue, including procedures for notifying, consulting and negotiating with staff.	407	FREEDOM OF ASSOCIATION	3	8	<ul style="list-style-type: none"> <li>Equality</li> <li>Renfe Group policies</li> </ul>	75 83-85 164-165	Given that most of Renfe's activity is carried out in Spain it has not been considered necessary to perform a risk analysis in relation to human rights abuses.

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>MANAGEMENT APPROACH: CHILD LABOUR, FORCED LABOUR, SAFETY MEASURES, EVALUATION</b>							
Implementation of due diligence procedures in relation to human rights; prevention of risks of breach of human rights and, as the case may be, measures to mitigate, manage and redress any potential abuses committed; complaints of abuse of human rights; promotion and compliance with the core provisions of the conventions of the International Labour Organisation regarding respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; and the effective abolition of child labour.	Referencia a: 408-1 409-1 410-1 411-1 412-1 412-2	HUMAN RIGHTS	1, 2	8		75 83-85 164-165	Given that most of Renfe's activity is carried out in Spain it has not been considered necessary to perform a risk analysis in relation to human rights abuses.
<b>MANAGEMENT APPROACH: LOCAL COMMUNITIES</b>							
Impact of the company's activity on local development and employment; impact of the company's activity on local populations and the territory; relations with the different players of local communities and types of dialogue with them	413	LOCAL COMMUNITIES			• Contribution to social progress • Social action	103 108-112 120 125-128 131	
Relations with the different players of local communities and types of dialogue with them	413-1	Operations with local community engagement, impact assessments, and development programmes		8, 9, 10, 11, 13	• Social action	112-115	
Impact of the company's activity on local development and employment; impact of the company's activity on local populations and the territory	413-2	Operations with significant actual and potential negative impacts on local communities		8, 9, 10, 11, 13	• Contribution to social progress • Social action	103 108-112 120 125-128 131	

REQUIREMENT UNDER LAW 11/2018	GRI STANDARD	SUMMARY DESCRIPTION	GLOBAL COMPACT	SDG	CHAPTER / SECTION	PAGE	COMMENT
<b>MANAGEMENT APPROACH: SUPPLIER ASSESSMENT IN TERMS OF HUMAN RIGHTS, LABOUR PRACTICES AND SOCIAL IMPACT</b>							
Inclusion of social, gender-equality and environmental issues in the procurement policy; consideration of suppliers' and subcontractors' social and environmental responsibility in dealings with them; oversight and audit systems and results thereof.	414-1	New suppliers that were screened using social criteria		5	<ul style="list-style-type: none"> <li>Integrating CSR in the supply chain</li> </ul>	32-33	The Compliance department has drawn up questionnaires on compliance and contractual clauses, all aimed at the international area
<b>MANAGEMENT APPROACH: CUSTOMER HEALTH AND SAFETY</b>							
Consumer health and safety measures	416	CUSTOMER HEALTH AND SAFETY			<ul style="list-style-type: none"> <li>Customer health and safety</li> </ul>	30	
Systems in place for making claims, complaints received and resolution thereof.	416-1	Assessment of the health and safety impacts of product and service categories		16	<ul style="list-style-type: none"> <li>Complaints, fines and penalties</li> </ul>	29-30	
	416-2	Incidents of non-compliance concerning the health and safety impacts of product and service categories		16	<ul style="list-style-type: none"> <li>Complaints, fines and penalties</li> </ul>	29-30	

## Independent Verification Report



### Declaración de Verificación Independiente del Estado de Información No Financiera de la Entidad Pública Empresarial Renfe-Operadora y sociedades dependientes del ejercicio 2020

Al Consejo de Administración de la Entidad Pública Empresarial Renfe-Operadora y sociedades dependientes:

De acuerdo con el artículo 49 del Código de Comercio, hemos realizado la verificación, con alcance de seguridad limitada del Estado de Información No Financiera (en adelante EINF) correspondientes al ejercicio anual finalizado el 31 de diciembre de 2020, de la Entidad Pública Empresarial Renfe-Operadora (en adelante la Sociedad dominante) y sus sociedades dependientes (en adelante el Grupo Renfe) que forma parte del Informe de Gestión consolidado de 2020 adjunto en el Grupo.

El contenido del Informe de Gestión Consolidado incluye información adicional a la requerida por la normativa mercantil vigente en materia de información no financiera que no ha sido objeto de nuestro trabajo de verificación. En este sentido, nuestro trabajo se ha limitado exclusivamente a la verificación de la información identificada en el capítulo "7.5. Índice de contenidos Ley 11/2018, GRI, Pacto Mundial y ODS", incluida en el EINF adjunto.

#### Responsabilidad de la Dirección

La Dirección de Grupo Renfe es responsable de la preparación, del contenido y de la presentación del EINF, según la Ley 11/2018, de 28 de diciembre. Esta responsabilidad incluye el diseño, la implementación y el seguimiento del control interno que se considere necesario para permitir que el EINF esté libre de incorrección material. El EINF se ha preparado de acuerdo con los contenidos recogidos en la normativa mercantil vigente y siguiendo los criterios de los Sustainability Reporting Standards de Global Reporting Initiative (en adelante Estándares GRI), en su opción esencial, seleccionados de acuerdo con el mencionado para cada materia en el capítulo "7.5. Índice de contenidos Ley 11/2018, GRI, Pacto Mundial y ODS", incluida en el EINF adjunto.

Asimismo, la Dirección de Grupo Renfe es responsable de definir, implementar, adaptar y mantener los sistemas de gestión de los que se obtiene la información necesaria para la preparación del EINF, así como para el seguimiento del grado de cumplimiento de requisitos exigidos en la Ley 11/2018, de 28 de diciembre.

#### Independencia y Calidad

El equipo auditor ha cumplido los requerimientos de independencia, imparcialidad y demás exigencias de ética, basando sus actuaciones en los principios fundamentales de integridad, objetividad, competencia y diligencia profesional, confidencialidad y comportamiento profesional.

EQA es un prestador independiente de servicios de verificación tal y como se contempla en la Ley 11/2018.

#### Nuestra responsabilidad

La responsabilidad de EQA se circunscribe en expresar nuestras conclusiones en una declaración de verificación independiente de seguridad limitada basado en los procedimientos realizados y en las evidencias que se han obtenido. El encargo se ha realizado de acuerdo con una metodología propia, basada a su vez en las mejores prácticas recogidas en la Norma Internacional de Encargos de Aseguramiento 3000 (NIEA 3000 Revisada), "Encargos de Aseguramiento distintos de la Auditoría y de la Revisión de Información Financiera Histórica", emitida por el Consejo de Normas Internacionales de Auditoría y Aseguramiento (IAASB) de la Federación Internacional de Contadores (IFAC), y la Norma Internacional UNE-EN ISO/IEC 17029 "Evaluación de la conformidad. Principios generales y requisitos para los organismos de validación y verificación".

El alcance de un encargo de seguridad limitada es sustancialmente inferior al de un encargo de seguridad razonable y, por lo tanto, la seguridad proporcionada es menor.

1

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Los procedimientos realizados se basan en el juicio profesional de los expertos que han intervenido en el proceso e incluyen consultas, observación de procesos, evaluación de documentación, procedimientos analíticos, y pruebas de revisión por muestreo que, con carácter general, se describen a continuación:

- ✓ Reuniones con el personal de los diversos departamentos de Grupo Renfe involucrados para conocer el modelo de negocio, las políticas y los enfoques de gestión aplicados, los principales riesgos relacionados con esas cuestiones y obtener información necesaria para la revisión.
- ✓ Comprobación de los procesos de los que dispone Grupo Renfe para determinar cuáles son los aspectos materiales en relación con sus actividades.
- ✓ Análisis de los procedimientos utilizados para recopilar y validar los datos e información presentada en el EINF.
- ✓ Análisis de la adaptación del EINF a lo señalado en Ley 11/2018.
- ✓ Comprobación de datos, en base a la selección de una muestra, y realización de pruebas sustantivas de la información cuantitativa y cualitativa contenida en el EINF del ejercicio 2020.
- ✓ Obtención de una carta de manifestaciones de los Administraciones y la Dirección.

#### Conclusiones de la Verificación

Como resultado de los procedimientos que se han realizado y de las evidencias obtenidas no ha llegado a nuestro conocimiento ninguna cuestión que nos lleve a pensar que el EINF de la Entidad Pública Empresarial Renfe-Operadora y sus sociedades dependientes correspondiente al ejercicio anual finalizado el 31 de diciembre 2020 no ha sido preparado, en todos los aspectos materiales, de acuerdo con los contenidos recogidos en la normativa mercantil vigente y siguiendo los criterios de los Sustainability Reporting Standards de Global Reporting Initiative (en adelante Estándares GRI), en su opción esencial, seleccionados de acuerdo a lo mencionado para cada materia en el capítulo "7.5. Índice de contenidos Ley 11/2018, GRI, Pacto Mundial y ODS", incluida en el EINF adjunto.

#### Uso y distribución

La presente Declaración de Verificación se emite a la Dirección de Grupo Renfe, de acuerdo con los términos del contrato suscrito entre ambas partes.

Esta declaración ha sido preparada en respuesta al requerimiento establecido en la normativa mercantil vigente en España, por lo que podría no ser adecuado para otros propósitos y jurisdicciones.



European Quality Assurance Spain S.L.  
D. Ignacio Martínez Cabañero  
Director General

22 de julio de 2021

2

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This non-financial information and diversity report has been prepared only in a digital format, with designs that offer accessible visualisation, and is available for public access at [www.renfe.es](http://www.renfe.es)

This report and those of prior years are available on the website of Renfe.

### **Edition:**

**Deputy to the Presidency**

**Corporate Social Responsibility Management**



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