

Scoreboard

Shareholders	2019	2020	2021
Revenue (M€)	6,054	6,532	6,778
Operating cash flow excluding concessionaires (M€)	810	839	607
Dividends received (M€) ¹	520	377	469
Employees	2019	2020	2021
Workforce at year-end	89,968	80,119	63,070
Total average turnover rate (%)	13.23%	17.58%	24.37%
Frequency rate	10,3	9.2	8.8
Severity rate	25	0.26	0.28
Customers	2019	2020	2021
Portfolio by business unit (M€)	-	19,318	20,550
-Services	-	8,293	8,373
-Construction	-	11,025	12,177
Investment in R&D (M€)	45	52	60
User satisfaction with Managed Lanes (NTE and LBJ) (%)	77%	70-80%	70-80%
HAH passenger experience (scale 1-5)	4.17	4.18	4.23
Certified activity (ISO 9001)	86%	89%	87%
Society	2019	2020	2021
Renewal of presence on sustainability indexes: DJSI, Vigeo, FTSE4Good, Sustainalytics, STOXX, CDP, ISS ESG	Yes	Yes	Yes
Carbon intensity: direct and indirect greenhouse gases emissions in relative terms (tCO ₂ eq /M€) ²	59%	56%	58%
Beneficiaries of potable water and sanitation projects ³	223,314	229,639	238,869
Taxes (M€) ⁴	2,087	1,785	1,810

(1) In scrip dividend and share buyback.

(2) Scope 1 & 2 compared to base year 2009.

(3) Data accumulated since 2008 (31 projects performed in Colombia, Peru, Mexico, Tanzania, Ethiopia, Uganda and Ghana).

(4) Taxes accrued, paid and collected (cash flow criteria).