

SCOREBOARD

Shareholders	2018	2019	2020
Revenue (M€)	5,737	6,054	6,340
Operating cash flow excluding concessionaires (M€)	572	810	838
Dividends received (M€) ¹	520	520	377
Employees	2018	2019	2020
Workforce at year-end	92113	89968	80119
Total average turnover rate (%)	8.18 %	13.23 %	17.58 %
Frequency rate	12.2	10.3	9.2
Severity rate	0.29	0.25	0.26
Customers	2018	2019	2020
Portfolio by business unit (M€)	30,376	29,080	23,211
- Services	19,411	17,656	13,027
- Construction	10,965	11,424	10,129
Investment in R&D (M€)	48	45	52
User satisfaction with Managed Lanes (NTE and LBJ) (%)	+80%	77 %	70-80%
HAH passenger experience (scale 1-5)	4.15	4.17	4.18
Certified activity (ISO 9001)	88 %	86 %	89 %
Sociedad	2018	2019	2020
Renewal of presence on sustainability indexes: DJSI, Vigeo, FTSE4Good, MSCI, STOXX, CDP	Sí	Sí	Sí
Carbon intensity: direct and indirect greenhouse gases emissions in relative terms (tCO ₂ eq /M€) ²	55 %	59 %	56 %
Beneficiaries of potable water and sanitation projects ³	213,713	223,314	229,639
Taxes (M€) ⁴	2,127	2,087	1,833

(1) In scrip dividend and share buyback.

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

(3) Data accumulated since 2008 (18 projects performed in Colombia, Peru, Mexico, Tanzania, Ethiopia, Uganda and Ghana).

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