

# A BUSINESS MODEL THAT CREATES VALUE



FERROVIAL SEEKS TO CREATE VALUE FOR SOCIETY AND ITS STAKEHOLDERS THROUGH A BUSINESS MODEL THAT RELIES ON A UNIQUE PORTFOLIO OF INFRASTRUCTURE ASSETS

## INFRASTRUCTURES

### TOLL ROADS AND AIRPORTS

Capital intensive, positive exposure to inflation and GDP growth, long-life and capable of generating dividends



## EX-INFRASTRUCTURES

### CONSTRUCTION AND SERVICES

Not capital intensive, with an order book that guarantees ongoing work and generates cash flow



Profitable growth achieved through a unique portfolio of transportation infrastructures, all managed to ensure operational efficiency and financial discipline. Robust corporate values that champion innovation, sustainability and responsibility, all rooted in people

## STAKEHOLDERS



Maximizing shareholder return and transparent communication

### SHAREHOLDERS

**520 M€**  
DIVIDENDS



Solutions to urban congestion, offering efficient solutions, enhancing user mobility

### CLIENTS/USERS

**+80%**  
SATISFACTION  
MANAGED LANES

**4.15**  
OUT OF 5  
EXPERIENCE AT  
HEATHROW



Providing sustainable mobility solutions that seek out energy efficiency

### SOCIETY

**-54%**  
CO<sub>2</sub> EMISSIONS IN  
RELATIVE TERMS  
COMPARED TO 2009



Diversity and training to guarantee employee engagement

### EMPLOYEES

**91%**  
COMMITMENT

