

SCORECARD

SHAREHOLDERS	2016	2017	2018
Revenue (M€)	-	5,152	5,737
Operating cash flow excluding concessionaires (M€)	995	999	572
Dividends received (M€) ¹	544	520	520

EMPLOYEES	2016	2017	2018
Workforce at year-end	96,001	95,978	92,113
Total average churn rate (%)	5.11%	12.67%	8.18%
Frequency rate	15.0	13.6	12.2
Severity rate	0.33	0.31	0.29

CUSTOMERS	2016	2017	2018
Portfolio by business unit (M€)	33,519	32,063	30,376
- Services	24,431	20,918	19,411
- Construction	9,088	11,145	10,965
Investment in R&D (M€)	48	47	48
User satisfaction with Managed Lanes (NTE and LBJ) (%)	80%/91%	75%	>80%
HAH passenger experience (scale 1-5)	4.2	4.2	4.15
Certified activity (ISO 9001)	91%	89%	88%

SOCIETY	2016	2017	2018
Renewal of presence on sustainability indexes: DJSI, Vigeo FTSE4Good, MSCI, STOXX	✓	✓	✓
Carbon intensity: direct and indirect greenhouse gases emissions in relative terms (tCO ₂ eq /M€ ²)	-59%	-57%	-54%
Beneficiaries of potable water and sanitation projects ³	191,759	212,605	213,713
Taxes (M€) ⁴	-	2,075	2,127

(1) In scrip dividend and share buyback.

(2) Scope 1 & 2 since 2009. Data before 2018 have not been recalculated as a results of entries and exits from the perimeter.

(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).