

Scorecard

SHAREHOLDERS	2017	2018	2019
Revenue (M€)	5,152	5,737	6,054
Operating cash flow excluding concessionaires (M€)	999	572	810
Dividends received (M€) ¹	520	520	520
EMPLOYEES	2017	2018	2019
Workforce at year-end	95,978	92,113	89,968
Total average turnover rate (%)	12.67%	8.18%	13.23%
Frequency rate	13.6	12.2	10.3
Severity rate	0.31	0.29	0.25
CUSTOMERS	2017	2018	2019
Portfolio by business unit (M€)	32,063	30,376	29,080
- Services	20,918	19,411	17,656
- Construction	11,145	10,965	11,424
Investment in R&D (M€)	47	48	45
User satisfaction with Managed Lanes (NTE and LBJ) (%)	75%	>80%	77%
HAH passenger experience (scale 1-5)	4.2	4.15	4.17
Certified activity (ISO 9001)	89%	88%	86%
SOCIETY	2017	2018	2019
Renewal of presence on sustainability indexes: DJSI, Vigeo, FTSE4Good, MSCI, STOXX, CDP	✓	✓	✓
Carbon intensity: direct and indirect greenhouse gases emissions in relative terms (tCO ₂ eq /M€ ²)	-51%	-55%	-59%
Beneficiaries of potable water and sanitation projects ³	212,605	213,713	223,314
Taxes (M€) ⁴	2,075	2,127	2,087

(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).