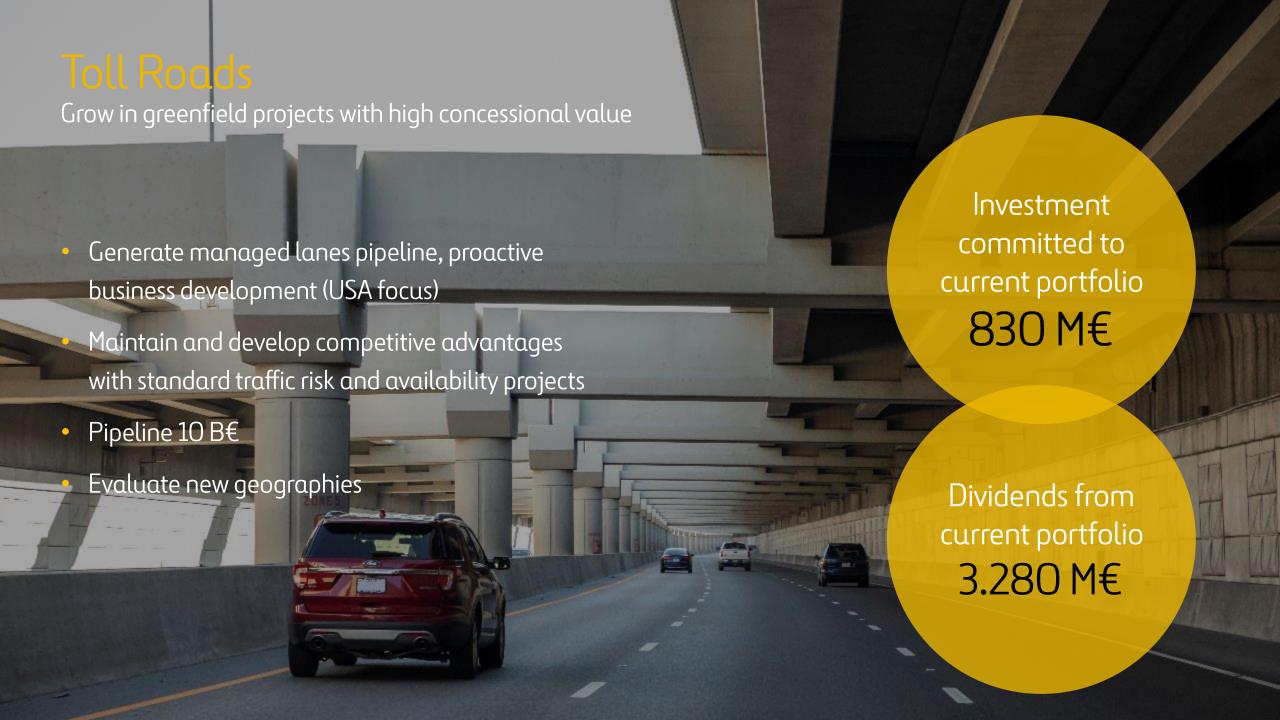


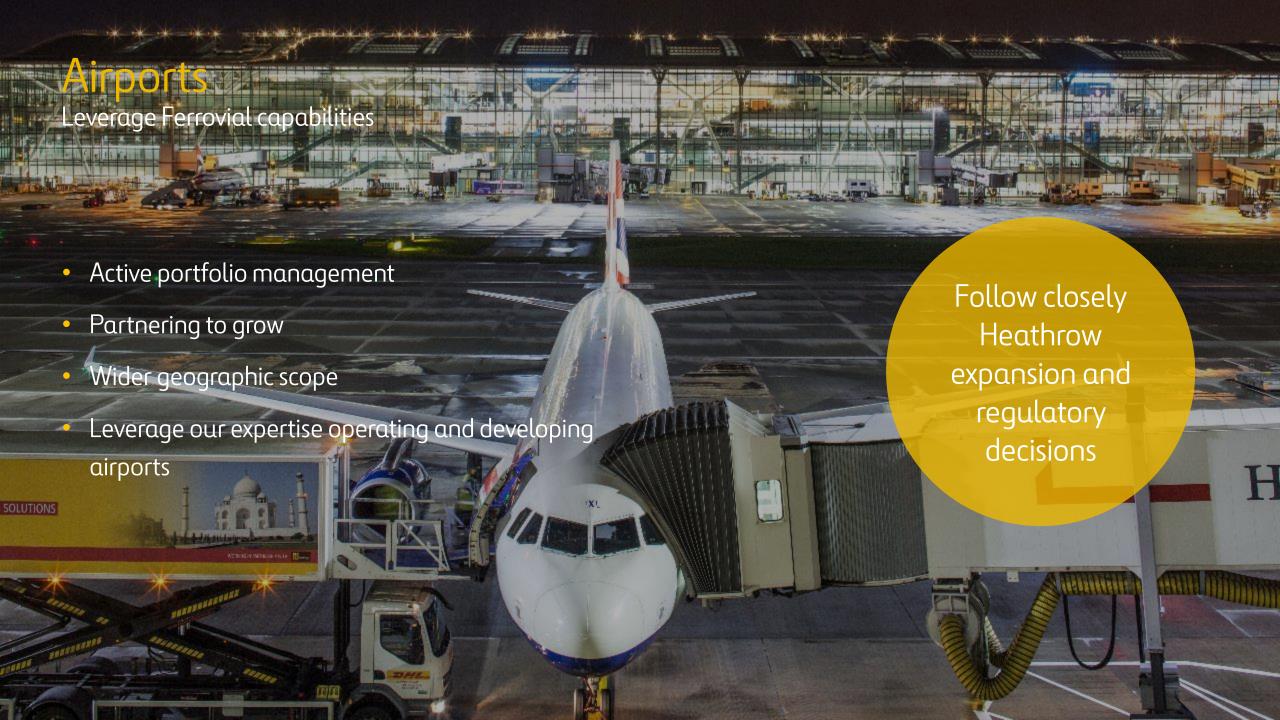


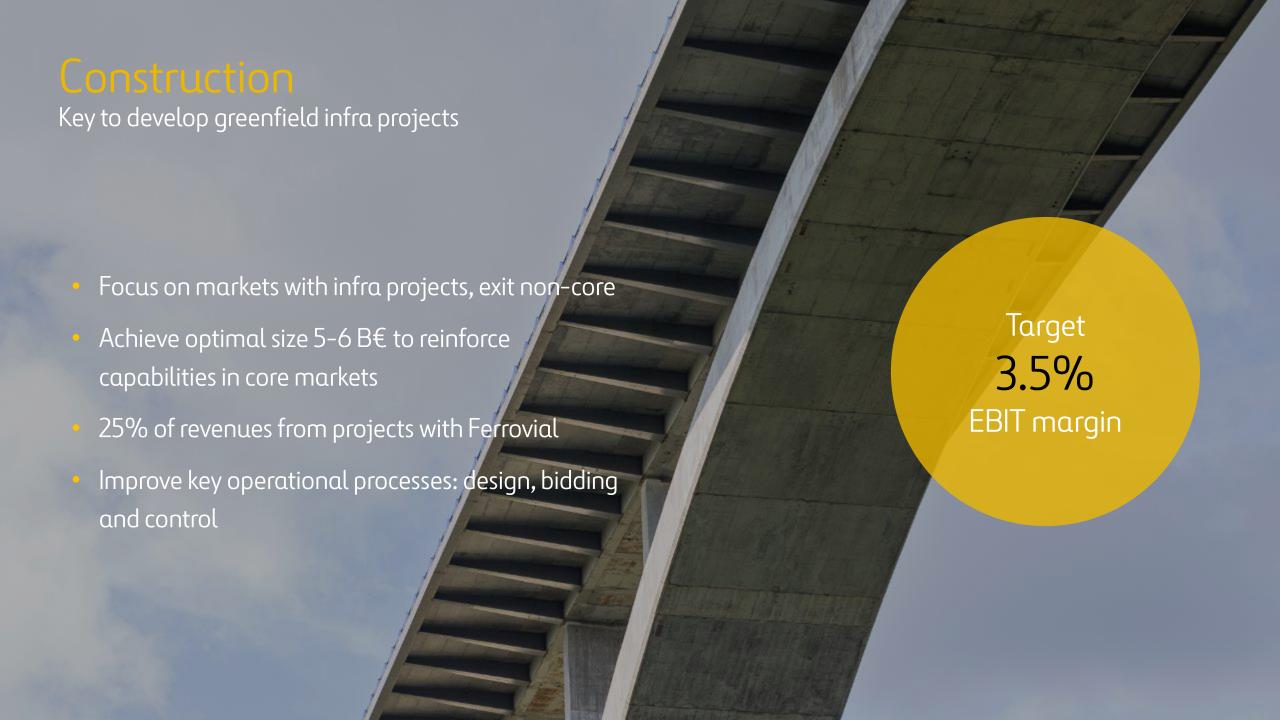
Strategic plan 2020 – 2024 highlights

Creating value by developing and operating infrastructure with high concessional value

- Passionate team with a safety culture
- High value infra portfolio generating 4 B€ infra dividends
- Strong pipeline, 12 B€ of infra projects, in core markets: USA, UK, Canada, Poland, Spain, Chile,
 Colombia and Peru. Selective investment in other geographies
- Explore new sustainable infra related opportunities (ie. mobility, electrification)
- Rotate mature assets to optimize capital allocation and complete Services divestment
- Improve EBITDA 11% per year and reach 3.5% EBIT margin in contracting division
- 32% reduction in CO₂ emissions (2030 vs 2009) as part of our roadmap to be carbon neutral in 2050
- A more agile, innovative and efficient organization with +50 M€ annual savings
- Focus on shareholder return

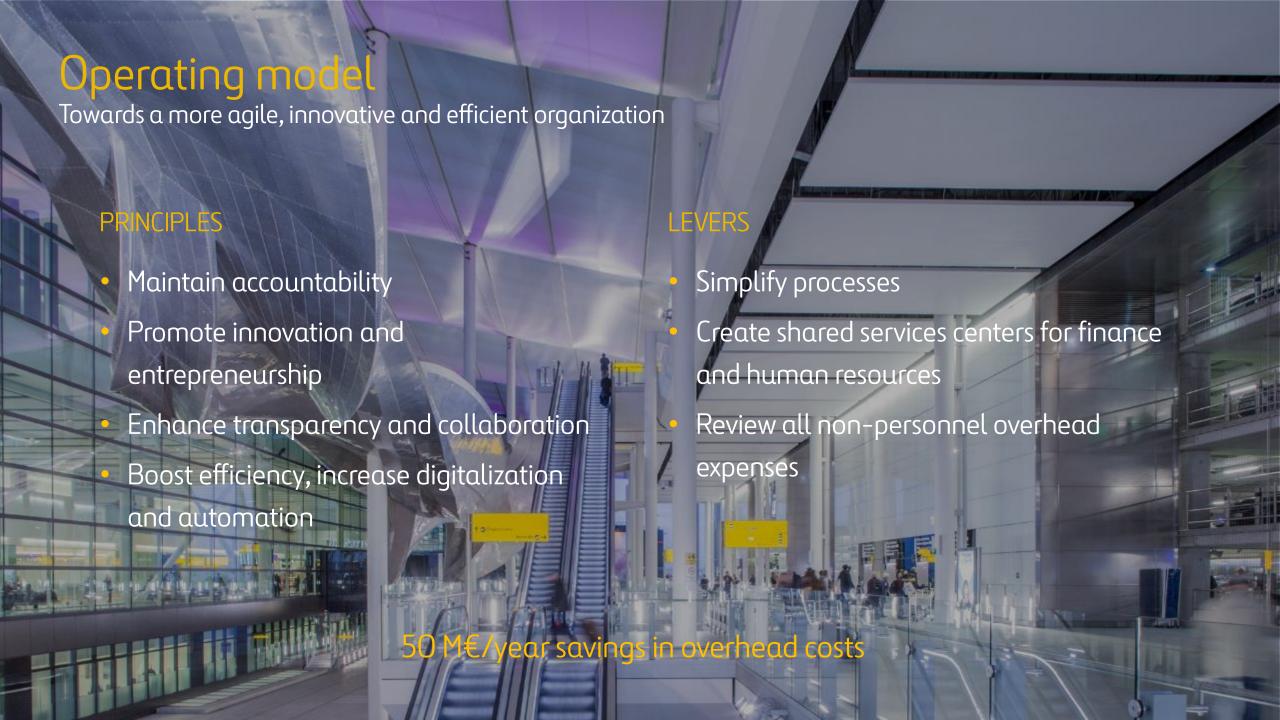












A Ferrovial more ...

Attractive: bringing solutions for a world on the move

Focused: developing and operating sustainable infrastructure of high concessional value

Specialized: in selected markets, where we can have infra developing capabilities

Agile: rotating mature assets and selling Services division

Profitable: improving EBITDA 11% annually

Sustainable: reducing 32% CO₂ emissions by 2030

Efficient: new operating model

WITH THE SAME PASSION TO CREATE SHAREHOLDER VALUE

Thank you

Q & A

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