

Strategy

Objective: excellence in the development and management of sustainable infrastructure through innovation, efficiency and the selection of businesses and markets.

Strategic priorities/ Horizon 24 Plan

- **People:** are the cornerstone of the company's strategy. The corporate people management model is a key source of competitive advantage and is based on **three main pillars, people's safety, talent management and commitment.**
- **Sustainable growth:** developing and managing sustainable, innovative and efficient infrastructure projects with a high concession value. The company will focus on its main markets (US, Canada, Spain, UK and Poland), while exploring opportunities in other regions such as Australia and other key countries in Europe and Latin America.

With **Motorways**, Ferrovial will continue developing greenfield projects with traffic risk, with a focus on **Managed Lanes***, mainly in the United States and Canada, proactively generating pipeline and bidding for strategic projects. The company will also maintain its competitive advantages in markets with good growth prospects for **pay-per-use** projects.

With **Airports**, the company will focus on preserving cash and liquidity while continuing to implement operational improvements and exploring new opportunities and partnerships around the world.

With **Construction**, the objectives are to maintain sustainable profitability and to increase business together with other Group divisions. The company will support the infrastructure business by focusing on transport **greenfield projects*** and will develop additional local capabilities in the countries selected.

***Managed Lanes:** this solution involves adding optional dynamic toll lanes to congested urban motorways. Their purpose is to reduce traffic congestion in urban corridors and to improve service for users.

***Greenfield projects:** those in which the company carries out the work from beginning to end, from blueprint to management for a specified period.

- **Operational excellence:** with the focus on achieving ambitious sustainability goals (environmental, social and governance), promoting efficiency and optimising basic processes.

Sustainability is an essential issue in the company's operations, focusing on reducing its environmental impact, prioritising safety and helping society's development. In this sense, Ferrovial has updated its sustainability strategy, which is aligned with the UN Sustainable Development Goals and with the Horizon 24 Plan. Its **objectives** include decarbonisation, reducing water footprint, whilst at the same time aiming to reshuffle its project portfolio by offering solutions geared towards a sustainable economy,

In this context, Ferrovial will continue to proactively seek to maintain its presence in **sustainability indices** such as the Dow Jones Sustainability Index, the Carbon Disclosure Project or FTSE4Good. With Infrastructure, Ferrovial will continue to enhance its distinctive capabilities, such as traffic management and revenue optimisation, and its experience with assets such as the **407 ETR**, the **Texas Managed Lanes** and **Heathrow Airport**. With Construction, the company will maintain its references and capabilities in the design and construction of complex projects.

- **Innovation:** improving the main business activity by supporting the company's digital transformation and developing new capabilities and services that reinforce competitiveness. Ferrovial will develop its digital innovation and will promote projects with business entities, focusing on creating value and fostering an entrepreneurial culture.

