

Group

MARKET CAPITALISATION  
AT 31 DECEMBER 2022  
**€55 billion**

**A world leader**  
IN CONCESSIONS,  
ENERGY AND CONSTRUCTION

BUSINESS UNITS<sup>(1)</sup>  
**4,000**

WORKSITES<sup>(1)</sup>  
**314,000**

OPERATIONS IN MORE THAN  
**120 countries**

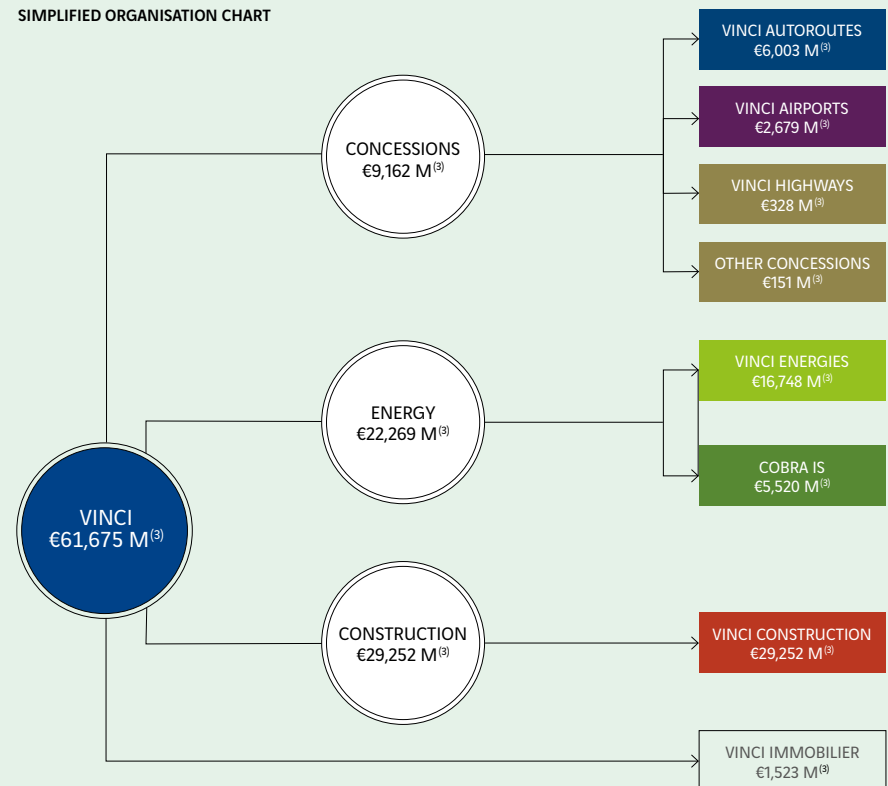
GROUP COMPANIES WITH NO  
LOST-TIME WORKPLACE ACCIDENTS<sup>(2)</sup>  
**72%**

EMPLOYEES WORLDWIDE<sup>(2)</sup>  
**271,648**

LONG-TERM CREDIT RATINGS  
**STANDARD & POOR'S**  
**A-** stable outlook  
**MOODY'S**  
**A3** stable outlook

**130-year**  
HISTORY

SIMPLIFIED ORGANISATION CHART

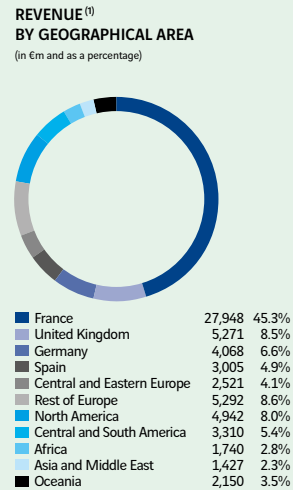
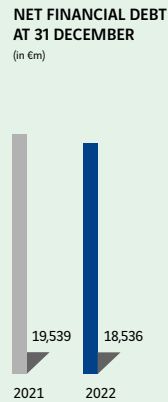
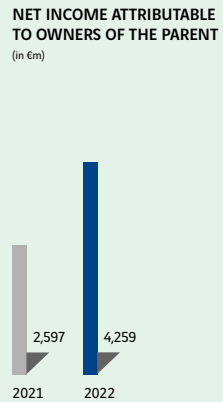
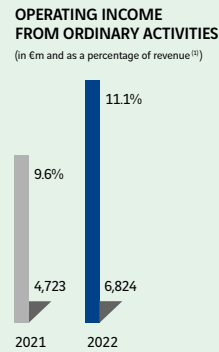
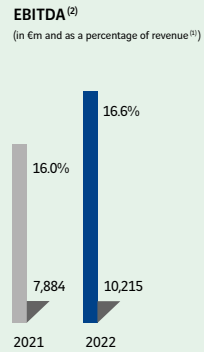
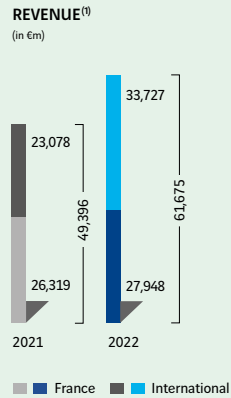


(1) Estimates. (2) At 31 December 2022. (3) 2022 revenue.

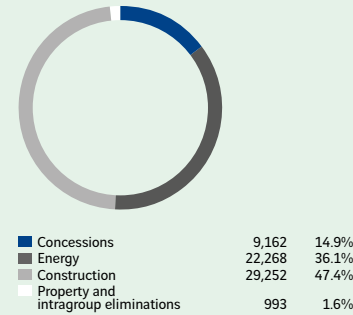
Group

REVENUE<sup>(1)</sup>  
€61.7 billion

NET INCOME ATTRIBUTABLE  
TO OWNERS OF THE PARENT  
€4,259 M

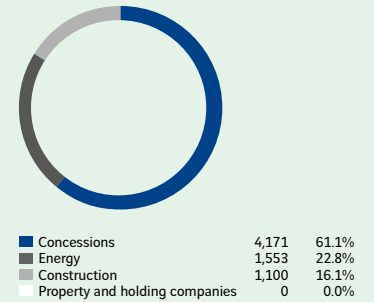


REVENUE<sup>(1)</sup> BY BUSINESS  
(in €m and as a percentage of revenue)

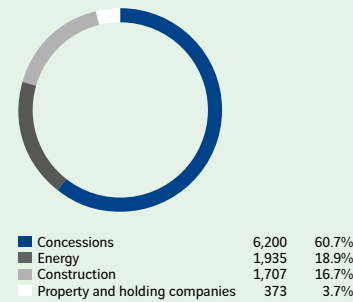


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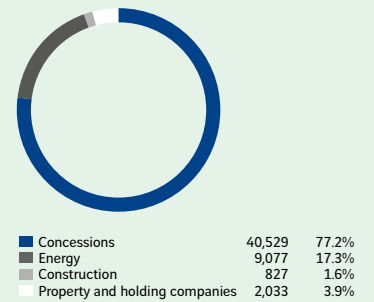
OPERATING INCOME FROM ORDINARY ACTIVITIES  
BY BUSINESS  
(in €m and as a percentage of revenue)



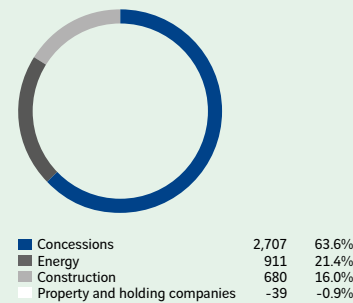
EBITDA<sup>(2)</sup> BY BUSINESS  
(in €m and as a percentage of revenue)



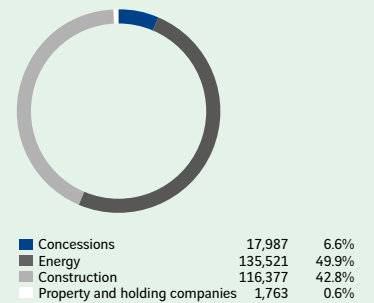
CAPITAL EMPLOYED<sup>(3)</sup>  
(in €m and as a percentage of revenue)



NET INCOME ATTRIBUTABLE  
TO OWNERS OF THE PARENT BY BUSINESS  
(in €m and as a percentage of revenue)



WORKFORCE<sup>(3)</sup>



(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies (2022: €590 million). See glossary (page 410).

(2) Cash flows from operations before tax and financing costs. See glossary (page 410).  
(3) At 31 December 2022.