

With the aim of fostering and recognising employees' creativity, Ferrovial launches the fourth edition of Zuritanken (Ferrovial Innovation Awards), with the aim of recognising all those innovative ideas suitable for implementation, geared towards increasing the productivity and efficiency of processes that improve the competitiveness of the company and/or can generate new business opportunities.

OBJECTIVE

Through this programme, Ferrovial's aim is to reward employees who, in addition to their ordinary functions, are eager to provide new solutions and share them with the organisation.

The objectives of this initiative are:

- To provide direct support for innovation **activity**, engendering and generating innovative concepts and projects for implementation.
- To foster a **culture** of innovation, recognising and motivating innovative attitudes.

In this fourth edition the aim is to achieve more evolved ideas, with a greater level of definition and quality, which allow for disruptive results that can be implemented through new products, services, process and business models.

DESCRIPTION

Innovative ideas will respond to a challenge or theme set by an owner of each business unit. The owners of the challenges are the people selected by the businesses with the means, resources and authority to implement the idea.

The challenges selected for this edition are:

Highways challenge: How can we improve users' experience when using toll highways?

The ultimate objective is to increase user satisfaction. The ideas may address different areas: operations, incident response, maintenance, communications, signalling, collection of toll charges or customer service. The way to inform users of the suggested improvements, as well as how to measure the impact on user satisfaction should be considered.

Owner: Alberto González Lalueza – Director Dallas Highway. Cintra

Airports challenge: How can we improve the waiting time of a passenger in an airport, defined as the period of time from the moment they pass through security to the moment they board the aircraft?

Ideas must be focussed on some of the following areas: maximising the airport's commercial income, improving infrastructure processes (operational efficiency), especially the boarding of passengers or improving their experience (*User Experience*).

Owner: Ross Baker – Chief Commercial Officer, Heathrow Airport. Ferrovial Airports

Construction challenge: How can we use new technologies in a disruptive way so that our processes and procedures are simplified, optimised or facilitate the management of any of the phases of the life cycle of infrastructures?

We are seeking ideas for disruptive uses of new technologies—whether they are currently used in the construction business or not—that optimise our costs, improve sales or that can create synergies between the construction business and other business units within Ferrovial in the offer, design, construction, operation and maintenance phases.

Owner: Laura Tordera – Head of Research & Development. Ferrovial Agroman

Services challenge: The worker of the future: How can we improve our service operations with the use of new technologies?

Ferrovial Services has an extensive and distributed labour force in the field. New digital solutions can improve security and assist employees in daily operations to be more flexible, connected and benefit from remote support, thus increasing the efficiency of operations. This focus may also help the company in our strategy of differentiation in using technology to exchange best practices and knowledge in a more dynamic way.

Owner: Neal Firth – Executive General Manager - Operational Excellence Broadpectrum. Ferrovial Services

An innovative idea is defined as any **idea suitable for subsequent development** that translates well into "**new ways of doing things**" or "**new things to do**".

SCOPE

The programme is open to all employees (including interns who, during the period, work in the company) of any of the companies of the Ferrovial Group,^[1] any of the companies of the *Heathrow Airports Holding Group (HAH)*,^[2] of *AGS Airports Holdings Ltd*, *AGS Airports Investments Ltd*, *AGS Airports Limited*, *Airport Holdings NDH1 Ltd*, *Aberdeen International Airport Ltd*, *Glasgow Airport Ltd* and *Southampton International Airport Ltd*, and of the *407 International INC Group*.^[3]

Employees can **participate**:

- **By contributing ideas in any of the challenges set by the business units** (regardless of whether or not they correspond to their own Business).

An employee can put forward **as many ideas as they wish** during the campaign.

The term for the submission of ideas runs **from 9 April 2018, the day of the launch of the programme, until 8 June 2018, the deadline for submission.**

It is recommended that participants form teams with 3 to 6 people (**with a maximum of 6 people per team allowed**) from the different business units to enrich the ideas and where possible allow for subsequent implementation. All participants on the team must be registered on the Zuritanken platform.

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^[2] Companies of the FGP Topco Limited group, to which HAH belongs, include all those companies or entities that appear in the document “Group of Companies Account 2014” (and their corresponding subsidiaries), available at <https://beta.companieshouse.gov.uk/company/05723961>. The companies of the FGP Topco Limited Group are dedicated, fundamentally, to the management of airports.

^[3] Companies of the 407 International INC Group include all those companies or entities that appear on the list in the most recent annual accounts deposited with the Business Registry of Madrid. The companies of the 407 International INC Group are dedicated, fundamentally, to the management of transport infrastructures.

SUBMISSION OF IDEAS

To register the idea, you must visit the website www.zuritanken.com. Select the Challenges tab, then select the chosen challenger and click on the button below, "Create new idea"

Before inserting the idea you must register. To do so, a corporate email address will be required, which will serve as verification that the registered person is an employee of Ferrovial or one of its subsidiaries.

In the event that registration is completed using a non-corporate email and the administrator does not manage to verify that it is an employee of Ferrovial or one of its subsidiaries, their registered idea will cease to form part of the competition, even though it will become part of an ideas bank owned by Ferrovial.

In this edition, videos and instructional material to help guide participants on how to develop better ideas will be provided.

Once the user is registered, they must complete a form in Spanish or in English containing the following information:

- **Business Challenge**
- **Summary of the work carried out during the research phase:** Provide a summary of the work carried out in the research phase of the challenge (identified client, interviews carried out, behavioural observation, search for information, important information obtained).
- **Headline of the Idea.** A descriptive summary of the idea in the style of a newspaper headline. The headline can be suggestive of what the idea is about, although metaphorical names and those not intended as explanation are also permitted. The headline allows for brief reference to each idea.
- **General Description.** A detailed description of the solution and the client, explaining what it consists of and its fundamental characteristics. How do you satisfy the need of the client that has been identified?
- **Benefits that the idea provides.** A list of all the advantages the idea would have should it be possible, for example: innovation, performance, personalisation, design, Ferrovial brand, cost reduction, new income potential, risk reduction, accessibility, convenience or usability.
- **Barriers to overcome.** What are the main barriers to overcome to make the idea possible? Put forward the three most important barriers and "how to overcome them", rather than outlining what "can't be done". For example, if the barrier were economic viability, rather pointing out that the solution is very expensive, ask the question "how can its cost be reduced?"
- **Positive factors for implementation.** These are the elements that facilitate the development and marketing of the idea. How do you build or carry out the idea with the technology that is

available? What measures does the company have to deliver this idea? What steps should be taken to implement it in the easiest way?

- **The people presenting the idea:** Teams can consist of a maximum of 6 people. They must all be registered on the platform. Those not on the platform will not be considered members of the team creating the idea.

Submissions can be made in Spanish or English.

The user may check that their idea has been uploaded to the system. After a few minutes processing, it will appear published on the platform associated with the challenge to which it responds.

Participation in the competition implies acceptance of the terms and the jury's decision, which shall be final and not subject to appeal (See Legal Clause).

ELEMENTS OF EVALUATION

The factors to be considered for the selection and evaluation of submissions, without their joint fulfilment being necessary shall be the following:

- It must be original or constitute something original in the industry.
- It must have a **high value or impact potential in the business** (financial, image, etc.)
- It must be **feasible** (can be done) **and viable** (given circumstances, it is likely to be able to be carried out).

The company is committed to implementing the winning Zuritanken idea. It is also committed to studying the viability of the finalist proposals for future implementation.

JURY AND SELECTION PROCESS

The Management Committee of each business unit will decide the composition of the jury for the selection of the best innovative ideas that respond to the challenge.

The jury, in accordance with the established evaluation criteria shall analyse the innovative ideas received and determine the best two in each business unit, which will participate in the final phase for the award of the Zuritanken Prize.

In the final phase, the Management Committee of Ferrovial will select the winning idea.

The owners of each challenge will act as judges and have the casting vote with respect to the final decision agreed.

The jury will request additional auxiliary material or information on the project to facilitate understanding where deemed necessary.

For the winning idea, continuity in the form of implementation or a pilot will be sought.

AWARDS

From the ideas received, two winners will be chosen for each of the challenges, which will receive a prize in kind valued at 4,000 euros.

From the 8 finalist ideas of this edition, a single winning idea of the Zuritanken Prize will be selected, and will receive an additional prize in kind valued at 4,000 euros. The winning idea will be revealed at the awards ceremony.

The winners will be informed of the decision of the jury in the division indicated in the entry form, along with the details of the presentation event.

Ferrovial may distribute the winning ideas and works entered through the internal media and publications it considers appropriate for the purpose of transmitting them to the organisation as a whole. The prize giving will take place in a public event, which the company will communicate through the different internal channels.

ADDRESS AND CONTACT TELEPHONE NUMBER

Any doubts that may arise during the development of the programme can be directed by telephone to the number 91 586 90 05; by post to the address Príncipe de Vergara, 135, Madrid 28002 for the attention of the Innovation Department (Zuritanken Awards) or by email to zuritanken@ferrovial.com.

LEGAL CLAUSE

PROPERTY OF INNOVATIVE PROJECT

Ferrovial, S.A. (“Ferrovial”) has launched an initiative for all employees from any companies of the Ferrovial Group,^[1] any of the companies of the *Heathrow Airports Holding Group (HAH)*,^[2] of *AGS Airports Holdings Ltd, AGS Airports Investments Ltd, AGS Airports Limited, Airport Holdings NDH1 Ltd, Aberdeen International Airport Ltd, Glasgow Airport Ltd and Southampton International Airport Ltd, and of the 407 International INC Group*.^[3] (henceforth “Ferrovial Participant Companies”) (as a whole, the “Participant”) to participate in the competition “Ferrovial Innovation Award” (the “Competition”) through the submission, during the period of validity of their employment contract, of a project of their ownership (the “Project”). For the effects of the legal terms of the Competition, the entity which has signed the employment contract with the Participant shall be considered the Company.

Participation in the Competition constitutes the irrevocable transfer of any rights to the Project, such that Ferrovial shall hold all rights to the intellectual and industrial property rights with respect to the results of the Project in all its phases, along with the related know how. The transfer will be made of all rights and forms of exploitation, exclusively, for the legal duration, of a universal scope and non-transferable nature. The transfer shall be considered to be completed from the moment at which Ferrovial confirms the Participant's candidacy and shall have effect regardless of whether the Participant ultimately receives a prize.

The Participant guarantees that the Project is original and exclusively owned and that it has not revealed it, except where it informs otherwise in writing. In the event that it revealed same, the Participant must inform the Company and Ferrovial in writing of the terms under which it has done so.

The Participant must expressly and unconditionally waive any rights to industrial and/or intellectual property that may arise from the results of the Project in the different phases of related know how and any right to register any intellectual or industrial property rights to the Project.

Ferrovial, the Company or the Ferrovial Participant Companies may register, at the discretion of Ferrovial, the rights acquired for the Project in all its phases and the registration shall be in its exclusive ownership. Nevertheless, the condition of authorship of the Participant shall be recognised in the request document and the registry. The Participant commits to signing those documents necessary for the registration or the effective transfer of rights.

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The Participant provides consent for Ferrovial to transfer the acquired rights to the project and others transferred in these legal terms to the Ferrovial Participant Companies. The Participant understands and agrees that the only economic compensation shall be that indicated in these terms and no candidacy shall have any rights whatsoever, under any circumstances, to receive any other economic compensation.

DATA PROTECTION

In compliance with the provisions of data protection legislation, you are informed that your personal data which may be included in your candidacy will be held in a file in the name of Ferrovial S.A., with registered business address at 28002 Madrid, Calle Príncipe de Vergara 135 and CIF [business tax ID] A-81939209.

The aim of this is to process the Participants' corresponding candidacies for the "Ferrovial Innovation Award" and, where the case may be, register any intellectual or industrial property rights regarding the Project.

The legitimacy of the processing of your data is based on the legitimate interest of Ferrovial S.A. in relation to the aims mentioned. The data provided shall be conserved throughout the development of said programme and for the years necessary to fulfil legal obligations.

Likewise, Participants are informed regarding the granting of personal data to Ferrovial Participant Companies, as defined in these bases, with the aim indicated in the previous paragraph. Participants have the right to access, rectify, delete or transfer, limit or oppose the processing of their data in certain cases, and to revoke their consent, where provided, through the issuing of a communication to the above stated address, including your name, surnames, a copy of their National Identification Document, an address for the purpose of notifications and the right they wish to exercise. Similarly, they may lodge a claim before the Spanish Data Protection Agency, in particular where they have not been satisfied in the exercise of their rights.

IMAGE RIGHTS

Participants transfer to Ferrovial and the other Ferrovial Participant Companies, with no limitations in time or space, the image rights that may correspond as a result of their participation in the "Ferrovial Innovation Awards", waiving their right to any remuneration of any kind.

To this effect, they expressly authorise for photographs and image and/or voice recordings to be taken, as well as their reproduction and/or publication through any means, both internally and externally, for communication and marketing campaigns, including, but not limited to, reproduction on the corporate websites and any other media that Ferrovial considers appropriate.

The legitimacy of the processing of images is based on their consent. Said images can be held throughout the development of the programme.

APPLICABLE LEGISLATION AND JURISDICTION

The Participant accepts being subject to Spanish legislation for all obligations arising from this Competition and, to the distinct legislation that Ferrovial may indicate, if necessary, for the registry of any intellectual or industrial property right regarding the Project. For cases in which the regulations provide the possibility for the parties to submit to a jurisdiction, Ferrovial and the User, expressly waiving any right to any other jurisdiction that may correspond, will submit any disputes and/or litigations to the Courts and Tribunals of the city of Madrid.