
Brisa
2019
INTEGRATED
REPORT
GETTING
YOU THERE

READER'S GUIDE
FOR THE 2019 REPORT

NAVIGATION BAR

- The navigation bar shows the chapter you are currently reading.
- You can navigate between chapters using the link available for each one.
- Among other functionalities, you will also find a link to return to the document's table of contents.

GLOSSARY, PRINT AND LANGUAGE

- At the bottom of the Navigation Bar of each page you will find a link to the glossary (which contains additional information on concepts and/or acronyms).
- A quick access link to the "print" menu is also available.

GRI INDICATORS

- Global Report Initiative indicators (GRI) are included on the footnote of the pages addressing the respective subjects.

NATURE
OF THE 2019 REPORT

This Integrated Report contains financial and non-financial information on the Brisa Group and was prepared according to IIRC – International Integrated Reporting Council guidelines, with information on the strategy, management and performance of the company's main business areas

FRAMEWORK

This Integrated Report (Report) contains financial and non-financial information related to Brisa Auto-Estradas de Portugal, S.A. ("Brisa"), concerning 2019. In line with best reporting practice for financial and non-financial data, Brisa provides information on the way that its strategy combines long-term profitability with social progress and environmental conservation with a view to creating sustainable value. The integrated report is the adopted solution to go further in our responsibility to all the company's stakeholders.

This Report also contains an analysis of the risks to the activity and an explanation of the presentation of the financial, human, intellectual, social and natural capital, in conformity with the guidelines of the International Integrated Reporting Council (IIRC). Brisa's corporate culture – based on its corporate values of Ethics, Excellence, Innovation and Peoples – determines, however, the use of an alternative terminology where financial, human, intellectual, social and natural capital are always referred to, respectively, as "Business", "People", "Innovation", "Communities" and "Environment".

The disclosed information includes the Governance, Financial Statements and performance of the material non-financial dimensions. The Individual and Consolidated Financial Statements included herein were prepared according to the International Financial Reporting Standards (IFRS), as endorsed by the European Union. The non-financial data are presented in conformity with the GRI Standards of the Global Reporting Initiative (GRI), for Core Option.

EXTERNAL VERIFICATION

The Financial Statements attached to this Report were audited by an external entity (PricewaterhouseCoopers & Associados – Sociedade de Revisores Oficiais de Contas, Lda), in accordance with the Audit Report included at the end of this Report. The sustainability information reported was subject to verification by the same external entity, in accordance with the Independent Assurance Report, which is also available at the end of this document.

STAKEHOLDERS

This Report aims to inform all the stakeholders of Brisa's business and its performance. Brisa's identified categories of stakeholders are the State, the regulator, the social partners, the shareholders, the clients, the employees, the local communities, and public opinion.

The information disclosed herein demonstrates Brisa's commitment to the continuous implementation of measures that foster sustainable value creation and the pursuit of the goal to being a mobility operator that combines road infrastructure management capacity with the capacity to develop and manage new mobility solutions.

CONTACTS

Further information and clarifications may be requested through **IR@brisa.pt** or **contato@brisa.pt**.

STATEMENT OF COMPLIANCE

In compliance with legal and statutory provisions, the Board of Directors hereby submits the individual and consolidated financial statements and integrated report relating to 2019, for the shareholders' consideration,

in the firm belief that, to the best of its knowledge, the information contained therein was prepared in accordance with the applicable accounting standards, providing a true and fair view of the assets and liabilities, the financial situation and results of the issuer and of the companies included in the consolidation, and that the integrated report contains a faithful account of the required information.

Integrated Report

01. INTRODUCTION **TO BRISA**

02. STRATEGIC **FRAMEWORK**

03. BUSINESS SEGMENTS **AND FINANCIAL INVESTMENTS**

04. BRISA'S **PERFORMANCE**

05. *GOVERNANCE*

Annexes

INTEGRATED REPORT

GETTING
YOU THERE

For Brisa,
the key words for the mobility of the future are “efficient”, “intelligent”, “human” and “clean”.

INFORMATION
ABOUT THE TOPIC

Brisa's mission is to “provide efficient mobility for people”, focused on clients and communities, as well as on the overall efficiency of the operation and business areas.

Brisa is a mobility operator with strong operating experience both at a national and international level, and with a solid base in motorway management and in the operation of an ecosystem of mobility services under the brand name Via Verde.

Efficiency defines our corporate culture and is a driving force of our capacity to clearly meet the challenges faced by mobility and new business areas in a world undergoing constant change.

In a time of profound transformations, Brisa's clear action meets the expectations of all its stakeholders.

01. INTRODUCTION TO BRISA

VASCO DE MELLO
Chairman of the Board of Directors

1.1 CHAIRMAN'S STATEMENT

In 2019, the Brisa Group achieved remarkable growth, underpinned by increasing traffic, the continuous improvement in operational efficiency and the consolidation of its financial strength. The group achieved a sustained growth of its client base and an expansion in new business and mobility services within the Via Verde ecosystem. In addition to the work on financial and business sustainability, important steps were taken in the implementation of the climate change strategy, in the area of decarbonisation, and in human resources development.

A favourable macroeconomic environment, supported by the buoyancy of domestic demand, together with the continued pursuit of operational efficiency and financial strength were determining factors in the success of 2019 as a year of growth and realisation of the strategic and management vision adopted by Brisa.

GROWTH, EFFICIENCY AND RESILIENCE

The growth in traffic and toll revenues contributed to an increase in operating income to 781 million euros (+4.7%) and to an improvement in results in line with previous years. Operating cash flow generation (EBITDA-CAPEX) exceeded 500 million euros whilst the Net Financial Debt/EBITDA ratio fell to 2.9x, against 3.1x in 2018. Net profit came to 152 million euros.

Some of the highest national ratings were attributed to the Group's major asset, Brisa Concessão Rodoviária (BCR), with Fitch having maintained an "A-" rating, with a "Stable" Outlook, and Moody's having kept the "Baa2" rating and revised its Outlook from "Stable" to "Positive".

Throughout the year, Brisa invested 77 million euros to improve the services it provides, of which approximately 60 million were for the maintenance and improvement of motorways, and for the safety and comfort of our clients. The remaining investment (16.5 million euros) focused on innovation and adaptation to new challenges in the mobility and technology areas.

The integrated management of the asset has taken on a new dimension, and alongside the consistent investment in the conservation and improvement of motorways, a significant effort was also made to modernise our service areas. In 2019 we increased the number of Colibri Via Verde units to 17, giving life to new standards of service and to a high-quality experience for our clients.

BEST CLIENT DELIVERY

Clients are a critical focus of our activity and, in this context, it is necessary to highlight Via Verde's performance in the implementation of our strategy, namely the growth of its ecosystem of services.

In 2019, Via Verde reached the historical milestone of 4 million on-board units, registered more than 471 million transactions and doubled the number of municipalities where the Via Verde Estacionar parking service is available to 22, corresponding to 120 000 street parking spaces. During this financial year, important steps were also taken in the development of new mobility services, in projects that include partners such as Fidelidade or Leaseplan. In this respect, reference should also be made to the reorganisation of Via Verde Serviços, which allows an integrated approach to the value chain of our products and services in the mobility area, in line with new trends in the sector. The new structure incorporates Via Verde Contact and merges Customer Service with the areas of marketing intelligence and commercial management of corporate clients.

Digitalisation of client care and support services made significant progress, as evidenced by the 15% growth (over 1.4 million) in the number of clients served online via the Via Verde website, the more than one and a half million downloads from the Via Verde app, and the fact that half of client interactions with the Group are digital.

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Controlauto is another business of the group that has strengthened its focus on quality and efficiency, with the aim of providing a better experience and greater client satisfaction in its vehicle inspection centres. The result of this work is well expressed in the 1.3 million inspections carried out, the 23% market share and the notoriety index of 82%.

The technological solutions associated with mobility are an important asset of the Group, which A-to-Be develops and exploits commercially. Besides its important presence in the domestic market, where it provides solutions for the main road infrastructure operators, our technological company's main focus is its internationalisation. In 2019, A-to-Be responded to this challenge and managed to secure contracts in eight US states.

Finally, in the field of business, a note regarding Brisal and AEDL, where Brisa - as operator and majority shareholder - remains firmly committed to the implementation of the agreements reached with the creditors of these concessionaires, which will ensure and safeguard the continuity of the regular operation of the road infrastructures under concession, only awaiting the necessary authorisations from the Grantor.

ENVIRONMENTAL AND SOCIAL PERFORMANCE

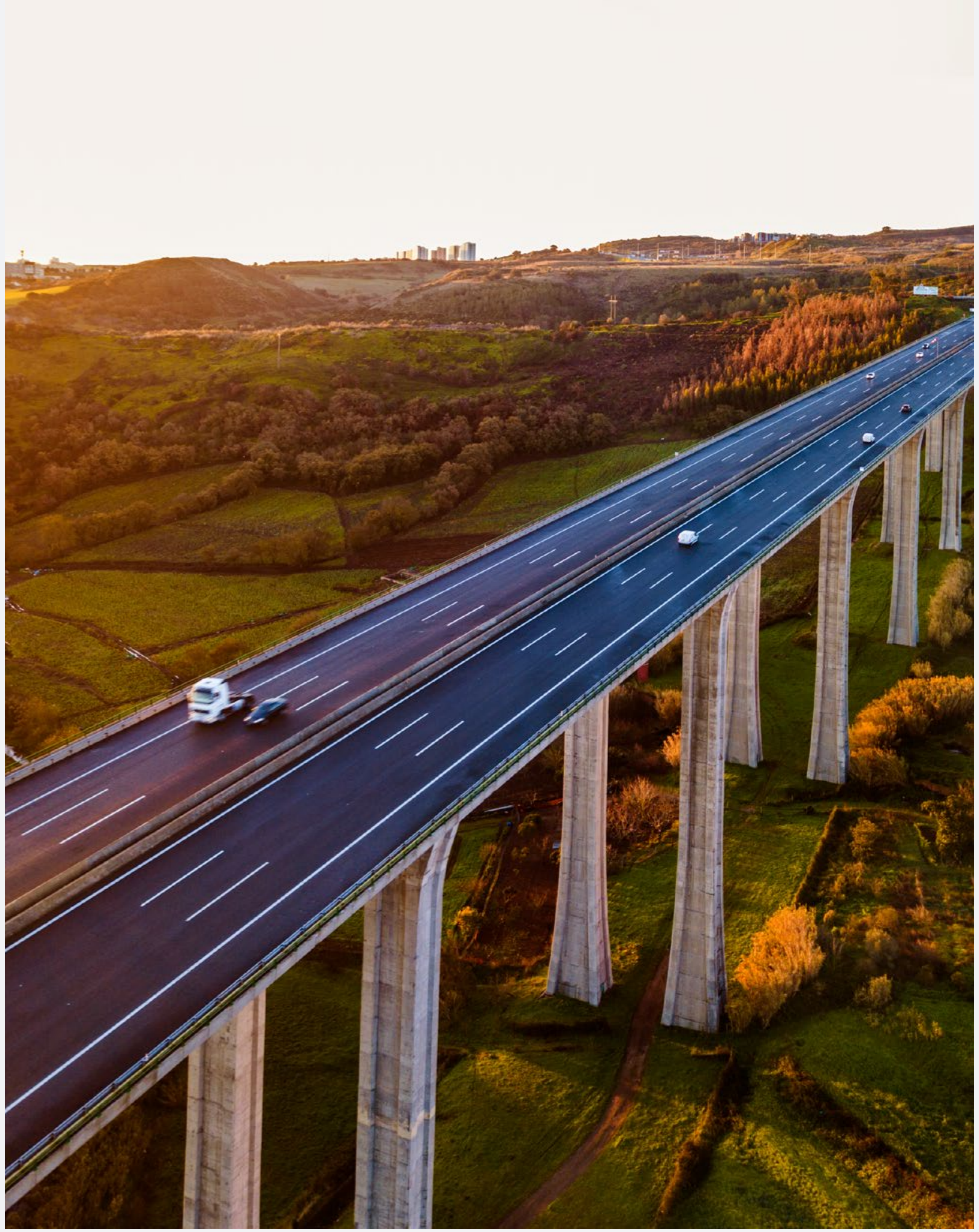
Climate change is a central theme in the mobility sector - infrastructure and services - and, from this perspective, Brisa integrated decarbonisation and the implementation of the Sustainable Development Goals into its strategy. In 2019, the most important step in this regard was the development and start of the implementation of the Climate 2.0 project, focused on optimising the energy efficiency of our activities, improving water management and integrating our waste management into the circular economy. Our work was awarded first place in the "Europe/Motorway Network/Operation and Maintenance" ranking of GRESB, the sustainability research agency of reference for the real assets sector.

Brisa continually maintains a very important focus on its employees and, in 2019, two projects stood out in this field. The first was the implementation of the Family Responsible Company programme, to improve the reconciliation of professional life with the personal and family life of employees and, therefore, deserved the respective certification. The second was the new Performance Management System, which completed its first cycle, and which translates into a more demanding process, in which managers are more autonomous and more responsible.

In 2019, we remained focused on the company's strategic priorities and the fruit of the dedication and work of our teams was a positive result, in line with those of recent years.

The COVID-19 pandemic, which marks the beginning of 2020, will have consequences which, at this time, it is premature to quantify, but which Brisa and its teams will face, with the strength of our values: People, Excellence, Innovation and Ethics.

This is a huge challenge to our resilience, which urges us to stay on course and continue working to build the future.



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1.2

BRISA'S PROFILE

BRISA IS A MOBILITY OPERATOR WITH AN EXTENSIVE OFFER OF SERVICES, BASED ON SOLID EXPERIENCE AND PERFORMANCE IN THE MANAGEMENT OF MOTORWAY CONCESSIONS AND IN THE DEVELOPMENT AND OPERATION OF MOBILITY SERVICES, UNDER THE BRAND NAME VIA VERDE.

- MOTORWAY CONCESSIONS
- TECHNOLOGIES FOR MOBILITY
- MOBILITY SERVICES AND PAYMENTS
- VEHICLE SERVICES
- OTHER

1.3 KEY FIGURES

1 628 km
1 124Km: Under concession to BCR
504 Km: Total network of the other concessions held

12.6 Million
Km patrolled by road assistance vehicles

€M 781
Operating Income

€M 77
Capital Expenditure

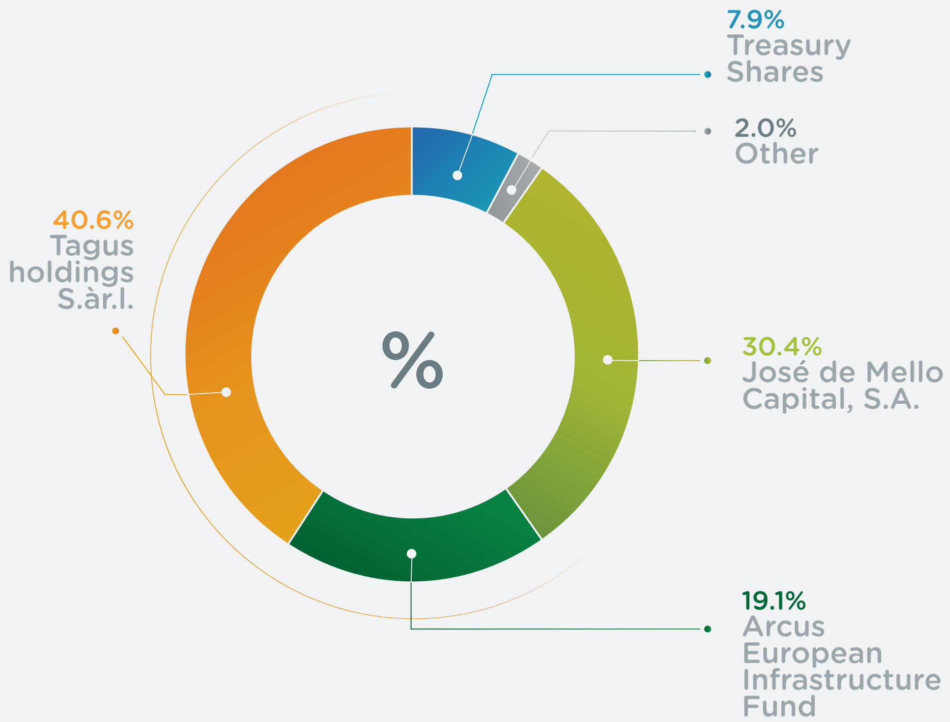
1.3 Million
Of vehicle inspections

€M 577
EBITDA

2 939
Employees

4 Million
Via Verde On-Board Units

SHAREHOLDER STRUCTURE



NOTE: Tagus holdings S.àr.l. is 55% held by José de Mello Capital, S.A. and 45% held by Arcus European Infrastructure Fund.

BCR RATING

Baa2	A-
(MOODY'S)	(FITCH)

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1.4

VALUES AND MISSION

BRISA'S MISSION

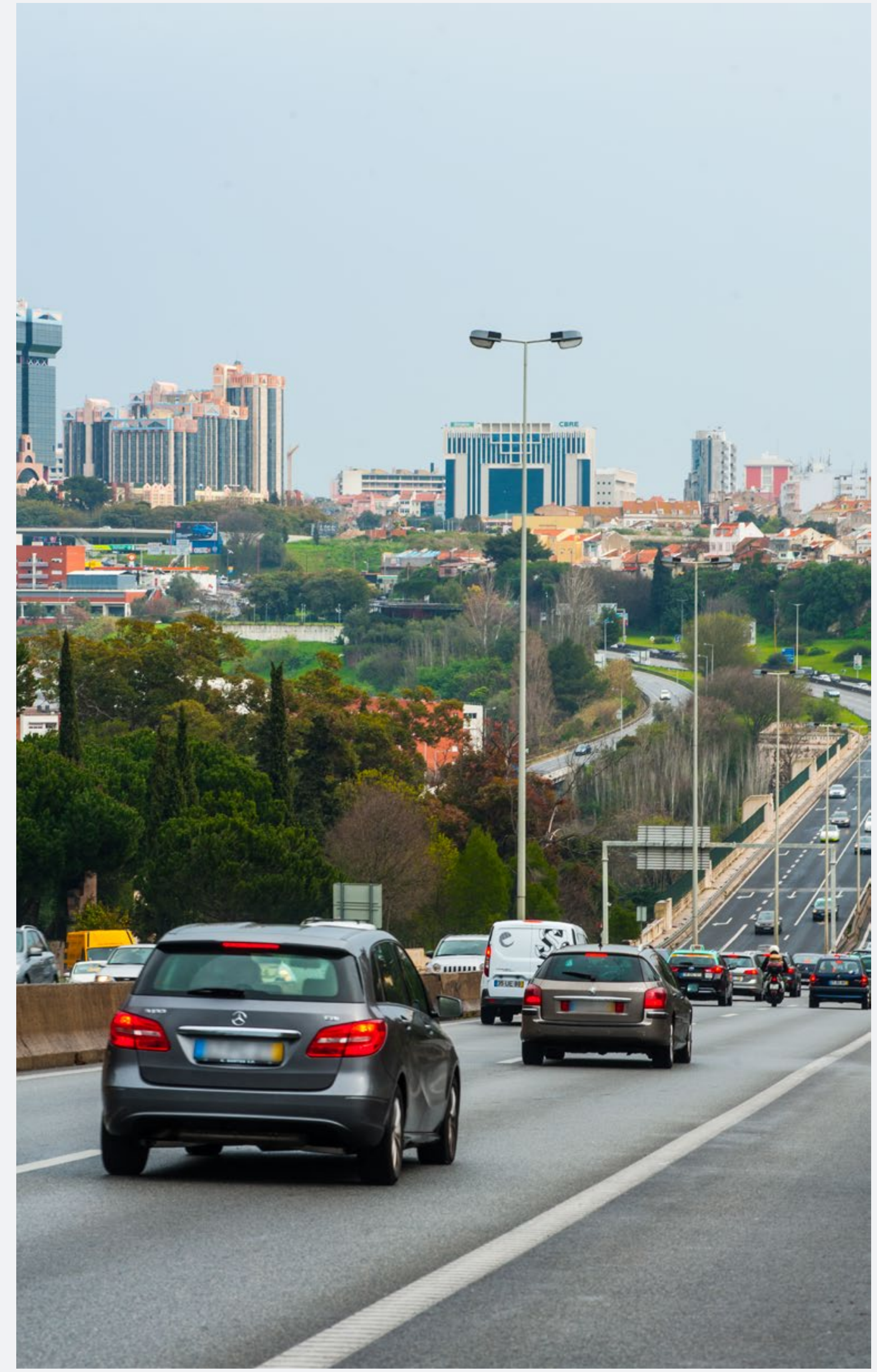
PROVIDE EFFICIENT MOBILITY FOR PEOPLE

Brisa is a mobility operator with strong operating experience both at a national and international level, and with a solid base in motorway management and in the operation of a series of mobility services under the brand name Via Verde.

Brisa has developed a culture strongly driven towards boosting mobility and accessibility, based on the values of **Ethics**, **Excellence**, **Innovation** and **People**, with major economic and social benefits for the activities and communities it serves.

VALUES ON WHICH BRISA'S CULTURE IS BASED

- ETHICS
- EXCELLENCE
- INNOVATION
- PEOPLE



1.5 HIGHLIGHTS AND EVENTS OF THE YEAR

JAN'

Via Verde Portugal | App Via Verde achieves 1 million *downloads*

FEB'

BCR | Disclosure of the results for 2018. Traffic grew by 3.9%

MAR'

Via Verde Portugal | Launch of the Via Verde parking service in Monte Gordo, Espinho and Vila Real de Santo António

APR'

Via Verde Portugal | Start-up of the Via Verde Transport on Transtejo/Softlusa service

Via Verde Portugal | 100 operational car parks in Lisbon

MAY'

Brisa | Distribution of earnings relative to 2018 of the value of €0.272 per share

BAS | Opening of the Colibri restaurant service at Santarém service area

Via Verde Serviços | Via Verde and Fidelidade form partnership for the SmartDrive project, an app that assesses the driving of drivers and adjusts the insurance price according to the final assessment, also offering toll balance

JUN'

Via Verde Portugal | Opening of the New Via Verde Shop in Lisbon

Via Verde Portugal | Launch of the Via Verde parking service in Sintra

JUL'

BCR | Disclosure of the results of the 1st half of 2019. Traffic grew by 6.0%

BCR | Completing of the upgrade of the road pavement of the A1, on the Leiria - Pombal sub-stretch and of the A6, on the Elvas Central to Caia sub-stretches

SEP'

BCR | Completion of the work to improve circulation conditions of the A5, on the Estádio Nacional - Oeiras sub-stretch

Brisa | Active participation in the programming of the Mobility Week promoted by CML

Via Verde Portugal | Via Verde parking services achieves half a million *downloads*

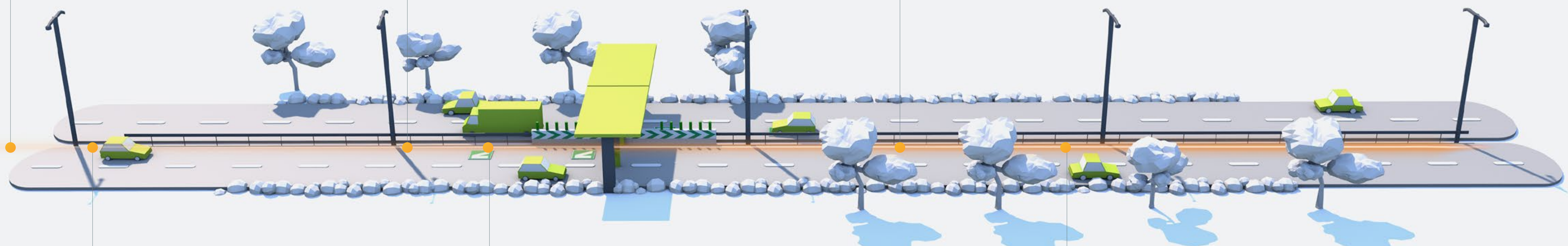
NOV'

BCR | Fitch rating agency confirms *BCR's rating* of 'A-', with 'Stable' Outlook

A-to-Be and Via Verde Portugal | Participation in the Web Summit, with Brisa/Via Verde speakers

Brisa | Brisa and Leaseplan form partnership for the development of auto offers, aimed at providing a new digital experience to their clients

Via Verde Portugal | Launch of the Via Verde parking service in Lisbon



AUG'

BCR | Moody's rating agency upgrades BCR's Outlook from 'Stable' to 'Positive', keeping the rating at 'Baa2' unchanged

BCR | Opening to traffic of the New Águas Santas Tunnel, on the Águas Santas (A4/A3) – Ermesinde sub-stretch of the A4

BCR | Completing of the upgrade of the road pavement of the A2, on the Almada - Fogueteiro sub-stretch

BAS | Opening of the Colibri restaurant service at Grândola service area

Via Verde Portugal | Launch of the Via Verde parking service in Loulé and Lagos

OCT'

Brisa and Via Verde Portugal | Participation in the new edition of the Portugal Mobi Summit, a mobility event with Brisa/Via Verde speakers

Brisa and A-to-Be | Participation in the International Bridge, Tunnel & Turnpike Association conference, with speakers in panels of interest

BAS and BCR | Opening of the Colibri restaurant service at Mealhada service area and announced investment of €M 32 in remodelling the service areas

Via Verde Portugal | Launch of the Via Verde parking service in Maia

Via Verde Serviços | The Travel & Advantages programme handed over the Discovery Awards, aimed at distinguishing the authors of the best travel literature published promoting cultural and social information on destination Portugal and inspiring the public to embark on a discovery of the country

DEC'

Brisa | Distribution of free reserves of the value of € 0.0905 per share

Brisa | Contracting of a committed credit line (value of €M 50 and maturity of 3 years)

BCR | Renegotiation of a commercial paper programme with guaranteed underwriting (maximum value of €M 200 and maturity of 7 years)

BCR | Reduction by €M 75 of the use of the commercial paper programme with guaranteed underwriting

BAS | Opening of the Colibri restaurant service in Seixal service areas (Colibri Express)

Brisa | Promotion and underwriting of the Business Mobility Agreement in partnership with Lisbon City Council. This agreement establishes a series of actions to improve the mobility of the company's employees, and was an initiative of WBCSD, in which Brisa played an important role

Via Verde Portugal | Launch of the Via Verde parking service in Amarante, Braga and Penafiel

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1.6 AWARDS AND EXTERNAL RECOGNITION

BRISA'S CAMPAIGN DISTINGUISHED AT THE APCE GRAND AWARD

The RGPD campaign of Travel&Advantages *Shall We Renew Our Vows?*, was distinguished by the Associação Portuguesa de Comunicação de Empresa (APCE) in the Extra-Category "Surprise Us!" of the APCE Grand Award. This award distinguishes excellence in organisational communication, recognising and publicising initiatives and professionals of the communication area.

SMARTDRIVE WINS AWARD AT PORTUGAL DIGITAL AWARDS

The SmartDrive project was distinguished in the category of Best Digital Product & CX of the Portugal Digital Awards, an initiative of Jornal de Negócios, IDC in partnership with Axian, aimed at recognising companies that use digital means to raise their business to a higher level.

GRESB RATED BRISA IN THE 1ST PLACE IN THE "EUROPE | MOTORWAY NETWORK | MAINTENANCE AND OPERATION" RANKING

GRESB is the sustainability research benchmark agency at a global level in the real assets sector – infrastructures and real estate.

BRISA O&M CONSIDERED THE BEST COMPANY OF 2019

Brisa Operação e Manutenção, Brisa O&M, was considered the Best Company of 2019 in this year's edition of the 500 Largest and Best Companies, an initiative promoted by the magazine Exame in partnership with Informa D&B, and Deloitte.

VASCO DE MELLO ENTREPRENEUR OF THE YEAR

Vasco de Mello was distinguished with the Entrepreneur of the Year Award, attributed by the selection panel of the Expresso Economia Caixa Geral de Depósitos Award. At the award-giving ceremony, the chairman of Brisa and of the Group, José de Mello stressed the fact that this is also a recognition of the performance and quality of the teams and employees with whom he works.

VIA VERDE REPUTATION LEADER IN THE MOBILITY SECTOR

The OnStrategy study, which assesses the brand's attributes and values, and its positioning in the minds of the different stakeholders rated Via Verde in the 1st place as the brand with strongest reputation in the mobility sector.

02. STRATEGIC FRAMEWORK

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2.1 MACROECONOMIC ENVIRONMENT

ECONOMIC ACTIVITY*

The macroeconomic environment in Portugal continued to prove favourable throughout 2019, essentially underpinned by the buoyancy of domestic demand. Despite the modest slowdown observed, the three indicators with greatest influence on Brisa's activity **(Gross Domestic Product, Private Consumption and Inflation)** continued to show a positive evolution:

Gross Domestic Product (GDP)
2.2% in 2019

Following growth above 2.0% recorded during these last years, the Bank of Portugal estimates that Portuguese GDP should grow by 1.7% and 1.6% in 2020 and 2021, respectively. The uncertainty enshrouding world trade is indicated as the main reason for this slowdown.

Private Consumption
2.3% in 2019

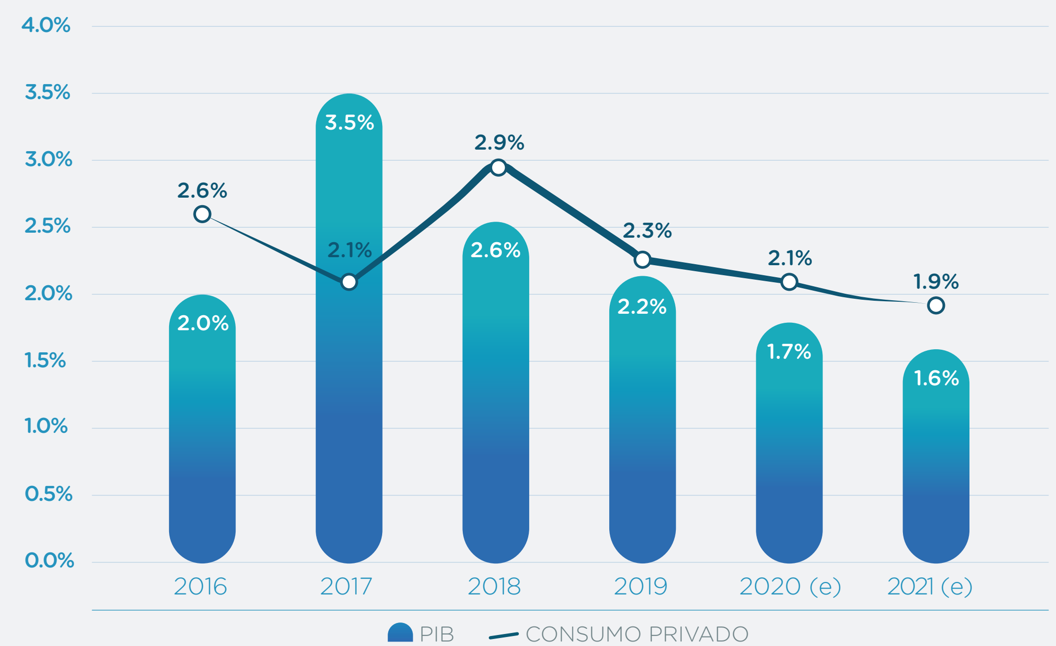
The Bank of Portugal estimates that Private Consumption will show growth of 2.1% and 1.9% in the next two years. This deceleration in the growth rate of Private Consumption should follow the expected evolution for disposable income, in a context in which labour market conditions should stabilise.

Inflation
0.3% in 2019

The inflation recorded in Portugal throughout 2019 was especially low, and should remain moderate over the next few years. The Bank of Portugal estimates that the HICP in 2020 and 2021 should stand at 0.9% and 1.2%, respectively.

* Forecasts prior to the COVID-19 pandemic

EVOLUTION OF GDP AND PRIVATE CONSUMPTION IN PORTUGAL | PERCENTAGE (%)



Source: Bank of Portugal projections

FINANCIAL MARKETS

The year of 2019 was marked by the very positive performance of most of the high-risk financial markets. The instability triggered by events such as the United Kingdom's withdrawal from the European Union, the trade war between the USA and China, and the manifestations in South America and Hong Kong ended up by having a limited impact on the investor sentiment.

Brisa Concessão Rodoviária (BCR) is one of the largest bond issuers in Portugal. Throughout 2019, the risk premium of its bonds fell, with the spread of its debenture loan with maturity in 2025 having fallen by 38 basis points, from 1.16% to 0.78%, not only reflecting the positive sentiment observed in financial markets, but also the company's good operational and financial performance.

FUEL PRICES AT THE PUMP

In 2019, the annual average pump price of diesel in Portugal increased slightly in relation to the previous year (+1.4%). In contrast, the price of petrol decreased by 2.9%, countering the trend of the last two years. In this context, the turnover of fuel showed positive growth of 2.7%, underpinned by the 3.2% growth recorded in petrol sales.

DIESEL

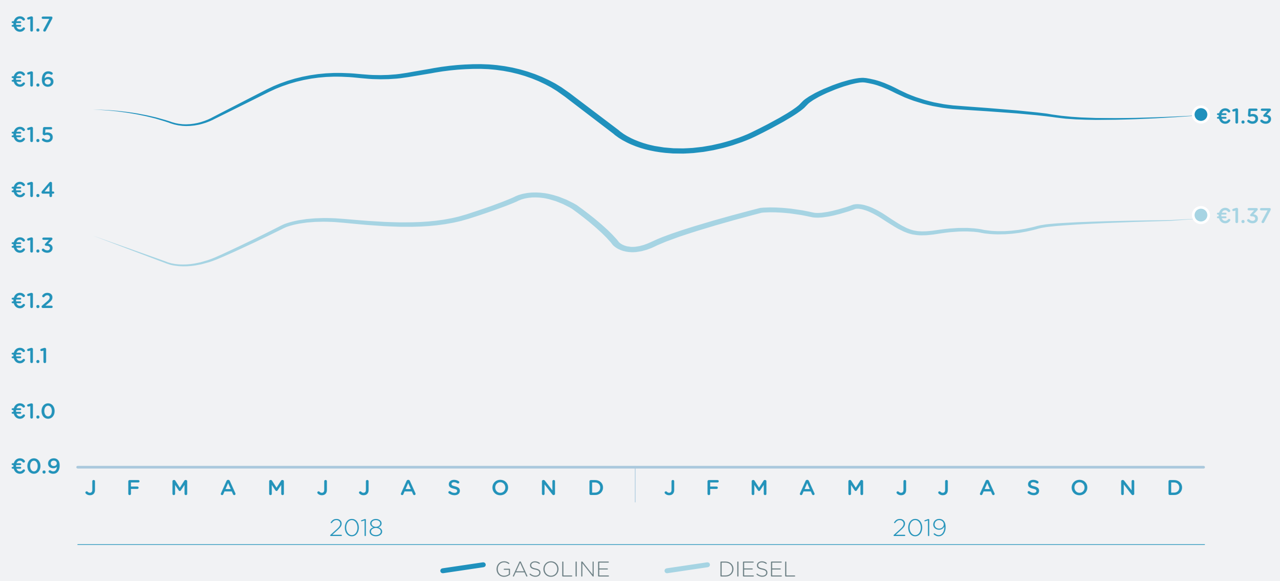
- Annual average pump price: **+1.4%** (€1.36 in 2019)
- Tons sold: **+2.6%**

GASOLINE

- Annual average pump price: **-2.9%** (€1.53 in 2019)
- Tons sold: **+3.2%**

Fuel prices in Portugal are strongly influenced by the price of Brent crude, in relation to which the main sources available expect a reduction in 2020. However, the expected reduction in the final price of fuel at the pump is likely to be partially mitigated, since taxes on fuel products correspond to absolute values per litre which do not vary significantly and the weight of which is relevant in the formation of the final price.

MONTHLY EVOLUTION OF PORTUGUESE PUMP PRICES, (2018-2019) | EUROS (€)

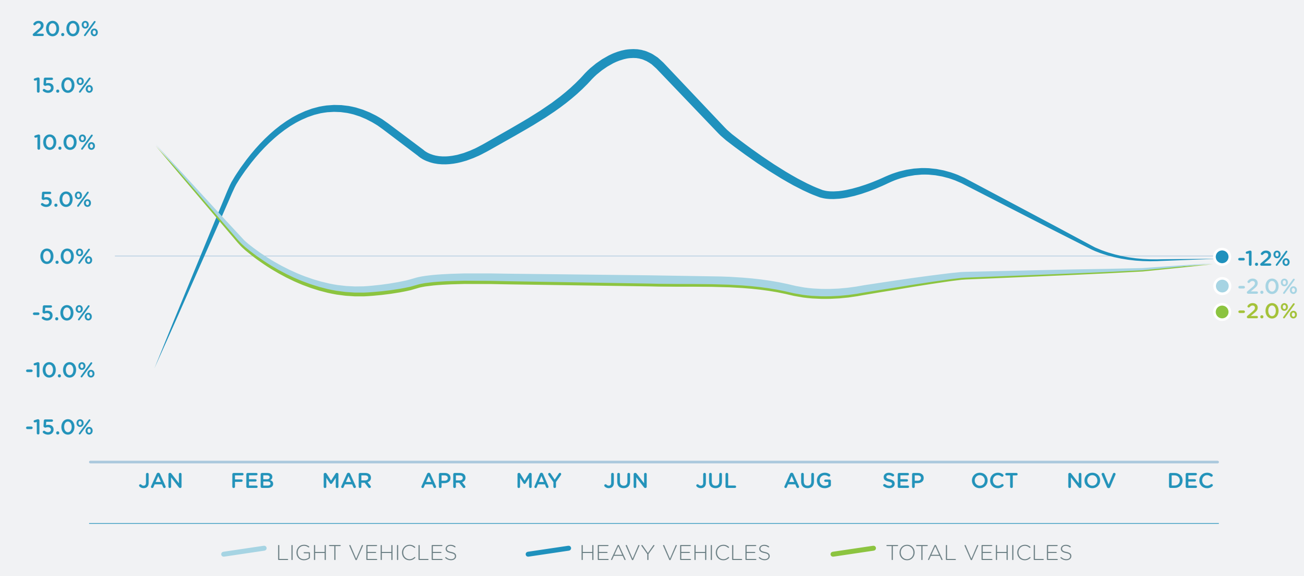


Note: Source: DGEG, Direção Geral de Energia e Geologia

CAR MARKET

In 2019, approximately 268 thousand vehicles were sold in Portugal, corresponding to a decline of 2.0% in relation to 2018. Thus, the trend towards stabilisation in the growth rate of car sales in relation to previous years was maintained (growth of 2.6% in 2018, 7.7% in 2017 and 15.8% in 2016).

CUMULATIVE MONTHLY EVOLUTION OF NEW CAR SALES IN PORTUGAL (2018-2019) | PERCENTAGE (%)



Note: Source: ACAP, Associação Automóvel de Portugal

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2.2 BUSINESS MODEL

IN THE FUTURE MOBILITY WILL BE EFFICIENT, INTELLIGENT, HUMAN AND CLEAN

MAIN TRENDS IMPACTING THE MOBILITY OF THE FUTURE

MOBILITY OF THE FUTURE

FAST, SAFE AND INTEGRATED

- Connectivity between infrastructure and vehicles
- Cyber security

FOCUS ON THE USER'S EXPERIENCE

- Omnichannel contact points
- Focus on the client and multimodality

DIGITALISATION AND AUTOMATION

- Use of data as a competitive edge
- Increased technology associated to vehicles

ELECTRIFICATION AND ECONOMY OF SHARING

- Electric and autonomous vehicles
- Separation between the owner and the user of the vehicle

SUSTAINABLE AND RESPONSIBLE

- Demographic development and urban growth
- Regulation and green policies

BRISA'S APPROACH: FROM INFRASTRUCTURE TO THE MOBILITY OF THE FUTURE

LARGEST PRIVATE OPERATOR OF ROAD INFRASTRUCTURES IN PORTUGAL

MOBILITY OF THE FUTURE PLATFORM, TO SERVE THE COMMUNITY

Brisa is distinguished at a national and international level for its search for efficiency in all aspects of its business

- Largest and most important motorway network in Portugal, showing consistent and sustainable growth
- Excellent operational efficiency and disciplined management of capital expenditure (CAPEX)
- Efficient, prudent and disciplined financial management

STRATEGICALLY LOCATED MOTORWAY NETWORK, LINKING THE POPULATION, INDUSTRY AND LEISURE ZONES

- Mobility platform to serve Portuguese companies and families
- Business area focused on mobility of the future and with high potential growth
- Focused on the Client, through the development of mobility solutions and innovative and efficient accessibilities

CREATION OF VALUE THROUGH EFFICIENCY GAINS FOR THE CORE BUSINESS

BUSINESS SEGMENTS

Brisa's business model is underpinned by an integrated approach of the core business segments. Each segment has its own model, which requires different types and intensities of capital. Together they promote Brisa's sustainable growth.

Brisa

Motorway Concessions

Management of motorway concessions and transversal support services, including O&M, management of assets and other services (e.g. service areas):

- BRISA CONCESSÃO RODOVIÁRIA (BCR) — 70%
- BRISA O&M (OPERAÇÃO E MANUTENÇÃO) — 100%
- BRISA GESTÃO DE INFRAESTRUTURAS (BGI) — 100%
- BRISA ÁREAS DE SERVIÇO (BAS) — 35.7%

1 124 Kms Concessioned Network

€M 840.7 Operating Income

Technologies for Mobility

Development and marketing of technological solutions for the efficient management of the infrastructures and of mobility:

- A-TO-BE — 83.21%

3 PRODUCT LINES in the area of mobility

€M 15.1 Operating Income

Mobility Services and Payments

Management and electronic charging of road infrastructures and other services

Integrated ecosystem of provision of advanced mobility services and solutions:

- VIA VERDE PORTUGAL (VVP) — 60%
- VIA VERDE SERVIÇOS (VVS) — 100%

471 MILLION of transactions processed by Via Verde

€M 49.6 Operating Income

Vehicle Services

Provision of services related to the car sector, including inspection, telematics and shared use:

- CONTROLAUTO (CTA) — 74%
- VIA VERDE CONNECTED CARS (VVCC) — 100%
- VIA VERDE CARSHARING (VVCS) — 100%

46 Controlauto Inspection Centres

€M 33.7 Operating Income

FINANCIAL INVESTMENTS

CONCESSÃO ATLÂNTICO (AEA)	50%
CONCESSÃO DOURO LITORAL (AEDL)	99.92%
CONCESSÃO LITORAL CENTRO (BRISAL)	70%
SUBCONCESSÃO AUTOESTRADAS DO BAIXO TEJO (AEBT)	36.85%
SUBCONCESSÃO DO LITORAL OESTE (AELO)	15%

VISION AND STRATEGIC PILLARS

Brisa is focused on maximising the value creation of its current assets, while developing new business opportunities as a technology and mobility service provider. While seeking to reach its goals, Brisa is continuing focussed on social and environmental responsibility.

STRATEGIC PILLARS

Focus on the Client

- Maximise client satisfaction, increasing their engagement, through greater integration, efficiency and use of digital tools

Operational Performance

- Maximise value creation through operational efficiency and disciplined management of capital expenditure (CAPEX)
- Adopt the most advanced and efficient technologies to operations and decision making

Financial Management

- Adopt prudent, disciplined and efficient financial management
- Ensure the most efficient means to meet the (re)funding and investment needs

Corporate Responsibility

- Strengthen relations with all stakeholders in a structured and systematic way (both internal or external)
- Continue to implement an integrated strategy to improve social and environmental responsibility standards

CORE AREAS

People

Digital Transformation

Data Analytics

Stakeholder Management
(Grantor, Public Authorities, Partners, Investors)

VALUE CREATION

Brisa's business model aims to create value for all its stakeholders at a financial, human, technological, social and environmental level.

BUSINESS

Strategic drive focused on the efficient management of the road infrastructure concessions, on mobility services and technology, on the client and on business sustainability.

Prudent and efficient financial management.

PEOPLE

Focus on enhancement of the value of people, employment and the family as pillars of action. A family responsible company, having received efr certification by Fundação MásFamilia.

Employees who feel fulfilled and identified with the company's values as a way of, together, contributing to the creation of value.

INNOVATION

Systematic and structured approach to the enrichment of its intellectual capital, with innovation being one of the fundamental pillars of its value creation.

Promotion of diverse initiatives, seeking integrated mobility solutions.

COMMUNITIES

Relations with the community directed to road safety, quality of the service provided and social responsibility are determinant for its social development project.

ENVIRONMENT

Strategy and action on environmental matters fully aligned with the United Nations Sustainable Development Goals and with the main guidelines on environmental policy, particularly mitigation of the impacts of traffic, climate change and decarbonisation.

VALUE CREATION

Brisa's business model aims to create value for all its stakeholders at a financial, human, technological, social and environmental level.

1) 1 patent registered and 1 international patent pending approval
2) Average time between the arrival of the client's request at the OCC and the arrival of the assistance at the scene

2.3

MATERIALITY ANALYSIS

MATERIALITY ANALYSIS

The most recent materiality analysis carried out by Brisa was in 2018, when, with the support of an independent entity, Brisa reviewed its materiality analysis, using a methodology in line with the guidelines and directives of the Global Reporting Initiative (GRI) and the <IR> framework of the International Integrated Reporting Council (IIRC).

This review enabled the validation of economic, social, environmental and governance issues affecting the Group's activities, based on the company's top management and stakeholders' visions, thereby ensuring the integration of both the internal and external perspectives.

This process enabled Brisa to confirm the structure of its strategic stakeholders matrix and single out the key issues affecting the Group's performance.

At a second stage, with the support of an independent entity, Brisa made a mapping of stakeholders and a sustainability analysis, which involved one internal group and another external group. This hearing of stakeholders on sustainability matters enabled concluding that, in overall terms, Brisa is perceived as an organisation with a clear sense of its responsibilities with in the three aspects of sustainability – economic, environmental and social. Taking into account the initial goal, the response rate was 99%.

For Brisa this stakeholders' analysis is an important information management tool. The results obtained not only enable establishing the expectations and concerns of its stakeholders, but also determining both the relevant subjects to address in the annual report and a set of improvement opportunities regarding the Group's strategy and activity.

SUBJECTS OF HIGH AND MEDIUM MATERIALITY

As a result of this analysis, the material subjects underlying the definition of the strategic areas for sustainability initiative actions are:

- ECONOMIC PERFORMANCE
- CLIENT SATISFACTION
- SERVICE EFFICIENCY
- TRANSPARENCY IN MANAGEMENT PRACTICES
- INNOVATION IN PRODUCTS AND SERVICES
- ENVIRONMENTAL STRATEGY AND ACTION
- RELATIONS WITH STAKEHOLDERS
- PROFESSIONAL DEVELOPMENT AND LABOUR PRACTICES
- BUSINESS SUSTAINABILITY STRATEGY
- RISK MANAGEMENT

BRISA WILL CONDUCT A REVIEW OF THE MATERIALITY ANALYSIS DURING 2020

SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDG) are the priority of Brisa's sustainability strategy, together with decarbonisation. Based on an analysis and internal assessment crossed with the stakeholder mapping and materiality analysis carried out in 2018, Brisa isolated nine SDG of most relevance to the benefits, impacts and prospects of the business, in its different segments.

Goal 17
Partnerships for the Goals:
Brisa has a history of collaborative work and in partnership, with public and private entities, in areas ranging from road safety, protection of biodiversity and advocacy of sustainable development.

Goal 15
Protecting life on land:
Brisa has developed projects for the preservation of biodiversity, both in the sphere of compliance and through voluntary action, in the mitigation and counteracting of the impacts of its activity as an operator of linear infrastructures, namely the fragmentation of habitats.

Goal 13
Climate action:
Brisa is developing a plan for the decarbonisation of its activities and for mitigation of and adaptation to the effects of climate change.

Goal 12
Responsible consumption and production:
Brisa is currently developing solutions for the implementation of the circular economy in its processes, while upholding its policy of efficiency in the management of the resources it uses.

Goal 11
Sustainable cities and communities:
In cities and urban areas, Brisa, through the brand Via Verde, has developed and implemented products and services that contribute to a cleaner, more efficient, safe and inclusive urban mobility.

Goal 3
Good health and wellbeing:
Brisa's key focus is on the goal of reducing the injured and fatalities on roads, through the operation and maintenance of the motorways included in its concessions and the promotion of campaigns and other information and awareness-raising actions towards Road Safety, aimed at the public in general and certain specific segments of the population (among 6 to 10-year-olds and 16 to 25-year-olds). In 2019, Brisa created an inhouse Road Safety Observatory.

Goal 7
Affordable and clean energy:
Brisa has an Energy Consumption Rationalisation Plan especially focused on increasing the portion of renewable energy in its energy mix.

Goal 8
Decent work and economic growth:
Brisa has instituted internal programmes to boost progress towards the reconciliation of professional life in personal and family life, and pursues ongoing activity in the sphere of occupational health, safety and security with a view to reducing work accidents.

Goal 9
Industry, innovation and infrastructure:
Brisa annually invests in the maintenance and upgrading of the motorways included in its concessions, ensuring the utility of these infrastructures as a factor of access and development of the communities that it serves. Brisa continuously invests in the innovation of its infrastructures, regarding the equipment and services, the information and connectivity systems, and the decarbonation of traffic, through the implementation of corridors for electric mobility.

DIALOGUE WITH STAKEHOLDERS

• Description of the stakeholders

Brisa highly values constructive relations of open dialogue with its different stakeholders, and has over 40 years of experience in the hearing and detection of the critical topics and entities to which it provides services, which it affects and on which it depends.

At Brisa, the most relevant stakeholders are identified based on Brisa's impact on the stakeholder and on this stakeholder's impact on Brisa.

The identification of the expectations of each stakeholder and respective response are articulated with the materiality analysis referred to above and collated in line with Standard AA1000AP (2018) and their Principles: Inclusivity, Materiality, Responsiveness and Impact.

Brisa actively participates in a number of organisations, sector-wide or dedicated to development and sustainability issues.

Brisa participates in the governing bodies of some of these entities, marked with a ✓

- ✓ apcap
- ✓ CRP – Centro Rodoviário Português
- ✓ IBTTA – Tolling. Moving Smarter.
- ASECAP – Association Européenne des Concessionnaires d'Autoroutes et d'Ouvrages à Péage
- ✓ COTEC Portugal – Somos Inovação
- Forum para a Competitividade
- ✓ BCSD Portugal – Conselho Empresarial para o Desenvolvimento Sustentável
- Transport Decarbonisation Alliance
- ✓ wbcsd

For each stakeholder, Brisa has channels for hearing their expectations, that are able to define the relevant topics of each of them and work towards a suitable response. The full description of this list is presented in Annex 2 of this Report.

• United Nations Global Compact

Brisa has endorsed the United Nations Global Compact since April 2007, considering that this is a crucial initiative for the promotion of sustainable development. Brisa incorporates the values enshrined in the 10 principles of the United Nations Global Compact, as described in the pages referring to the Principles:

1. Support and respect the protection of human rights (p. 115-116)
2. Prevent human rights abuses (p. 115-116)
3. Support freedom of association at work (p. 110; 112)
4. Abolish forced labour (p. 115-116)
5. Abolish child labour (p. 115-116)
6. Eliminate discrimination in respect of employment and occupation (p. 10; 13; 93; 112-115)
7. Support a precautionary approach to environmental challenges (p. 10; 24-25; 78-81)
8. Promote greater environmental responsibility (p. 10; 24-25; 78-81)
9. Encourage the development of environmentally friendly technologies (p. 52-55; 78-79)
10. Combat corruption in all its forms, including extortion and bribery (p. 93-94; 117-118; 121-122)

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2.4 RISK MANAGEMENT

2.4.1 DESCRIPTION OF THE IDENTIFICATION AND RISK MANAGEMENT PROCESS

The aim of Risk Management is to ensure the sustained growth of the business areas and protect Brisa's value. This is carried out by using best practice and the capitalisation of inhouse knowledge, which contributes to the achievement of the strategic goals set forth at Group level, and ensuring the ongoing assessment of the existing uncertainties (internal and external) so that the decision-making is aware and informed.

The risks to which Brisa is exposed are classified into four major categories:

STRATEGIC
Risks associated with the definition and implementation of the strategy and response capacity, in due time, to internal and external events that could significantly influence the competitive position.

OPERATIONAL
Risks associated with operational management stemming from activities likely to have significant impact on ongoing business.

COMPLIANCE
Risks associated with compliance with the law, regulations, internal procedures or contracts.

FINANCIAL
Risks associated with the company's financial management, namely liquidity, interest rate, foreign exchange rate and credit risk of the main counterparties in possible financial transactions.

The Risk Management Policy is established at Group level, involving directly the managing bodies of the various companies of the Brisa Group, as well as all remaining corporate structures.

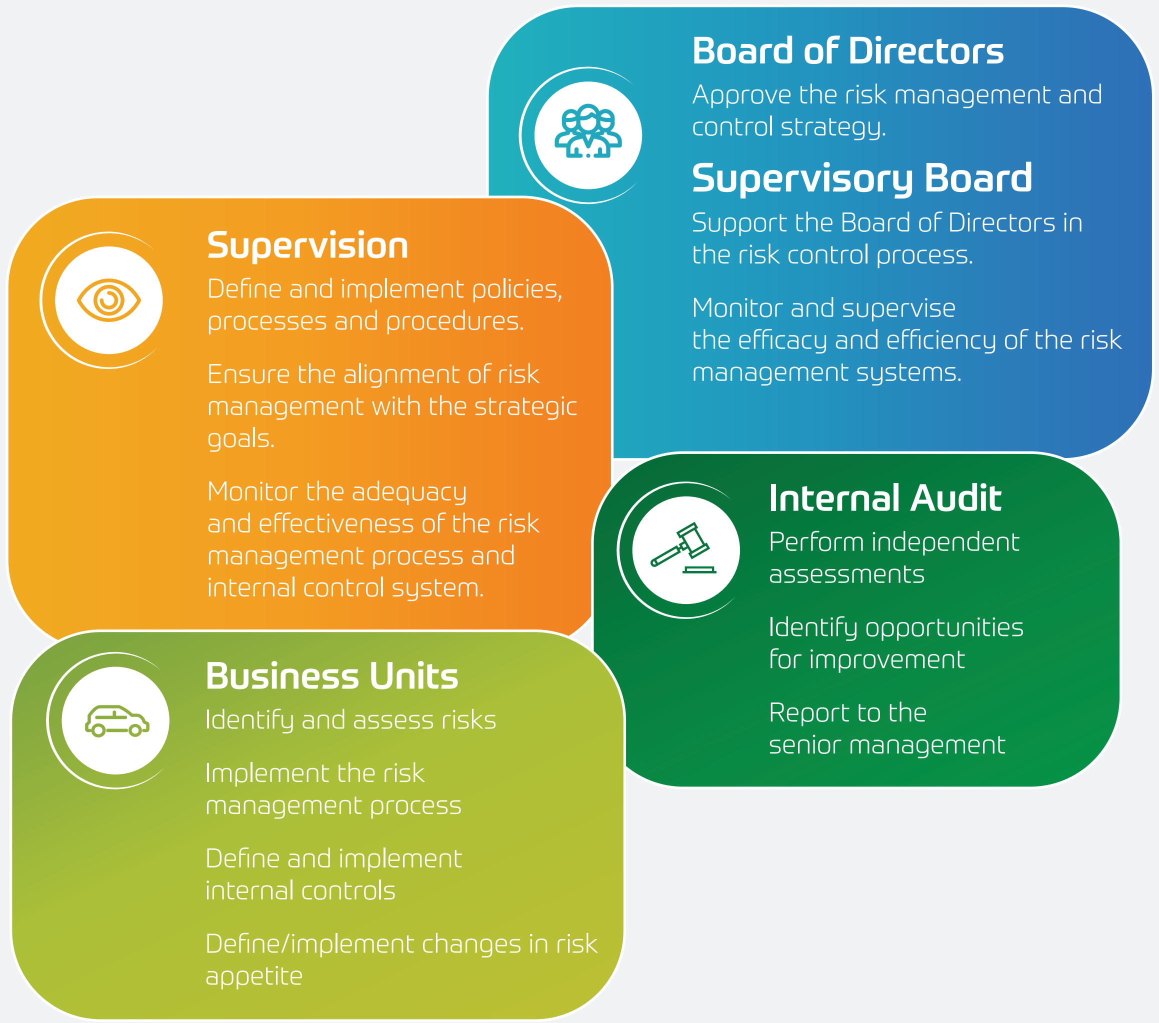
As a cornerstone of the Company's Governance, Risk Management is present in Brisa's culture and management processes, with the employees being responsible for mitigating risk factors, minimizing their impact and probability, and identifying, whenever possible, opportunities for improvement and/or return.

The Group's integrated risk management framework is based on internationally recognised methodologies such as COSO (Committee of Sponsorship Organizations of the Treadway Commission) and ISO (International Organisation for Standardisation) 31000 - Risk Management, which is developed as follows:

In addition to ensuring the convergence of risk management with strategic planning, the implemented process enables the periodic updating, on a systematic and transversal basis, of the identification and assessment of the main risks of the business portfolio.

Moreover, this enables determining the respective control and/or mitigation measures, which in the current context of new business trends - evolution from efficient infrastructure management to development of new mobility solutions - are particularly important in supporting the management from the strategic perspective of the sustained development of the entire company.

The figure below summarises the Group's governance model with respect to the process of control and management of the risk cycle:



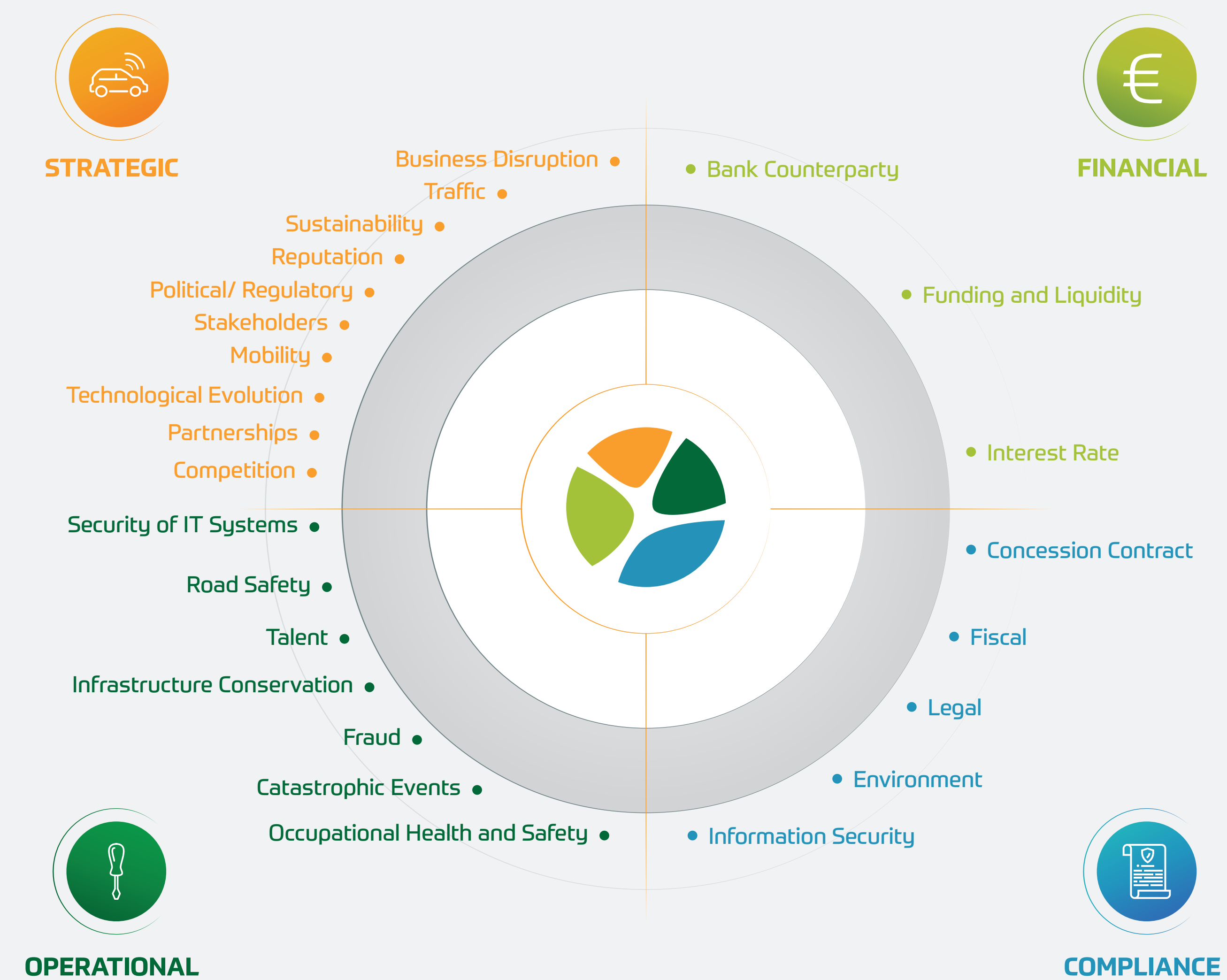
In addition to supporting the implementation of the risk management system, Internal Audit makes an ongoing assessment of the procedures and controls, in order to ensure that the risk management system continues to be aligned with the strategic goals defined by the Board of Directors.

The Supervisory Board is responsible for supervising the risk management policy and system, in conjunction with the Board of Directors.

Internal Audit is also responsible for promoting an annual assessment of the risk management system and proposing the necessary measures for its further refinement. The implementation of the following measures in 2019 were particularly noteworthy:

- Creation of the Risk Portal
- Accomplishment of **assurance work** by the Internal Audit department on responses to the risks identified by the Management **in the entire perimeter of action**

2.4.2
RISK MATRIX



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2.4.3
BRISA'S RESPONSE TO THE IDENTIFIED RISKS

FINANCIAL

Risk	Treatment/Response to Risk
Interest rate	• Adjustment of the fixed/floating rate mix to market conditions and/or to the contractual requirements of each company • Contracting of financial instruments for interest rate risk management • Sensitivity analyses
Funding and liquidity	• Maintenance of a diversified debt repayment profile spread over time • Increased average debt maturity, making it more consistent with the long-term assets • Contracting of easily monetised financial investments, i.e. in highly liquid products
Counterparty	**Short-term Investment of treasury surpluses:** • Investment policy for investment of cash surpluses, which determines the maximum exposure per financial instrument and bank counterparty. **Clients:** • Control of the clients current account and credit claims • Recording of impairment for debt due within one year

COMPLIANCE

Risk	Treatment/Response to Risk
Concession Contract	• Compliance with contractual requirements • Permanent communication with the Granter • Implementation and monitoring of the Quality Control Plan (QCP) • Implementation of the Maintenance and Operation Manual (MOM) • Monitoring of compliance with duties of disclosure

COMPLIANCE

Risk	Treatment/Response to Risk
Fiscal	• Tax consultancy • Continuous training in tax regulations • Continuous updating of supporting software with tax impact/ responsibilities • Specialised internal structure
Information security	• Penetration testing, with recommendations • Monitoring of traffic, behaviour and accesses • Backups • Encryption/classification of information • Employee training (RGPD) • Assignment/definition of responsibilities for appointed employees (e.g. information custodians)
Environment	• Incorporation of environmental objectives in the strategy • Compliance with environmental sustainability criteria • Environmental policy • Environmental audits and monitoring of indicators • Environmentally certified companies (ISO 140001) • Focus on the continuous improvement and sustainable performance of of the business

OPERATIONAL

Risk	Treatment/Response to Risk
Occupational Health and Safety	• Specialised internal structure • Occupational safety and health procedures associated to to hazardous activities • Continuous personnel training and development • Safety audits • Analysis and validation of the planning of occupational safety (DEPSS)

OPERATIONAL

Risk	Treatment/Response to Risk
Road Safety	• Motorway patrolling by the National Guard and road assistance • Participation in road accident prevention campaigns • Continuous investment in maintenance and conservation of the road infrastructure • Road safety observatory
Catastrophic events	• Compliance with Operational Procedures • Obedience and support of the rules issued by the Civil Protection Authorities • Continuous Training and Procedures • Insurance
Infrastructure conservation	• Adoption of processes and tools to monitor and control asset performance • Implementation of an asset management life cycle system • Reorganisation of means, operational practices and communication between teams
Technological Evolution	• Alignment with market's best practices • Partnership policy with universities and companies • Investment in new solutions • Permanent interaction with R&D funding bodies (Portuguese and of the European Commission) • Proof of concept • Disaster recovery infrastructure and procedures • Technological recovery

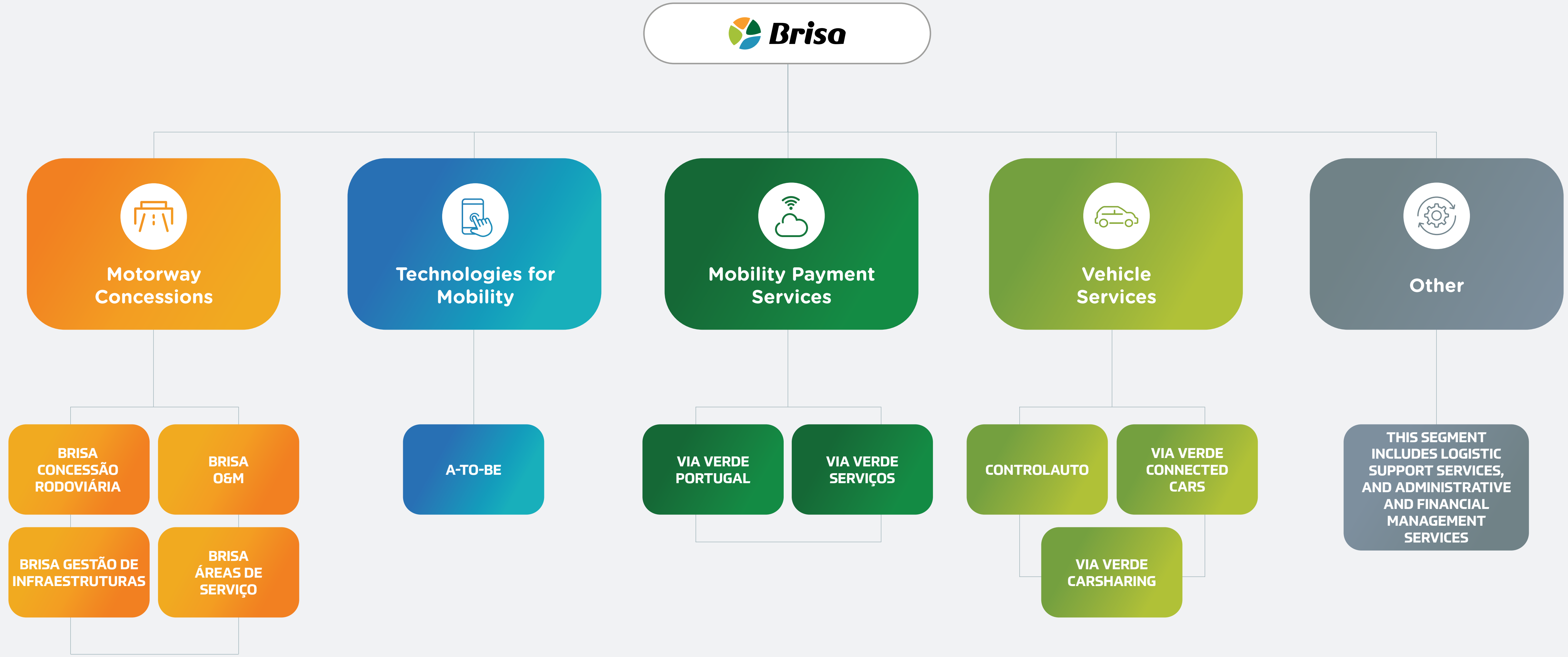
STRATEGIC

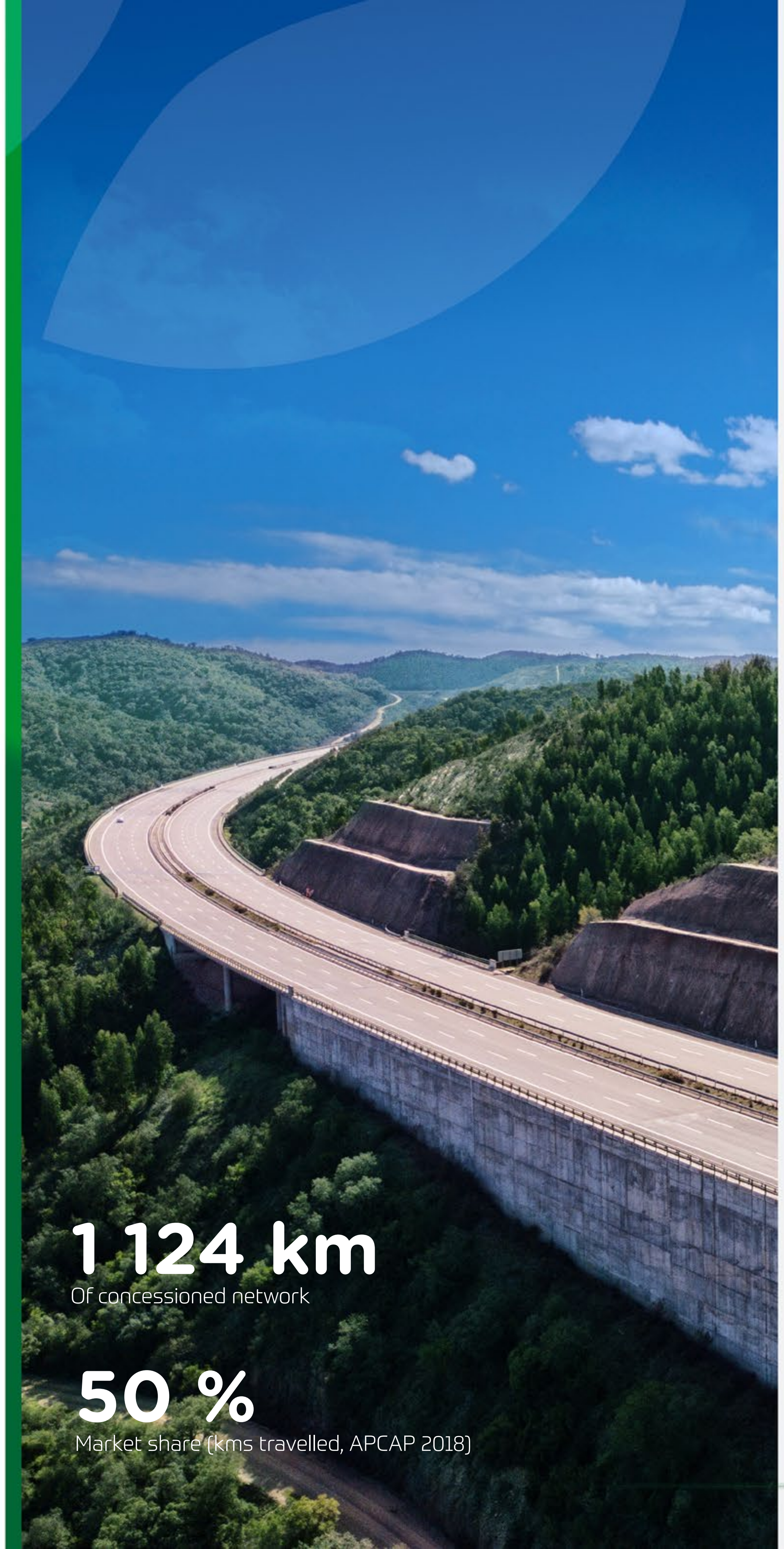
Risk	Treatment/Response to Risk
Traffic	• Traffic budget based on macroeconomic studies from external entities • Performance of sensitivity scenarios/analysis • Road network intervention planning • Average Daily Traffic monitoring
Political and Regulatory	• Monitoring of the regulatory evolution process • Benchmarking of international trends • Management and interaction with major stakeholders (IMT and Governmental bodies) • Active presence at sector associations (APCAP and ASECAP) and institutional organisations (WBCSD, BCSD, ITF, CIP)
Sustainability	• Compliance with ESG (Environmental, Social & Governance) criteria • Revision of GRI reporting (Global Reporting Initiative) • TDA (Transport Decarbonization Alliance) signature • Signing of the Business Mobility Agreement • Family Responsible Company (efr)
Business disruption	• NPS assessment and brand reputation • Development of new value added projects • Stakeholder management

03. BUSINESS SEGMENTS AND FINANCIAL INVESTMENTS

3.1 ANALYSIS PER BUSINESS SEGMENT

Brisa manages an extensive portfolio of assets, split into different business segments:





Motorway Concessions

BRISA CONCESSION (BCR)

Brisa Concessão Rodoviária (BCR) is a company of the Brisa Group that manages the main road concession in Portugal

BCR was created following Brisa's corporate re-organization. Its corporate object is the construction, maintenance and operation of motorways and respective service areas and the planning and development of social infrastructure, pursuant to a concession contract. The length of the network subject to concession is 1 124 km, and it is 70% held by Brisa.

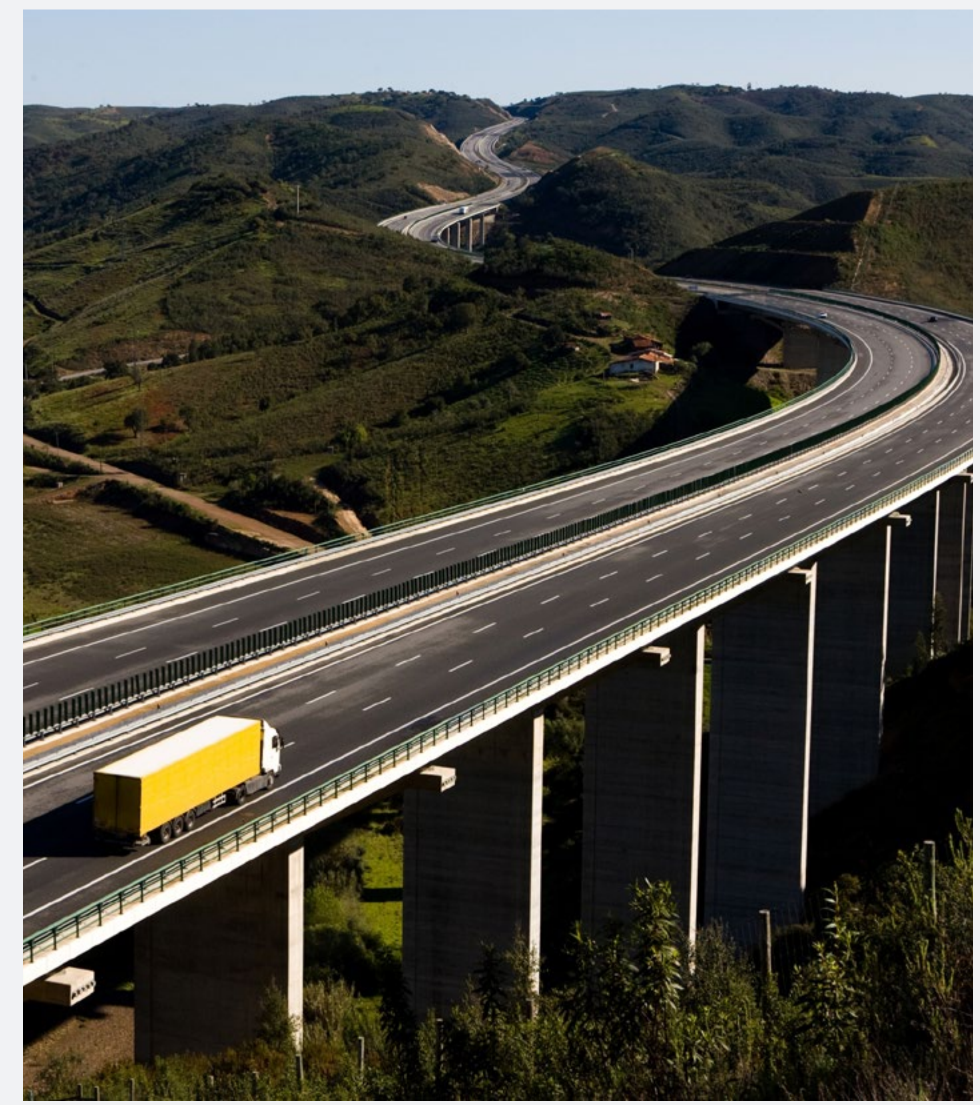
CONCESSION'S PROFILE

The network concessioned to BCR is distributed over 12 motorways. The network subject to concession is almost entirely built. BCR currently operates 11 motorways, covering a total length of 1 100 km, of which 1 014 km are tolled.

The network will be fully completed following the construction of the motorway access to the New Lisbon Airport.

The network covers the country from north to south and east to west, including its main road axes. It also includes important radial and circular roads of the metropolitan areas of Lisbon and Porto.

According to the Concession Contract concluded with the Portuguese Government, the concession will end in December 2035.



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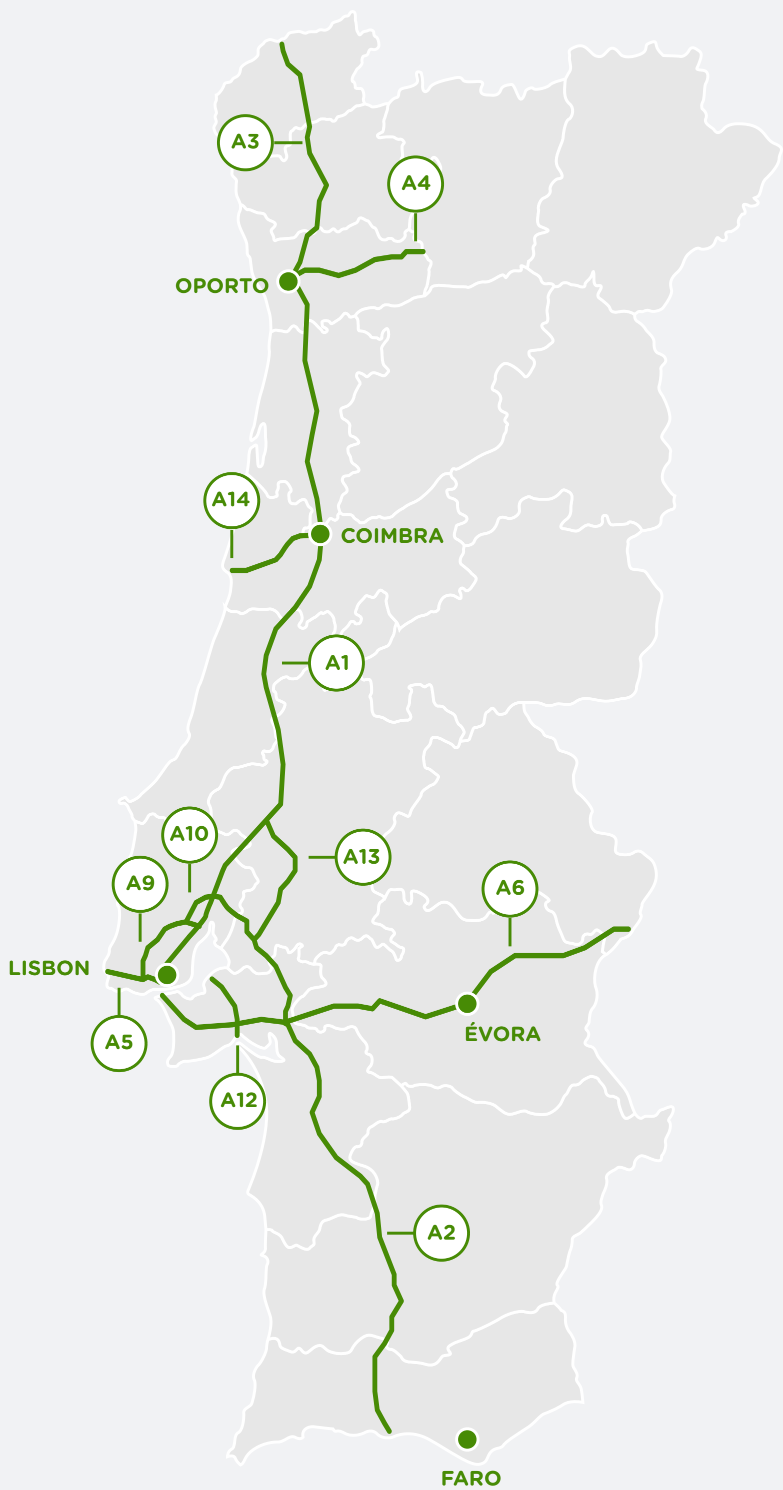
MAP OF THE NETWORK CONCESSIONED TO BCR

MOTORWAYS IN OPERATION



CONCESSION STRUCTURE BY MOTORWAYS IN OPERATION

LENGTH (KM)

	TOLL FREE	TOLLED
A1 - Auto-estrada do Norte	17.4	279.1
A2 - Auto-estrada do Sul	9.6	225.2
A3 - Auto-estrada Porto - Valença	11.5	101.3
A4 - Auto-estrada Porto - Amarante	3.0	48.3
A5 - Auto-estrada da Costa do Estoril	8.1	16.9
A6 - Auto-estrada Marateca - Elvas	19.1	138.8
A9 - Circular Regional Externa de Lisboa	0.0	34.4
A10 - Auto-estrada Bucelas - Carregado - IC3	0.0	39.8
A12 - Auto-estrada Setúbal - Montijo	4.3	24.8
A13 - Auto-estrada Almeirim - Marateca	0.0	78.7
A14 - Auto-estrada Figueira da Foz - Coimbra (Norte)	13.1	26.8
Total	86.1	1 014.1

CONTRACTUAL STRUCTURE AND RATING

BCR upholds prudent and conservative financial management., supported by a contractual structure defined by the Common Terms Agreement (CTA), through which BCR and its financial creditors establish the common conditions for all funding contracts. Among other conditions that confer a high level of protection to the creditors, CTA includes four covenants in the form of financial ratios which, as at 31 December 2019, are significantly within the established limits.

The *Net Debt / EBITDA* ratio stood at 3.36x, in other words, below the level observed at the end of 2018 (3.84x) and significantly below the maximum limit of 5.50x defined for the respective trigger event threshold. The *Historic Interest Coverage (ICR)* ratio stood at 8.95x, as at 31 December 2019, i.e. greatly above the minimum limit of 2.25x, defined for the established trigger event threshold and corresponding to a significant improvement in relation to the ratio of 5.59x recorded as at 31 December 2018.

The rating assigned to BCR by Fitch is “A-” (Stable Outlook), which remained unchanged during the year. Moody's upgraded BCR's Outlook from “Stable” to “Positive” in August, keeping the rating of “Baa2” unchanged. Both rating agencies rate BCR above the rating of the Portuguese Republic.

Already in April 2020, following an assessment of the potential effects of the COVID-19 pandemic, Fitch and Moody's maintained BCR's long-term ratings, with Moody's merely revising the Outlook from “Positive” to “Stable”.

AGENCIES	*RATING*	*Outlook*
Moody's	Baa2	*Stable Outlook*
Fitch	A-	*Stable Outlook*

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TRAFFIC EVOLUTION

In 2019, traffic growth in the BCR concession network remained solid, underpinned by the buoyant macroeconomic activity. During this period Average Daily Traffic (ADT) grew by 3.7% year-on-year, corresponding to a traffic volume of 21 373 vehicles/day. The strong organic growth of 4.4%, during which Average Daily Traffic was negatively influenced by the calendar effect (-0.5%), the drivers' strike in August (-0.2%) and the adverse weather conditions recorded in the 4th quarter of the year, should be highlighted.

BREAKDOWN OF ANNUAL TRAFFIC CHANGE

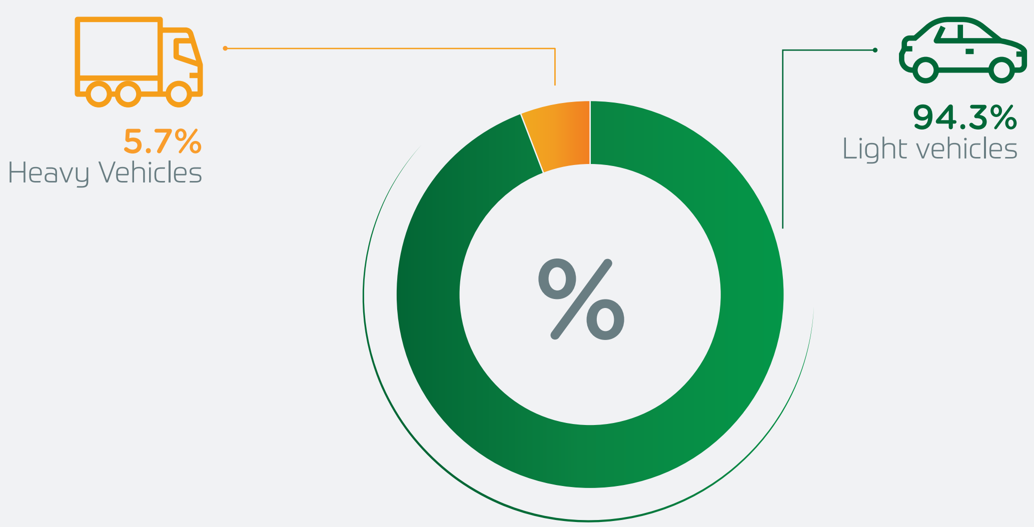
PERCENTAGE (%)

	'19
TRAFFIC	3.7%
BREAKDOWN OF EFFECTS:	
Organic growth	4.4%
Calendar effect	-0.5%
Other	-0.2%
ADT	21 373
YoY change	3.7%

The analysis of traffic evolution by type of vehicle reveals that heavy vehicle traffic grew slightly more than light vehicle traffic (4.5% growth for heavy vehicles and 3.6% growth for light vehicles), which led to a marginal increase in the weight of heavy vehicles in the total traffic of BCR to 5.7%.

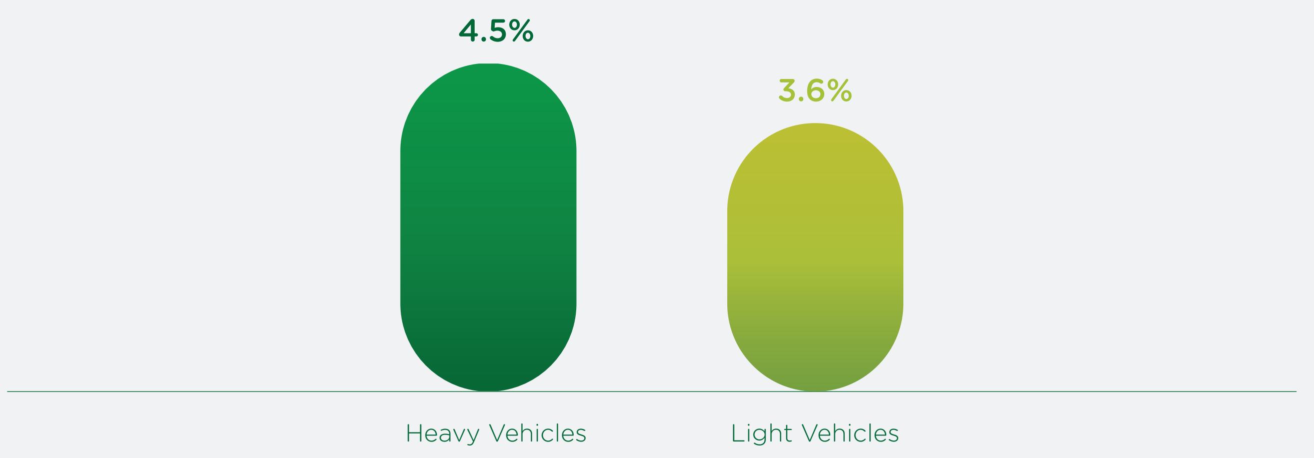
TRAFFIC MIX

PERCENTAGE (%)



GROWTH OF AVERAGE DAILY TRAFFIC (YoY)

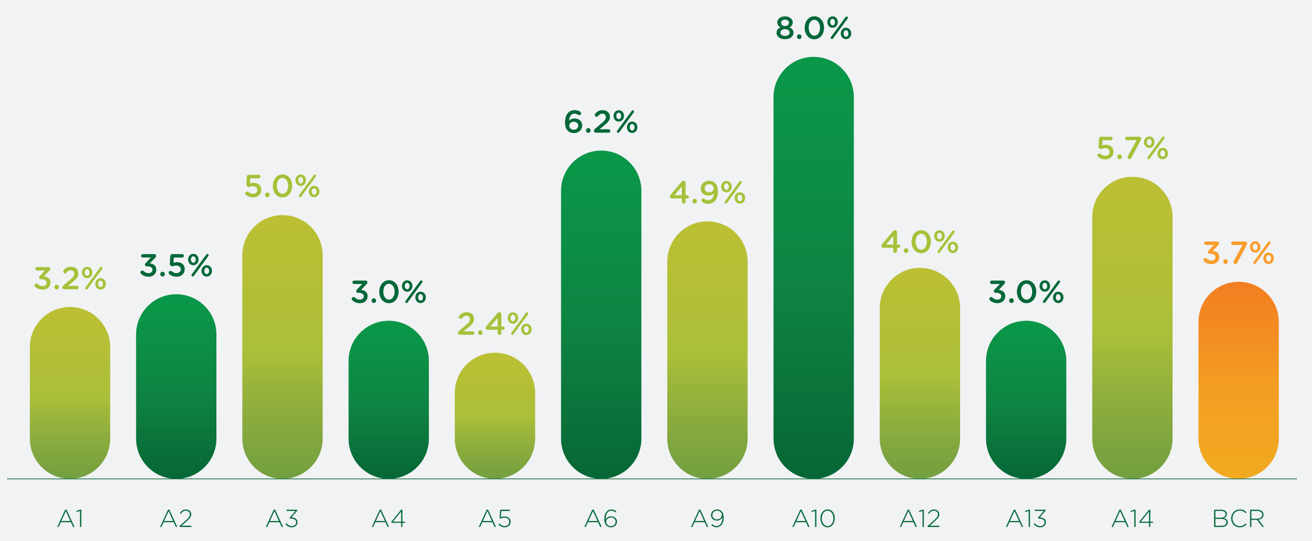
PERCENTAGE (%)



The ADT growth rate was positive in all BCR motorways, having registered growth in demand ranging from 2.4% (on the A5) to 8.0% (on the A10).

CHANGE IN ANNUAL TRAFFIC PER MOTORWAY (V.KM)

PERCENTAGE (%)



Motorway Concessions

BRISA O&M (OPERAÇÃO E MANUTENÇÃO)

Brisa O&M (Operação e Manutenção) is Brisa's company that provides specialised operation, maintenance and monitoring services to motorway concessionaires and to other infrastructures

Brisa O&M currently operates Brisa Concessão Rodoviária (BCR), Concessão Atlântico (AEA) – which only provide road assistance services –, Concessão Douro Litoral (AEDL), Concessão Litoral Centro (Brisal), Subconcessão Auto-Estradas do Baixo Tejo (AEBT) and Subconcessão do Litoral Oeste (AELO), covering a total of approximately 1 600 km.

The aim of the Brisa O&M teams is to ensure that the motorway clients have the best safety conditions, high service levels (with more quality and less response time) and a comfortable driving experience.

The quality and continuous training of teams, the search for the most recent technologies and its implementation, as well as, the constant review of the processes are central in the development of Brisa O&M's activity.

18
OPERATIONAL CENTRES

1 600 km
TOTAL NETWORK OF ROAD INFRASTRUCTURES OPERATED BY BRISA O&M

24h/365 days
PER YEAR IN OPERATION

12 584 631 kms
Patrolled in 2019 by road assistance vehicles

146 837
Number of operation incidents articulated with the Operational Coordination Centre

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BRISA O&M OPERATES IN 3 MAJOR AREAS:

1. TRAFFIC MANAGEMENT

In addition to the **18 Operational Centres** spread throughout the country, Brisa O&M has an **Operational Coordination Centre (CCO)**, which coordinates all the necessary means for active traffic management in the entire motorway network operated by Brisa O&M:

- **SOS and Protection –** Emergency signage and beaconing, cleaning, clearance of lanes, and activation of rescue means
  70 483 incidents (+2.3% in relation to 2018)
- **Client Assistance –** Help and provision of different types of information, onsite assistance including breakdown assistance (electrical/mechanical intervention and supply of fuel, oil, water and air)
  8 347 incidents (-7.4% in relation to 2018)
- **Works –** Maintenance and/or restoration operations for the infrastructures, equipment and systems supporting the network operation
  23 527 incidents (-4.7% in relation to 2018)
- **Other –** Recording of traffic queues, actions of the Police Authorities, information on weather conditions, anomalies in the infrastructures and acts of vandalism, fire in the surroundings affecting traffic safety or in the infrastructures
  44 480 incidents (+77-9% in relation to 2018, as a result of having started to record inspections to the Service Areas, by the Assistance, which had not been the case previously)
- **Surveillance and Patrolling –** Checking of the condition of the infrastructures and traffic fluidity
  12 584 631 km travelled (about 314 times round the world)

3.9
OVERALL CLIENT SATISFACTION*

6.5 Minutes
AVERAGE RESPONSE TIME**

** On a scale of 1 to 4*
*** Average time between the arrival of the client's request at the OCC and the arrival of the assistance at the scene*

2. TOLL COLLECTION

Brisa O&M carries out toll collection at the 122 toll plazas of the concessions in which it operates.

Payment systems play a crucial role in client service efficiency and quality. There are 3 methods of payment, enabling the clients greater convenience and easy use in the entire process:

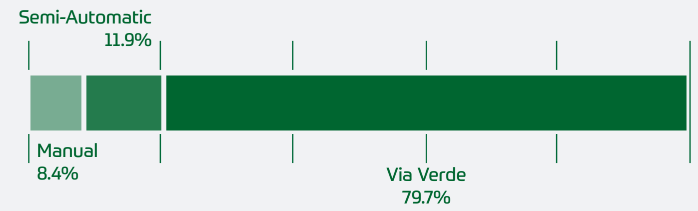
- Automatic (Via Verde)
- Semi-automatic (E-toll equipment and remotely assisted if required)
- Manual with toll booth operator

Traffic Control and Revenues

The assessment of traffic and revenues generated by the various concessions is a daily task aimed at providing information to the concessionaires, ensuring the integrity of the data received and the continuous improvement of toll collection effectiveness.

Throughout 2019 the number of transactions recorded on the motorway networks operated by Brisa O&M amounted to over 238 million, having grown by 3.8% in relation to the previous year. The breakdown of transactions was as follows:

TRANSACTIONS BY TYPE OF SYSTEM PERCENTAGE (%)

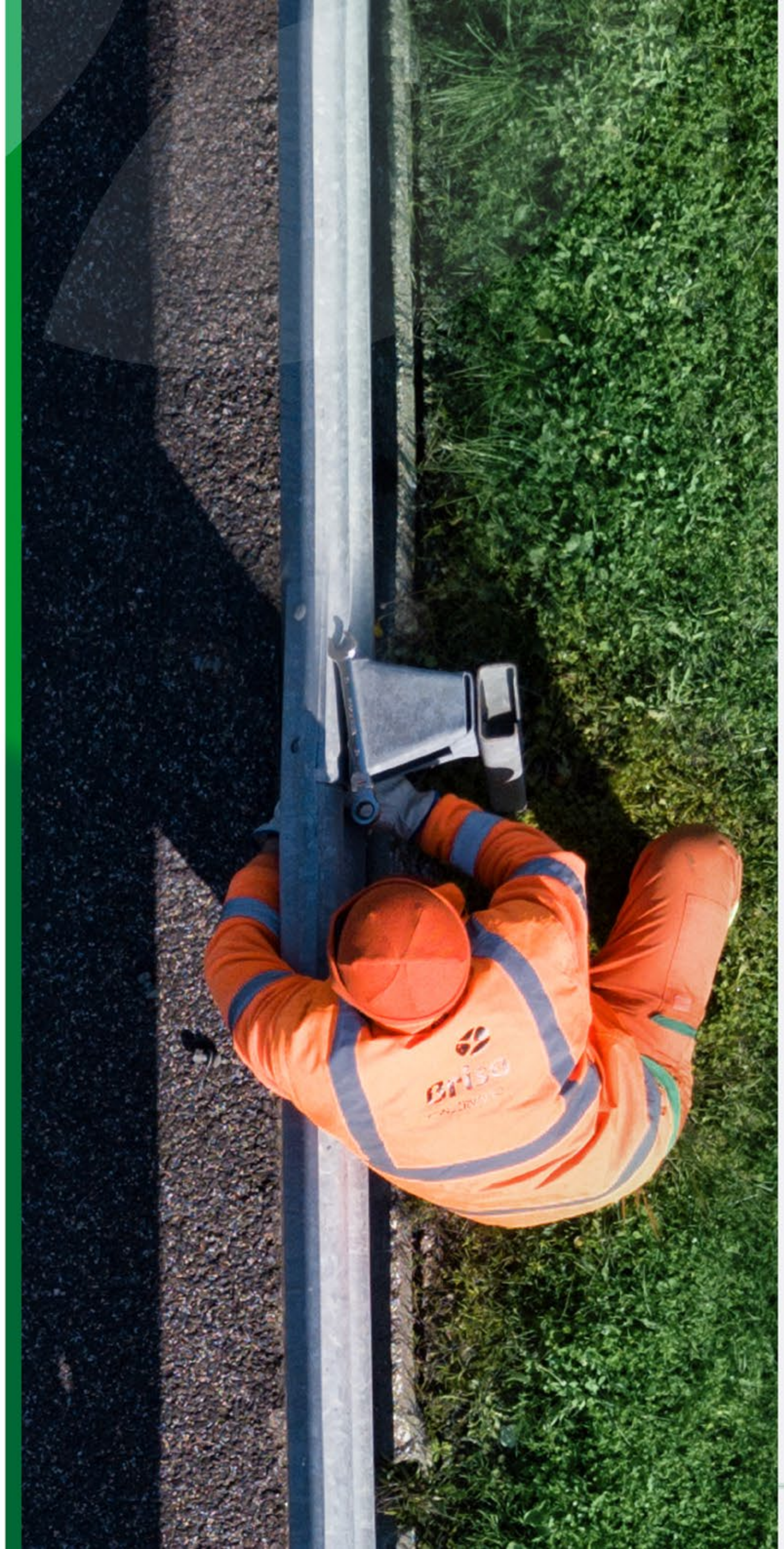


The weight of the Verde payment system reached 79.7%, having increased in comparison to the 78.1% recorded in 2018

3. MAINTENANCE

The infrastructure conservation and maintenance activity and its monitoring is outsourced by BGI – Brisa Gestão de Infraestruturas

Certification: Brisa O&M has certification of its quality management system since 2010. Since 2017, this certification is benchmarked to NP EN ISO 9001:2015 for "Traffic Control and Operation, Monitoring and Conservation of Road Infrastructures and Assistance".



Motorway Concessions
BRISA GESTÃO DE INFRAESTRUTURAS (BGI)

BGI - Brisa Gestão de Infraestruturas provides specialised engineering services and maintenance engineering to motorway concessionaires and to other infrastructures

BGI is a reference operator, recognised for its efficient, integrated and sustainable management of road infrastructures. It aims to maximise the performance of the assets throughout their lifecycle, optimising their availability and cost, while ensuring compliance, safety and risk management.

BGI has a management model based on 3 key areas:

INTEGRATED PLANNING
with the responsibility of defining a model of road intervention based on risk management, the development of multidisciplinary studies and projects, and stakeholder management

SPECIALISED ENGINEERING
in charge of planning, management systems and execution of engineering projects

MAINTENANCE ENGINEERING
in charge of management and supervision of works, and maintenance of infrastructure and equipment

ACTIVITY IN 2019

After the consolidation of the teams and development of specific skills, the year was dedicated, on the one hand, to the optimisation of processes and identification of efficiencies in the current conservation activities and, on the other hand, the design and development of the systems that will support the integrated management of assets. This challenge proves to be crucial in view of the scale of the investments that have already been made and the volume of investments required to ensure compliance with the obligations of the concession contracts and the level of service quality offered by Brisa.

In this context, the work teams constituted under the Asset Management Project operate in various work fronts – from planning, risk and performance, including operational systems, right up to registration and technical filing – aimed at specifying and implementing the different systems comprising the Asset Management ecosystem of the Brisa Group. In 2020 the project entered into its Phase IV, where the major challenge consists of the implementation and integration of the systems developed in the previous phase.

The services provided by BGI are spread across approximately 1 450 km of road infrastructure, forming part of the following main concessions and sub-concessions: Brisa Concessão Rodoviária (BCR), Concessão Litoral Centro (Brisal), Concessão Douro Litoral (AEDL), Subconcessão Auto-Estradas do Baixo Tejo (AEBT), and Subconcessão do Litoral Oeste (AELO).

Main activities of the year:

- Coordination of around 50 studies and projects related to the improvement of traffic conditions on the Brisa Group's motorways and on projected widening works on the A4 and A5 motorways;
- Preparation and launch of 23 tenders for construction works related to road pavement, engineering structures, noise barriers, slope stabilisation and reinforcement of vertical signage.
- Regular monitoring of the road infrastructure, namely through the monitoring of pavements, of slopes and of containment structures and the inspection of engineering structures.
- Follow-up and supervision of around 50 work contracts;
- Implementation of the General Environmental Monitoring Plans so as to ensure compliance with the environmental criteria to which concessions and sub-concessions are contractually subject;
- Coordination of safety and health for the project and implementation phase, where it should be pointed out that there were no serious or fatal accidents. Regarding accident indicators, the severity index recorded a figure similar to 2018 and the frequency index fell by 58%;
- Conservation and maintenance (civil works, electrical, electronic) of the road infrastructure, namely in pavements, engineering structures, tunnels, drainage systems, safety equipment, vertical and horizontal signage, buildings, landscaping, lighting, telecommunications, toll and telematics systems.

CIVIL, ELECTRICAL AND ELECTRONIC MAINTENANCE ACTIVITIES

	18'	19'
SEALING OF CRACKS IN PAVEMENTS	67 184 m	92 112 m
REMARKING OF HORIZONTAL SIGNAGE	352 km 48 road junctions	332 km 19 road junctions
REPLACEMENT OF VERTICAL SIGNS	2 256 signs 343 panels	2 194 signs 422 panels
REPAIR OF DAMAGED PAVEMENTS	10 477 m²	2 073 m
REPAIR OF EXPANSION JOINTS	1 336 m	1 033 m
ELECTRICAL AND ELECTRO-NIC MAINTENANCE INTERVENTIONS	54 790 equip	56 634 m

BGI has certification for its integrated Quality and Environmental Management System pursuant to EN ISO 9001:2015 and 14001:2015, and maintains accreditation for 33 tests at its laboratory, pursuant to NP EN ISO 17025:2005.

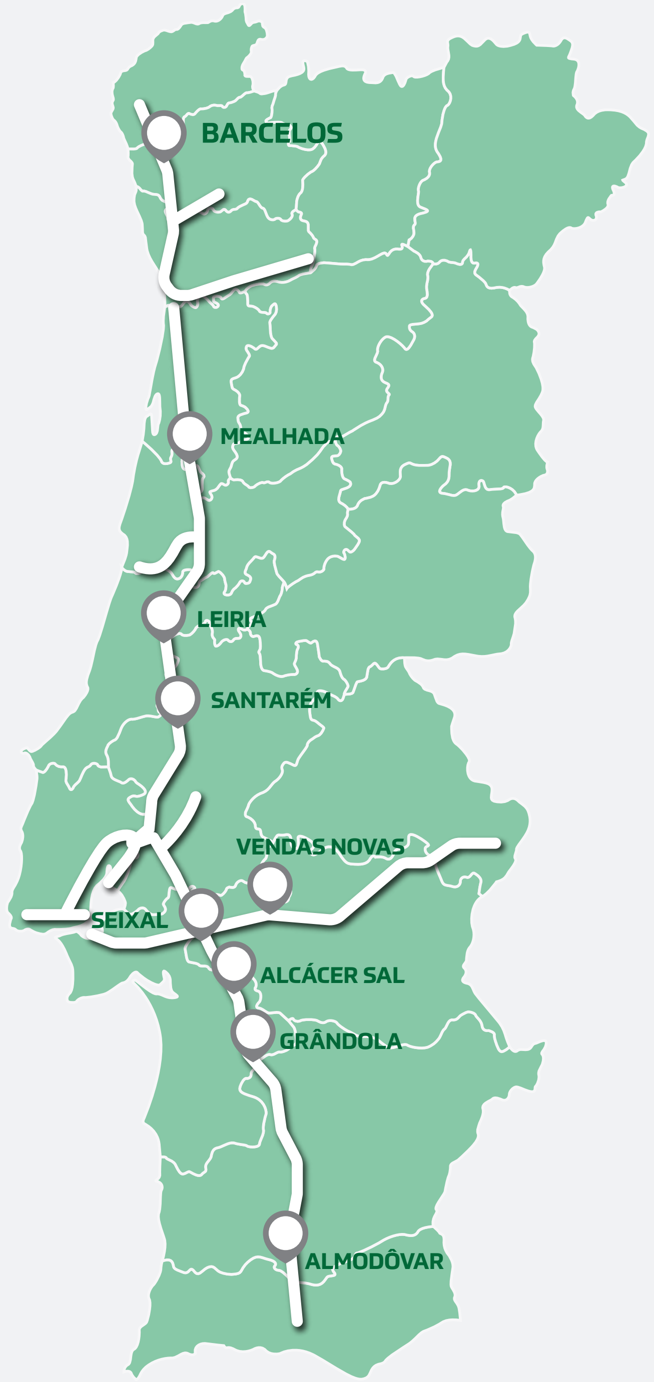
Motorway Concessions

BRISA ÁREAS DE SERVIÇO (BAS)

Brisa Áreas de Serviço (BAS), through the brand name Colibri Via Verde, is responsible for the management and renovation of the restaurants and common spaces of the service areas, and for the development of a more complete and attractive offer of products and services for Clients

The renovated restaurant areas represent a new standard of quality: the spaces have become larger and more comfortable, the sanitary facilities have been improved and the children now have dedicated zones, such as diaper-changing facilities and a children's space. Nowadays, the offer of products is also more diversified and suited to clients with different profiles. The central restaurant space is complemented with a shop, where convenience articles, regional options and vending zones can be found for those seeking a quick solution.

LOCATION OF SERVICE AREAS WITH THE COLIBRI VIA VERDE CONCEPT



8.0 M
Clients in 2019

€M 27.0
Sales in 2019

17
Units with the Colibri Via Verde concept
(9 service areas)

During 2019, the Colibri concept covered Grândola to Seixal (A2) and Santarém to Mealhada (A1). In addition to meeting the expectations of the clients and their preference for local products, new partnerships have been established that assure the quality of traditional recipes, taking the typical products of each region to the motorway. The new concept developed at Mealhada service area around the region's best known products illustrates this strategy. Innovation also marked the adaptation of the offer to travel segments and classifications: the new Colibri Express concept, inaugurated at Seixal service area, was designed specifically for the needs of the urban client during commuting journeys, who makes a quick stop seeking convenience solutions.

The impact of these improvements on the satisfaction and perception of the clients has been very positive, with increasingly more people seeking Colibri Via Verde service areas to take a break during their journey, relax and enjoy the space and service provided.

The business growth and integration of more service areas brings in new operational challenges. The management and coordination of the people who work at each Colibri unit are critical for the continuous improvement of the quality of the attendance and service offered.

In order to accomplish its goals, Brisa Áreas de Serviço has a continuous training programme, which encourages the teams to provide excellent service, primarily aimed at surprising the clients and anticipating their needs.

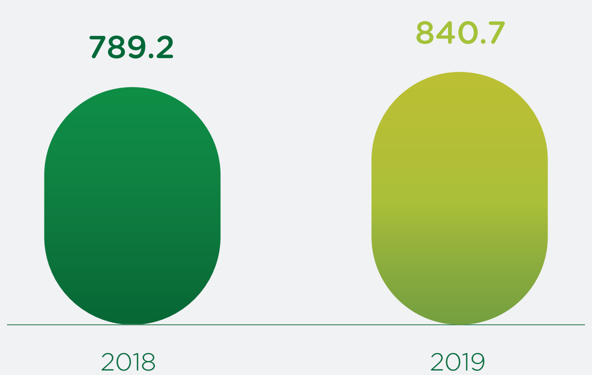
MOTORWAY CONCESSIONS

OPERATING PERFORMANCE OF THE BUSINESS SEGMENT

In 2019, the **Operating Income** of this segment amounted to €M 840.7 (+6.5% in relation to 2018), having benefitted from the 3.7% growth in traffic in the BCR network. Special reference is also made to the growth of income related to the service areas, as a result of the renegotiation of the petrol stations and the consolidation of the new restaurant concept associated to Colibri Via Verde service areas. The **EBITDA** of this segment increased by 6.4%, to €M 574.9, reflecting the good operating performance of the companies in this segment.

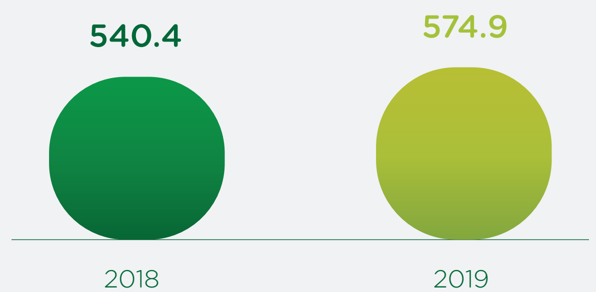
OPERATING INCOME

EURO MILLION (€M)



EBITDA

EURO MILLION (€M)

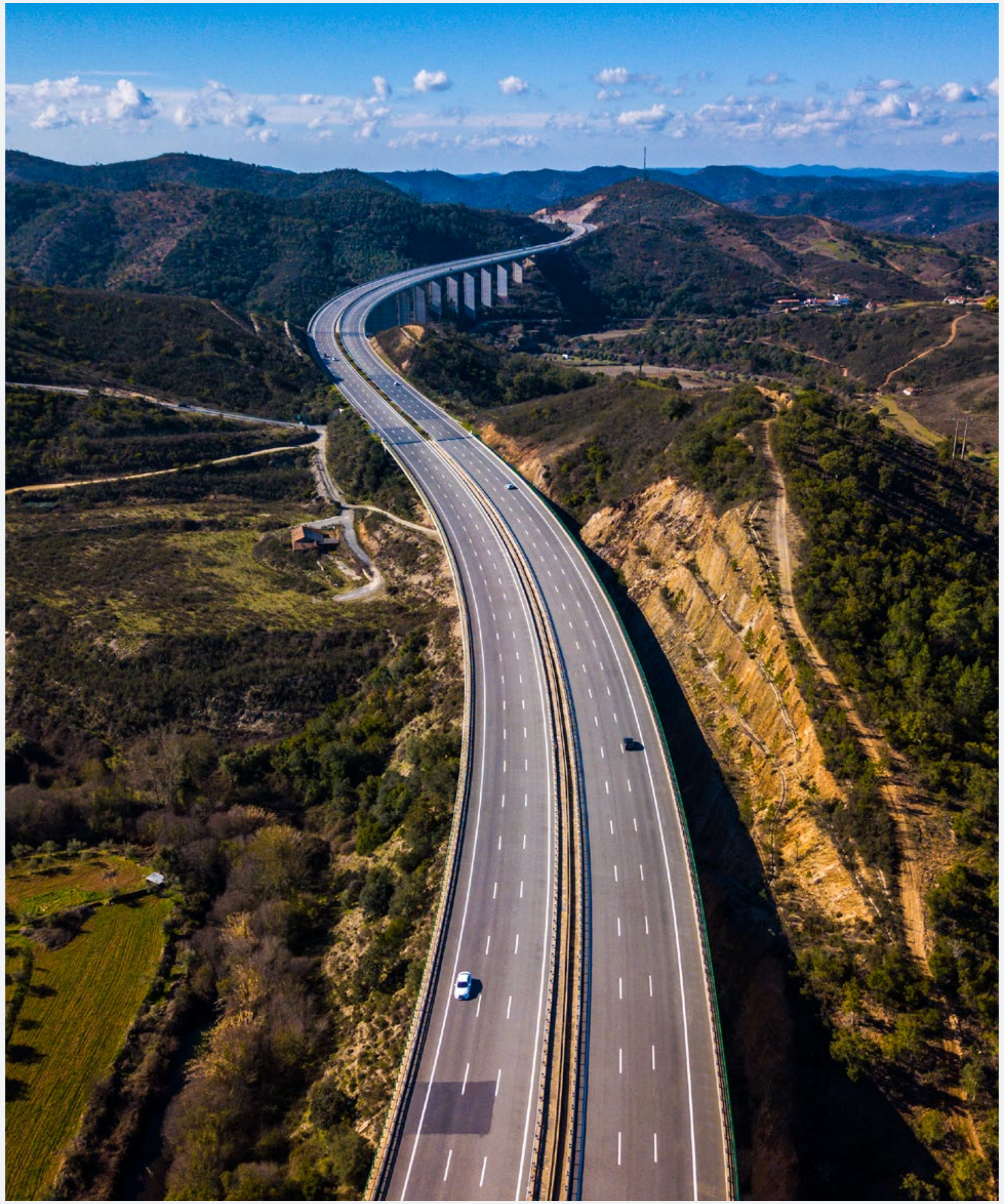


BUSINESS SEGMENT OUTLOOK

In 2020, BCR will continue to maintain its level of operationality, quality and safety in its network. The COVID-19 pandemic will have a significant impact in the movement of people and goods, which will affect traffic to an extent that is not yet quantifiable. Operating costs are expected to evolve in line with inflation. BCR will maintain its strong financial position, assessing and implementing the most efficient funding solutions in light of the current and future environment.

Service areas throughout BCR network should continue to be renewed, with the opening of new units with the Colibri concept, the increase in the offer, the improvement in the quality of services and the renovation of common outdoor spaces, which are widely used and valued by clients.

Following the work carried out in 2019 – focused on the detailed specification of support systems for the various types of assets and on the development of transversal projects – BGI will conclude in 2020 the implementation of integrated and sustainable management tools of road infrastructures, which enable gathering all information and performing an integrated analysis of the infrastructure, aiming at the maximization of its performance during the life cycle. Additionally, the Quality and Environment Certification will also be extended to maintenance areas.



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Technologies for Mobility
A-to-Be

A-to-Be is Brisa's company responsible for providing technological solutions related to mobility

A-to-Be was constituted to operate in the Business to Business (B2B) segment under the brand A-to-Be®. It accumulates the experienced of four decades in the provision of technological critical systems for transport mobility at an international level. Its operation currently extends over more than 3,200 kms, 1,300 tolled roads and approximately 200 car parks. With a presence and references in Europe and Unidos da América (USA), its offer covers automatic, manual and electronic toll systems supported by a mobility back-office capable of integrating various operators, access and payment systems and traffic management systems (telematics).

A-to-Be holds the entire equity of A-to-Be USA LLC, a North American company incorporated in 2015. The USA accounts for around 1/3 of the world market in the area of technologies related to mobility, with A-to-Be having progressively made its stand as a reference company in this country.

As a technological centre of excellence, A-to-Be aims to maximise quality and efficiency in the solutions that are designed and delivered. Its competitive edge rests on:

GLOBAL PARTNERSHIPS

A-to-Be benefits from the experience and know-how of a global network of certified partners to guarantee results.

PIONEERS IN MOBILITY

A-to-Be designed and implemented the first electronic toll collection system in Portugal, which has been in operation for almost 40 years.

INTEROPERABLE SOLUTIONS

A-to-Be technology presents open architecture systems, with solutions that enable simple implementation and integration without interruptions.

INTERNATIONAL FOOTPRINT

A-to-Be mobility solutions regulate and optimise efficiency in over 40 motorways worldwide.

FOCUS ON THE CLIENT

A-to-Be works in a unique and customised way with each client, to offer mobility experiences of excellence, designed for the end user.

DEDICATED INNOVATION

A-to-Be meets the needs of the market, being dedicated to research (R&D) in a continuous manner, which is one of its unique selling points at a worldwide level.

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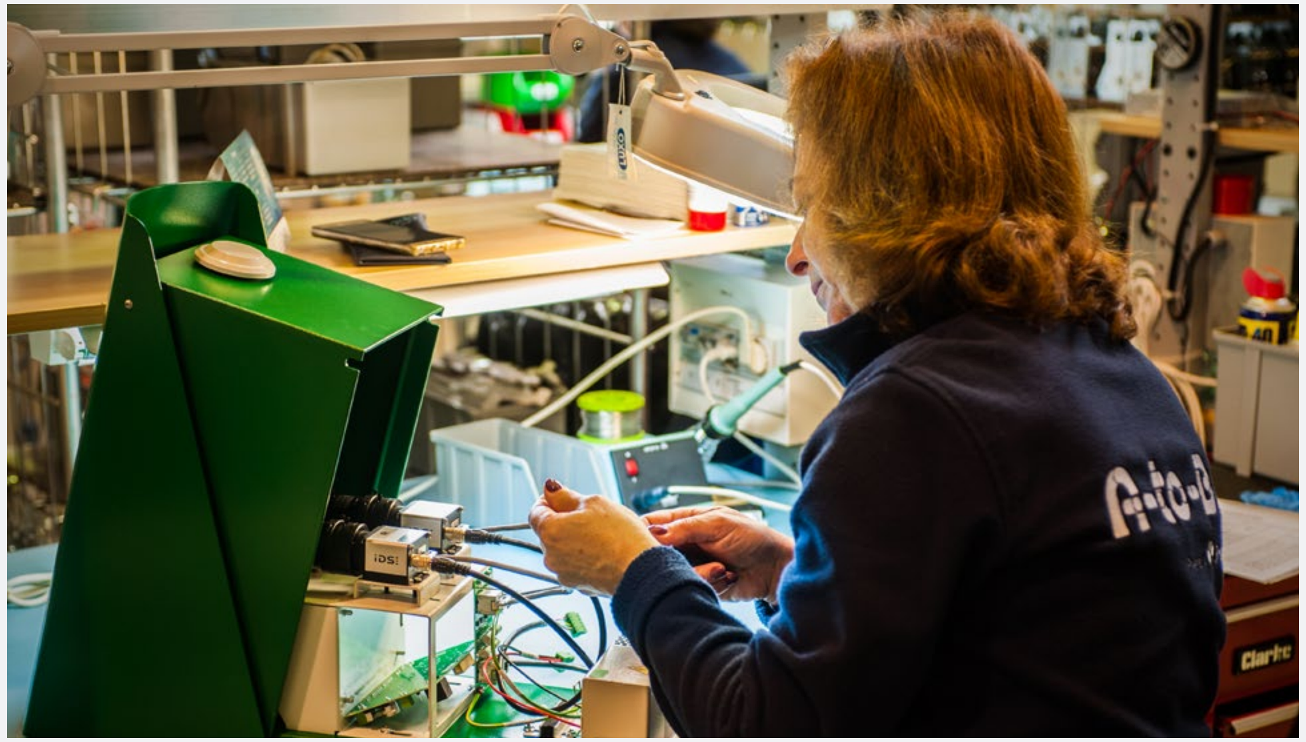
The A-to-Better transformation programme kicked off in 2019, aimed at consolidating the observed growth and boosting new opportunities. With regard to this programme, we highlight the following initiatives:

- **Incorporation of the strategy**, culture and values of the company in daily life
- **Identification and fostering of partnerships** within a network of relevant entities
- **Strengthening of the brand**, knowledge of the client and robustness of positioning

The long-term goal of A-to-Better, aligned with the delineated path, is to position A-to-Be as a smart mobility technology orchestrator, providing integrated solutions for various operators and promoting the development of scalable mobility solutions.



BUSINESS AREAS AND PRODUCT STRUCTURE

A-to-Be has progressively designed and developed smart systems for transport, management of information and control that enable the Brisa Group to ensure efficient transport management in all its road infrastructures and operations. These services enable A-to-Be clients to offer time, safety, comfort and convenience to anyone travelling from point "A" to point "B".

The A-to-Be offer is organised according to three product lines:

A-to-Be MoveBeyond™ Advanced Mobility Platform

A back-office for mobility:

Designed with the traveller's experience in mind, this central system allows mobility operators to provide quality services in terms of operational and commercial management.

A-to-Be LinkBeyond™ Advanced Mobility Connector

Field connection:

Wherever there is an interaction between the traveller and an infrastructure mobility operator, this solution ensures the integration of all the necessary services and operators.

A-to-Be Atlas™ Advanced Traffic Management and Information System

Traffic management:

Designed to resolve traffic management in scenarios of integrated operations in complex infrastructure networks, it operates in telematic equipment and operational coordination rooms.

In general, A-to-Be provides **mobility operators** with the necessary means and tools for the management of all the information and support to the operation, in order to ensure optimal and efficient management of the infrastructures, thus enabling improvement of the services provided to the traveller.

For **road operators**, A-to-Be enables the management of traffic and integrated operations, both of the supporting equipment in the field and the provision of toll systems and alternatives for digital collection and more sustainable funding (e.g. Road Usage Charging - RUC). On the other hand, the current key concern of **smart cities** is to serve their citizens, optimising infrastructure management, specifically in the transport and mobility component.

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MAIN ACTIVITIES 2019

• RESEARCH & DEVELOPMENT (R&D)

In the field of technological research, A-to-Be, jointly with its scientific and technological partners, has developed 13 research projects in the areas of computer vision, blockchain, mobility management and cooperative systems (V2X).

A-to-Be continued its commitment to funding programs, having submitted various applications for European projects within the scope of the Horizon 2020 initiative. In this context, the European Project SCOOP@F Part 2 was completed in December 2019, in which A-to-Be played an important role in the implementation of crossborder testing with partners of Spain, France and Austria, ensuring interoperability in vehicle communications. In the C-Roads Portugal project, the A-to-Be team is responsible for the activities of technical and functional specification and requirements.

In 2019, A-to-Be pursued its drive to develop increasingly more innovative products, where we highlight the commercial launch of the basic version of Tolling of do MoveBeyond (next generation back-office) and focus on product efficiency. Regarding the services offered by the brand Via Verde, the focus was on the development of cutting edge solutions for human-machine interaction, in particular integration based on voice. In Automatic Toll Payment Machines (A-T-P-M), improvements continued to meet the needs of the market of the USA, thus contributing to their continuous affirmation as a reference product in this market.

• ACTIVITY IN THE PORTUGUESE MARKET

During the year, A-to-Be prevailed as the provider of reinvestment in toll and road telematic equipment for the BCR, BRISAL, AEA, AEDL, AEBT and AELO concessions within the Brisa Group, and for Infraestruturas de Portugal, Scutvias/Globalvia and Via Livre. Concerning the centralised management of road operations, A-to-Be continued to provide the traffic management systems (through the Atlas product) at Lusoponte for management of the two main national bridges.

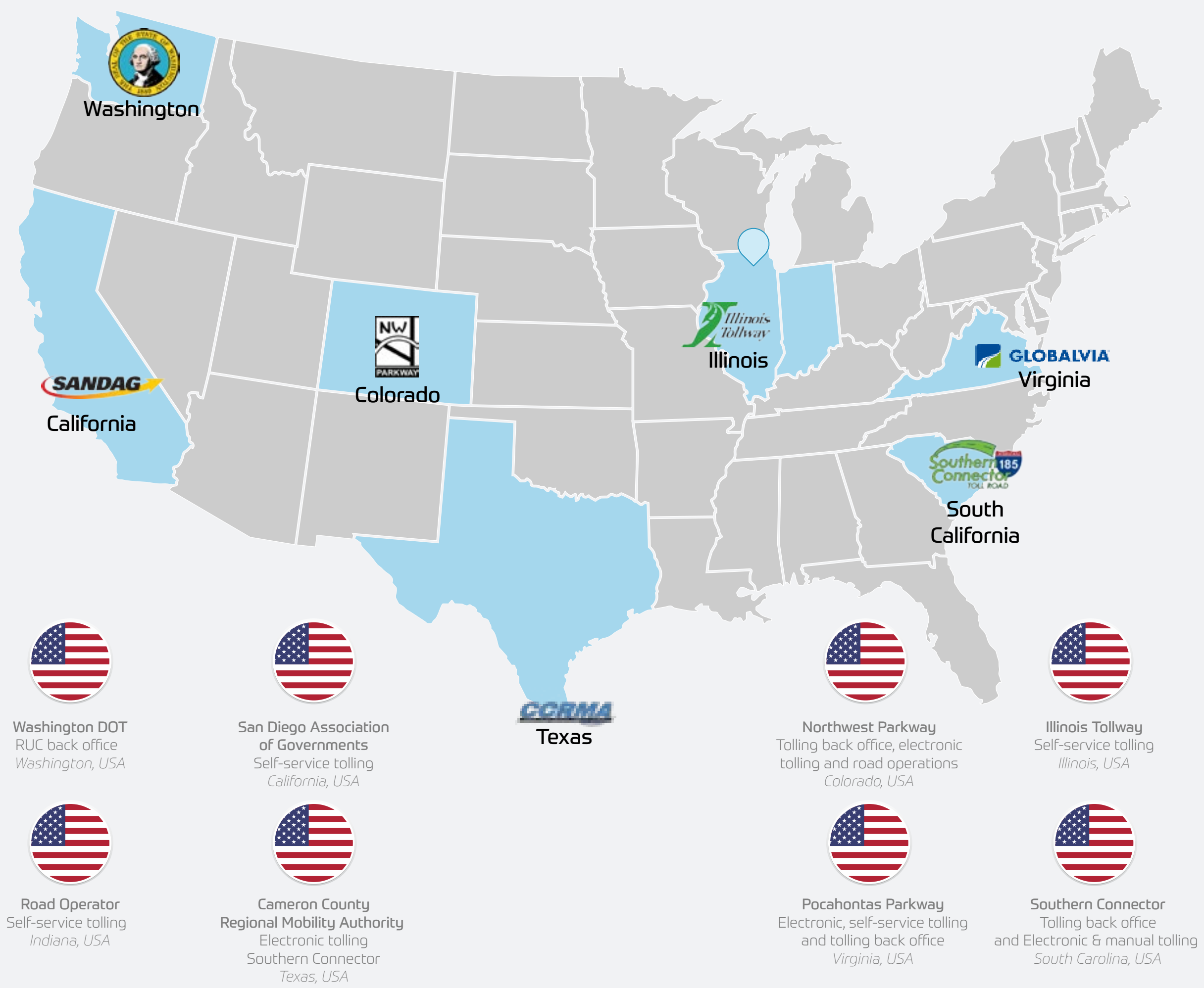
As the main technology provider of the Brisa Group, A-to-Be maintained its support to Via Verde, providing operational efficiency services in car parks, fuel stations, drive-throughs, ferries and control of accesses to cities. Special note is made of the installation and operation of new car parks, with attainment of the "milestone" of 100 in the city of Lisbon, as well as the operationalisation of the A-to-Be drive-through product at 4 pharmacies in the Cascais zone. In addition, A-to-Be operated new services related to sustained mobility through its LinkBeyond Mobile product.

Concerning traditional tolls, we highlight the updating of the manual (toll booth) and automatic (automatic machines) payment system, which are now carried out online with SIBS in the entire network. Moreover, A-to-Be was responsible for the development of the mobile application and the back-office platform of the Smart Drive project.

• ACTIVITY IN THE INTERNATIONAL MARKET

In the US market there has been an increase in the demand for Managed Lanes solutions, due to the growing traffic levels, disproportionate to the road infrastructure capacity. Therefore, this requires the development of combined solutions of hardware and software that enable Dynamic Pricing or Vehicle Occupancy for calculation of tariff charging. Additionally, about 10 million American families do not use banking services and, therefore, A-T-P-M offer an alternative for payment in cash, with very positive models of return on investment. A-to-Be technology is also used for Road Usage Charging, which is based on replacement of the fuel tax for funding road infrastructures, by providing a back-office to this end.

• FOCUS ON THE AMERICAN MARKET



A-to-Be maintained its presence at events in this market, namely as sponsor of the International Bridge, Tunnel and Turnpike Association (IBTTA), having attended events in Orlando, Philadelphia and Halifax. These and other initiatives, with the support of local partners, contributed to A-to-Be having ended the year with contracts awarded in 8 US states. It should be noted that the A-to-Be team in the USA has naturally also grown, being greatly focused on sales and deliveries to clients.

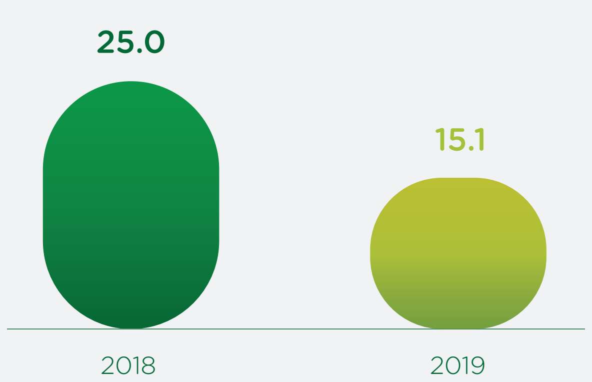
TECHNOLOGIES FOR MOBILITY

OPERATING PERFORMANCE OF THE BUSINESS SEGMENT

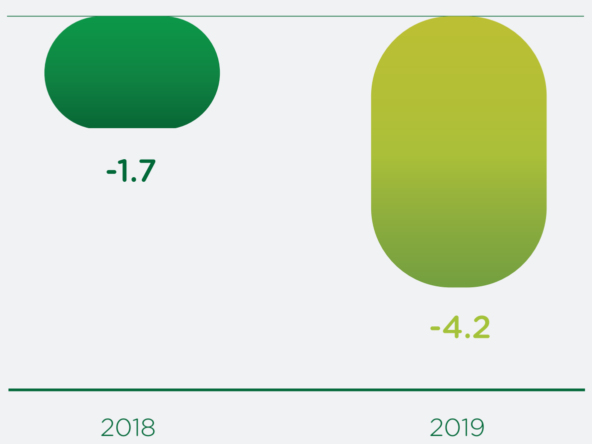
During 2019, the contribution to the consolidation of Technologies for the **Operating Income** of the Brisa Group amounted to €M 15.1, with the decrease in relation to the previous year being essentially explained by the postponement of various projects, by option of the clients. Close to 40% of this income was recorded outside Portugal, particularly in the US market.

Despite the reduction observed in operating costs, **EBITDA** deteriorated by about €M 2.5 due to the continued development phase of the company, focused on the salesforce and the contract delivery teams.

OPERATING INCOME
EURO MILLION (€M)



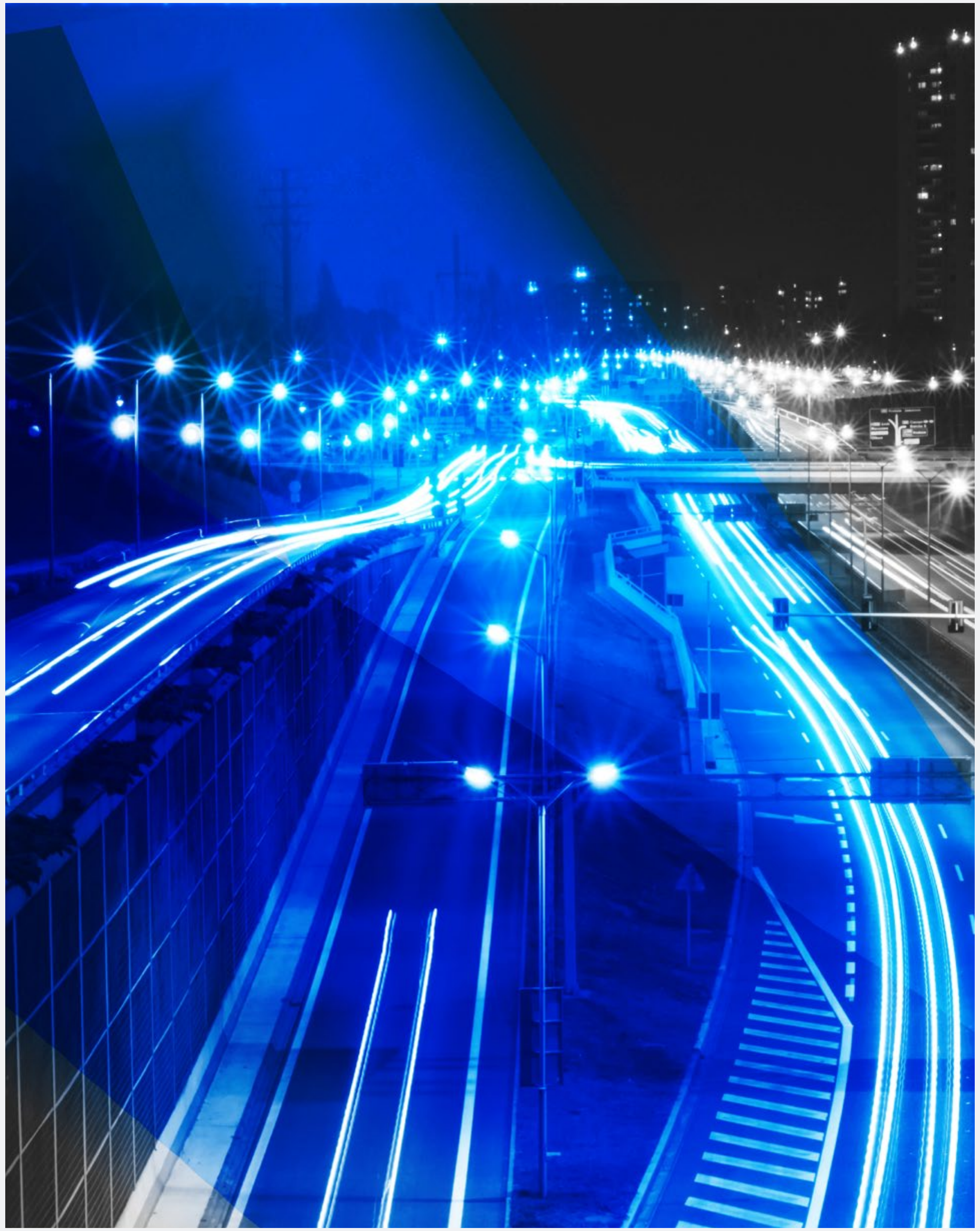
EBITDA
EURO MILLION (€M)



BUSINESS SEGMENT OUTLOOK

Brisa aims to continue to strengthen its affirmation as a worldwide reference in the market of technological solutions for management of infrastructures and mobility systems, through the brand A-to-Be. In this regard, 2020 will be a year of strong investment in skills and competence for product development and innovation, with the Research & Development areas continuing to be the main strategic pillar.

In 2020, A-to-Be should benefit from the transformation programme started in 2019, which will enable it to better respond to the requirements of this market.



Mobility Services and Payments

VIA VERDE PORTUGAL (VVP)

Via Verde Portugal is one of the Brisa Group's most emblematic companies, increasingly standing out, through its growth, as a global benchmark in the sector

Via Verde Portugal, which is 60% held by Brisa, provides electronic toll collection systems and services in motorways and other road infrastructures. The service is available in all toll collection systems in Portugal, covering an integrated network of over 3 000 km.

Additionally, Via Verde is also present in different complementary services, such as off-street parking (covered car parks), fuel service stations of the Galp network, restaurants of the McDonalds® network, Atlantic Ferries, control of access to historical zones, and "Farmadrive" pharmacies.

In the area of mobility services, we highlight on-street parking, through the Via Verde Estacionar App, and public transport with the Via Verde Transportes App.

- Via Verde achieved the milestone of 4 million on-board units
- More than **471 million transactions were processed**
- Present at **191 car parks**
- **Via Verde Estacionar App available in 22 municipalities, especially in Lisbon**

PORTFOLIO OF VIA VERDE PORTUGAL (VVP) SERVICES

Via Verde Estacionar
Payment of street parking through the App

Car Parking Areas
Payment of parking using on-board units Via Verde

Galp Fuel Service Stations
Payment of fuel through Via Verde on-board units

Tolls
Toll payment using Via Verde On-Board Unit

Via Verde Transportes
Payment of tickets or pass for public transport through the Via Verde App

Historical neighbourhoods
Entry in historical areas with restricted access using Via Verde

McDonald's
Payment of products at drive-through restaurants using Via Verde on-board units

FarmaDrive
Payment of products at Drive-through pharmacies using Via Verde on-board units

Ferries
Payment of Ferries using Via Verde on-board units

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STRENGTHENING OF THE MOTORWAY BUSINESS

In order to materialise the challenge of change of paradigm from "car" to "people", Via Verde has also evolved from the logic of purchase of the on-board unit to usage based on the subscription model.

Following the launch of the Via Verde Livre modality, in 2018, with monthly payment option, it is noteworthy that in 2019 a new payment option was launched, with **annual periodicity**. This is the ideal option for Clients who frequently use Via Verde services and want to be free of the concern of monthly payments, while continuing to benefit from the lifetime guarantee of the on-board unit.

In 2019, the **Via Verde Livre (Monthly and Annual)** and **Via Verde Leve subscription modalities accounted for 80% of new subscriptions**. This contributed to 9% growth in relation to the previous year, accounting for a total of more than 380 thousand new on-board units.

This increase was clearly reflected in a rise in the number of transactions processed during the year, leading to an increase of Via Verde's market share of toll transactions carried out in Portugal to 82%, placing it at the top of the sector at a worldwide level.

4.5 Million — **Toll transactions** (+7% compared to 2018)

82 % — **Penetration rate of the VV service in toll payments**

380 thousand — **New subscriptions in 2019** (+9% compared to 2018)

FOCUS ON THE PARKING SERVICE

• INCREASED NUMBER OF CAR PARKS WITH VIA VERDE SERVIÇO

In 2019, Via Verde surpassed the milestone of **100 car parks in Lisbon** with Via Verde Serviço. There is currently a total of 191 car parks with this service, spread over the country from the north to the south, corresponding to a year-on-year increase of 17 car parks.

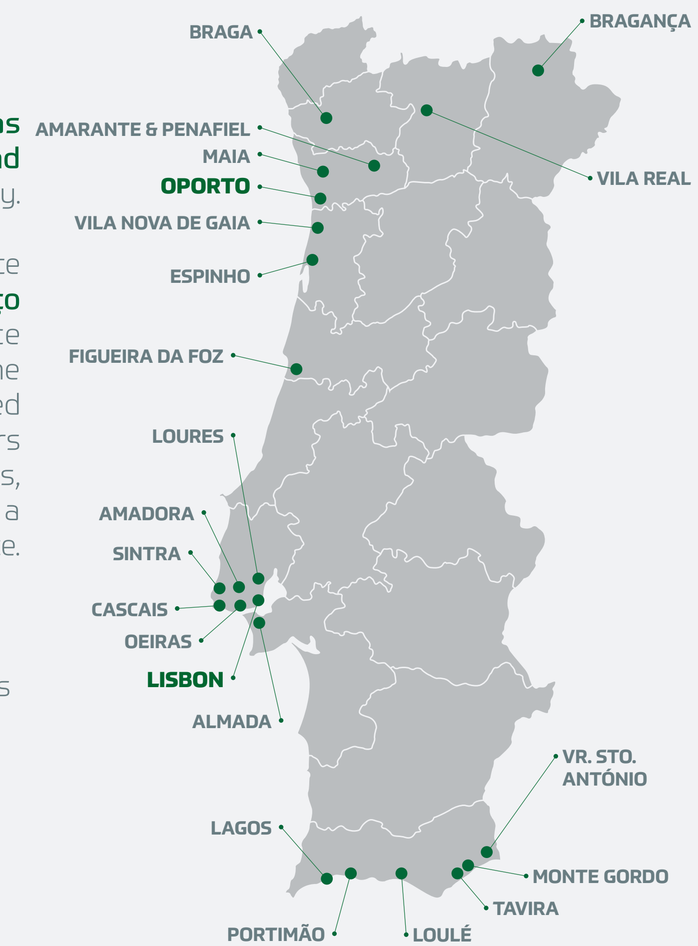
With the entry of these new car parks, transactions increased by about 11% in terms of quantity in 2019, equivalent to an approximate value of 21 million transactions recorded, distributed over more than 70 operators.

• INCREASED NUMBER OF MUNICIPALITIES PARKS WITH VIA VERDE ESTACIONAR

For street parking, **Via Verde Estacionar was already present in 22 municipalities at the end of 2019**, distributed throughout the entire country.

The major milestone in the evolution of this service **was embodied in the launch of Via Verde Serviço in Lisbon**, which has been operational since November and has led to more than doubling the total number of parking places currently covered by Via Verde Estacionar. In Lisbon, the App covers more than 75 thousand street parking places, thus attaining **a total of 120 thousand places** at a national level where it is possible to use the service.

As a way of strengthening and boosting the subscription to the mobility services, a new functionality was launched in 2019 that enables Via Verde Clients to extend the use of the Via Verde Estacionar and Via Verde Transportes Apps to friends, relatives or even employees – **the Family and Employee account**.



476 thousand — **Downloads since its launch**

82 thousand — **Active clients, monthly**

2.7 Million — **Transactions in 2019** (+92% compared to 2018)

Mobility Services and Payments
VIA VERDE SERVIÇOS (VVS)

The mission of Via Verde Serviços (VVS) is to develop and implement innovative mobility solutions and promote the maximum satisfaction of its end clients

REORGANISATION

Via Verde Serviços was reorganised in 2019, in particular involving the merger, by full incorporation of Via Verde Contact, S.A. Under the reorganisation arising from this merger, in addition to the integration of the areas of Client Service and Client Experience in its structure, the new areas of Marketing Intelligence and B2B Commercial Management were also developed.

This new structure enables an integrated approach to the value chain of the new products and services in the area of mobility, in line with the latest trends of this sector:

FROM INFRASTRUCTURES	TOWARDS MOBILITY
FROM CARS	TOWARDS PEOPLE
FROM ON-BOARD UNITS	TOWARDS APPS
FROM TRANSACTIONS	TOWARDS BEHAVIOUR

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TRAVEL & ADVANTAGES PROGRAMME

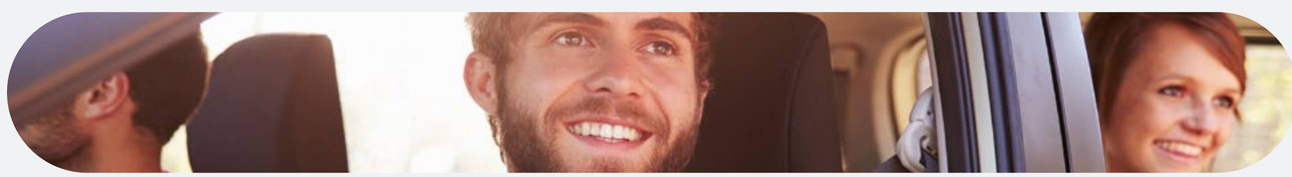
The Travel & Advantages (V&V) programme is a loyalty programme, launched at the end of 2015, aimed at boosting and encouraging the use of Via Verde services.

€M 3.7 – Turnover of partners in transactions with V&V

11 Million – Content views of V&V on the Via Verde website

4 Million – Interactions with V&V electronic communications

610 thousand – V&V subscribers



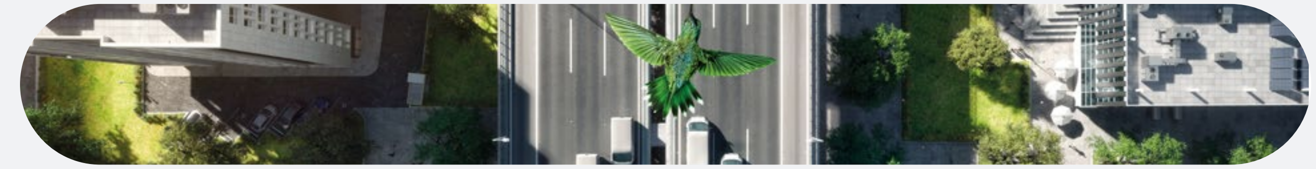
VIA VERDE BOLEIAS

Via Verde Boleias is the result of the investment in the car pooling service, which is a mobility alternative that promotes the efficient use of vehicles through an online travel cost sharing platform.

Under the protocols signed with several entities, it is worth highlighting the NOVA SBE Carpool group, launched in September 2018, that had 1146 members, 8151 published journeys and an average of 3 people per car at the end of 2019.

28 817 – Downloads of the app since its launch

18 486 – Journeys published since its launch



B2B COMMERCIAL MANAGEMENT

Entirely dedicated to large business accounts, VVS created a commercial business team (B2B) aimed at developing the management of commercial relations with companies and ensuring the follow-up of major clients, enhancing their loyalty in the use of the Brisa motorway network and by creating commercial offers for this business segment. This segment, which only represents 8% of the number of clients, accounts for approximately 52% of total traffic revenues.

This year, it was decided that it was a priority to direct a commercial offer specifically for freight companies, as this is a strategic and high value subsegment for the core business of Brisa – Smart Pricing.

- 70 subscribing companies
- 7 stretches of the BCR network
- 9 thousand class 4 vehicles
- + €M 2.6 of contracted consumption
- + € 143 thousand extra revenue generated for BCR
- + € 62 thousand toll balance attributed

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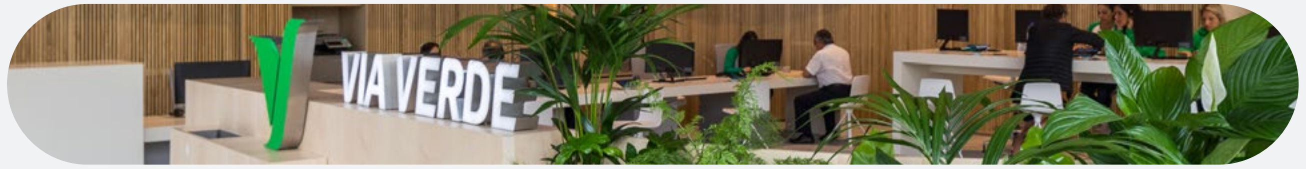


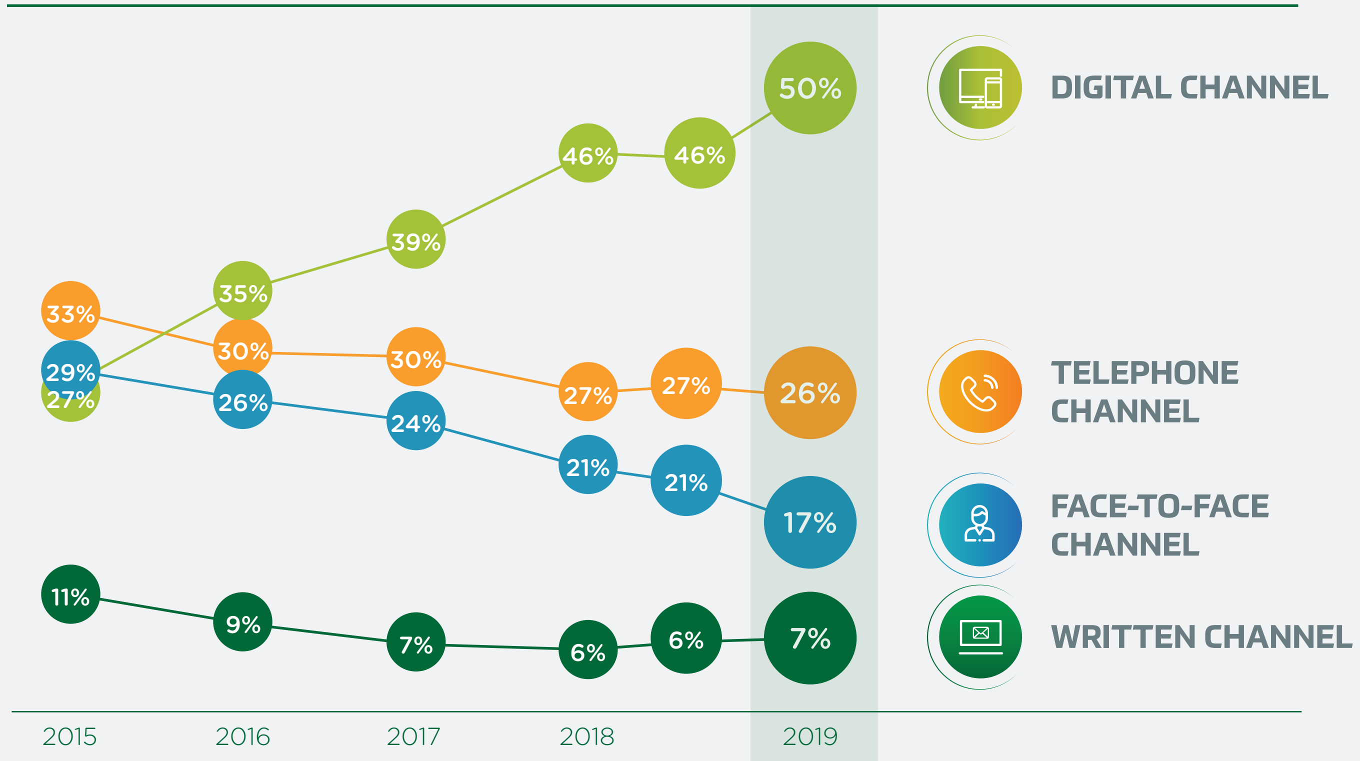
OPERATIONAL EFFICIENCY IN THE CLIENT-SUPPORT CHANNELS

The Attendance and Client Management team continued to concentrate on better service, greater client autonomy in the digital channels, a larger and better offer in the face-to-face channels and better response in the remote channels, consolidating their role as an integrated platform of the attendance and support services of the clients of Brisa's different companies.

In 2019, digital interactions represented half of the total interactions with Clients:

EVOLUTION OF THE SHARES OF THE ATTENDANCE CHANNELS

PERCENTAGE (%)



• WEBSITE

At the end of 2019 Via Verde had more than 1.4 million online clients, i.e. 15% more than in 2018. The Via Verde website recorded approximately 23 thousand daily visits. The Via Verde app ended the year with over 1.5 million downloads and a monthly usage rate of around 17%.

• SOCIAL NETWORKS

Under the Via Verde brand, the Brisa Group continues to be present on LinkedIn, Twitter, Facebook, Instagram, Pinterest and Youtube. Client service through Facebook provided a contact channel available 24 hours/day every day of the year. With a maximum response time of 15 minutes, clients can now address any issue at any time.

• FACE-TO-FACE SERVICE

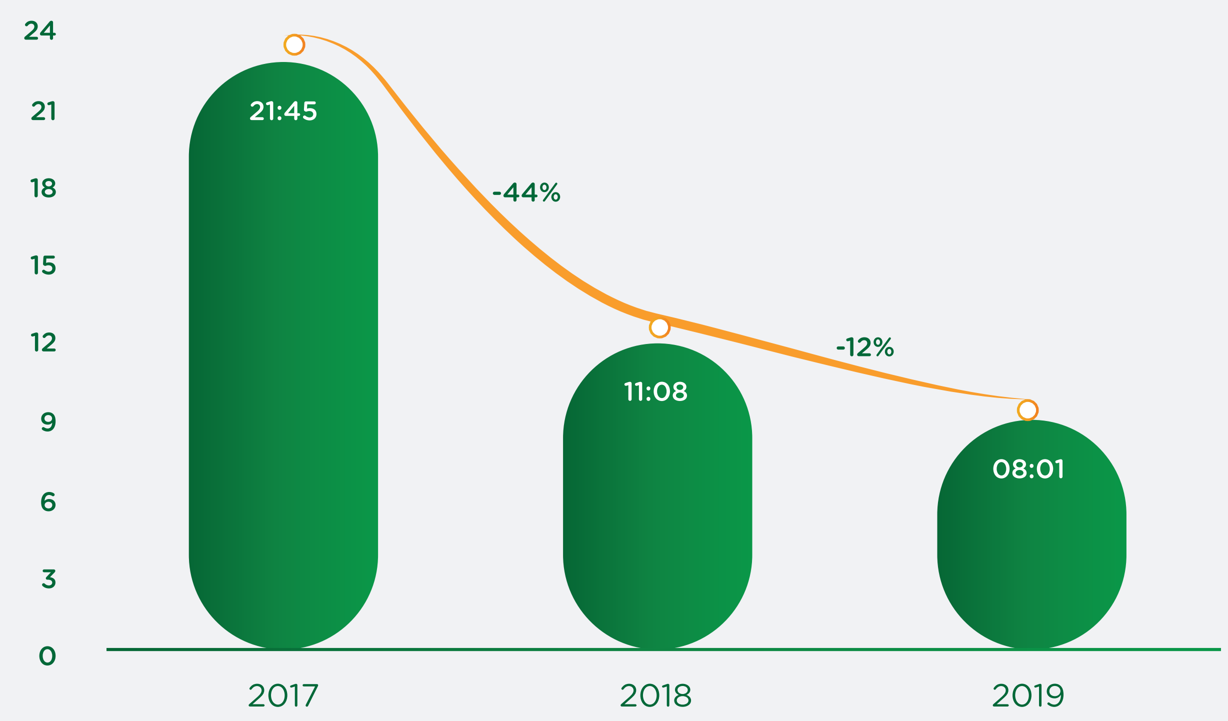
Face-to-face attendance is distributed over the 11 Via Verde shops and 7 attendance points secured by the partners. Although most of the visits concern post-sales service, the face-to-face channel also has a commercial importance and accounts for 36% of subscriptions to the Via Verde service.

In 2019, VVS continued the process of reformulation of the Via Verde Shops, initiated in 2016, accomplishing the focus on Lisbon, with the opening of a new shop, in a modern space and with more offer for the clients.

Since 2017, with the support of the Kaizen Institute, a programme to optimise attendance has been developed, which has led to a very significant reduction in the waiting time at Via Verde shops, alongside an improvement in the quality of the service provided.

REDUCTION OF THE AVERAGE WAITING TIME AT VIA VERDE SHOPS

MINUTES



• **TELEPHONE ATTENDANCE**

In 2019, the operation of the telephone channel was outsourced, with the divestment of the participated company Mcall of the Brisa Group. This outsourcing reflects the Brisa Group's focus on Client service, offering cutting edge solutions and enabling greater satisfaction of its Clients' needs.

CLIENT EXPERIENCE

Due to the growing importance of this topic in the activity of companies and in the life of the clients, a team was created at VVS exclusively dedicated to improving the experience of the end client.

This team's main tasks are the collection, processing, analysis and reporting of the commercial information.

In 2019, we highlight the:

- Implementation of new customer centric metrics in the Attendance Channels, namely:
  - Net Promoters Score (NPS) – Indicator to measure the level of recommendation of the service/brand;
  - First Call Resolution – Indicator to measure the problem-solving capacity during the 1st contact;
  - Customer Satisfaction – Indicator to measure the average satisfaction of the client regarding attendance;
- Collection of qualitative information from the Attendance Channel operators, with a view to identifying relevant pain points;
- Service Monitoring, ensuring the ongoing measurement of the critical criteria for a good client experience in the Attendance Channels;

CLIENT INFORMATION MANAGEMENT

This area aims to promote the growth and improvement of the client database, ensuring that the information generated under the different services provided continues to be updated, structured and integrated, and also aims to develop analysis of knowledge and client consumption patterns, in order to support the business areas in the development of new offers.

During 2019, the following projects were noteworthy:

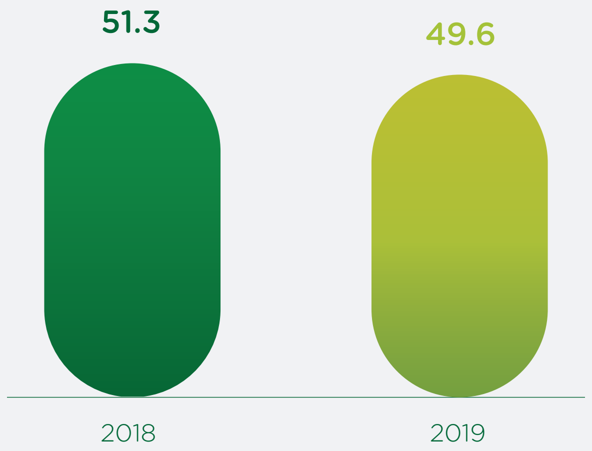
- SmartPricing Pilot – definition, monitoring and analysis of client behaviour
- Travel & Advantages – client profile and support to the development of strategies for the loyalty programme in 2010
- Via Verde Estacionar – analysis of the historical records of the product for preparation of the launch of Via Verde Estacionar Lisboa
- Data Driven Marketing – coordination of pilot projects based on advanced marketing tools to boost knowledge of the clients and the automation of campaign management processes.

MOBILITY SERVICES AND PAYMENTS

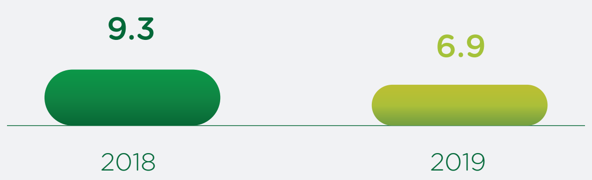
OPERATING PERFORMANCE OF THE BUSINESS SEGMENT

In 2019, the Mobility Services and Payments segment contributed with €M 49.6 to **Operating Income** of the Brisa Group and with €M 6.9 to **EBITDA**. The evolution of this segment was characterised by the investment made in the customer care area, with the objective of continuing to improve the customer experience, of which the opening of the new Via Verde store in Lisbon is worth highlighting. The performance of this segment was also influenced by the reduction in the tariffs applied to the concessionaires.

OPERATING INCOME
EURO MILLION (€M)



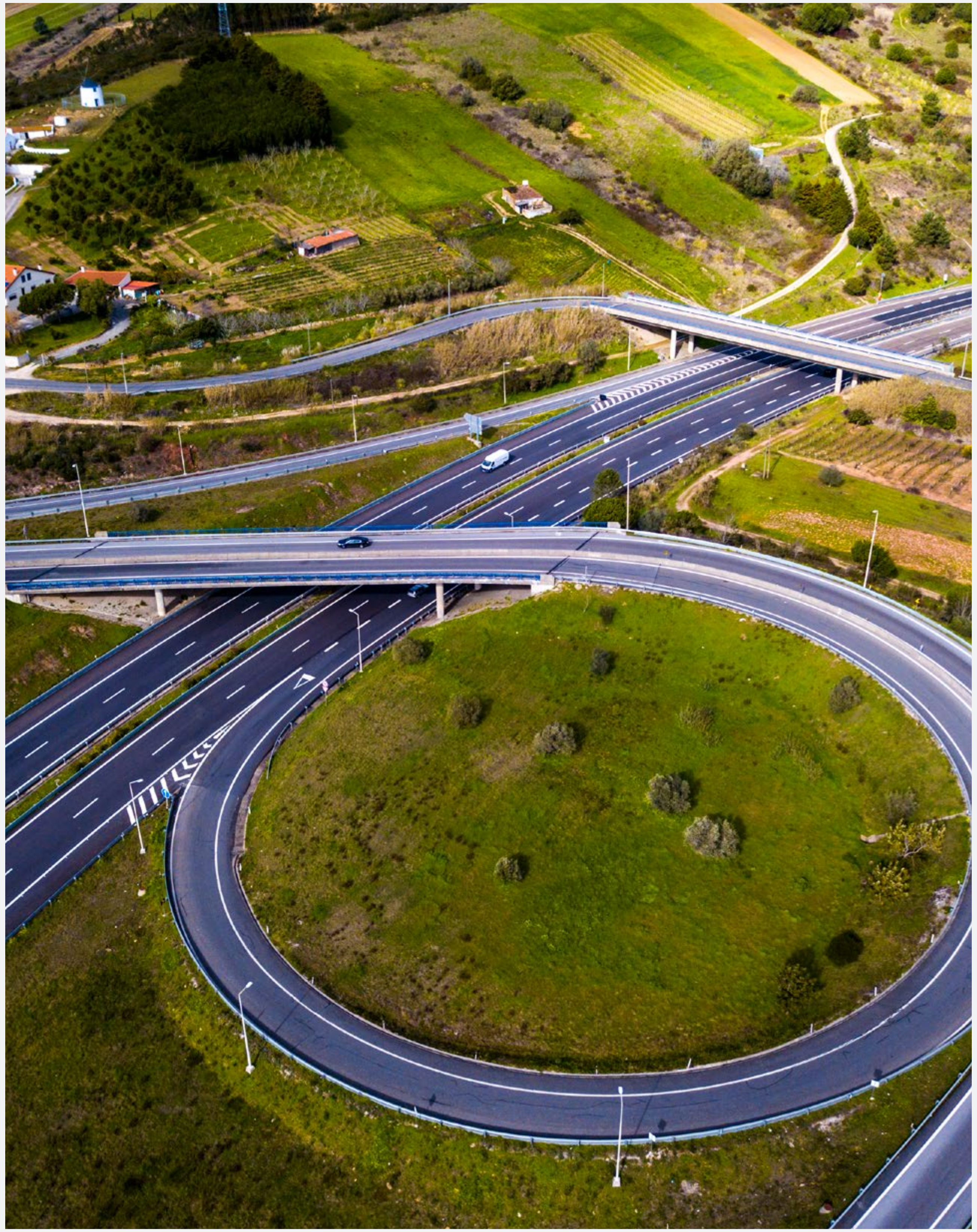
EBITDA
EURO MILLION (€M)



BUSINESS SEGMENT OUTLOOK

In addition to the objective of growth in its core business, Brisa will continue to focus on the expansion of the mobility area, reinforcing its role as national leader in the sector. In this sense, through the services made available under the Via Verde brand, it will continue to guarantee a unique experience in access to mobility in Portugal, namely as a more efficient and convenient means of access and payment, both for operators and final customers. The massification of the subscription model in the subscription to the Via Verde service should be an important milestone on this path.

Brisa will thus continue to explore new opportunities in the sector, focusing on the development of integrated personal mobility, which should benefit customers and the community.



Vehicle Services

CONTROLAUTO

Controlauto is Brisa's company operating in the vehicle inspection business

Controlauto has a network of 46 inspection centres throughout the country, in districts that account for approximately 90% of the market. According to IMT data available, Controlauto has a 23% market share of the vehicle inspection business.

This being a price regulated market, in order to stand out from competitors and create value for the brand, the company must be client focused. The optimisation of resources and efficiency are also key to value creation.

Vehicle inspections are an imminently technical process, whose main purpose is to ensure road safety. In view of this objective, Controlauto has made significant efforts to enhance the way it communicates with its clients, thus improving perceived value.

Controlauto's brand awareness are "Confidence" and "Technical Expertise". In order for customers to maintain this perception, Controlauto invests approximately 15 minutes per **inspection process** in order to ensure that the safety condition of the vehicle is adequately assessed.

1.3 Million
VEHICLE INSPECTIONS

46
INSPECTION CENTRES

23 %
MARKET SHARE

82 %
TOTAL NOTORIETY

MAP OF CONTROLAUTO CENTRES

BUSINESS ACTIVITY IN 2019

One of the key factors involved in the selection of an inspection centre for clients is the speed of the service provided. To this end, Controlauto has strived to provide the best customer experience in its centres, having improved by more than 20% some operational indicators such as Average Inspection Time, Average Waiting Time and Productivity.

The year was very positive for Controlauto, with significant growth in its Operating Profit. This result was leveraged by the company's proactivity in implementing a closer relationship with clients by becoming aware of their expectations on improvement opportunities in order to provide a better service.

In 2019 the following activities are noteworthy:

- **Improvement in Client Experience**

  In addition to complying with all the legal obligations with reference to 2016, when amendments were made to legislation on inspection centres, Controlauto continued to improve the usage conditions of its centres, improving client comfort and ensuring that the image of all centres is consistent with its brand image.

- **Balancing of Inspection Lines**

  Improvements were implemented in the balancing of the inspection lines, in order to improve efficiency during the inspection process and thus satisfy clients' expectations of greater speed throughout the process.

Vehicle Services

VIA VERDE CONNECTED CARS

VIA VERDE CONNECTED CARS

In 2019, Brisa took the decision to invest in the insurance area, having initiated the preparations for telematics-based insurance. For this purpose, Via Verde Connected Cars (VVCC) was created, an affiliate of Via Verde Serviços.

This company operates under 3 areas, in a partnership with the insurance company Fidelidade:

V&V Simulator
Online Auto Insurance Offer on the Via Verde website

Smart Drive App
Driving monitoring by telematics supported by an own app

Corporate Connected Cars
Vehicle monitoring by telematics with information tailored to fleet management needs

VIA VERDE CARSHARING

VIA VERDE CARSHARING

Via Verde Carsharing (VVCS), an affiliate of Via Verde Serviços, arose through a partnership with DriveNow (carsharing service company of BMW).

During 2019, VVCS grew 15% in travels and turnover, with the 1st half of the year having contributed the most to this evolution.

In 2020, based on the restructuring of SHARENOW (company resulting from the merger between DriveNow and Car2Go), the decision was made to close the carsharing activity in 15 cities, including Lisbon, with effect from the beginning of March.

01
02
03
04
05

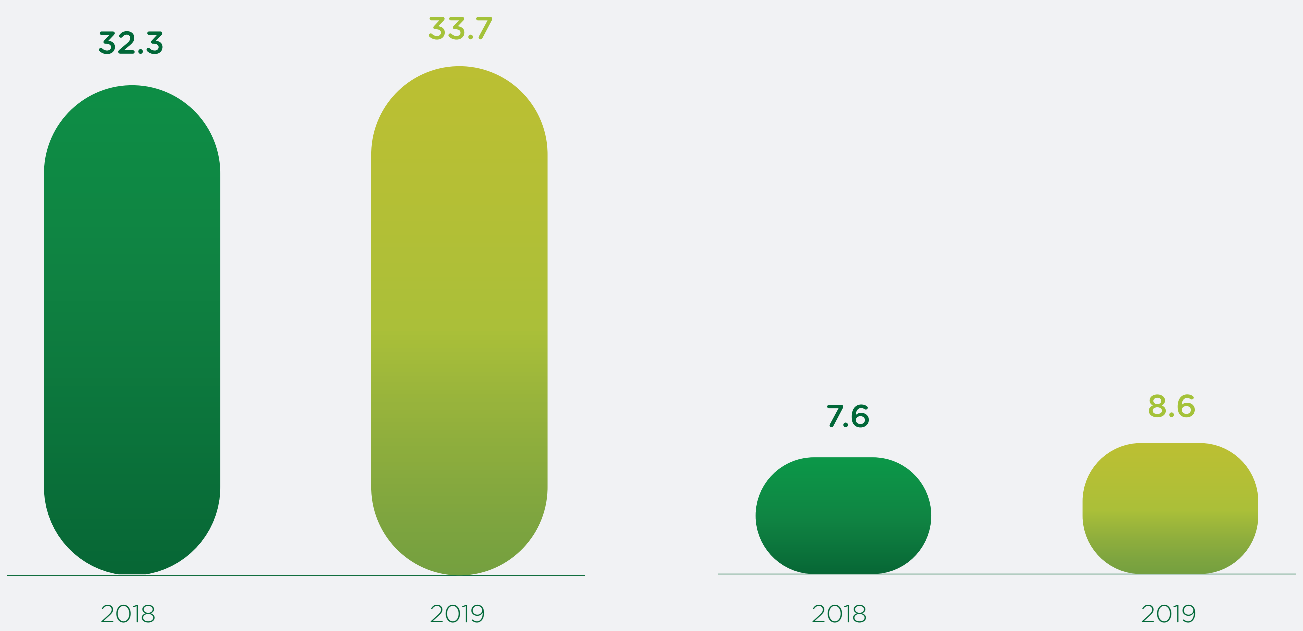
VEHICLE SERVICES

OPERATIONAL PERFORMANCE OF THE BUSINESS SEGMENT

In 2019, the Vehicle Services segment contributed €M 33.7 (+4.4%) to Brisa's **Operating Income**, with the increase in the number of vehicle inspections carried out by Controlauto being the main driver of this performance. Despite the investments made in new businesses in the mobility area by VVCS and VVCC, operating costs remained controlled, which permitted a significant increase in the **EBITDA** of this segment compared to the previous year (+14.2%, to €M 8.6).

OPERATING INCOME
EURO MILLION (€M)

EBITDA
EURO MILLION (€M)



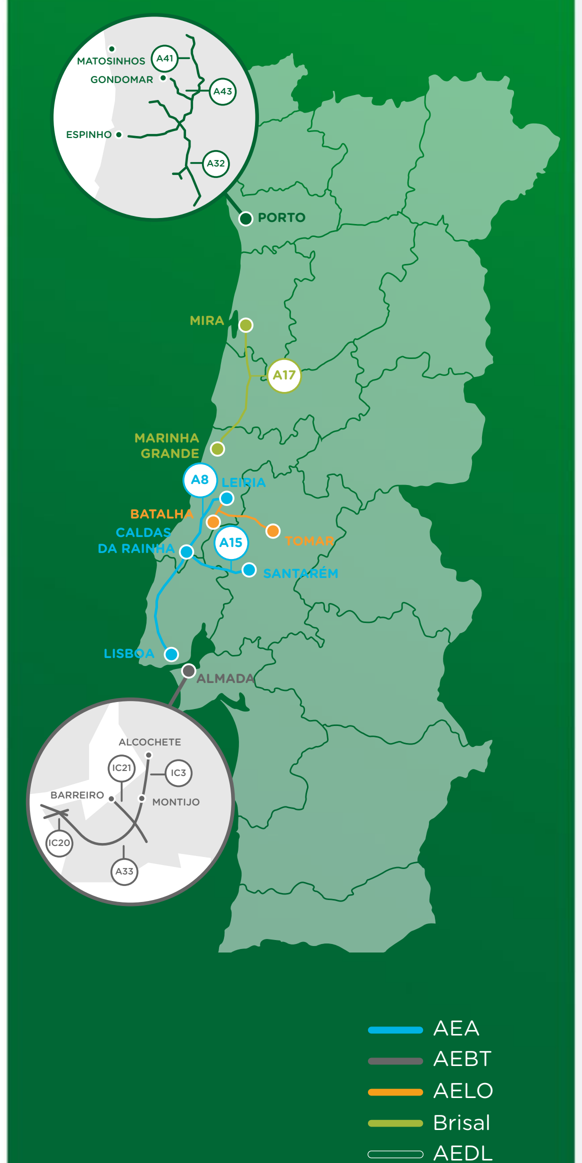
BUSINESS SEGMENT OUTLOOK

The initiatives that Controlauto has been implementing in the commercial and marketing areas should enable it to reinforce its leading position in the vehicle inspection market. The COVID-19 pandemic is expected to have a significant impact in Controlauto's business, although its extension is not yet quantifiable.

During 2020, Controlauto is expected to rebalance its portfolio of services and products in the new Vehicle Services business lines. In spite of the cancellation of DriveNow's operation in Lisbon (simultaneously with other European and North American cities) in March 2020, the strategic reinforcement in this area will focus on telematics solutions and on an approach to insurance and other services in the life cycle of vehicles, complementary to Brisa's integrated mobility offer. As such, VVCC intends to make available throughout the year an offer of monitored auto insurances, in its different components.

3.2

FINANCIAL INVESTMENTS



Brisa holds stakes in 5 road concessions under a project finance agreement. The AEA, AEDL and Brisal concessions and the AEBT sub-concession were consolidated according to the equity method (as mentioned in note 15 of the notes to the consolidated financial statements). The AELO sub-concession is valued at cost, after the deduction of estimated impairment losses (as described in Note 16 of the said Notes).

COMPANY	MAIN FEATURES	ADT EVOLUTION
Concessão Atlântico (AEA) Brisa holding: 50%	170 km A8 (Lisboa / Leiria) A15 (Caldas da Rainha / Santarém) Concession ends in 2028	2018: 16 674 2019: 17 496 +4.9%
Concessão Douro Litoral (AEDL) Brisa holding: 99.92%	79 km A43 (Gondomar / Aguiar de Sousa (IC24)) A41 (Espinho (IC1) / Nó da Ermida (IC25)) A32 (Oliveira de Azeméis / IP1 (S. Lourenço) Concession ends in 2034	2018: 8 979 2019: 9 843 +9.6%
Concessão Litoral Centro (BRISAL) Brisa holding: 70%	92.7 km A17 (Lanço MarinhaGrande / Mira) Concession ends between 2026 and 2034	2018: 7 099 2019: 7 504 +5.7%
Subconcessão Auto-Estradas do Baixo Tejo (AEBT) Brisa holding: 36.85%	60.2 km Construction and operation of A33 (Palhais/Coina and Casas Velhas Palhais, including link to Trafaria and Funchalinho) O&M of A33 (Coina/Montijo (IP1), IC3 (Montijo (IP1)/Alcochete), IC20 (Via Rápida da Caparica) and IC21 (Via Rápida do Barreiro) Concession ends in 2039	2018: 28 794 2019: 30 353 +5.4%
Subconcessão do Litoral Oeste (AELO) Brisa holding: 15%	102 km A19 (S. Jorge da Batalha / Leiria) A8 (Leiria Sul / Leiria Ligação A1) A8-1 (Leiria Ligação A1/Leiria Norte) VPL (Via de Penetração em Leiria) EN 242 (Variante da Nazaré) IC9 (Nazaré / Tomar) Concession ends in 2039	2018: 6 590 2019: 6 885 +4.5%

Brisa

04. BRISA'S PERFORMANCE

4.1

BRISA'S PERFORMANCE

BUSINESS

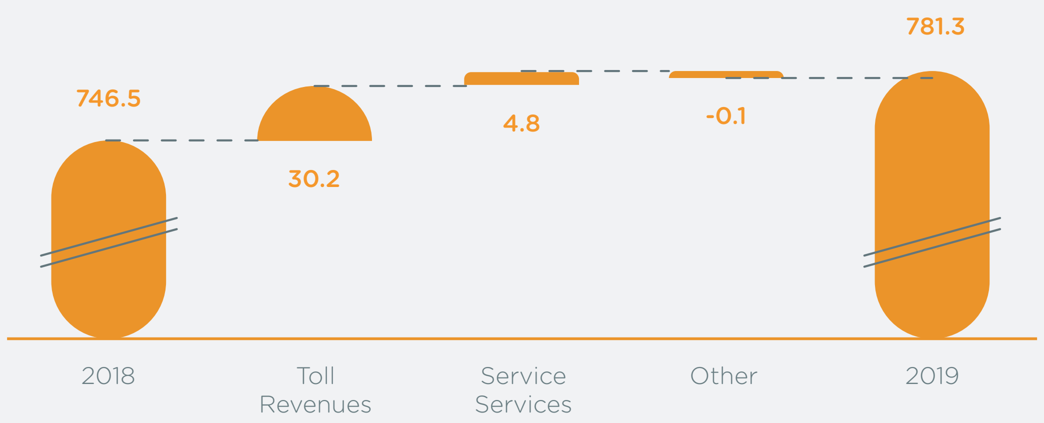
Brisa's operating performance in 2019 was supported by a positive macroeconomic environment. Traffic on the BCR network grew 3.7%, continuing the trend observed in recent years.

During 2019, Brisa maintained its strategic orientation, focused on efficient management of the road infrastructures under concession, mobility and technology services, the client and the sustainability of the business. The increase in activity of Brisa Áreas de Serviço is noteworthy. Using the Colibri Via Verde brand provides customers with a better experience in the use of road infrastructures.

PROFIT AND LOSS STATEMENT

Brisa's operating income increased by €M 34.8 (+4.7%), supported by the increase in toll revenues, which benefited from the previously mentioned increase in traffic on the BCR network. Also noteworthy is the increase in revenues associated with the service areas, resulting from the renegotiation of contracts and the boosting of activity related to the Colibri Via Verde concept.

EVOLUTION OF CONSOLIDATED OPERATING INCOME (2018-2019)
EURO MILLION (€M)



Despite the concern that the Brisa Group maintains with the optimisation and rationalisation of its cost structure, operating costs increased by €M 11.4 (+5.9%) in 2019. This increase was due to investments made in new business areas related to the service areas, technology and mobility services and also due to the costs associated with the provision of consultancy services.

The growth in operating activity allowed for an increase in consolidated EBITDA of €M 23.4 (+4.2%), having reached €M 577.1 Amortisation and provisions recorded a significant increase, which was mainly due to the constitution of a provision in 2019 related to tax proceedings, in the amount of €M 57.3. It should be noted that since 1 January 2019, BCR has considered the level of traffic in its calculation of the amortisation of the concession right, which contributed to the decrease in amortisation.

As a result of this increase in amortisation and provisions, consolidated EBIT fell 13.1% to €M 315.1.

The financial result in 2019 was positive by €M 1.8, which represents an increase of €M 64.3 compared to 2018. This improvement reflects the fall in the weighted average cost of debt combined with the reduction in net debt, as well as the effect of the realisation of currency translation reserves, which had a positive impact on financial results in the amount of €M 53.0. The profit before tax (consolidated EBT) improved 5.5% to €M 316.9.

In 2019 Brisa's net profit registered a slight decrease in comparison with 2018, standing at €M 152.0.

CONSOLIDATED PROFIT AND LOSS STATEMENT
EURO MILLION (€M)

	'18	'19	Change (%)
Operating Income	746.5	781.3	4.7%
Operating Costs	192.7	204.2	5.9%
EBITDA	**553.7**	**577.1**	**4.2%**
EBITDA Margin	**74.2%**	**73.9%**	**-0.3 p.p.**
Amortization and Provisions	190.9	262.0	37.3%
EBIT	**362.8**	**315.1**	**-13.1%**
EBIT Margin	**48.6%**	**40.3%**	**-8.2 p.p.**
Financial Results	-62.6	1.8	-102.9%
EBT	**300.3**	**316.9**	**5.5%**
EBT Margin	**40.2%**	**40.6%**	**0.3 p.p.**
Income tax for the year	88.7	100.5	13.3%
Non-controlling interests	53.6	64.5	20.3%
Net Profit	**158.0**	**152.0**	**-3.8%**

CAPITAL EXPENDITURE (CAPEX)

During 2019, Brisa invested €M 76.8 to improve service levels, of which €M 60.3 were to ensure the maintenance of the high level of safety and comfort for those travelling on its motorways. Other investments of €M 16.5 were also made, seeking permanent innovation and adaptation to new challenges in the areas of mobility and technology.

INVESTMENT
EURO MILLION (€M)

	'18	'19	Change
Brisa Concessão Rodoviária	**43.7**	**60.3**	**16.6**
Widening works	3.2	4.7	1.5
Major Repairs	28.3	43.0	14.8
Equipments	3.3	3.1	-0.2
Other	8.9	9.5	0.5
Other Investments	**13.1**	**16.5**	**3.4**
Total Investment	**56.8**	**76.8**	**20.0**

CASH FLOW GENERATION (EBITDA- CAPEX)

The cash generation ratio (EBITDA - Capex) thus reached the amount of €M 500.3, reflecting a very positive year of operational activity.

BALANCE SHEET

Brisa's total assets in the financial year ended 31 December 2019 came to €M 2,941, reflecting a decrease of €M 93.3 as compared to 31 December 2018. Brisa's financial debt totalled €M 1,992 at the end of the year, having decreased by €M 86.0. Brisa ended 2019 with a strong liquidity position, translating into a cash position of €M 307.0.

CONSOLIDATED BALANCE SHEET
EURO MILLION (€M)

	'18	'19	Change
Assets			
Non-Current Assets	2 544.4	2 501.3	-43.1
Intangible Assets	2 276.4	2 178.6	-97.8
Tangible Assets	49.5	52.3	2.8
Deferred tax assets	84.2	102.4	18.2
Other	134.3	168.0	33.7
Current Assets	489.6	439.4	-50.2
Cash and cash equivalent	338.4	306.8	-31.6
Other	151.2	132.6	-18.6
Total assets	3 034.0	2 940.7	-93.3
Equity and non-controlling interests			
Equity	430.4	329.3	-101.1
Non-controlling Interests	80.8	81.8	0.9
Total Equity and non-controlling Interests	511.2	411.0	-100.2
Liabilities			
Non-current liabilities	2 144.5	2 145.9	1.4
Medium and long-term debt	1 888.2	1 800.0	-88.2
Other	256.3	346.0	89.6
Current Liabilities	378.3	383.8	5.5
Short-term debt	190.0	192.2	2.2
Other	188.3	191.6	3.3
Total Liabilities	2 522.8	2 529.7	6.9
Total equity and liabilities	3 034.0	2 940.7	-93.3

FINANCIAL INDICATORS

The main financial indicators for 2019 show an improvement compared to the previousperiod . The fall in the Net Financial Debt / EBITDA ratio to 2.9x, as a result of the €M 54.4 decrease in net debt and the €M 23.4 increase in EBITDA, is noteworthy.

CONSOLIDATED FINANCIAL INDICATORS

	'18	'19
Financial Indicators		
Net Financial Debt (€M)	1 739.8	1 685.4
Net Financial Debt / EBITDA	3.1x	2.9x
EBITDA / Interest Expenses	8.3x	9.5x
Shares		
Earnings per share (€ cents)	28.59	27.50

4.2

BRISA'S PERFORMANCE

PEOPLE

This year Brisa completed for the first time the performance cycle of the recently created Performance Management System (PMS). All areas were involved and completed with outstanding success a more rigorous process, in which top managers are more autonomous and more responsible.

A YEAR OF BALANCE BETWEEN PERFORMANCE AND RECONCILIATION

In 2019, Brisa also tested a new version of leadership training, a critical competence for the management of any organisation, which has always drawn the most attention and investment in the company. At the same time, important additional measures for reconciliation were put into practice as part of the Brisa +Vida programme, for which certification under the efr standard was awarded in 2018 and under which a new follow-up audit took place in 2019.

The network of service areas grew significantly, both in the number of units converted to the Colibri Via Verde concept and in the number of employees, which reached 644 people.

The growth and sophistication that Brisa's businesses have experienced in recent years have created management demands in environments of greater volatility, uncertainty, complexity and ambiguity. The role of leadership in these contexts is crucial, allowing teams to respond swiftly and speedily to changes in the environments in which they operate.

In this way, the work carried out in 2018 on developing greater autonomy in managers was continued, implementing the recently created performance management model for senior staff, and it was also necessary to complement this change with the creation of a new leadership development programme.

The performance cycle in the new model was successfully implemented in 88% of Brisa's senior staff, allowing for greater autonomy in decision making and management of the various elements of the system - evaluation factors, weightings, *scale targets*, free distribution and calibration of managers' team evaluations.

The Leadership 2.0 Programme was totally tailor-made to better equip Managers with skills and tools. To this end, a decision was made to carry out a pilot exercise with employees within a functional *Middle Management* framework through classroom training components and mentoring sessions. For the *Middle Management* the programme was designed with five modules: *Personal Impact, Leadership Dimensions, Mindset Focus, Multi-Area Projects* and *Team Development*. Of these, the Personal Impact and Dimensions of Leadership modules were selected for the pilot exercise..

LEADERSHIP 2.0 PROGRAM: MODULES FOR MIDDLE MANAGEMENT

MIDDLE MANAGEMENT

These courses were held at A-to-Be, where the context of change is felt most acutely. Their major axes for development included:

- Turning experience into competence
- Reflecting on evolutionary trends and being familiar with successful practices
- Developing better to harness people's potential

In 2020, the leadership programme will be implemented in other Brisa Group units.

BRISA+VIDA PROGRAMME

The award of the efr certificate by the MásFamilia Foundation on 25 January and the efr certification maintenance audit in December were two critical milestones in the implementation and continuous improvement of the Brisa +Vida programme. Additional high impact reconciliation measures such as flexible hours and support for ascendants were implemented.

This programme is the expression of the will of Brisa's employees, with the involvement of everyone being fundamental. In 2019 **the efr Committee was established,** which has the representative participation of the most senior management and whose mission is to recommend strategic lines and guidelines in reconciliation matters.

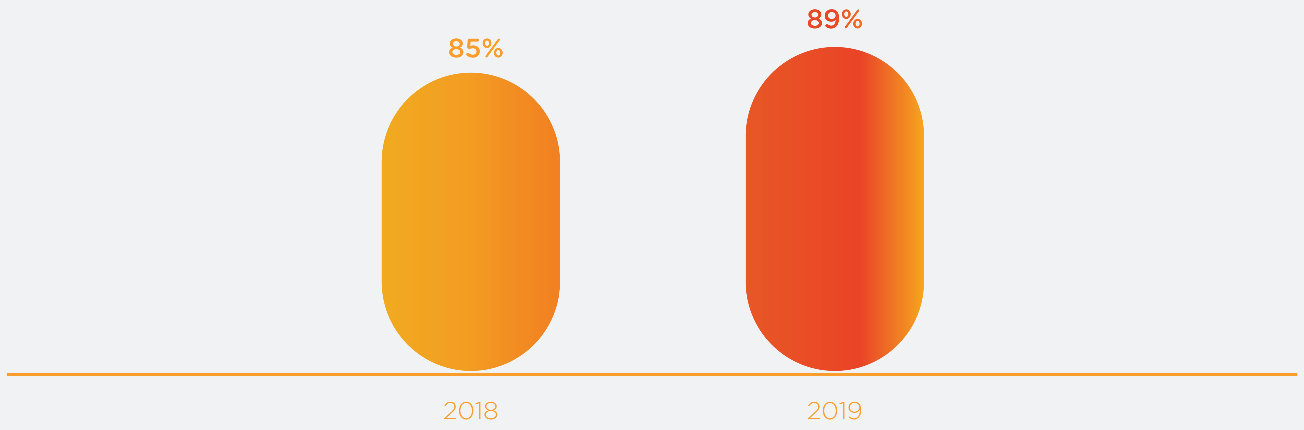
The year of 2019 was also marked by a major **investment in training** and reinforcement of this culture of reconciliation. In total, this programme trained more than 1,400 employees, making up a total of 3,822 hours of training in reconciliation, which included the training of "ambassadors" and covered all employees through the Brisa +Vida Tour initiative.

"Ambassadors" and leaders created the Brisa +Vida Anthem. The Brisa +Vida Tour took the programme in an original and dynamic way to all Brisa units spread throughout Portugal

All the initiatives undertaken by Brisa throughout 2019 were reflected in the result of the survey which was launched again in October and in which 1 267 employees participated (67% participation). The vast majority of employees demonstrate that they are **satisfied with the Brisa +Vida Programme (89%)** and the level of knowledge about it continues to grow.

PROGRESS OF KNOWLEDGE OF THE PROGRAMME BRISA +VIDA (2018 VS 2019)

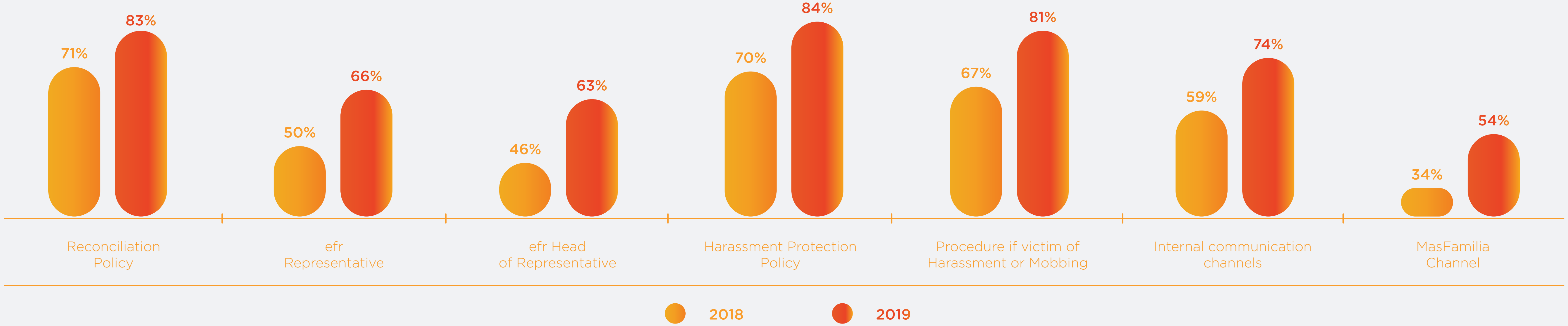
PERCENTAGE (%)



The challenge of striking a balance between work, family and personal fulfilment requires continued effort and the development of measures and processes that ensure the reconciliation and sustainability of the Group, with happier people and more competitive companies.

LEVEL OF SATISFACTION WITH THE BRISA +VIDA PROGRAMME

PERCENTAGE (%)

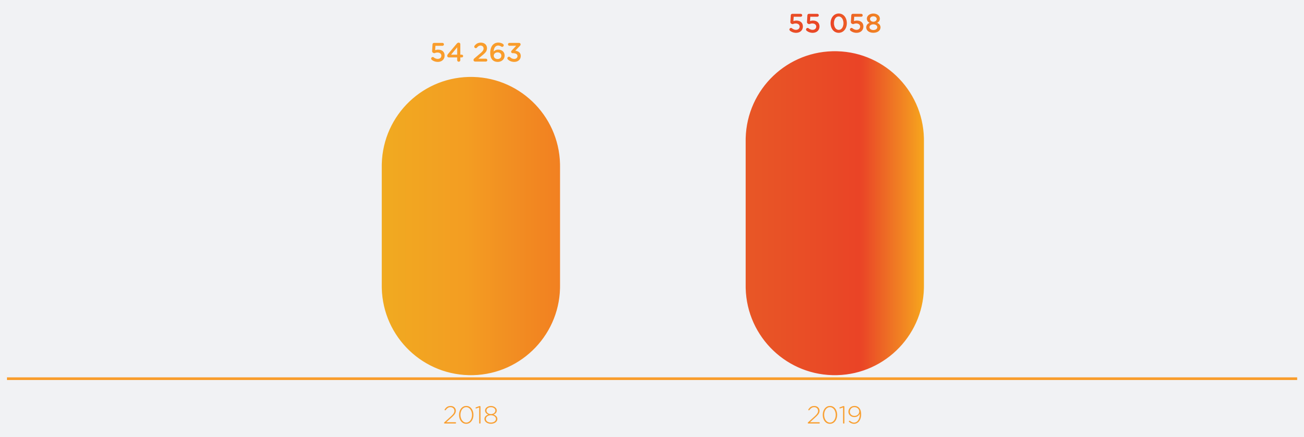


TRAINING

Training is understood as the basis for the success of the strategic guidelines defined by management, facilitating the creation of knowledge in the company renewal process.

NUMBER OF TRAINING HOURS

HOURS



In 2019, training had a special focus on some areas of activity:

HOURS OF TRAINING		NUMBER OF PARTICIPATIONS
10 565	Corporate Alignment	6 684
9 867	Technical	940
7 572	Company/Function Integration [a]	98
6 103	Safety	1 241
5 613	Behavioural	672
5 544	Management and Finance	124
3 945	Languages	107
3 833	Information Technology	539
1 437	Quality and Environment	209
580	Contact with the Client	172

a) This area includes introduction process to the company, or to a new function, team, or project.

Brisa continues to invest in its traditional partnerships, strengthening its links with prestigious Portuguese universities, such as Universidade Católica Portuguesa, Nova SBE and Instituto Superior Técnico, amongst others.

In this context, qualifying training has been developed through participation in Advanced Programmes, Post-Graduations and MBA, among which the 17th edition of the Advanced Management Programme for Executives - PAGE (UCP), the Advanced Post-Graduation in Data Protection Law (FDL), the Post-Graduation in Public Procurement Law and Practice (UCP) and the PhD in Transport Systems (IST).

In 2019, a new edition of the Digital Acceleration Programme was also held with Universidade Católica, in which work was conducted on two projects underway at the Brisa Group, combining the development of competences with the real and concrete process of designing and implementing new services and products.

As regards the General Data Protection Regulations (RGPD), two e-learning training courses were developed for the entire population of the Brisa Group.

For employees with contact with clients in the face-to-face channel, tailor-made training was developed to develop customer service skills, namely knowing and identifying the different customer profiles, promoting a proactive service adjusted to the preferences of each client, thus providing a unique service and contributing to client loyalty.
For the written channel, training in written communication was developed, focused on improving language and communication skills.

The progressive transition to electric mobility is a reality at Brisa that led to the first training actions for electric vehicle drivers, in order to promote the adoption of these vehicles and prepare their drivers for efficient driving.

SAFETY IN THE WORKPLACE

The primacy of employee safety has always been a central concern of the Brisa Group. The Internal Service for Health and Safety in the Workplace (ISHSW) has, over the years, reinforced its action in the prevention of occupational risks and, to this end, invests in the creation of strong and close relationships with the various business units. This relationship has allowed the joint construction of solutions adjusted to operational needs and which ensure the application of best practices in the prevention of occupational risks and with efficiency gains in solutions that are identified and implemented collectively.

During 2019, the ISHSW focused on reviewing risk assessments and updating the respective security measures. Training is one of the resources par excellence for raising awareness and preparing professionals for the safe development of their activities. In 2019, more than 6 000 hours of training were provided, with a special emphasis on the most dangerous activities, particularly those taking place on motorways in operation and in the context of civil works, with more than 1 200 hours being provided on these subjects.

At this level, it is important to highlight the pilot experience which involved the training of civil works professionals in the replacement of security guards (one of the activities with the highest volume of accidents of these professionals), which included, in addition to the practical component, the co-monitoring between safety technicians and civil works foremen.

COMPARATIVE TABLE OF ACCIDENT RATES IN THE PERIOD 2016-2019:

NUMBER OF ACCIDENTS	'16	'17	'18	'19
Fatal accidents	0	0	0	0
Number of accidents	91	111	97	113
Frequency Index	22.45	27.50	22.39	22.86
Severity index	909.52	1009.42	900.87	750.57

With the development of Brisa Áreas de Serviço's business, the management of the people who work in each of the Colibri centres is critical.

In this sense, Brisa Áreas de Serviço is committed to the continuity of its training programme, which proposes to motivate the teams and surprise the client, anticipating their needs, with the ultimate goal of providing a service of excellence.

NEW ACTIVITIES. THE CASE OF BRISA ÁREAS DE SERVIÇO

With the evolution of Brisa Àreas de Serviço and the increase of units converted to the Colibri Via Verde concept, the quality of service offered to the client is critical.

To create this quality of customer service and support, the management, qualification and training of people working in each area is also fundamental.

To this end, a training programme called "Surprise" was created, which through almost exclusively on-the-job and very practical training, with intensive monitoring by an experienced instructor, develops people's abilities and aptitudes, altering their awareness of the client's reality and behaviour. Through simple methods, employees are trained in behaviours that are important to the client.

The "Surprise" programme has resulted in great effectiveness as demonstrated by customer satisfaction levels, their comments and even sales themselves.

4.3

BRISA'S PERFORMANCE
INNOVATION

Innovation is inherent to Brisa's business model. It is the source of a high level of service and operational efficiency, from the design and operation of motorways, to the development of new mobility services and traffic management based on intelligent systems.

In this sense, Brisa draws on several units of the Group from a cooperative perspective. Via Verde Portugal, in the context of toll and mobility services, challenges the technological capacity of the Group. A-to-Be incorporates developments into its portfolio of technological solutions. The Technologies and Systems Department integrates the new solutions into production environments. Finally, *Grow Mobility*, identifies start-ups capable of developing pilot projects that add value to the Group.

The Brisa Group considers that intangible assets are an important factor for companies and their protection is essential in the development of the business in a global context, highlighting the following indicators:

Portfolio of Brisa's Intellectual Property:

20	Software registered with the Portuguese Software Association (ASSOFT)
13	Registers of *Design* in Europe
5	Markets with trademark registration
1	Automatic License Plate Recognition Patent

The Brisa Group has always been concerned with the continuous improvement of its intangibility, documenting and legally protecting its intellectual assets, so that they could generate value through differentiating competitive advantages (core skills).

INVESTMENT IN R&D

The year of 2019 was a year of consolidation of the projects developed in 2018, namely SCOOP@F Part 2, C-ROADS Portugal and 5G-MOBIX. These European projects reinforce the continuous investment that Brisa has made in innovation, with a primary focus on:

- Development of Cooperative Intelligent Transport Systems
- Implementation of different pilots at national level, covering an area of approximately 1 000 km, with a view to expanding the C-ITS network
- Validation of the use of 5th generation cellular technologies in the connected cooperative mobility in autonomous vehicles.

In addition, the following - Shift2MaaS and EDI - European Data Incubator - projects were initiated. The first, in partnership with the UITP (International Association of Public Transport) with the aim of creating an intra-Community, multimodal platform of public transport, within MaaS. The challenge facing the EDI project is the mining and interpretation of consumer data in order to make products and services more suitable.

€M 2.7
of investment in R&D
(+5% over 2018)

€k 296
European funding

COLLABORATION WITH RESEARCH CENTRES AND UNIVERSITIES

Brisa works with the Academy on several research projects, in order to use this knowledge in the field and apply what has been investigated. The following partnerships currently stand out:

5 collaborations with research groups from the Universidade de Aveiro, Universidade de Coimbra, Bilbao, Lisbon and Politécnico de Lisboa

5 Students writing Master's theses

The work of these investigations focuses mainly on solutions for vehicular communications, particularly in vehicle-to-vehicle (V2V) and vehicle-to-infrastructure (V2I) applications and collection of information on road and vehicle conditions with the aim of increasing the safety of road users.

COLLABORATION WITH START-UPS

GROW MOBILITY

Grow Mobility, as part of the Grow Programme of the José de Mello Group, focuses on several initiatives to support and mentor start-ups operating in the mobility field, leveraging on the Brisa, Via Verde, A-to-Be and Controlauto brands, with the ambition to achieve international scalability for the best ideas and the most innovative projects - thus contributing to the development of the Portuguese economy.

This value proposition is achieved through an "Acceleration Programme", which is aligned with Brisa's action in the Mobility and Technology areas and allows the appointment of mentors, the performance of field tests and investment to be managed, with a clear focus on results.
In 2019, Grow Mobility maintained an active role in international events, but also in national events with international relevance.

Additionally, Grow Mobility was involved in two start-up scouting programmes:

- Smart Open Lisbon Mobility **(SOL Mobility)**, based locally but with international reach resulted from a partnership between Beta-i and the Lisbon City Hall, with the purpose of finding new mobility solutions for the city of Lisbon and its accesses. This programme resulted in 3 pilots with *European start-ups*.

- The other start-up scouting programme, focused on European start-ups with the purpose of addressing specific problems related to the Brisa Group. This programme resulted in a winner, ParkD, a Belgian start-up that offers a smart parking solution.

It is important to note that the Brisa Group continues committed to researching and prospecting new technologies. This culture is evident in the activity of Grow Mobility which, in 2019, included the following metrics:

269 Applications received

167 Start-ups analysed in-depth

24 Start-ups that are a target of interest

15 Start-ups selected for pilot/possible pilot

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BRISA'S INNOVATION PROJECTS

DIGITAL EXPERIENCE

Using Bluetooth technology, the replacement of the identifier by a smartphone is being developed and tested, for use in car wash stations and for opening gates in covered parking lots. In addition, an entirely digital solution for the vehicle refuelling experience is being studied, using the smartphone, to ensure access and payment in a dematerialised and scalable way.

I2V COMMUNICATION

Brisa, through A-to-Be, developed several initiatives around "cooperative intelligent transport systems (C-ITS)". It developed an end-to-end framework, from hardware radio transmitters to back-office software. These systems use Dedicated Short-Range Communications (DSRC) between vehicles and between vehicles and the road infrastructure on 5.9 GHz frequency, standardised in Europe as ITS-G5.

GREEN SPACES EFFICIENCY (IRRIGATION)

The start-up Trigger Systems focuses on water-efficient irrigation systems, having conceived a solution which combines the monitoring/automation and remote control of irrigation in a sole digital platform.
In addition to enabling the remote control of the entire irrigation infrastructure, it optimises water consumption based on weather information and the exact location of the terrain.

BLOCKCHAIN SOLUTION

Brisa's technological architecture simulation using a Blockchain powered solution. The Blockchain system (+Smart Contracts) was developed and executed by the start-up Oaken Innovations, in combination with Brisa Group teams, which worked on the definition of use cases to implement Blockchain, from a broader and more impacting perspective. The facilitation of transaction processing in an interoperability situation was the practical case deemed as the most relevant, having won the "*feasibility*" prize and second prize of the Mobi Grand Challenge[1]

[1]Competition promoted by the Mobi Alliance (non-profit consortium with the purpose of making mobility services more efficient by accelerating the adoption of Blockchain in the mobility industry, which includes most of the large automobile manufacturers amongst its members).

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BRISA'S PERFORMANCE
COMMUNITY

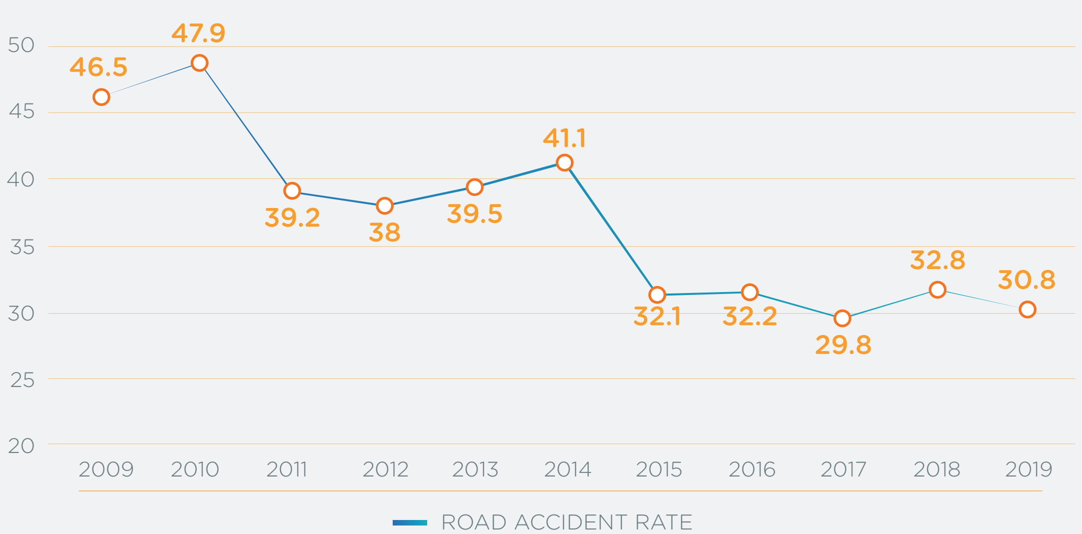
Brisa has a social development project, focused on community relations and with emphasis on road safety, quality of the service provided and social responsibility

ROAD SAFETY

The safety of each and every user of the Group's infrastructures is a primary concern for Brisa, which is ensured through an active traffic management policy, adequate road maintenance, continuous improvement of equipment, systems and procedures, and information campaigns to raise awareness of road safety rules amongst different segments of the population.

Brisa's performance in terms of road safety is continuously improving, as shown by the evolution of the accident rate, which is the primary indicator of road safety.

ROAD ACCIDENT RATE EVOLUTION 2009-2019
(BRISA CONCESSÃO RODOVIÁRIA NETWORK)



Among the actions carried out to promote road safety, the road surface improvements and reinforcement works on motorways are noteworthy. These investments involve an improvement in traffic conditions, an increase in the number of roads on stretches subject to widening works, and the installation and improvement of road signs.

ACCIDENT INDICATORS IN 2019

In absolute terms, the number of accidents on the BCR network fell in 2019 (-2.3%), as well as the accident rate (-5.9%). In comparison with the previous year, there was an increase in the fatal accident rate (from 0.2 in 2018 to 0.3 in 2019). The severe injury accident rate also rose slightly from 0.6 in 2018 to 0.7 in 2019.

These indicators show, above all, that despite the increase in the circulation of vehicles in the network under concession, the road accident rate decreased, even though there was a slight increase in the number of severe accidents. Notwithstanding, prevention measures implemented over the last few years and the quality of the infrastructure have translated into a downward trend in most accident indicators on BCR's network.

MAIN ROAD ACCIDENT INDICATORS IN 2019

	'18	'19	Change 2018/ 2019
Severity index	2.6	3.4	32.3%
Road accident rate	32.8	30.8	-5.9%
Fatal accident rate	0.20	0.30	50.0%
Severe injury accident rate	0.6	0.7	21.8%
Minor injury accident rate	9.0	8.6	-4.8%
Accident Index	9.8	9.6	-2.2%
Fatality rate	0.25	0.33	32.0%
Severe injury rate	0.74	1.05	41.09%
Minor injury rate	14.4	14.2	-1.5%

MOTORWAY OPERATION, MAINTENANCE AND IMPROVEMENT

Brisa's work to ensure the continuous improvement in road safety comprises a number of investments and activities, amongst which the following were carried out in 2019:

- Brisa's Operational Coordination Centre (OCC), which centralises the management of all operation and maintenance activities, including road and emergency assistance on the motorways;
- Coverage of the Group's entire motorway network by the telematics and road safety system (iBrisa);
- Performance of road works: widening works; improvement of traffic conditions; renovation of road pavement; repair and replacement of gantries and semi-gantries; renovation of central reservations, engineering structures and road equipment;
- Improvement of communication systems and information on traffic conditions - by dedicated signage, media and digital communication channels (Via Verde app) and client service.

RESPONSE TO EMERGENCY SITUATIONS

A proper response to emergency situations is crucial to reduce risks, mitigate impacts and increase the chances of a successful emergency assistance.

For that purpose, Brisa has adopted control systems, technical solutions, organisation and management solutions to respond to emergency situations, protecting clients and any local community likely to be affected. This work is conducted in close cooperation and articulation with other relevant entities (ANPC -National Civil Protection Authority, GNR - Guarda Nacional Republicana, PSP - Polícia de Segurança Pública, firemen and other).

BRISA ROAD SAFETY OBSERVATORY

The Road Safety Observatory was set up in 2018 with a view to strengthening capabilities and skills in road assistance work. Its mission is to issue road safety recommendations to be subsequently submitted to the approval of the Executive Committee of Brisa Auto-Estradas, helping in the definition of strategies and initiatives to reduce road accidents.

The Road Safety Observatory, whose team represents the different relevant areas of the Group, has the following duties:

- To gather statistical information and data on the incidents occurred in the network operated by Brisa and to review them;
- To prepare studies and proposals allowing strategic decision-making aimed at increasing road safety and reducing the accident rate;
- To follow-up on the implementation of internal road safety plans.

ROAD SAFETY CAMPAIGNS

Brisa carries out two major road safety campaigns every year, during Summer and during the Christmas and New Year holiday season, addressed to its clients and the public in general. Communication and raising awareness with respect to the risks and best practices of road safety implemented by Brisa aims to reduce the accident rate, by promoting a road safety culture in Portugal.

In 2019, Brisa focused once again on the risks associated to the use of digital equipment, i.e. smartphones and tablets, when driving. This is a subject that has already been addressed in previous years' campaigns, due to its perceived impact on road accidents. As such, the **"Offline no carro, Online na vida" ("Offline in the car, Online in Life")** campaign was relaunched and disseminated through various internal and external communication channels.

At Christmas and New Year's, Brisa joined the National Road Safety Authority's (ANSR) road safety campaign, whose motto was **"O seu melhor presente é estar presente" ("Your best gift is to be present")**.

BRISA IN SCHOOLS EDUCATIONAL PROGRAMME

In 2005 Brisa took the initiative to create a road safety programme addressed to 6 to 10-year-old children, called Brisa in Schools Educational Programme, which includes the Road Safety First Programme.

The Road Safety First programme aims to raise children's awareness of road safety and is carried out in public and private primary schools, where basic notions of road safety are conveyed. The issues addressed comprise the use of car safety belts, baby seats, the importance of seeing and being seen (through contact with the inside of a road assistance vehicle), the understanding of traffic road signs and rules (through the contact with traffic signs). The purpose of this programme is to stimulate the children's interest and commitment to best practices in terms of road safety, based on a playful and educational experience, prepared in articulation with the school.

In the 2018-2019 academic year, the Road Safety First Programme covered 121 schools and 12,407 students.

BRISA STUDENT DRIVE CAMP/YOUNG CAPITAL OF ROAD SAFETY

The 2019 Brisa Student Drive Camp, now in its 6th year, was held in Castelo Branco during the Young Capital of Road Safety meeting, which Brisa also sponsored. The project is based on a model developed by Fórum Estudante and was conceived as a leisure and learning event addressed to 50 14 to 24-year-old students of secondary and professional schools and of universities.

Over 5 days several actions took place, during the day and at night, all across town, with the support of different partners of the Young Capital of Road Safety initiative.

The definition, planning and development of these activities resulted from the joint efforts of Fórum Estudante and Brisa. This year's edition took place from the 8th to the 12th of April.

SERVICE QUALITY

The assistance and relief service quality Brisa provides to its clients and motorway users (and by extension those of the mobility services) is crucial to the social and relationship value creation.

Brisa Operação e Manutenção, (through the OCC and its Road Assistance providers) are critical agents of social value creation. The same goes for Via Verde Contact, which plays a central role in Brisa's relationship with its clients

- Road Traveling and assistance:
    - 12 584 631 km travelled by road assistance vehicles
    - 146 837 network events (number of incidents linked to the OCC)
- 6.5 minutes average response time to an event
- Hotline:
    - BCR, Brisal, AEDL and AEBT 210 730 300

SOCIAL RESPONSIBILITY

The country's economic and social development is closely linked to the existence of transport infrastructures, benefiting both people and businesses.

This understanding of social responsibility geared towards results reflects the company's strong will to produce positive impacts on communities, through the institutions with which it forged social partnerships.

With this collaborative model, Brisa does not intend to interfere in the management of the charitable organizations or NGOs with which it becomes involved.

The results of some projects are intangible and hard to verify whereas in others the goals and results of Brisa's social action are very clear.

In this framework, in its social responsibility actions, Brisa follows one of three support philosophies:

1. Commit & Engage - Assumes a medium/long term partner relationship, through a structured and continued support, providing material and human resources, and building up the company's involvement with the institutions and surrounding community.

2. Act & Connect - Enables actions or projects with donations in cash or in kind, and from that moment on develops a relationship and a collaboration with the institution and community involved, with volunteers, management support or fresh donations.

3. Pay & Forget - One-off- donation in cash or in kind, without other involvement with the institution or with the community involved.

In line with this conceptual framework, Brisa continues to develop a consistent activity in the social field, providing financial support to institutions, but mostly through a direct participation in social projects, and by providing field support to social solidarity institutions, within the scope of the José de Mello Group's Volunteer Service Programme.

In 2019, Brisa made donations to the community in the amount of € 581 thousand, which benefited dozens of institutions across the country, standing as a reference of citizenship action, strengthening its civic support to communities, and seeking to be part of the solution to situations of extreme poverty that still subsist in Portugal.

PARTICIPATION IN THE JOSÉ DE MELLO GROUP VOLUNTEER PROGRAMME

The José de Mello Group, with the support of the Amélia de Mello Foundation, implemented a volunteer programme that cuts across and is common to all its subsidiaries and directed to the 14 thousand employees of the Group.

During 2019 there were 171 employees of the Brisa Group (+7.6% than in 2018) involved in this programme, which differs from others because volunteers put in their know-how and specific skills, giving life to functional profiles, thus adding social value to the projects.

This year, the Volunteer programme supported the following institutions: Associação Coração Amarelo (Lisbon and Oporto), ATL da Galiza (Cascais), Centro Comunitário da Paróquia de Carcavelos (Cascais), Obra do Frei Gil (Porto), Movimento de Defesa da Vida (Lisboa) and Associação Junior Achievement Portugal.

The work provided by Brisa volunteers in these organisations ranged from school support to home care to the elderly, legal aid, computer training given to unemployed people, administrative support, serving in social shops, psychological support with intervention teams, help in the management of social and cultural events and activities.

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BRISA'S PERFORMANCE

ENVIRONMENT

The operation and maintenance of motorways, the operation of mobility services and other operating activities, developed by the areas and business units, have negative impacts that Brisa always seeks to prevent, mitigate or compensate through its Environmental Management System and special projects.

The company's environmental strategy and action are aligned with the United Nations Sustainable Development Goals and key environmental policy guidelines, including biodiversity protection, traffic mitigation, climate climate and decarbonisation of transport.

In 2019, Brisa continued its work on sustainable mobility and its environmental dimension as a member of the WBCSD — World Business Council for Sustainable Development and the TDA — Transport Decarbonisation Alliance.

Climate change and decarbonisation of transport are topics that Brisa has tried to interpret objectively in the face of the challenges it faces, actively participating in the search for collaborative solutions through participation in specialised national and international forums.

Brisa has a legacy of constant demand for operational efficiency and reduction of the impacts on the environment. In this sense, it was decided at the end of 2018 to start the Clima 2.0 project, in order to continue to respond to the challenges of climate change in an aggregating, transversal and systematic way across of whole group.

In this way, a *dashboard* was developed that aggregates and centralizes all environmental indicators, allowing us to have a transversal view of Brisa's environmental reality, and its action plan. This *dashboard* is called ASAP — *As Sustainable As Possible*, was completed at the end of 2019, and will allow a great improvement in the control and reduction of all the environmental impacts caused by Brisa.

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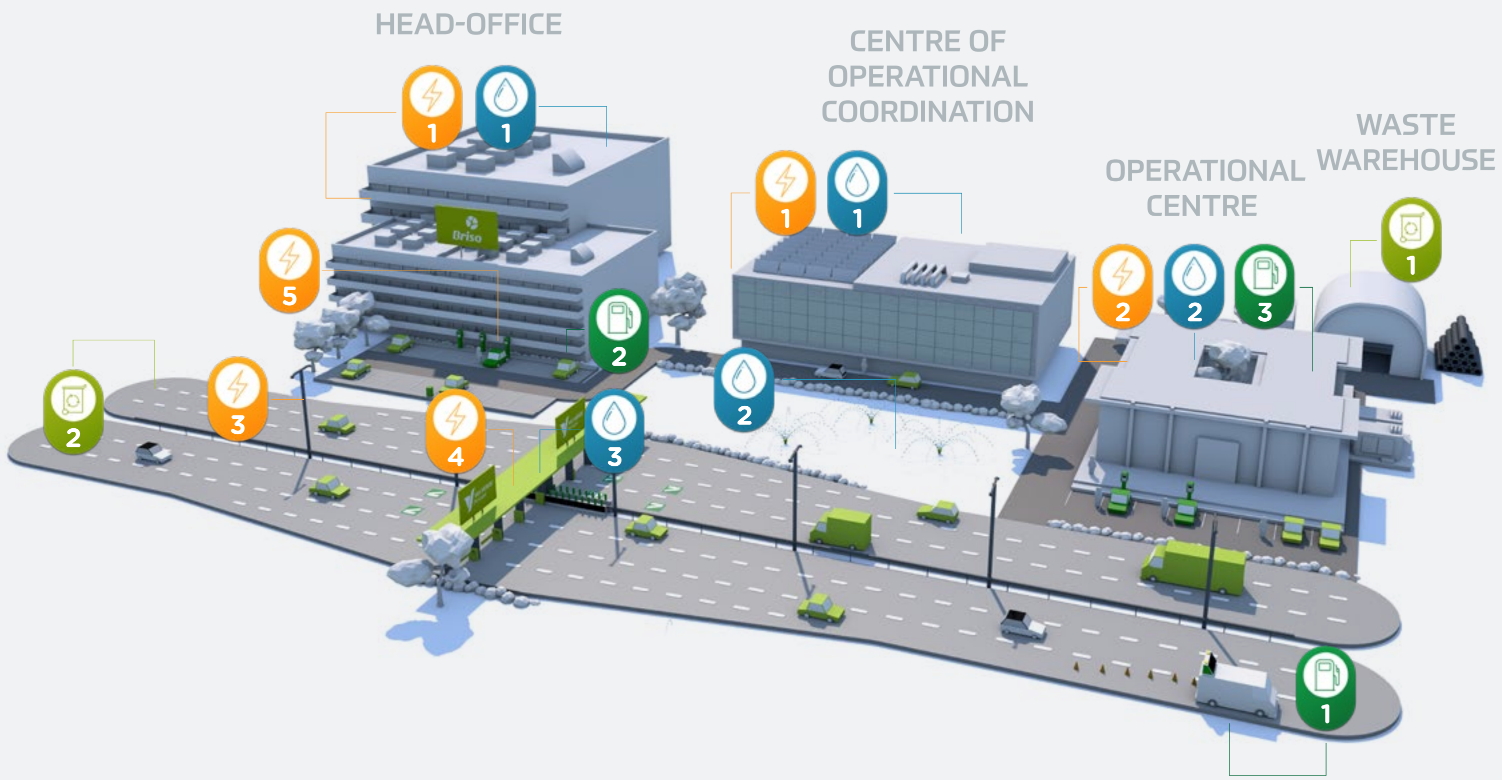
The main areas of intervention of the Clima 2.0 project (and of the *dashboard*) are explained as follows:

Electricity
1. Buildings (Head-Office, Centre of Operational Coordination)
2. Operational Centres
3. Motorway lighting
4. Toll Plazas
5. Fleet electric vehicles

Waste
1. Resulting from the activities of the Brisa Group
2. Resulting from accidents



Water
1. Buildings (Head-Office, Centre of Operational Coordination)
2. Operational Centres
   - Shower rooms
   - Irrigation
3. Cleaning of toll plazas

Fuel
1. Roadside Assistance vehicles
2. Fleet vehicles
3. Generators (Operational Centres)

Following the Clima 2.0 project, 4 subprojects were initiated in 2019 called Clima 2.X, focusing on the continued reduction of environmental impacts based on analytical decisions supported by the *dashboard*:

- **Clima 2.1 Energy**
  - a) Replacement of all lamps by LEDs in the BCR concession. Expected emissions reduction: 11% of Brisa's total
  - b) Phased installation of photovoltaic panels in several Brisa assets. Expected emissions reduction: 9% of Brisa's total
- **Clima 2.2 Clean Fleet**
  - a) Gradual replacement of all personal use vehicles (180) by electric or *plug-in hybrid* vehicles. Expected emissions reduction: 2.3% Brisa's total in the short term, assuming a higher percentage of *plug-in* hybrid vehicles
- **Clima 2.3 Circular Economy**
  - a) Project started in the last quarter of 2019 with the aim of analysing and implementing circular economy measures using synergies between all companies in the Brisa Group
- **Clima 2.4 Water**
  - a) Project started in the last quarter of 2019 with the aim of analysing and implementing measures to reduce water consumption and reuse in all companies of the Brisa Group

Since the implementation of these measures started at the end of 2019, it will be in 2020 that all projects should begin to produce the expected results of a more significant reduction in all negative environmental impacts (excluding the expected growth of Brisa Áreas de Serviço).

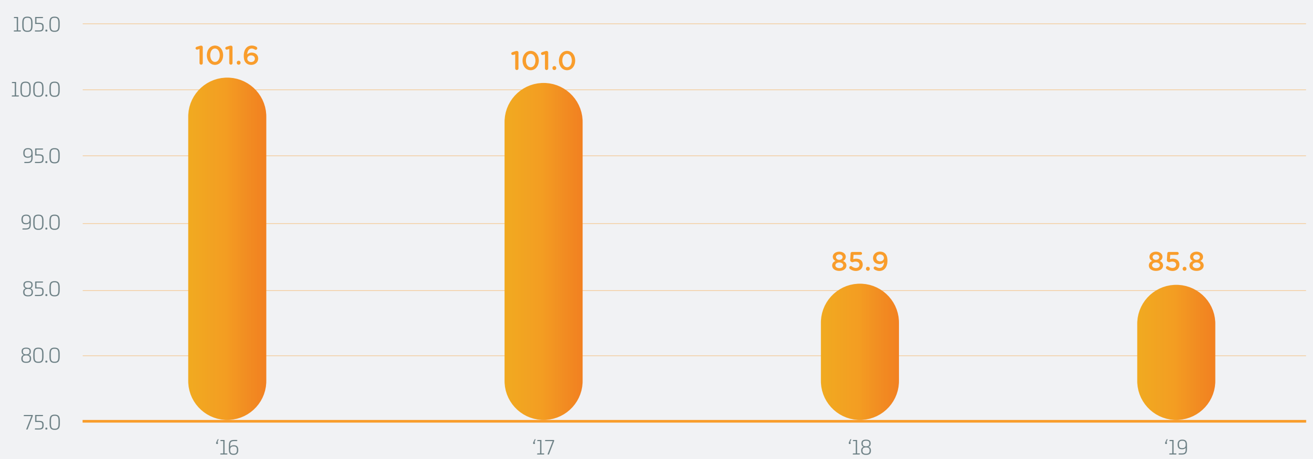
ELECTRICITY CONSUMPTION

Electricity consumption, although not in a very expressive way, maintains its downward trend. The measures included in the Energy Consumption Rationalisation Plan PRCE) allowed the optimisation trend to continue in 2019 over the previous year, thanks to a more efficient and smart management of consumption and investment in more efficient equipment.

It is important to note that within the scope of Clima 2.0 project, we have defined a policy to recalculate the base-year, which allows to set absolute reduction goals, taking into account situations of business expansion. Taking into account the growth of Brisa Áreas de Serviço, the base-year was recalculated based on current consumptions, whilst previous years' figures were *restated*.

In addition, the figures reported in previous years have changed following the new methodology implemented for collecting information, we started collecting information automatically from the energy supplier's billing instead of meter reading. This process will allow a great improvement in the control and performance of energy consumption.

ELECTRICITY CONSUMPTION
(10^3 GJ)



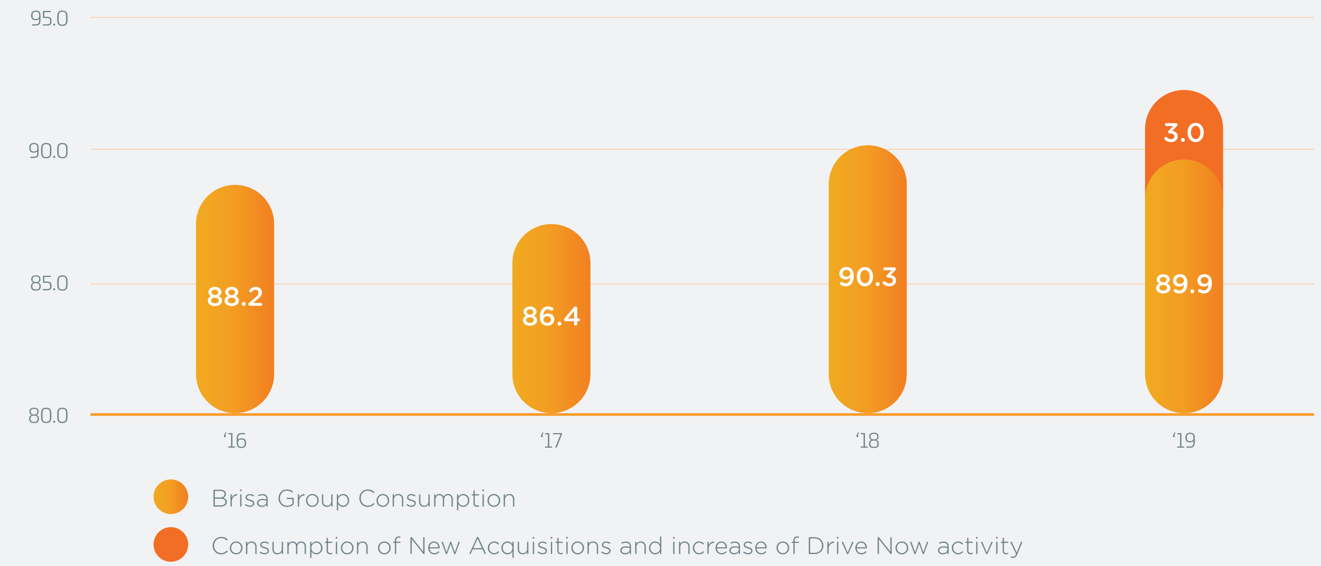
FUEL CONSUMPTION

In 2019 fuel consumption increased due to three reasons:

1. Acquisition of 47 new operating vehicles for Controlauto (1406 GJ)
2. Increased activity of Drive Now, which despite improving fleet efficiency by changing it's vehicle mix (from 200 fuel combustion/10 electric to 170 fuel combustion /40 electric) did not prevent the increase in overall consumption (863 GJ)
3. Purchase of 12 vehicles for Áreas de Serviço (713 GJ)

If we do not consider this increase (2.98 10^3 GJ), there is a reduction of 0.5% in consumption when compared to 2018. This performance is explained by the continued optimization of the management of the vehicle fleet, the attention paid to fleet engine composition and the effort made in planning operations and on behavioural dimension.

FUEL CONSUMPTION
(10^3 GJ)



It should be noted that, as a result of the work developed within the ASAP *dashboard* ASAP , the Brisa Group began to account for gas consumption (boilers for water heating), although this only represents 0.2% of global consumption.

It is expected that in 2020, as a result of the Climate 2.2 – Clean Fleet project, there will be a sharp reduction in fuel consumption.

The combined reduction in electricity and fuel consumption, i.e. energy consumption was reduced by 1.4% compared to 2018.

GHG EMISSIONS

Brisa GHG emissions result of the combination of electricity and fuel consumptions multiplied by an emission factor which can cover 2 scopes: i.e.:

- **Scope 1 emissions =** fuel consumptions x emission factor (of respective class of vehicle or generator)
- **Scope 2 Emissions =** electricity consumptions x emission factor (associated with the production of such energy)

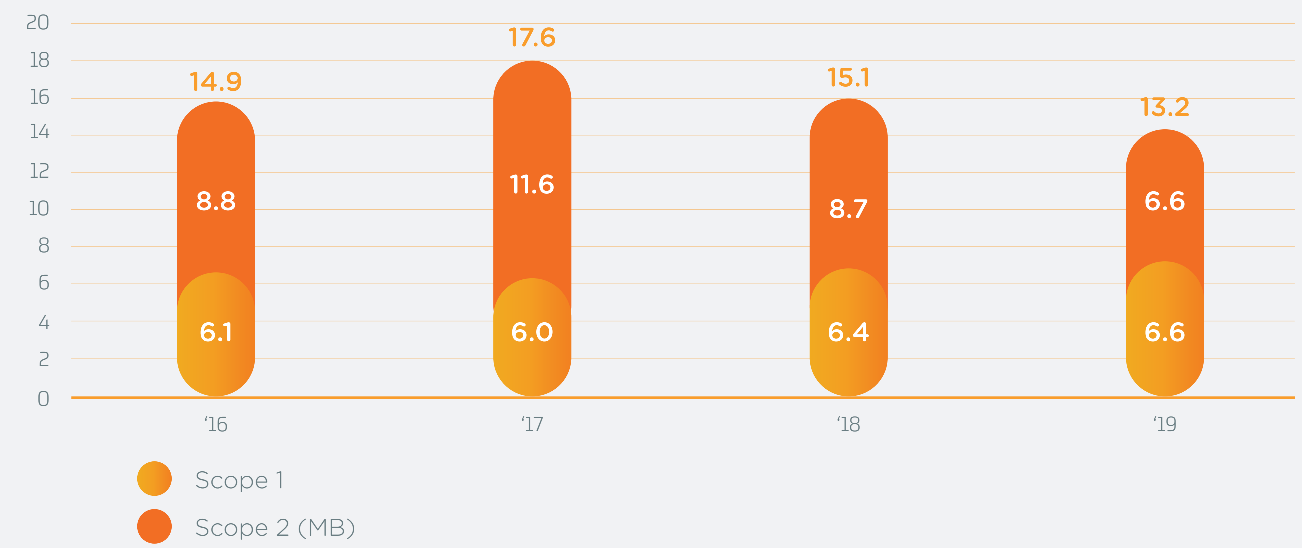
The Scope 2 emission factor (electricity) can be of 2 types:

- **Market-Based (MB)** i.e. the emission factor associated with the renewable/non-renewable mix of the energy supplier from whom Brisa buys electricity
- **Location-Based (LB)** i.e. associated with the renewable and non-renewable mix of Portugal.

In 2019, these emissions (scope 1 + scope 2) decreased by 12.6% compared to the previous year.

GHG EMISSIONS A1+A2 (MB)

(10^3 tCO_2e)



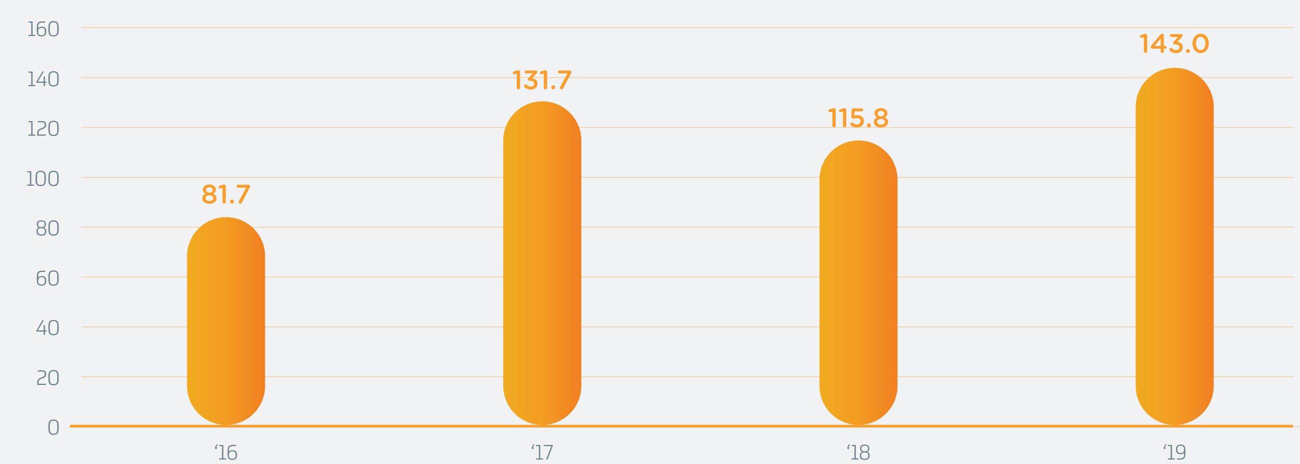
WATER CONSUMPTION

In 2019 water consumption increased, mainly as a result of two situations:

1. Increased activity of Brisa Áreas de Serviço as a consequence of the Increasing number of Colibri Service Areas (from 5 service areas to 8, corresponding to a 16% increase compared to overall consumption);
2. Generalized increase in the operation of irrigation systems due to low quantity of precipitation observed throughout the Portuguese territory during 2019.

WATER CONSUMPTION

(10^3 m^3)



In addition, the values reported in previous years were changed according to a new methodology for perimeter definition. It was decided that only the consumption of Colibri Service Areas are accounted for, since it is in these that Brisa has the capacity to act in terms of efficiency.

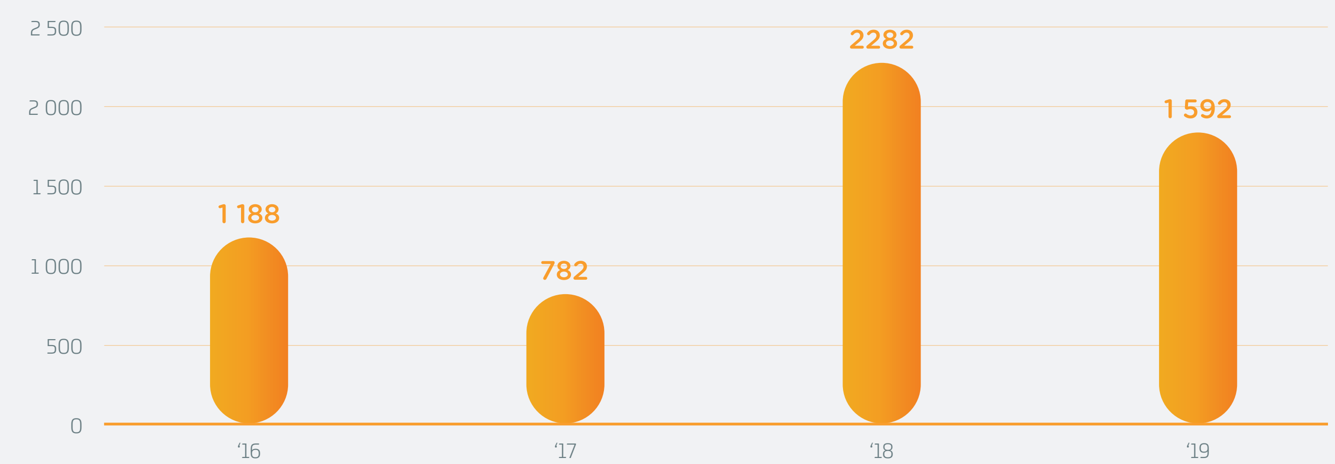
It is expected that in 2020, as a result of the Clima 2.4 – Water project, there will be a sharp reduction in water consumption.

WASTE

In 2019 there was a decrease in the amount of waste sent to final destination, having reached normal levels, after a great internal effort to ensure that all routing processes are triggered in a timely manner .

WASTE

(TONS - t)



TOTAL WASTE PER TYPE AND METHOD OF DISPOSAL

TONS (t)

	HAZARDOUS	NON-HAZARDOUS	RECOVERY	LANDFILL
	38	1 554	1 268	324
TOTAL	1 592		1 592	

05. GOVERNANCE

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5.1

PART I - INFORMATION ON THE SHAREHOLDER STRUCTURE, ORGANIZATION AND CORPORATE GOVERNANCE

THOUGH NOT A LISTED COMPANY, BRISA FOLLOWS THE GOVERNANCE CODE OF THE IPCG (PORTUGUESE CORPORATE GOVERNANCE INSTITUTE), TO THE EXTENT OF ITS OWN SPECIFICITIES.

A. SHAREHOLDER STRUCTURE

I. CAPITAL STRUCTURE

1. BRISA is a public limited liability company with share capital of € 6 000 000 (six million Euro), corresponding to 600 000 000 (six hundred million) nominal shares, with the nominal value of one cent per share, not listed in any regulated market.

2. There are no restrictions to the free transmission of shares corresponding to Brisa capital stock.

3. The number of treasury shares is 47 352 614, accounting for 7.89% of its share capital.

4. The Company did not enter into any agreement and there are no agreements which would terminate or become effective in the event of change in the Company's control.

5. There are no defensive measures in force, namely any limits to the number of votes exercisable by any shareholder.

6. The company is not aware of any shareholder agreement that might restrict the transfer of Brisa securities or voting rights.

II. RELEVANT HOLDINGS

7. Holders of qualifying holdings in the Company's share capital, according to the attendance list of the General Meeting held on December 9, 2019, are as follows:

HOLDER	No. of shares	% of share capital	% of voting rights*
José de Mello Capital, S.A.	182 683 904	30.45%	33.06%
Arcus European Infrastructure Fund GP LLP	114 557 795	19.09%	20.73%
Tagus Holdings S.àr.l.	243 497 061	40.58%	44.06%

*No. of treasury shares is 47 352 614

8. The members of BRISA's governing bodies do not hold shares nor bonds in the Company.

9. The managing board does not hold special powers, namely in what concerns resolutions on capital increases.

10. There are no relevant business relations between holders of qualifying shares and the Company.

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B. CORPORATE BODIES AND COMMITTEES

I. GENERAL MEETING

a) Board of the General Meeting

11. The board of the general meeting elected for the year 2017-2019 term was composed of Francisco de Sousa da Câmara, as Chairman and Tiago Severim de Melo Alves dos Santos, as Corporate Secretary.

b) Exercise of voting rights

12. There are no special classes of shares nor any statutory rules restricting the exercising of voting rights by any shareholder, regardless of the number of shares the shareholder may hold.

13. There are no limits to the exercise of voting rights.

14. According to the articles of association, there are no resolutions requiring to be approved by majorities above those legally set forth.

II. MANAGEMENT AND SUPERVISION

a) Composition

15. The Corporate Governance model adopted by Brisa consists of a Board of Directors and a Supervisory Board.

16. Under the terms provided in the Code of Commercial Companies (CSC), the choice and election of the members of the corporate bodies are of the strict responsibility of the General Meeting.

17. - Under the terms set out in the articles of association, the Board of Directors is composed of a minimum of ten and maximum of fourteen members, elected for a 3-year mandate. The current mandate is for the 2017-2019 period.

The Board of Directors is made up as follows:

Board of Directors:

Chairman
Vasco Maria Guimarães José de Mello*

Vice-Chairman
João Pedro Stilwell Rocha e Melo*

Members
João Pedro Ribeiro de Azevedo Coutinho*
António José Lopes Nunes de Sousa*
Daniel Alexandre Miguel Amaral*
Rui Alexandre Pires Diniz
Michael Gregory Allen
Luís Eduardo Brito Freixial de Goes
Graham Peter Wilson Marr
Stuart David Gray

* Executive Committee

According to a resolution of its shareholders, Brisa adopted a governance model consisting of a Board of Directors and a Supervisory Board.

Hence, executive and supervisory functions are clearly separated and thus performed by distinct bodies.

Within this framework, at Board of Directors' level, the law sets out a rule of solidarity and mutual responsibility between all members, with no exception. However, notwithstanding the said rule of solidarity, the advantage of having management bodies composed of executive and non-members is clear. Non- executive directors, as they are not directly involved in daily management, will have a more comprehensive and less compromised view of day-to-day situations. They are therefore in a privileged position to bring positive contributions to the analysis and definition of company's strategy and the follow-up of businesses, identifying any deficiency, or suggesting changes and improvements, or even alternative solutions.

In these terms, the Board of Directors makes a positive assessment of this Corporate Governance structure, as it considers that, in the light of the business developed by the company, its shareholder structure and experience, this is the most appropriate system to ensure an efficient and transparent governance, capable of creating value to all shareholders and remaining stakeholders.

In addition to the Executive Committee set up within the Board of Directors, there are no other committees with managing or supervisory powers.

The Board of Directors consists of ten members, five of whom make up the Executive Committee. Under statutory terms, the Board of Directors meets at least once a month. The executive management of the company is the responsibility of the Executive Committee. Pursuant to the governance model adopted by Brisa, the Chairman of the Board of Directors is also the Chairman of the Executive Committee.

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The Executive Committee was invested with the broadest management powers, except for those which, for legal or statutory reasons, are reserved to the Board of Directors. Under these terms, the following duties are the responsibility of the Board of Directors:

(a) Co-option of Directors;

(b) Convening of General Meetings;

(c) Preparation of annual reports and accounts;

(d) Provision of surety bonds, personal or tangible securities or any other surety on the company's behalf;

(e) Relocation of the head-office and capital increases;

(f) Mergers, demergers and transformation of the company;

(G) Approval of any Business Plan, including any amendment or revision thereof;

(h) Approval of the annual budget, including any revision thereof;

(i) Conclusion of relevant contracts, assumption of liabilities, asset purchase or disposal, including holdings in other companies, where respective estimated value exceeds, on an individual basis, (i) € 100 000 000 (one hundred million Euro) if provided for in the annual budget or (ii) € 10 000 000 (ten million Euro), if not provided for in the annual budget;

(j) Loans, financing, bonds, debt securities, commercial paper and other forms of financing, including the issuing of sureties or stand-by sureties in amount exceeding, on an individual basis i) € 100 000 000 (one hundred million Euro) if provided for in the annual budget or (ii) € 10 000 000 (ten million Euro), if not provided for in the annual budget;

(k) Any of the subjects referred to in paragraphs (a) to (d) hereinabove relating to any of the Company's subsidiaries

(l) Transactions (including any commitment to conclude such transactions) likely to result in the transfer or encumbrance of any shares held by the Company in any of its subsidiaries which, directly or indirectly, operates as concessionaire of the concession, the bases of which were approved by Decree-law 247-C/2008, of 30 December (or any subsequent amendment concerning at least the motorways specified therein) (the "Main Concession");

(m) Contracts, agreements or any transactions resulting, directly or indirectly, in the transfer or encumbrance of the Main Concession, including those resulting from internal reorganizations of the corporate group controlled by the Company;

(m) Contracts, agreements or any transactions resulting, directly or indirectly, in the transfer or encumbrance of the Main Concession, including those resulting from internal reorganizations of the corporate group controlled by the Company;

(n) Contracts, agreements or any transactions resulting, directly or indirectly, in a dilution of the Company's financial holding in the Main Concession, including following the issuing of shares or other convertible securities into shares representing the share capital of the Company and/or any subsidiary of the Company, including Brisa – Concessão Rodoviária SGPS, S.A. and Brisa – Concessão Rodoviária, S.A. (or any other company that may directly or indirectly replace them in the development of the businesses comprised in the Main Concession) (the "Concession Companies");

(o) Release of funds to Brisa by any of the Concession Companies, whether via distributions or loans or via proposals of payment of such distributions or loans, whenever the amount to release accounts for less than 80% (eighty percent) of the funds available in the balance sheet of Brisa – Concessão Rodoviária, S.A. (taking into account relevant legal restrictions as well as existing restrictions, including those stemming from loans obtained with third parties);

(p) Changes to the articles of association or internal regulations relating to the corporate bodies of any of the Concession Companies, including split-offs, mergers, dissolution, subordination or group contracts, relating to or to be entered into by any of these companies;

(q) Issuing of binding instructions under the terms of Article 503 of the Code of Commercial Companies (CSC) or the exercising of any rights as shareholders, where relating to any of the subjects comprised in the previous paragraphs;

(r) Approval of early distribution of profit for the year.
Non-executive directors may request any clarification they deem suitable and will have access to any information they may want, namely minutes and agendas of the meetings of the Executive Committee, either individually or within the scope of any work developed jointly with other directors. Meetings of the Board of Directors are convened and prepared in advance, and the documentation relating to the subjects included on respective agenda will be distributed in advance, in order to ensure that all members of the Board of Directors can exercise their duties in an informed and independent way. In 2019 non-executive directors participated actively in the meetings of the Board of Directors.

18. The Executive Committee is composed of Vasco Maria Guimarães José de Mello, as Chairman, and João Pedro Stilwell Rocha e Melo, João Pedro Ribeiro de Azevedo Coutinho, António José Lopes Nunes de Sousa and Daniel Alexandre Miguel Amaral as members.

Responsibilities within the Executive Committee are distributed as follows:

RESPONSIBILITIES OF THE EXECUTIVE COMMITTEE

Vasco de Mello	Pedro Rocha e Melo	João Azevedo Coutinho	António Nunes de Sousa	Daniel Amaral
General Coordination				
CORPORATE CENTRE				
Marketing and Institutional Relations Department*	Legal Department	Financial Department		Business Development Department
	Planning and Strategy Department	Administrative Department		Auditing, Organisation and Quality Department
	Human Resources Department	Technologies and Systems Department		
BUSINESS UNITS				
	Brisa Concessão Rodoviária, S.A.	Via Verde Portugal, S.A.	Brisa O&M, S.A.	Concessão Litoral Centro
	Brisa Áreas de Serviço, S. A.	Via Verde Serviços, S.A.	BGI – Brisa Gestão de Infraestruturas, S.A.	Concessão Atlântico
	Via Verde Connected Cars, S.A.		Controlauto – Controlo Técnico Automóvel, S.A.	Subconcessão do Baixo Tejo
	Via Verde Carsharing, S.A.			Subconcessão do Litoral Oeste
				Concessão Douro Litoral
				ATOBE - Mobility Technology, S.A.

* Includes the Sustainability Area

19. Qualifications and other curricula information about the members of the Board of Directors, as well as the corporate offices they currently hold, can be found in Annexes to this Report.

20. Except for member António José Nunes Lopes de Sousa, who is senior member of the Company, all remaining members of the Board of Directors are related to reference shareholders of the Company.

21. The Organisational Chart by business segments can be found on the previous page.

b) Functioning

22. In 2019, the Executive Board held 54 meetings and the Executive Committee held 13 meetings; average attendance of members stood above 90%.

23. The evaluation of the performance of the members of the Executive Committee shall be carried out by the Board of Directors, the Remuneration Committee and the General Meeting.

24. Regarding the evaluation of the performance of the Executive Committee, the Annual General Meeting in 2019 approved the statement of the Remuneration Committee which stipulates that the variable remuneration, to be allocated exclusively to the executive members of the Board of Directors, should aim to reward their performance :

"The Remuneration Committee of BRISA Auto-Estradas de Portugal, S.A. (The "Company" or "Brisa") submits to the approval of the General Meeting the following statement about the remuneration policy of the respective members of the management and supervisory bodies.

- The members of the Board of Directors must perform their duties diligently and judiciously, in the best interest of the Company's shareholders, employees and remaining stakeholders.
- It is in the best interest of the Company and its shareholders to create adequate conditions and incentives to encourage a sound performance of duties by members of the Board of Directors, in accordance with criteria referred to above.
- In this light, remuneration is a key management tool for framing and motivating the performance of senior managers.
- The definition and application of the underlying criteria for setting the remuneration of Directors, entrusted to the Remuneration Committee, must therefore be consistent and uniform, taking into account, in one hand, the level of remuneration currently practised in European peer companies, and, on the other hand, the degree of compliance with the strategic goals set forth for the Company, the creation of value for shareholders and the economic situation.
- In view of the above, remuneration should consist of a fixed amount that will adequately remunerate, within the framework of respective competences and responsibilities, the effort developed by executive and non-executive members of the Board of Directors each year, and a variable amount payable to executive members that will reward, amongst other things, increasing efficiency and productivity and the creation of long term value for the Company and shareholders, and at the same time, align their interests with the Company's long term sustainability interests. This alignment will be ensured namely by calculating the variable amount based on the Company's financial and operational performance each year, the intrinsic quality of (recurrent and extraordinary) results presented, taking into consideration the situation of equity markets, Brisa's positioning in the markets where it operates, its business outlook in the medium and long term.
- In addition to the above, the payment of the variable remuneration will also be subject to the assessment of the performance goals fulfilment defined each year, based on the following indicators: EBITDA, EBIT, NET PROFIT, ROE and ROA, taking into account the company's evolution and the remuneration level practised by major national and international peer companies.
- Other exceptional factors may be taken into account in the assessment of the performance of the Executive Committee or any of its members.
- Part of the variable remuneration will be paid following the closure of each financial year and determination of respective results; the other significant part will be deferred for a period of three years, and its payment will depend on the maintenance of Brisa's positive performance throughout such period, with a view to allow the maximisation of long term performance and the pursuing of strategic and structural goals and discouraging excessive risk-taking.

In what concerns the Supervisory Board, pursuant to provisions in art. 422-A and paragraph 1 of art. 399 of the Code of Commercial Companies (CSC), the remuneration of members of the Supervisory Board must consist of a fixed amount, determined taking into account the complexity and responsibility of the functions performed, the normal practices and remuneration conditions for the performance of similar functions and the economic situation of the Company".

c) Committees within the Board of Directors or Supervisory Board and Managing Directors

25. The Board of Directors set up an Executive Committee composed of five members of the Board of Directors; respective regulation is available on the Company's website.

26. The Executive Committee is composed of Vasco Maria Guimarães José de Mello, as Chairman, João Pedro Stilwell Rocha e Melo, as Vice-Chairman, João Pedro Ribeiro de Azevedo Coutinho, António José Lopes Nunes de Sousa and Daniel Alexandre Miguel Amaral as members.

III. SUPERVISION

a) Members

27. The Company's supervisory body, according to the Corporate Governance model adopted is the Supervisory Board.

28. The members of the Supervisory Board are:

- **Chairman:**
  Francisco Xavier Alves
- **Members:**
  Tirso Olazábal Cavero and Dr. Joaquim Patrício da Silva
- **Alternate Member:**
  Diogo da Gama Lobo Salema da Costa
- **External Statutory Auditor:**
  Alves da Cunha, A. Dias & Associados, SROC nº 74, represented by José Duarte Assunção Dias ROC nº 513
- **Alternate External Statutory Auditor:**
  José Luís Areal Alves da Cunha, ROC nº 585, with office in Rua Américo Durão, 6-8º Esqº, 1900 – 064 LISBOA

The mandate of the Supervisory Board is 3 years and the current mandate is for the 2017-2019 period. The Supervisory Board is composed by a chairman, two members, and also an external statutory auditor. The members of the Supervisory Board began their mandate in 2008/2010.

29. All members of the Supervisory Board are independent, as they do not hold nor act on behalf of holders of shares of the Company.

30. Francisco Xavier Alves is Bachelor of Finance from ISCEF and a Statutory Auditor. His professional experience includes the coordination of financial audits, corporate restructuring and consultancy in the management and organizational fields.
Tirso Olazábal Cavero has a degree in Business Administration. From 1988 to 2002, he was Chief Executive Officer of Constância Editores S.A.. As from 2002 he became Partner and Director of Olazábal & Artola, a consultancy company, and Chief Executive Officer and Partner of Agoa Gestão de Resíduos S.A. and of Ociomedia company. From 2006 to 2016 he was member of the Board of Directors of Grupo Media Capital. Since 2016 is a Managing Partner in Portugal of Unomasdos. Joaquim Patrício da Silva has a degree in Finance from ISCEF and works as Statutory Auditor since 1979.

(b) Powers and duties

31. The hiring of additional services to the External Auditor is subject to the prior approval of the Supervisory Board. To this end, Brisa's financial department issues an information note addressed to the Chairman of the Supervisory Board identifying the service concerned, the terms of the hiring and the reasons for such hiring.

IV. STATUTORY AUDITOR

32. The External Statutory Auditor is Alves da Cunha, A. Dias & Associados, SROC no. 74, represented by Dr. José Duarte Assunção Dias ROC no. 513, performing its current functions since 2008. It does not provide any other services to the Company.

V. EXTERNAL AUDITOR

33. The Company's External Auditor is Pricewaterhousecoopers & Associados, SROC, S.A., registered with CMVM under no. 20161485, represented by Dr. Rui Jorge dos Anjos Duarte, ROC no. 1532.

34. The External Auditor and respective partner started functions during 2016.

35. The assessment of the External Auditor is performed by the Supervisory Board on an annual basis.

36. Every year the Supervisory Board receives the auditor's independent statement, which describes the services provided by the latter and other entities belonging to the same network in Portugal and respective remuneration paid.

Any identified threat to the auditor 's independence as well as respective safeguarding measures are assessed and discussed with the auditor. Moreover, PwC services are carried out on an exclusive basis, and are developed by multi-disciplinary teams including independent consultants and experts of PwC or any other entity in its network. The auditor's familiarity threat was clearly identified in the Sarbanes-Oxly Act as worthy of close attention, since the exercise over several years of external audit functions for the same company may lead to excessive familiarity between auditor and auditee likely to influence auditor's free and independent analysis.

This risk may be mitigated by limiting the number of years during which an auditor may audit a company, in line with what happens with the Supervisory Board, which after being re-elected more than twice is no longer considered independent, and may inclusively have to cease functions in such company, for incompatibility reasons.

37. External Auditor remuneration

NATURE	Amount(€)	%
Audit	222 200	66.5%
Other reliability enhancing services	69 000	20.7%
Other than review audit services	42 790	12.8%
Total	333 990	

C. INTERNAL ORGANISATION

I. ARTICLES OF ASSOCIATION

38. Changes in the articles of association of the Company can only be introduced by the general meeting, as provided in the Code of Commercial Companies (CSC).

II. REPORTING OF IRREGULARITIES

39. On February 3, 2009, Brisa's Executive Committee, upon the proposal of the Sustainability and Corporate Governance Committee, approved the creation of an internal irregularities reporting system as described on page 93.

III. INTERNAL CONTROL AND RISK MANAGEMENT

40. Brisa has an integrated risk management and control system in force, according to the internationally recognised COSO method (Committee of Sponsorship Organizations of the Treadway Commission), whose principles, organic structure and functioning can be checked on pages 29 to 32 of this Report.

01
02
03
04
05

IV.
WEBSITE

41. Brisa's website address is www.brisa.pt.

42. Brisa is not a public company. However, corporate information as provided in article 171 of the CSC is available on its website.

43. The Company's articles of association are available on the website.

44. The name and identification of the members of governing bodies are available on the website.

45. The company's reports and accounts are available on the website.

46. Minutes of general meetings are published on the company's website. Under the terms of its articles of association, the Company is not required to publish additional preparatory information for General Meetings. However, documentation may be consulted by all shareholders at the company's head office, for 15 days prior to the date of the General Meetings.

D. REMUNERATION

I.
COMPETENCE FOR DEFINITION

47. Competence for definition of the members of governing bodies, as provided in the CSC, is the exclusive responsibility of the general shareholders meeting, which entrusted such powers upon a Remuneration Committee composed exclusively of independent members. Remuneration of the Senior Staff and remaining employees is a competence of the Board of Directors.

II.
REMUNERATION COMMITTEE

48. The Remuneration Committee is composed by Luís Miguel Cortes Martins (Chairman) and members Pedro Norton de Matos and Jaime Amaral Anahory. All members of the Remuneration Committee are independent from both the Board of Directors or any consultant; no natural or legal person was engaged to assist the Remuneration Committee in the performance of its duties which provides or has provided services over the past three years to any structure subject to the Board of Directors, to the Board of Directors of the Company itself or having any relation with a current consultant.

49. Pedro Norton the Matos, member of the Remuneration Committee has knowledge and experience in remuneration policy issues.

III.
REMUNERATION STRUCTURE

50. BRISA is not a public interest company, under the terms and for the purposes of Law 26/2009, of 19 June. However, at the general meeting held on May 6, 2019 was approved the statement submitted by the Remuneration Committee, as provided on page 88.

50. Information about the remuneration structure is provided in the statement referred to in the preceding paragraph.

51. The remuneration of executive directors includes a significant variable component, which is paid only if pre-established performance criteria are met.

52. Members of the Board of Directors are entitled to supplementary pension, under the terms of a General Meeting resolution dated March 28, 1989.

IV.
DISCLOSURE OF REMUNERATION

53. The remuneration of the Board of Directors for the fiscal year 2019 was as follows:

REMUNERATION OF EXECUTIVE MEMBERS OF THE BOARD OF DIRECTORS (€)

Fixed Remuneration	Variable Remuneration	Defined Benefits	Total
1 813 000	1 977 500	284 786	4 075 286

REMUNERATION OF NON-EXECUTIVE MEMBERS OF THE BOARD OF DIRECTORS (€)

Fixed Remuneration
392 000

54. The members of the Board of Directors do not receive any compensation for exercising functions in any associate or subsidiary of BRISA, and there is no remuneration in the form of profit sharing, nor any compensation has been paid.

55. The Chairman of the General Meeting earns € 5 000 for his chairmanship in each General Meeting. In 2019, two General Meetings were held.

E. TRANSACTIONS WITH STAKEHOLDERS

I.
CONTROL MECHANISMS AND PROCEDURES

56. Transactions with stakeholders above a relevant amount, specifically € 1 000 000, are subject to prior favourable opinion of the Supervisory Board.

57. In 2019, no transactions with stakeholders have occurred.

58. Whenever a transaction with stakeholders occurs involving an amount above that provided in paragraph 56 hereinabove, the Corporate Secretary prepares a memorandum addressed to the Supervisory Board, identifying the stakeholders, the amounts involved and remaining terms of the transaction concerned to allow the Supervisory Board to issue its opinion thereon.

II.
ELEMENTS CONCERNING TRANSACTIONS

59. Accounting Report documentation, including this Integrated Report are available on the Company website. Information on businesses with stakeholders is available in the annexes of the individual accounts in page 161 and in the annexes of the consolidated accounts in page 207 of this Report.

5.2 PART II – CORPORATE GOVERNANCE ASSESSMENT

I.1. Investors Relation and Information

I.1.1. Complies. BRISA has mechanisms and procedures to ensure, in a strict, complete and timely manner the processing and disclosure of information to its corporate bodies and shareholders.

I.2. Diversity in the Composition and Functioning of the Corporate Bodies

I.2.1. Does not comply. The Corporate Governance model adopted by Brisa consists of a Board of Directors and a Supervisory Board. Under the terms provided in the Code of Commercial Companies (CSC), the choice and election of the members of the corporate bodies are the strict responsibility of the General Meeting, and the Company has no means to restrict this procedure.

I.2.2. Complies. The Management and Supervisory Bodies have their own regulations, they meet on a regular basis and their meetings are properly recorded in minutes.

I.2.3. Does not comply. Not being a public company BRISA does not make available on its website the internal regulations of its Corporate Bodies.

I.2.4. Complies. The composition of the Corporate Bodies is on the website and the number of meetings held during the year is included in the Integrated Report, which is also available on the website.

I.2.5. Complies. The Company has a policy and mechanism for the prevention and detection of irregularities, which was set up in 2009, upon the proposal of the Executive Committee, through which all employees can freely and conscientiously expose any situation configuring any wrongful intentional, reckless or negligent acts or omissions occurred within the scope of Brisa Group business activity, in the areas of accounting, internal control, audit, fight against corruption and banking and financial crime, violation of ethical and legal nature occurring within the company. This system embodies Brisa's strong commitment to conducting its business in compliance with the law and the principles laid down in its Code of Ethics, contributing moreover to the early detection of any irregular situation.

Under the terms of the regulations approved (available at www.brisa.pt) a list of dedicated addresses was created on the Intranet and the company's site, allowing the disclosure of any irregularity, with absolute confidentiality, via e-mail, fax or mail.

The processing of this information and conduct of respective proceedings are the responsibility of an Ethics Ombudsman, presently Mr. José Joaquim Cortiço da Costa Braga, to whom all resources required to fulfil his duties are provided, namely access to any service, information and documentation he may deem relevant.

No employee can be persecuted, intimidated, discriminated or harmed for having disclosed any irregularity, except in cases of lack of grounds or deceit in the information provided.

Proceedings and recommendations relating to situations which the Ombudsman may deem serious or urgent will be promptly disclosed to the Board of Directors.

According to the assessment made following the results of the inquiries deriving from each case, taking into consideration the Ombudsman recommendations, the Board of Directors will decide on any change in methods or procedures it will deem more suitable, notify the relevant authorities or take any other measures deemed adequate in each case.

BRISA has ongoing a wide training programme viewing to raise the awareness of employees to improve balance between work and family life and also to prevent and combat sexual harassment at the workplace, in line with recent amendments to the Labour Code, within the legal framework of Community legislation.

I.1. Relations between Corporate Bodies

I.3.1. Complies. Members of the Management and Supervisory Bodies, under the terms of respective regulations, have access to services as well as all information and documentation, so that they may perform their functions, without any limitation, within the limits of the applicable national law.

I.3.2. Complies. Corporate bodies meet on a regular basis, as provided in respective regulations and in accordance with respective notices. Minutes of every meeting are duly drawn up.

I.4. Conflicts of Interests

I.4.1. Complies. Members of Corporate Bodies, under the terms of respective regulations and applicable law, must report any situation giving rise to conflicts of interest.

I.4.2. Complies. In situations of conflict of interest, the parties involved will not participate in the decision-making of the respective bodies.

I.5. Transactions with Stakeholders

I.5.1. Complies. Transactions with stakeholders above a relevant amount, specifically € 1 000 000, are subject to prior favourable opinion of the Supervisory Board. In 2019 no transactions with stakeholders have occurred.

I.5.2. Complies. Whenever a transaction with stakeholders occurs involving an amount above that provided in paragraph 89 hereinabove, the Corporate Secretary will prepare a memorandum addressed to the Supervisory Board, identifying the stakeholders, the amounts involved and remaining terms of the transaction concerned to allow the Supervisory Board to issue its opinion thereon.

II.
SHAREHOLDERS AND GENERAL MEETING

II.1. Complies. There are no special classes of shares nor any statutory rules restricting the exercising of voting rights by any shareholder, regardless of the number of shares the shareholder may hold. There are no limits to the exercise of voting rights.

II.2. Complies. According to the articles of association, there are no resolutions requiring to be approved by majorities above those legally set forth.

II.3. Complies. The exercise of voting rights by correspondence or electronic means is duly safeguarded.

II.4. Does not comply. The Company still does not hold adequate technical means to allow the participation in the General Meeting through telematic means in a reliable and secure way.

II.5. Complies. There are no defensive measures in force, namely any limits to the number of votes exercisable by any shareholder.

II.6. Complies. The Company did not enter into any agreement and there are no agreements which would terminate or become effective in the event of change in the Company's control.

III.
NON-EXECUTIVE MANAGEMENT AND SUPERVISION

III.1. Does not comply. Since BRISA is not a public company, and control is held by two shareholders only, directors are not considered independent as they are related to controlling shareholders.

III.2. Complies. Under the terms set out in the articles of association, the Board of Directors is composed of a minimum of ten and maximum of fourteen members, elected for a 3-year mandate. The current mandate is for the 2017-2019 period. The Board is made up of 10 members, including five executive directors and five non-executive directors.

III.3. Does not comply. The number of non-executive directors is not higher than the number of executive directors.

III.4. Does not comply. For the reasons detailed in III.1, the Company does not have independent directors within the meaning of this recommendation.

III.5 Does not comply. For the reasons detailed in III.1, the Company does not have independent directors within the meaning of this recommendation.

III.6. Complies. Matters such as the definition of corporate strategy or structure or decision-making concerning issues deemed strategic for the company on account of respective amount or risk, and respective assessment of their compliance with are the responsibility of the Board of Directors.

III.7. Not applicable within the framework of the corporate structure of Board of Directors and Supervisory Board.

III.8. Complies. The Supervisory Board, under the terms legally set forth, follows and assesses the Company's risk policy and strategic lines on a regular basis.

III.9. Complies. The Company has a Remuneration Committee, elected at the General Meeting.

III.10. Complies. BRISA has an integrated risk management and control system in force, based on the internationally recognised COSO method (Committee of Sponsorship Organizations of the Treadway Commission).

III.11. Complies. As mentioned above, the Supervisory Board and the External Auditor follow and assess the policy and integrated risk management system on a regular basis, proposing the changes they deem fit.

III.12. Complies. Within the scope of its duties, the Supervisory Board gives its view on the working plans, and the resources allocated to the internal control systems.

IV.
EXECUTIVE MANAGEMENT

IV.1. Complies. The Board of Directors' Regulations set forth the scope of action of directors and the exercise of functions in third companies.

IV.2. Complies. As mentioned above in III.6, matters such as the definition of corporate strategy or structure or decision-making concerning issues deemed strategic for the company on account of respective amount or risk, and respective assessment of their compliance with are the responsibility of the Board of Directors.

IV.3. Complies. It falls to the Board of Directors to define the integrated risk management system and to see to its implementation.

IV.4. Complies. The Supervisory Body meets on a regular basis with the managers responsible for internal audit, with a view to follow up and assess the implementation of the integrated risk management system.

V.1. Annual Performance Assessment

V.1.1. Complies. The Board of Directors assesses on an annual basis its performance in terms of compliance with the budget, the strategic plan and risk management, based on pre-set indicators and goals.

V.1.2. Complies. Within the scope of its functions, the Supervisory Board assesses the performance of the Board of Directors on an annual basis.

V.2. Remuneration

V.2.1. Complies. Remuneration of the management body is set forth by an independent committee elected at the General Meeting.

V.2.2. Complies. Every year, the Remuneration Committee submits to the approval of the General Meeting a statement on the remuneration policy of the Management and Supervisory Bodies.

V.2.3. Does not comply. The annual statement of the Remuneration Committee does not contain additional elements to art. 2 of Law 28/2009 of 19 June.

V.2.4. Complies. Members of the Board of Directors are entitled to a supplementary pension, under the terms of a General Meeting resolution dated March 28, 1989, which has been subject to confirmation by the Remuneration Committee.

V.2.5. Complies. As a rule, the Chairman of the Remuneration Committee is present at the Annual General Meetings.

V.2.6. Complies. The Remuneration Committee does not have any constraint or limitation to hire external services for the execution of its functions.

V.3 Remuneration of Directors

V.3.1. Complies. According to the criteria set forth by the Remuneration Committee page 88, the variable remuneration is based on the measurement of the Company's sustained performance, not encouraging therefore any excessive risk-taking.

V.3.2. Complies. As shown in table on page 92, part of the variable remuneration is deferred over a period of three years.

V.3.3. Not applicable.

V.3.4. Not applicable; variable remuneration does not comprise stock options or other financial instrument.

V.3.5. Complies. Non-executive directors are not entitled to variable remuneration.

V.3.6. Complies. The termination of functions before the end of the respective mandate does not determine the payment of any amount, except as provided by law.

V.4. Appointments

V.4.1. Complies. According to provisions in sub-paragraph a) no. 1 of art. 289 of the CSC (Code of Commercial Companies), curricular information including professional experience and education for the last five years of the candidates to the corporate bodies must be made available to shareholders.

V.4.2. Does not comply. BRISA believes that the proper way of managing its staff, in particular its Senior Staff, is through the Board of Directors, with the technical support of its human resources services, in the light of principles of transparency, equality and competence.

V.4.3. Not applicable.

V.4.4. Not applicable.

VI.
RISK MANAGEMENT

VI.1. Complies. BRISA implemented an integrated risk management plan, detailed in pages 29 to 32.

VI.2. Complies. Idem.

VI.3. Complies. Idem.

VII.
FINANCIAL INFORMATION

VII.1. Financial Information

VII.1.1. Not applicable. Since it is not a public company, BRISA has no financial reporting requirements in between financial years.

VII.2. Legal Audit and Accounts Review

VII.2.1. Complies. The internal regulation of the Supervisory Board safeguards these points.

VII.2.2. Complies. The Supervisory Board is the primary interlocutor of the Statutory Auditor.

VII.2.3. Complies. In its annual report, the Supervisory Board assesses the work performed by the Statutory Auditor.

VII.2.4. Complies. The Statutory Auditor, within the scope of its legal requirements, verifies the application of the remuneration policies and systems relating to corporate bodies in force.

VII.2.5. Complies. The Statutory Auditor and the Supervisory Board work in close cooperation with one another.

PROPOSAL FOR THE APPROPRIATION OF RESULTS

Considering the amount of net profit for the financial year 2019, which amounted to 151 955 301.69€ the Board of Directors proposes the following distribution:

- dividends for shareholders of 0.217€ per share;
- remaining to free reserves.

São Domingos de Rana, 15 April 2020.

THE BOARD OF DIRECTORS

Vasco Maria Guimarães José de Mello

Rui Alexandre Pires Diniz

João Pedro Stilwell Rocha e Melo

Michael Gregory Allen

João Pedro Ribeiro de Azevedo Coutinho

Luís Eduardo Brito Freixial de Goes

António José Lopes Nunes de Sousa

Graham Peter Wilson Marr

Daniel Alexandre Miguel Amaral

Stuart David Gray

Brisa

Annexes

01. GRI INDEX AND GRI INDICATORS

GRI IDEX

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG[(1E2)]	EXTERNAL WARRANTY
FINANCIAL					
102-1	Name of the organisation	Nature of integrated report - p. 3	-	-	Limited
102-2	Primary brands, products and services	1.2 Brisa profile - p. 11	-	-	Limited
102-3	Location of Head-Office	Back cover	-	-	Limited
102-4	Location of operations	1.2 Brisa profile - p. 11	-	-	Limited
102-5	Nature of ownership and legal form	Nature of integrated report - p. 3	-	-	Limited
102-6	Markets served	1.2 Brisa profile - p. 11	-	-	Limited
102-7	Scale of the organisation	1.3 Key Indicators - p. 12 Business segments - p. 22	-	-	Limited
102-8	Total number of employees by employment contract and gender	GRI Indicators - p. 108	Principle 6	SDG 8 (2)	Reasonable
102-9	Organisation's supply chain	1.2 Brisa profile - p. 11 Business segments - p. 22	-	-	Limited
102-10	Significant changes for the company or its supply chain	1.1 Foreword from the Chairman - p. 9-10	-	-	Limited
102-11	Adoption of the precautionary principle	2.4 Risk management - p. 29-32	-	-	Limited
102-12	External initiatives	2.3 Materiality analysis p. 26-28	-	-	Limited
102-13	List memberships of associations	2.3 Materiality analysis p. 26-28	-	-	Limited
STRATEGY					
102-14	Chairman of the Board of Directors' Statement	1.1 Foreword from the Chairman - p. 9-10	-	-	Limited
102-15	Key impacts, risks and opportunities	2.1 Macroeconomic Environment - p. 18-19 2.2 Business Model - p. 20-25 2.4 Risk management - p. 29-32 3. Analysis per business segment p. 35-61	-	-	Limited
ETHICS AND INTEGRITY					
102-16	Organisation's values, principles, standards and code of conduct	1.4 Values and mission- p. 13 5. Governance - p. 90	Principle 10	SDG 16 (2)	Limited
102-17	Mechanisms for reporting concerns or seeking advice on ethical behaviour	5. Governance - p. 90	Principle 10	SDG 16 (2)	Limited
GOVERNANCE					
102-19	Delegation of authority	5.1 PART I - Information on shareholder structure, Organization and Corporate Governance - p. 84-88	-	-	Limited
102-20	Degree of responsibility of the highest governance body in environmental, economic and social topics	5.1 PART I - Information on shareholder structure, Organization and Corporate Governance - p. 84-88	-	-	Limited

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG[(1E2)]	EXTERNAL WARRANTY
GOVERNANCE					
102-23	Chairman of the Board of Directors	5.1 PART I - Information on shareholder structure, Organization and Corporate Governance - p. 84	-	SDG 16 (2)	Limited
102-24	Selection and nomination of the Chairman of the Board of Directors	5.1 PART I - Information on shareholder structure, Organization and Corporate Governance - p. 84-85 Proposal for the application of results Articles of association of Brisa - available here	-	SDG 5 and 16 (2)	Limited
102-25	5. Governance - p. 116-136	Nature of integrated report - p. 3	-	SDG 16 (2)	Limited
102-26	Role of the Chairman of the Board of Directors establishing objectives, values and strategies	5. Governance - p. 84-89	-	-	Limited
102-27	Collective knowledge of the Chairman of the Board of Directors	5. Governance - p. 84-91	-	SDG 4 (2)	Limited
102-28	Assessment of the Chairman of the Board of Directors	5. Governance - p. 84-89	-	SDG 4 (2)	Limited
102-29	Identify and manage environmental, economic and social impact	5. Governance - p. 81-88 Management Approach - p. 122	-	SDG 16 (2)	Limited
102-30	Effectiveness of risk management processes	5. Governance - p. 84-89; p. 94-96 Risk Management - p. 29-32	-	-	Limited
102-31	Revision of environmental, economic and social topics	5. Governance - p. 84-87 2.3 Materiality analysis - p. 26-28	-	-	Limited
102-32	Role of the Chairman of the Board of Directors In the sustainability report	5. Governance - p. 87	-	-	Limited
102-33	Reporting of main issues	5. Governance - p. 93-94	-	-	Limited
102-34	Nature and number of main issues	5. Governance - p. 93-96	-	-	Limited
102-35	Remuneration policies	5.1 PART I - Information on shareholder structure, Organization and Corporate Governance - p. 88	-	-	Limited
102-36	Process for determining remuneration	5.1 PART I - Information on shareholder structure, Organization and Corporate Governance - p. 91-92; p. 95-98	-	-	Limited
102-37	Stakeholders' involvement in remuneration	5.1 PART I - Information on shareholder structure, Organization and Corporate Governance - p. 88	-	SDG 16 (2)	Limited
102-38	Annual compensation ratio	5.1 PART I - Information on shareholder structure, Organization and Corporate Governance - p. 91-92; p. 95-96	-	-	Limited
102-39	Percentage increase in total remuneration ratio	5.1 PART I - Information on shareholder structure, Organization and Corporate Governance - p. 91-92; p. 95-98	-	-	Limited
INVOLVEMENT WITH STAKEHOLDERS					
102-40	List of stakeholder groups	2.3 Materiality analysis - p. 26 Dialogue with Stakeholders - p. 28 Materiality: Mapping of Stakeholders - p. 123-124	-	-	Limited
102-41	Collective bargaining agreements	GRI Indicators - p. 108	Principle 3	SDG 8 (2)	Reasonable
102-42	Identification and selection of stakeholders	2.3 Materiality analysis - p. 26 Dialogue with Stakeholders - p. 28 Materiality: Mapping of Stakeholders - p. 123-124	-	-	Limited
102-43	Approach to stakeholders' involvement	2.3 Materiality analysis - p. 26 Dialogue with Stakeholders - p. 28 Materiality: Mapping of Stakeholders - p. 123-124 GRI Index - p. 120	-	-	Limited

INVOLVEMENT WITH STAKEHOLDERS

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(1E2)	EXTERNAL WARRANTY
102-44	Key topics and concerns raised	2.3 Materiality analysis - p. 26 Dialogue with Stakeholders - p. 28 Materiality: Mapping of Stakeholders - p. 123-124 GRI Index - p. 120	-	-	Limited

PROFILE OF THE REPORT

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(1E2)	EXTERNAL WARRANTY
102-45	Entities included in the consolidated financial statements	1.2 Brisa profile - p. 11 Business segments - p.22	-	-	Limited
102-46	Definition of the report content and the aspect boundaries	Nature of integrated report - p. 3 2.3 Materiality analysis - p. 26	-	-	Limited
102-47	List of material issues	2.3 Materiality analysis - p. 26	-	-	Limited
102-48	Reformulation of information	Nature of integrated report - p. 3	-	-	Limited
102-49	Changes in the Report	Nature of integrated report - p. 3	-	-	Limited
102-50	Period of the Report	Nature of integrated report - p. 3	-	-	Limited
102-51	Date of latest report	Nature of integrated report - p. 3	-	-	Limited
102-52	Reporting cycle	Nature of integrated report - p. 3	-	-	Limited
102-53	Contact point for questions regarding the report or its contents	Nature of integrated report - p. 3	-	-	Limited
102-54	Preparation of reports according to GRI Standards	GRI Index - p. 97-99 (This table) GRI Indicators - p. 100-117	-	-	Limited
102-56	External Audit	Nature of integrated report - p. 3	-	-	Limited

MANAGEMENT APPROACH

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(1E2)	EXTERNAL WARRANTY
103-1	Materiality Analysis	2.3 Materiality analysis - p. 26 Materiality: Mapping of Stakeholders - p. 123-124	-	-	Limited
103-2	Management Approach	2.3 Materiality analysis - p. 26 Management Approach - p. 122	-	-	Limited
103-3	Evaluation of the management approach	2.3 Materiality analysis - p. 26 Management Approach - p. 122	-	-	Limited

ECONOMIC INDICATORS

ECONOMIC PERFORMANCE

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(1E2)	EXTERNAL WARRANTY
	Forms of management - DMA	**1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26**			
201-1	Direct economic value generated and distributed	GRI Indicators - p. 103	-	SDG 2, 5 and 8 (2) SDG 7 and 9 (1)	Reasonable
201-2	Financial implications, risks and opportunities due to climate change	GRI Indicators - p. 103	Principle 7	SDG 13 (1)	Limited

GOVERNANCE

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(1E2)	EXTERNAL WARRANTY
201-3	Mandatory defined benefit plans and retirement plans	GRI Indicators - p. 103	-	-	Limited
201-4	Financial assistance received from Government	GRI Indicators - p. 103	-	-	Limited

MARKET PRESENCE

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(1E2)	EXTERNAL WARRANTY
	Forms of management - DMA	**1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26**			
202-1	Ratio of the entry level wage by gender and relative to the minimum wage for the local community	GRI Indicators - p. 103 Scope: Companies of the Brisa Group (consolidated accounts)	Principle 6	SDG 1, 5 and 8 (2)	Reasonable
202-2	Proportion of "Senior Managers" hired from the local community	GRI Indicators - p. 103 Scope: Companies of the Brisa Group (consolidated accounts)	Principle 6	SDG 8 (2)	Limited

PROCUREMENT

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(1E2)	EXTERNAL WARRANTY
	Forms of management - DMA	**1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26**			
204-1	Proportion of spending on local suppliers	GRI Indicators - p. 104 Scope: Companies of the Brisa Group (consolidated accounts)	-	SDG 12 (1)	Reasonable

ANTI-CORRUPTION

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(1E2)	EXTERNAL WARRANTY
	Forms of management - DMA	**1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26**			
205-1	Operations assessed for risks related to corruption	GRI Indicators - p. 117-118	Principle 10	SDG 16 (2)	Limited
205-2	Communication and training on anti-corruption policies and procedures	GRI Indicators - p. 118	Principle 10	SDG 16 (2)	Reasonable
205-3	Confirmed incidents of corruption and actions taken	GRI Indicators - p. 118	Principle 10	SDG 16 (2)	Limited

ANTI-COMPETITIVE BEHAVIOUR

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(1E2)	EXTERNAL WARRANTY
	Forms of management - DMA	**1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26**			
206-1	Anti-competitive behaviours	GRI Indicators - p. 118	Principle 10	SDG 16 (2)	Reasonable

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ENVIRONMENTAL INDICATORS

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG[1E2]	EXTERNAL WARRANTY
ENERGY					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
302-1	Energy consumption within the organisation	4.5 Environment (Eco-Efficiency Indicators) - p. 80 GRI Indicators - p. 104	Principles 7 and 8	SDG 7, 12 and 13 (1) SDG 8 (2)	Reasonable
302-2	Energy consumption outside the organisation	GRI Indicators - p. 104	8	SDG 7, 12 and 13 (1) SDG 8 (2)	Limited
302-3	Energy intensity	4.5 Environment (Eco-Efficiency Indicators) - p. 80-81 GRI Indicators - p. 104	8	SDG 7, 12 and 13 (1) SDG 8 (2)	Reasonable
302-4	Reduction of energy consumption	4.5 Environment (Eco-Efficiency Indicators) - p. 80-81 GRI Indicators - p. 104	8 and 9	SDG 7, 12 and 13 (1) SDG 8 (2)	Reasonable
302-5	Reduction in energy requirements of products and services	4.5 Environment (Eco-Efficiency Indicators) - p. 78-81 GRI Indicators - p. 104	8 and 9	SDG 7, 12 and 13 (1) SDG 8 (2)	Reasonable
WATER					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
303-1	Total water withdrawal by source	4.5 Environment (Eco-Efficiency Indicators) - p. 81 GRI Indicators - p. 104	Principles 7 and 8	SDG 6 (2)	Reasonable
303-3	Percentage and total volume of water recycled and reused	GRI Indicators - p. 104-105	Principle 8	SDG 6 and 8 (2) SDG 12 (1)	Limited
BIODIVERSITY					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
304-1	Operation sites (leased or owned by the company) that operate inside or adjacent to protected areas, or in areas with an high value of biodiversity outside protected areas.	GRI Indicators - p. 105	Principle 8	SDG 6 and 14 (2) SDG 15 (1)	Reasonable
304-2	Significant impacts of products and services on biodiversity	GRI Indicators - p. 105-106	Principle 8	SDG 6 and 8 (2) SDG 12 (1)	Reasonable
304-3	Habitats protected or restored	GRI Indicators - p. 106	Principle 8	SDG 6 and 8 (2) SDG 12 (1)	Reasonable
304-4	Species listed in the IUCN Red List, or on the national conservation list living in operation locations.	GRI Indicators - p. 107	Principle 8	SDG 6 and 8 (2) SDG 12 (1)	Reasonable

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG[1E2]	EXTERNAL WARRANTY
EMISSIONS					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
305-1	Direct GHG emissions (Scope 1)	4.5 Environment (Eco-Efficiency Indicators) - p. 80-81 GRI Indicators - p. 107	Principles 7 and 8	SDG 3, 12, 13 and 15 (1) SDG 14 (2)	Reasonable
305-2	Direct GHG emissions (Scope 2)	4.5 Environment (Eco-Efficiency Indicators) - p. 80-81 GRI Indicators - p. 107	Principles 7 and 8	SDG 3, 12, 13 and 15 (1) SDG 14 (2)	Reasonable
305-3	Other GHG emissions (Scope 3) GHG	GRI Indicators - p. 107	Principles 7 and 8	SDG 3, 12, 13 and 15 (1) SDG 14 (2)	Limited
305-4	Emissions intensity GHG emission	4.5 Environment (Eco-Efficiency Indicators) - p. 80-81 GRI Indicators - p. 107	Principle 8	SDG 14 (2) SDG 15 (1)	Reasonable
305-5	Reductions	4.5 Environment (Eco-Efficiency Indicators) - p. 78-81 GRI Indicators - p. 107	Principles 8 and 9	SDG 13 and 15 (1) SDG 14 (2)	Limited
305-6	Emissions of ozone layer depleting substances	GRI Indicators - p. 107	Principles 7 and 8	SDG 3 and 12 (1)	Limited
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant emissions	GRI Indicators - p. 107	Principles 7 and 8	SDG 13 and 15 (1) SDG 14 (2)	Limited
EFFLUENTS AND WASTE					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
306-1	Total water discharge by quantity and destination	GRI Indicators - p. 108	Principle 8	SDG 3 and 12 (1) SDG 6 and 14 (2)	Limited
306-2	Waste by type and destination	4.5 Environment (Waste) - p. 81 GRI Indicators - p. 108	Principle 8	SDG 3 and 12 (1) SDG 6 (2)	Reasonable
COMPLIANCE					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
307-1	Non-compliance with environmental laws and regulations	GRI Indicators - p. 108	Principle 8	SDG 16 (2)	Reasonable
SUPPLIER ENVIRONMENTAL ASSESSMENT					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
308-1	New suppliers that were screened using environmental criteria	GRI Indicators - p. 108	Principle 8	-	Limited
308-2	Negative environmental impacts in the supply chain and actions taken	GRI Indicators - p. 108	Principle 8	-	Limited

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LABOUR INDICATORS

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(IE2)	EXTERNAL WARRANTY
EMPLOYMENT					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
401-1	Newly hired employees and employee turnover	GRI Indicators - p. 109	Principle 6	SDG 5 and 8 (2)	Reasonable
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	GRI Indicators - p. 109	-	SDG 8 (2)	Limited
401-3	Parental leave	GRI Indicators - p. 109-110	Principle 6	SDG 5 and 8 (2)	Limited
OCCUPATIONAL HEALTH AND SAFETY					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
403-1	Workforce represented in formal safety and health at work committees	GRI Indicators - p. 110	-	SDG 8 (2)	Limited
403-2	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism and total number of work-related fatalities	GRI Indicators - p. 110-111	-	SDG 3 (1) SDG 8 (2)	Reasonable
403-3	Workers with high incidence or high risk of diseases related to their occupation	GRI Indicators - p. 111	-	SDG 3 (1) SDG 8 (2)	Limited
403-4	Health and safety topics covered in formal agreements with trade unions	GRI Indicators - p. 112	-	SDG 8 (2)	Limited
TRAINING AND EDUCATION					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
404-1	Average hours of training per year per employee, by gender, and by employee category	GRI Indicators - p. 112	Principle 6	SDG 4, 5 and 8 (2)	Reasonable
404-2	Programs to enhance employees' skills and programs to support transition	GRI Indicators - p. 113	-	SDG 8 (2)	Limited
404-3	Percentage of employees that receive, regularly, career performance and development analysis	GRI Indicators - p. 113	Principle 6	SDG 5 and 8 (2)	Limited
DIVERSITY AND EQUAL OPPORTUNITY					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
405-1	Diversity of composition of corporate bodies and employees	GRI Indicators - p. 114	Principle 6	SDG 5 and 8 (2)	Reasonable
405-2	Ratio of basic salary and remuneration of women to men	GRI Indicators - p. 115	Principle 6	SDG 5, 8 and 10 (2)	Reasonable

SOCIETY INDICATORS

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(IE2)	EXTERNAL WARRANTY
LOCAL COMMUNITIES					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
413-1	Operations with local community engagement, impact assessments, and development programmes	GRI Indicators - p. 116	Principle 1	-	Limited
413-2	Operations with significant actual and potential negative impacts on local communities	GRI Indicators - p. 116-117	Principle 1	SDG 1 and 2 (2)	Limited

HUMAN RIGHTS INDICATORS

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(IE2)	EXTERNAL WARRANTY
SUPPLIER HUMAN RIGHTS ASSESSMENT					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
414-1	Percentage of new suppliers that were screened using environmental criteria	GRI Indicators - p. 115	Principle 6	???	Limited
414-2	Negative social impacts in the supply chain and actions taken	GRI Indicators - p. 116	Principle 6	???	Limited

PRODUCT RESPONSIBILITY INDICATORS

GRI INDICATOR		LOCATION (PAGES)	GCP	SDG(IE2)	EXTERNAL WARRANTY
CUSTOMER HEALTH AND SAFETY					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
416-1	Assessment of impacts on health and safety relating to products and services	GRI Indicators - p. 118-119	-	-	Limited
416-2	Incidents of non-compliance concerning health and safety at work impacts of products and services	GRI Indicators - p. 119	-	SDG 16 (2)	Limited
CLIENT PRIVACY					
	Forms of management - DMA	1.3 Key Indicators - p.12; 2.2 Business Model - p. 20-21; 2.3 Materiality analysis - p. 26			
418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data	GRI Indicators - p. 120	-	SDG 16 (2)	Limited

GRI INDEX AND GRI INDICATORS

GRI INDICATORS

ECONOMIC INDICATORS

201-1
DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

MILLION EUROS.	'19
Direct Economic Value Generated	781.3
Direct Economic Value Distributed	308.1
Remuneration	105.4
Dividends	4.3
Payments to the State*	107.0
Investment in Local Communities	0.7
Donations	0.6
Public Service**	0.1
Operating Costs	90.7
Economic Value Withheld	473.3

* Includes income tax, payments to local municipalities and other taxes.

** A Brisa considers as Public Service all activities developed mainly for the benefit of society, the ultimate purpose of which are not commercial considerations, excluding donations.

201-3
MANDATORY DEFINED BENEFIT PLANS AND RETIREMENT PLANS

According to estimate as of 31 December 2019 of the value of the Pension Fund and respective liabilities, according to the Benefit Plan currently in force at the company as provided Brisa's Pension Fund Agreement in 2019, the fund had a deficit of Euro 4.841 thousand.

The current value of projected liabilities is Euro 23.271 thousand.

	BAE	VVP	BRISA O&M	BIT	BGI	TOTAL
Number of employees covered	221	154	990	63	283	1 711
Total number of employees	230	201	990	94	347	1 862
% of employees covered by the fund	96%	77%	100%	67%	82%	92%

202-1
RATIO OF THE MEDIUM LEVEL WAGE BY GENDER AND RELATIVE TO THE MINIMUM WAGE FOR THE LOCAL COMMUNITY

At the end of 2019 the lowest wage paid in the Organisation was Euro 600. This remuneration applies to 1% of the population.

	'18	'19
Lowest wage at the organisation (euros)	580	600
National minimum wake (euros)	580	600
Ratio of the lowest wage in the organization compared to the national minimum wage	1.00	1.00
Lowest wage of the organisation's most representative group (euros)	789	855
Population with lowest wage in the organization (toll collector)	23.4%	23.4%
Ratio of the lowest wage of the organisation's most representative group	1.36	1.43

201-2
FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE

The answer to this Indicator is found in Chapter 2.3 – Materiality Analysis (pages 26-27), Chapter 4.3 Innovation (pages 71-73), Chapter 4.5 – Environment (pages 78-79) and in Annex 2 – Materiality: Management Approach (page 122).

201-4
FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT

No financial assistance was received from the Government in 2019.

202-2
PROPORTION OF "SENIOR MANAGERS" HIRED FROM THE LOCAL COMMUNITY

Brisa does not practise any type of discrimination when recruiting its workers and is prohibited, for legal reasons, from exercising any type of discrimination in the recruitment of new employees within national territory. At international level, no hiring's were recorded.

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204-1
PROPORTION OF SPENDING ON LOCAL SUPPLIERS

Brisa does not practise any type of discrimination in the selection of its suppliers; it consults the market and receives bids from both local and international suppliers. Brisa falls is subject to the public contracting regime, being thus required to launch tenders, in accordance with the Law.

In 2019 the percentage of local suppliers was 95.9%.

ENVIRONMENTAL INDICATORS

302-1
ENERGY CONSUMPTION WITHIN THE ORGANISATION

The answer to this indicator is found in Chapter 4.5 Environment, on page 80 of this Report.

The following conversion factors were used for determining energy consumption:

Fuel

CONVERSION FACTORS	UNIT	VALUE	SOURCE
Density - Diesel	kg/l	0.8400	DGEG, Fuel products density (2000-2018).
Density - Gasoline	kg/l	0.7500	DGEG, Fuel products density (2000-2018).
Lower Calorific Value (LCV) - Diesel	GJ/t	42.6007	DGEG, Energetic Conversions (1990-2018).
Lower Calorific Value (LCV) - Diesel	GJ/t	43.9991	DGEG, Energetic Conversions (1990-2018).

Electricity

CONVERSION FACTORS	UNIT	VALUE	SOURCE
Electricity	kWh/GJ	0.0036	DGEG, Energetic Conversions (1990-2018).

302-2
ENERGY CONSUMPTION OUTSIDE THE ORGANISATION

Brisa considers to be its responsibility only indirect energy consumption within the organisation, and not outside it.

302-3
ENERGY INTENSITY

To determine energy intensity, Brisa used fuel and electricity consumption of the Group, and the consolidated kilometres of network for this sustainability report.

Based on these facts, Brisa's energy intensity in 2019 is 112 GJ per kilometre.

302-4
REDUCTION OF ENERGY CONSUMPTION

The answer to this indicator is found in Chapter 4.5 Environment, on page 80 of this Report.

302-5
REDUCTION IN ENERGY REQUIREMENTS OF PRODUCTS AND SERVICES

The answer to this indicator is found in Chapter 4.5 Environment, on pages 78 to 81 of this Report.

303-1
TOTAL WATER WITHDRAWAL BY SOURCE

Water consumption increased in 2019 in relation to the previous year as a result of the expansion of the Colibri service areas (of Brisa Áreas de Serviço), and the increase in irrigation water consumption (see page 81 of Environment Chapter).

Additionally, the figures reported in previous years were changed according to a new methodology of perimeter definition. It was decided that only the water consumption of Colibri Service Areas should be accounted for, since only on these resides Brisa's capabilities to work on efficiency level.

SOURCE	'18	'19
Own water supply (m^3)	48 660.7	56 211.6
Public water supply (m^3)	6 718.5	86 810.1
Total (m^3)	115 841.2	143 021.7

303-3
PERCENTAGE AND TOTAL VOLUME OF WATER RECYCLED AND REUSED

As part of its site supervision activity, BGI conducts laboratory tests to ensure the compliance of construction elements and materials. It has 3 laboratories allocated to this end, specifically those at the Maia and Loures sites and the mobile laboratory.

The tests carried out by BGI aim to control the compliance of construction elements and materials of the works it supervises. These tests are conducted on materials such as soils, aggregates, bituminous materials and concrete to determine the characteristics of samples collected at the site.

The vast majority of these tests do not require water. In fact, waste-water from the laboratory stems mainly from the washing of aggregates and of the equipment and material used in the tests.

Amongst the equipment used in the laboratories, those identified as consumers of considerable volume of water were the solvent recovery equipment, the water distiller and the rotary evaporator. which operate with cooling systems. it was thus decided to develop a system to recirculate this water, by storing it and subsequent pumping it in a closed cycle, thus reducing water consumption to zero.

The test carried out using the rotary evaporator at Maia lab, consists of the recovery of bitumen from bituminous mixtures. Each test involves the operation of the rotary evaporator for 2 hours.
Based on an estimated flow of 3 l/min, water consumption is reduced by 360 l per test carried out.
An analysis of laboratory records shows that 9 tests were carried out in 2019 (lab's internal records), from which we can conclude that recirculating the water used to cool the rotary evaporator led to an annual saving of approximately **3.24 m³**.

At the Maia site, the solvent recovery equipment works (when there are bitumen extraction samples) every 4 samples, for 2 hours each time, with an estimated flow rate of 3 l/min. According to laboratory records, in 644 bitumen extraction tests were carried out during 2019; since the water comes from the reuse system, we conclude that water savings reached around **57.96 m³**/year.

The water distiller at the Maia laboratory operated about once a week, year round. The estimated flow rate is 4l/min, operating 8h/day. Since the reused water comes from the reuse system, we conclude that water consumption savings reached around **99.84 m³**/year.

In the mobile laboratory, the solvent recovery equipment works (when there are bitumen extraction samples) every 4 samples, for 2 hours each time, with an estimated flow rate of 3 l/min. According to laboratory records, in 126 bitumen extraction tests were carried out during 2019; since the water comes from the reuse system (chiller), we conclude that water consumption savings reached around **11.34m³**/year.

In the Loures laboratory, the solvent recovery equipment works (when there are bitumen extraction samples) every 4 samples, for 2 hours each time, with an estimated flow rate of 3 l/min. According to laboratory records, in 126 bitumen extraction tests were carried out during 2019; since the reused water comes from the reuse system, we conclude that water consumption savings reached around **11.34 m³**/year.

Summing Up

MAIA:
Bitumen recovered by the rotary evaporator
– 9 tests * 2h * 3l/min = 3.24m³
Water distiller
– 1 x week - 52 weeks * 8h * 4l/min = 99.84 m³
Solvent recovery
– (644/4)=161 * 2h *3l/min = 57.96 m³ of water

MOBILE LAB
Solvent recovery
– (126/4)=31.5 * 2h *3l/min = 11.34 m³ of water

LOURES LAB
Solvent recovery
– (126/4)=31.5 * 2h *3l/min = 11.34 m³ of water

It can be concluded that the recirculation of water used in the solvent recovery equipment, water distiller and rotary evaporator, during 2019, consumption savings of around 183.72 m3 in 2019.

304-1
OPERATION SITES (LEASED OR OWNED BY THE COMPANY) THAT OPERATE INSIDE OR ADJACENT TO PROTECTED AREAS, OR IN AREAS WITH AN HIGH VALUE OF BIODIVERSITY OUTSIDE PROTECTED AREAS.

For 2019, the managed area comprised within Rede Natura 2000 totalled **3 591 221.11 m²**, meaning, **359.12** hectares.

The area is the same reported on in previous years (2009-2018), as no infrastructure / widening works crossing any areas of the Natura 2000 Network were carried out during 2019.

As far as this indicator is concerned, it should be noted that the company has a leased area for the implementation of impact mitigation measures. This area located at Monte Pardieiro covers 10.000 m2. in the Castro Verde Special Protection Area, with the aim of preserving the habitat of the Lesser Kestrel.

304-2
SIGNIFICANT IMPACTS OF PRODUCTS AND SERVICES ON BIODIVERSITY

Indicator 304-2 reports the occurrence of significant impacts on biodiversity in protected areas or areas of high value for biodiversity, which are considered to be the areas identified in the Natura 2000 Network. This analysis was divided into a Design and Works Phase and an Operation phase to facilitate the explanation of procedures and the reasons behind them.

PROCEDURES - DESIGN AND WORK PHASES

Impacts on biodiversity associated with the construction and operation of motorways are first evaluated during the Environmental Impact Assessment process, during the implementation study and design phase, when different layouts and design projects are reviewed. Based on this analysis, measures are outlined to mitigate or offset expected impacts on biodiversity.

During the works phase, environmental monitoring is performed, and the Environmental Management Plan and monitoring programmes are implemented, with the main purpose of ensuring a Current collection of information to assess the main impacts arising from this phase and ensure an adequate implementation of the project. Moreover, these practices allow a timely identification of possible situations that may lead to the need for additional measures to mitigate or offset impacts.

RATIONALE - DESIGN AND WORK PHASES

For 2019, the following interventions were carried out on the following sections of the motorway inside the Rede Natura 2000:

- Contract for pavement improvement works located on sub-stretches of A2 – South Motorway in Aljustrel / Castro Verde / Almodôvar / São Bartolomeu de Messines.

The sections of A2, inside the area of Rede Natura 2000, where pavement improvement works were performed were the following:

A2 DIRECTION	START KM	END KM	IMPROVEMENT
N/S	210+305	210+346	LL+RL+RK
	213+000	213+140	CL+RL+R
	214+000	214+200	RL
S/N	215+230	215+118	LL+CL+RL
	213+680	213+650	LL+CL+RL
	213+520	213+506	RL
	213+506	213+490	RL+RK
	213+280	213+248	LL+CL+RL+RK
	213+140	213+120	LL+CL+RL+RK
	213+520	213+490	LL+CL
	210+670	210+640	LL+CL+RL+RK
	165+000	164+700	RL

Subtitle: LL – left lane; RL- right lane; CL – central lane; RK – right kerb.

- Road pavement improvements and reinforcement works for sub-stretches of Elvas Central / Elvas Nascente / Caia, of A6 Motorway Marateca / Caia

The sections of A6, inside the area of Rede Natura 2000, where pavement improvement works were performed in all lanes on both ways of the motorway were the following:

A6 DIRECTION	START KM	END KM	IMPROVEMENT
E/W	158+745	148+520	LK+ LL+RL+RK
W/E	148+470	158+745	LK+ LL+RL+RK

Given the nature of the work – restricted to the motorway platform – the implementation of special measures/care was not deemed as necessary.

In view of the above, there are no environmental impacts to report.

PROCEDURES - OPERATION PHASE

The entire motorway network under concession to Brisa is covered by an animal collision monitoring system and all motorways built or undergoing widening works after the entry into force of Decree-Law no. 69/2000 of 3 May (as amended by Decree-Law no. 151-B/2013 dated 31 October), are covered by General Environmental Monitoring Plans, viewing the post-assessment of impacts.

In the context of biodiversity, the main environmental impacts caused by the operation of motorways are fragmentation and alteration of habitats, the running over of fauna and increased human pressure.

RATIONALE - OPERATION PHASE

Monitoring of fauna road kills carried out in 2019 on the entire network under Brisa concession showed that in the sub-stretches that cross areas included in the Natura 2000 Network, there was no record of collisions with species listed as threatened in "Livro Vermelho dos Vertebrados de Portugal (2005)" [The Red Book of Portuguese Vertebrates (2005)].

On sub-stretches in Almodôvar/S. Bartolomeu de Messines and S. Bartolomeu de Messines/A22 on A2 – Motorway, which crosses the sites of Caldeirão and Barrocal, monitoring campaigns are carried out to assess the impacts on biodiversity and the quality of ecosystems.

he monitoring of the quality of ecosystems assessed fauna road kill, showing that there was no record of collisions with species listed as threatened in "Livro Vermelho dos Vertebrados de Portugal (2005)" [The Red Book of Portuguese Vertebrates (2005)].

304-3
HABITATS PROTECTED OR RESTORED

Restoring and protecting certain habitats is part of Brisa's biodiversity strategy and it is used to prevent or restore negative impacts associated with Brisa's activities. Areas of protected or restored habitats may result from the following actions:

- The implementation, at the end of works, landscape integration and restoration projects;
- The implementation of active habitat restoration or protection measures during the road infrastructure operating phase;
- Habitat protection and restoration projects resulting from partnerships with other entities, directed to areas with habitats different to those referred to above.

In 2019, no project for landscape the integration and recovery was carried out.

With regard to active restoration and protection measures during operating phase, within the scope of the implementation of mitigation measures associated with the Aljustrel/Castro Verde sub-stretch of the A2 sub stretch, a protocol was signed with the ICNF (formerly ICNB) to ensure the implementation of measures viewing the management of the Lesser Kestrel colony (Falco naumanni). Under this protocol, a lease contract was signed with land owners of Monte do Pardieiro (nesting site of lesser-kestrels) for an area of 10 000 m2 (1 ha) inside the Castro Verde Special Protection Area, contract valid through 2032.

In addition, the cutting and removal of vegetation burned by fires was carried out to facilitate the regeneration of native plants, contributing to the recovery of habitats. The area covered by this measure totalled approximately 169 350 m2 (16.935 ha) during 2019.

With regard to the restoring and protection of habitats in partnerships with third parties, Brisa is aware of the impact of its activity on biodiversity, promoting voluntary actions, from an environmental responsibility perspective. These actions are translated in projects that form part of the Business & Biodiversity Initiative. EVOA – Bird Watching and Interpretation Centre stemmed from a protocol entered by Companhia das Lezírias and Brisa – Autoestradas de Portugal, within the scope of Brisa's biodiversity programme ten years ago, has successfully achieved its goals. Visitors can enjoy a unique natural heritage, composed of three wetlands – covering a total of 70 ha – at Lezíria Grande in Vila Franca de Xira, a refuge and rearing ground of 120 thousand birds.

In the light of the data provided above, in 2019 the area of protected/restored habitats totalled 179 350 m2 corresponding to 17.94 ha.

304-4
TOTAL NUMBER OF IUCN RED LIST SPECIES AND NATIONAL CONSERVATION LIST SPECIES WITH HABITATS IN AREAS AFFECTED BY THE OPERATIONS OF THE ORGANISATION

During 2019, there were two animal species (birds) on the IUCN red list and on the national species conservation list, with habitats affected by the operations, by extinction risk level.

M	SUB-STRETCH	BIRD FAUNA		LISTED
		Species	Common Name	
A1	Carvalhos / Santo Ovídio	Anthus trivialis	Petinha-das-árvores	R (rare)
A4	Águas Santas/ Ermesinde	Caprimulgus europaeus	Noitibó-cinzento	VU (vulnerable)

In 2019 there were no works supervised by BGI where species of flowers in uncommon or rare abundance grew.

305-1
DIRECT GHG EMISSIONS (SCOPE 1)

The answer to this indicator is found in Chapter 4.5 Environment, on pages 80 and 81 of this Report.

The following conversion factors were used for determining emissions associated with fuel consumption: with Brisa's activities.

M	UNIT	VALUE	SOURCE
GHG - fixed combustion - Diesel	kg CO_2e/GJ	74.2367	
GHG - fixed combustion - Gasoline	kg CO_2e/GJ	69.7288	
GHG - mobile combustion - Light passenger vehicle - Diesel	kg CO_2e/GJ	71.2940	
GHG - mobile combustion - Light passenger vehicle - Diesel	kg CO_2e/GJ	72.8440	APA, National Inventory Report 2019. IPCC, Fourth Assessment Report.
GHG - mobile combustion - Light merchandise vehicle - Diesel	kg CO_2e/GJ	70.9960	
GHG - mobile combustion - Heavy passenger vehicle - Diesel	kg CO_2e/GJ	70.9230	
GHG – fixed combustion – Propane / Butane	kg CO_2e/GJ	63.2548	

305-2
INDIRECT GHG EMISSIONS (SCOPE 2)

The answer to this indicator is found in Chapter 4.5 Environment, on pages 80 and 81 of this Report.

The following conversion factors were used for determining energy consumption:

- Market Based Method CO2(g/kWh): 275.8
- Location Based Method CO2(g/kWh): 362.4

Source: Electricity provider (EDP Comercial Empresas) - Source of energy in 2019. IEA, CO2 Emissions From Fuel Combustion 2019 edition.

305-3
OTHER GHG EMISSIONS (SCOPE 3) GHG

Scope 3 emissions are not controllable by Brisa, which takes no responsibility for them. However, bearing in mind its goal to contribute to a carbon neutral economy, Brisa wants to know the impacts of Scope 3 emissions in order to identify improvement opportunities to be implemented by third parties.

305-4
EMISSIONS INTENSITY GHG EMISSION

Within the scope of this indicator, to determine GHG emissions intensity, we used the emissions at Group level (Scopes 1 and 2) and consolidated kilometres of network for this report. Based on these figures, in 2019 the intensity of Brisa emissions was 8.2 tCO2e by kilometre.

305-5
REDUCTIONS

The answer to this indicator is found in Chapter 4.5 Environment, on page 81 of this Report.

305-6
EMISSIONS OF OZONE LAYER DEPLETING SUBSTANCES

This indicator does not apply to the Brisa Group as the organisation's processes, products and services do not use substances that deplete the ozone layer. Moreover, ozone-depleting substances contained or emitted by products during their use or disposal are not to be accounted for, this being the case of substances contained in air conditioning equipment.

In view of the above and although it does not seem that the scope of this indicator applies to the organisation, it is important to draw up and report the inventory of equipment in existence and the type of refrigerant used, in order to monitor the degree of compliance with legislation that establishes that as from 1 January, 2015 there should be no equipment that use hydro chlorofluorocarbons, and show/demonstrate the Group's commitment in relation to these global issues.

305-7
NITROGEN OXIDES (NOX), SULPHUR OXIDES (SOX) AND OTHER SIGNIFICANT AIR EMISSIONS

The Brisa group does not carry out any activity producing significant atmospheric emissions within the scope of this indicator, since none of Brisa's activities can be included in the manufacturing industry category.

The Brisa Group's atmospheric emissions to be considered are those generated by the circulation of its vehicle fleet, which cannot be considered significant as they are diffuse type emissions arising out of its vehicles only.

In relation to SOx emissions generated by burning fuel from traffic, these are not significant due to the implementation of significant reductions in the sulphur content of fuel.

With regard to other atmospheric emissions, data provided by air quality monitoring within the scope of General Environmental Monitoring Plans, on motorways with average daily traffic far higher than the number of vehicles in the Brisa Group's fleet (such as the A3 and A2) generally identify low concentrations of atmospheric pollutants. Therefore, all vehicles circulating throughout Portugal cannot be considered significant and are negligible within the framework of this indicator and this report.

306-1
TOTAL WATER DISCHARGE BY QUANTITY AND DESTINATION

This indicator takes into account information on the effluent produced at the BGI labs, in Maia and Loures and in de mobile lab (currently with water meter).

The discharge value is determined based on water consumption values obtained from the Labs, considering that the effluent volume produced corresponds to 80% of the water consumption.

The laboratory in Maia is estimated to discharge to the septic tank about 103.2 m³ in 2019, according to information on water consumption.

The laboratory in Loures is estimated to discharge to the municipal sewer system around 5.704 m³ in 2019, according to information on water consumption.

The Mobile lab is estimated to discharge about de 1 m³ to the Leiria municipal sewer system (1st semester 2019) an about 9 m³ to the septic tank of CO de Vendas Novas (2nd semester 2019) according to information on water consumption.

'18

SITE	UNITS	1ST Q	2ND Q	3RD Q	4TH Q	CUMULATIVE	80%
MAIA:	(m³)	21	27	30	29	107	85.6
LOURES	(m³)	-	-	-	4	4	3.2

'19

SITE	UNITS	1ST Q	2ND Q	3RD Q	4TH Q	CUMULATIVE	80%
MAIA:	(m³)	28	30	40	31	129	103.2
LOURES	(m³)	2	2.54	1.68	0.91	7.13	5.704
MOBILE	(m³)	0	1	3	6	10	8

306-2
WASTE BY TYPE AND DESTINATION

The answer to this indicator is found in Chapter 4.5 Environment, on page 78 of this Report.

307-1
NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS

There were no convictions associated with this indicator in 2019.

308-1
NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL CRITERIA

In 2019 we did not need to select new suppliers of strategic scope. Notwithstanding, the wording of contracts with known entities already provide the development and implementation of Construction and Demolition Waste Management Prevention Plans and certification according to ISO 14001.

308-2
NEGATIVE ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN

Taking into account implemented controls and based on the analysis of product documentation, employee product handling training and technician and company certifications, as well as by verifying the effectiveness of the actions, we did not find any negative impact in the supply chain.

Even though no complaints existed relating to this issue, namely as regards the use of products with potential risk, the organisation can conduct external audits certified by qualified partners (ex.: SGS) the various processes, as well as through internal follow-up of verification actions by the service providers' own departments (ex.: SGL/Cleaning).

Additionally, the organisation has been replacing products that pose a potential risk to the environment, with other alternatives* with zero risk and an higher percentage of recycling within the scope of the circular economy.

***Replacement of PET's, PP's, HDPE's, LDPE's, by glass. Ex.: plastic cups by glass cups and plastic bottles by glass or metallic bottles.**

LABOUR INDICATORS

Labour indicators were calculated considering Brisa Group Companies with employees at 31 December, excluding A-to-Be USA (with 8 employees).

102-8
TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER

	'19 NO. OF EMPLOYEES
TYPE OF CONTRACT	
Open-ended	2 633
Fixed term*	259
Undetermined term	39
GENDER	
Women	1 136
Men	1 795
TOTAL	2 931

* Includes fixed term contracts, term of office and internships.

102-41
COLLECTIVE BARGAINING AGREEMENTS

	'17	'18	'19
Employees as of 31 December	2 344	2 573	2 931
No. of employees covered by agreements	2 270	1 835	1 862
% of employees covered	96.84%	71.3%	63.53%

Calculation formula:

- (No. of employees covered by the collective labour agreement (ACT) / Total employees of the Brisa Group at the end of the period under review) *100

01
02
03
04
05

401-1
NEWLY HIRED EMPLOYEES AND EMPLOYEE TURNOVER

Staff includes all employees, with the exception of trainees, outsources, posted workers and the Board of Directors of Brisa Auto-Estradas.

	'17	'18	'19
Entered	74	352	**784**
Exits	74	212	**357**
Employees at end of period	2 344	2 573	**2 931**
Average no. of employees	2 344	2 548	**2 792**
Turnover rate	6.31%	22.14%	**40,87%**

'19		GENDER	
	TOTAL	MEN	WOMEN
Entered	784	238	546
Exits	357	142	215
Total of employees	2 931	1 795	1 136
Rate of new hires	28.08%	8.52%	19.56%
Turnover rate	40.87%	13.61%	27.26%

'19	RATE OF NEW HIRES	TURNOVER RATE
REGION		
North	3.26%	4.91%
Centre	12.21%	15.80%
Lisbon	3.33%	5.23%
Alentejo	9.17%	14.72%
Algarve	0.11%	0.21%
TOTAL	28.08%	40.87%
AGE GROUP		
<30	9.63%	15.15%
30-50	12.86%	16.62%
>50	5.59%	9.10%

Calculation formula:

- Rate of new hires = (No. of new hires / total average of employees) x 100, by age group and gender
- Turnover rate = (No. of exits during reporting period + No. of admissions during reporting period) / total no. of employees at end of period) x 100, by age group and gender.

401-2
BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES

The benefits awarded to part-time employees are the same as those granted to full-time employees.

The benefits for businesses that endorse the **Collective Bargaining Agreement ACT Brisa** are:

- leave and paid absences in accordance with the General Labour Law;
- payment of sickness allowance (in cases of sick leave or accidents in the workplace, subsidised by social security or insurance);
- 23 holiday days;
- payment of a supplement to the sickness benefit (Clause 72 and 73, ACT published in the BTE no. 36, on 29 September 2019);
- special allowance for workers with disabled children (Clause 70, ACT published in the BTE no. 36, on 29 September 2019);
- urgent and necessary assistance to member of household (up to 15 days/year, plus one more child, adoptee or step-child, in addition to the first);
- health insurance, life insurance and personal injury insurance;
- defined retirement complement;
- meal card;
- Vehicle inspection (Clause 87, ACT published in the BTE no. 36, on 29 September 2019)
- meal vouchers and allowances for compensation of family expenses (Clause 76, ACT published in the BTE no. 36, on 29 September 2019);

At **Controlauto** companies:

- leave and paid absences in accordance with the General Labour Law;
- possibility to enjoy up to 25 holiday days;
- urgent and necessary assistance to member of household (up to 15 days/year, plus one more child, adoptee or step-child, in addition to the first);
- health insurance, life insurance and personal injury insurance;
- meal card;
- meal vouchers and allowances for compensation of family expenses.

401-3
PARENTAL LEAVE

TOTAL NUMBER OF EMPLOYEES ENTITLED TO PARENTAL LEAVE

Pursuant to art. 31, sub-paragraph 4, and articles 33 to 46 of SUBSECTION IV Parenthood (arts. 33 to 46), all employees are entitled.

For this purpose, we consider that the same number of employees who enjoyed the right, as we are not aware of any employee who refused to use such right.

	'17	'18	'19 NO. TOTAL	'19 NO. W	'19 NO. M	'19 % W	'19 % M
Employees enjoying parental leave (no.)	78	78	92	41	51	-	-
Employees that returned after enjoying parental leave (no. and %)	72	72	92	41	51	100%	100%
Employees still at the company 12 months after taking parental leave* (no. and %)	63	63	70	28	42	93%	93%

*This figure was determined for parental leaves in 2018

Note: The employee retention rate for 2019 was calculated considering the leaves of 2018, with the exclusion of 3 employees that are not included in the reporting scope.

Calculation formula:

- Rate of return to work after parental leave = (total number of employees who returned to work after parental leave / total number of employees who took parental leave) * 100, by gender
- Retention rate = (total number of employees still at the company 12 months after taking parental leave / total number of employees returning from parental leave in the previous reporting period) *100, by gender.

LABOUR INDICATORS

403-1
PERCENTAGE OF TOTAL WORKFORCE REPRESENTED IN FORMAL JOINT MANAGEMENT-WORKER HEALTH AND SAFETY COMMITTEES

The terms for the official creation of a Commission on Health, Safety and Hygiene in the Workplace were provided in the Collective Labour Agreement in 2006. This joint committee, which provides for the election of workers' representatives, whose existence in the form of an election is formally agreed with the trade union organisations, is made up of a total of seven members, three worker representatives and three representatives of the company.

In 2007, Brisa's representatives sitting on the Commission of Health, Safety and Hygiene in the workplace, were appointed for the purpose of advising the company in its occupational health and safety systems and processes. Calculation formula: The election of worker representatives is pending.

Clause 77

GENERAL PRINCIPLES

- Employers must comply with the laws on Health, Safety and Hygiene in the Workplace and adapt it, in cooperation the workers' representative bodies, to the specific characteristics of their activities, through internal regulations and their subsequent transposition into this ACT;
- As there are corporate relations between all signatory companies of this ACT, and as the main activities are carried at the facilities and for the rendering of services to one of them, only one company is deemed to exist for the purposes of Health, Safety and Hygiene in the Workplace, specifically regarding worker representatives.
- Given the geographic distribution of the companies' workplaces, worker representatives will be elected by correspondence, observing all formalities provided for by law.
- A joint Commission on Health, Safety and Hygiene in the Workplace (C.H.S.H.) will be set up as an advisory body, following the election of worker representatives.

— The C.H.S.H. will be made up of 7 members elected as provided above, three of whom as representatives of the workers and three appointed by the employers.

— Once the C.H.S.H. is set up, it will have the responsibility to propose regulations for its operation, to be subsequently negotiated and agreed by the companies and Trade Union Organizations subscribing to ACT.

Source: ACT

403-2
TYPE OF INJURY AND RATES OF INJURY, OCCUPATIONAL DISEASES, LOST DAYS, AND ABSENTEEISM AND TOTAL NUMBER OF WORK-RELATED FATALITIES

During 2019, the SISST gave priority to the review of risk assessments and the measuring and definition of safety measures, in the activities carried out by employees of the Brisa Group companies.

It also focused on training, with emphasis on the most dangerous activities, especially the ones that are carried out on motorways open to the traffic.

The training plans, included in its execution, members of the direct management of the employees, real simulations of safety measures implementation, that provided a bigger involvement and adherence from the workers covered by the referred programmes.

A programme to reinforce site visits was also implemented with the objective to access the level of adequacy and implementation of safety measures.

In what concerns the activities carried out by the vehicle inspection and developed by Controlauto, they were reviewed in the areas of risk analysis and safety measures, complemented by the training of employees who manage these areas and by subsequent verification inspections.

A diagnostic and action programme was also developed within the scope of ergonomics, focused on the activity developed by COP (Controlo de Operações de Portagem - Toll Operation Control) that are part of BOM, and the implementation of the measures that were marked as priorities is scheduled for early 2020.

The performance of road works without traffic interruption continues to draw particular attention, with the aim of improving processes and reducing associated risks.

In relation to service providers that intervene in Brisa Group Companies or work on the road infrastructure, technical notes were written about the risks inherent to the working sites and the minimum safety measures to be adopted by the mentioned employers.

In terms of works controlled by Brisa Group Companies, the level of demand regarding Design and Project Safety Coordination continued to be high, in close interconnection with Supervision, which allowed us to achieve an excellent level in the Accident rate scope.

The integration of occupational health and safety between the Brisa Group's companies and the SISST has continued to enable not only an activity planning where these matters are considered since the projects' initial phase but also efficiency and effectiveness gains by jointly identifying and implementing the solutions.

In terms of accident rate the improvement achieved is shown below:

	'17	'18	'19
No. of accidents	111	97	113
Lost days	4 075	3 903	3 710
Men x hours worked	4 036 979	4 332 464	4 942 909
Frequency Index	27.50	22.39	22.86
Severity index	1009.42	900.87	750.57
Incidence index	47.35	38.09	40.47
Duration index	36.71	40.24	32.83
No. of fatalities resulting from accidents	0	0	0

* Formerly (up to August 2017) BEG – Engenharia e Gestão. In September 2017, BGI – Gestão de Infraestruturas was set up, integrating BEG, BCI (Brisa Conservação e Infraestruturas) and part of Brisa O&M (Brisa Operação e Manutenção).

ABSENTEEISM RATE (NO. OF HOURS)

	'17	'18	'19
Accidents in the workplace	27 355	25 642	25 662
Trade union activity	9 663	10 552	11 497
Urgent assistance	7 930	12 015	11 256
Illness	118 082	188 504	227 091
Unjustified absence	822	2 966	558
Absence pending justification	1 442	1 235	6 302
Strike	27	49	35
Other causes	12 863	11 595	11 615
TOTAL	184 567	252 557	294 015

ABSENTEEISM RATE (%)

	'17	'18	'19
Accidents in the workplace	0.58	0.50	0.44
Trade union activity	0.21	0.21	0.20
Urgent assistance	0.20	0.24	0.19
Illness	2.62	3.70	3.92
Unjustified absence	0.02	0.06	0.01
Absence pending justification	0.03	0.02	0.11
Strike	0.00	0.00	0.00
Other causes	0.27	0.23	0.20
TOTAL	3.93	4.96	5.07

Calculation formula:

- Absenteeism = hours of absence / maximum work potential
  Note: excluding absences for study/examinations and parenthood.
- Occupational Accident Indices:
- Incidence index - (no. of accidents in the workplace / average employee x1000
- Frequency index - (no. of accidents in the workplace x 1000000/no. of hours worked)
- Severity index - (no. of lost days x 1000000 / no. of hours worked)
- Duration index - (no. of lost days / no. of accidents)

Working days are considered as lost days and the count starts on the day immediately following the day of the accident.

In the formulas used for calculating this indicator the basis for calculation agreed in Directive no. 288/2009 of 20 March is used – which approves the Annual Report Template for the HSHW Services Activity. None of the other indicators are legally binding but they are used frequently in studies of Health and Safety in the Workplace.

It is not possible to separate information by gender concerning absenteeism by reason.

403-3
WORKERS WITH HIGH INCIDENCE OR HIGH RISK OF DISEASES RELATED TO THEIR OCCUPATION

Brisa contracts health services in both the fields of Occupational Medicine and Curative Medicine. These services cover all of the workers and allow actions to be taken to prevent, educate and control the risk of diseases considered serious by the Portuguese National Health Service.

Occupational Medicine periodically organises consultations and auxiliary diagnosis examinations aimed at ruling out the occurrence of severe diseases, regardless of whether they are related to working conditions or to the professional activity.

Employees are given medical examinations every two years, followed by a consultation with a doctor. Consultations are still arranged in the year when no examinations are performed. Employees with ages and functions that could potentially involve a greater risk/likelihood of health problems are given annual medical examinations and consultations. Employees under 18 years old and over 50 form part of this group, as well as employees who work shifts.

From another angle, Curative Medicine provides advice and treatment of conditions for all workers who request this service.

Specific examinations such as electrocardiograms and diagnoses of levels of cholesterol and triglyceride are performed for cardiovascular diseases. Glycaemia levels are controlled for diabetes, and Gamma GT analyses are performed for liver diseases.

Brisa also works in the area of Alcohol Consumption Prevention and Control The purpose of this program is to prevent work-related accidents and to detect situations of dependency, which are forwarded to an intervention program, thus promoting the protection of workers' health.

In this area, programmes aimed at local communities are covered by the National Health Service, as Brisa, due to the nature of its activity, seeks to raise awareness in relation to this specific population and provide road safety training. All necessary means and resources for this purpose are made available by Brisa.

403-4
HEALTH AND SAFETY TOPICS COVERED IN FORMAL AGREEMENTS WITH TRADE UNIONS

Topics related to health and safety, covered in formal agreements with trade unions, are described below.

Clause 10, Item 4

Any individual admitted to the company's staff will be subject to a proper prior medical examination; respective cost will be borne by the employer;

Clause 17, Item 1, Line g)

Adopt, in all aspects relating to health, safety and hygiene in the workplace, the measures arising, for the entity or activity, from the application of current provisions in the law and in the agreements;

Clause 17, Item 1, Line h)

Provide suitable information and training to workers to prevent the risks of accidents and illness;

Clause 18, Item 1, Line i)

Cooperate within the entity or service to improving the health, safety and hygiene system in the workplace, specifically through worker representatives elected for this purpose;

Clause 18, Item 1, Line j)

Comply with the rules on Health, Safety and Hygiene in the workplace provided in applicable legal provisions and agreements and with the orders given by the employer;

Clause 21, Item 11

Workers who work without interruption with screen equipment must take a 10 minute-break every 2 hours of consecutive work, which are considered as effective working time for all due purposes;

Clause 77, Item 1

Employers must comply with the laws on Health, Safety and Hygiene in the Workplace and adapt it, in cooperation the workers' representative bodies, to the specific characteristics of their activities, through internal regulations and their subsequent transposition into this ACT;

Clause 77, Item 2

As there are corporate relations between all signatory companies of this ACT, and as the main activities are carried at the facilities and for the rendering of services to one of them, only one company is deemed to exist for the purposes of Health, Safety and Hygiene in the Workplace, specifically regarding worker representatives.

Clause 77, Item 3

Given the geographic distribution of the companies' workplaces, worker representatives will be elected by correspondence, observing all formalities provided for by law.

Clause 77, Item 4

A joint Commission on Health, Safety and Hygiene in the Workplace (C.H.S.H.) will be set up as an advisory body, following the election of worker representatives.

Clause 77, Item 4.1

The C.H.S.H. will be made up of 7 members elected as provided above, three of whom as representatives of the workers and three appointed by the employers.

404-1
AVERAGE HOURS OF TRAINING PER YEAR AND PER EMPLOYEE

‘19

	AVERAGE NO. OF HOURS OF TRAINING BY EMPLOYEE	TOTAL OF HOURS OF TRAINING
EMPLOYEE SUB-GROUP		
Administrative personnel	19.62	7 731 00
Client service	30.50	8 692.00
Heads of service	61.36	4 233.70
Designers / Topographers	4.80	24.00
Directors and Managers	55.44	4 934.47
Electricians/Electronic technicians	16.51	1 618.00
Foremen/Supervisor	37.20	1 860.00
Vehicle inspectors	19.34	6 111.00
Toll collectors	4.33	2 622.50
Construction workers	31.26	4 627.00
Senior technicians	54.57	12 606.25
TOTAL	**24.03**	**55 058.42**

‘19

	AVERAGE NO. OF HOURS OF TRAINING BY EMPLOYEE	TOTAL OF. HOURS OF TRAINING
GENDER		
Women	28.15	17 229.17
Men	22.53	37 829.25

‘19	TOTAL OF HOURS OF TRAINING (NO.)	PARTICIPANTS (NO.)
AREA OF TRAINING		
Corporate Alignment	10 565.00	6 684
Technical	9 866.92	940
Company / Role Integration	7 572.00	98
Safety	6 102.75	1 241
Behaviour	5 613.25	672
Management and Finances	5 544.25	124
Languages	3 944.50	107
Information Technologies	3 833.25	539
Quality and Environment	1 436.50	209
Contact with the Client	580.00	172
TOTAL	**55 058.42**	**10 786.00**

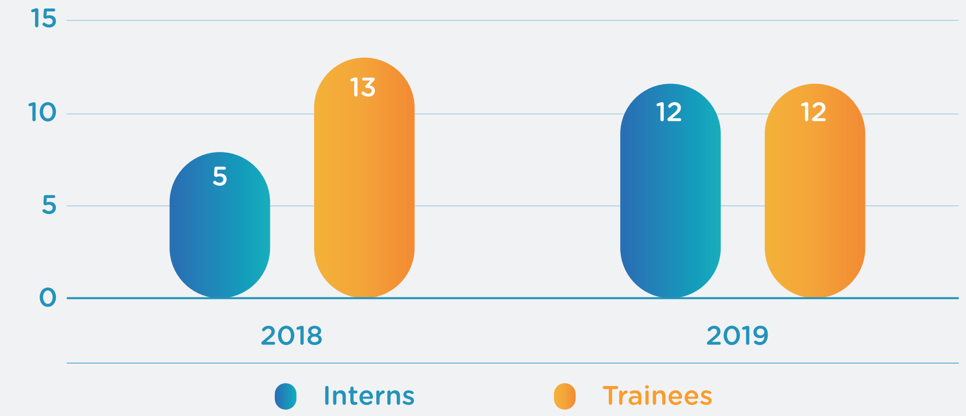
Calculation formula:

- Average training hours by professional sub-group = Total number of training hours by professional sub-group / Total number of employees in each sub-group;
- Average training hours by gender = Total number of training hours by gender / Total number of employees in each gender;

404-2
PROGRAMS TO ENHANCE EMPLOYEES' SKILLS AND PROGRAMS TO SUPPORT TRANSITION

In 2019 we continued to develop programmes to support young people employability, implementing internship programmes – Summer internships and 6 and 12 month (paid) internships and Brisa Trainee Program, which views to reinforce the Group's Staff with young recent graduates.
During the year under review, 12 interns and 12 trainees were selected.

YOUNG PEOPLE EMPLOYABILITY
TONS (t)



With regard to the programmes to support the employability pf end-of-career employees a transition to retirement in 2019, 3 employees of Brisa Group were able to benefit from 3 types of programmes with different objectives – job search, create your own business and professional training. These programmes were developed with the collaboration of a company specialised in this area.

Of the employees covered by these programmes, 1/3 chose the Job Search programme that is addressed to employees who wish to continue their career outside the Brisa Group, develop their skills and enhance their employability.

The 2/3 remaining employees opted for the Create your Own Business, programme, which is addressed to employees, with the main objective of assisting in the definition and structure of their personal business.

Additionally, Brisa offers a Transition to Retirement programme to employees who opt for specialised support in their transition to retirement.

404-3
PERCENTAGE OF EMPLOYEES THAT RECEIVE, REGULARLY, CAREER PERFORMANCE AND DEVELOPMENT ANALYSIS

The Performance Management process involves all employees of the Brisa Group comprising 3 functional segments – Senior Management, Senior Staff and Staff.

Eligibility Criteria:

- According to the Performance Management System of Senior Management, and Senior Staff, all workers are assessed within their respective functional groups, if they joined the company before June 30 of the year concerned.
- According to the Staff Performance Management System, workers are assessed for their respective jobs, with the following exceptions:
    - Workers who joined the company after 1 April of the year under assessment;
    - Workers with absenteeism higher than 6 months (absenteeism from January to December of the year under assessment);
    - Employees that have changed roles, and salary, after July 1 of the year under assessment.

	‘16	‘17	‘18	‘19
No. of eligible Employees*	2 344	2 344	2 378	**2 510** **
No. of Employees assessed	2 261	2 244	2 262	**2 136**
% of employees assessed	96.46%	94.88%	95.12%	**85.10%**

* Eligible population = Total staff as of 31 December 2018 (year which 2019 assessments concern).
**This number includes all the employees of Brisa Áreas de Serviço (230 employees), which are not subject to performance assessment.

405-1
DIVERSITY OF COMPOSITION OF CORPORATE BODIES AND EMPLOYEES

The most represented group is active in toll-related operations, accounting for 16% of the total number of employees, followed by administrative, client services and vehicle inspection functional groups.

‘19

BREAKDOWN OF EMPLOYEES BY SUB-GROUP

	TOTAL		GENDER		AGE GROUP		
FUNCTIONAL SUB-GROUPS	NO.	%	WOMEN (NO.)	MEN (NO.)	<30 (no.)	30 - 50 (no.)	> 50 (no.)
Administrative personnel	394	13%	281	113	17	292	85
Client Service	285	10%	5	280	7	182	96
Counter/Self Service	491	17%	383	108	141	250	100
Heads of Service	69	2%	23	46	0	57	12
Kitchen	41	1%	40	1	3	14	24
Designers / Topographers	5	0%	0	5	0	2	3
Board	14	0%	8	6	0	11	3
Directors and Managers	89	3%	15	74	0	41	48
Stewardship	3	0%	2	1	0	3	-
Electricians / Electronic technicians	98	3%	3	95	3	55	40
Supervisors	50	2%	2	48	0	20	30
Vehicle inspectors	316	11%	22	294	20	243	53
Cleaning	91	3%	91	0	2	24	65
Tolls	606	21%	155	451	0	318	288
Construction Workers	148	5%	1	147	3	73	72
Senior Technicians	231	8%	105	126	48	149	34
Grand Total	**2 931**	**100%**	**1 136**	**1 795**	**244**	**1 734**	**953**

405-2
RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN

The Group does not restrict access by women to any job or category and the remuneration they receive is not different to that of men.

The wage table agreed pursuant to the ACT applies equally to the definition of the basic salary for both men and women, who are covered by the agreement.

The same principle applies to Controlauto, even though they are not covered by Brisa's Collective Bargaining Agreement;

The ratio is calculated for the group's entire labour force.

WAGE RATIO MONTHLY BASE (EURO) '19

EMPLOYEE SUB-GROUP	WOMEN	MEN	RATIO W/M
ADMINISTRATIVE PERSONNEL			
Clerk	1 029.69	1 068.85	0.96
VEHICLE INSPECTIONS			
Inspector	990.62	986.51	1.00
Sub-foreman	1 026.25	1 064.00	0.96
MAINTENANCE			
Electronic technician	1 811.00	1 793.88	1.01
SENIOR STAFF			
Senior Staff	2 956.42	2 907.90	1.02
Technician	2 324.69	2 414.18	0.96
Deputy technician	1 843.96	1 901.26	0.97
Senior technician	2 733.93	2 927.43	0.93
Trainee	1 381.00	1 381.00	1.00

RELEVANT OPERATIONAL UNIT (COMPANY) OF THE GROUP (EURO) '19

	WOMEN	MEN	RATIO W/M
BRISA AUTO-ESTRADAS	1 932.53	2 253.04	0.86
AtoBe - Mobility Technology,	2 134.05	2 222.91	0.96
BRISA O&M	1 106.49	1 180.81	0.94
VIA VERDE PORTUGAL	1 538.47	1 519.46	1.01
BGI - BRISA GEST. INFRAESTRUTURAS	2 154.10	1 992.18	1.08

REMUNERATION RATIO MONTHLY GROSS BASE (EURO) '19

EMPLOYEE SUB-GROUP	WOMEN	MEN	RATIO W/M
ADMINISTRATIVE PERSONNEL			
Clerk	1 171.26	1 216.64	0.96
VEHICLE INSPECTIONS			
Inspector	1 006.27	1 008.43	1.00
Sub-foreman	1 068.29	1 115.06	0.96
MAINTENANCE			
Electronic technician	2 204.54	2 149.62	1.03
SENIOR STAFF			
Senior Staff	3 823.32	3 915.05	0.98
Technician	3 141.84	3 168.45	0.99
Deputy technician	2 299.67	2 391.95	0.96
Senior technician	3 750.80	3 844.57	0.98
Trainee	1 726.25	1 639.94	1.05

RELEVANT OPERATIONAL UNIT (COMPANY) OF THE GROUP (EURO) '19

	WOMEN	MEN	RATIO W/M
BRISA AUTO-ESTRADAS	2 480.02	2 911.96	0.85
BRISA INOVAÇÃO E TECNOLOGIA, SA	2 664.83	2 793.47	0.95
BRISA O&M	1 405.93	1 573.84	0.89
VIA VERDE PORTUGAL	1 803.43	1 795.21	1.00
BGI - BRISA GEST. INFRAESTRUTURAS	2 911.90	2 554.37	1.14

Assumptions:

- Employees of the Companies who signed the ACT in 2018.
- Only Full-Time Employees are considered.
- Average ratio value by category was used for calculation.
- Employees hired over the past 10 years, functional groups in which there are no women were excluded.
- All employees of the Group, except for corporate bodies and directors/managers and offices including both genders.

HUMAN RIGHTS INDICATORS

414-1
PERCENTAGE OF NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL CRITERIA

Three social criteria were considered for this indicator:

1. Labour Practices **2.** Human Rights **3.** Impacts on society

Labour Practices:

In 2019 no new suppliers were screened using criteria associated with labour practices. New suppliers are in fact quite few, and the number of OHSAS 18001 or ISO 45001 certified companies in Portugal are scarce.

Notwithstanding, in previous years, suppliers selected using these criteria continue to provide services to the Group.

Naturally, Brisa continues to raise awareness among its partners and workers to the importance of implementing adequate health and safety policies in the workplace.

Human Rights:

All new suppliers are selected in line with the current labour legislation, so we consider 100%. Additionally contractors and subcontractors, are inspected when it comes to their workers, with special emphasis on illegal work and child labour.
Since 2016, Brisa has adjusted its strategic suppliers qualification policy, having such policy began to be verified by an external, exempt and autonomous entity (initially with Achilles, that in the meantime ceased its operations in Portugal, and from late 2019 with the implementation of the "Mercado

Eletrónico" tool), based on the validation of the available information related to the impacts on society and human rights.

This policy also encompasses the vertical structures to which the supplier entities are related.

Impacts on society:

No new suppliers were selected based on impacts on society criteria.

414-2
NEGATIVE SOCIAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN

Three social criteria were considered for this indicator:

1. Labour Practices **2.** Human Rights **3.** Impacts on society

Labour Practices:

In relation to the actual and potential negative impacts for labour practices in the supply chain, no supplier was identified in operations considered relevant for the Brisa Group.

With regard to actual positive impacts, we point out that practices stemming from OHSAS 18001 standard continued to be applied and implemented on the ground. In particular, employees carrying out operational tasks are closely monitored, to ensure that they are protected from, or less exposed to risks, due to negligence, during their day-to-day activities.

Human Rights:

All new suppliers are screened in compliance with current labour legislation. No suppliers with significant actual or potential negative human rights impacts were identified.

Impacts on society:

No suppliers with significant actual or potential negative human rights impacts were identified.

SOCIETY INDICATORS

413-1
PERCENTAGE OF OPERATIONS WITH IMPLEMENTED LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND DEVELOPMENT PROGRAMMES

ASPECT	DESCRIPTION	% OF OPERATIONS
Assessment of social impacts	In long duration motorway works, Brisa remains involved with local entities, through the responsible Concessionaire, and runs public consultations as part of Environmental Impact Assessment processes, guaranteed by BGI – Brisa Gestão de Infraestruturas (see Indicator 414-2). During motorway operation and maintenance, accessibility and road safety are the most relevant social issues, as shown in the Materiality Analysis carried out in the second half of 2018. In what concerns road safety Brisa intervention covers all its dimensions, from project to operation phases, including communication and prevention of road accidents.	100%
Assessment of environmental impacts and continuous moni-toring	The environmental monitoring during operating phase in BCR network, currently covers 340 km of motorways. Specific aspects of environmental monitoring are described in indicator EN304-2. AEDL, Brisal, AELO, AEA and AEBT concessions are not considered, because they are excluded from the scope of this report.	35%
Public reports and assessment results	Information of the environmental dimension is public. The results of the assessments concerning relevant social issues are published in this Report.	100% / NA
Development programmes of local communities based on their needs	Solutions are determined on a case by case basis from identified needs.	100%
Engagement plans based on the mapping of stakeholders	In 2018 Brisa supported by PwC mapped stakeholders, this mapping will be updated in 2020.	100%
Consulted local communities	The engagement and consultation of the local community is critical in the development phase of the project for new works and widening works. Brisa consults with the local entities, i.e. local government and relevant public institutions, with the aim of ascertaining the expectations of local communities and including them since design phase onwards. Local community involvement is also guaranteed through the responsible Concessionaire. The development and implementation of mobility services also involve consultation and dialogue with impacted communities, particularly local councils and other entities.	100%
Workers commission, health and safety committees	Brisa's workers commission. Formal health and Safety Committees are provided for in Brisa ACT – Bargaining Agreement and their composition stems from the election of the workers representatives appointed by trade union representatives. These representatives were not yet proposed or elected.	100%
Formal processes of expositions of local community	Brisa ensures the existence of channels to receive formal expositions from the local community through respective reception services and channels (see VVS).	100%

413-2
OPERATIONS WITH SIGNIFICANT ACTUAL AND POTENTIAL NEGATIVE IMPACTS ON LOCAL COMMUNITIES

CONSTRUCTION PHASE

The main impact on local communities during this phase is mainly related to land planning and to other specific concerns as a consequence of land occupation.

List of works in progress in 2019:

Widening works:

A4- Águas Santas (A3/A4) / Ermesinde - Construction contract for the widening and improvement to 2x4 Lanes and renovation of tunnels of Águas Santas

01
02
03
04
05

Improvements to circulation conditions
A5 - Oeiras I Node – Improvement to Circulation Condition

Acoustic barriers
Construction Contract for Design/Construction of acoustic barriers:
A1 - Mealhada / Aveiro (Sul)
A4 - Baltar / Paredes

Pavements – Improvement and Reinforcement
A1 - Leiria / Pombal
A2 - Almada / Fogueteiro
A2 - Aljustrel / Castro Verde / Almodôvar (localised improvements)
A2 - Grândola Norte / Grândola Sul (left lane improvement)
A4 - Paredes / Guilhufe / Penafiel / Castelões
A6 - A2/A6/A13 / Vendas Novas
A6 - Elvas Central / Elvas Nascente / Caia / Fronteira do Caia
CSB - Braga Sul / Celeirós

Vertical signage – Replacement
A1 - Sacavém /.../ Torres Novas
A1 - Coimbra Norte /..../ Carvalhos
A5 - V. Duarte Pacheco / Cruz das Oliveiras / Monsanto / Miraflores / Linda-a-Velha
A9 - Estádio Nacional (A5/A9) / Queluz
A9 - A8/A9 / Bucelas / Alverca
A12 - Montijo /.../ Setúbal

Slopes – Stabilisation Interventions:
A1 - Vila Franca de Xira II / Vila Franca de Xira I – Slope stabilisation at Km 21+750 (upward) and retaining wall at EN10
A1 - Soure / Condeixa - km 181+300(upward)
A4 - Ermesinde / Valongo – Km 16+300 (upward)
A5 - Oeiras / Carcavelos – Km 13+300 (downward)
A9 - A9/A16 / Radial da Pontinha - km 9+100, (downward)
A10 - Arruda dos Vinhos / Carregado (A1/A10) - km 7+000, (upward)

Signage gantries – Repairing and substitution:
Contract for the reinforcement, repair and replacement of semi-gantries:
A3 - Porto/Valença and Circular Sul in Braga
A4 - Porto/Amarante
A6 - Motorway Marateca / Caia
A12 - Motorway Setúbal / Montijo e Connection to Alto da Guerra
A13 - Motorway Almeirim / Marateca

Contract for the reinforcement, repair and replacement of gantries:
A5 - Motorway Costa do Estoril

Contract for the reinforcement, repair and replacement of semi-gantries:
A2 - Almada / Fogueteiro

Contract for the reinforcement, repair and replacement of semi-gantries outside the road:
A5 - Viaduct Duarte Pacheco / Cruz das Oliveiras

Engineering structures- Renovation, reinforcement and repair:
A1 - Leiria / Pombal
- Renovation of flyover Ribeira de Agudim

A1 - Pombal / Soure
- Renovation and reinforcement of flyover river Arunca

A2 - Alcácer do Sal / Grândola Norte.
- Repairs of several drainage systems associated with flyovers - Vale do Açude, Vale dos Reis, Califórnia, Azeda.

A2 - Almodôvar / São Bartolomeu de Messines
- Renovation and reinforcement of the north and south flyover of Montinho and Under crossing 268
- Replacement of expansion joints of bridge over river Arade

A3 - Famalicão / Cruz
- Renovation and Reinforcement of Under Crossing PI54

A3 - Cruz / Braga Sul
- Renovation of flyovers of river Guisando

A3 - Motorway Porto Valença + A5 - Motorway Costa do Estoril + A13 – Motorway Almeirim / Marateca
- Renovation and structural reinforcement: of manhole 082.1, on Braga Sul / Braga Oeste sub-stretch, under crossings 113 and | 118, on Braga Oeste/ EN201 sub-stretch, manholes 129.1, on EN201/ Ponte de Lima sub-stretch, 167.1 and 167.2, on Ponte de Lima/ EN303 sub-stretch of A3, manhole 048.1, on A5 and manhole 095 on A13

A4 - Amarante Poente / Amarante Nascente
- Renovation of Bridge over of river Tâmega

A9 - Radial da Pontinha / Radial de Odivelas
- Renovation and Reinforcement of Manholes 30.3, 30.4 and 30.5

A10 - Carregado / Benavente
- Replacement of Expansion Joints of Bridge of Lezíria and Access Viaducts – 2nd Phase

A12 - Montijo / Pinhal Novo
- Renovation and Reinforcement of Under Crossing 13

A13 - Pegões / Sto. Estevão
- Renovation and reinforcement of Overcrossings 033 and 036

Buildings:
A1- North Motorway
- Refurbishment of Restaurant Buildings in Aveiras Service Area
- Refurbishment of Restaurant Buildings in Pombal Service Area
- Refurbishment of Restaurant Buildings in Mealhada Service Area

A2 – South Motorway
- Refurbishment of Restaurant Buildings in Seixal Service Area
- Refurbishment of Restaurant Buildings in Grândola Service Area

OPERATING AND MAINTENANCE PHASE

In this phase, the main identified impacts on the local community are related to noise, traffic accidents and biodiversity.

205-1
OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION

Compliance with disclosed audit directives/standards is an essential part of internal audit work, carried out by the Group's Audit, Organization and Quality Department.

The work undertaken in 2019 took the following aspects into consideration:

1. Assessment of the risks associated with the activities of the audited areas;

2. Testing of existing internal control mechanisms;

3. Verification of the degree of implementation of recommendations made following previous audits.

In this regard, the organisation has developed controls allowing to introduce continuous improvement in processes, to make them more robust and mitigate any risks associated with activities that are carried out.

In the specific case of CTA's activity, an annual report on the execution of the "Management Plan of Corruption Risks and Related Offenses" (PGRCIC) where the risks on this scope are identified. Based on the risk identification measures mentioned, actions to prevent such risks are identified, such as the various managers involved in the management of the PGRCIC.

205-2
COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES

In 2019 no anti-fraud training was given.

Brisa Code of Ethics provides principles addressed to anti-corruption. All employees, suppliers and partners of Brisa are aware of this Code and have signed a written confirmation of knowledge and acceptance of the principles and duties contained therein. The Portuguese and English versions of the Code are available for consultation on Brisa intranet and website.

205-3
CONFIRMED INCIDENTS OF CORRUPTION AND ACTIONS TAKEN

In terms of mechanisms/measures already adopted by the Brisa Group, in previous years, to face fraud we highlight:

1. A Code of Ethics and an Ethics Ombudsman;

2. Communication channel for reporting irregularities;

3. Specific rules on personal data processing and information protection;

4. We kept the efr accreditation, where we highlight the topic of Ethics and the communication channels available to all employees;

5. Cross-disciplinary policies throughout the Brisa Group, specifically:

- Risk;
- Procurement;
- Information systems;
- Security of Information;
- Vehicles;
- Receiving and payments;
- Fraud.

In relation to 2019 we point out the following:

1. Total number of cases of employees dismissed or punished for corruption: There is no knowledge or record of situations of this nature;

2. Total number of cases where partner and business contracts were not renewed due to corruption related violations: 0;

3. Legal actions relating to corruption practices brought against the reporting organisation or its employees: 0.

206-1
ANTI-COMPETITIVE BEHAVIOURS

There were no convictions associated with this indicator in 2019.

PRODUCT RESPONSIBILITY INDICATORS

416-1
ASSESSMENT OF IMPACTS ON HEALTH AND SAFETY RELATING TO PRODUCTS AND SERVICES

This indicator identifies the impacts on health and safety during the course of the organisation's 3 phases of activity: Design, Construction and Operation.

DESIGN PHASE

The main objective of Design Safety Coordination (DSC) is to ensure the integration of the General Principles of Prevention into the creation of the project in order to reduce risks during implementation phase and use/ maintenance phase following completion of the works.

Considering that over 50% of the causes of accidents in the construction and public works industry are attributable to the design phase, according to statistics, it is BGI's responsibility to act at such phase to facilitate the construction process within the scope of Safety in the Workplace.

Taking advantage of BGI's extensive experience in the follow-up of construction works, the DSC will be able to draft, or control the drafting of Tender Specifications, the Health and Safety Plan (HSP) and the Technical Compilation (TC) in a more effective way. Connection between BGI technicians are therefore essential to ensure that all its responsibilities as Safety Coordinator for the design phase are met (DL 273/2003).

CONSTRUCTION PHASE

The main aim of Project Safety Coordination (PSC) is to ensure the continuous improvement of working conditions at sites under the management responsibility of BGI, with effective reduction in accident rates in relation to the sector of activity concerned.

PSC will be performed by BGI with the utmost rigour, in strict compliance with the legislation and documents originating from the design phase, particularly the HSP.

Warranty Period

A Provisional Project Reception Inspection Report is drawn up at the end of the project.

During the warranty period, the works are monitored either by BOM or by BGI, which will report any anomalies in order to communicate with the Contractors to repair said anomalies.

At the end of the warranty period, a Final Project Reception Inspection Report is drawn up. If all is compliant after this report, the bank guarantee is returned to the Contractor responsible for the execution of the project concerned.

OPERATION PHASE

At the level of maintenance of the road network, the following elements have been identified and are considered to be the most relevant and with the greatest impact on health and safety:

- Vertical Signage
- Horizontal Signs (road marking)
- Engineering Structures (structural elements)
- Pavements

Technical Description

A) VERTICAL SIGNAGE

As part of its vertical signs maintenance process, Brisa Concessão Rodoviária is replacing vertical signs, considering the life span of these materials and quality parameters.

From 2005 onwards, the company began to install vertical signs with high resolution reflective screens, in order to improve retro-reflection quality.

Criteria for replacement have to do with their performance level, as laid down in the Quality Control Plan (QCP).

B) HORIZONTAL SIGNS (ROAD MARKING)

Thermoplastic material (spray) or water-based acrylic paint and the use of glass beads are used for horizontal signs.

Functional performance measurements are made, such as retro-reflection "RL", luminance coefficient under diffuse illumination "Qd", slip resistance "SRT" and thickness.

The life time of the Horizontal Signs paint used by Brisa Concessão Rodoviária depends on its wear. It is repainted when retro-reflection drops to minimum values provided in the Quality Control Plan (QCP).

C) ENGINEERING STRUCTURES (STRUCTURAL ELEMENTS)

i) Inspections of engineering structures – Frequency:
OAC (Current engineering structures: PS, PI, PA, PP e PH)
- 4 years

The first inspection is conducted during the project warranty period, and it is performed by the Department of Structures of BGI (BGI/des).
The following inspections are carried out by BGI/dmi teams, receiving specific training given by BGI/des.

OAE (special engineering structures: Viaducts, bridges and tunnels
- 6 years
- All inspections are performed by the BGI/des. team.

Identification of indicators:
- State of Repair of Engineering Structures Indicator (IM);
- Annual Conservation Indicator (IG);

The description and calculation of the values of these two indicators are detailed in the Assessment Report of the State of Repair of the Engineering Structures of the Road Network BCR.

Brisa Group targets for the following indicators:
- State of Repair of Engineering Structures Indicator… IM ≤ 2 Good
- Annual Conservation Indicator… IG ≥ 80% Sufficient

The actual values for 2018 were:
- State of Repair of Engineering Structures Indicator IM = 1.21
- Annual Conservation Indicator IG = 93%.

For 2019, the calculated values are:
- State of Repair of Engineering Structures Indicator IM ≤ 1.3
- Annual Conservation Indicator IG = 87%.

Note: State of Repair (IM) and Annual Conservation of Engineering Structures (IG) indicators mentioned for the previous year (which this report refers to) are estimate based of values currently known, as the actual values are calculated with data to be compiled by the end of the 1st quarter of current year when the Assessment Report of the State of Repair of the Engineering Structures of the Road Network BCR will be written.

D) ROAD SURFACES

Frequency of surveys/inspections to be conducted on road surfaces:
Inspections of functional parameters (adhesion and longitudinal regularity) are performed every 4 years, and they are conducted at variable frequencies as concerns the structural parameter (deflection).

ii) Identification of the required quality indicator:
The overall condition of road surfaces is characterised by the FUNCTIONAL IPAV performance indicator (IMS indicator). It results from the weighting of a set of simple performance indicators (ICAT: adhesion, IREG: regularity, ICE: useful life) that are based on technical parameters measured by specific equipment. This activity forms part of the Road Surface survey area.

	'19
FUNCTIONAL IPAV	74
ICAT	63
IREG	73
ICE	100

416-2
INCIDENTS OF NON-COMPLIANCE CONCERNING THE HEALTH AND SAFETY IMPACTS OF PRODUCTS AND SERVICES

There were no convictions associated with this indicator in 2019.

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102-43
APPROACH TO STAKEHOLDERS' INVOLVEMENT

Brisa has various typified instruments of involvement with stakeholders; respective expectations and responses are summed up in this report in Chapter 2.3 (page 26), Mapping of Stakeholders and in Annex 2 (pages 123-124)

Additionally, Brisa has different communication channels and platforms, comprising the following:

1- Integrated client service and support platform serving the various clients of the Brisa Group companies, managed by Via Verde Serviços;

2- A dedicated media relations departments;

3- Several formal relationship channels with public entities;

4- set of surveys carried out on a regular basis (quarterly and annual) to measure: client satisfaction; reputation of Brisa, Via Verde and Controlauto brands; media and social media).

102-44
KEY TOPICS AND CONCERNS RAISED

The main topics and concerns raised through the involvement of stake- holders are explained in Chapter 2.3 - Materiality Analysis (pages 26 and 28) and in Mapping of Stakeholders (pages 123-124).

418-1
SUBSTANTIATED COMPLAINTS REGARDING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CLIENT DATA

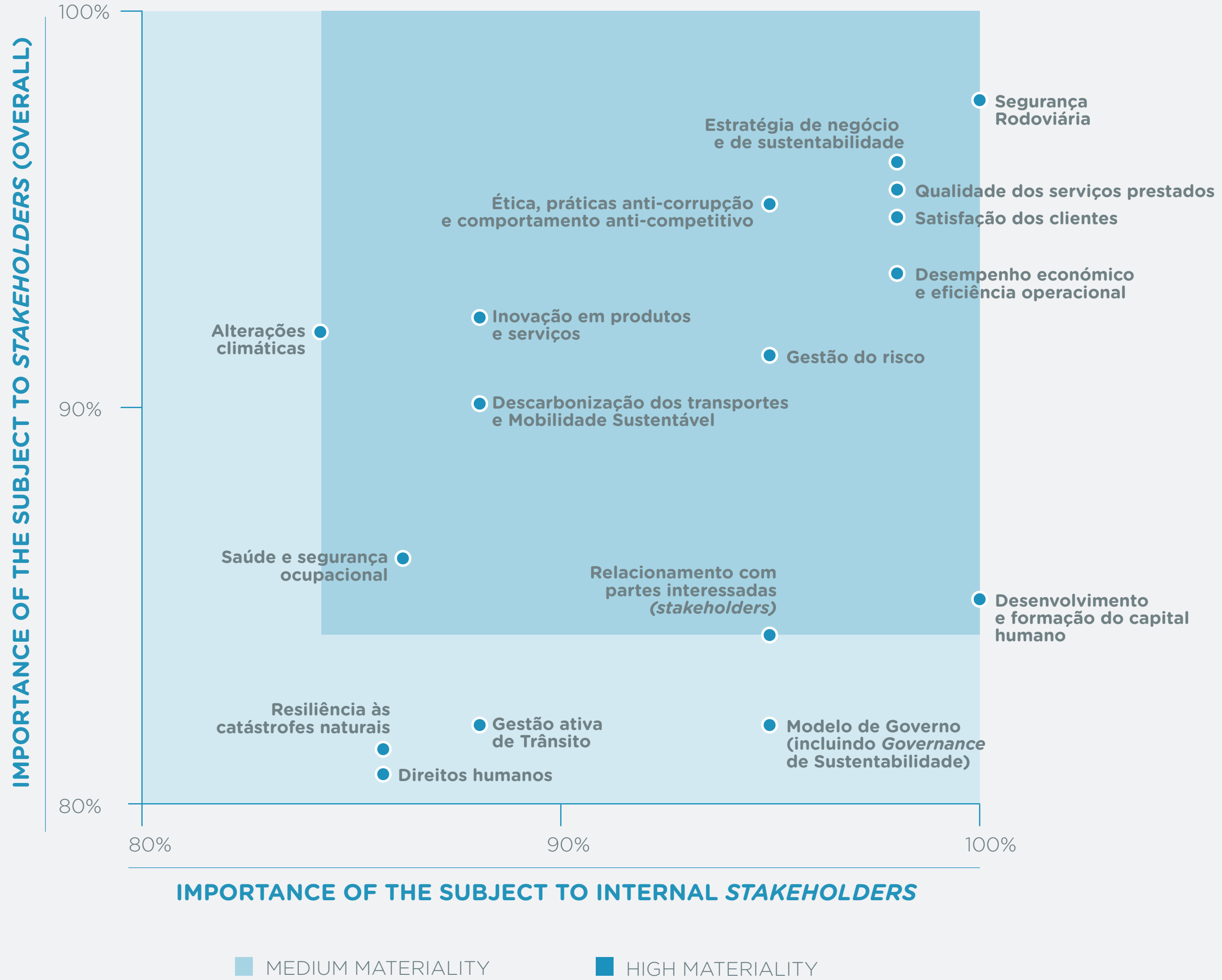
In 2019 there was no record of any proceedings opened by the regulatory entity (CNPD), related with this Indicator. Only one request for clarification were received following one claim by data holder. No other claims were recorded regarding violation of privacy or loss of client data.

02. MATERIALITY

MATERIALITY MATRIX

The materiality matrix obtained from the consultation process exercised in 2018, reveals the position of the material subjects according to the importance assigned by both internal and external stakeholders.

MATERIALITY MATRIX - BRISA



MATERIALITY

MANAGEMENT APPROACH | DISCLOSURE ON MANAGEMENT APPROACH (DMA)

MATERIAL TOPICS	MANAGEMENT APPROACH (DMA)	MATCH WITH SDG'S
ECONOMIC PERFORMANCE • Value Creation • Operational efficiency	Brisa considers operational efficiency and economic performance to be one of the cornerstones of its management. I promotes good management practices in all dimensions of its business. Brisa continuously seeks to improve efficiency.	7, 8, 9
CLIENT SATISFACTION • Infrastructure maintenance/improvement • Impact of traffic jams • Responsible communication and marketing	Management and client satisfaction are focal points of Brisa's strategy, in line with the business model. For this reason we monitor client satisfaction and continuously seek to improve our road and mobility related products and services.	9
SERVICE EFFICIENCY • Sustainable Mobility • Active Traffic Management • Road Safety • Quality of Services	Brisa strives to improve service efficiency, investing in innovation and in the quality of its service, in road safety, in mobility active management and in energy efficiency.	3, 7, 8, 11, 13
TRANSPARENCY IN MANAGEMENT PRACTICES I • Ethics • Model of corporate governance • Anti-corruption practices • Anti-competitive behaviour • Client privacy	Brisa promotes transparency in management practices aligned with its ethics, based on the best corporate governance practices, social values and the Law.	8
NNOVATION IN PRODUCTS AND SERVICES • Meeting client needs with innovative solutions, acting in dimensions such as the business model, products, processes, systems or client service • Integration of digitalisation, collaborative models and behavioural changes	Brisa pushes for the development of its business according to the most demanding innovation standards - technological, services, processes, amongst others as a critical factor of success in a constantly changing market and factor of differentiation vis-a-vis its competitors.	9, 17

MATERIAL TOPICS	MANAGEMENT APPROACH (DMA)	MATCH WITH SDG'S
ENVIRONMENTAL STRATEGY AND ACTION • Eco-efficiency (Energy/ Emissions/ Water/ Waste/ Biodiversity) • Decarbonisation of transportation and mobility • Response to climate change Infrastructure resilience	Mitigating and offsetting the environmental impacts of the business and developing solutions that address the current challenges of sustainable mobility and climate change are an integral part of Brisa's strategic vision for all its business segments.	7, 11, 12, 15
RELATIONSHIP WITH STAKEHOLDERS • Development of collaborative projects • Dialogue with stakeholders • Hiring of local suppliers/ Hiring of local resources/Impact of the business on local communities • Infrastructure resilience	Brisa values the relationship with stakeholders (local communities, NGOs, etc.) in every phase of its activity and seeks to foster its positive social effects.	8, 12, 17
PROFESSIONAL DEVELOPMENT AND LABOUR PRACTICES • Training • Health and Safety • Diversity and Equal Opportunity • Balance between working life and family and personal life • Employability	Brisa values people, by promoting a series of practices addressed to its employees, such as training and career development, integration programmes, balance between work and private life, workplace health and safety prevention.	3, 8
BUSINESS STRATEGY OF SUSTAINABILITY • Integration of financial and non-financial dimensions	Brisa integrates the financial and non-financial dimensions in its business strategy, aiming at creating economic, environmental and social value. The focus of its work is to provide efficient mobility to people.	3, 7, 8, 9, 11, 12, 13, 15, 17
RISK MANAGEMENT • Integrated risk management	The aim of risk management is to ensure the sustained growth of the businesses and to protect Brisa's value, through an integrated management of strategic, operational, financial and compliance risks.	3, 7, 8, 9, 11, 12, 13, 15

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MATERIALITY

MAPPING OF STAKEHOLDERS

	Forms of Scrutiny (PHASE 1)	Expectations (PHASE 2)	Response (PHASE 3)	Material Subjects
REGULATOR	• Active management of the Concession Contract • Prior, formal and informal meetings	• Compliance with the Concession Contract	• Creation of events/activities/queries • Strict compliance with the Concession Contract • Definition of criteria to improve provided services • Optimisation of technical solutions • Development of specific studies	• Compliance with the Concession Contract
EMPLOYEES	• Employee website and Quality and Environment website • Irregularities Disclosure Channel and Ethical Ombudsman • Regular meetings of the Workers' Commission • Follow-up of management systems • Training Assessment Questionnaire • Internal Quality Audit Satisfaction Questionnaire • Active Improvement Opportunities System	• Job stability • Prospects of professional progress • Working conditions • Balance between professional, family and personal life	• People management processes, for example: - Performance management; - Careers - Compensation - Training - Communication channels (See channels mentioned in column "Forms of Scrutiny")	• Talent Management • Health and Safety • Corporate Culture • Professional development and labour practices • Balance between professional, work and personal life
STATE	• Active management and follow-up of contractual obligations • Permanent contact	• Compliance with the Concession Contract	• Negotiation process, with impact on the Concession Contract • Contract management • Creation of events/activities/queries • Drafting of reports	• Compliance with the Concession Contract • Ethics and Transparency
SOCIAL PARTNERS	• Proposals of the trade unions and negotiating process • Regular meetings (monthly or quarterly) • Parity commissions (when necessary) • Management of Works Contract	• Fulfilment of contracts and protocols in force • Creation of opportunities and active collaboration in the initiatives developed	• Analysis of the proposals, suggestions and complaints • Collective bargaining agreement (ACT) Negotiation • Model of network innovation • Development of long-term joint ventures • Partnership protocols with universities and research entities • Support to the production of scientific literature	• Ecosystem of innovation • Certification • Ethics and Transparency

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	Forms of Scrutiny (PHASE 1)	Expectations (PHASE 2)	Response (PHASE 3)	Material Subjects
SHAREHOLDERS	• Brisa's website, email and telephone number	• Transparent and accurate information	• Regular information through available channels • Integrated Report (financial and non- financial information) • Brisa's website, email and telephone number • Meetings and specific events, such as the General Meeting	• Economic performance • Ethics and Transparency • Eco-efficiency and Operational Management • Client satisfaction
CLIENTS	• Customer satisfaction assessment study • Follow-up of the assessment of customer satisfaction with road assistance service, information number, assistance and services in stores • Mystery client in widening works, in the service areas and stores • Assessment of Food Quality and Hygiene in Service Areas • Client surveys • Available support channels: websites, hotline, stores • Complaints management system	• Comfort, safety and fluidity of traffic • Quality of the infrastructure and provided service, perception of received value • Accessible and transparent contact	**At operational level:** • New equipment, systems and procedures of road safety • Management of road pavement and related structures • Road patrolling and assistance services **In terms of the information provided:** • Complaints management system • Multichannel information on traffic in motorways (Via Verde service channels, website, App, radio, press releases, leaflets distributed,...) • Network of Via Verde Stores, Service Areas and information Kiosks • Assistance and Information Number, Hotline for Via Verde Clients • Assistance and information to the hearing-impaired community via sms • Internet websites • Via Verde Eco-system • Via Verde app	• Road Safety • Active Traffic Management • Client Service
LOCAL COMMUNITIES	• Public consultation process, for environmental impact assessments • Dedicated channel for communication with the Media	• Contribution towards local development • Mobility and accessibility solutions	• Contribution towards local development • Mobility and accessibility solutions • Drafting of reports	• Involvement of Stakeholders • Positive external perception • Employees' contribution
PUBLIC OPINION	• Implementation of annual surveys • Journalists perception study • Quarterly monitoring and assessment of news • Monitoring of the impact of specific events • Annual reputation survey	• Transparency and quality of the information	• Transparency and quality of the information	• Ethics and Transparency • Eco-efficiency and Operational Management • Client Service

03. QUALIFICATIONS AND OTHER CURRICULA INFORMATION

QUALIFICATIONS AND OTHER CURRICULA INFORMATION ABOUT THE MEMBERS OF THE BOARD OF DIRECTORS ARE AS FOLLOWS:

Vasco Maria Guimarães José de Mello

Chairman

Education:

Graduated in Business Administration from the American College of Switzerland, 1978, attended *Citigroup's* Training Program in New York, from 1978 to 1979.

Member of Brisa's Board of Directors since 2000. His current mandate is for the 2017-2019 period.

Positions currently held:

Chairman of the Board of Directors and Executive Committee
- José de Mello Capital, S.A.
- Brisa - Auto-Estradas de Portugal, S.A.

Chairman of the Board of Directors:
- BRISA Concessão Rodoviária, SGPS, S.A.
- BRISA Concessão Rodoviária, S.A.
- Brisa O&M, S.A.
- BGI - BRISA Gestão de Infraestruturas, S.A.
- BRISA Roads Áreas de Serviço, S.A.
- BRISA Internacional, SGPS, S.A.
- Via Oeste, SGPS, S.A.
- ASIRB - Serviços Rodoviários, S.A.

Member of the Board:
- BCSD Conselho Empresarial para o Desenvolvimento Sustentável

Chairman of the Board of Directors:
- Fundação Amélia de Mello

Chairman of the General Meeting:
- COTEC Portugal

Previous relevant professional activity:

1979 - 1980 Analyst at Banco Crefisul de Investimento, Brazil
1980 - 1982 Advisor to the Board of Directors of União Industrial Têxtil e Química
1982 - 1999 Member of the Board of Directors of União Industrial Têxtil e Química
1982 - 1987 Member of the Board of Directors of Transitec-Lausanne company
1985 - 2002 Chief Executive Officer of CUF Finance, S.A.
1991 - 2000 Chairman of the Board of Directors of Banco Mello de Investimentos, S.A..
1992 - 1999 Member of the Board of Directors of Sociedade Independente de Comunicação.
1992 - 1996 Member of the Board of Directors of Companhia de Seguros Império.
1995 - 2000 Chairman of the Board of Directors of Banco Mello S.A..
1996 - 2000 Chairman of the Board of Directors of Companhia de Seguros Império.
1996 - 2004 Vice-Chairman of José de Mello SGPS, S.A.
2000 - 2007 Vice-Chairman of the High Council of Banco Comercial Português
2000 - 2002 Member of the Board of Directors of ONI, SGPS. S.A.
2001 - 2004 Chairman of the Board of Directors of União Internacional Financeira, SGPS, S.A.
2003 - 2007 Member of the Board of Directors of Abertis, Barcelona
2005 - 2007 Member of the Supervisory Board of Bank Millennium - Poland

João Pedro Stilwell Rocha e Melo

Vice-Chairman

Education:

Graduated in Mechanical Engineering from Instituto Superior Técnico in 1985.

Post-graduation in Business Administration (MBA) from Universidade Nova de Lisboa in collaboration with Wharton School, of the University of Pennsylvania in 1986.

International Capital Markets, Course from Oxford University in 1991.

Completed the management training programme *"Leadership for Top Managers"* - IMD International in 2002.

Member of Brisa's Board of Directors since 2002. His current mandate is for the 2017-2019 period.

Positions currently held:

Vice-Chairman of the Board of Directors
- Brisa Auto - Estradas de Portugal, S.A.

Member of the Board of Directors
- Brisa Concessão Rodoviária, SGPS, S.A.
- Brisa Concessão Rodoviária, S.A.
- BRISA O&M, S.A.
- BGI - BRISA Gestão de Infraestruturas, S.A.
- Via Oeste, SGPS, SA
- ASIRB - Serviços Rodoviários, S.A.
- Brisa Internacional, SGPS, S.A.
- Via Verde Serviços, S.A.
- BRISA Roads Áreas de Serviço, S.A.

Chairman of the Board of Directors
- Via Verde Carsharing, S.A.
- Via Verde Connected Cars, S.A.
- BRISA Áreas de Serviço, S.A.

Member of the Board of Directors
Member of the Executive Committee
- José de Mello Capital, S.A.

Member of the Board
- ACEGE - Associação Cristã de Empresários e Gestores

Member of the Supervisory Board
Associação APOIAR

Previous relevant professional activity:

Director of Mello Valores
- Sociedade Financeira de Corretagem and General Manager of Banco Mello de Investimentos

1997 - 2000 Chairman of the Executive Committee of Banco Mello de Investimentos, Director of Banco Mello and Director of Companhia de Seguros Império.

Vice-Chairman of the Board of Directors
- BCP Investimento

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João Pedro Ribeiro Azevedo Coutinho
Member

Education:

Graduated in Business Administration from Universidade Católica Portuguesa in 1982.

Completed Business Training Program *"Leadership for Top Managers"*, from IMD International in 2002 and *"Advanced Management Program"* from Harvard in 2013.

Member of Brisa's Board of Directors since 1999. His current mandate is for the 2017-2019 period.

Positions currently held:

Executive Member of the Board of Directors
- Brisa Auto - Estradas de Portugal, S.A.
- José de Mello Capital, S.A.

Member of the Board of Directors
- Brisa Concessão Rodoviária, SGPS, S.A.
- Brisa Concessão Rodoviária, S.A.
- Brisa O&M, SA
- BGI - BRISA Gestão de Infraestruturas, S.A.
- BRISA Roads Áreas de Serviço, S.A.
- Brisa Internacional SGPS, S.A.
- Via Oeste, SGPS, S.A.
- ASIRB - Serviços Rodoviários, S.A.
- SICIT - Sociedade de Investimento e Consultoria em Infraestruturas de Transporte S.A.

Chairman of the Board of Directors
- Via Verde Serviços, S.A.
- VIA VERDE PORTUGAL – Gestão de Sistemas
- Electrónicos de Cobrança, S.A.

Previous relevant professional activity:

1982	Coopers & Lybrand
1990 - 1997	Manager responsible for the Investment Banking Department of Deutsche Bank in Portugal
1997 - 1999	Member of the Executive Committee of Banco Mello de Investimentos.
1999 - 2001	Executive Member of the Board of Directors of BRISA Auto-Estradas de Portugal, S.A.
2002 - 2007	Member of the Board of Directors of CCR - Companhia de Concessões Rodoviárias in Brazil and Chairman of the Board of Directors in 2008

António José Lopes Nunes de Sousa
Member

Education:

Graduated in Civil Engineering from Instituto Superior Técnico in 1982.

Post-graduation in Business Administration from Universidade Católica Portuguesa, Lisbon, 1998.

Member of Brisa's Board of Directors since 2008. His current mandate is for the 2017-2019 period.

Positions currently held:

Executive Member of the Board of Directors
- Brisa Auto - Estradas de Portugal, S.A.

Member of the Board of Directors
- Brisa Concessão Rodoviária, SGPS, S.A.
- Brisa Concessão Rodoviária, S.A.
- Brisa O&M, S.A.
- BGI - BRISA Gestão de Infraestruturas, S.A.
- AEBT - Auto-Estradas do Baixo Tejo, S.A.
- AEDL – Auto-Estradas do Douro Litoral, S.A.
- Via Oeste, SGPS, S.A.
- Brisa Internacional, SGPS, S.A.
- BRISA Roads Áreas de Serviço, S.A.
- ASIRB - Serviços Rodoviários, S.A.

Chairman of the Board of Directors
- Controlauto Controlo Técnico Automóvel, S.A.
- APCAP - Associação Portuguesa das Sociedades Concessionárias de Auto-Estradas ou Pontes com Portagem

Previous relevant professional activity:

1983 - 1999	Engineer at Junta Autónoma de Estradas, having been Director of Empreendimentos Concessionados between 1996 and 1999
1999 - 2002	Brisa Auto-Estradas de Portugal, SA, Technical General Manager.
2002 - 2004	Managing director of Brisa Engenharia e Gestão, SA.
2004 - 2008	Chief Executive Officer of Brisa Participações e Empreendimentos and member of the Board of Directors of Companhia de Concessões Rodoviárias, S.A. (CCR) in Brazil, has been Chairman of the Board of Directors of CCR in the year 2005

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Daniel Alexandre Miguel Amaral
Member

Education:

Business degree from ISEG.

Member of Brisa's Board of Directors since 2011. His current mandate is for the 2017-2019 period.

Positions currently held:

Executive Member of the Board of Directors
- Brisa Auto-Estradas de Portugal, S.A.

Chairman of the Board of Directors
- BRISAL Auto-Estradas do Litoral, S.A.
- AEBT - Auto-Estradas do BAIXO TEJO, S.A.
- AEDL – Auto-Estradas do Douro Litoral, S.A.
- AtoBe – Mobility Technology, S.A.

Member of the Board of Directors
- BGI - BRISA Gestão de Infraestruturas, S.A.
- Via Oeste, SGPS, S.A.
- Brisa Internacional, SGPS, S.A.
- BRISA Concessão Rodoviária, SGPS, S.A.
- BRISA Concessão Rodoviária, S.A.
- Brisa O&M, S.A.
- BRISA Roads Áreas de Serviço, S.A.
- BRISA International B.V.
- ASIRB - Serviços Rodoviários, S.A.
- BRISA International Investments B.V.

Partner
- Arcus Infrastructure Partners LLP
- Arcus ISH LLP

Manager
- Tagus Holdings S.à.r.L.

Manager
- AEIF Apollo S.à.r.L.
- Maintranche, Unipessoal, Lda.

Previous relevant professional activity:

1996	Grupo Caixa Geral de Depósitos
2003 - 2008	Manager of Caixa- Banco de Investimento, S.A.
2007 - 2008	Executive Director of CREDIP – Instituição Financeira de Crédito, S.A.
2008 - 2009	Member of the European Infrastructure Team of Babcock & Brown
Since 2009	Partner of Arcus Infrastructure Partners

Michael Gregory Allen
Member

Education:

Corporate Finance Evening Programme, London Business School, England.

Bachelor of Laws (LLB) from King's College, University of London, England.

Associate Member of King's College London, England

Member of Brisa's Board of Directors since 2011. His current mandate is for the 2017-2019 period.

Positions currently held:

Member of the Board of Directors
- BRISA Auto-Estradas de Portugal, S.A.
- BRISA Concessão Rodoviária, S.A.
- BRISA Concessão Rodoviária, SGPS, S.A.

Partner
- Arcus Infrastructure Partners LLP

Partner
- Arcus ISH LLP

Manager
- AEIF Apollo S.à r.l.
- Tagus Holdings, S.à r.l.
- Maintranche, Unipessoal, Lda.

Previous relevant professional activity:

1991 - 1999	Linklaters
1999 - 2002	Executive Director at Goldman Sachs International
2003 - 2004	Investment Banking Vice-Chairman at Dresdner Kleinwort Wasserstein
2004 - 2007	Banking Merrill Lynch International, Director
2007 - 2009	Babcock & Brown Limited, London, Senior Member of the Infrastructure Team
Since 2009	Partner of Arcus Infrastructure Partners

Rui Alexandre Pires Diniz

Member

Education:
Bachelor of Economics from Universidade Católica Portuguesa, 1996.

Member of Brisa's Board of Directors since 2010. His current mandate is for the 2017-2019 period.

Positions currently held:

Member of the Board of Directors
- Brisa Auto-Estradas de Portugal, S.A.
- José de Mello Capital, S.A.
- MGI CAPITAL, SGPS, S.A.
- MGI CAPITAL - International Financing, SGPS, S.A.
- MGI CAPITAL - Sistema de Gestão, S.A.
- MGI GP - Gestão de Activos, S.A.
- José de Mello Saúde, S.A.
- Escala Braga - Sociedade Gestora do Estabelecimento, S.A.
- Hospital CUF Infante Santo, S.A.
- Hospital CUF Descobertas, S.A
- Hospital CUF Porto, S.A.
- JMS - Prestação de Serviços Administrativos e Operacionais, ACE
- JMS - Prestação de Serviços de Saúde, ACE
- Loja Saúde CUF - de Administração
- PPS II S.A.
- PPS III S.A.
- ACADEMIA CUF, Sociedade Unipessoal Lda.
- Clínica CUF Alvalade S.A.
- Clínica Luís Alvares S.A.
- Hospital CUF Viseu, S.A.
- Hospital CUF Santarém, S.A.
- Escala Vila Franca - Sociedade Gestora do Estabelecimento, S.A.
- Hospital CUF Cascais, S.A.
- Hospital CUF Torres Vedras, S.A.
- IMO HEALTH - Investimentos Imobiliários, S.A.
- INFRA HEALTH - Gestão de Infraestruturas, S.A.
- JMS - Serviços de Logistica, ACE
- Efacec Power Solutions, SGPS, S.A.
- Efacec do Brasil, Ltda
- Sesco - Efacec , Sdn. Bhd.
- Hospital Cuf Coimbra, S.A.
- Simply Green S.A.
- Imo Health - Investimentos Imobiliários, S.A.
- Imo Health Cascais, Investimentos Imobiliários, S.A.
- Imo Health Matosinhos, Investimentos Imobiliários, S.A.
- Imo Health Belém, Investimentos Imobiliários, S.A.
- Imo Health Torres Vedras, Investimentos Imobiliários, S.A.
- Hospimob, Investimentos Imobiliários, S.A.

Chairman of the Board of Directors
- Centro Gamma Knife - Radiocirurgia, S.A.
- Clínica CUF Belém S.A.
- Efacec Sistemas España, S.L.M.

Manager
- Cenes - Centro de Reprocessamento de Dispositivos Médicos, Lda

Chairman of the Supervisory Board
- Centro Paroquial do Estoril

Vice-Chairman of the Supervisory Board
- Santa Casa da Misericórdia de Cascais

Director
- Fundação Manuel Violante

Board Member
- Inclusive Community Forum da Nova SBE

Board Member
- Novamente - Associação de Apoio aos Traumatizados Crânio Encefálicos

Member of the Council for Economic Affairs
- Diocese de Lisboa

Previous relevant professional activity:

1996 - 2010	Mckinsey & Company (Iberian office)
1996 - 2002	Consultant of Mckinsey & Company
2002 - 2008	Partner at McKinsey & Company
2007 - 2010	Office Manager Mckinsey & Company Lisbon office
2008 - 2009	Partner and manager at McKinsey & Company

Was responsible for the Insurance and Health Areas in Iberia, as well as responsible for the Banking, Insurance and Health teams in Portugal, Spain, Brazil and Angola.

Luis Eduardo Brito Freixial de Goes

Member

Education:

Graduated in Law from Universidade Católica Portuguesa, 1993.

Member of Brisa's Board of Directors since 2012. His current mandate is for the 2017-2019 period.

Positions currently held:

Member of the Board of Directors
- Brisa Auto-Estradas de Portugal, S.A.
- BRISA Concessão Rodoviária, SGPS, S.A.
- José de Mello Saúde, S.A.
- José de Mello Imobiliária, SGPS, S.A.
- José de Mello Internacional
- José de Mello – Investimentos, SGPS, S.A.
- Bondalti Capital, S.A.
- TAGUS HOLDING S.à.r.l
- Tecnocapital, SGPS, S.A.
- Sociedade Agrícola D. Diniz, S.A.
- ATM – Assistência Total em Manutenção, S.A.

Chairman of the Board of Directors
- MGI Capital, S.A.

Member of the Executive Committee
- José de Mello Capital, S.A.

Single Director
- IBOMÍLIA – Sociedade Imobiliária, S.A.

Previous relevant professional activity:

1990 - 1993	Deloitte (Tax Department)
1993 - 1995	Vieira de Almeida e Associados, law trainee
1995 - 2000	Vieira de Almeida e Associados, specialist in Corporate and Financial Areas
2000 - 2004	Manager of the Legal Department of José de Mello SGPS
2005 - 2012	Head Coordinator of the legal areas of José de Mello Group

As from April 2012 Executive Director of José de Mello- Sociedade Gestora de Participações Sociais, S.A.

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Graham Peter Wilson Marr
Member

Education:

BSc (Hons) in Chemistry, University of Durham - 1980.

Statutory Auditor (Institute of Chartered Accountants in England & Wales) – 1983.

Member of Brisa's Board of Directors since 2012. His current mandate is for the 2017-2019 period.

Positions currently held:

Member of the Board of Directors
- Brisa Auto-Estradas de Portugal, S.A.

Previous relevant professional activity:

1980 - 1996	Price Waterhouse (London & Aberdeen) – (Tax Partner since 1992)
1996 - 2006	Member (later responsible) of Leasing Advisory and Shipping Finance team at Babcock & Brown, London
2006 - 2009	Senior member of European Infrastructure team, Babcock & Brown Limited, London
2008 - 2015	Willow Topco Limited – Member of the Board of Directors
2009 - 2016	Arcus ISH LLP - Partner
2009 - 2016	Partner and Chief Operating Officer (2009-2013) and Co-Managing Partner (2013-2016), Arcus Infrastructure Partners LLP
2010 - 2015	Angel Trains Group Limited – Member of the Board of Directors
2012 - 2017	Forth Ports Limited - Member of the Board of Directors

Stuart David Gray
Member

Education:

BS in Accounting from Glasgow University, 1995.

Member of the Institute of Chartered Tax Advisors and the Institute of Chartered Accountants of Scotland.

Member of Brisa's Board of Directors since 2015. His current mandate is for the 2017-2019 period.

Positions currently held:

Member of the Board of Directors
- Brisa Auto-Estradas de Portugal, S.A.
- AEIF Luxembourg Holdings Sarl
- Glacio Cold Chain Logistics Partners AS

Partner and CFO
- Arcus Infrastructure Partners LLP

Previous relevant professional activity:

1993 - 1996	Deloitte Tax Consultant
1996 - 2002	Andersen, Senior Tax Consultant
2002 - 2007	Director for tax and treasury areas for Europe at Sanmina-SCI
2007 - 2009	Babcock & Brown Limited, member of the Tax Division
2011 - 2016	Shere Group Ltd – Member of the Board of Directors
2011 - 2018	Forth Ports Ltd - Member of the Board of Directors
Since 2009	Partner of Arcus Infrastructure Partners

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04. INDIVIDUAL FINANCIAL STATEMENTS

STATEMENTS OF FINANCIAL POSITION AS OF 31 DECEMBER 2019 AND 2018 (Amounts expressed in thousand Euro)

	Notes	'19	'18
NON-CURRENT ASSETS:			
Tangible assets	11	11 571	11 770
Intangible assets	12	2 206	2 602
Assets under right of use	13	782	-
Investments in subsidiaries and associated companies	14	375 531	458 243
Other investments	14	25 957	7 248
Goodwill	15	5 798	6 177
Deferred tax assets	16	12 122	2 406
Other receivables		-	151
Total non-current assets		**433 967**	**488 597**
CURRENT ASSETS:			
Inventories		21	21
Trade and other receivables	17	15 417	15 428
Group companies	14	77 252	84 661
Deferred tax assets	8	4 084	-
Other current assets	18	2 576	17 737
Cash and cash equivalents	19	22 389	38 932
Total current assets		**121 739**	**156 779**
Total assets		**555 706**	**645 376**

	Notes	'19	'18
SHAREHOLDERS' EQUITY:			
Share capital	20	6 000	6 000
Own shares - nominal value	21	(474)	(474)
Own shares - discounts and premiums	21	(228 246)	(228 246)
Adjustments of shareholdings in subsidiaries and associated companies	22	4 296	57 148
Legal and other reserves	22	245 322	269 416
Retained earnings	-	150 404	168 546
Net income	-	151 955	157 997
Total shareholders' equity		**329 257**	**430 387**
NON-CURRENT LIABILITIES:			
Loans	23	-	75 905
Liabilities with pensions	30	3 256	2 208
Provisions	25	155 998	90 849
Other payables	27	508	-
Total non-current liabilities		**159 762**	**168 962**
CURRENT LIABILITIES:			
Provisions	25	14 525	425
Trade payables	26	4 782	4 834
Loans	23	30	16
Shareholders	-	273	295
Investment payables	26	1 222	1 950
Current tax liabilities	8	-	4 348
Other payables	27	7 675	5 819
Other current liabilities	28	38 180	28 340
Total current liabilities		**66 687**	**46 027**
Total liabilities and shareholders' equity		**555 706**	**645 376**

The attached notes form an integral part of the statement of financial position as at 31 December 2019

INCOME AND OTHER COMPREHENSIVE INCOME STATEMENT FOR THE YEARS ENDED AS OF 31 DECEMBER 2019 AND 2018 (Amounts expressed in thousand Euro)

	Notes	'19	'18
OPERATING INCOME:			
Services rendered	3	35 539	33 522
Other operating income and gains	3	1 570	1 512
Provisions reversals	3	9	17
Total operating income		**37 118**	**35 051**
OPERATING EXPENSES:			
External supplies and services	4	(22 469)	(13 910)
Payroll costs	6	(23 086)	(22 030)
Amortization and depreciation	11, 12 and 13	(3 234)	(2 886)
Adjustments	24	(33)	-
Provisions	25	(72 354)	(928)
Taxes		(45)	(78)
Other operating expenses		(429)	(556)
Total operating expenses		**(121 650)**	**(40 388)**
Operating results		**(84 532)**	**(5 337)**
FINANCIAL EXPENSES AND LOSSES	7	(4 168)	(12 029)
FINANCIAL INCOME AND GAINS	7	1 342	1 550
RESULTS FROM INVESTMENTS	7	239 088	169 982
Profit before tax		**151 730**	**154 166**
INCOME TAX	8	225	3 831
Net income		**151 955**	**157 997**
OTHER INCOME AND EXPENSES RECOGNIZED IN SHAREHOLDERS' EQUITY THAT MAY BE RECLASSIFIED TO RESULTS:			
Adjustments of shareholdings	14	(52 796)	1 610
OTHER INCOME AND EXPENSES RECOGNIZED IN SHAREHOLDERS' EQUITY THAT WILL NOT BE SUBSEQUENTLY RECLASSIFIED TO RESULTS:			
Pension plan-re-measurements	16 and 30	(546)	(321)
Total other comprehensive income		**(53 342)**	**1 289**
Total net income and other comprehensive income		**98 613**	**159 286**
Basic and diluted earnings per share (amounts stated in Euros)	**9**	**0.27**	**0.29**

The attached notes form an integral part of the income and other comprehensive income statement for financial year ended 31 December 2019

STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY FOR THE YEARS ENDED AS OF 31 DECEMBER 2019 AND 2018 (Amounts expressed in thousand Euro)

	Notes	Share capital	Own shares	Adjustments of shareholdings in subsidiaries and associated companies	Legal and other reserves	Retained earnings	Net income	Total
Balance on 1 January 2018	-	6 000	(228 720)	55 824	279 880	66 526	230 771	410 281
Net income - 2018	-	-	-	-	-	-	157 997	157 997
Other income and expenses recognized in shareholders' equity:								
Effect of application of equity accounting	14	-	-	1 610	-	16 400	-	18 010
Pension plan re-measurements	16 and 30	-	-	-	(321)	-	-	(321)
Total net income and other comprehensive income		-	-	1 610	(321)	16 400	157 997	175 686
Appropriation of results of 2017:								
Other reserves	10	-	-	-	65 017	-	(65 017)	-
Distributed dividends	10	-	-	-	-	-	(80 134)	(80 134)
Effect of change in the measurement policy of financial investments		-	-	-	-	85 620	(85 620)	-
Changes in percentage of control over subsidiaries	14	-	-	(286)	-	-	-	(286)
Reserves distribution	10	-	-	-	(75 160)	-	-	(75 160)
Balance on 31 December 2018		6 000	(228 720)	57 148	269 416	168 546	157 997	430 387
Balance on 1 January 2019		6 000	(228 720)	57 148	269 416	168 546	157 997	430 387
Net income - 2019		-	-	-	-	-	151 955	151 955
Other income and expenses recognized in shareholders' equity:								
Effect of application of equity accounting	14	-	-	(52 796)	-	648	-	(52 148)
Pension plan re-measurements	16 and 30	-	-	-	(546)	-	-	(546)
Total net income and other comprehensive income		-	-	(52 796)	(546)	648	151 955	99 261
Appropriation of results of 2018:								
Other reserves	10	-	-	-	26 467	-	(26 467)	-
Distributed dividends	10	-	-	-	-	-	(131 530)	(131 530)
Distribution of retained earnings	10	-	-	-	-	(18 790)	-	(18 790)
Changes in percentage of control over subsidiaries	14	-	-	(56)	-	-	-	(56)
Reserves distribution	10	-	-	-	(50 015)	-	-	(50 015)
Balance on 31 December 2019		6 000	(228 720)	4 296	245 322	150 404	151 955	329 257

The attached notes form an integral part of the statement of changes in shareholders' equity for financial year ended 31 December 2019

THE CERTIFIED ACCOUNTANT NO. 62018

THE BOARD OF DIRECTORS

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CASH FLOW STATEMENT FOR THE YEARS ENDED AS OF 31 DECEMBER 2019 AND 2018 (Amounts expressed in thousand Euro)

	Notes	'19	'18
OPERATING ACTIVITIES:			
Receipts from trade receivables		34 171	32 506
Payments to trade payables		(17 441)	(14 027)
Payments to personnel		(20 652)	(19 786)
Cash flows generated by operations		(3 922)	(1 307)
Receipts of income tax		1 229	6 939
Other receipts/(payments) related to operating activities		2 466	1 613
Cash flows from operating activities (1)		**(227)**	**7 245**
INVESTING ACTIVITIES:			
Receipts arising from:			
Investments in subsidiaries, associated companies and other	14	9 641	13 819
Tangible and intangible assets		40	9
Interest and similar income		9 646	5 300
Dividends	7 and 14	210 540	150 782
		229 867	**169 910**
Payments related to:			
Investments in subsidiaries, associated companies and other	14	(38 658)	(5 175)
Tangible and intangible assets		(3 119)	(1 856)
		(41 777)	**(7 031)**
Cash flows from investing activities (2)		**188 090**	**162 879**

	Notes	'19	'18
FINANCING ACTIVITIES:			
Payments related to:			
Loans	23	(2 166)	(12 000)
Interest and similar expenses		(1 510)	(1 392)
Dividends	10	(200 357)	(155 275)
Derivative financial instruments		-	(233)
Right of use		(373)	-
		(204 406)	**(168 900)**
Cash flows from financing activities (3)		**(204 406)**	**(168 900)**
Foreign exchange effect (4)		-	(2)
Change in cash and cash equivalents (5) = (1) + (2) + (3) + (4)		(16 543)	1 222
Cash and cash equivalents at beginning of period	19	38 919	37 697
Cash and cash equivalents at end of period	19	22 376	38 919

The attached notes form an integral part of the statement of changes in shareholders' equity for financial year ended 31 December 2019

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1. INTRODUCTORY NOTE

Brisa – Auto-Estradas de Portugal, S.A. ("Company" or "Brisa") was incorporated on 28 September 1972, having as its main activity the construction, maintenance and operation of motorways and respective service areas, under a concession regime, as well as the study and realization of social equipment infrastructures. On 22 December 2010, following the reorganization process at Group structure, the Company transferred to Brisa – Concessão Rodoviária S.A. ("BCR"), its position in the concession arrangement approved by Resolution of the Council of Ministers no. 198-B/2008, of 31 December (the "Brisa Concession"). This operation was accompanied by the delivery by Brisa of a set of assets and liabilities allocated to the Brisa Concession, together constituting a contribution in kind to a capital increase in BCR. As a result of the aforementioned reorganization process, the Company's activity came to be the holding of equity interests, the management and development of new businesses and the provision of logistical support and administrative and financial management services.

These financial statements do not include the effect of the consolidation of assets, liabilities, income and expenses, which will be carried out in the consolidated financial statements to be approved and published separately, and which reflect assets of Euros 2 940 739 thousand, a shareholder's equity of Euros 411 014 thousand and a net income attributable to the Company's shareholders of Euros 151 955 thousand.

2. MAIN ACCOUNTING POLICIES

2.1. BASES OF PRESENTATION

The accompanying financial statements were prepared on a going concern basis from the Company's books and accounting records, maintained in accordance with International Financial Reporting Standards, effective for the financial year beginning on 1 January 2019, as adopted by the European Union. Such standards include the International Financial Reporting Standards ("IFRS") issued by the International Accounting Standards Board ("IASB"), the International Accounting Standards ("IAS") issued by the International Accounting Standards Committee ("IASC") and the respective interpretations – IFRIC and SIC issued by the International Financial Reporting Interpretation Committee ("IFRIC") and Standing Interpretation Committee ("SIC"). These standards and interpretations are hereinafter referred to collectively as "IFRS".

Adoption of new, amended and revised standards and interpretations

The standards, interpretations, amendments and revisions applicable to the Company's operations, endorsed by the European Union and with mandatory application in financial years starting on or after 1 January 2019, are as follows:

Standard / Interpretation	Effective date (financial years beginning on or after)	
IFRS 16 – Leases	01-jan-2019	This new standard replaces IAS 17, with a significant impact on the accounting by lessees that are now obliged to recognize a lease liability equivalent to the future payments on the lease and an asset for "right of use" for all lease agreements, except for certain short-term and/or low-value leases. The definition of a lease agreement was also altered, being based on the "right to control the use of an identified asset".
IFRIC 23 – Uncertainty over income tax treatment	01-jan-2019	This is an interpretation of IAS 12 – 'Income tax', and refers to the measurement and recognition requirements to apply when there is uncertainty as to the acceptance of a certain tax treatment by the Tax Administration regarding income tax. In the case of uncertainty as to the Tax Administration's position with regard to a specific transaction, the entity shall carry out its best estimate and record assets or liabilities for income tax under IAS 12, and not IAS 37 – "Provisions, contingent liabilities and contingent assets", based on the expected amount or the most probable amount. The application of IFRIC 23 may be retrospective or modified retrospective.
Amendment to IFRS 9 - prepayment features with negative compensation	01-jan-2019	This amendment introduces the possibility of classifying financial assets with prepayment features with negative compensation at amortized cost, provided that conditions are met, instead of being classified at fair value through profit or loss.
Amendments to IAS 28 – Long-term investments in associated companies and joint ventures	01-jan-2019	This amendment clarifies that long-term investments in associated companies and joint ventures (components of an entity's investment in associated companies and joint ventures) that are not being measured using the equity method, should be accounted for in accordance with IFRS 9, being subject to the expected losses impairment model, before any impairment test is realized on the investment as a whole, when there are indications of impairment.
Improvements in international financial reporting standards (2015-2017 cycle)	01-jan-2019	This cycle of improvements affects the following standards: IAS 23 (this improvement clarifies that if any specific loan remains outstanding after the related asset is ready for its intended use or sale, that loan shall be added to the general funds borrowed for the purpose of calculating the average capitalization rate for other qualifying assets), IAS 12 (this improvement clarifies that all income tax consequences of dividends shall be recognized on the date the entity recognizes the liability for the payment of dividends, being recognized in the income statement, in other comprehensive income or in shareholders' equity, depending on the transaction or event giving rise to the dividends) and IFRS 3 and IFRS 11 (these improvements clarify that (i) when an entity obtains control of a business that is a joint operation, it remeasures previously held interests in that business at fair value; and (ii) when an entity that does not exercise joint control, obtains joint control of a business that is a joint operation, the entity does not remeasure previously held interests).
IAS 19 – Changes, reductions and settlements of defined benefit plans	01-jan-2019	This amendment requires an entity to: (i) use updated assumptions to determine the current service costs and the net interest for the remaining period after the amendment, reduction or settlement of the plan; and ii) recognize in the income statement as part of the past service costs, or as a gain or loss on the settlement, and in other comprehensive income any reduction in the surplus coverage, even if the surplus coverage was not previously recognized due to the impact of the "asset ceiling".

The Company adopted IFRS 16 for the first time on 1 January 2019, using the modified retrospective method. The comparative information for financial year ended 31 December 2018 is not restated, as the Company has opted to measure these assets on the date of the first application of the standard.

The introduction of IFRS 16 replaces IAS 17, which advocated the classification of leases into operating and finance leases, which now have a similar accounting treatment with the application of this new standard. The application of IFRS 16 included all operating lease agreements which term, on the date of the application of the standard, was to occur in a period of more than 12 months (excluding low-value contracts, that is, with a total amount of less than Euros 5 000).

The impact of the first-time adoption of IFRS 16, on 1 January 2019, was as follows:

Non-current assets:	
Assets under right of use	764
Total assets	**764**
Non-current liabilities:	
Other payables	512
Current liabilities:	
Other payables	252
Total liabilities	**764**

New, amended and revised standards and interpretations not adopted

The following standards, interpretations, amendments and revisions likely to apply to the Company's operations, but with mandatory application only in future financial years, were endorsed by the European Union by 31 December 2019:

Standard / Interpretation	Effective date (financial years beginning on or after)	
IAS 1 and IAS 8 (amendment) - Definition of material	01-jan-2020	This amendment introduces a modification to the concept of material. It includes clarifications regarding the reference to unclear information, corresponding to situations in which its effect is similar to omitting or distorting such information, in the global context of the financial statements; and clarifications regarding the term "main users of financial statements" that are defined as "current and future investors, financiers and creditors" that depend on the financial statements to obtain a significant part of the information they need.
Conceptual structure - Amendments in the referencing to other IFRS	01-jan-2020	As a result of the publication of the new conceptual structure, the IASB introduced changes in the text of various standards and interpretations, in order to clarify the application of the new definitions of assets / liabilities and expenses / income, in addition to some of the characteristics of financial information. These changes are retrospective in application, unless impracticable.

The following standards, interpretations, amendments and revisions likely to apply to the Company's operations, but with mandatory application only in future financial years, were not endorsed by the European Union by 31 December 2019:

Standard / Interpretation	Effective date (financial years beginning on or after)	
Amendment to IFRS3 - Definition of a business	01-jan-2020	This amendment constitutes a revision of the definition of a business for the purpose of accounting for business combinations. The new definition requires an acquisition to include an input and a substantial process that together generate outputs. Outputs are now defined as goods and services that are provided to clients, which generate income from financial investments and other income, excluding returns in the form of cost reductions and other economic benefits for shareholders. "Concentration tests" are now allowed to determine whether a transaction relates to the acquisition of an asset or a business.
IFRS 17 - Insurance contracts	01-jan-2021	This new standard replaces IFRS 4 and applies to all entities that issue insurance contracts, reinsurance contracts and investment contracts with discretionary participation features. IFRS 17 is based on the current measurement of the technical responsibilities at each reporting date. The current measurement may be based on a complete ("building block") or simplified ("premium allocation") approach. The recognition of the technical margin is different depending on whether it is positive or negative. IFRS 17 is retrospective in application.
IFRS 9, IAS 39 and IFRS 7 (amendment) - IBOR reform	01-jan-2020	Corresponds to amendments to standards IFRS 9, IAS 39 and IFRS 7 related to the project to reform benchmark interest rates (known as the IBOR reform), so as to decrease the potential impact of reference interest rates on the financial reporting, namely on hedge accounting. This amendment will not have a significant impact on the Company's financial statements.

No significant impacts on the Company's financial statements are expected to occur as a result of the adoption of these standards.

The financial statements were prepared in accordance with the historical cost convention, except in the case of derivative financial instruments, which are recognized at fair value. The main accounting policies adopted are described below.

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2.2. FINANCIAL INVESTMENTS

Investments in subsidiaries and associated companies

Investments in subsidiaries, in which control is held, and in associated companies, in which there is significant influence, are recorded using the equity method.

In accordance with the equity method, financial investments are recorded at their acquisition cost, adjusted by the amount corresponding to the Company's share in the subsidiary's comprehensive income (including the net income), against other comprehensive income or net income for the financial year respectively, and by dividends received.

In the particular case of equity changes in subsidiaries and associated companies, resulting from a share capital increase with a share premium, which results in a dilution of the shareholding held, the corresponding adjustment in the value of the financial investment is made against gains or losses related to investments.

Losses in subsidiaries and associated companies in excess of the investment made in these entities are not recognized, unless obligations have been assumed, or payments have been made on behalf of the associated companies.

Any excess of the acquisition cost over the fair value of the identifiable net assets is recorded as goodwill. In cases where the acquisition cost is less than the fair value of the identified net assets, the difference is recorded as a gain in the income statement for the financial year in which the acquisition occurs.

In addition, dividends received from these companies are recorded as a decrease in the value of the financial investments.

A valuation of the investments is made when there are indications that the asset may be impaired (including goodwill and/or implicit loans/financing), and any impairment losses that are shown to exist are recorded as a cost. When there are indications that the impairment losses recognized no longer exist or have decreased, a reversal of impairment losses recognized in previous years is recorded. However, the reversal of the impairment loss is made up to the limit of the amount that would be recognized (net of amortization) if the impairment loss had not been recorded in previous financial years.

Other investments

Other financial investments are recorded at acquisition cost, less accumulated impairment losses.

Goodwill

The differences between the acquisition cost of investments in subsidiaries and associated companies are recorded in the caption "Goodwill".

Goodwill is not amortized, being tested annually to verify whether there are any impairment losses. Goodwill is allocated to the cash-generating units to which it belongs, for the purpose of carrying out impairment tests, which are carried out at least once a year. The recoverable amount is determined based on the business plans used by the management of the Company or valuation reports prepared by independent entities. The goodwill impairment losses recorded in the financial year are recorded in the income statement and in other comprehensive income for the period under the caption "Amortization, depreciation and adjustments".

Impairment losses related to goodwill cannot be reversed, except in the case of goodwill implicit in investments in associated companies.

In situations where the differences between the acquisition cost of investments in subsidiaries and associated companies are negative, they are recognized as income on the acquisition date.

2.3. INTANGIBLE ASSETS

Intangible assets comprise, essentially, licenses and software and are recorded at acquisition cost less accumulated amortization and impairment losses. Intangible assets are only recognized if it is likely that they will produce future economic benefits for the Company, if they are controllable by same and if their value can be reliably determined.

Internally generated intangible assets, namely current research and development expenses are recognized as expenses when incurred.

Internal costs associated with maintenance and software development are recorded as expenses in the income and other comprehensive income statement when incurred, except where these costs are directly associated with projects for which the generation of future economic benefits is likely for the Company. In these situations, the amounts incurred are classified as intangible assets.

Amortization of such assets is calculated on a straight-line basis as from the date the assets are available for use, in accordance with the estimated useful lives of the assets.

2.4. TANGIBLE ASSETS

Tangible assets used in the rendering of services or for administrative purposes are stated at acquisition cost, including expenses incurred with their purchase, less accumulated depreciation and, where applicable, impairment losses.

Depreciation of tangible assets is calculated on a straight-line basis over their estimated useful lives, as from when the assets become available for their intended use, in accordance with the following estimated useful lives:

	Years of useful life
Buildings and other constructions	10 to 50
Basic equipment	1 to 20
Transportation equipment	4 to 6
Office equipment	1 to 10
Tools and utensils	1 to 4

2.5. LEASES

Tangible assets acquired under finance lease agreements as well as the corresponding liabilities are recorded in accordance with the financial method, whereby the assets under right of use, corresponding accumulated depreciation and liabilities are recognized in accordance with the agreed financial plan. In addition, interest included in the lease instalments and depreciation of the right of use are recognized as expenses in the income and other comprehensive income statement for the financial year they relate to.

Low-value leases, i.e. those which total contract amount is less than Euros 5 000, are excluded from this procedure, being recorded in the income statement in accordance with the period to which they refer.

2.6. IMPAIRMENT OF NON-CURRENT ASSETS

Impairment assessments are made as at the date of the statement of financial position and whenever an event or change in circumstances is identified that indicates that the carrying amount of an asset may not be recovered. Where such indications exist, the Company determines the recoverable value of the asset, to determine the possible extent of the impairment loss.

In situations in which the individual asset does not generate cash flows independently of other assets, the estimated recoverable value is determined for the cash-generating unit to which the asset belongs.

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Whenever the carrying amount of an asset exceeds its recoverable amount, an impairment loss is recognized in the income and other comprehensive income statement, in the captions "Amortization and depreciation" and "Adjustments".

The recoverable amount is the higher of the net selling price (selling price less selling expenses) and the value in use of the asset. The net selling price is the amount that would be obtained from selling the asset in a transaction between knowledgeable independent entities less the expenses directly attributable to the sale. The value in use is the present value of the estimated future cash flows resulting from the continued use of the asset and sale thereof at the end of its useful life. Recoverable amounts are estimated for individual assets or, where this is not possible, for the cash-generating unit to which the asset belongs.

Impairment losses recognized in prior years are reversed when there are indications that such losses no longer exist or have decreased. The reversal of impairment losses is recognized in the income and other comprehensive income statement as "Reversal of amortization, depreciation, adjustments and provisions". However, impairment losses are reversed up to the amount that would have been recognized (net of depreciation and amortization) had the impairment loss not been recorded in prior years.

2.7. ASSETS, LIABILITIES AND TRANSACTIONS IN FOREIGN CURRENCY

Transactions in currencies other than the Euro are recorded at the rates in force on the date of the transaction. On each statement of financial position date, monetary assets and liabilities stated in foreign currency are converted into Euros using the exchange rates in force on that date.

Exchange differences, favourable and unfavourable, caused by differences between the exchange rates in force on the date of the transactions and those in effect on the date of the collections, payments or the date of the statement of financial position, are recorded as financial income and expenses in the income and other comprehensive income statement.

2.8. FINANCING COSTS

Financing costs are recognized in the income and other comprehensive income statement for the financial year to which they relate.

2.9. INVENTORIES

Merchandise and raw materials are recorded at acquisition cost, which is lower than the respective market value, using the average cost as costing method.

Impairment losses of inventories are recorded for the difference between their cost value and their respective realization value, in the event it is lower than the cost.

2.10. OPERATING RESULTS

Operating results include all operating expenses and income, whether recurrent or not, including restructuring expenses and expenses and income related to operating assets (tangible assets and intangible assets). Thus, these results do not include net financing expenses, the results determined in respect of investments and income taxes.

2.11. PROVISIONS

Provisions are recognized when, and only when, the Company has an obligation (legal or implicit) resulting from a past event, under which it is probable that it will have an outflow of resources to settle the obligation and the amount of the obligation can be reasonably estimated. At each statement of financial position date, provisions are reviewed and adjusted to reflect the best estimate as at that date.

Provisions for reorganization costs are recognized whenever there is a formal and detailed reorganization plan and same has been communicated to the parties involved.

Present obligations arising from onerous contracts are recognized and measured as provisions. An onerous contract exists whenever the Company is a party to a contract in which the unavoidable costs to fulfil its obligations exceed the economic benefits expected from it.

2.12. FINANCIAL INSTRUMENTS

Financial assets and liabilities are recognized when the Company becomes a party to the contractual relationship.

The classification of financial assets depends on the business model followed by the Company in its management of financial assets (receipt of contractual cash flows or sale of financial assets and appropriation of changes in fair value) and the characteristics of the contractual cash flows (solely repayments of capital and payments of interest on the capital outstanding).

Changes to the classification of financial assets can only be made when the business model is changed, except for investments in equity instruments that are classified as financial assets at fair value through other comprehensive income, which constitute equity instruments, which can never be reclassified to another category of financial assets.

Financial liabilities are generally classified at amortized cost, except for derivative financial instruments that are liabilities, which are measured at fair value. The Company does not have financial liabilities irrevocably designated as measured at fair value through profit or loss.

Cash and cash equivalents

Amounts included in the caption "Cash and cash equivalents" include cash, bank deposits and term deposits, which can be immediately withdrawable with insignificant risk of change in value.

The caption "Cash and cash equivalents" in the cash flow statement also includes the bank overdrafts reflected in the statement of financial position in the caption "Loans".

Financial liabilities and equity instruments

Financial liabilities and equity instruments are classified according to the contractual substance, regardless of the legal form they take. Equity instruments are contracts that show a residual interest in the Company's assets, after deducting the liabilities.

Equity instruments issued are recorded at the amount received, net of the expenses incurred with their issue.

Financial assets and liabilities at amortized cost

Financial assets and liabilities at amortized cost, net of any accumulated impairment losses in the case of assets, include:
- Accounts receivable;
- Loans;
- Accounts payable.

Financial assets at amortized cost are held with the purpose of obtaining inflows of capital and/or interest.

The amortized cost is the amount at which a financial asset or liability is measured at initial recognition, less repayments of the capital, plus or minus the accumulated amortization, using the effective interest rate method, of any difference between such original amount and the amount at maturity. The effective interest rate is the rate that discounts estimated future payments or receipts to the net amount recognized of the financial asset or liability.

Derivative financial instruments and hedge accounting

The Company has as its policy to contract derivative financial instruments to hedge the financial risks to which it is exposed as a result of changes in interest rates.

The contracting of derivative financial instruments is made in accordance with internal policies approved by the Board of Directors.

Derivative financial instruments are measured at their fair value. The method for recognizing these financial instruments will depend on the nature and purpose of the operation.

Hedge accounting

Derivative financial instruments are designated as hedging instruments in accordance with the provisions of IAS 9, namely considering their documentation and effectiveness. Hedging criteria are met when (i) there is an economic relationship between the hedged item and the hedging instrument, according to the policy defined by the Company; (ii) changes in fair value do not result from a change in credit risk; and (iii) the hedging ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Company actually hedges and the quantity of the hedging instrument that the Company actually uses to hedge that quantity of hedged item.

Changes in the fair value of derivative financial instruments designated as fair value hedges are recognized as a financial result for the year, together with the changes in the fair value of the asset or liability subject to that risk.

Changes in the fair value of derivative financial instruments designated as cash flow hedging instruments are recorded in the caption "Other reserves" as regards their effective component, and in financial results as regards the non-effective component. The amounts recorded under "Other reserves" are transferred to financial results in the same year in which the hedged item produces effects on the results.

Hedge accounting is discontinued when the hedging instrument matures or is sold or exercised or when the hedging relationship ceases to comply with the requirements of IFRS 9.

Trading instruments

Changes in the fair value of derivative financial instruments which are entered into for financial hedging purposes, in accordance with the Company's risk management policies, but do not comply with the requirements of IFRS 9 to qualify for hedge accounting, are recorded in the income and other comprehensive income statement for the financial year in which they occur.

Fair value of financial instruments

The fair value of financial assets and liabilities is determined as follows:

- The fair value of financial assets and liabilities with standardized conditions and traded on active markets is determined based on their listed prices (Level 1);

- The fair value of other assets and liabilities (except derivative financial instruments) is determined in accordance with generally accepted valuation models, based on discounted cash flow analyses, considering observable current market transaction prices (Level 2);

- The fair value of derivative financial instruments is determined based on listed prices. Where listed prices are not available, fair value is determined based on discounted cash flow analyses, which include assumptions not supported by observable market prices or rates (Level 3).

Impairment of financial assets

The Company assesses prospectively the expected credit losses associated with financial assets, which are debt instruments, classified at amortized cost.

With regard to accounts receivable, the Company applies the simplified approach permitted by IFRS 9, according to which expected credit losses are recognized from the initial recognition of the balances receivable and for the entire period to maturity, considering a matrix of historical default rates for the maturity of the receivables.

For financial assets carried at cost, the amount of the impairment loss is measured as the difference between the asset's carrying amount and the best estimate of the fair value of the asset.

The impairment losses are recorded in the income and other comprehensive income statement in the caption "Amortization, depreciation and adjustments" in the financial year they are determined.

Subsequently, if the amount of the impairment loss decreases and the decrease can be objectively linked to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed through the income and other comprehensive income statement. The reversal is made only to the extent that the carrying amount of the investment at the date the impairment is reversed does not exceed the amount that would have been recognized (amortized cost) had the impairment not been initially recognized. The reversal of impairment losses is recorded in the income and other comprehensive income statement in the caption "Reversal of amortization, depreciation, adjustments and provisions".

De-recognition of financial assets and liabilities

The Company derecognizes financial assets only when the contractual rights to receive the cash flows expire or when the financial assets and all the risks and rewards of their ownership are transferred to another entity. The Company derecognizes transferred financial assets in relation to which it still retains significant risks and rewards, insofar as control over same was transferred.

The Company derecognizes financial liabilities when, and only when, the corresponding obligation is either discharged, cancelled or expires.

2.13. SHARE CAPITAL AND OWN SHARES

The ordinary shares are classified in shareholders' equity, as share capital.

Expenses directly attributed to the issuance of new shares or other equity instruments are recorded as a deduction, net of tax, from the amount received resulting from the issue. Expenses directly attributed to the issuance of new shares or options for the acquisition of a business are deducted from the value of the issue.

Own shares are accounted for at their acquisition value as a deduction from equity. Income or expenses inherent to the sale of own shares are recorded in "Other reserves".

2.14. DIVIDEND DISTRIBUTION

The distribution of dividends to holders of share capital is recognized as a liability in the Company's financial statements, in the financial year in which such dividends are approved by the shareholders and until the date of their financial settlement, or, in case of interim dividends, when approved by the Board of Directors.

2.15. PENSION LIABILITIES

The Company assumed the commitment to provide its employees with cash benefits as supplementary retirement pensions, which constitute a defined benefit plan, with autonomous pension funds having been set up for this purpose.

In order to estimate its liabilities for the payment of these benefits, actuarial calculations of the liabilities determined in accordance with the Projected Unit Credit Method are periodically obtained. Remeasurements, resulting from (i) the difference between the assumptions used to calculate the liabilities of the plan and the actual evolution of the actuarial variables, (ii) changes made to the assumptions and (iii) the difference between the expected return on the assets of the fund and its real profitability are recorded in equity and the costs with the benefits granted are recorded in the income and other comprehensive income statement for the financial year in which they occur.

The pension liabilities recognized as at the date of the statement of financial position represent the present value of the defined benefit plan obligations, adjusted for remeasurements and reduced by the fair value of the net assets of the pension fund.

Contributions made by the Company to defined contribution plans are recorded as a cost on the date they become due.

2.16. CONTINGENT ASSETS AND LIABILITIES

Contingent assets are not recognized in the financial statements but are disclosed in the notes to the financial statements, when a future economic benefit is likely.

Contingent liabilities are not recognized in the financial statements but are disclosed in the notes to the financial statements, unless the possibility of an outflow of funds affecting future economic benefits is remote, in which case they are not subject to disclosure.

2.17. REVENUE

Revenue corresponds to the fair value of the consideration received or receivable from transactions with clients during the ordinary course of business and are recorded net of any tax and trade or financial discounts granted. When determining the value of the revenue, the Company assesses the performance obligations undertaken and the price allocated to each one, as well as the existence of variable prices likely to give rise to future adjustments, for which it determines its best estimate.

Revenue relating to services rendered is recognized in the income and other comprehensive income statement for the financial year, when the control over the product or services is transferred to the client.

2.18. ACCRUAL BASIS

Dividends from financial investments measured at acquisition cost are recognized as income in the financial year in which they are attributed.

Interest and financial income are recognized on an accrual basis in accordance with the effective interest rate applicable.

Expenses and income are recognized in the financial year to which they relate regardless of when they are paid or received. Expenses and income for which real amounts are not known are estimated.

Expenses and income attributable to the current financial year, which will only be paid or received in future financial years, as well as the amounts paid and received in the current financial year that relate to future financial years and will be imputed to the results of each of those financial years, in the corresponding amounts, are recorded in the captions “Other current assets” and “Other current liabilities”.

2.19. INCOME TAX

The tax on the income for the financial year is calculated based on the taxable results and takes into consideration deferred taxation.

Current income tax is determined based on the taxable income for the financial year. The taxable income differs from the accounting result since it may exclude several expenses and income which will only be deductible or taxable in subsequent years (timing differences), as well as expenses and income which will never be deductible or taxable under the tax rules in force (permanent differences).

Deferred taxes refer to timing differences between the amounts of assets and liabilities for accounting purposes and the corresponding amounts for tax purposes, as well as those resulting from tax benefits obtained and to timing differences between the tax and accounting result.

Deferred tax assets and liabilities are calculated and periodically assessed using the tax rates expected to be in force when the timing differences reverse.

Deferred tax liabilities are recognized for all taxable timing differences.

Deferred tax assets are only recognized when there are reasonable expectations that there will be enough future taxable income to utilize them. The timing differences underlying deferred tax assets are reappraised annually in order to recognize or adjust the deferred tax assets based on the current expectation of their future recovery.

2.20. CRITICAL JUDGEMENTS/ESTIMATES IN APPLYING THE ACCOUNTING STANDARDS

The preparation of financial statements in accordance with the IFRS recognition and measurement principles requires the Board of Directors to make judgements, estimates and assumptions that can affect the value of the assets and liabilities, in particular of deferred tax assets, intangible assets, tangible assets, impairment losses and provisions, the disclosure of contingent assets and liabilities as at the date of the financial statements, as well as of the income and expenses.

These estimates are based on the best knowledge available at the time and on the actions planned, being constantly revised based on the information available. Changes in the facts and circumstances can result in the revision of the estimates, for which reason the actual future results may differ from such estimates.

Significant estimates and assumptions made by the Board of Directors in preparing these financial statements include, essentially, the assumptions used in assessing pension liabilities, deferred taxes, the useful lives of tangible and intangible assets, provisions and impairment analyses.

2.21. SUBSEQUENT EVENTS

Events that occur after the date of the statement of financial position that provide additional information on conditions that existed as at said date are reflected in the financial statements.

Events that occur after the date of the statement of financial position that provide additional information on conditions that occur after said date, if relevant, are reflected in the notes to the financial statements.

01
02
03
04
05

3. OPERATING INCOME

Operating income for financial years ended 31 December 2019 and 2018 had the following breakdown:

THOUSAND EURO	'19	'18
Services rendered:		
Logistical and administrative support	35 012	33 522
Other	527	-
	35 539	**33 522**
Other operating income and gains:		
Management services	820	826
Gains on tangible and intangible assets	7	11
Other	743	675
	1 570	**1 512**
Reversal of:		
Provisions (Note 25)	9	17
	37 118	**35 051**

In financial years ended 31 December 2019 and 2018, the operating income obtained from subsidiaries, associated companies and related parties totalled Euros 36 924 thousand and Euros 34 663 thousand, respectively (Note 14).

4. EXTERNAL SUPPLIES AND SERVICES

External supplies and services for financial years ended 31 December 2019 and 2018 had the following breakdown:

THOUSAND EURO	'19	'18
Maintenance and repair	2 753	2 921
Specialized works:		
Road operation services	5 843	-
Technical and administrative assistance	5 166	3 665
Legal and tax advice	2 729	688
Studies and opinions	1 064	1 008
Other	1 701	1 985
Training	295	305
Rentals and hires	227	586
Advertising	225	401
Communication	225	241
Other	2 241	13 910
	22 469	**12 447**

5. LEASES

In financial year ended 31 December 2019, as a result of the adoption of IFRS 16, most of the lease agreements are accounted for according to this standard.

Expenses amounting to Euros 25 thousand and Euros 553 thousand relating to lease instalments under operating lease agreements were recognized in financial years ended 31 December 2019 and 2018, respectively.

Future lease instalments payable under operating lease agreements in force as at 31 December 2019 had the following maturities:

Year THOUSAND EURO	'19	'18
2019	-	385
2020	25	227
2021	1	149
2022	1	86
2023	1	-
	28	**847**

6. PAYROLL COSTS

Personnel costs for financial years ended 31 December 2019 and 2018 had the following breakdown:

THOUSAND EURO	'19	'18
Remuneration	13 010	12 785
Bonuses	5 078	4 646
Social charges on remuneration	3 297	3 217
Retirement benefits:		
Defined contribution (Note 30)	330	331
Defined benefit (Note 30)	357	311
Other	1 014	740
	23 086	**22 030**

In financial years ended 31 December 2019 and 2018, the average number of employees totalled 220 and 219, respectively.

7. FINANCIAL RESULTS

Financial expenses and losses for financial years ended 31 December 2019 and 2018 had the following breakdown:

THOUSAND EURO	'19	'18
Interest borne	3 011	10 505
Interest borne on right of use	25	-
Unfavourable foreign exchange differences	8	14
Derivative financial instruments	-	233
Other	1 124	1 277
	4 168	**12 029**

The decrease in interest borne during financial year ended 31 December 2019 is related to the decrease in the value of the Bond with Brisa Internacional, which was fully redeemed in December 2019.

Financial income and gains for financial years ended 31 December 2019 and 2018 had the following breakdown:

THOUSAND EURO	'19	'18
Interest earned	1 338	1 531
Unwinding of the sale of shares:		
AtoBe - Mobility Technology, S.A. ("AtoBe") (a)	2	12
Favourable foreign exchange differences	2	7
	1 342	**1 550**

a) In financial year ended 31 December 2019, this amount corresponds to the financial update of accounts receivable resulting from the partial sale of the shareholding in AtoBe, which took place in 2015. In financial year ended 31 December 2018, Brisa exercised the option to purchase 2% of the shareholding in AtoBe related to the sale that occurred in 2016.

In financial years ended 31 December 2019 and 2018, gains related to interest earned from subsidiaries, associated companies and related parties were recorded in the amounts of Euros 1 108 thousand and Euros 1 160 thousand, respectively (Note 14).

The results from investments in financial years ended 31 December 2019 and 2018 had the following breakdown:

THOUSAND EURO	'19	'18
Gains / (losses) from subsidiaries and associated companies (Note 14):		
Brisa Concessão Rodoviária, SGPS, S.A. ("BCR SGPS")	145 182	119 140
Brisa Internacional, SGPS, S.A. ("Brisa Internacional") (a)	56 676	6 907
Brisa O&M, S.A. ("BOM")	29 909	34 458
Transport Infrastructure Investment Company SCA ("SICAR")	622	1 179
Controlauto - Controlo Técnico Automóvel, S.A. ("Controlauto")	4 105	3 284
Via Verde Portugal, Gestão de Sistemas Electrónicos de Cobrança, S.A. ("Via Verde")	3 100	4 113
Via Oeste, SGPS, S.A. ("Via Oeste")	2 700	893
BGI - Brisa Gestão de Infraestruturas, S.A. ("BGI")	2 590	3 673
AEBT - Auto-Estradas do Baixo Tejo, S.A. ("AEBT")	1 156	-
Brisa Roads Áreas de Serviço, S.A. ("BRAS")	431	(1)
SICIT - Sociedade de Investimento e Consultoria em Infra-estruturas de Transportes, S.A. ("SICIT")	37	1
Brisa International, B.V. ("BI BV")	-	168
AtoBe	(5 076)	(1 738)
Via Verde Serviços, S.A. ("VVS") (b)	(5 036)	(2 615)
M. CALL, S.A. ("Mcall")	(380)	(172)
Brisa - Áreas de Serviço, S.A. ("BAS")	(200)	(42)
BI BV	(80)	-
ASIRB - Serviços Rodoviários, S.A. ("ASIRB")	(16)	(6)
Transport Infrastructure, S. à r.l.	(5)	-
AEBT	-	(1 097)
Via Verde Contact, S.A. ("VVC") (b)	-	(113)
TIICC, S. à r.l. ("TIICC")	-	(1)
	235 715	**168 031**

THOUSAND EURO	'19	'18
Dividends received from other investments:		
AELO - Auto-Estradas do Litoral Oeste, S.A. ("AELO")	4 078	1 951
Losses on disposal of financial investments:		
SICIT	(424)	-
Mcall	(187)	-
F-Hitec	(94)	-
	(750)	**-**
	239 088	**169 982**

a) In financial year ended 31 December 2019, and as a result of the distribution of dividends, the adjustment of the shareholdings in subsidiaries and associated companies, in the amount of Euros 52 969 thousand, was realized, with the respective reclassification to results having been made (Note 22).

(b) On 3 June 2019, VVC was fully incorporated in VVS, due to the merger project, with retroactive effects to 1 January 2019.

8. INCOME TAX

The Company is subject to Corporate Income Tax ("IRC") at the normal rate of 21%, which can be increased by a municipal surcharge of up to a maximum rate of 1.5% of the taxable income.

Additionally, the nominal tax rate varied between 21% and 31.5%, depending on the amount of taxable income (TI) determined, which is subject to a state surcharge at the following rates:

State surcharge: 3% on TI if €M 1.5 < TI <= €M 7.5;
5% on TI if €M 7.5 < TI <= €M 35; and
9% on TI > €M 35

The Company is taxed in terms of IRC under the Special Taxation Regime for Groups of Companies ("RETGS"), integrated in a group in which it is the dominant company and which also includes the subsidiaries BGI, BOM, AtoBe, Brisa Internacional, Via Oeste, VVS, Via Verde Carsharing, S.A. ("VVCS"), ASIRB, Via Verde Connected Cars, S.A. ("VVCC") and AEDL - Auto-Estradas do Douro Litoral, S.A. ("AEDL").

This regime consists of the aggregation of the taxable results of all the companies included in the taxation perimeter, less the dividends distributed, to which the IRC rate plus the respective surcharge will be applicable.

In accordance with the current legislation in Portugal, tax returns are subject to review and correction by the tax authorities during a period of four years (five years for social security), except where tax losses exist or tax benefits have been granted or inspections, claims or appeals are in progress, in which case, depending on the circumstances, the period can be extended or suspended. Therefore, the Company's tax returns for the years 2016 through 2019 may still be subject to review and correction.

The Board of Directors believes that any corrections resulting from tax reviews or inspections of those tax returns will not have a significant effect on the financial statements as at 31 December 2019.

Reportable tax losses ("RTL") calculated under the RETGS and the respective deduction periods are as follows:

Tax period	Years of carry forward	Tax losses
2019	5	30 686

The deduction to be made in each tax period is limited to 70% of the respective taxable income.

Within the scope of the regular inspections carried out by the Tax and Customs Authority ("TA"), corrections were made to the tax base and the tax payable, namely regarding the impact on the determination of taxable income and income tax payable due to the activity carried out under the concession arrangement. The Board of Directors, grounded on technical advice from external consultants and jurisconsults of recognized competence and technical knowledge, considers that such corrections are unfounded. In this context, the Board of Directors has used the instruments at its disposal to defend its positions, convinced of the virtue of its arguments and of a favourable outcome for all existing disputes with the TA.

With reference to the corrections that the TA made to the 2003 through 2008 financial years, resulting from the non-recognition of tax losses generated in the scope of the tax payable separation, Brisa had filed the respective judicial challenges, with the lower court jurisprudence having been divided, since some of the challenges had been upheld and others dismissed by divergent sentences issued by the Sintra Administrative and Tax Court. In 2020, Brisa was notified of two sentences issued by the Supreme Administrative Court in the sense of the dismissal of two of the judicial appeals (more specifically, those relating to the 2003 and 2008 financial years). Since the Board of Directors considers that these decisions apply rules that violate the Constitution, appeals were filed with the Constitutional Court, the admission of which are awaited, with the Board of Directors of Brisa maintaining the understanding that the treatment afforded said operation is adequately framed from the legal perspective.

The TA had also made corrections to the 2007, 2008, 2009 and 2010 financial years, regarding the securitization of future receivables' operation carried out on 19 December 2007, in the amount of Euros 400 000 thousand, as it considered that said securitization could not be framed in the legal framework for the securitization of receivables, established under Decree-Law 453/99, of 5 November, as amended by Decree-Law 82/02, of 5 April, and, consequently, the tax regime provided for in Decree-Law 219/2001, of 4 August, both altered by Decree-Law 303/2003, of 5 December is not applicable.

In view of the above, the Tax Authority considered that:

- The amount of Euros 400 000 thousand received under said operation was unduly added to the taxable income of financial year 2007;
- The income corresponding to the services giving rise to the future receivables must be recognized, in tax and accounting terms, in the tax periods in which they are generated;
- The tax amount payable for tax year 2007 was, unduly, decreased by an amount of, approximately, Euros 100 000 thousand, related to the tax benefit established under Decree-Law 287/99, which could be used up to that same period;
- When determining the taxable income relating to each of financial years 2008 through 2010 (already inspected) an amount of Euros 80 000 000, in each financial year, was wrongly deducted from taxable income.

The aforementioned corrections to taxable income resulted in tax enforcement proceedings, which are suspended until the challenge proceedings come to an end. For the suspension of the tax enforcement proceedings related to the 2008 and 2009 tax periods, bank guarantees were provided in the amount of Euros 64 129 thousand (Note 34).

Additionally, for the suspension of the tax enforcement proceedings related to the 2010 tax period, a pledge was made of 24 618 shares of the investee BOM, valued at Euros 191 637 thousand. During financial year ended 31 December 2016, the aforementioned process was partially decided in favour of Brisa, and the tax enforcement proceeding was reduced to Euros 28 829 thousand. During financial year ended 31 December 2018, Brisa was notified of the favourable decision to reduce the guarantee provided in the form of a pledge, and the pledge was allowed to be reduced to the amount of Euros 33 479 thousand, corresponding to 8 402 shares of BOM. The Company is taking steps to formalize the reduction of this pledge (Note 34).

With reference to the 2011 and 2012 tax periods, the TA made the same correction to taxable income (securitization of future receivables), but at BCR's level, since the credit securitization operation was transferred to BCR, incorporated in the assets and liabilities allocated to the Brisa Concession.

Within the scope of the RETGS, the additional IRC assessments in respect of 2012 and 2011 were issued in the name of Brisa (dominant entity), with the respective tax enforcement having been suspended through a guarantee provided by BCR, in the amounts of Euros 30 948 thousand and Euros 11 941 thousand (after reduction occurring during financial year ended 31 December 2018), respectively.

The Board of Directors of Brisa, based on the opinion of its legal, accounting and tax experts and consultants, considers that the treatment afforded said operation is adequately framed from the legal perspective, and, consequently, from the accounting and tax perspectives. Brisa is using and will use all the defence instruments at its disposal, as a taxpayer, to categorically assert the treatment afforded these operations from all perspectives.

With regard to the processes related to the separation of the tax payable, mentioned above, the Board of Directors of Brisa considers that the fact that the Supreme Administrative Court ("SAC") issued two unfavourable judgments considerably reduces the prospects of full success that previously existed. In view of the above, a provision of Euros 57 300 thousand (Note 25) was constituted on 31 December 2019 for the purpose and the write-off of an amount receivable from the State in respect of this process in the amount of Euros 17 564 thousand was made (Note 18).

Within the scope of the RETGS, the additional IRC assessments in respect of 2012 and 2011 were issued in the name of Brisa (dominant entity), with the respective tax enforcement proceeding having been suspended through guarantees issued by BCR, in the amounts of Euros 30 948 thousand and Euros 11 941 thousand, respectively.

Income taxes recognized in financial years ended 31 December 2019 and 2018 were as follows:

THOUSAND EURO	'19	'18
Current tax	(8 443)	(2 940)
Deferred tax (Note 16)	(9 571)	(287)
Taxes on prior years' income	(17 789)	(604)
	(225)	**(3 831)**

The reconciliation between profit before tax and income tax for financial years ended 31 December 2019 and 2018 is as follows:

THOUSAND EURO	'19	'18
Profit before tax	**151 730**	**154 166**
Expected tax (rate of 21%)	31 863	32 375
Dividends	(856)	(410)
Provisions	15 082	143
Pension fund	75	65
Equity method	(49 500)	(35 286)
Capital losses	148	-
Other	20	(128)
Autonomous taxation	238	301
Tax savings - RETGS	(5 513)	-
Taxes on prior years' income	17 789	(604)
(Recognition) / Reversal of deferred tax (Note 16)	(9 571)	(287)
Income tax	**(225)**	**(3 831)**

As at 31 December 2019 and 2018, current income tax assets and liabilities were as follows:

THOUSAND EURO	'19	'18
Current tax assets:		
Corporate income tax ("IRC"):		
Advanced payments	7 993	-
Withholding tax	2	-
Tax estimate [(a)]	(3 911)	-
	4 084	**-**
Current tax liabilities:		
Corporate income tax ("IRC"):		
Advanced payments	-	(7 966)
Withholding tax	-	6
Tax estimate [(a)]	-	12 308
	-	**4 348**

a) This caption corresponds to the estimated tax amount determined under RETGS for the group of companies integrating same.

9. EARNINGS PER SHARE

Basic and diluted earnings per share for financial years ended 31 December 2019 and 2018 were calculated based on the following amounts:

THOUSAND EURO	'19	'18
Result for the purpose of determining the basic and diluted earning per share (net income for the year)	151 955	157 997
Weighted average number of shares for the purpose of determining the basic and diluted earning per share	552 647 386	552 647 386
Basic and diluted earnings per share	**0.27**	**0.29**

As at 31 December 2019 and 2018 no diluting effects have occurred; hence, basic and diluted earnings per share are identical.

10. DIVIDENDS AND APPROPRIATION OF RESULTS

The General Shareholders' Meetings held on 6 May 2019 and 4 May 2018 deliberated the payment of dividends in the amounts of Euros 0.238 per share and Euros 0.145 per share, in the amounts of Euros 131 530 thousand and Euros 80 134 thousand, respectively, in respect of the net income for financial years ended 31 December 2018 and 2017. In those General Shareholders' Meetings, it was further deliberated to appropriate to free reserves the remaining amount of the net income for the financial year. At the General Shareholders' Meetings held on 6 May 2019, it was further deliberated to distribute dividends of Euros 0.034 per share, in the amount of Euros 18 790 thousand, from retained earnings.

At the General Shareholders' Meetings held on 9 December 2019 and 5 December 2018, it was deliberated to distribute dividends of Euros 0.0905 per share and Euros 0.136 per share, in the amounts of Euros 50 015 thousand and Euros 75 160 thousand, respectively, from free reserves.

11. TANGIBLE ASSETS

Changes in tangible assets and corresponding accumulated depreciation and impairment losses in financial years ended 31 December 2019 and 2018, are as follows:

'19

THOUSAND EURO	Land and natural resources	Buildings and other constructions	Basic Equipment	Transportation Equipment	Office Equipment	Tools and utensils	Assets under construction	Total
ACQUISITION COST:								
Opening balance	3 064	9 510	11 846	327	19 958	20	43	**44 768**
Additions	-	105	380	8	504	4	442	**1 443**
Disposals	-	-	-	(4)	(39)	-	-	**(43)**
Write-offs	-	-	-	-	(17)	-	-	**(17)**
Closing balance	**3 064**	**9 615**	**12 226**	**331**	**20 406**	**24**	**485**	**46 151**
ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES:								
Opening balance	-	4 524	8 964	319	19 171	20	-	**32 998**
Increase	-	231	942	7	459	1	-	**1 640**
Disposals	-	-	-	(4)	(37)	-	-	**(41)**
Write-offs	-	-	-	-	(17)	-	-	**(17)**
Closing balance	**-**	**4 755**	**9 906**	**322**	**19 576**	**21**	**-**	**34 580**
Carrying amount	**3 064**	**4 860**	**2 320**	**9**	**830**	**3**	**485**	**11 571**

'18

THOUSAND EURO	Land and natural resources	Buildings and other constructions	Basic Equipment	Transportation Equipment	Office Equipment	Tools and utensils	Assets under construction	Total
ACQUISITION COST:								
Opening balance	3 064	9 496	11 461	327	20 781	20	-	**45 149**
Additions	-	14	389	-	375	-	43	**821**
Disposals	-	-	-	-	(31)	-	-	**(31)**
Write-offs	-	-	(4)	-	(1 167)	-	-	**(1 171)**
Closing balance	**3 064**	**9 510**	**11 846**	**327**	**19 958**	**20**	**43**	**44 768**
ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES:								
Opening balance	-	4 298	8 033	305	18 672	19	-	**31 327**
Increase	-	226	933	14	583	1	-	**1 757**
Disposals	-	-	-	-	(31)	-	-	**(31)**
Write-offs	-	-	(2)	-	(53)	-	-	**(55)**
Closing balance	**-**	**4 524**	**8 964**	**319**	**19 171**	**20**	**-**	**32 998**
Carrying amount	**3 064**	**4 986**	**2 882**	**8**	**787**	**-**	**43**	**11 770**

12. INTANGIBLE ASSETS

Changes in intangible assets and corresponding accumulated amortization and impairment losses in financial years ended 31 December 2019 and 2018, are as follows:

THOUSAND EURO '19

ACQUISITION COST:	Rights	Licenses and software	Intangible assets in progress	Total
Opening balance	-	7 994	313	**8 307**
Additions	41	833	70	**944**
Disposals	-	(366)	-	**(366)**
Transfers	-	303	(303)	**-**
Closing balance	41	8 764	80	**8 885**
ACCUMULATED AMORTIZATION AND IMPAIRMENT LOSSES:				
Opening balance	-	5 705	-	**5 705**
Increase	10	1 283	-	**1 293**
Decrease	-	(319)	-	**(319)**
Closing balance	10	6 669	-	**6 679**
Carrying amount	**31**	**2 095**	**80**	**2 206**

THOUSAND EURO '18

ACQUISITION COST:	Licenses and software	Intangible assets in progress	Total
Opening balance	6 470	372	**6 842**
Additions	1 583	7	**1 590**
Disposals	(125)	-	**(125)**
Transfers	66	(66)	**-**
Closing balance	7 994	313	**8 307**
ACCUMULATED AMORTIZATION AND IMPAIRMENT LOSSES:			
Opening balance	4 680	-	**4 680**
Increase	1 129	-	**1 129**
Decrease	(104)	-	**(104)**
Closing balance	5 705	-	**5 705**
Carrying amount	**2 289**	**313**	**2 602**

13. ASSETS UNDER RIGHT OF USE

Changes in assets under right of use and corresponding accumulated depreciation and impairment losses in financial year ended 31 December 2019, are as follows:

THOUSAND EURO				'19
ACQUISITION COST:	Buildings and other constructions	Transportation Equipment	Office Equipment	Total
1st time adoption of IFRS 16	-	494	270	764
Additions	19	308	7	334
Write-offs	-	(18)	-	(18)
Closing balance	19	784	277	1 080
ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES:				
Opening balance	-	-	-	-
Increase	4	240	57	301
Write-offs	-	(3)	-	(3)
Closing balance	4	237	57	298
Carrying amount	15	547	220	782

14. INVESTMENTS

Investments in subsidiaries and associated companies

Investments in subsidiaries and associated companies, as well as the respective changes in financial years ended 31 December 2019 and 2018, were as follows:

THOUSAND EURO							‘19				‘19
INVESTMENTS IN SUBSIDIARIES:	Shareholding percentage	Opening balance	Increase [a]	Decrease [b]	Merger [c]	Equity method	Closing balance	Acquisition cost	Accumulated impairment losses (Note 24)	Equity method	Closing balance
BCR SGPS	70%	141 477	-	-	-	11 785	**153 262**	70	-	153 192	**153 262**
Via Oeste	100%	127 925	-	-	-	-	**127 925**	129 321	-	(1 396)	**127 925**
Brisa Internacional	100%	75 198	1 840	(5 560)	-	(67 299)	**4 179**	9 567	-	(5 388)	**4 179**
BOM	100%	38 643	-	-	-	(4 877)	**33 766**	500	-	33 266	**33 766**
Controlauto	74.002 %	32 543	-	-	-	(19 887)	**12 656**	18 257	-	(5 601)	**12 656**
BGI	100%	8 438	-	(3 587)	-	(1 083)	**3 768**	15 854	-	(12 086)	**3 768**
VVS	100%	6 048	4 400	-	50	-	**10 498**	10 598	-	(100)	**10 498**
Via Verde	60%	4 965	-	-	-	(1 180)	**3 785**	773	-	3 012	**3 785**
BAS	0%	1 543	-	(1 530)	-	(13)	**-**	-	-	-	**-**
BI BV	100%	344	-	-	-	(80)	**264**	15	-	249	**264**
Mcall	0%	195	200	(374)	-	(21)	**-**	-	-	-	**-**
VVC	0%	126	-	-	(50)	(76)	**-**	-	-	-	**-**
BRAS	70.0%	49	3 106	(15)	-	218	**3 358**	3 141	-	217	**3 358**
ASIRB	100%	43	-	-	-	(16)	**27**	50	-	(23)	**27**
AtoBe	83.21%	-	5 000	-	-	-	**5 000**	14 800	-	(9 800)	**5 000**
INVESTMENTS IN ASSOCIATED COMPANIES:											
SICAR	35.59%	18 751	-	-	-	(4 128)	**14 623**	7 876	-	6 747	**14 623**
AEBT	36.848%	1 144	-	-	-	1 275	**2 419**	142	-	2 277	**2 419**
SICIT	0%	805	-	(442)	-	(363)	**-**	-	-	-	**-**
Transport Infrastructure, S. à r.l	35%	6	-	-	-	(5)	**1**	6	-	(5)	**1**
TIICC	35%	-	-	-	-	-	**-**	6	-	(6)	**-**
AEDL[d]	99.92%	-	-	-	-	-	**-**	265 400	(265 400)	-	**-**
Brisal - Auto-Estradas do Litoral, S.A. ("Brisal")[d]	70%	-	-	-	-	-	**-**	194 219	(194 219)	-	**-**
		458 243	**14 546**	**(11 508)**	**-**	**(85 750)**	**375 531**	**670 595**	**(459 619)**	**164 555**	**375 531**

THOUSAND EURO

INVESTMENTS IN SUBSIDIARIES:	Shareholding percentage	Restated opening balance	Increase [a]	Decrease [b]	Equity method	Closing balance '18	Acquisition cost	Accumulated impairment losses (Note 24)	Equity method	Closing balance '18
BCR SGPS	70%	110 531	-	-	30 946	**141 477**	70	-	141 407	**141 477**
Via Oeste	100%	127 925	-	-	-	**127 925**	55 733	-	72 192	**127 925**
Brisa Internacional	100%	315 216	1 400	(247 860)	6 442	**75 198**	13 287	-	61 911	**75 198**
BOM	100%	35 741	-	-	2 902	**38 643**	500	-	38 143	**38 643**
Controlauto	74.002 %	31 230	-	-	1 313	**32 543**	18 257	-	14 286	**32 543**
BGI	100%	4 889	-	-	3 549	**8 438**	19 441	-	(11 003)	**8 438**
VVS	100%	2 948	3 100	-	-	**6 048**	6 098	-	(50)	**6 048**
Via Verde	60%	4 903	-	-	62	**4 965**	773	-	4 192	**4 965**
BAS	51%	1 598	-	-	(55)	**1 543**	1 555	-	(12)	**1 543**
BI BV	100%	176	-	-	168	**344**	15	-	329	**344**
Mcall	100%	367	-	-	(172)	**195**	955	-	(760)	**195**
VVC	100%	240	-	-	(114)	**126**	100	-	26	**126**
BRAS	100%	-	50	-	(1)	**49**	50	-	(1)	**49**
ASIRB	100%	49	-	-	(6)	**43**	50	-	(7)	**43**
AtoBe [d]	81.21%	-	426	-	(426)	**-**	9 424	-	(9 424)	**-**
INVESTMENTS IN ASSOCIATED COMPANIES:										
SICAR	35.59%	34 146	-	(10 442)	(4 953)	**18 751**	7 876	-	10 875	**18 751**
AEBT	36.848%	1 703	-	(1 155)	596	**1 144**	1 297	-	(153)	**1 144**
SICIT	35%	874	-	-	(69)	**805**	18	-	787	**805**
Transport Infrastructure, S. à r.l.	35%	5	-	-	1	**6**	4	-	2	**6**
TIICC	35%	-	-	-	-	**-**	6	-	(6)	**-**
AEDL [e]	99.92%	-	-	-	-	**-**	265 400	(265 400)	-	**-**
Brisal [e]	70%	-	-	-	-	**-**	194 219	(194 219)	-	**-**
		672 541	**4 976**	**(259 457)**	**40 183**	**458 243**	**595 128**	**(459 619)**	**322 734**	**458 243**

(a) In financial year ended 31 December 2019, the increases in the investments in Brisa Internacional, VVS, Mcall, BRAS and AtoBe relate to the reinforcement of supplementary capital contributions.

In financial year ended 31 December 2018, the increase in the investment in the investee BRAS relates to its incorporation.

In financial year ended 31 December 2018, the increases in the investments in Brisa Internacional and VVS relate to the reinforcement of supplementary capital contributions.

(b) In financial year ended 31 December 2019, the decreases in the investments in Brisa Internacional, BGI, BAS and Mcall relate to the reimbursement of supplementary capital contributions, the decreases in the investees BRAS and SICIT relate to the sale of 30% and 35%, respectively, of the interests in those companies. The reimbursement of supplementary capital contributions, realized by Brisa Internacional, in the amount of Euros 5 560 thousand was realized by offsetting the bond loan subscribed by the Company (Note 23).

During financial year ended 31 December 2019, the Company disposed of 51% of its shareholding in BAS and 100% of its shareholding in Mcall.

In financial year ended 31 December 2018, the decrease in the investment in the investee SICAR relates to the decrease in the share capital and the decreases in the investments in Brisa Internacional and AEBT relate to the reimbursement of supplementary capital contributions.

(c) On 3 June 2019, VVC was fully incorporated in VVS, due to the merger, with retroactive effects to 1 January 2019.

(d) In view of the expectations regarding the evolution of the future operations of the concessions Litoral Centro (Brisal concession arrangement) and Douro Litoral (AEDL concession arrangement), impairment losses were recognized in the respective financial statements of previous years, reflecting the non-realization of the totality of the contractual right arising from the investment made in the construction of said infrastructures. Likewise, Brisa recognized in its financial statements of previous years the losses corresponding to its exposure as a shareholder of said concessions.

It should be noted that the referred projects were structured in the form of project finance, with specific characteristics, namely an allocation of the risks to the various entities participating in them, either as shareholders or as financiers, ensuring access to long-term debt that is reimbursed based on the cash flows generated by the project itself and on the project's assets, with limited recourse to the shareholders.

Within the scope of the concession arrangements of the aforementioned concessions, support contracts were signed between the parties (including financing entities), namely the Capital Subscription and Realization Agreement, to which are added in the particular case of Brisal, the Shareholders' Support Agreement and the Traffic Support Agreement, all of these integrating the respective concession arrangements as annexes, and in which the shareholders' support obligations were defined, namely with regard to their capital contributions obligations.

In view of the continuous deterioration of the operating conditions within the scope of those projects, the Board of Directors adopted a stance, declared to the market, in the sense that Brisa as shareholder of those projects, does not accept any responsibility that translates into a shareholding or involvement exceeding that contractually assumed.

In the course of financial year 2012, the drop in traffic increased significantly due to the economic crisis, combined with the effects of the introduction of real tolls on a group of road infrastructures, with the consequent effect on the projects in question. Likewise, the deterioration of the macroeconomic perspectives, and the constraints necessarily imposed by the budgetary measures aimed at the consolidation and rebalancing of the public accounts, led to a downward revision, during the second half of 2012, of the cash flow estimates of the Litoral Centro and Douro Litoral concessions. Despite the reversal of the trend in traffic evolution, which has shown some increase in recent years, it is still far from the values initially estimated.

As pointed out in previous years, the financial institutions exposed to those projects have the possibility of executing guarantees (step-in), it being their responsibility to define the timing of the exercise of this mechanism.

Thus, and with regard to the Douro Litoral concession, the creditors of AEDL (currently, and in the overwhelming majority, a group of hedge funds led by Strategic Value Partners LLC), interrupting the negotiation process underway, took, on 24 January 2019, a number of measures aimed at assuming the formal control of AEDL.

These measures included, namely:

- The nomination of a new Board of Directors for AEDL;
- The declaration of the early maturity of the total debt of AEDL resulting from the financing contracts; and
- The execution of the financial pledge provided for in the Security Agreement, with the consequent appropriation of the totality of the shares representative of the share capital of AEDL.

Some of AEDL's creditors addressed, via separate court notice, and subsequently brought an action against Brisa to claim payment of AEDL's debt resulting from the financing contracts, alleging, for the purpose, the application of the regime provided for in article 501 of the Portuguese Commercial Companies Code. Cited to contest, Brisa, in its defence, rejected any liability for AEDL's debt, based not only on the fact that Brisa does not hold the entire share capital of AEDL, but also on the project finance contractual model under which the financing in question was contracted. Brisa's position is supported by several legal opinions issued by eminent jurisconsults.

Brisa considers that the stability and safeguarding of the project finance model is vital for all players in the sector, including developers, constructors, financiers and the State itself. This contractual model presupposes, naturally, the possibility of the financiers appropriating the concessions, in certain circumstances, and Brisa understands and accepts that this is the case. Such appropriation must, however, always strictly follow that stipulated in the contracts, observing, namely, the agreed risk distribution, the will of the parties, the defined procedures and processes and the consensual portfolio of rights and obligations.

In this context, Brisa maintains its firm position that, as a shareholder, it does not have any responsibility that translates into a participation or involvement higher than that assumed through the financing contracts celebrated.

The prior hearing on this case is expected to be held in June 2020, in a date to be confirmed.

Aiming the definitive resolution of the current litigation in the context of this concession, Brisa held talks with AEDL's creditors in order to implement a deal that allows for the orderly delivery of the concession, the revision of the price for the operation and maintenance of the concessioned infrastructure and the reciprocal withdrawal of pending proceedings.

As for the Litoral Centro concession, Brisa, as a shareholder, participated in a long negotiation process with a view to restructuring and refinancing the concessionaire in the context of the extrajudicial corporate recovery regime (RERE).

In this context, Brisa and the remaining shareholders entered into a restructuring agreement with Brisal and its current creditors under the terms and for the purposes set out in the RERE. The implementation of the projected restructuring and refinancing operation of Brisal also depends on the consent of the Portuguese State (which has not yet been obtained).

In this context, the Board of Directors of Brisa considered referring that:

The current management of those concessionaires remains strongly conditioned, with the management acts being confined to operating within a budgetary framework previously agreed with the financial institutions, it being necessary to obtain the latter's prior consent for any decision that does not fit within same;

Under the current conditions, Brisa continues to not exercise control of those companies, as it is unable to autonomously guide the relevant activities of the concessionaires and, simultaneously, is no longer exposed, or entitled, to the variable results arising from the investment in these entities, as indicated in paragraph 7 of IFRS 10.

Accordingly, the Board of Directors of Brisa, based on the opinions of its legal advisors, considers that Brisa is not exposed to any variability in the negative cash flows expected from those projects, given that, currently, it has no effective control of those subsidiaries.

Investments in subsidiaries and associated companies presented the following changes in financial years ended 31 December 2019 and 2018:

THOUSAND EURO	'19	'18
Opening balance	458 243	672 541
Increase	14 546	4 976
Decrease	(11 508)	(259 457)
Effect of application of equity method:		
Effect on net income for the year (Note 7)	235 715	168 031
Effect on shareholders' equity	(52 148)	18 010
Provisions (Note 25)	8 093	3 259
Dividends [(a)]	(277 410)	(148 831)
Goodwill (Note 15)	-	(286)
Closing balance	**375 531**	**458 243**

(a) This caption includes dividends in the amount of Euros 70 948 thousand that were realized by the direct offsetting of the Brisa issued bond loan settlement (Note 23).

Other investments:

Other investments, as well as the respective changes in financial years ended 31 December 2019 and 2018, were as follows:

'19

THOUSAND EURO

	Shareholding percentage	Opening balance	Increase	Decrease	Closing balance
AELO	15%	3 455	19	-	**3 474**
ELOS - Ligações de Alta Velocidade, S.A. ("ELOS") [a]	16,3%	3 017	18 226	-	**21 243**
TIIC 2 S.C.A., SICAR ("TIIC 2")	3,35%	373	561	(3)	**931**
I-Start	-	296	-	-	**296**
F-Hitec	-	99	-	(99)	**-**
SICIT	10%	-	5	-	**5**
ELOS - OM, S.A. ("ELOS - OM")	16,3%	8	-	-	**8**
		7 248	**18 811**	**(102)**	**25 957**

'18

THOUSAND EURO

	Shareholding percentage	Opening balance	Increase	Decrease	Saldo Final
AELO	15%	3 850	110	(505)	**3 455**
ELOS - Ligações de Alta Velocidade, S.A. ("ELOS")	16,3%	3 006	11	-	**3 017**
TIIC 2 S.C.A., SICAR ("TIIC 2")	3,35%	143	230	-	**373**
I-Start	-	296	-	-	**296**
F-Hitec	-	97	2	-	**99**
ELOS - OM, S.A. ("ELOS - OM")	16,3%	8	-	-	**8**
		7 400	**353**	**(505)**	**7 248**

(a) In July 2019, supplementary capital contributions were realized in the amount of Euros 18 226 thousand.

Payments and receipts related to financial investments

In financial years ended 31 December 2019 and 2018, payments in respect of financial investments were as follows:

THOUSAND EURO	'19	'18
CONTRACTUAL OBLIGATIONS OF THE INVESTMENT IN AEDL	110	100
INVESTMENTS IN SUBSIDIARIES AND ASSOCIATED COMPANIES:		
AtoBe	5 059	-
VVS	4 400	3 100
BRAS	3 106	50
Brisa Internacional	1 840	1 400
Mcall	200	-
SHORT-TERM LOANS GRANTED TO:		
Via Oeste	5 150	-
SUPPLEMENTARY CAPITAL CONTRIBUTIONS REALIZED IN ELOS	18 226	282
OTHER INVESTMENTS	567	243
	38 658	**5 175**

In financial years ended 31 December 2019 and 2018, financial investments were as follows:

THOUSAND EURO	'19	'18
REPAYMENT OF SUPPLEMENTARY CAPITAL CONTRIBUTIONS REALIZED IN:		
BGI	3 587	-
BAS	1 530	-
Mcall	174	-
AEBT	-	1 155
AELO	-	505
REPAYMENT OF SHORT-TERM LOANS GRANTED TO:		
AEBT	4 256	319
AELO	-	1 350
DISPOSAL OF SHAREHOLDINGS:		
Mcall	32	-
BAS	25	-
SICIT	17	-
BRAS	15	-
AtoBe	-	48
REDUCTION OF INVESTMENTS IN SUBSIDIARIES AND ASSOCIATED COMPANIES:		
SICAR	-	10 442
REDUCTION IN OTHER INVESTMENTS:		
Dissolution of the fund F-Hitec	5	-
	9 641	**13 819**

Balances and transactions with investees

As at 31 December 2019 and 2018, the balances with subsidiaries, associated companies and other investees are as follows:

THOUSAND EURO	Trade receivables (Note 17)		Trade payables (Note 26)		Other receivables (Note 17)		Other payables (Note 27)		Group companies - assets (a)		Other current assets (Note 18)		Loans (Note 23)	Other current liabilities (Note 28)		RETGS (Notes 17 & 27)	
SUBSIDIARIES:	'19	'18	'19	'18	'19	'18	'19	'18	'19	'18	'19	'18	'18	'19	'18	'19	'18
Via Oeste	-	-	-	-	-	-	-	-	74 591	77 963	-	-	-	-	-	(84)	(72)
Brisa Internacional	-	-	-	-	24	-	-	-	-	-	-	-	75 905	-	-	(45)	1 012
BOM	906	828	67	200	-	-	3 024	2 323	-	-	-	-	-	-	-	3 915	2 491
BGI	342	311	9	14	-	-	-	-	-	-	-	-	-	-	-	(111)	1 038
Via Verde	1 043	396	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Controlauto	170	176	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-
BAS	70	33	-	1	-	-	-	-	-	-	-	81	-	-	-	-	-
AtoBe	153	147	3	2	-	-	-	-	-	-	-	-	-	-	-	(1 063)	(607)
VVS	582	371	70	27	-	-	-	-	-	-	-	-	-	5	10	(392)	(349)
Mcall	-	27	-	13	-	-	-	-	-	-	-	-	-	-	3	-	(68)
BI BV	-	-	-	-	-	-	15	15	-	-	-	-	-	-	-	-	-
ASIRB	-	-	-	-	-	-	-	-	-	-	6	-	-	-	-	(4)	(2)
BRAS	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-
ASSOCIATED COMPANIES:																	
AEDL	31	31	-	-	1 198	1 107	-	-	216 900	216 900	-	-	-	5 843	-	1	-
AEBT	32	40	-	-	-	-	-	-	2 355	6 411	-	-	-	-	-	-	-
Brisal	99	126	-	-	629	1 217	-	-	-	-	-	-	-	-	-	-	-
SICIT	9	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TIICC	-	-	-	-	-	-	-	-	5	5	-	-	-	-	-	-	-
RELATED PARTIES:																	
BCR	4 613	4 337	-	-	-	-	-	-	-	-	-	318	-	-	-	(105)	(105)
ELOS	-	-	-	-	210	210	-	-	301	282	-	-	-	-	-	-	-
Auto-Estradas do Atlântico, S.A. ("AEA")	72	72	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AELO	5	5	-	-	-	-	1 446	-	-	-	-	-	-	-	-	-	-
Feedback Highways OMT PVT	34	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VVCS	121	27	-	-	-	-	-	-	-	-	-	14	-	-	-	(571)	(386)
Via Verde Connected Cars ("VVCC")	-	-	-	-	-	-	-	-	-	-	57	-	-	-	-	(55)	-
A-to-Be USA, LLC	-	-	-	-	-	-	-	-	-	-	-	-	-	136	-	-	-
	8 281	6 932	150	258	2 061	2 534	4 485	2 338	294 152	301 561	63	413	75 905	5 985	13	1 488	2 952
Impairment losses of accounts receivable (Note 24):	(34)	-	-	-	-	-	-	-	(216 900)	(216 900)	-	-	-	-	-	-	-
	8 248	**6 932**	**150**	**258**	**2 061**	**2 534**	**4 485**	**2 338**	**77 252**	**84 661**	**63**	**413**	**75 905**	**5 985**	**13**	**1 488**	**2 952**

a) The account receivable from AEDL includes shareholder loans granted in the amount of Euros 216 900 thousand and is fully adjusted for impairment, as there is no expectation of receiving it (Note 24). The account receivable from Via Oeste refers to shareholder loans granted in the amount of Euros 74 591 thousand, which bear interest at the rate of EUR12M + 1.5% and have no defined repayment plan. The accounts receivable from AEBT included in this caption refer to shareholder loans granted, which bear interest at the rates of EUR6M + 1.5% and EUR6M + 6%, respectively.

In addition, the transactions carried out with subsidiaries, associated companies and other investees in financial years ended 31 December 2019 and 2018, were as follows:

THOUSAND EURO	Operating income (Note 3)		Operating expenses		Financial expenses (Note 23)		Financial income (Note 7)		Tangible and intangible fixed asset acquisitions	
SUBSIDIARIES:	'19	'18	'19	'18	'19	'18	'19	'18	'19	'18
BOM [a]	(15 247)	(18 842)	-	208	-	126	-	-	-	(6)
Via Verde	2 615	1 884	1	-	-	-	-	-	-	-
BGI	1 668	1 516	45	48	-	-	-	-	-	-
Via Oeste	1	-	-	-	-	-	1 108	1 090	-	-
Controlauto	815	927	3	3	-	3	-	-	-	-
AtoBe	746	675	11	51	-	-	-	-	-	-
BAS	658	313	-	-	-	-	-	-	-	-
Mcall	-	134	-	64	-	-	-	-	-	-
ASIRB	6	-	-	-	-	-	-	-	-	-
Brisa Internacional	1	1	-	-	2 769	4 404	-	-	-	-
BCR SGPS	1	1	-	-	-	-	-	-	-	-
VVS	1 901	1 597	328	248	-	-	-	-	(156)	-
BRAS	1	-	-	-	-	-	-	-	-	-
ASSOCIATED COMPANIES:										
Brisal [a]	8 630	12 844	-	-	-	-	-	-	-	-
AEDL [a]	11 992	11 098	5 843	-	-	-	-	-	-	-
AEBT	158	153	-	-	-	-	-	-	-	-
SICIT	49	39	-	-	-	-	-	70	-	-
RELATED PARTIES:										
BCR	21 801	21 449	-	-	-	-	-	-	5	-
BNV Mobility, B.V.	-	-	-	119	-	-	-	-	-	-
AEA	700	696	-	-	-	-	-	-	-	-
VVCS	325	131	(7)	(14)	-	-	-	-	-	-
AELO	45	45	-	-	-	-	-		-	-
VVCC	57	-	-	-	-	-	-	-	-	-
Capinv 2, S.A.	-	1	-	-	-	-	-	-	-	-
TIICINVEST, Sociedade Unipessoal Lda.	1	1	-	-	-	-	-	-	-	-
A-to-Be USA, LLC	-	-	136	-	-	-	-	-	-	-
	36 924	**34 663**	**6 360**	**728**	**2 769**	**4 533**	**1 108**	**1 160**	**(151)**	**6**

a) The operation and maintenance services of Brisal and AEDL were contracted with the Company. After the incorporation of BOM and as a result of the transfer to same of the operation and maintenance activity, contracts were signed between the Company and BOM under which the services originally contracted with Brisal and AEDL came to be rendered by BOM, with, however, the contractual relationship between the Company and those concessionaires being maintained. The Company did not realize any margin on those transactions, presenting its operating income net of the billing issued to the concessionaires and the billing received from BOM for the same services.

On 31 December, the amounts of Euros 5 843 thousand and Euros 4 599 thousand, related to billing discounts from AEDL and Brisal, respectively, were recorded, in the scope of the agreements made with the concessionaires' creditors.

15. GOODWILL

The caption "Goodwill", as well as the respective changes in financial years ended 31 December 2019 and 2018, are as follows:

THOUSAND EURO '19	Opening balance	Decrease (Note 14)	Closing balance
BGI	2 264	-	2 264
Controlauto	2 192	-	2 192
AEBT	742	-	742
AtoBe	600	-	600
Mcall	379	(379)	-
	6 177	**(379)**	**5 798**

THOUSAND EURO '18	Opening balance	Closing balance
BGI	2 264	2 264
Controlauto	2 192	2 192
AEBT	742	742
AtoBe	600	600
Mcall	379	379
	6 177	**6 177**

As mentioned in Note 24, the recoverable value of the cash generating units was determined based on the respective value in use by using cash flow projections based on budgets for a period of 5 years, and considering an increase in perpetuity of between 1% and 2% (nominal), discounted at rates of between 4.2% and 12.3%.

The cash flow projections in each of the cash generating units have different key variables, such as the characteristics of the national motor vehicle fleet, the prospects for the sale of new vehicles and the traffic projections.

16. DEFERRED TAXES

Deferred tax assets as at 31 December 2019 and 2018, by underlying timing difference, are as follows:

THOUSAND EURO	'19	'18
Tax loss carry forwards - RETGS [a]	6 467	-
Provisions not accepted for tax purposes	4 161	1 132
Retirement benefits (pensions)	684	464
Other liabilities	810	810
	12 122	**2 406**

a) The change in financial year ended 31 December 2019, in deferred tax assets in respect of tax loss carry forwards was, essentially, related to the inclusion of Douro Litoral in the RETGS.

Changes in deferred tax assets in financial years ended 31 December 2019 and 2018, are as follows:

THOUSAND EURO	'19	'18
Opening balance	2 406	2 034
Effect on results:		
Tax loss carry forwards - RETGS	6 467	-
Change in provisions not accepted for tax purposes	3 029	95
Retirement benefits	75	65
Differences between the tax and the accounting base:		
Other liabilities	-	127
Subtotal (Note 8)	9 571	287
Effect on shareholders' equity:		
Retirement benefits	145	85
Subtotal	145	85
Closing balance	**12 122**	**2 406**

As at 31 December 2019 and 2018, the tax rate used to determine deferred tax assets was 21%.

17. TRADE AND OTHER RECEIVABLES

As at 31 December 2019 and 2018, this caption had the following breakdown:

THOUSAND EURO	'19	'18
Trade receivables:		
Group companies (Note 14)	8 248	6 932
Other	71	279
Doubtful trade receivables:		
Group companies (Note 14)	34	-
Other	36	37
	8 389	**7 248**
Other receivables:		
RETGS (Note 14)	3 916	4 541
Group companies (Note 14)	2 061	2 534
Personnel	181	155
Other	940	987
Other doubtful receivables	1	1
	7 099	**8 218**
	15 488	15 466
Accumulated impairment losses (Note 24)	(71)	(38)
	15 417	15 428

Trade and other receivables result from the operating activities and are presented net of accumulated impairment losses. These are estimated based on available information and past experience.

Given the nature of the Company's operations, there is no significant concentration of credit risk.

18. OTHER CURRENT ASSETS

As at 31 December 2019 and 2018, this caption had the following breakdown:

THOUSAND EURO	'19	'18
State and other public entities:		
Corporate income tax:		
Tax receivable [a]	148	15 906
Other taxes	2	2
	150	**15 908**
Accrued income:		
Group companies (Note 14)	63	413
Other	11	-
Interest receivable	-	1
	74	**414**
Prepaid expenses:		
Insurance	139	113
Other	2 213	1 302
	2 352	**1 415**
	2 576	**17 737**

a) This amount refers to tax payments made by the Company in previous years and which reimbursement by the tax authorities was derecognized, as mentioned in Note 8.

19. CASH AND CASH EQUIVALENTS

Cash and cash equivalents as at 31 December 2019 and 2018, were as follows:

THOUSAND EURO	'19	'18
Bank deposits	22 389	38 932
Cash and cash equivalents	22 389	38 932
Bank overdrafts (Note 23)	(13)	(13)
	22 376	**38 919**

The caption "Cash and cash equivalents" comprises cash, demand deposits and time deposits that are immediately available, and for which the risk of change in value is insignificant. Bank overdrafts include credit balances in demand deposit accounts with financial institutions.

20. SHARE CAPITAL

The Company's share capital as at 31 December 2019 is made up of 600 000 000 fully subscribed and paid up shares with a nominal value of Euros 0.01 each.

As at 31 December 2019, the shareholders of the Company were as follows:

	Number of shares	% Share capital	% Voting rights
Tagus Holdings S. à r.l.	243 497 061	40,6%	44,1%
José de Mello Capital, S.A.	182 683 904	30,4%	33,1%
Arcus European Infrastructure Fund GP LLP	114 557 795	19,1%	20,7%
Own shares (Note 21)	47 352 614	7,9%	N/A
Other shareholders	11 908 626	2,0%	2,2%
	600 000 000	**100,0%**	**100,0%**

21. OWN SHARES

During financial years ended 31 December 2019 and 2018 there were no changes in own shares. On those dates, this caption was as follows:

'19 No. shares	'19 Thousand Euros	'18 No. shares	'18 Thousand Euros
47 352 614	228 720	47 352 614	228 720

Commercial legislation relating to own shares requires the existence of a free reserve of an amount equal to the acquisition price of the own shares acquired, which becomes unavailable until these shares are sold, with a reserve of Euros 228 720 thousand having been created for this purpose (Note 22). On the other hand, the applicable accounting rules provide that gains or losses on the sale of own shares are recorded in reserves.

22. LEGAL AND OTHER RESERVES AND ADJUSTMENTS OF SHAREHOLDINGS IN SUBSIDIARIES AND ASSOCIATED COMPANIES

As at 31 December 2019 and 2018, this caption had the following breakdown:

THOUSAND EURO	'19	'18
Legal reserve	1 200	1 200
Non-distributable reserve (Note 21)	228 720	228 720
Free reserves	15 402	39 496
	245 322	**269 416**

Legal reserve

Commercial legislation establishes that at least 5% of the annual net income be appropriated to a legal reserve until the reserve equals at least 20% of the share capital. This reserve is not available for distribution except in the event of liquidation but can be used to absorb losses once the other reserves have been exhausted, or to increase capital.

Non-distributable reserve

Commercial legislation establishes a reserve of an amount equal to the value of the own shares in the portfolio, which remains unavailable for distribution for as long as the own shares are maintained.

Non-distributable capital

As at 31 December 2019, the non-distributable amounts are as follows:

	'19
Adjustments of shareholdings	4 296
Other reserves	227 957
	232 253

Adjustments of shareholdings in subsidiaries and associated companies

In financial year ended 31 December 2019, the amount of Euros 52 969 thousand was recognized in results (Note 7), following the distribution of dividends realized by Brisa Internacional and the consequent partial realization of this caption.

23. LOANS

As at 31 December 2019 and 2018, the loans obtained were as follows:

THOUSAND EURO	'19	'18	
	Corrente	Corrente	Não corrente
Bond loans (Note 14)	-	-	75 905
Short-term loans	17	3	-
Bank overdrafts (Note 19)	13	13	-
	30	**16**	**75 905**

BOND LOANS

As at 31 December 2019 and 2018, the non-convertible bonds loans were as follows:

Issue	Nominal issue value	'18 Corrent	'18 Non-current	Maturity	Nominal interest rate
2017	70 800	-	75 905	Mar/20	4,000%

2017-2020 Issue

The bond issue in the amount of Euros 303 800 thousand was carried out by Brisa on 23 March 2017. This bond loan, maturing in March 2020, bore interest at a fixed rate of 4%. On 17 October 2018, the issuer made an early redemption of Euros 233 000 thousand in capital and Euros 14 860 thousand in accrued interest to Brisa Internacional, by offsetting the reduction of supplementary capital contributions in that investee (Note 14). The remaining amount of this loan was redeemed on 19 December 2019 as follows:

Offsetting of supplementary capital contributions (Note 14)	5 560
Dividends from Brisa Internacional (Note 14)	70 948
Redemption in cash	2 166
Accrued interest	(2 769)
Total bond issue	**75 905**

COMMERCIAL PAPER AND SHORT-TERM CREDIT LINES

As at 31 December 2019 and 2018, the remaining loans obtained were as follows:

	'19	'18
Short-term loans	17	3

As at 31 December 2019 and 2018, Brisa had short-term credit lines contracted with banks in a total maximum amount of Euros 62 000 thousand and Euros 24 000 thousand, respectively. On these dates this financing source was not being used.

24. ACCUMULATED IMPAIRMENT LOSSES

Changes in accumulated impairment losses in financial years ended 31 December 2019 and 2018, are as follows:

THOUSAND EURO — '19

	Opening balance	Increase	Closing balance
Impairment losses:			
Accounts receivable (Note 17)	38	33	71
Shareholder loans to AEDL (Note 14)	216 900	-	216 900
Financial investments (Note 14) [(a)]	469 619	-	459 619
	676 557	**33**	**676 590**

THOUSAND EURO — '18

	Saldo inicial	Saldo Final
Impairment losses:		
Accounts receivable (Note 17)	38	38
Shareholder loans to AEDL (Note 14)	216 900	216 900
Financial investments (Note 14) [(a)]	459 619	459 619
	676 557	**676 557**

a) The analyses of impairment losses of financial investments in financial years ended 31 December 2019 and 2018, related to the shareholdings in Brisal, AEDL and Via Oeste, were carried out through formal tests, based on the cash flow projections until the end of the Litoral Centro, Douro Litoral and Atlântico Concession arrangements, considering the corresponding traffic projections.

For all assessments associated with the impairment tests, the discount rates used reflect the cost of the capital structure invested and the specific risk of each asset, having been estimated in the interval between 5.8% e 11.1%.

Additionally, in the assessments that do not correspond to road concessions, an increase in perpetuity of between 1% and 2% (nominal) was considered, considering the prospects of creating value in each business past the period established for the projections.

In most of the projects under project finance, the discount rates used, for the purpose of impairment tests, correspond to the original IRRs of the base case, given that the financing structure of these companies is defined as from the original investment moment and the shareholders cannot change same without the consent of the financing banks. In the case of the other companies, the discount rate considers the evolution of the capital structure invested and the specific risk of each asset, as well as the country in which the operation is based.

25. PROVISIONS

Changes in the provisions and accumulated impairment losses in financial years ended 31 December 2019 and 2018, are as follows:

THOUSAND EURO — '19

Captions	Opening balance	Increase	Use	Reversal	Closing balance
Provisions:					
Non-current:					
Pending legal proceedings (Note 3)	14	-	-	(9)	5
Financial investments (Note 14)	85 170	10 139	-	(2 700)	92 609
Other risks and charges	5 665	57 829	(110)	-	63 384
	90 849	**67 968**	**(110)**	**(2 709)**	**155 998**
Current:					
Financial investments (Note 14)	-	14 100	-	-	14 100
Other risks and charges	425	425	(425)	-	425
	425	**14 525**	**(425)**	**-**	**170 523**

THOUSAND EURO — '18

Captions	Restated opening balance	Increase	Use	Reversal	Closing balance
Provisions:					
Non-current:					
Pending legal proceedings (Note 3)	31	-	-	(17)	14
Financial investments (Note 14)	81 911	4 152	-	(893)	85 170
Other risks and charges	5 087	678	(100)	-	5 665
	87 029	**4 830**	**(100)**	**(910)**	**90 849**
Current:					
Other risks and charges	320	250	(145)	-	425
	87 349	**5 080**	**(245)**	**(910)**	**91 274**

As at 31 December 2019 and 2018, the provisions for financial investments are as follows:

THOUSAND EURO	'19	'18
Via Oeste	76 317	79 018
VVS	9 525	4 566
AtoBe	6 762	1 582
TIICC	5	4
	92 609	**85 170**

Provisions for pending legal proceedings are intended to cover liabilities estimated based on information from legal consultants, arising from suits lodged against the Company. As at 31 December 2019 and 2018, the overall claims totalled Euros 2 812 thousand and Euros 7 072 thousand, respectively. The provisions set up correspond to the best estimate of the amount of such liabilities.

The provision for other risks and charges, on 31 December 2019 and 2018, included the amounts of Euros 1 631 thousand and Euros 1 742 thousand, respectively, corresponding to the Board of Directors' estimates regarding the potential losses to be incurred by the Company associated with the Douro Litoral Concession, arising from commitments assumed in the scope of the agreements signed with the respective construction consortium Douro Litoral, Construtores ACE ("DLACE").

The increase in the caption "Other risks and charges" includes the amount of Euros 57 300 thousand (Note 8) in respect of the tax process related to the separation of tax payable, following the unfavourable sentences issued by the SAC.

26. TRADE AND INVESTMENT PAYABLES

As at 31 December 2019 and 2018, this caption had the following breakdown:

THOUSAND EURO	'19	'18
Trade payables:		
Other related parties (Note 32)	865	816
Decunify - Soluções de Comunicações, S.A.	409	438
Claranet Portugal, S.A.	292	176
Sap Portugal - Sist., Aplic. e Prod. Inform., Soc. Unip.,Lda.	245	24
Iten Solutions - Sistemas de Informação, S.A.	198	223
Group companies (Note 14)	150	258
Wingman - Estratégia Internet, Unipessoal, Lda.	110	133
Nova Expressão - Planeamento Media e Publicidade, S.A.	44	125
Vieira de Almeida & Associados	14	126
Other	2 455	2 515
	4 782	**4 834**
Investment payables:		
Decunify - Soluções de Comunicações, S.A.	354	490
Wingman - Estratégia Internet, Unipessoal, Lda.	45	284
Iten Solutions - Sistemas de Informação, S.A.	24	13
Other related parties (Note 32)	-	548
Other	799	615
	1 222	**1 950**

27. OTHER PAYABLES

As at 31 December 2019 and 2018, this caption had the following breakdown:

THOUSAND EURO	'19	'18
Other payables:		
Non-current:		
Leasing liabilities [a]	508	-
Current:		
Group companies (Note 14)	4 485	2 338
RETGS (Note 14)	2 428	1 589
Other	477	1 892
Leasing liabilities [a]	285	-
	7 675	**5 819**
	8 183	**5 819**

a) This caption corresponds to the Company's liabilities arising from the application of IFRS 16.

Rentals not yet due of contracts in force as at 31 December 2019, pursuant to IFRS 16, presented the following maturities:

THOUSAND EURO	'19
2020	297
2021	235
2022	183
2023 and thereafter	84
	799

28. OTHER CURRENT LIABILITIES

As at 31 December 2019 and 2018 this caption had the following breakdown:

THOUSAND EURO	'19	'18
Accrued expenses:		
Remuneration payable [a]	12 203	10 605
Group companies (Note 14)	5 985	13
Other	546	300
	18 734	**10 918**
State and other public entities:		
Corporate income tax:		
Tax payable [b]	17 858	16 051
Personal income tax:		
Withholding tax	302	303
Value added tax	443	218
Contributions to Social Security	300	307
Other taxes	543	543
	19 446	**17 422**
	38 180	**28 340**

a) This caption includes the accruals for holiday pay and subsidy, performance bonuses and social charges.
b) This amount was returned by the tax authorities following the tax inspection of 2007 (Note 8), but the Company considers same to be due.

29. CONTINGENT LIABILITIES

As at 31 December 2019 and 2018, Brisa had liabilities related to the following bank guarantees provided to third parties:

THOUSAND EURO	'19	'18
Other guarantees provided to third parties [a]	64 205	64 455
AEA	-	23 100
ELOS [b]	-	18 226
	64 205	**105 781**

a) As at 31 December 2019 and 2018, this caption included the amount of Euros 64 129 thousand, corresponding to bank guarantees provided in favour of the Tax Authority in the context of the ongoing tax proceedings (Note 8).
b) This amount refers to bank guarantees provided by Brisa, to guarantee compliance with the Capital Subscription and Realization Agreement, with this capital increase having occurred in 2019.

For the companies financed under Project Finance (AEDL, AEA, AEBT and AELO), the shareholdings of the shareholders are pledged in favour of the financing entities.

Within the scope of the commitments assumed in respect of companies financed under Project Finance (AEDL, AEBT, AELO and ELOS), the Company is responsible for any additional costs to be incurred. In respect of AELO, AEBT and ELOS, this responsibility is proportional to the shareholding interest held.

Brisa entered into a Subscription Agreement with SICAR, in which it assumed a total investment commitment of up to Euros 50 000 thousand, of which, as at 31 December 2019 and 2018, Euros 14 623 thousand and Euros 18 751 thousand, respectively, were realized.

As part of the suspension of the tax enforcement proceedings related to the 2010 tax period, the Company guaranteed the amount of Euros 153 310 thousand through the constitution of a pledge over 24 618 shares of the investee BOM, valued at Euros 191 637 thousand. During financial year ended 31 December 2016, the aforementioned process was partially decided in favour of the Company, and the tax enforcement proceeding was reduced to Euros 28 829 thousand. During financial year ended 31 December 2018, Brisa was notified of the favourable decision to reduce the guarantee provided in the form of a pledge, and the pledge was allowed to be reduced to the amount of Euros 33 479 thousand, corresponding to 8 402 shares of BOM. The Company is taking steps to formalize the reduction of this pledge (Note 8).

30. PENSION LIABILITIES

Defined benefit plan

Brisa and some of its investees have a supplementary retirement, disability and survivor pension plan in place, through which employees who reach retirement age at the service of the Company and some of its investees and have spent at least ten years with same, as well as those who have spent at least five years with same and are in a disability situation, are entitled to a retirement pension supplementary to the pension guaranteed by Social Security.

The benefit defined in the pension plan corresponds to 7% of the gross remuneration at the date of retirement, plus 0.5% for each year of work after the tenth year. Also according to the plan in force, the supplementary retirement pension cannot exceed 17% of the amount of the gross remuneration at the date of retirement and the sum of this pension with that attributed by Social Security cannot also exceed the gross base remuneration.

This plan also grants, under certain conditions, in the event of the beneficiary's death, the right to a supplementary survivor pension to the surviving spouse, children or equivalent, which shall correspond to 50% of the supplementary retirement pension that the beneficiary was receiving.

The liabilities arising from the aforementioned scheme were transferred to an autonomous pension fund and are determined on a half-yearly basis based on actuarial studies, prepared by independent experts, with the last one available having been prepared as at 31 December 2019.

The actuarial studies as at 31 December 2019 and for the previous years used the methodology denominated "Projected Unit Credit" and were based on the following actuarial assumptions and technical bases:

	'19	'18	'17	'16
Technical interest rate	1,40%	2,25%	2,25%	2,25%
Fund's annual rate of return	1,40%	2,25%	2,25%	2,25%
Salary's annual growth rate	1,85%	1,85%	1,85%	1,85%
Pension's annual growth rate	0%	0%	0%	0%

The salary's annual growth rate reflects the wage policy moderation adopted by the Group.

As at 31 December 2019, the impact of a 25-bps reduction in the technical interest rate and the fund's annual rate of return used in the actuarial calculation would correspond to an increase in the present value of the projected liabilities of, approximately, Euros 357 thousand.

Additionally, the demographic assumptions considered as at 31 December 2019 and in previous years were as follows:

	'19	'18	'17	'16
Mortality tables	TV 88/90	TV 88/90	TV 88/90	TV 88/90
Disability tables	EKV 80	EKV 80	EKV 80	EKV 80

According to the aforementioned actuarial studies, the costs with the supplementary retirement pensions in financial years ended 31 December 2019 and earlier were as follows:

THOUSAND EURO	'19	'18	'17	'16
Current services' cost (Note 6)	301	272	253	208
Financing cost (Note 6)	134	124	110	134
Remeasurements	691	406	126	634
Fund's return (Note 6)	(78)	(85)	(80)	(120)
	1 048	**717**	**409**	**856**

Remeasurements are recorded as income and expenses recognized directly in equity.

As previously referred, the responsibility for the payment of the social benefits mentioned above was transferred to an autonomous pension fund, to which the Company makes contributions when necessary, aimed at covering said responsibility.

As at 31 December 2019 and in the previous years, the difference between the present value of the liabilities and the market value of the fund's assets was as follows:

THOUSAND EURO	'19	'18	'17	'16
Present value of the projected liabilities	6 912	5 733	5 342	4 736
Market value of the fund	(3 656)	(3 525)	(3 851)	(3 654)
	3 256	**2 208**	**1 491**	**1 082**

The difference between the market value of the fund's assets and the present value of the liabilities is recorded as a non-current liability.

The fund's assets and rate of return as at 31 December 2019 and 2018, are as follows:

	Rate of return		Fair value of assets	
	'19	'18	'19	'18
Shares and other equity instruments				
European shares	7,13%	-13,3%	922	813
International shares excluding Europe	N/A	N/A	74	54
Bonds and other debt instruments	2,39%	0,0%	2 179	1 990
Real Estate and Hedge Funds	0,18%	0,1%	344	366
Liquidity	0,01%	2,0%	137	302
			3 657	**3 525**

Defined contribution plan

The directors and managers have the benefit of a defined contribution retirement pension supplement, with the Company having assumed the commitment to deliver to an insurance company 10% of the respective annual base remuneration. In financial years ended 31 December 2019 and 2018, the premiums recorded in "Personnel costs" amounted to Euros 330 thousand and Euros 331 thousand, respectively (Note 6).

31. FINANCIAL RISK MANAGEMENT

General principles

As with most companies, Brisa is exposed to different financial risks stemming from its activity. Of note is the counterparty risk to which the Company is exposed as a result of the contracting of hedging operations and the realization of short-term investments.

All financial risk management operations, namely those involving the use of derivative financial instruments, are subject to the prior approval of the CFO and/or the Executive Commission.

A detailed description of the Company's main financial risks and measures implemented to manage these is presented below.

Credit risk

Credit risk relates to trade and other accounts receivable, from the moment such credit is recognized. Although limited, due to the nature of the Company's activity, this risk is monitored on a regular basis with the objective of:

- monitoring the evolution of the level of balances receivable;
- reviewing the recoverability of amounts receivable on a regular basis.

The change in impairment losses of accounts receivable is disclosed in Note 24.

The Board of Directors deems that the estimated impairment losses of accounts receivable as at 31 December 2019 are adequately provided for in the financial statements (Notes 17 and 24).

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Accounts receivable as at 31 December 2019 and 2018, excluding related parties, include the following overdue balances, for which the Board of Directors has not recognized impairment losses as it believes same will be collected:

	'19	'18
OVERDUE BALANCES:		
More than 360 days	1	1

Counterparty risk

The investment of cash surpluses and most operations involving derivative financial instruments expose the Company to the risk of non-compliance by the counterparties in these operations. In order to mitigate this risk, the Company controls, on a permanent basis, the level of exposure to each entity and credit limits have been defined for the counterparties, in function of their respective rating levels, among other factors.

Project Finance

The Brisa Group has a policy of competing for new road infrastructure concessions, both domestic and international, integrated in consortia.

Project finance has been the financing structure used in these projects, enabling the operational, financial and legal segregation of each project. The incorporation of companies with their own financing structures without recourse to Brisa's cash flows or assets (in addition to the capital commitments which amount is known from the start) for these projects, allows Brisa to limit and quantify the risk assumed in investing in new concessions. In addition, Brisa participates in these projects on a partnership basis, almost always holding minority interests, thereby also mitigating its exposure to each project.

For each project, a company is incorporated with its own financing structure and without recourse, by creditors, to Brisa's cash flows or assets (in addition to the normal stand-by equity guarantees given under these projects and which amounts are known from the start). Thus, the risk assumed by Brisa is limited to the amount of equity allocated to the project and the above-mentioned guarantees.

Financial assets and liabilities under IFRS 9

The Company's financial assets and liabilities are measured at amortized cost.

Fair value estimate – assets and liabilities measured at fair value

To the Company's assets and liabilities measured at fair value are applied the following fair value levels:

- Level 1: the fair value of financial instruments is based on prices ruling on active, liquid markets as at the statement of financial position date;
- Level 2: the fair value of financial instruments is not determined based on active market prices but according to valuation models;
- Level 3: the fair value of financial instruments is not determined based on active market prices but according to valuation models, the main inputs of which are not observable on the market.

As at 31 December 2019 and 2018, the Company had no assets or liabilities measured at fair value.

32. OTHER RELATED PARTIES

As at 31 December 2019 and 2018, the main balances with other related parties not disclosed in Note 14, were as follows:

	Trade payables (Note 26)		Investment payables (Note 26)
	'19	'18	'18
José de Mello Group	865	816	548

Additionally, the main transactions carried out with other related parties in financial years ended 31 December 2019 and 2018, were as follows:

	Operating expenses		Intangible assets	
	'19	'18	'19	'18
José de Mello Group	60	843	56	502

In financial years ended 31 December 2019 and 2018, the gross remunerations of the members of Brisa's corporate bodies were as follows:

	'19	'18
Executive directors:		
Fixed remuneration	1 813	1 825
Variable remuneration	1 977	1 916
Defined benefits	285	272
Non-executive directors:		
Fixed remuneration	392	392
Supervisory Board	120	120
	4 587	**4 525**

In financial years ended 31 December 2019 and 2018, the gross remunerations of Brisa's key management personnel were as follows:

	'19	'18
Key management personnel:		
Fixed remuneration	1 978	1 887
Variable remuneration	771	787
Defined benefits	80	43
	2 829	**2 717**

33. SUBSEQUENT EVENTS

During the financial year 2020, a global pandemic called COVID-19 was declared by the World Health Organization (WHO). The COVID-19 pandemic will have a significant impact on the company's subsidiaries activity and consequently on the company's results to an extent that is not yet quantifiable. However, it is estimated that the impact, even if it is material, will not put at risk the continuity of operations.

34. APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements for financial year ended 31 December 2019 were approved by the Board of Directors and authorized for publishing on 15 April 2020. However, they are still subject to the approval of the General Shareholders' Meeting, under the terms of the commercial law in force in Portugal.

35. STATUTORY AUDITOR'S FEES

In financial years ended 31 December 2019 and 2018, the Statutory Auditor's fees amounted to Euros 30 thousand, in both cases.

S. Domingos de Rana, 15 April 2020

The Certified Accountant no. 62018

João Rodrigues

THE BOARD OF DIRECTORS

- Vasco Maria Guimarães José de Mello
- João Pedro Stilwell Rocha e Melo
- João Pedro Ribeiro de Azevedo Coutinho
- António José Lopes Nunes de Sousa
- Daniel Alexandre Miguel Amaral
- Rui Alexandre Pires Diniz
- Michael Gregory Allen
- Luís Eduardo Brito Freixial de Goes
- Graham Peter Wilson Marr
- Stuart David Gray

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05. CONSOLIDATED FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2019 AND 2018 (Amounts expressed in thousand Euro)

	Notes	'19	'18
Non-current assets:			
Tangible assets	12	52 290	49 534
Assets under right of use	13	17 497	-
Intangible assets	14	2 178 629	2 276 394
Investments in associated companies	15	94 592	95 382
Other investments	16	28 876	10 259
Goodwill	17	26 068	26 447
Other receivables		-	151
Deferred tax assets	18	99 910	84 206
Other non-current assets	19	998	2 054
Total non-current assets		**2 498 860**	**2 544 427**
Current assets:			
Inventories		7 173	4 634
Trade and other receivables	20	62 661	59 790
Associated companies	15	51 914	60 260
Other current assets	21	10 825	26 514
Cash and cash equivalents	22	306 831	338 392
Total current assets		**439 404**	**489 590**
Total assets		**2 938 264**	**3 034 017**

	Notes	'19	'18
Shareholders' equity:			
Share capital	23	6 000	6 000
Own shares	24	(228 720)	(228 720)
Adjustments of shareholdings in associated companies	25	2 252	1 130
Legal reserve	25	1 200	1 200
Currency translation adjustments	8 & 25	635	53 620
Retained earnings and other reserves	25	395 934	439 160
Consolidated net income		151 955	157 997
Shareholder's equity attributable to shareholders		**329 256**	**430 387**
Non-controlling interests	26	81 758	80 832
Total shareholders' equity		**411 014**	**511 219**
Non-current liabilities:			
Loans	27	1 799 959	1 888 158
Provisions	29	294 352	218 675
Other payables	30	14 638	-
Other non-current liabilities	31	36 694	37 081
Deferred tax liabilities	18	275	593
Total non-current liabilities		**2 145 918**	**2 144 507**
Current liabilities:			
Provisions	29	33 237	23 150
Trade payables		23 023	22 604
Loans	27	192 233	190 031
Investment payables		14 758	20 279
Current tax liabilities	9	14 244	35 897
Other payables	30	16 610	12 908
Other current liabilities	32	87 227	73 422
Total current liabilities		**381 332**	**378 291**
Total liabilities		**2 527 250**	**2 522 798**
Total liabilities and shareholders' equity		**2 938 264**	**3 034 017**

The attached notes form an integral part of the consolidated statement of financial position as at 31 December 2019.

THE CERTIFIED ACCOUNTANT NO. 62018

THE BOARD OF DIRECTORS

CONSOLIDATED INCOME STATEMENT FOR FINANCIAL YEARS ENDED 31 DECEMBER 2019 AND 2018 (Amounts stated in thousand Euro)

	Notes	'19	'18
Operating income and gains:			
Sale of merchandise	5 & 6	35 395	26 517
Services rendered	5 & 6	736 311	711 669
Other operating income and gains	5 & 6	9 589	8 268
Reversal of adjustments	5, 6 & 28	400	506
Reversal of provisions	5, 6 & 29	2 968	3 877
Income related to construction services	5 & 6	19 053	12 297
Total operating income and gains		**803 716**	**763 134**
Operating expenses and losses:			
Cost of sales	5	(12 253)	(14 541)
External supplies and services	5	(78 076)	(75 879)
Payroll costs	5	(105 398)	(94 510)
Amortization and depreciation	5, 12, 13 & 14	(135 813)	(143 078)
Adjustments	5 & 28	(1 317)	(1 144)
Provisions	5 & 29	(128 243)	(51 051)
Other operating expenses	5	(8 438)	(7 813)
Expenses related to construction services	5 & 6	(19 053)	(12 297)
Total operating expenses and losses		**(488 591)**	**(400 313)**
Operating results		**315 125**	**362 821**
Financial expenses and losses	5 & 8	(60 753)	(66 746)
Financial income and gains	5 & 8	53 989	1 346
Results from investments	5 & 8	8 555	2 847
Profit before tax		**316 916**	**300 268**
Income tax	5 & 9	(100 499)	(88 701)
Consolidated net income		**216 417**	**211 567**
Attributable to:			
Shareholders	5 & 10	151 955	157 997
Non-controlling interests	5 & 26	64 462	53 570
Earnings per share (amounts stated in Euros)			
Basic	10	0,283	0,286
Diluted	10	0,283	0,286

The attached notes form an integral part of the consolidated income statement for financial year ended 31 December 2019

THE CERTIFIED ACCOUNTANT NO. 62018

THE BOARD OF DIRECTORS

CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY FOR FINANCIAL YEARS ENDED 31 DECEMBER 2019 AND 2018 (Amounts stated in thousand Euro)

	Notes	Share capital	Own shares	Adjustments of shareholdings in associated companies	Legal reserve	Currency translation adjustments	Retained earnings and other reserves	Consolidated net income	Non-controlling interests	TOTAL
Balance on 1 January 2018		6 000	(228 720)	(2 383)	1 200	54 018	349 395	230 771	91 615	**501 896**
Consolidated net income		-	-	-	-	-	-	157 997	53 570	**211 567**
Other income and expenses recognized in shareholders' equity:										
Increase / (Decrease) in fair value of hedging financial instruments, net of tax effect	33	-	-	-	-	-	924	-	280	**1 204**
Change in currency translation reserves		-	-	-	-	(398)	-	-	48	**(350)**
Pension plan re-measurements	18 & 35	-	-	-	-	-	(648)	-	45	**(603)**
Effect of application of equity accounting	15	-	-	1 693	-	-	-	-	-	**1 693**
Changes in the percentage of control over subsidiaries		-	-	(286)	-	-	-	-	-	**(286)**
Other		-	-	-	-	-	(2)	-	(21)	**(23)**
Total net income and other comprehensive income		**-**	**-**	**1 407**	**-**	**(398)**	**274**	**157 997**	**53 922**	**213 202**
Appropriation of consolidated results of 2017:										
Distributed dividends	11 & 26	-	-	-	-	-	150 637	(230 771)	(48 585)	**(128 719)**
Distribution of reserves	11	-	-	-	-	-	(75 160)	-	-	**(75 160)**
Transfers		-	-	2 106	-	-	14 014	-	(16 120)	**-**
Balance on 31 December 2018		**6 000**	**(228 720)**	**1 130**	**1 200**	**53 620**	**439 160**	**157 997**	**80 832**	**511 219**
Balance on 1 January 2019		**6 000**	**(228 720)**	**1 130**	**1 200**	**53 620**	**439 160**	**157 997**	**80 832**	**511 219**
Consolidated net income		-	-	-	-	-	-	151 955	64 462	**216 417**
Other income and expenses recognized in shareholders' equity:										
Increase / (Decrease) in fair value of hedging financial instruments, net of tax effect	33	-	-	-	-	-	422	-	123	**545**
Change in currency translation reserves	25	-	-	-	-	(52 985)	-	-	2	**(52 983)**
Pension plan re-measurements	18 & 35	-	-	-	-	-	(1 248)	-	-	**(1 248)**
Effect of application of equity accounting	15	-	-	1 390	-	-	-	-	-	**1 390**
Changes in the percentage of control over subsidiaries		-	-	(268)	-	-	(62)	-	(162)	**(492)**
Total net income and other comprehensive income		**-**	**-**	**1 122**	**-**	**(52 985)**	**(888)**	**151 955**	**64 425**	**163 629**
Appropriation of consolidated results of 2018:										
Dividends distributed	11 & 26	-	-	-	-	-	26 467	(157 997)	(68 561)	**(200 091)**
Share capital increase	26	-	-	-	-	-	-	-	5 062	**5 062**
Distribution of retained earnings	11	-	-	-	-	-	(18 790)	-	-	**(18 790)**
Distribution of reserves	11	-	-	-	-	-	(50 015)	-	-	**(50 015)**
Balance on 31 December 2019		**6 000**	**(228 720)**	**2 252**	**1 200**	**635**	**395 934**	**151 955**	**81 758**	**411 014**

The attached notes form an integral part of the consolidated statement of changes in shareholders' equity for financial year ended 31 December 2019

THE CERTIFIED ACCOUNTANT NO. 62018

THE BOARD OF DIRECTORS

CONSOLIDATED STATEMENTS OF OTHER COMPREHENSIVE INCOME FOR FINANCIAL YEARS ENDED 31 DECEMBER 2019 AND 2018 (Amounts stated in thousand Euro)

	Notes	'19	'18
Consolidated net income		216 417	211 567
Other income and expenses recognized in shareholders' equity that may be reclassified to results:			
Changes in currency translation reserves	8	(52 983)	(350)
Changes in fair value of financial instruments, net of tax effect	18 & 33	545	1 204
Adjustments of shareholdings	15	1 390	1 693
Other income and expenses recognized directly in share capital		-	(23)
		(51 048)	**2 524**
Other income and expenses recognized in shareholders' equity that will not be subsequently reclassified to results:			
Pension plan - re-measurements	18 & 35	(1 248)	(603)
Changes in the percentage of control over subsidiaries		(492)	(286)
		(1 740)	**(889)**
Total other comprehensive income		**(52 788)**	**1 635**
Total consolidated net income and other comprehensive income		**163 629**	**213 202**

Attributable to:		
Shareholders	99 204	159 280
Non-controlling interests	64 425	53 922

The attached notes form an integral part of the consolidated statement of changes in shareholders' equity for financial year ended 31 December 2019

THE CERTIFIED ACCOUNTANT NO. 62018

THE BOARD OF DIRECTORS

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CONSOLIDATED CASH FLOW STATEMENT FOR FINANCIAL YEARS ENDED 31 DECEMBER 2019 AND 2018 (Amounts stated in thousand Euro)

	Notes	'19	'18
OPERATING ACTIVITIES:			
Receipts from trade receivables		718 206	672 791
Payments to trade payables		(114 048)	(118 800)
Payments to personnel		(101 969)	(95 432)
Cash flows generated by operations		**502 189**	**458 559**
Payments of income tax		(118 911)	(88 480)
Payments for infrastructure replacement		(41 794)	(27 609)
Other receipts related to operating activities		60 904	73 906
Cash flows from operating activities (1)		**402 388**	**416 976**
INVESTING ACTIVITIES:			
Receipts arising from:			
Tangible assets		509	437
Financial investments	4, 15 & 16	10 732	13 819
Investment grants		1 033	733
Dividends	15 & 16	10 911	8 327
Interest and similar income		9 641	5 174
		32 826	**28 490**
Payments related to:			
Financial investments	4, 15 & 16	(29 819)	(3 628)
Tangible and intangible assets		(29 681)	(13 922)
		(59 500)	**(17 550)**
Cash flows from investing activities (2)		**(26 674)**	**10 940**

	Notes	'19	'18
FINANCING ACTIVITIES:			
Receipts arising from:			
Loans obtained	27	417 974	392 200
Share capital increases & supplementary capital contributions by non-controlling interests	26	5 062	-
		423 036	**392 200**
Payments related to:			
Loans obtained	27	(509 085)	(726 585)
Interest and similar expenses	27	(47 228)	(68 505)
Dividends	11 & 26	(268 918)	(203 859)
Derivative financial instruments		(920)	(2 240)
Right of use		(3 991)	-
		(830 142)	**(1 001 189)**
Flows from financing activities (3)		**(407 106)**	**(608 989)**
Foreign exchange effect (4)		(45)	102
Change in perimeter (5)		(126)	-
Change in cash and cash equivalents (6) = (1) + (2) + (3) + (4) + (5)		(31 563)	(180 971)
Cash and cash equivalents at beginning of period	22	338 378	519 349
Cash and cash equivalents at end of period	22	306 815	338 378

The attached notes form an integral part of the consolidated statement of changes in shareholders' equity for financial year ended 31 December 2019

THE CERTIFIED ACCOUNTANT NO. 62018

THE BOARD OF DIRECTORS

1. INTRODUCTORY NOTE

Brisa – Auto-Estradas de Portugal, S.A. ("Company" or "Brisa") has its registered office in Cascais and was incorporated on 28 September 1972. The Brisa corporate universe ("Group") integrates the subsidiaries and associated companies indicated in Notes 4 and 15, among which the subsidiary Brisa – Concessão Rodoviária, S.A. ("BCR"), issuer of debt instruments quoted on the Bourse de Luxembourg (LuxSE") and on Euronext Lisbon. The main activities developed by the Group are described in Note 5.

2. MAIN ACCOUNTING POLICIES

2.1. BASES OF PRESENTATION

The accompanying consolidated financial statements were prepared on a going concern basis from the books and accounting records of the companies included in the consolidation (Note 4), maintained in accordance with International Financial Reporting Standards, effective for the financial year beginning on 1 January 2019, as adopted by the European Union. Such standards include the International Financial Reporting Standards ("IFRS") issued by the International Accounting Standards Board ("IASB"), the International Accounting Standards ("IAS") issued by the International Accounting Standards Committee ("IASC") and the respective interpretations – IFRIC and SIC issued by the International Financial Reporting Interpretation Committee ("IFRIC") and Standing Interpretation Committee ("SIC"). These standards and interpretations are hereinafter referred to collectively as "IFRS".

Adoption of new, amended and revised standards and interpretations

The standards, interpretations, amendments and revisions endorsed by the European Union and with mandatory application in financial years starting on or after 1 January 2019, are as follows:

Standard / Interpretation	Effective date (financial years beginning on or after)	
IFRS 16 – Leases	01-jan-2019	This new standard replaces IAS 17, with a significant impact on the accounting by lessees that are now obliged to recognize a lease liability equivalent to the future payments on the lease and an asset for "right of use" for all lease agreements, except for certain short-term and/or low-value leases. The definition of a lease agreement was also altered, being based on the "right to control the use of an identified asset".
IFRIC 23 – Uncertainty over income tax treatment	01-jan-2019	This is an interpretation of IAS 12 – 'Income tax', and refers to the measurement and recognition requirements to apply when there is uncertainty as to the acceptance of a certain tax treatment by the Tax Administration regarding income tax. In the case of uncertainty as to the Tax Administration's position with regard to a specific transaction, the entity shall carry out its best estimate and record assets or liabilities for income tax under IAS 12, and not IAS 37 – "Provisions, contingent liabilities and contingent assets", based on the expected amount or the most probable amount. The application of IFRIC 23 may be retrospective or modified retrospective.
Amendment to IFRS 9 - prepayment features with negative compensation	01-jan-2019	This amendment introduces the possibility of classifying financial assets with prepayment features with negative compensation at amortized cost, provided that conditions are met, instead of being classified at fair value through profit or loss.
Amendments to IAS 28 – Long-term investments in associated companies and joint ventures	01-jan-2019	This amendment clarifies that long-term investments in associated companies and joint ventures (components of an entity's investment in associated companies and joint ventures) that are not being measured using the equity method, should be accounted for in accordance with IFRS 9, being subject to the expected losses impairment model, before any impairment test is realized on the investment as a whole, when there are indications of impairment.
Improvements in international financial reporting standards (2015-2017 cycle)	01-jan-2019	This cycle of improvements affects the following standards: IAS 23 (this improvement clarifies that if any specific loan remains outstanding after the related asset is ready for its intended use or sale, that loan shall be added to the general funds borrowed for the purpose of calculating the average capitalization rate for other qualifying assets), IAS 12 (this improvement clarifies that all income tax consequences of dividends shall be recognized on the date the entity recognizes the liability for the payment of dividends, being recognized in the income statement, in other comprehensive income or in shareholders' equity, depending on the transaction or event giving rise to the dividends) and IFRS 3 and IFRS 11 (these improvements clarify that (i) when an entity obtains control of a business that is a joint operation, it remeasures previously held interests in that business at fair value; and (ii) when an entity that does not exercise joint control, obtains joint control of a business that is a joint operation, the entity does not remeasure previously held interests).
IAS 19 – Changes, reductions and settlements of defined benefit plans	01-jan-2019	This amendment requires an entity to: (i) use updated assumptions to determine the current service costs and the net interest for the remaining period after the amendment, reduction or settlement of the plan; and ii) recognize in the income statement as part of the past service costs, or as a gain or loss on the settlement, and in other comprehensive income any reduction in the surplus coverage, even if the surplus coverage was not previously recognized due to the impact of the "asset ceiling".

The Company adopted IFRS 16 for the first time on 1 January 2019, using the modified retrospective method. The comparative information for financial year ended 31 December 2018 is not restated, as the Company has opted to measure these assets on the date of the first application of the standard.

The introduction of IFRS 16 replaces IAS 17, which advocated the classification of leases into operating and finance leases, which now have a similar accounting treatment with the application of this new standard. The application of IFRS 16 included all operating lease agreements which term, on the date of the application of the standard, was to occur in a period of more than 12 months (excluding low-value contracts, that is, with a total amount of less than Euros 5 000).

The impact of the first-time adoption of IFRS 16, on 1 January 2019, was as follows:

THOUSAND EURO	01/01/'19
Non-current assets:	
Assets under right of use (Note 13)	17 843
Total assets	**17 843**
Non-current liabilities:	
Other payables (Note 30)	14 605
Total non-current liabilities	**14 605**
Current liabilities:	
Other payables (Note 30)	3 238
Total current liabilities	**3 238**
Total liabilities and shareholders' equity	**17 843**

New, amended and revised standards and interpretations not adopted

The following standards, interpretations, amendments and revisions likely to apply to the Company's operations, but with mandatory application only in future financial years, were endorsed by the European Union by 31 December 2019:

Standard / Interpretation	Effective date (financial years beginning on or after)	
IAS 1 and IAS 8 (amendment) - Definition of material	01-Jan-20	This amendment introduces a modification to the concept of material. It includes clarifications regarding the reference to unclear information, corresponding to situations in which its effect is similar to omitting or distorting such information, in the global context of the financial statements; and clarifications regarding the term "main users of financial statements" that are defined as "current and future investors, financiers and creditors" that depend on the financial statements to obtain a significant part of the information they need.
Conceptual structure - Amendments in the referencing to other IFRS	01-Jan-20	As a result of the publication of the new conceptual structure, the IASB introduced changes in the text of various standards and interpretations, in order to clarify the application of the new definitions of assets / liabilities and expenses / income, in addition to some of the characteristics of financial information. These changes are retrospective in application, unless impracticable.

New, amended and revised standards and interpretations not adopted

The following standards, interpretations, amendments and revisions likely to apply to the Company's operations, but with mandatory application only in future financial years, were not endorsed by the European Union up to the date of the approval of these financial statements:

Standard / Interpretation	Effective date (financial years beginning on or after)	
Amendment to IFRS3 - Definition of a business	01-Jan-20	This amendment constitutes a revision of the definition of a business for the purpose of accounting for business combinations. The new definition requires an acquisition to include an input and a substantial process that together generate outputs. Outputs are now defined as goods and services that are provided to clients, which generate income from financial investments and other income, excluding returns in the form of cost reductions and other economic benefits for shareholders. "Concentration tests" are now allowed to determine whether a transaction relates to the acquisition of an asset or a business.
IFRS 17 - Insurance contracts	01-Jan-21	This new standard replaces IFRS 4 and applies to all entities that issue insurance contracts, reinsurance contracts and investment contracts with discretionary participation features. IFRS 17 is based on the current measurement of the technical responsibilities at each reporting date. The current measurement may be based on a complete ("building block") or simplified ("premium allocation") approach. The recognition of the technical margin is different depending on whether it is positive or negative. IFRS 17 is retrospective in application.
IFRS 9, IAS 39 and IFRS 7 (amendment) - IBOR reform	01-Jan-21	Corresponds to amendments to standards IFRS 9, IAS 39 and IFRS 7 related to the project to reform benchmark interest rates (known as the IBOR reform), so as to decrease the potential impact of reference interest rates on the financial reporting, namely on hedge accounting. This amendment will not have a significant impact on the Group's financial statements.

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Although the effects of the adoption of these standards have not yet been determined or quantified, no significant impacts on the Group's financial statements are expected.

The financial statements were prepared in accordance with the historical cost convention, except in the case of financial instruments, which are recognized at fair value. The main accounting policies adopted are described below.

2.2. CONSOLIDATION PRINCIPLES

a) Controlled companies

The consolidation of the controlled companies in each financial year was carried out using the full consolidation method. Control is considered to exist when the Group is exposed, or has rights, to variable returns arising from its involvement with the investee companies and can affect those same returns through the power it exercises over those companies. Subsidiaries are consolidated from the date on which control is transferred to the Group, being excluded from consolidation from the date on which that control ceases.

Third parties' interests in shareholders' equity and in the net income of those companies is presented separately in the consolidated statement of financial position and in the consolidated income statement, respectively, under the caption "Non-controlling interests" (Note 26).

The results of subsidiaries acquired or disposed of during the financial year are included in the consolidated income statements from the date of their acquisition and up to the date of their disposal.

The controlled companies as at 31 December 2019 are presented in Note 4. Transactions and balances between those companies were eliminated in the consolidation process. Unrealized losses are also eliminated, unless considered as an impairment indicator for the transferred asset. Capital gains arising from the disposal of investee companies, carried out within the Group, are also annulled.

Whenever necessary, adjustments are made to the financial statements of subsidiary companies with a view to standardizing the respective accounting policies with those of the Group.

b) Joint ventures

Joint arrangements are classified as joint operations or joint ventures depending on the contractual rights and obligations of each investor.

Joint ventures are included in the consolidated financial statements using the equity method. Investments in joint ventures are initially measured at cost, and their carrying amount is subsequently increased or reduced, through the recognition of the Group's share of the total profit or loss recorded by the joint venture.

When the share of losses attributable to the Group is equivalent to or exceeds the value of the financial shareholding in the joint ventures, the Group recognizes additional losses if it has assumed obligations, or if it has made payments to the benefit of the joint ventures.

Unrealized gains and losses between the Group and its joint ventures are eliminated in proportion to the Group's interest in the joint ventures. Unrealized losses are also eliminated, unless the transaction provides additional evidence of an impairment of the transferred asset.

The accounting policies of joint ventures are changed, whenever necessary, in order to ensure that they are applied in a manner consistent with those of the Group.

c) Business combinations

The acquisition of subsidiaries is carried out using the purchase method. The acquisition cost is determined as the sum of the fair value of the assets delivered, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for the assumption of control by the Group on the acquisition date. Expenses related to the acquisition are recognized as an expense when incurred. When applicable, the acquisition cost also includes the fair value of contingent payments measured on the acquisition date. Subsequent changes in the amount of contingent payments are recorded in accordance with the accounting rules that regulate the accounting of the assets or liabilities in question, unless they qualify as an adjustment to the provisional measurement exercise. During the provisional measurement period, these subsequent changes affect the acquisition value of the business combination (fair value of net assets acquired), and changes that occur after the provisional measurement period affect results or shareholders' equity, in accordance with the respective standards, with no further changes being made to the fair value of the assets and liabilities for the purpose of measuring the business combination.

If the process of accounting for business combinations is incomplete at the end of the financial year in which the combination occurs, the Group discloses this same situation, with the amounts provisioned being adjusted during the financial year of the measurement (the period between the acquisition date and the date on which the Group obtains complete information on the facts and circumstances that existed as at the date of acquisition with this period being, at most, 12 months), or new assets and liabilities being recognized in order to reflect the facts and circumstances that existed as at the date of the consolidated statement of financial position and which, if known, would have affected the amounts recognized on the acquisition date. When, as at the date of acquisition of control, the Group already holds a previously acquired interest, the fair value of that interest contributes to the determination of goodwill or badwill.

If the aforementioned differential is negative, it is recognized as income for the financial year, after reconfirmation of the fair value attributed.

Interests of non-controlling shareholders are identified in shareholders' equity separately from the equity attributable to the shareholders of the holding company. Non-controlling interests can initially be measured either at fair value or at the proportion of the fair value of the acquired subsidiary's assets and liabilities. This option is made separately for each transaction. After initial recognition, the carrying amount of non-controlling interests is determined as the amount initially recognized plus the proportion of the changes in the subsidiary's equity. The comprehensive income of a subsidiary is attributed to non-controlling interests even if these are negative.

Changes in the percentage of control over subsidiaries, be they increases or decreases, if they do not result in loss of control are accounted for as shareholders' equity transactions. The value of the Group's interests and of the non-controlling interests are adjusted to reflect the percentage changes. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the transaction price is recognized directly in shareholders' equity and attributed to the shareholders of the Holding company.

When the Group loses control over a subsidiary, the gain or loss on the disposal is calculated as the difference between (i) the aggregate amount of the fair value of the price and the fair value of the retained interests and (ii) the carrying amount of the assets (including goodwill) and liabilities of the subsidiary and of the non-controlling interests, with the gain being recognized in the results for the financial year. Amounts previously recognized as Other comprehensive income are transferred to the results for the financial year or transferred to retained earnings in the same way as they would be if the related assets or liabilities were disposed of. The fair value of the retained interests corresponds to the fair value at initial recognition for the purpose of the subsequent accounting under IFRS 9 - Financial instruments or, when applicable, the cost for the purpose of the initial recognition of an investment in an associated company or joint venture.

d) Investments in associated companies

An associated company is an entity over which the Group has significant influence, but does not have control or joint control, through its participation in the decisions regarding the financial and operational policies.

Financial investments in most of the associated companies (Note 15) are recorded using the equity method, except when they are classified as held for sale, with the shares initially being recorded at acquisition cost, which is increased or reduced by the difference between said cost and the amount proportional to the equity interest in these companies, reported as at the date of acquisition or the first application of the aforementioned method.

In accordance with the equity method, financial investments are recorded at their acquisition cost, adjusted by the amount corresponding to the Group's share in the associated company's comprehensive income (including the net income), against other comprehensive income or net income for the financial year, respectively, and dividends received.

In the particular case of equity changes in associated companies, resulting from a share capital increase with a share premium, which results in a dilution of the shareholding held, the corresponding adjustment in the value of the financial investment is made against gains or losses related to investments

Losses in associated companies in excess of the investment made in these entities are not recognized, unless obligations have been assumed, or payments have been made on behalf of the associated companies.

Any excess of the acquisition cost over the fair value of the identifiable net assets is recorded as goodwill. In cases where the acquisition cost is less than the fair value of the identified net assets, the difference is recorded as a gain in the consolidated income statement for the financial year in which the acquisition occurs.

In addition, dividends received from these companies are recorded as a decrease in the value of the financial investments.

A valuation of the investments in associated companies is made when there are indications that the asset may be impaired (including goodwill and/or implicit loans/financing), and any impairment losses that are shown to exist are recorded as a cost. When there are indications that the impairment losses recognized no longer exist or have decreased, a reversal of impairment losses recognized in previous years is recorded. However, the reversal of the impairment loss is made up to the limit of the amount that would be recognized (net of amortization) if the impairment loss had not been recorded in previous financial years.

Unrealized gains on transactions with associated companies are eliminated in proportion to the Group's interest in the associated company, against the investment in that associated company. Unrealized losses are similarly eliminated, but only to the extent that the loss does not evidence that the transferred asset is impaired.

e) Goodwill

The differences between the acquisition cost of investments in subsidiaries and associated companies, increased, in the case of subsidiaries, by the value of the Non-controlling interests and the fair value of the identifiable assets and liabilities of these companies as at the date of their acquisition, if positive, were recorded in the caption "Goodwill" or maintained in the caption "Investments in associated companies", as applicable. The goodwill of subsidiaries with registered offices abroad, as well as the fair value adjustments of assets and liabilities as at the date of the acquisition of the subsidiary, are recorded in the functional currency of those companies, being converted into the Group's reporting currency (Euro) at the exchange rate in force on the date of the consolidated statement of financial position. Exchange differences arising on this conversion are recorded in the caption "Currency translation adjustments".

Goodwill is not amortized, being tested annually to verify whether there are any impairment losses. Goodwill is allocated to the cash-generating units to which it belongs, for the purpose of carrying out impairment tests, which are carried out at least once a year. The recoverable amount is determined based on the business plans used by the management of the Group or valuation reports prepared by independent entities. Impairment losses of goodwill recorded in the financial year are recorded in the consolidated income statement for the financial year under the caption "Amortization, depreciation and adjustments".

Impairment losses related to goodwill cannot be reversed, except in the case of goodwill implicit in investments in associated companies.

In situations where the differences between the acquisition cost of investments in subsidiaries and associated companies, increased, in the case of subsidiaries, by the value of the Non-controlling interests and the fair value of the identifiable assets and liabilities of those companies as at the date of their acquisition, are negative, they are recognized as income on the acquisition date, after reconfirmation of the fair value of the identified assets and liabilities.

Goodwill originated on acquisitions prior to the date of transition to the IFRS (1 January 2004) was maintained at the amounts presented, being subjected to annual impairment analyses.

2.3. SEGMENTAL REPORTING

An operating segment is a component of an entity:

(i) that develops business activities from which it can earn revenue and incur expenses (including revenue and expenses related to transactions with other components of the same entity);

(ii) which operating results are regularly reviewed by the entity's chief operating decision maker for the purpose of making decisions about allocating resources to the segment and evaluating its performance; and

(iii) for which separate financial information is available.

The operating segments are reported in a manner consistent with the internal model of management information provided to the main persons responsible for making the Group's operating decisions. They are responsible for allocating resources to the segment and evaluating its performance, as well as making strategic decisions.

2.4. NON-CURRENT ASSETS HELD FOR SALE

Non-current assets (or discontinued operations) are classified as held for sale if the respective value is realizable through a sale transaction, rather than through its continued use. This situation is considered to occur only when: (i) the sale is probable and the asset is available for immediate sale in its current condition; (ii) management is committed to a sales plan; and (iii) the sale is expected to take place within a period of twelve months.

Non-current assets (or discontinued operations) classified as held for sale are measured at the lower of the carrying amount or the respective fair value less selling expenses. Assets with finite useful lives are no longer amortized / depreciated as from the date of classification as held for sale, until the date of the sale, or of the transaction no longer being probable.

Subsidiaries classified as non-current assets held for sale continue to be consolidated until the date of their disposal, with the set of assets and liabilities being classified as held for sale and recorded at the lower of their carrying amount and their fair value less selling expenses, with depreciation / amortization ceasing to be recorded.

When, due to changes in the circumstances of Brisa Group, non-current assets and/or a disposal group no longer meet the conditions to be classified

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as held for sale, these assets and/or disposal groups will be reclassified according to the nature of the underlying assets and will be remeasured at the lower of i) their carrying amount before they were classified as held for sale, adjusted for any depreciation/amortization expenses, or revaluation values that would have been recognized, in case these assets had not been classified as held for sale, and ii) the recoverable values of the items on the date they are reclassified according to their underlying nature. These adjustments shall be recognized in the results for the financial year.

2.5. INTANGIBLE ASSETS

When individually purchased, intangible assets are recognized at cost, which comprises: i) the purchase price, including costs with intellectual rights and fees after deducting any discounts; and ii) any cost directly attributable to the preparation of the asset for its intended use.

After initial recognition, the Group measures its intangible assets according to the cost model.

Intangible assets comprise, essentially, concession rights and are recorded at acquisition or construction cost less accumulated amortization and impairment losses. Intangible assets are only recognized if it is likely that they will produce future economic benefits for the Group, if they are controllable by same and if their value can be reliably determined.

The Brisa Group adopts IFRIC 12 - Service Concession arrangements for situations in which a public entity has attributed the provision of public services to it, through public service concession arrangements. The Group follows the intangible asset model for these contracts, having been granted the right to charge users for the public service provided, and having received no guarantee as regards the revenues to be received during the concession period being provided by the grantor, with the Group bearing the demand risk. Costs related to the concession infrastructure are recognized as intangible assets and amortized over the concession period. These intangible assets are increased by the amounts agreed with the grantor for the construction / acquisition of assets for the operation of the concession, when these translate into infrastructure expansion or requalification investments.

Internally generated intangible assets, namely current research and development expenses are recognized as expenses when incurred.

Internal costs associated with maintenance and software development are recorded as expenses in the consolidated income statement when incurred, except where these costs are directly associated with projects for which the generation of future economic benefits is likely for the Group. In these situations, the amounts incurred are classified as intangible assets.

Amortization of such assets is calculated on a straight-line basis as from the date the assets are available for use, in accordance with the estimated useful lives of the assets.

Intangible assets directly related to the Brisa Concession are amortized until the term of the concession arrangement, presently fixed as at 31 December 2035. As from 1 January 2019, the amortization of these assets started to be carried out in function of the traffic (previously it was carried out on a straight-line basis). Traffic estimates are reviewed annually by an independent entity, which projects traffic until the end of the concession, considering the future prospects for the evolution of the business as well as for the Portuguese economy.

Whenever there are signs of impairment of intangible assets, impairment tests are carried out in order to estimate the recoverable value of the asset and, when necessary, to record an impairment loss.

The useful lives of intangible assets are reviewed at each financial reporting date, so that the amortizations practiced are in accordance with the consumption patterns of the assets. Changes in useful lives are treated as a change in accounting estimate and are applied prospectively.

2.6. TANGIBLE ASSETS

Tangible assets used in the production, rendering of services or for administrative purposes are stated at acquisition or production cost, including expenses incurred with their purchase, less accumulated depreciation and, where applicable, impairment losses.

Depreciation of tangible assets is calculated on a straight-line basis over their estimated useful lives, as from when the assets become available for their intended use, in accordance with the following estimated useful lives:

	Years of useful life
Buildings and other constructions	1 to 50
Basic equipment	1 to 20
Transportation equipment	4 to 6
Office equipment	1 to 10
Tools and utensils	1 to 10

Tangible assets directly related to the concession will revert to the concession grantor at the term of the concession arrangement, being depreciated throughout their estimated useful lives having as a limit the term of the concession period.

Whenever there are signs of impairment of tangible fixed assets, impairment tests are carried out in order to estimate the recoverable value of the asset and, when necessary, to record an impairment loss.

The useful lives of the assets are reviewed at each financial reporting date, so that the depreciations practiced are in accordance with the consumption patterns of the assets. Land is not depreciated. Changes in useful lives are treated as a change in accounting estimate and are applied prospectively.

2.7. LEASES

Tangible fixed assets acquired under finance lease agreements as well as the corresponding liabilities are recorded in accordance with the financial method, whereby the assets held under right of use, corresponding accumulated depreciation and liabilities are recognized in accordance with the agreed financial plan. In addition, interest included in the lease instalments and depreciation of the right of use are recognized as expenses in the income and other comprehensive income statement for the financial year they relate to.

Excluded from this procedure are the low-value leases, which are those which total contract amount is less than Euros 5 000, which are recorded in results according to the period to which they relate.

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2.8. IMPAIRMENT OF NON-CURRENT ASSETS, EXCLUDING GOODWILL

Impairment assessments are made as at the date of the statement of financial position and whenever an event or change in circumstances is identified that indicates that the carrying amount of an asset may not be recovered. Where such indications exist, the Group determines the recoverable value of the asset, to determine the possible extent of the impairment loss.

In situations in which the individual asset does not generate cash flows independently of other assets, the estimated recoverable value is determined for the cash-generating unit to which the asset belongs.

Whenever the carrying amount of an asset exceeds its recoverable amount, an impairment loss is recognized in the consolidated income statement, in the caption "Amortization and depreciation".

Intangible assets that do not have a defined useful life are tested for impairment periodically (at least annually), regardless of the existence of indications of impairment.

The recoverable amount is the higher of the net selling price (selling price less selling expenses) and the value in use of the asset. The net selling price is the amount that would be obtained from selling the asset in a transaction between knowledgeable independent entities less the expenses directly attributable to the sale, or the market price if the asset is traded on an active market, or the fair value calculated based on an estimate of the future cash flows that any market agent would expect to obtain from the asset. The value in use is the present value of the estimated future cash flows resulting from the continued use of the asset and sale thereof at the end of its useful life. Recoverable amounts are estimated for individual assets or, where this is not possible, for the cash-generating unit to which the asset belongs.

Impairment losses recognized in prior years are reversed when there are indications that such losses no longer exist or have decreased. The reversal of impairment losses is recognized in the consolidated income statement as "Reversal of amortization and depreciation". However, impairment losses are reversed up to the amount that would have been recognized (net of depreciation and amortization) had the impairment loss not been recorded in prior years.

2.9. ASSETS, LIABILITIES AND TRANSACTIONS IN FOREIGN CURRENCY

Transactions in currencies other than the Euro are recorded at the rates in force on the date of the transaction. On each consolidated statement of financial position date, monetary assets and liabilities stated in foreign currency are converted into Euros using the exchange rates in force on that date. Non-monetary assets and liabilities, recorded according to their fair value denominated in foreign currency, are translated into Euros using the exchange rate in force on the date when the fair value was determined.

Exchange differences, favourable and unfavourable, caused by differences between the exchange rates in force on the date of the transactions and those in effect on the date of the collections, payments or the date of the consolidated statement of financial position, are recorded as financial income and expenses in the consolidated income statement, with the exception of those related to non-monetary items, which change in fair value is recorded directly in shareholders' equity in the caption "Currency translation adjustments", namely:

- Exchange differences arising from the conversion of medium- and long-term intragroup balances into foreign currency that, in practice, constitute an extension of the financial investments;

- Exchange differences arising from financial operations to hedge foreign exchange risk of financial investments expressed in foreign currency, as recommended in IAS 21 and provided that they meet the efficiency criteria established in IFRS 9.

The conversion of the financial statements of subsidiaries and associated companies expressed in foreign currency is carried out considering the exchange rate in force on the date of the consolidated statement of financial position, for the conversion of assets and liabilities, the historical exchange rate for the conversion of the balances of the shareholders' equity captions and the average exchange rate for the period, for the conversion of both the income statement and cash flow statement captions.

The exchange rate effects of this conversion are recorded in shareholders' equity, under the caption "Currency translation adjustments", being transferred to financial results when the corresponding investments are sold.

In accordance with IAS 21, goodwill and fair value adjustments determined on the acquisition of foreign entities are considered to be denominated in the reporting currency of these entities, being converted into Euros at the exchange rate in force on the date of the consolidated financial statement. The exchange rate differences generated are recorded in the caption "Currency translation adjustments".

2.10. FINANCING COSTS

Financing charges of loans directly obtained to finance the acquisition, construction or production of qualifying tangible and intangible fixed assets, i.e., assets which take more than one year to construct or produce, are capitalized, forming part of the cost of the assets. Such charges are capitalized as from the beginning of the preparation for construction or development of the assets and up to the date such assets are available for use or when the project in question is suspended. Any financial income generated by loans obtained in advance to finance a specific investment is deducted from the financing costs eligible for capitalization.

Financing costs are recognized in the consolidated income statement for the financial year to which they relate.

2.11. GRANTS

State grants are recognized based on their fair value when there is reasonable certainty that they will be received and that the Group will comply with the conditions required for them to be granted.

Operating grants, namely for employee training, are recognized in the consolidated income statement for the financial year in line with the expenses incurred.

Investment grants relating to the acquisition of tangible assets are deducted from the value of such fixed assets and recognized in the consolidated income statement for the financial year on a consistent straight-line basis proportionally to the depreciation of the granted fixed assets.

2.12. INVENTORIES

Merchandise and raw materials are recorded at acquisition cost, which is lower than the respective market value, using the average cost as costing method.

Finished and semi-finished products, by-products and work in progress are valued at the average cost of production, which includes the cost of the raw-materials incorporated, labour and general manufacturing expenses (considering the depreciation of production equipment calculated depending on normal usage levels), which is lower than the net realizable value. This corresponds to the normal selling price less the expenses to complete the production and the marketing expenses.

Impairment losses of inventories are recorded for the difference between their cost value and their respective realization value, in the event it is lower than the cost.

2.13. OPERATING RESULTS

Operating results include all operating expenses and income, whether recurrent or not, including restructuring expenses and expenses and income related to operating assets (tangible assets and intangible assets). It further includes the capital gains or losses determined on the disposal of companies included in the consolidation by the full consolidation method. Thus, these results do not include net financing expenses, the results determined in respect of associated companies, other investments and income taxes.

2.14. PROVISIONS

Provisions are recognized when, and only when, the Company has an obligation (legal or implicit) resulting from a past event, under which it is probable that it will have an outflow of resources to settle the obligation and the amount of the obligation can be reasonably estimated. At each consolidated statement of financial position date, provisions are reviewed and adjusted to reflect the best estimate as at that date.

The recognized amount of the provisions consists of the present value of the best estimate, as at the reporting date, of the resources required to settle the obligation. This estimate is determined considering the risks and uncertainties associated with the obligation.

Specifically, provisions are set up for the contractual obligations associated with the maintenance or replacement of the infrastructures, operated under the concession agreements, at a specific level of service, based on planned intervention programmes, namely road resurfacing.

Current obligations arising from onerous contracts are recognized and measured as provisions. An onerous contract exists whenever the Group is a party to a contract in which the unavoidable costs to fulfil its obligations exceed the economic benefits expected from it.

Provisions for reorganization costs are recognized whenever there is a formal and detailed reorganization plan and same has been communicated to the parties involved.

2.15. FINANCIAL INSTRUMENTS

Financial assets and liabilities are recognized when the Group becomes a party to the contractual relationship.

Cash and cash equivalents

Amounts included in the caption "Cash and cash equivalents" include cash, bank deposits, term deposits and other short-term applications, which can be immediately withdrawable with insignificant risk of change in value.

The caption "Cash and cash equivalents" in the consolidated cash flow statement also includes the bank overdrafts reflected in the consolidated statement of financial position in the caption "Loans".

Accounts receivable

Accounts receivable have no implicit interest and are presented at their nominal value, less estimated realization losses.

Financial liabilities and equity instruments

Financial liabilities and equity instruments are classified according to the contractual substance, regardless of the legal form they take. Equity instruments are contracts that show a residual interest in the Group's assets, after deducting the liabilities.

Equity instruments issued are recorded at the amount received, net of the expenses incurred with their issue.

Bank loans

Loans are recorded in liabilities at the nominal value received, net of expenses incurred with the issue of these loans. Financial charges, calculated according to the effective interest rate, including premiums payable, are accounted for in accordance with the accrual principle, and are added to the carrying amount of the loan if they are not settled during the year.

Accounts payable

Accounts payable do not earn interest and are recorded at their nominal value.

Derivative financial instruments and hedge accounting

The Group has as its policy to contract derivative financial instruments to hedge the financial risks to which it is exposed as a result of changes in interest rates. Thus, the Group does not contract derivative financial instruments for speculative purposes.

Derivative financial instruments are measured at their fair value. The method for recognizing these financial instruments will depend on the nature and purpose of the operation.

The contracting of derivative financial instruments is made in accordance with internal policies approved by the Board of Directors.

HEDGE ACCOUNTING

Derivative financial instruments are designated as hedging instruments in accordance with the provisions of IAS 9, namely considering their documentation and effectiveness. Hedging criteria are met when (i) there is an economic relationship between the hedged item and the hedging instrument, according to the policy defined by the Company; (ii) changes in fair value do not result from a change in credit risk; and (iii) the hedging ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Company actually hedges and the quantity of the hedging instrument that the Company actually uses to hedge that quantity of hedged item.

Changes in the fair value of derivative financial instruments designated as cash flow hedging instruments are recorded in the caption "Retained earnings and other reserves" as regards their effective component, and in financial results as regards the non-effective component. The amounts recorded under "Retained earnings and other reserves" are transferred to financial results in the same year in which the hedged item produces effects on the results.

Hedge accounting is discontinued when the hedging instrument matures or is sold or exercised or when the hedging relationship ceases to comply with the requirements of IFRS 9.

TRADING INSTRUMENTS

Changes in the fair value of derivative financial instruments which are entered into for financial hedging purposes, in accordance with the Group's risk management policies, but do not comply with the requirements of IFRS 9 to qualify for hedge accounting, are recorded in the consolidated income statement for the financial year in which they occur.

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Fair value of financial instruments

The fair value of financial assets and liabilities is determined as follows, as defined in IFRS 13:

- The fair value of financial assets and liabilities with standardized conditions and traded on active markets is determined based on their listed prices (Level 1);
- The fair value of other assets and liabilities (except derivative financial instruments) is determined in accordance with generally accepted valuation models, based on discounted cash flow analyses, considering observable current market transaction prices (Level 2);
- The fair value of derivative financial instruments is determined based on listed prices. Where listed prices are not available, fair value is determined based on discounted cash flow analyses, which include assumptions not supported by observable market prices or rates (Level 3).

Impairment of financial assets

The Company assesses prospectively the expected credit losses associated with financial assets, which are debt instruments, classified at amortized cost.

With regard to accounts receivable, the Company applies the simplified approach permitted by IFRS 9, according to which expected credit losses are recognized from the initial recognition of the balances receivable and for the entire period to maturity, considering a matrix of historical default rates for the maturity of the receivables.

For financial assets carried at cost, the amount of the impairment loss is measured as the difference between the asset's carrying amount and the best estimate of the fair value of the asset.

The impairment losses are recorded in results in the financial year they are determined.

Subsequently, if the amount of the impairment loss decreases and the decrease can be objectively linked to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed through the income and other comprehensive income statement. The reversal is made only to the extent that the carrying amount of the investment at the date the impairment is reversed does not exceed the amount that would have been recognized (amortized cost) had the impairment not been initially recognized. The reversal of impairment losses is recorded in results.

2.16. SHARE CAPITAL AND OWN SHARES

The ordinary shares are classified in shareholders' equity, as share capital.

Expenses directly attributed to the issuance of new shares or other equity instruments are recorded as a deduction, net of tax, from the amount received resulting from the issue. Expenses directly attributed to the issuance of new shares or options for the acquisition of a business are deducted from the value of the issue.

Own shares are accounted for at their acquisition value, if the purchase is on sight, or at their estimated fair value if the purchase is deferred, as a deduction from equity. Income or expenses inherent to the sale of own shares are recorded in "Retained earnings and other reserves".

2.17. DIVIDEND DISTRIBUTION

The distribution of dividends to holders of share capital is recognized as a liability in the Company's financial statements, in the financial year in which such dividends are approved by the shareholders and until the date of their financial settlement, or, in case of interim dividends, when approved by the Board of Directors.

2.18. PENSION LIABILITIES

The Group assumed the commitment to provide its employees with cash benefits as supplementary retirement pensions, which constitute a defined benefit plan, with autonomous pension funds having been set up for this purpose.

In order to estimate its liabilities for the payment of these benefits, actuarial calculations of the liabilities determined in accordance with the Projected Unit Credit Method are periodically obtained. Remeasurements, resulting from (i) the difference between the assumptions used to calculate the liabilities of the plan and the actual evolution of the actuarial variables, (ii) changes made to the assumptions and (iii) the difference between the expected return on the assets of the fund and its real profitability are recorded in the consolidated income statement for the financial year in which they occur.

The pension liabilities recognized as at the date of the consolidated statement of financial position represent the present value of the defined benefit plan obligations, adjusted for remeasurements and reduced by the fair value of the net assets of the pension fund.

Contributions made by the Group to defined contribution plans are recorded as a cost on the date they become due.

2.19. CONTINGENT ASSETS AND LIABILITIES

Contingent liabilities are not recognized in the consolidated financial statements but are disclosed in the notes to the financial statements, unless the possibility of an outflow of funds affecting future economic benefits is remote, in which case they are not subject to disclosure.

Contingent assets are not recognized in the consolidated financial statements but are disclosed in the notes to the financial statements, when a future economic benefit is likely.

2.20. REVENUE

Revenue corresponds to the fair value of the consideration received or receivable from transactions with clients during the ordinary course of business and are recorded net of any tax and trade or financial discounts granted. When determining the value of the revenue, the Company assesses the performance obligations undertaken and the price allocated to each one, as well as the existence of variable prices likely to give rise to future adjustments, for which it determines its best estimate.

Revenue relating to services rendered is recognized in the income and other comprehensive income statement for the financial year, when the control over the product or services is transferred to the client.

Where a reliable estimate is possible, results of construction contracts, i.e., the corresponding costs and revenue, are recognized in relation to the percentage of the contractual work completed as at the reporting date. The percentage of completion is measured based on the stages of realization of the construction work in the infrastructure. Contract costs are recognized as costs in the period in which they are incurred. When it is likely that total contract costs will exceed total contract revenue, the expected loss is immediately recognized as a cost.

2.21. ACCRUAL BASIS

Dividends from financial investments are recognized as income in the financial year in which they are attributed.

Interest and financial income are recognized on an accrual basis in accordance with the effective interest rate applicable.

Expenses and income are recognized in the financial year to which they relate regardless of when they are paid or received. Expenses and income for which real amounts are not known are estimated.

Expenses and income attributable to the current financial year, which will only be paid or received in future financial years, as well as the amounts paid and received in the current financial year that relate to future financial years and will be imputed to the results of each of those financial years, in the corresponding amounts, are recorded in the captions "Other current assets", "Other non-current assets", "Other current liabilities" and "Other non-current liabilities".

2.22. INCOME TAX

The tax on the income for the financial year is calculated based on the taxable results of the companies included in the consolidation and considers deferred taxation. Income tax for the year comprises current taxes and deferred taxes. Income taxes are recorded in the income and other comprehensive income statement, except when they are related to items that are recognized directly in shareholders' equity.

Current income tax is determined based on the taxable income (which may differ from the accounting result) of the companies included in the consolidation, according to the tax rules in force in the location of the registered office of each Group company.

Deferred taxes refer to timing differences between the amounts of assets and liabilities for accounting purposes and the corresponding amounts for tax purposes, as well as those resulting from tax benefits obtained and to timing differences between the tax and accounting result.

Deferred tax assets and liabilities are calculated and periodically assessed using the tax rates expected to be in force when the timing differences reverse.

Deferred tax liabilities are recognized for all taxable timing differences.

Deferred tax assets are only recognized when there are reasonable expectations that there will be enough future taxable income to utilize them. The timing differences underlying deferred tax assets are reappraised annually in order to recognize or adjust the deferred tax assets based on the current expectation of their future recovery.

2.23. CRITICAL JUDGEMENTS / ESTIMATES IN APPLYING THE ACCOUNTING STANDARDS

The preparation of consolidated financial statements in accordance with the IFRS recognition and measurement principles requires the Board of Directors to make judgements, estimates and assumptions that can affect the value of the assets and liabilities, in particular of deferred tax assets, intangible assets, tangible assets and provisions, the disclosure of contingent assets and liabilities as at the date of the consolidated financial statements, as well as of the income and expenses.

These estimates are based on the best knowledge available at the time and on the actions planned, being constantly revised based on the information available. Changes in the facts and circumstances can result in the revision of the estimates, for which reason the actual future results may differ from such estimates.

Significant estimates and assumptions made by the Board of Directors in preparing these consolidated financial statements include, essentially, the assumptions used in assessing pension liabilities, deferred taxes, the useful lives of tangible and intangible assets, impairment analyses, fair value of derivative financial instruments and provisions.

2.24. SUBSEQUENT EVENTS

Events that occur after the date of the consolidated statement of financial position that provide additional information on conditions that existed as at said date are reflected in the consolidated financial statements.

Events that occur after the date of the consolidated statement of financial position that provide additional information on conditions that occur after said date, if relevant, are reflected in the notes to the consolidated financial statements.

3. CHANGES IN POLICIES, ESTIMATES AND ERRORS

During financial year ended 31 December 2019, there were no changes in accounting policies, other than those inherent in the adoption of IFRS 16, compared with those considered in the preparation of the financial information for financial year 2018, with impacts on the consolidated financial position or on the consolidated results of the operations, nor were there any material errors related to previous financial years.

4. COMPANIES INCLUDED IN THE CONSOLIDATION

The companies included in the consolidation, their registered offices and the shareholding percentages held in same as at 31 December 2019, are as follows:

Company	Registered office	Effective percentage	Activity
Brisa - Auto-Estradas de Portugal, S.A. ("Brisa")	Cascais	Holding company	Provision of logistical support and administrative and financial services
Brisa - Concessão Rodoviária, SGPS, S.A. ("BCR SGPS")	Cascais	70%	Shareholding management company
Brisa - Concessão Rodoviária, S.A. ("BCR")	Cascais	70%	Construction, maintenance and operation of motorways
Controlauto - Controlo Técnico Automóvel, S.A. ("Controlauto")	Paço de Arcos	74%	Motor vehicle technical control
Via Verde Portugal - Gestão de Sistemas Electrónicos de Cobrança, S.A. ("Via Verde Portugal")	Cascais	60%	Management of electronic collection systems
Brisa Gestão de Infraestruturas, S.A. ("BGI")	Cascais	100%	Engineering project management and infrastructure maintenance
Brisa O&M, S.A. ("BOM")	Cascais	100%	Management, operation and maintenance of road infrastructures and mobile assistance
AtoBe - Mobility Technology, S.A. ("AtoBe")	Cascais	83.21%	Rendering of services related to new technologies
Via Verde Contact, S.A. ("VVC")	Cascais	100%	Client management services
Via Verde Serviços, S.A. ("VVS")	Cascais	100%	Design, marketing and management of products and services in the mobility area
Via Verde Carsharing, S.A. ("VVCS")	Cascais	100%	Rendering of carsharing services
Via Verde Connected Cars, S.A. ("VVCC")	Cascais	100%	Rendering of telematics services related to the motor vehicle sector as well as insurance brokerage
Brisa - Áreas de Serviço, S.A. ("BAS")	Cascais	35.70%	Management, operation, marketing development, maintenance and repair of service areas
Brisa Roads Áreas de Serviço, S.A. ("BRAS")	Cascais	70%	Rendering of services of an administrative nature related to sub-concessions of service areas
Via Oeste, SGPS, S.A. ("Via Oeste")	Cascais	100%	Shareholding management company
Brisa Internacional, SGPS, S.A. ("Brisa Internacional")	Cascais	100%	Shareholding management company
Brisa Participações e Empreendimentos, Ltda. ("BPE")	São Paulo - Brasil	100%	Shareholding management company
Brisa United States, LLC ("BUS")	Atlanta - EUA	100%	Shareholding management company
Brisa International, BV ("BIBV")	Amesterdão - Holanda	100%	Shareholding management company
Brisa International Investments, BV ("BIIBV")	Amesterdão - Holanda	100%	Shareholding management company
A-to-Be USA LLC ("A-to-Be USA")	Illinois - EUA	83.21%	Rendering of services related to new technologies
ASIRB - Serviços Rodoviários, S.A. ("ASIRB")	Cascais	100%	Handling, collection and delivery of motor vehicles

These companies were included in the consolidation by the full consolidation method.

During financial year ended 31 December 2019, the company Mcall, S.A., was disposed of, for the amount of Euros 206 thousand, originating a change in the consolidation perimeter with the following impacts on the statement of financial position:

Assets	
Non-current assets:	
Intangible assets (Note 14)	12
Tangible fixed assets (Note 12)	36
Assets under right of use (Note 13)	77
Deferred tax assets (Note 18)	14
	139
Current assets:	**748**
Total assets	**887**

Liabilities	
Non-current liabilities:	
Provisions (Note 29)	80
Current liabilities:	**793**
Total liabilities:	**873**

5. SEGMENTAL REPORTING

The identification of the Group's operating segments is carried out by the Board of Directors.

As at 31 December 2019, the Group was organized according to the following operating segments:

- Motorway concessions;
- Mobility technologies;
- Mobility services and payments;
- Motor vehicle services;
- Other

Motorway concessions

The motorway concessions segment includes, in addition to the management of the motorway concessions themselves, all support services to the road infrastructure, such as operation and maintenance services, mobile assistance and breakdown services and engineering project management, as well as the services that aim to improve the user experience on the motorway, implemented in the new concept of restaurants and services, recommended in the service areas available on the various motorways.

Mobility technologies

This segment includes the development and provision of technological solutions associated with mobility.

Mobility services and payments

The mobility services and payments segment include the electronic management and collection of services on motorways and other road infrastructures, as well as the management of products and services developed with a focus on improving the customer experience.

Motor vehicle services

This segment includes the provision of various services related to the motor vehicle sector, namely telematics, motor vehicle inspection including the study, management and operation of the motor vehicle technical control and any other directly related activities, as well as the provision of carsharing services.

Other

This segment includes logistical support and administrative and financial management services.

The results of each segment (after eliminating intra-segment transactions), for financial years ended 31 December 2019 and 2018, were as follows:

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THOUSAND EURO	Motorway concessions	Mobility technologies	Mobility services and payments	Motor vehicle services	Other	Total of segments	Eliminations	Consolidated total
Operating income and gains:								
Sale of merchandise and products - external clients	27 253	5 160	2 982	-	-	35 395	-	35 395
Sale of merchandise and products - inter-segments	-	344	3	-	-	347	(347)	-
Rendering of services - external clients	659 205	3 574	25 204	33 414	14 914	736 311	-	736 311
Rendering of services - inter-segments	146 061	5 160	20 498	272	14 781	186 772	(186 772)	-
Other operating income and gains - external clients	7 677	671	324	45	872	9 589	-	9 589
Other operating income and gains - inter-segments	549	166	558	-	696	1 969	(1 969)	-
Reversal of adjustments	119	71	-	18	192	400	-	400
Reversal of provisions	2 918	-	22	19	9	2 968	-	2 968
Revenue associated with construction services	19 053	-	-	-	-	19 053	-	19 053
Total operating income and gains	**862 835**	**15 146**	**49 591**	**33 768**	**31 464**	**992 804**	**(189 088)**	**803 716**
Operating expenses:								
Cost of sales - external	(8 103)	(3 049)	(1 101)	-	-	(12 253)	-	(12 253)
Cost of sales - inter-segments	-	(177)	-	-	-	(177)	177	-
External supplies and services - external suppliers	(31 207)	(7 268)	(16 642)	(6 543)	(16 416)	(78 076)	-	(78 076)
External supplies and services - inter-segments	(167 952)	(2 545)	(16 018)	(1 964)	(399)	(188 878)	188 878	-
Personnel costs	(56 419)	(6 158)	(8 718)	(11 050)	(23 086)	(105 431)	33	(105 398)
Amortization and depreciation	(123 147)	(3 595)	(2 383)	(3 457)	(3 231)	(135 813)	-	(135 813)
Adjustments	(1 145)	-	-	(112)	(60)	(1 317)	-	(1 317)
Provisions	(53 817)	(46)	(34)	(1 992)	(72 354)	(128 243)	-	(128 243)
Other operating expenses - external	(2 133)	(108)	(185)	(5 536)	(476)	(8 438)	-	(8 438)
Other operating expenses - inter-segments	-	-	-	-	-	-	-	-
Costs associated with construction services	(19 053)	-	-	-	-	(19 053)	-	(19 053)
Total operating expenses	**(462 976)**	**(22 946)**	**(45 081)**	**(30 654)**	**(116 022)**	**(677 679)**	**189 088**	**(488 591)**
Operating result	**399 859**	**(7 800)**	**4 510**	**3 114**	**(84 558)**	**315 125**	**-**	**315 125**
Financial expenses and losses - external	(58 908)	(171)	(39)	(219)	(1 416)	(60 753)	-	(60 753)
Financial expenses and losses - inter-segments	-	(14)	-	-	(3 877)	(3 891)	3 891	-
Financial income and gains - external	7	2	8	3	53 969	53 989	-	53 989
Financial income and gains - inter-segments	-	14	-	-	3 877	3 891	(3 891)	-
Results from investments	86	-	-	75	8 394	8 555	-	8 555
	(58 815)	**(169)**	**(31)**	**(141)**	**60 947**	**1 791**	**-**	**1 791**
Profit before tax	**341 044**	**(7 969)**	**4 479**	**2 973**	**(23 611)**	**316 916**	**-**	**316 916**
Income tax	(101 090)	1 814	(1 230)	(938)	945	(100 499)	-	(100 499)
Non-controlling interests	(62 038)	1 077	(2 063)	(1 441)	3	(64 462)	-	(64 462)
Consolidated net income attributable to shareholders	**177 916**	**(5 078)**	**1 186**	**594**	**(22 663)**	**151 955**	**-**	**151 955**

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THOUSAND EURO	Motorway concessions	Mobility technologies	Mobility services and payments	Motor vehicle services	Other	Total of segments	Eliminations	Consolidated total
Operating income and gains:								
Sale of merchandise and products - external clients	8 730	13 969	3 818	-	-	26 517	-	26 517
Sale of merchandise and products - inter-segments	14	1 190	4	-	-	1 208	(1 208)	-
Rendering of services - external clients	625 889	4 095	25 488	32 142	24 055	711 669	-	711 669
Rendering of services - inter-segments	147 285	5 246	21 104	109	9 467	183 211	(183 211)	-
Other operating income and gains - external clients	6 685	462	137	43	941	8 268	-	8 268
Other operating income and gains - inter-segments	607	63	788	-	560	2 018	(2 018)	-
Reversal of adjustments	231	-	2	32	241	506	-	506
Reversal of provisions	3 852	2	-	6	17	3 877	-	3 877
Revenue associated with construction services	12 297	-	-	-	-	12 297	-	12 297
Total operating income and gains	**805 590**	**25 027**	**51 341**	**32 332**	**35 281**	**949 571**	**(186 437)**	**763 134**
Operating expenses:								
Cost of sales - external	(2 541)	(10 313)	(1 687)	-	-	(14 541)	-	(14 541)
Cost of sales - inter-segments	-	(621)	-	-	-	(621)	621	-
External supplies and services - external suppliers	(29 008)	(7 893)	(17 875)	(7 362)	(13 741)	(75 879)	-	(75 879)
External supplies and services - inter-segments	(166 009)	(2 965)	(14 660)	(1 720)	(382)	(185 736)	185 736	-
Personnel costs	(49 261)	(4 843)	(7 757)	(10 649)	(22 030)	(94 540)	30	(94 510)
Amortization and depreciation	(134 490)	(1 883)	(1 678)	(2 149)	(2 878)	(143 078)	-	(143 078)
Adjustments	(926)	(143)	(18)	(57)	-	(1 144)	-	(1 144)
Provisions	(48 657)	(46)	(50)	(1 370)	(928)	(51 051)	-	(51 051)
Other operating expenses - external	(2 037)	(116)	(73)	(4 996)	(591)	(7 813)	-	(7 813)
Other operating expenses - inter-segments	-	-	-	-	(50)	(50)	50	-
Costs associated with construction services	(12 297)	-	-	-	-	(12 297)	-	(12 297)
Total operating expenses	**(445 226)**	**(28 823)**	**(43 798)**	**(28 303)**	**(40 600)**	**(586 750)**	**186 437**	**(400 313)**
Operating result	**360 364**	**(3 796)**	**7 543**	**4 029**	**(5 319)**	**362 821**	**-**	**362 821**
Financial expenses and losses - external	(64 782)	(82)	(11)	(112)	(1 759)	(66 746)	-	(66 746)
Financial expenses and losses - inter-segments	-	(24)	-	-	(11 596)	(11 620)	11 620	-
Financial income and gains - external	21	7	11	3	1 304	1 346	-	1 346
Financial income and gains - inter-segments	125	25	-	-	11 470	11 620	(11 620)	-
Results from investments	-	-	-	149	2 698	2 847	-	2 847
	(64 636)	**(74)**	**-**	**40**	**2 117**	**(62 553)**	**-**	**(62 553)**
Profit before tax	**295 728**	**(3 870)**	**7 543**	**4 069**	**(3 202)**	**300 268**	**-**	**300 268**
Income tax	(88 408)	1 713	(2 115)	(1 111)	1 220	(88 701)	-	(88 701)
Non-controlling interests	(50 094)	420	(2 742)	(1 152)	(2)	(53 570)	-	(53 570)
Consolidated net income attributable to shareholders	**157 226**	**(1 737)**	**2 686**	**1 806**	**(1 984)**	**157 997**	**-**	**157 997**

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The accounting policies in the various segments are consistent with the Group policies.

The assets and liabilities of the segments and respective reconciliation with the consolidated total, as at 31 December 2019 and 2018, were as follows:

Assets THOUSAND EURO	'19	'18
Motorway concessions	2 584 507	2 682 253
Mobility technologies	26 655	22 046
Mobility services and payments	31 532	29 936
Motor vehicle services	61 536	54 783
Other	139 442	149 617
Total assets of the segments	**2 843 672**	**2 938 635**
Assets not allocated	94 592	95 382
Consolidated assets	**2 938 264**	**3 034 017**

Liabilities THOUSAND EURO	'19	'18
Motorway concessions	2 323 776	2 431 804
Mobility technologies	15 863	13 459
Mobility services and payments	20 967	17 855
Motor vehicle services	42 606	7 996
Other	124 038	51 684
Total liabilities	**2 527 250**	**2 522 798**

With the objective of monitoring the performance of each segment and the allocation of resources among same:

- All assets are allocated to reportable segments except for investments in associated companies;
- Goodwill is allocated to the respective segments and corresponds

  to Euros 23 203 thousand allocated to the operating segment "Motor vehicle services"; Euros 2 264 thousand allocated to the operating segment "Motorway concessions" and Euros 601 thousand allocated to the operating segment "Mobility technologies" (Note 17);
- All liabilities are allocated to the reportable segments.

In financial years ended 31 December 2019 and 2018, the changes in the non-current assets of each of the segments were as follows:

CHANGES IN NON-CURRENT ASSETS

THOUSAND EURO	'19	'18
Motorway concessions	(90 645)	(115 172)
Mobility technologies	4 237	3 856
Mobility services and payments	2 697	731
Motor vehicle services	11 045	(492)
Other	27 889	(2 159)
	(44 777)	**(113 236)**

6. OPERATING INCOME

Operating income for financial years ended 31 December 2019 and 2018 had the following breakdown:

THOUSAND EURO	'19	'18
Sale of merchandise	35 395	26 517
Services rendered:		
Tolls	622 641	592 421
Motor vehicle inspections	32 376	31 205
Operation and maintenance	24 509	34 474
Electronic collections	17 946	18 387
Service areas	21 899	17 145
Other services rendered	7 552	8 901
Management of electronic equipment	3 002	3 236
Rental of identifiers	4 953	4 019
Engineering project management	1 378	1 819
Mobile assistance and breakdown services	55	62
	736 311	**711 669**

THOUSAND EURO	'19	'18
Other operating income and gains:		
Other operating income and gains:	1 572	1 572
Indemnities received on works	1 349	433
Indemnities received on works	445	457
Other	6 223	5 806
	9 589	**8 268**
Reversal of amortization, depreciation, adjustments and provisions:		
Impairment losses of accounts receivable (Note 28)	400	506
Provisions (Note 28)	2 968	3 877
	3 368	**4 383**
Revenue associated with construction services [a]	19 053	12 297
	803 716	**763 134**

a) Within the scope of the concession arrangements framed under IFRC 12, the construction activity is sub-contracted to external specialized companies. Consequently, the Group does not earn any margin from the construction of assets allocated to the concession; hence, revenue and costs associated with the construction of these assets present the same amount.

7. LOW-VALUE OPERATING LEASES

Expenses amounting to Euros 2 194 and Euros 5 381 thousand, relating to lease instalments under low-value operating lease agreements were recognized in financial years ended 31 December 2019 and 2018, respectively.

Future lease instalments payable under operating lease agreements in force as at 31 December 2019 and 2018 had the following maturities:

YEAR - THOUSAND EURO	'19	'18
2019	-	2 387
2020	-	1 509
2021	8	670
2022	7	363
2023 and thereafter	4	-
	19	**4 929**

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8. FINANCIAL RESULTS

Financial expenses and losses for financial years ended 31 December 2019 and 2018 had the following breakdown:

THOUSAND EURO	'19	'18
Interest borne	(43 922)	(50 545)
Losses on valuation of derivative financial instruments	-	(233)
Unfavourable foreign exchange differences	(15)	(240)
Other [a]	(16 816)	(15 728)
	(60 753)	**(66 746)**

a) This caption includes the amounts of Euros 7 897 thousand and Euros 6 240 thousand (Note 29), arising from the financial update of the provision for infrastructure replacement realized in financial years ended 31 December 2019 and 2018, respectively, and expenses incurred with banking services and funding setup, which form an integral part of the effective financing cost.

Financial income and gains for financial years ended 31 December 2019 and 2018 had the following breakdown:

THOUSAND EURO	'19	'18
Interest earned [a]	989	1 300
Favourable foreign exchange differences [b]	52 974	14
Other	26	32
	53 989	**1 346**

a) The decrease results, essentially, from the decrease in interest rates.

(b) In financial year ended 31 December 2019, as a result of the distribution of dividends, currency translation reserves were realized, in the amount of Euros 52 969 thousand, with the respective reclassification to results having been carried out (Note 25).

The results from investments in financial years ended 31 December 2019 and 2018 had the following breakdown:

THOUSAND EURO	'19	'18
Gains from associated companies (Note 15):		
Transport Infrastructure Investment Company SCA ("SICAR")	622	1 179
Auto-Estradas do Atlântico - Concessões Rodoviárias de Portugal, S.A. ("AEA")	2 920	1 070
AEBT - Auto-Estradas do Baixo Tejo, S.A. ("AEBT")	1 156	-
Controlauto Açores, Lda. ("Controlauto Açores")	76	149
Geira, S.A. ("Geira")	97	92
SICIT - Sociedade Investimento e Consultoria em Infra-Estruturas de Transportes, S.A. ("SICIT")	37	1
	4 908	**2 491**
Losses from associated companies (Note 15):		
AEBT - Auto-Estradas do Baixo Tejo, S.A. ("AEBT")	-	(1 097)
New Mobility Ventures, B.V. ("Mobility, B.V.")	(108)	(723)
TIICC, S. à r.l. ("TIICC")	(5)	(1)
	(113)	**(1 821)**
Losses on disposal of investments:		
Mcall, S.A.	(187)	-
SICIT - Sociedade Investimento e Consultoria em Infra-Estruturas de Transportes, S.A. ("SICIT")	(424)	-
F-Hitec	(94)	-
FBH OMT	-	226
	(705)	**226**
Losses on other investments (Note 28):		
Iberis Bluetech Fund, FCR, EuVECA ("Fundo Bluetech")	(45)	-
BlueCrow Innovation Fund II, FCR ("Fundo BlueCrow")	(60)	-
	(105)	**-**
Dividends received from shareholdings:		
AELO - Suto-Estradas do Litoral Oeste, S.A. ("AELO")	4 078	1 951
New Mobility Ventures, B.V. ("Mobility, B.V.")	301	-
EFAHB - Operação e Manutenção, A.C.E. ("EFAHB")	132	-
Iberis Bluetech Fund, FCR, EuVECA ("Fundo Bluetech")	59	-
	4 570	**1 951**
	8 555	**2 847**

9. INCOME TAX

Brisa and its investees with registered offices in Portugal are subject to Corporate Income Tax ("IRC") at the normal rate of 21%, which can be increased by a municipal surcharge of up to a maximum rate of 1.5% of the taxable income.

Additionally, the nominal tax rate varied between 21% and 31.5%, depending on the amount of taxable income (TI) determined, which is subject to a state surcharge at the following rates:

- State surcharge: 3% on TI if €M 1.5 < TI <= €M 7.5;
  5% on TI if €M 7.5 < TI <= €M 35; and
  9% on TI > €M 35

The Company is taxed in terms of IRC under the Special Taxation Regime for Groups of Companies ("RETGS"), integrated in a group in which it is the dominant company and which also includes the subsidiaries BGI, BOM, AtoBe, Brisa Internacional, Via Oeste, VVS, Via Verde Carsharing, S.A. ("VVCS"), ASIRB, Via Verde Connected Cars, S.A. ("VVCC") and AEDL - Auto-Estradas do Douro Litoral, S.A. ("AEDL").

This regime consists of the algebraic sum of the taxable results of all the companies included in the taxation perimeter, less the dividends distributed, to which the IRC rate plus the respective Surcharge will be applicable.

In accordance with the current legislation in Portugal, tax returns are subject to review and correction by the tax authorities during a period of four years (five years for social security), except where tax losses exist or tax benefits have been granted or inspections, claims or appeals are in progress, in which case, depending on the circumstances, the period can be extended or suspended. Therefore, the Company's tax returns for the years 2016 through 2019 may still be subject to review and correction.

The Board of Directors believes that any corrections resulting from tax reviews / inspections of those tax returns will not have a significant effect on the financial statements as at 31 December 2019.

The deduction period for the reportable tax losses ("RTL") in Portugal is as presented below, with a tax loss having been determined within the scope of the RETGS of Euros 30 686 thousand.

TAX PERIOD	YEARS OF CARRY FORWARD	TAX LOSSES
2019	5	30 686
2018	5	0
2017	5	0
2016	12	0
2015	12	0
2014	12	0

The deduction to be made in each tax period is limited to 70% of the respective taxable income.

Within the scope of the regular inspections carried out by the Tax and Customs Authority ("TA"), corrections were made to the tax base and the tax payable, namely regarding the impact on the determination of taxable income and income tax payable due to the activity carried out under the concession arrangement. The Board of Directors, grounded on technical advice from external consultants and jurisconsults of recognized competence and technical knowledge, considers that such corrections are unfounded. In this context, the Board of Directors has used the instruments at its disposal to defend its positions, convinced of the virtue of its arguments and of a favourable outcome for all existing disputes with the TA.

With reference to the corrections that the TA made to the 2003 through 2008 financial years, resulting from the non-recognition of tax losses generated in the scope of the tax payable separation, Brisa had filed the respective judicial challenges, with the lower court jurisprudence having been divided, since some of the challenges had been upheld and others dismissed by divergent sentences issued by the Sintra Administrative and Tax Court. In 2020, Brisa was notified of two judgments issued by the Supreme Administrative Court in the sense of the dismissal of two of the judicial challenges (more specifically, those relating to the 2003 and 2008 financial years). Since the Board of Directors considers that these decisions apply rules that violate the Constitution, appeals were filed with the Constitutional Court, the admission of which are awaited, with the Board of Directors of Brisa maintaining the understanding that the treatment afforded said operation is adequately framed from the legal perspective.

The TA had also made corrections to the 2007, 2008, 2009 and 2010 financial years, regarding the securitization of future receivables' operation carried out on 19 December 2007, in the amount of Euros 400 000 thousand, as it considered that said securitization could not be framed in the legal framework for the securitization of receivables, established under Decree-Law 453/99, of 5 November, as amended by Decree-Law 82/02, of 5 April, and, consequently, the tax regime provided for in Decree-Law 219/2001, of 4 August, both altered by Decree-Law 303/2003, of 5 December is not applicable.

In view of the above, the Tax Authority considered that:

- The amount of Euros 400 000 thousand received under said operation was unduly added to the taxable income of financial year 2007;
- The income corresponding to the services giving rise to the future receivables must be recognized, in tax and accounting terms, in the tax periods in which they are generated;
- The tax amount payable for tax year 2007 was, unduly, decreased by an amount of, approximately, Euros 100 000 thousand, related to the tax benefit established under Decree-Law 287/99, which could be used up to that same period;
- When determining the taxable income relating to each of financial years 2008 through 2010 (already inspected) an amount of Euros 80 000 000, in each financial year, was wrongly deducted from taxable income.

The aforementioned corrections to taxable income resulted in tax enforcement proceedings, which are suspended until the challenge proceedings come to an end. For the suspension of the tax enforcement proceedings related to the 2008 and 2009 tax periods, bank guarantees were provided in the amount of Euros 64 129 thousand (Note 34).

Additionally, for the suspension of the tax enforcement proceedings related to the 2010 tax period, a pledge was made of 24 618 shares of the investee BOM, valued at Euros 191 637 thousand. During financial year ended 31 December 2016, the aforementioned process was partially decided in favour of Brisa, and the tax enforcement proceeding was reduced to Euros 28 829 thousand. During financial year ended 31 December 2018, Brisa was notified of the favourable decision to reduce the guarantee provided in the form of a pledge, and the pledge was allowed to be reduced to the amount of Euros 33 479 thousand, corresponding to 8 402 shares of BOM. The Company is taking steps to formalize the reduction of this pledge (Note 34).

With reference to the 2011 and 2012 tax periods, the TA made the same correction to taxable income (securitization of future receivables), but at BCR's level, since the credit securitization operation was transferred to BCR, incorporated in the assets and liabilities allocated to the Brisa Concession.

Within the scope of the RETGS, the additional IRC assessments in respect of 2012 and 2011 were issued in the name of Brisa (dominant entity), with the respective tax enforcement having been suspended through a guarantee provided by BCR, in the amounts of Euros 30 948 thousand and Euros 11 941 thousand (after reduction occurring during financial year ended 31 December 2018), respectively.

The Board of Directors of Brisa, based on the opinion of its legal, accounting and tax experts and consultants, considers that the treatment afforded said operation is adequately framed from the legal perspective, and, consequently, from the accounting and tax perspectives. Brisa is using and will use all the defence instruments at its disposal, as a taxpayer, to categorically assert the treatment afforded these operations from all perspectives.

With regard to the processes related to the separation of the tax payable, mentioned above, the Board of Directors of Brisa considers that the fact that the Supreme Administrative Court ("SAC") issued two unfavourable judgments considerably reduces the prospects of full success that previously existed. In view of the above, a provision of Euros 57 300 thousand (Note 29) was constituted on 31 December 2019 for the purpose and the write-off of an amount receivable from the State in respect of this process in the amount of Euros 17 564 thousand was made (Note 21).

Within the scope of the RETGS, the additional IRC assessments in respect of 2012 and 2011 were issued in the name of Brisa (dominant entity), with the respective tax enforcement proceeding having been suspended through guarantees issued by BCR, in the amounts of Euros 30 948 thousand and Euros 11 941 thousand, respectively.

Income taxes recognized in financial years ended 31 December 2019 and 2018 were as follows:

THOUSAND EURO	'19	'18
Current tax [a]	101 037	102 125
Deferred tax (Note 18)	(15 814)	(11 592)
Taxes on prior years' income	15 276	(1 832)
	100 499	**88 701**

The reconciliation between profit before tax and income tax for financial years ended 31 December 2019 and 2018 is as follows:

THOUSAND EURO	'19	'18
Profit before tax	**316 916**	**300 268**
Profit before tax	66 552	63 056
Expected tax (rate of 21%)	(11 123)	-
Provisions	17 998	3 974
Provisions	1 687	55
Impairment losses	100	(70)
Derivative financial instruments	(42)	(87)
Derivative financial instruments	(1 858)	(541)
Pension fund	224	203
Other	32	123
Effect of adoption of IFRS 9	-	3 212
Capital gains / losses	85	-
Differences between separate and consolidated	(300)	57
Tax losses	222	(19)
Tax savings - RETGS	(5 513)	-
Autonomous taxation	719	894
Municipal surcharge	5 599	5 121
State surcharge	29 130	26 147
Tax benefits "SIFIDE"	(2 475)	-
Taxes on prior years' income	15 276	(1 832)
(Recognition) / Reversal of deferred tax (Note 18)	(15 814)	(11 592)
Income tax	**100 499**	**88 701**

As at 31 December 2019 and 2018, current income tax liabilities were as follows:

THOUSAND EURO	'19	'18
Current tax liabilities:		
Corporate income tax ("IRC"):		
Advanced payments	(86 375)	(66 338)
Withholding tax	(254)	(702)
Tax estimate	103 348	102 937
Tax benefits "SIFIDE"	(2 475)	-
	14 244	**35 897**

10. EARNINGS PER SHARE

Basic and diluted earnings per share for financial years ended 31 December 2019 and 2018 were calculated based on the following amounts:

THOUSAND EURO	'19	'18
Result for the purpose of determining the basic and diluted earnings per share (net income attributable to shareholders)	151 955	157 997
Weighted average number of shares for the purpose of determining the basic and diluted earnings per share	552 647 386	552 647 386
Basic and diluted earnings per share (in Euros)	**0,275**	**0,286**

As at 31 December 2019 and 2018 no diluting effects have occurred; hence, basic and diluted earnings per share are identical.

The weighted average number of shares is net of the own shares held by the Company.

11. DIVIDENDS AND APPROPRIATION OF RESULTS

The General Shareholders' Meetings held on 6 May 2019 and 4 May 2018 deliberated the payment of dividends in the amounts of Euros 0.238 per share and Euros 0.145 per share, in the amounts of Euros 131 530 thousand and Euros 80 134 thousand, respectively, in respect of the net income for financial years ended 31 December 2018 and 2017. In those General Shareholders' Meetings, it was further deliberated to appropriate to free reserves the remaining amount of the net income for the financial year. At the General Shareholders' Meetings held on 6 May 2019, it was further deliberated to distribute dividends of Euros 0.034 per share, in the amount of Euros 18 790 thousand, from retained earnings

At the General Shareholders' Meetings held on 9 December 2019 and 5 December 2018, it was deliberated to distribute dividends of Euros 0.0905 per share and Euros 0.136 per share, in the amounts of Euros 50 015 thousand and Euros 75 160 thousand, respectively, from free reserves.

12. TANGIBLE ASSETS

Changes in tangible assets and corresponding accumulated depreciation and impairment losses in financial years ended 31 December 2019 and 2018, are as follows:

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THOUSAND EURO	Land and natural resources	Buildings and other constructions	Basic Equipment	Transportation Equipment	Office Equipment	Tools and utensils	Assets under construction	Advanced payments of tangible assets	Total
Acquisition cost:									
Opening balance	13 930	40 534	165 615	5 362	34 883	370	3 808	23	264 525
Change in perimeter (Note 4)	-	(9)	(161)	-	(576)	(1)	-	-	(747)
Additions	-	1 348	4 411	931	1 197	22	1 657	17	9 583
Disposals	-	-	(63)	(811)	(61)	-	-	-	(935)
Write-offs	-	(32)	(1 598)	-	(191)	-	-	-	(1 821)
Transfers	-	158	3 417	-	87	-	(1 859)	(8)	1 795
Closing balance	**13 930**	**41 999**	**171 621**	**5 482**	**35 339**	**391**	**3 606**	**32**	**272 400**
Accumulated depreciation and impairment losses:									
Opening balance	-	26 346	151 959	3 252	33 103	331	-	-	214 991
Change in perimeter (Note 4)	-	(9)	(153)	-	(548)	(1)	-	-	(711)
Increase	-	1 707	4 703	772	1 083	18	-	-	8 283
Disposals	-	-	(52)	(536)	(58)	-	-	-	(646)
Write-offs	-	(32)	(1 586)	-	(189)	-	-	-	(1 807)
Closing balance	**-**	**28 012**	**154 871**	**3 488**	**33 391**	**348**	**-**	**-**	**220 110**
Carrying amount	**13 930**	**13 987**	**16 750**	**1 994**	**1 948**	**43**	**3 606**	**32**	**52 290**

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THOUSAND EURO	Land and natural resources	Buildings and other constructions	Basic Equipment	Transportation Equipment	Office Equipment	Tools and utensils	Assets under construction	Advanced payments of tangible assets	Total
Acquisition cost:									
Opening balance	13 930	40 001	161 203	5 224	35 228	339	1 410	32	257 367
Additions	-	455	2 362	1 097	1 117	30	3 375	21	8 457
Disposals	-	(1)	(85)	(848)	(88)	-	-	-	(1 022)
Write-offs	-	(10)	(49)	(111)	(1 374)	-	(94)	-	(1 638)
Transfers	-	89	2 184	-	-	1	(883)	(30)	1 361
Closing balance	**13 930**	**40 534**	**165 615**	**5 362**	**34 883**	**370**	**3 808**	**23**	**264 525**
Accumulated depreciation and impairment losses:									
Opening balance	-	24 661	147 896	3 153	32 357	322	-	-	208 389
Increase	-	1 696	4 109	767	1 114	9	-	-	7 695
Disposals	-	(1)	(51)	(557)	(81)	-	-	-	(690)
Write-offs	-	(10)	(35)	(111)	(247)	-	-	-	(403)
Transfers	-	-	40	-	(40)	-	-	-	-
Closing balance	**-**	**26 346**	**151 959**	**3 252**	**33 103**	**331**	**-**	**-**	**214 991**
Carrying amount	**13 930**	**14 188**	**13 656**	**2 110**	**1 780**	**39**	**3 808**	**23**	**49 534**

In financial years ended 31 December 2019 and 2018, the caption "Basic Equipment" includes the net amounts of Euros 7 239 thousand and Euros 7 071 thousand, respectively, in respect of assets directly related to the activity developed pursuant to the concession arrangements, which at the end of same revert to the grantor without any compensation.

13. ASSETS UNDER RIGHT OF USE

Changes in assets held under right of use and corresponding accumulated depreciation and impairment losses in financial year ended 31 December 2019, are as follows:

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THOUSAND EURO	Buildings and other constructions	Transportation Equipment	Office Equipment	Total
Acquisition cost:				
1st time adoption of IFRS 16 (Note 2)	15 033	2 279	531	17 843
Change in perimeter (Note 4)	(162)	(22)	-	(184)
Effect of currency translation	(10)	(1)	-	(11)
Additions	1 439	1 738	105	3 282
Write-offs	(77)	(54)	-	(131)
Closing balance	**16 223**	**3 940**	**636**	**20 799**
Accumulated depreciation and impairment losses:				
Increase	2 146	1 182	116	3 444
Change in perimeter (Note 4)	(99)	(8)	-	(107)
Write-offs	(31)	(4)	-	(35)
Closing balance	**2 016**	**1 170**	**116**	**3 302**
Carrying amount	**14 207**	**2 770**	**520**	**17 497**

14. INTANGIBLE ASSETS

Changes in intangible assets and corresponding accumulated amortization and impairment losses in financial years ended 31 December 2019 and 2018, are as follows:

'19

THOUSAND EURO	Rights	Licenses and software	Intangible assets in progress	Total
Acquisition cost:				
Opening balance	4 704 432	29 065	31 697	4 765 194
Change in perimeter (Note 4)	-	(415)	-	(415)
Additions	13 718	4 263	8 018	25 999
Disposals	-	-	(118)	(118)
Transfers	238	1 920	(2 158)	-
Capitalized financing costs	-	-	685	685
Closing balance	**4 718 388**	**34 833**	**38 124**	**4 791 345**
Accumulated amortization and impairment losses:				
Opening balance	2 469 174	19 626	-	2 488 800
Change in perimeter (Note 4)	-	(403)	-	(403)
Increase	118 958	5 361	-	124 319
Closing balance	**2 588 132**	**24 584**	**-**	**2 612 716**
Carrying amount	**2 130 256**	**10 249**	**38 124**	**2 178 629**

'18

THOUSAND EURO	Rights	Licenses and software	Intangible assets in progress	Total
Acquisition cost:				
Opening balance	4 699 226	20 695	30 629	4 750 550
Additions	5 198	5 500	3 315	14 013
Transfers	8	2 870	(2 878)	-
Capitalized financing costs	-	-	631	631
Closing balance	**4 704 432**	**29 065**	**31 697**	**4 765 194**
Accumulated amortization and impairment losses:				
Opening balance	2 337 320	15 978	-	2 353 298
Increase	131 854	3 648	-	135 502
Closing balance	**2 469 174**	**19 626**	**-**	**2 488 800**
Carrying amount	**2 235 258**	**9 439**	**31 697**	**2 276 394**

The gross value of intangible assets as at 31 December 2019 includes, essentially, contractual rights and corresponds to:

(i) The contractual right to operate the Brisa Concession, obtained as consideration for motorway and related infrastructure construction services in the amount of Euros 4 236 908 thousand, of which Euros 244 874 thousand relate to the capitalization of financing costs;

(ii) Payment by Brisa to the State (Grantor) as consideration for the right to collect tolls on the CREL motorway as from 1 January 2003, under the terms of Decree-Law 314 A/2002, of 26 December, net of the portion previously received upon the abolition of those same tolls and that, as at 31 December 2002, had not yet been recognized as revenue – Euros 236 318 thousand;

(iii) Amount deriving from the Global Agreement celebrated between the Company, the State and Estradas de Portugal, S.A. and corresponding amendments to the Brisa Concession Bases (Decree-Law 247-C/2008, of 30 December) – Euros 158 100 thousand;

(iv) Costs assumed by Brisa with the renegotiation of the Brisa Concession arrangement in 1991, resulting in the extension of the concession period initially established – Euros 101 750 thousand.

Intangible assets in progress relate, essentially, to widening works in sub-stretches where such widening is deemed necessary and which are still ongoing. As at 31 December 2019, the balance of this caption included an amount of Euros 35 057 thousand relating to widenings.

In financial year ended 31 December 2019, impairment losses in the amount of Euros 7 753 thousand were recorded in the rights associated with the Douro Litoral Concession operation and maintenance contract, as a result of negotiations carried out and which originated uncertainty as to the existence of future economic benefits.

The concession rights included in intangible assets obtained in return for construction services are as follows:

THOUSAND EURO	BRISA CONCESSION '19	'18
Construction costs		
Opening balance	4 217 288	4 210 041
Increase	19 620	7 247
Closing balance	**4 236 908**	**4 217 288**

The concession rights detailed above include capitalized financing costs, as follows:

THOUSAND EURO	BRISA CONCESSION '19	'18
Financial costs		
Opening balance	244 189	243 093
Increase	685	1 096
Closing balance	**244 874**	**244 189**

15. INVESTMENTS IN ASSOCIATED COMPANIES

Associated companies accounted for under the equity method as at 31 December 2019, were as follows:

Company	Registered office	Percentage of effective shareholding	Activity
Controlauto Açores, Lda. ("Controlauto Açores")	Praia da Vitória	29.60%	Motor vehicle technical control
Geira, S.A. ("Geira")	Portugal	50%	Management, operation and maintenance of road infrastructures
Transport Infrastructure Investment Company SCA ("SICAR")	Luxemburgo	35.59%	Investment Fund in infrastructures
Transport Infrastructure, S. à r.l. ("Transport")	Luxemburgo	35%	Shareholding management company
TIICC, S. à r.l. ("TIICC")	Luxemburgo	35%	Shareholding management company
AEBT - Auto-Estradas do Baixo Tejo, S.A. ("AEBT")	Portugal	36.85%	Construction, maintenance and operation of motorways
Brisal - Auto-Estradas do Litoral, S.A. ("Brisal") [a]	Cascais	70%	Construction, maintenance and operation of motorways
AEDL - Auto-Estradas do Douro Litoral, S.A. ("AEDL") [a]	Cascais	99.92%	Construction, maintenance and operation of motorways
Auto-Estradas do Atlântico - Concessões Rodoviárias de Portugal, S.A. ("AEA")	Torres Vedras	50%	Construction, maintenance and operation of motorways

a) In view of the expectations regarding the evolution of the future operations of the concessions Litoral Centro (Brisal concession arrangement) and Douro Litoral (AEDL concession arrangement), impairment losses were recognized in the respective financial statements of previous years, reflecting the non-realization of the totality of the contractual right arising from the investment made in the construction of said infrastructures. Likewise, Brisa recognized in its financial statements of previous years the losses corresponding to its exposure as a shareholder of said concessions.

It should be noted that the referred projects were structured in the form of project finance, with specific characteristics, namely an allocation of the risks to the various entities participating in them, either as shareholders or as financiers, ensuring access to long-term debt that is reimbursed based on the cash flows generated by the project itself and on the project's assets, with limited recourse to the shareholders.

Within the scope of the concession arrangements of the aforementioned concessions, support contracts were signed between the parties (including financing entities), namely the Capital Subscription and Realization Agreement, to which are added in the particular case of Brisal, the Shareholders' Support Agreement and the Traffic Support Agreement, all of these integrating the respective concession arrangements as annexes, and in which the shareholders' support obligations were defined, namely with regard to their capital contributions obligations.

In view of the continuous deterioration of the operating conditions within the scope of those projects, the Board of Directors adopted a stance, declared to the market, in the sense that Brisa as shareholder of those projects, does not accept any responsibility that translates into a shareholding or involvement exceeding that contractually assumed.

In the course of financial year 2012, the drop-in traffic increased significantly due to the economic crisis, combined with the effects of the introduction of real tolls on a group of road infrastructures, with the consequent effect on the projects in question. Likewise, the deterioration of the macroeconomic perspectives, and the constraints necessarily imposed by the budgetary measures aimed at the consolidation and rebalancing of the public accounts, led to a downward revision, during the second half of 2012, of the cash flow estimates of the Litoral Centro and Douro Litoral concessions. Despite the reversal of the trend in traffic evolution, which has shown some increase in recent years, it is still far from the values initially estimated.

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As pointed out in previous years, the financial institutions exposed to those projects have the possibility of executing guarantees (step-in), it being their responsibility to define the timing of the exercise of this mechanism.

Thus, and with regard to the Douro Litoral concession, the creditors of AEDL (currently, and in the overwhelming majority, a group of hedge funds led by Strategic Value Partners LLC), interrupting the negotiation process underway, took, on 24 January 2019, a number of measures aimed at assuming the formal control of AEDL.

These measures included, namely:

- The nomination of a new Board of Directors for AEDL;
- The declaration of the early maturity of the total debt of AEDL resulting from the financing contracts; and

The execution of the financial pledge provided for in the Security Agreement, with the consequent appropriation of the totality of the shares representative of the share capital of AEDL.

Some of AEDL's creditors addressed, via separate court notice, and subsequently brought an action against Brisa to claim payment of AEDL's debt resulting from the financing contracts, alleging, for the purpose, the application of the regime provided for in article 501 of the Portuguese Commercial Companies Code. Cited to contest, Brisa, in its defence, rejected any liability for AEDL's debt, based not only on the fact that Brisa does not hold the entire share capital of AEDL, but also on the project finance contractual model under which the financing in question was contracted. Brisa's position is supported by several legal opinions issued by eminent jurisconsults.

Brisa considers that the stability and safeguarding of the project finance model is vital for all players in the sector, including developers, constructors, financiers and the State itself. This contractual model presupposes, naturally, the possibility of the financiers appropriating the concessions, in certain circumstances, and Brisa understands and accepts that this is the case. Such appropriation must, however, always strictly follow that stipulated in the contracts, observing, namely, the agreed risk distribution, the will of the parties, the defined procedures and processes and the consensual portfolio of rights and obligations.

In this context, Brisa maintains its firm position that, as a shareholder, it does not have any responsibility that translates into a participation or involvement higher than that assumed through the financing contracts celebrated.

The prior hearing on this case is expected to be held in June 2020, in a date to be confirmed.

Aiming the definitive resolution of the current litigation in the context of this concession, Brisa held talks with AEDL's creditors in order to implement a deal that allows for the orderly delivery of the concession, the revision of the price for the operation and maintenance of the concessioned infrastructure and the reciprocal withdrawal of pending proceedings.

As for the Litoral Centro concession, Brisa, as a shareholder, participated in a long negotiation process with a view to restructuring and refinancing the concessionaire in the context of the extrajudicial corporate recovery regime (RERE).

In this context, Brisa and the remaining shareholders entered into a restructuring agreement with Brisal and its current creditors under the terms and for the purposes set out in the RERE. The implementation of the projected restructuring and refinancing operation of Brisal also depends on the consent of the Portuguese State (which has not yet been obtained).

In this context, the Board of Directors of Brisa considered referring that:

The current management of those concessionaires remains strongly conditioned, with the management acts being confined to operating within a budgetary framework previously agreed with the financial institutions, it being necessary to obtain the latter's prior consent for any decision that does not fit within same;

Under the current conditions, Brisa continues to not exercise control of those companies, as it is unable to autonomously guide the relevant activities of the concessionaires and, simultaneously, is no longer exposed, or entitled, to the variable results arising from the investment in these entities, as indicated in paragraph 7 of IFRS 10.

Accordingly, the Board of Directors of Brisa, based on the opinions of its legal advisors, considers that Brisa is not exposed to any variability in the negative cash flows expected from those projects, given that, currently, it has no effective control of those subsidiaries.

Investments in associated companies presented the following changes in financial years ended 31 December 2019 and 2018:

THOUSAND EURO	'19	'18
Opening balance	95 382	110 976
Decrease	(18)	(11 597)
Dividends	(6 642)	(6 377)
Losses on disposal of investments	(300)	-
Effect of application of equity method:		
Effect on net income for the year (Note 8)	4 795	670
Effect on shareholders' equity [a]	1 390	1 693
Provisions (Note 29)	(15)	17
Closing balance	**94 592**	**95 382**

a) This effect derives from equity changes recorded in associated companies and corresponds, essentially, to the effects of the recording of cash-flow hedging derivative financial instruments.

Investments in associated companies as at 31 December 2019 and 2018 were as follows:

THOUSAND EURO	'19	'18
AEA	76 310	73 390
SICAR	14 623	18 751
AEBT	3 161	1 886
SICIT	-	805
Controlauto Açores	339	399
Geira	158	145
TIICC	1	6
	94 592	**95 382**

As at 31 December 2019 and 2018, the investments in associated companies considered material corresponded to AEA and SICAR, with the relevant financial information and respective reconciliation to the investment amount being as follows:

	AEA		SICAR	
THOUSAND EURO	'19	'18	'19	'18
Operating income and gains	77 998	72 661	2 970	7 487
Operating expenses and losses	(44 404)	(42 614)	(378)	(6 433)
Operating results	**33 594**	**30 047**	**2 592**	**1 054**
Financial income and gains	-	20	781	2 271
Financial expenses and losses	(6 671)	(8 113)	(240)	(11)
Financial results	**(6 671)**	**(8 093)**	**541**	**2 260**
Income tax	(7 143)	(5 875)	-	-
Net income	**19 780**	**16 079**	**3 133**	**3 314**
Non-current assets	189 736	209 130	19 950	51 888
Current assets	8 751	36 216	21 661	1 833
	198 487	**245 346**	**41 611**	**53 721**
Non-current liabilities	144 567	212 954	68	264
Current liabilities	26 753	25 005	451	764
	171 320	**237 959**	**519**	**1 028**
Shareholders' equity attributable to shareholders	27 167	7 387	41 092	52 693
Effective shareholding percentage	50%	50%	35,59%	35,59%
Financial shareholding	13 584	3 694	14 623	18 751
Allocation of difference between acquisition cost and fair value of the intangible assets [a]	62 726	69 696	-	-
	76 310	**73 390**	**14 623**	**18 751**

a) The difference between the acquisition cost of the shareholding and the fair value of the net identifiable assets was considered an increase of the right associated with the AEA concession arrangement, being subject to annual amortization according to the term of the concession.

The balances with associated companies as at 31 December 2019 and 2018 were as follows:

THOUSAND EURO	Trade and other receivables (Note 20) '19	Trade and other receivables (Note 20) '18	Associated companies '19	Associated companies '18	Trade payables '19	Trade payables '18	Other payables '19	Other current assets '18	Other current liabilities '19	Other current liabilities '18
AEDL	1 223	1 475	216 900	216 900	1	-	-	-	5 903	-
Brisal	3 406	4 103	-	-	2	4	-	-	19	-
AEA	811	670	49 554	53 222	46	34	354	-	216	-
AEBT	4 035	3 714	2 355	6 411	-	-	1	-	-	567
Mobility, BV.	-	-	-	622	-	-	-	15	-	-
SICIT	-	5	-	-	-	-	-	-	-	-
Controlauto Açores	4	2	-	-	-	-	-	-	-	-
TIICC	-	-	5	5	-	-	-	-	-	-
Geira	26	14	-	-	-	-	18	-	-	-
	9 505	**9 983**	**268 814**	**277 160**	**49**	**38**	**373**	**15**	**6 138**	**567**
Impairment losses of accounts receivable (Note 28)	-	-	(216 900)	(216 900)	-	-	-	-	-	-
	9 505	**9 983**	**51 914**	**60 260**	**49**	**38**	**373**	**15**	**6 138**	**567**

Additionally, the transactions realized with associated companies during financial years ended 31 December 2019 and 2018, were as follows:

THOUSAND EURO	Services rendered '19	Services rendered '18	Other operating income '19	Other operating income '18	External supplies and services '19	External supplies and services '18	Financial income and gains '19	Financial income and gains '18
Brisal	9 976	14 126	-	-	12	16	-	-
AEDL	12 986	12 461	-	-	5 850	6	-	-
AEBT	6 844	7 991	78	82	-	-	200	381
AEA	4 422	4 357	700	696	29	60	1 819	755
Geira	524	522	-	-	-	-	-	-
SICIT	51	41	-	-	-	-	-	-
Controlauto Açores	-	-	12	12	-	-	-	-
BNV Mobility, BV.	-	-	-	-	-	-	-	22
	34 803	**39 498**	**790**	**790**	**5 891**	**82**	**2 019**	**1 158**

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In financial years ended 31 December 2019 and 2018, payments in respect of investments in associated companies were as follows:

THOUSAND EURO	'19	'18
AEA [a]	10 645	-
AEDL [b]	110	100
	10 755	**100**

a) In financial year ended 31 December 2019, this amount was related to shareholder loans.

b) In financial years ended 31 December 2019 and 2018, these amounts were related to co-payment obligations in respect of construction extra costs.

In financial years ended 31 December 2019 and 2018, receipts in respect of investments in associated companies were as follows:

THOUSAND EURO	'19	'18
SICAR	-	10 442
AEA	5 415	-
AEBT	4 256	1 474
NMV	818	-
SICIT	17	-
	10 506	**11 916**

16. OTHER INVESTMENTS

The caption "Other investments" includes, essentially, financial investments in entities in which there is no significant influence, and which are valued at cost, net of the estimated impairment losses.

As at 31 December 2019 ad 2018, this caption included investments in the following entities:

THOUSAND EURO	'19	'18
Non-current:		
ELOS [a]	21 252	3 026
AELO - Auto-Estradas do Litoral Oeste, S.A. [b]	3 474	3 455
Iberis Bluetech Fund, FCR, EuVECA ("Fundo Bluetech") [c]	1 939	2 000
BlueCrow Innovation Fund II, FCR ("Fundo BlueCrow") [c]	956	1 000
TIIC 2 S.C.A., SICAR ("TIIC 2")	931	373
Fundo ISTART	296	296
F-Hitec	-	99
Other investments	28	10
	28 876	**10 259**

a) The investment in ELOS includes: (i) an amount of Euros 90 thousand related to capital realizations, (ii) an amount of Euros 2 936 thousand relating to supplementary capital contributions and (iii) an amount of Euros 18 226 thousand related to compliance with the Capital Subscription and Realization Agreement (Note 34).

b) The investment in AELO includes: (i) an amount of Euros 7 thousand related to capital realizations and (ii) an amount of Euros 3 467 thousand corresponding to the construction extra costs component of the infrastructure of that concessionaire directly supported by Brisa.

c) In financial year ended 31 December 2018, 1 970 participation units in the Bluetech Fund and 20 participation units in the BlueCrow Fund were subscribed and realized. In financial year ended 31 December 2019, said holdings were subject to impairment tests, with impairment in the amount of Euros 105 thousand being recorded. registado imparidade no montante de 105 milhares de Euros.

In financial years ended 31 December 2019 and 2018, the investments as a whole made payments in respect of dividends in the amount of Euros 4 269 thousand and Euros 1 950 thousand, respectively.

In financial years ended 31 December 2019 and 2018, payments related to other investments were as follows:

THOUSAND EURO	'19	'18
ELOS	18 226	293
Fundo Bluetech	-	2 000
Fundo BlueCrow	-	1 000
TIIC 2	561	230
Mcall	200	-
SICIT	5	-
F-Hitec	-	2
Other investments	72	3
	19 064	**3 528**

In financial years ended 31 December 2019 and 2018, receipts related to other investments were as follows:

THOUSAND EURO	'19	'18
AELO	-	1 855
F-Hitech	5	-
	5	**1 855**

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17. GOODWILL

The caption "Goodwill" as at 31 December 2019 and 2018, was as follows:

THOUSAND EURO	'19	'18
Iteuve	14 917	14 917
Controlauto	2 192	2 192
Satev	2 303	2 303
Toitorres	2 202	2 202
CTV	1 589	1 589
BGI	2 264	2 264
AtoBe	601	601
Mcall	-	379
	26 068	**26 447**

The allocation of the balance of this caption to the operating segments is disclosed in Note 5.

As mentioned in Note 28, the recoverable value of the cash generating units was determined based on the respective value in use by using cash flow projections based on budgets for a period of 5 years, and considering an increase in perpetuity of between 1% and 2% (nominal), discounted at rates of between 5.8% and 11.1%.

The cash flow projections in each of the cash generating units have different key variables, such as the characteristics of the national motor vehicle fleet, the prospects for the sale of new vehicles and the traffic projections.

18. DEFERRED TAXES

Deferred tax assets and liabilities as at 31 December 2019 and 2018, by underlying timing differences, were as follows:

	Deferred tax assets		Deferred tax liabilities	
THOUSAND EURO	'19	'18	'19	'18
Provisions for infrastructure replacement	74 431	70 243	-	-
Other provisions not considered for tax purposes	9 879	4 405	-	-
Retirement benefits (pensions)	1 302	896	275	593
Differences between the tax base and the accounting base of:				
Tangible fixed assets	(6)	6	-	-
Other assets	20	320	-	-
Other liabilities	810	810	-	-
Differences between separate and consolidated results	6 230	6 741	-	-
Tax losses carry forwards	6 932	222	-	-
Derivative financial instruments	312	563	-	-
	99 910	**84 206**	**275**	**593**

Changes in deferred tax assets and liabilities in financial years ended 31 December 2019 and 2018, are as follows:

THOUSAND EURO	'19	'18
Opening balance	83 613	72 389
Effect on results:		
Effect of the change in rate:		
Provisions not accepted for tax purposes	(8)	9
Pension benefits	(18)	16
	(26)	**25**
Change in financial year:		
(Use) / increase of tax loss carry forwards [a]	6 778	14
Differences between the tax and the accounting base:		
Intangible assets	2 442	-
Tangible fixed assets	(8)	-
Other assets	(320)	(74)
Other liabilities	-	126
Change in other provisions not accepted for tax purposes	3 105	776
Change in provisions for infrastructure replacement	4 081	5 180
(Appreciation) / devaluation of financial instruments	(62)	(130)
Pension benefits	271	246
Effect of adoption of IFRS 9	-	4 818
Differences between separate and consolidated results	(447)	611
	15 840	**11 567**
Subtotal (Note 9)	**15 814**	**11 592**
Effect on shareholders' equity:		
Effect of the change in rate:		
Pension benefits	4	3
	4	**3**
Change in financial year:		
Pension benefits	465	214
(Appreciation) / devaluation of financial instruments	(250)	(429)
Differences between separate and consolidated results	-	(139)
	215	**(215)**
Subtotal	**219**	**(351)**
Changes in perimeter	(14)	-
Effect of currency translation	3	(17)
	16 022	**11 224**
Closing balance	**99 635**	**83 613**

a) The change, in financial year ended 31 December 2019, in deferred tax assets related to reportable tax losses reflected, essentially, the inclusion of Douro Litoral in the RETGS.

19. OTHER NON-CURRENT ASSETS

As at 31 December 2019 and 2018, this caption was as follows:

THOUSAND EURO	'19	'18
Retirement benefits (Note 35)	998	2 054

20. TRADE AND OTHER RECEIVABLES

As at 31 December 2019 and 2018, this caption had the following breakdown:

THOUSAND EURO	'19	'18
Trade receivables:		
Tolls [a]	33 298	28 339
Doubtful receivables	26 034	25 134
	59 332	**53 473**
Other receivables:		
Advances to suppliers	174	310
Personnel	1 122	1 065
Doubtful receivables	53	52
	1 349	**1 427**
Other accounts receivable:		
Related parties (Note 37)	1 493	1 427
Other [b]	26 574	28 390
	28 067	**30 076**
	88 748	**84 976**
Accumulated impairment losses in accounts receivable (Note 28)	(26 087)	(25 186)
	62 661	**59 790**

a) As at 31 December 2019 and 2018, this balance included the amounts of Euros 5 021 thousand and Euros 4 632 thousand, respectively, receivable from entities in Spain as a result of the use of the Brisa Concession by clients of those entities, within the scope of an interoperability agreement of the collection systems in the Iberian space.

b) As at 31 December 2019 and 2018, this caption included a balance of Euros 9 505 thousand and Euros 9 983 thousand, respectively, related to investees (Note 15).

Trade and other receivables, which do not present differences between their carrying and fair values, result from the operating activities and are presented net of accumulated impairment losses. These are estimated based on available information and past experience (Note 36).

Given the nature of the Company's operations, there is no significant concentration of credit risk.

21. OTHER CURRENT ASSETS

As at 31 December 2019 and 2018, this caption had the following breakdown:

THOUSAND EURO	'19	'18
State and other public entities:		
Corporate income tax [a]	149	15 907
Other	1 038	2 167
	1 187	**18 074**
Accumulated impairment losses in accounts receivable (Note 28)	(1 026)	(1 200)
	161	**16 874**
Accrued income:		
Interest receivable	-	244
Other	3 851	3 219
	3 851	**3 463**
Prepaid expenses:		
Insurance	4 150	4 111
Other	2 663	2 066
	6 813	**6 177**
	10 825	**26 514**

a) This amount refers to tax payments made by the Company in previous years and which reimbursement by the tax authorities was derecognized, as mentioned in Note 9.

22. CASH AND CASH EQUIVALENTS

Cash and cash equivalents as at 31 December 2019 and 2018, were as follows:

THOUSAND EURO	'19	'18
Cash	2 448	2 283
Bank deposits immediately available	304 211	237 157
Term deposits	172	98 952
Cash and cash equivalents	306 831	338 392
Bank overdrafts (Note 27)	(16)	(14)
	306 815	**338 378**

The caption "Cash and cash equivalents" comprises cash, demand and time deposits and short-term investments that are immediately available, and for which the risk of change in value is insignificant. Bank overdrafts include credit balances in demand deposit accounts with financial institutions.

Within the scope of the contractual obligations assumed by BCR, the balance of bank deposits as at 31 December 2019 includes the following reserve accounts:

- Debt service reserve account, in the amount of Euros 82 000 thousand;
- Reserve account for investment purposes, in the amount of Euros 482 thousand.

Although BCR's activities are limited pursuant to its bylaws and the concession arrangements, they include entering new financing transactions and realizing capital expenditure. As such and considering that the above-mentioned reserve accounts may be used for such purposes, the Group considers the total balances of these reserve accounts as cash and cash equivalents.

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23. SHARE CAPITAL

The Company's share capital as at 31 December 2019 is made up of 600 000 000 fully subscribed and paid up shares with a nominal value of Euros 0.01 each.

As at 31 December 2019, the shareholders of the Company were as follows:

THOUSAND EURO	Number of shares	% Share capital	% Voting rights
Tagus Holdings S. à r.l.	243 497 061	40,6%	44,1%
José de Mello Capital, S.A.	182 683 904	30,4%	33,1%
Arcus European Infrastructure Fund GP LLP	114 557 795	19,1%	20,7%
Own shares (Note 24)	47 352 614	7,9%	N/A
Other shareholders	11 908 626	2,0%	2,2%
	600 000 000	**100,0%**	**100,0%**

The effective beneficiary of the share capital is the company José de Mello S.G.P.S., S.A.

24. OWN SHARES

During financial years ended 31 December 2019 and 2018 there were no changes in own shares. On those dates, this caption was as follows:

'19		'18	
No. shares (Note 22)	Euros thousand	No. shares	Euros thousand
47 352 614	228 720	47 352 614	228 720

Commercial legislation relating to own shares requires the existence of a free reserve of an amount equal to the acquisition cost of the own shares acquired, which becomes unavailable until these shares are sold, with a reserve of Euros 228 720 thousand having been created for this purpose (Note 25). On the other hand, the applicable accounting rules provide that gains or losses on the sale of own shares are recorded in reserves.

25. LEGAL AND OTHER RESERVES

Legal reserve

Commercial legislation establishes that at least 5% of the annual net income be appropriated to a legal reserve until the reserve equals at least 20% of the share capital. This reserve is not available for distribution except in the event of liquidation but can be used to absorb losses once the other reserves have been exhausted, or to increase capital.

Other reserves

As at 31 December 2019 and 2018, the amounts of Euros 16 165 thousand and Euros 39 713 thousand, respectively, were available for distribution.

In addition, as at 31 December 2019 and 2018, this caption included the amount of Euros 228 720 thousand, related to reserves of own shares (Note 24).

Currency translation adjustments

As at 31 December 2019 and 2018, the Group had recorded a currency translation reserve in the amounts of Euros 635 thousand and Euros 53 620 thousand, respectively, as a result of the translation of assets and liabilities of Group operations stated in foreign currency, essentially located in the United States of America.

In financial year ended 31 December 2019, the amount of Euros 52 969 thousand was recognized in results for the financial year due to the partial recognition of this reserve (Note 8).

Non-distributable reserves

As at 31 December 2019, the non-distributable amounts are as follows:

THOUSAND EURO	'19
Adjustments of shareholdings	2 252
Currency translation adjustments	635
Retained earnings and other reserves	229 366
	232 253

26. NON-CONTROLLING INTERESTS

The change in this caption during financial years ended 31 December 2019 and 2018, was as follows:

THOUSAND EURO	'19	'18
Opening balance	80 832	91 615
Shareholders' equity changes of subsidiaries	(63 536)	(64 353)
Results for the financial year attributable to non-controlling interests	64 462	53 570
Closing balance	**81 758**	**80 832**

As at 31 December 2019 and 2018, the non-controlling interests were as follows:

THOUSAND EURO	'19	'18
BCR SGPS	68 767	64 694
BRAS	6 207	1 482
Controlauto	4 440	11 430
Via Verde Portugal	2 492	3 285
AtoBe	(148)	(59)
	81 758	**80 832**

In financial years ended 31 December 2019 and 2018, payments related to investments with an impact on the non-controlling interests were as follows:

THOUSAND EURO	'19	'18
BCR SGPS [a]	57 390	45 182
Via Verde Portugal	2 741	2 710
Controlauto [b]	8 430	693
	68 561	**48 585**

a) In financial years ended 31 December 2019 and 2018, the payments made by BCR SGPS to non-controlling interests were related to dividends.

b) In financial year ended 31 December 2019, the payments made by Controlauto to non-controlling interests were related to dividends.

In financial years ended 31 December 2019 and 2018, receipts related to investments with an impact on the non-controlling interests were as follows:

THOUSAND EURO	'19	'18
BRAS	4 124	-
Atobe	938	-
	5 062	-

27. LOANS

As at 31 December 2019 and 2018, the loans obtained were as follows:

	Current		Non-current	
THOUSAND EURO	'19	'18	'19	'18
Bonds	21 218	22 149	1 392 219	1 386 861
Bank loans	38 602	38 617	387 740	426 297
Commercial paper and short-term lines	132 397	129 251	20 000	75 000
Bank overdrafts (Note 22)	16	14	-	-
	192 233	190 031	1 799 959	1 888 158

BONDS

As at 31 December 2019 and 2018, the non-convertible bonds loans were as follows:

THOUSAND EURO		'19	'18	'19	'18		
Issue	Nominal issue value	Current		Non-current		Maturity	Nominal interest rate
2012-2032	100 000	4 062	4 915	94 659	94 254	Jan/32	Floating
2014-2021	300 000	8 351	8 374	299 906	299 522	Apr/21	3.875%
2015-2025	300 000	173	169	280 325	276 574	Apr/25	1.875%
2016-2022	120 000	1	23	119 810	119 627	Jan/22	Floating
2016-2023	300 000	4 263	4 287	299 063	298 654	Mar/23	2.000%
2017-2027	300 000	4 368	4 381	298 456	298 230	May/27	2.375%
		21 218	22 149	1 392 219	1 386 861		

2012-2032 Issue

The bond issue in the amount of Euros 100 000 thousand was carried out by BCR on 12 July 2012. This bond loan, with a 19.5-year maturity, bears interest at a fixed rate of 6% in the first five years and a variable interest rate indexed to the consumer price index (except housing) as from the sixth year and up to maturity. Repayment of the principal will be made in one instalment, at maturity, on 12 January 2032.

2014-2021 Issue

The bond issue in the amount of Euros 300 000 thousand was carried out by BCR on 1 April 2014. This bond loan, with a 7-year maturity, bears interest at a fixed rate of 3.875%. Repayment of the principal will be made in one instalment, at maturity, on 1 April 2021.

2015-2025 Issue

The bond issue in the amount of Euros 300 000 thousand was carried out by BCR on 30 April 2015. This bond loan, with a 10-year maturity, bears interest at a fixed rate of 1.875%. Repayment of the principal will be made in one instalment, at maturity, on 30 April 2025.

2016-2022 Issue

The bond issue in the amount of Euros 120 000 thousand was carried out by BCR on 7 June 2016. This bond loan has a floating interest rate indexed to the 6-month Euribor. Repayment of the principal will be made in one instalment, at maturity, on 7 January 2022.

2016-2023 Issue

The bond issue in the amount of Euros 300 000 thousand was carried out by BCR on 22 March 2016. This bond loan, with a 7-year maturity, bears interest at a fixed rate of 2%. Repayment of the principal will be made in one instalment, at maturity, on 22 March 2023.

2017-2027 Issue

The bond issue in the amount of Euros 300 000 thousand was carried out by BCR on 10 May 2017. This bond loan, with a 10-year maturity, bears interest at a fixed rate of 2.375%. Repayment of the principal will be made in one instalment, at maturity, on 10 May 2027.

As at 31 December 2019 and 2018, the bonds issues for which it was possible to obtain a market valuation were as follows:

THOUSAND EURO

Issue	Stock Exchange	Nominal issue value	'19 Carrying value	'19 Market value[a]	'18 Carrying value	'18 Market value[a]	Maturity	Interest rate
2014	Lux SE	300 000	308 257	314 535	307 896	335 376	Apr/21	3.875%
2015	Lux SE	300 000	280 498	317 874	276 743	311 511	Apr/25	1.875%
2016	Lux SE	300 000	303 326	316 314	302 941	318 855	Mar/23	2.000%
2017	Lux SE	300 000	302 824	329 277	302 611	318 198	May/27	2.375%
			1 194 905	**1 278 000**	**1 190 191**	**1 283 940**		
2012	Lux SE	100 000	98 721	(b)	99 169	(b)		
2016	Euronext	120 000	119 811	(b)	119 650	(b)		
			1 413 437	**-**	**1 409 010**	**-**		

a) Source: Bloomberg **b)** Market information not available

The fair value of the bonds corresponds to their amortized cost, as described in Note 36.

The above-mentioned bond issues are part of a Euro Medium Term Note Programme, which may extend to a maximum amount of Euros 3 000 000 thousand.

BANK LOANS

As at 31 December 2019 and 2018, the bank loans had the following breakdown:

THOUSAND EURO

Contracting company	'19 Nominal amount contracted	'19 Amount outstanding - Current	'19 Amount outstanding - Non-current	Amortizations - Maturity	Amortizations - Periodicity	Interest rate	'18 Nominal amount contracted	'18 Amount outstanding - Current	'18 Amount outstanding - Non-current
BCR	428 839	38 602	387 740	Dec-30	Half-yearly	Floating	467 825	38 617	426 297

01
02
03
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05

Within the scope of the Brisa Group reorganization process, it was negotiated with the European Investment Bank ("EIB") for the various loans contracted by Brisa Auto-Estradas de Portugal, S.A. with the EIB to be transferred to BCR. The amount of debt transferred on 22 December 2010 totalled Euros 779 708 thousand. It was agreed with the EIB, at the moment of the transfer, to consolidate the 16 existing financing contracts into a single financing contract, subject to a floating interest rate indexed to the 6-month Euribor and with a substantial extension of the average maturity (the new loan to BCR is to be repaid in constant half-yearly instalments from June 2011 through December 2030).

Additionally, the Group entered derivative financial instruments associated with this loan, which are classified as hedging instruments (Note 33).

As at 31 December 2019 and 2018, the bank loans had the following repayment schedule:

THOUSAND EURO	'19	'18
Up to 1 year	38 602	38 617
Up to 2 years	38 597	38 559
Up to 3 years	38 635	38 598
Up to 4 years	38 674	38 636
Up to 5 years	38 712	38 674
More than 5 years	233 122	271 830
	426 342	**464 914**

COMMERCIAL PAPER AND SHORT-TERM CREDIT LINES

As at 31 December 2019 and 2018, the remaining loans obtained were as follows:

THOUSAND EURO	Entity financed	'19	'18	Currency
Other loans				
Commercial paper and short-term credit lines	BCR	125 002	199 648	EUR
Commercial paper and short-term credit lines	Controlauto	22 410	(2)	EUR
Commercial paper and short-term credit lines	A-to-Be (PT and USA)	4 968	4 602	EUR
Commercial paper and short-term credit lines	Brisa	17	3	EUR
		152 397	**204 251**	
Bank overdrafts (Note 22)				
Bank overdraft facilities	Brisa	13	13	EUR
Bank overdraft facilities	Via Verde Portugal	2	1	EUR
Bank overdraft facilities	BGI	1	-	EUR
		16	14	
		152 413	**204 265**	

As at 31 December 2019 and 2018, the Group had short-term credit lines and commercial paper issues with guaranteed subscription contracted with the banking system in a total maximum amount of Euros 437 000 thousand and Euros 457 000 thousand, respectively, of which the amounts of Euros 237 300 thousand and Euros 204 600 thousand were placed, respectively. Of the total amount placed as at 31 December 2019, Euros 20 000 thousand relate to commercial paper programmes that benefit from guaranteed subscription for a period in excess of one year, for which reason they were considered as being medium- and long-term.

As at 31 December 2019 and 2018, it had also contracted a line for USD 1 000 thousand of which USD 173 thousand had been placed as at 31 December 2019.

RECONCILIATION OF CASH FLOWS FROM FINANCING ACTIVITIES

In financial years ended 31 December 2019 and 2018, the evolution of the Company's remunerated debt was as follows:

THOUSAND EURO	'19	'18
Opening balance	2 078 189	2 423 025
Payments in respect of loans obtained	(509 085)	(726 585)
Receipts in respect of loans obtained	417 974	392 200
Payments of interest	(43 957)	(65 160)
Expenses borne with loans	49 071	54 709
Closing balance	**1 992 192**	**2 078 189**

28. ACCUMULATED IMPAIRMENT LOSSES

Changes in accumulated impairment losses in financial years ended 31 December 2019 and 2018, are as follows:

THOUSAND EURO — '19

	Opening balance	Currency effect	Increase	Use	Decrease (Note 6)	Change in perimeter	Closing balance
Impairment losses:							
Financial investments:							
Investments in associated companies	459 619	-	-	-	-	-	**459 619**
Other investments (Note 8)	13 843	-	105	-	-	-	**13 948**
Accounts receivable:							
Associated companies (Note 15)	216 900	-	-	-	-	-	**216 900**
Trade and other receivables (Note 20)	25 186	3	1 291	(114)	(207)	(72)	**26 087**
Inventories	103	-	-	-	-	-	**103**
Other current assets (Note 21)	1 200	(14)	25	-	(185)	-	**1 026**
Other	117	(1)	1	-	(8)	-	**109**
	716 968	**(12)**	**1 422**	**(114)**	**(400)**	**(72)**	**717 792**

THOUSAND EURO — '18

	Opening balance	Currency effect	Increase	Use	Decrease (Note 6)	Change in perimeter	Closing balance
Impairment losses:							
Financial investments:							
Investments in associated companies	459 619	-	-	-	-	-	**459 619**
Other investments	13 843	-	-	-	-	-	**13 843**
Accounts receivable:							
Associated companies (Note 15)	216 900	-	-	-	-	-	**216 900**
Trade and other receivables (Note 20)	24 956	4	1 144	(653)	(265)	-	**25 186**
Inventories	103	-	-	-	-	-	**103**
Other current assets (Note 21)	1 735	(140)	-	-	33	(428)	**1 200**
Other	-	(37)	-	-	(274)	428	**117**
	717 156	**(173)**	**1 144**	**(653)**	**(506)**	**-**	**716 851**

The impairment losses are deducted from the corresponding asset value.

In the specific case of goodwill (Note 17), as well as of the rights associated with the concession arrangements, the impairment tests were carried out according to the DCF (Discounted Cash-Flow) valuation method, with cash flow projections having been used for the entire period of the concessions under Project Finance and for periods of 5 years for the remaining businesses of the Group.

For all assessments associated with the impairment tests, the discount rates used reflect the cost of the capital structure invested and the specific risk of each asset, these having been estimated in the interval between 4.2% e 12.3%.

Additionally, in the assessments that do not correspond to road concessions, an increase in perpetuity of between 1% and 2% (nominal) was considered, considering the prospects of creating value in each business beyond the period established for the projections.

29. PROVISIONS

Changes in the provisions and accumulated impairment losses in financial years ended 31 December 2019 and 2018, are as follows:

THOUSAND EURO '19

Captions	Opening balance	Increase	Use	Reversal (Note 6)	Financial update (Note 8)	Change in perimeter	Transfers	Closing balance
Provisions:								
Non-current:								
Pending legal proceedings	1 434	42	-	(87)	-	-	-	1 389
Investments in associated companies (Note 15)	20	1	-	(16)	-	-	-	5
Infrastructure replacement	204 260	25 495	(2 349)	(2 841)	5 279	-	(7 566)	222 278
Other risks and charges	12 961	58 084	(245)	(40)	-	(80)	-	70 680
	218 675	**83 622**	**(2 594)**	**(2 984)**	**5 279**	**(80)**	**(7 566)**	**294 352**
Current:								
Infrastructure replacement	18 735	26 900	(41 810)	-	2 618	-	7 566	14 009
Other risks and charges	4 415	17 722	(2 909)	-	-	-	-	19 228
	23 150	**44 622**	**(44 719)**	**-**	**2 618**	**-**	**7 566**	**33 237**
	241 825	**128 244**	**(47 313)**	**(2 984)**	**7 897**	**(80)**	**-**	**327 589**

THOUSAND EURO '18

Captions	Opening balance	Increase	Use	Reversal (Note 6)	Financial update (Note 8)	Transfers	Closing balance
Provisions:							
Non-current:							
Pending legal proceedings	1 406	73	-	(45)	-	-	1 434
Investments in associated companies (Note 15)	3	17	-	-	-	-	20
Infrastructure replacement	189 333	26 817	(5 916)	(2 119)	4 721	(8 576)	204 260
Other risks and charges	10 698	2 400	(118)	(19)	-	-	12 961
	201 440	**29 307**	**(6 034)**	**(2 183)**	**4 721**	**(8 576)**	**218 675**
Current:							
Infrastructure replacement	17 219	18 169	(25 054)	(1 694)	1 519	8 576	18 735
Other risks and charges	3 801	3 592	(2 978)	-	-	-	4 415
	21 020	**21 761**	**(28 032)**	**(1 694)**	**1 519**	**8 576**	**23 150**
	222 460	**51 068**	**(34 066)**	**(3 877)**	**6 240**	**-**	**241 825**

Provisions for pending legal proceedings are intended to cover liabilities estimated based on information from legal consultants, arising from suits lodged against the Group for motor vehicle claims, losses caused by motorway construction and labour claims. As at 31 December 2019 and 2018, total claims amounted to, approximately, Euros 42 519 thousand and Euros 47 478 thousand, respectively. Provisions set up correspond to the best estimate of the amount of such liabilities.

As at 31 December 2019 and 2018, the provisions for investments in associated companies reflect the share of the negative shareholders' equity, excluding supplementary capital contributions, of associated companies.

Provisions for infrastructure replacement relate to the obligations to replace the worn layer of the flexible road surfaces, slopes, engineering works and road signing and is recognized, at its present value, throughout the period up to the planned date of the intervention. Provisions are subject to a financial update at each reporting date, using the average financing cost rate, and recorded as a financing expense. The reversals recorded relate, essentially, to the reassessment of the estimates of the costs to be incurred and changes in the planned schedule of interventions on the infrastructure.

The provision for other risks and charges, on 31 December 2019 and 2018, included the amounts of Euros 1 631 thousand and Euros 1 742 thousand, respectively, corresponding to the Board of Directors' estimates regarding the potential losses to be incurred by the Company associated with the Douro Litoral Concession, arising from commitments assumed in the scope of the agreements signed with the respective construction consortium Douro Litoral, Construtores ACE ("DLACE").

As at 31 December 2019 and 2018, the provision for other risks and charges also included the amount of Euros 3 168 thousand and Euros 4 415 thousand, respectively, related to a restructuring plan and the amount of Euros 1 959 thousand, in respect of an onerous contract related to the carsharing activity.

As at 31 December 2019, a provision for other risks and charges was constituted, in the amount of Euros 57 300 thousand (Note 9), in respect of the tax process related to the separation of tax payable, following the unfavourable decisions issued by the SAC.

30. OTHER PAYABLES

As at 31 December 2019 and 2018, this caption had the following breakdown:

THOUSAND EURO	'19	'18
Other payables - Non-current liabilities		
Leasing liabilities [a]	14 638	-
Other payables - Current liabilities		
Leasing liabilities [a]	3 038	-
Dividends payable to shareholders	273	295
Other	13 299	12 613
	16 610	**12 908**

a) This caption corresponds to the Group's liabilities related to leases, arising from the application of IFRS 16, which are discounted down by the respective discount rate applied to each agreement.

Rentals not yet due of contracts in force as at 31 December 2019, pursuant to IFRS 16, presented the following maturities:

THOUSAND EURO	'19
2020	3 701
2021	2 549
2022	2 264
2023 and thereafter	10 904
	19 418

31. OTHER NON-CURRENT LIABILITIES

As at 31 December 2019 and 2018 this caption had the following breakdown:

MILHARES DE EUROS	'19	'18
Compensation for operating losses [a]	23 583	25 156
Global Agreement [b]	6 076	6 076
Fair value of derivative financial instruments (Note 33)	1 161	1 755
Retirement benefits (Note 35)	5 839	3 976
Investment payables	35	118
	36 694	**37 081**

a) This caption includes compensation in the amount of Euros 73 670 thousand obtained from the State for the non-collection of tolls of some motorway sub-stretches located in the metropolitan areas of Lisbon and Oporto, net of the amount of Euros 48 514 thousand already recognized as income, of which Euros 1 572 thousand, related to financial year ended 31 December 2019, were recorded in the caption "Other operating income and gains" (Notes 6 and 32).

b) This caption corresponds to the difference between the amount received from the State, under the Global Agreement established with Brisa, related to the Brisa Concession arrangement, and the balances pending settlement and recognized in the financial statements as at the date of said agreement. Pursuant to the contract, said balances are still pending validation by the IGF (tax inspection authority), following which settlement of the amount specified will occur.

32. OTHER CURRENT LIABILITIES

As at 31 December 2019 and 2018 this caption had the following breakdown:

THOUSAND EURO	'19	'18
Fair value of derivative financial instruments (Note 33)	-	224
Accrued expenses:		
Remuneration payable	27 400	23 978
Other	12 481	6 060
	39 881	**30 038**
Accrued income:		
Compensation for operating losses (Note 31)	1 573	1 572
Financial co-payments	346	222
Other	2 286	2 589
	4 205	**4 383**
State and other public entities:		
Value added tax	21 742	19 920
Corporate income tax:		
Tax payable [a]	17 857	16 051
Contributions to Social Security	1 829	1 707
Withholding tax	1 171	1 099
Other	542	-
	43 141	**38 777**
	87 227	**73 422**

a) This amount was returned by the tax authorities following the tax inspection of financial year 2007, but the Company considers same to be due.

33. DERIVATIVE FINANCIAL INSTRUMENTS

The Group has entered a series of derivative financial instruments to minimize the risk of exposure to changes in interest and foreign currency rates.

Such instruments are entered into considering the risks that affect its assets and liabilities, after verifying which market instruments available are the most adequate to hedge such risks.

Such operations, which are subject to the CFO's and/or the Executive Commission's prior approval, are continuously monitored based on various indicators related to these instruments, namely the evolution of their market value and the sensitivity of their projected cash flows and market values to changes in the key variables that affect the structures, in order to assess their financial effects.

These derivative financial instruments are recorded in accordance with the provisions of IFRS 9, being measured at their fair value considering valuations made by financial institutions based on mathematical models, such as option pricing models and discounted cash flow models for unlisted instruments (over-the-counter instruments). These models are based, essentially, on market information.

The derivative financial instruments used by the Group comprise interest rate swaps.

Such instruments are classified as hedging instruments or instruments held for trading, in accordance with the provisions of IFRS 9 (Note 2.15).

Hedge accounting is applied on derivative financial instruments that are efficient in offsetting the changes in the fair value or cash flows of the underlying assets / liabilities. The effectiveness of these operations is checked on a quarterly basis.

Cash flow hedging instruments are derivative financial instruments that hedge interest rate risk. The effective component of the changes in the fair value of the cash flow hedges is recognized in the shareholders' equity caption "Other reserves", while the non-effective component is immediately recorded in the income statement.

Cash flow hedges

As at 31 December 2019 and 2018, the Group had contracted the following interest rate derivative financial instruments:

THOUSAND EURO				'19		'18	
Contracting entity	Operation type	Maturity	Counterparty	Underlying amount	Fair value (Notes 30 & 32)	Underlying amount	Fair value (Notes 30 & 32)
BCR	Floating/Fixed interest rate swap	15-Jun-19	BBVA & BST	-	-	12 794	(224)
BCR	Floating/Fixed interest rate swap	15-Jun-23	Caixa-BI	14 583	(1 161)	18 750	(1 755)
				14 583	**(1 161)**	**31 544**	**(1 979)**

In financial years ended 31 December 2019 and 2018, changes in these derivative financial instruments were recorded in shareholders' equity, net of the tax effect, in the amounts of Euros 545 thousand and Euros 1 204 thousand, respectively.

34. CONTINGENT ASSETS AND LIABILITIES

As at 31 December 2019 and 2018, the set of companies included in the consolidation had liabilities related to the following bank guarantees provided to third parties, as follows:

THOUSAND EURO	'19	'18
AT [a]	63 880	64 129
Portuguese State (Base XX of the concession contract)	62 969	62 387
AEA	-	23 100
ELOS [b]	-	18 226
Bank guarantees provided to courts [c]	54	54
Other guarantees provided to third parties [d]	3 640	2 514
	130 543	**170 410**

a) This amount corresponds to bank guarantees provided in favour of the Tax Authority in the context of the ongoing tax proceedings (Note 9).

b) This amount refers to bank guarantees provided by Brisa, to guarantee compliance with the Capital Subscription and Realization Agreement. The referred amount was regularized during financial year ended 31 December 2019 (Note 16).

c) This amount relates to bank guarantees provided by BCR to various courts in the scope of real estate expropriation processes.

d) This caption includes two guarantees contracted in USD in the amount of USD 793 thousand.

For the companies financed under Project Finance (Brisal, AEDL, AEA, AEBT and AELO), the shareholdings of the shareholders are pledged in favour of the financing entities.

Within the scope of the commitments assumed in respect of companies financed under Project Finance - AEDL, AEBT, AELO and ELOS, Brisa is responsible for any additional costs to be incurred. In respect of AELO, AEBT and ELOS, this responsibility is proportional to the shareholding interest held.

Brisa entered into a Subscription Agreement with SICAR, in which it assumed a total investment commitment of up to Euros 50 000 thousand, of which, as at 31 December 2019 and 2018, Euros 7 876 thousand were realized, in both financial years.

As part of the suspension of the tax enforcement proceedings related to the 2010 tax period, the Company guaranteed the amount of Euros 153 310 thousand through the constitution of a pledge over 24 618 shares of the investee BOM, valued at Euros 191 637 thousand. During financial year ended 31 December 2016, the aforementioned process was partially decided in favour of the Company, and the tax enforcement proceeding was reduced to Euros 28 829 thousand. During financial year ended 31 December 2018, Brisa was notified of the favourable decision to reduce the guarantee provided in the form of a pledge, and the pledge was allowed to be reduced to the amount of Euros 33 479 thousand, corresponding to 8 402 shares of BOM. The Company is taking steps to formalize the reduction of this pledge (Note 9).

Within the scope of the contractual financing ring-fencing of the subsidiary BCR, a number of guarantees were granted in favour of BCR's senior creditors, which include, among others, a pledge of the shares held by BCR SGPS in the share capital of BCR, and well as a pledge of the balances of BCR's bank accounts.

Additionally, as a result of the tax execution proceedings brought against BAE in respect of financial years ended 31 December 2012 and 2011 (Note 9), BCR provided guarantees to the tax authorities on 22 September 2016 and 29 December 2015, respectively, in the amounts Euros 30 948 thousand and Euros 11 941 thousand, respectively, in order to suspend such proceedings.

Following Ordinance 314-B/2010, of 14 June, the Road Authority (formerly SIEV, currently IMT) charged the Company "access fees to the activity of other authorized entities", "electronic transaction fees" and an "annual fee for the exercising of the activity of other entities" in the approximate overall amount of Euros 6 077 thousand. The Company deemed these fees to be illegal and has legally challenged such claims. The Board of Directors, based on the legal opinion of its lawyers, deems it highly unlikely that any outflow of resources concerning these claims will occur, and has therefore not set up any provision for this purpose.

35. PENSION LIABILITIES

Defined benefit plan

Brisa and some of its investees have a supplementary retirement, disability and survivor pension plan in place, through which employees who reach retirement age at the service of the Company and some of its investees and have spent at least ten years with same, as well as those who have spent at least five years with same and are in a disability situation, are entitled to a retirement pension supplementary to the pension guaranteed by Social Security.

The benefit defined in the pension plan corresponds to 7% of the gross remuneration at the date of retirement, plus 0.5% for each year of work after the tenth year. Also, according to the plan in force, the supplementary retirement pension cannot exceed 17% of the amount of the gross remuneration at the date of retirement and the sum of this pension with that attributed by Social Security cannot also exceed the gross base remuneration.

This plan also grants, under certain conditions, in the event of the beneficiary's death, the right to a supplementary survivor pension to the surviving spouse, children or equivalent, which shall correspond to 50% of the supplementary retirement pension that the beneficiary was receiving.

The liabilities arising from the aforementioned scheme were transferred to an autonomous pension fund and are determined on a half-yearly basis based on actuarial studies, prepared by independent experts, with the last one available having been prepared as at 31 December 2019.

The actuarial studies as at 31 December 2019 and for the previous years used the methodology denominated "Projected Unit Credit" and were based on the following actuarial assumptions and technical bases:

	'19	'18	'17	'16
Technical interest rate	1.40%	2.25%	2.25%	2.25%
Fund's annual rate of return	1.40%	2.25%	2.25%	2.25%
Salary's annual growth rate	1.85%	1.85%	1.85%	1.85%
Pension's annual growth rate	0%	0%	0%	0%

The salary's annual growth rate reflects the wage policy moderation adopted by the Group.

As at 31 December 2019, the impact of a 25-bps reduction in the technical interest rate and the fund's annual rate of return used in the actuarial calculation would correspond to an increase in the present value of the projected liabilities of, approximately, Euros 1 303 thousand.

Additionally, the demographic assumptions considered as at 31 December 2019 and in previous years were as follows:

	'19	'18	'17	'16
Mortality tables	TV 88/90	TV 88/90	TV 88/90	TV 88/90
Disability tables	EKV 80	EKV 80	EKV 80	EKV 80

01 02 03 04 05

According to the aforementioned actuarial studies, the costs with the supplementary retirement pensions in financial years ended 31 December 2019 and earlier were as follows:

THOUSAND EURO	'19	'18	'17	'16
Current services' cost	1 003	954	884	747
Financing cost	450	429	400	491
Remeasurements	1 850	429	(36)	1 923
Fund's return	(384)	(405)	(397)	(575)
	2 919	**1 798**	**851**	**2 586**

Remeasurements are recorded as income and expenses recognized directly in equity.

As previously referred, the responsibility for the payment of the social benefits mentioned above was transferred to an autonomous pension fund, to which the Company makes contributions when necessary, aimed at covering said responsibility.

As at 31 December 2019 and in the previous years, the difference between the present value of the liabilities and the market value of the fund's assets was as follows:

THOUSAND EURO	'19	'18	'17	'16
Present value of the projected liabilities	23 271	19 144	18 249	17 029
Market value of the fund	(18 430)	(17 222)	(18 125)	(17 756)
	4 841	**1 922**	**124**	**(727)**

The difference between the market value of the fund's assets and the present value of the liabilities is recorded as a non-current asset or non-current liability (Notes 19 and 31).

The fund's assets and rate of return as at 31 December 2019 and 2018, are as follows:

THOUSAND EURO	Rate of return		Fair value of assets	
	'19	'18	'19	'18
Shares and other equity instruments				
European shares	7.13%	-13.3%	4 658	3 661
International shares excluding Europe	N/A	N/A	-	243
Bonds and other debt instruments	2.16%	0.1%	11 061	9 707
Real Estate and Hedge Funds	0.18%	0.1%	1 611	1 650
Liquidity	0.01%	1.4%	1 100	1 961
			18 430	**17 222**

Defined contribution plan

The directors and managers have the benefit of a defined contribution retirement pension supplement, with the Company having assumed the commitment to deliver to an insurance company 10% of the respective annual base remuneration. In financial years ended 31 December 2019 and 2018, the premiums recorded in "Personnel costs" amounted to Euros 372 thousand and Euros 378 thousand, respectively.

36. FINANCIAL RISK MANAGEMENT

General principles

As with most corporate groups, the Brisa Group is exposed to different financial risks stemming from its activity. Of note are: the liquidity, refinancing and interest rate risks arising from the financial debt of some subsidiaries and the counterparty risk to which the Brisa Group's companies are exposed as a result of the contracting of hedging operations and the realization of short-term investments with surplus cash.

Brisa's Financial Department ensures the centralized management of financing operations, the application of surplus cash, foreign exchange transactions as well as the management of the Group's counterparty risk, subject to compliance with any restrictions that may arise from the specific financial structure of each company. In addition, it is responsible for identifying, quantifying and proposing and implementing measures to manage / mitigate the financial risks to which the Group is exposed.

All financial risk management operations, namely those involving the use of derivative financial instruments, are subject to the prior approval of the CFO or the Executive Commission.

A detailed description of the Group's main financial risks and measures implemented to manage these is presented below (additional considerations concerning the Group's risk management policy can be found in the Management Report).

Interest rate risk

The objective of interest rate risk management is to minimize the cost of debt by keeping the volatility of financing costs at a low level. At the end of 2019, approximately 64% of the loans had fixed interest rates, which ensures that financing costs have a low sensitivity to increases in interest rates. The remaining 36% of the loans is subject to floating interest rates, which enabled the Group to benefit, throughout financial year 2019, from the historically low level of short-term interest rates.

If market interest rates in financial years ended 31 December 2019 and 2018 were 1% higher, the financing costs for the financial years would have increased by approximately Euros 7 100 thousand, in both financial years.

The interest rate hedging derivatives held by BCR at the end of 2019 and 2018 correspond to part of the derivatives portfolio previously entered into by Brisa Auto-Estradas, transferred to BCR on 22 December 2010, following the financial close of Brisa Group's reorganization, together with the underlying hedged loans. Since some of the characteristics of the hedged loans were altered due to the transfer process from BAE to BCR, the terms of the associated swaps were also changed in order to re-establish the correspondence with the characteristics of the hedged loan.

Exchange rate risk

Brisa's exposure to exchange rate risk results, essentially, from the investment in BUS and in A-to-Be USA (both in the United States of America).

As at 31 December 2019 and 2018, the following exchange rates were used to convert to Euros the assets and liabilities stated in foreign currency:

	'19	'18
Brazilian Real	4.5157	4.4440
US Dollar	1.1234	1.1450

As at 31 December 2019 and 2018, the following exchange rates were used to convert to Euros the expenses and income stated in foreign currency:

	'19	'18
Brazilian Real (BRL)	4,4134	4,3099
US Dollars (USD)	1,1195	1,1810

As at 31 December 2019 and 2018, the monetary assets and liabilities denominated in foreign currency and converted into Euros, are as follows:

	Assets		Liabilities	
	'19	'18	'19	'18
US Dollars (USD)	7 219	7 374	3 421	6 504
Brazilian Real (BRL)	253	513	162	10
	7 472	7 887	3 583	6 514

In addition, as at 31 December 2019 and 2018, the non-monetary assets and liabilities denominated in foreign currency and converted into Euros, are as follows:

	Assets		Liabilities	
	'19	'18	'19	'18
Brazilian Real (BRL)	791	223	150	-

Foreign exchange risk management is based on the permanent quantification and monitoring of relevant financial and accounting exposures. The financial exposure consists of the market value of the shares and dividends receivable by Brisa Internacional and the accounting exposure results from the carrying amount of the shares and their contribution to the Group's consolidated results.

The following table shows the impacts on results and reserves that would result from an 10% appreciation of the US Dollar and the Brazilian Real as a result of the exposure on 31 December 2019 and 2018 in terms of the assets and liabilities indicated above. The impact of an eventual depreciation would be symmetrical to that of an appreciation.

	USD		BRL	
	'19	'18	'19	'18
Results	(207)	774	(14)	24
Reserves	467	830	11	27
	260	1 604	(3)	51

In the opinion of the Board of Directors, the sensitivity analysis set out above, based on the position on the dates indicated, may not be representative of the exposure to the exchange rate risk to which the Company is subject during the year.

Credit risk

Credit risk relates to the balances of trade and other accounts receivable, from the moment such credit is recognized. Although limited, due to the nature of the main activity carried out (roadway concessions), this risk is monitored on a regular basis with the objective of:

- monitoring the evolution of the level of balances receivable;
- reviewing the recoverability of amounts receivable on a regular basis.

The change in impairment losses of accounts receivable is disclosed in Note 28.

The Board of Directors deems that the estimated impairment losses of accounts receivable as at 31 December 2019 are adequately provided for in the consolidated financial statements.

Accounts receivable as at 31 December 2019 and 2018, include the following overdue balances, for which the Board of Directors has not recognized impairment losses as it believes same will be collected:

	'19	'18
Overdue balances:		
Up to 90 days	3 903	6 302
From 90 to 180 days	4 376	590
From 180 to 360 days	907	589
More than 360 days	1 523	1 659
	10 709	9 140

The quality of the Company's credit risk and liquidity, as at 31 December 2019 and 2018, as regards financial assets (cash and cash equivalents) which counterparties are financial institutions, is as follows:

THOUSAND EURO	'19	'18
A +	228 569	123 407
A	1	119 280
A -	2 025	1 081
BBB +	2 557	19 983
BBB	31 351	20 989
BBB -	9 439	-
BB +	50	11 691
BB	19 345	26 574
BB -	-	13
CCC	9 275	12 945
Unrated	1 771	146
Bank deposits	304 383	336 109
Cash	2 448	2 283
	306 831	338 392

Counterparty risk

The investment of cash surpluses and most operations involving derivative financial instruments expose the Group to the risk of non-compliance by the counterparties in these operations. In order to mitigate this risk, the Company controls, on a permanent basis, the level of exposure to each entity and credit limits have been defined for the counterparties, in function of their respective rating levels, among other factors.

It should also be noted that, in BCR's particular case, the financial risk hedging policy established limits treasury and hedging transactions to counterparties that meet strict rating criteria (Qualifying Banks) or are holders of guarantees from an entity that meets said criteria.

Liquidity risk

The financing and liquidity risk management policies are based on the following objectives:

- Ensure that debt maturity is spread over time;
- Maintain the short-term debt under 15% of the total debt;
- Continue to extend the average maturity of debt to make it more consistent with the long-term assets held by the Group.

In compliance with these objectives, Brisa closely monitors the funding markets, carefully selecting the most efficient alternatives at any moment.

The management of liquidity risk is particularly relevant in terms of the new road concession projects in which Brisa has participated in recent years, for which project finance operations were contracted, usually with very long terms and amortization plans spread over time in order to coincide with the cash-flow release projections of the respective concessions.

BCR, as a result of the corporate reorganization process that culminated, at the end of 2010, with the transfer of the Brisa Concession and all the rights, obligations, assets, liabilities and contractual positions allocated to the Brisa Concession to this company, became the Group Company that holds the largest proportion of the Group's debt (approximately Euros 1 965 000 thousand at the end of 2019). Additionally, it is a Company with a dynamic financial structure where the management of liquidity and refinancing risks is particularly relevant.

The setting up, at the end of 2010, of an innovative financial and contractual structure, common to all senior creditors, provided an effective ring-fencing of BCR, reducing the financier's exposure to this Company alone. The limitation of the Company's financial risk provided by this contractual structure, combined with the low operational risk that results from the nature of BCR's activity, led to strong ratings at the time (A-Stable by Fitch and Baa1 Stable by Moody's), placing the Company among the highest rated national companies. These ratings were affected by the sharp cut in Portugal's rating, particularly during 2011, when Moody's reduced BCR's rating to sub-investment grade level. Since 2014, and on the back of the recognition by the rating agencies of the strong operational and financial performance over the years, BCR's ratings were revised upwards several times, up to the levels currently attributed: Baa2 with "Positive" Outlook by Moody's and A- with "Stable" Outlook by Fitch. Already in April 2020, following an assessment of the potential effects of the COVID-19 pandemic, Fitch and Moody's maintained BCR's long-term ratings, with Moody's merely revising the Outlook from "Positive" to "Stable". It should be referred that during 2019 both agencies confirmed the maintenance of these ratings, with the only change occurring in the Outlook attributed by Moody's, which changed from "Stable" to the current "Positive" on 13 August. It is worth noting that the ratings currently attributed to BCR not only represent a return to the rating levels assigned in 2010 (as is the case of Fitch's rating) but are also higher than the ratings attributed to the Portuguese Republic. This fact attests BCR's financial strength and the creditors' protection ensured by the Company's financial and contractual structure.

The financial and contractual structure referred to above includes a set of covenants, which provide added protection to its creditors. On the other hand, BCR's capacity to contract loans and to use funds obtained through new loans is limited by various factors, one of which concerns the maintenance of a minimum rating of, at least, Baa3/BBB-, situation which the Company is compliant with as at 31 December 2019.

There are also four covenants that also stand out due to their scope, in the form of financial ratios (namely Net Senior Debt / EBITDA, Historic ICR, Forward Looking ICR and CLCR), for which two thresholds are defined - one in the form of a trigger event and the other in the form of a default event – the non-compliance with which imply different consequences. As at 31 December 2019, these ratios were all within the stipulated levels, with the Net Senior Debt / EBITDA ratio evolving positively from 3.84x at the end of 2018 to 3.36x at the end of 2019, i.e. below the 5.50x maximum level defined for the respective trigger event level, and the Historic ICR ratio also increasing significantly, from 5.59x at the end of 2018 to 8.95x at the end of 2019, remaining well above the minimum level of 2.25x defined for the respective trigger event level.

BCR has a Euro Medium Term Notes Programme (EMTN) totalling Euros 3 000 000 thousand, of which Euros 1 420 000 thousand were being used as at 31 December 2019.

In order to ensure its financial flexibility, at the end of 2019, BCR had contracted with the banking sector, considering short-term credit lines and commercial paper programmes with guaranteed subscription, a total amount of Euros 400 000 thousand.

The existence of reserve accounts to ensure compliance with the debt service and investment obligations also contribute to the mitigation of financing risk.

The maturity of the cash flows associated with the financial liabilities as at 31 December 2019 and 2018, was as follows:

THOUSAND EURO — '19

	Up to 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
Loans	171 459	343 985	163 985	1 321 883	2 001 312
Derivative financial i nstruments	-	-	1 161	-	1 161
Trade payables	23 023	-	-	-	23 023
Investment payables	14 759	35	-	-	14 794
Other payables	14 638	2 549	2 264	10 904	30 355
Other liabilities	80 673	-	-	10 052	90 725
	304 552	**346 569**	**167 410**	**1 342 839**	**2 161 370**

THOUSAND EURO — '18

	Up to 1 year	1 to 2 years	2 to 3 years	More than 3 years	Total
Loans	213 338	156 303	379 544	1 617 475	2 366 660
Derivative financial instruments	224	-	-	1 755	1 979
Trade payables	22 604	-	-	-	22 604
Other payables	20 279	84	34	-	20 397
Other liabilities	81 724	-	-	10 052	91 776
	338 169	**156 387**	**379 578**	**1 629 282**	**2 503 416**

Project Finance

The Brisa Group has a policy of competing for new road infrastructure concessions, both domestic and international, integrated in consortia.

Project finance has been the financing structure used in these projects, enabling the operational, financial and legal segregation of each project. The incorporation of companies with their own financing structures without recourse to Brisa's cash flows or assets (in addition to the capital commitments which amount is known from the start) for these projects, allows Brisa to limit and quantify the risk assumed in investing in new concessions. In addition, Brisa participates in these projects on a partnership basis, almost always holding minority interests, thereby also mitigating its exposure to each project.

For each project, a company is incorporated with its own financing structure and without recourse, by creditors, to Brisa's cash flows or assets (in addition to the normal stand-by equity guarantees given under these projects and which amounts are known from the start). Thus, the risk assumed by Brisa is limited to the amount of equity allocated to the project and the above-mentioned guarantees.

Financial assets and liabilities under IFRS 9

In its day-to-day operations the Group is exposed to financial risks, particularly interest rate risk, which may affect its shareholders' equity and results.

Financial risk is, precisely, the probability of obtaining different than expected results, whether positive or negative, altering the Group's net worth in a materially relevant and unexpected way.

The management of the risks referred to above - derived, to a large extent, from the unpredictability of financial markets - requires the stringent application of a set of rules and methodologies approved by the Board of Directors, the ultimate purpose of which is to minimize their potential negative impact on the Group's performance.

With this objective in mind, risk management is guided by two major concerns:

- Reduce, whenever possible, fluctuations in results and cash flows subject to risk situations;
- Limit deviations from projected results, by means of a strict financial planning, based on plurennial budgets.

All financial assets and liabilities of the Group are measured at amortized cost, except for derivative financial instruments, which are measured at fair value.

Fair value estimate – assets and liabilities measured at fair value

The table below presents the Company's assets and liabilities measured at fair value as at 31 December 2019 and 2018, in accordance with the following fair value levels:

- Level 1: the fair value of financial instruments is based on prices ruling on active, liquid markets as at the statement of financial position date;
- Level 2: the fair value of financial instruments is not determined based on active market prices but according to valuation models;
- Level 3: the fair value of financial instruments is not determined based on active market prices but according to valuation models, the main inputs of which are not observable on the market.

THOUSAND EURO — '19

Category	Item	Level 1	Level 2	Level 3
Financial liabilities at fair value	Derivative financial instruments (Note 30)	-	1 161	-

THOUSAND EURO — '18

Category	Item	Level 1	Level 2	Level 3
Financial liabilities at fair value	Derivative financial instruments (Note 30)	-	1 979	-

In relation to bank loans, which, as evidenced in Note 27, are mostly subject to a floating interest rate, it is deemed that their carrying amount (amortized cost) does not differ significantly from their corresponding market value.

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37. RELATED PARTIES

The main transactions between the Group and its related parties are detailed below. The terms and conditions practiced between Brisa and these related parties are substantially identical to those that would normally be contracted, accepted and practiced between independent entities in comparable operations.

As at 31 December 2019 and 2018, the main balances receivable and payable from / to other related parties, were as follows:

THOUSAND EURO	Trade and other receivables (Note 20)		Trade payables		Other payables	
	'19	'18	'19	'18	'19	'18
AELO	753	734	10	10	1 482	-
ELOS	1 209	1 209	-	-	-	-
Efacec Group	3	6	-	-	5	5
José de Mello Group	11	-	885	885	-	548
José de Mello Saúde Group	-	-	24	34	2	2
SICIT	9	-	-	-	-	-
	1 985	**1 949**	**899**	**929**	**1 489**	**555**

Additionally, the transactions carried out with other related entities in financial years ended 31 December 2019 and 2018, were as follows:

THOUSAND EURO	Tangible fixed assets	Intangible assets	External supplies and services		Services rendered		Other operating income and gains	
	'18	'19	'19	'18	'19	'18	'19	'18
AELO	-	-	-	-	5 306	5 328	45	45
José de Mello Group	-	56	1 076	1 119	-	-	-	-
José de Mello Saúde Group	-	-	195	179	105	87	-	-
Efacec Group	19	-	(8)	1	2	3	-	-
TIICINVEST, Unipessoal, Lda.	-	-	-	-	1	-	-	-
	19	**56**	**1 263**	**1 299**	**5 414**	**5 418**	**45**	**45**

In financial years ended 31 December 2019 and 2018, the gross remunerations of the members of Group's corporate bodies were as follows:

THOUSAND EURO	'19	'18
Executive directors:		
Fixed remuneration	1 813	1 825
Variable remuneration	1 978	1 916
Defined benefits	285	272
Non-executive directors:		
Fixed remuneration	504	536
Supervisory Board	216	216
	4 796	**4 765**

In financial years ended 31 December 2019 and 2018, the gross remunerations of the Group's key management personnel were as follows:

THOUSAND EURO	'19	'18
Key management personnel:		
Fixed remuneration	3 690	3 522
Variable Remuneration	1 320	1 432
Defined contributions	145	95
	5 155	**5 049**

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38. SUBSEQUENT EVENTS

During the financial year 2020, a global pandemic called COVID-19 was declared by the World Health Organization (WHO). The COVID-19 pandemic will have a significant impact on the company's activity to an extent that is not yet quantifiable. However, it is estimated that the impact, even if it is material, will not put at risk the continuity of operations, as well as the fulfilment of the financial obligations.

39. APPROVAL OF THE FINANCIAL STATEMENTS

The consolidated financial statements for financial year ended 31 December 2019 were approved by the Board of Directors and authorized for publishing on 15 April 2020. However, they are still subject to the approval of the General Shareholders' Meeting, under the terms of the commercial law in force in Portugal.

40. STATUTORY AUDITOR'S FEES

In financial years ended 31 December 2019 and 2018, the Statutory Auditor's fees amounted to Euros 30 thousand, in both cases.

São Domingos de Rana, 15 April 2020

The Certified Accountant no. 62018

João Rodrigues

THE BOARD OF DIRECTORS

- Vasco Maria Guimarães José de Mello
- João Pedro Stilwell Rocha e Melo
- João Pedro Ribeiro de Azevedo Coutinho
- António José Lopes Nunes de Sousa
- Daniel Alexandre Miguel Amaral
- Rui Alexandre Pires Diniz
- Michael Gregory Allen
- Luís Eduardo Brito Freixial de Goes
- Graham Peter Wilson Marr
- Stuart David Gray

06. CERTIFICATIONS

Report and Opinion of the Audit Board on accounts of the year of 2019

1. In accordance with legal and statutory provisions, the Audit Board issues this Report and Opinion on the Integrated Annual Report and other individual and consolidated accounting documents of Brisa - Auto-Estradas de Portugal, S.A., that have been presented by its Board of Directors for the 2019 financial year.

2. Over the year under review the Audit Board followed the management and evolution of the Company's businesses, having held regular meetings with the CFO, the Corporate Secretary and the Chartered Acountant, entities with whom this Board kept a close collaboration. It was also present at the meeting of the Board of Directors that approved the Integrated Annual Report and had access to the minutes of the meetings of this governing body and to all financial and management accounting documents, either from BRISA as from its affiliates, in the course of its activities the Audit Board did not identified or came to its knowledge any situation violating legal and statutory rules.

3. With the periodicity considered adequate, the Audit Board performed its duties as laid down in Article 420 of the Companies Code; namely, it assessed the accounting principles and valuation criteria used in the preparation of the financial information, which it deemed adequate and followed the implementation of the risk management system, the development of internal audit actions and the efficiency of the internal control system.

4. The Audit Board considers that the Board of Directors' Integrated Annual Report and the individuak and consolidated financial statements for the year ended as of 31 December 2019 (statement of financial position, statement of profit and loss and other comprehensive income, statement of changes in equity, cash flow statements, and the notes to the financial statements) provide an adequate view of the Company's equity at the end of the financial year and provide a clear understanding of how profit and losses originated and how the business evolved. The financial information referred hereinabove is sustained by adequate accounting records and documents and was adequately prepared.

5. The Audit Board assessed the legal certification of the individual and consolidated financial statements issued by the Chartered Accountant under the terms of the law, which deserved its agreement; it analyzed the annual audit report issued by the and followed the development of the audit work, which in its opinion, was carried out with full Independence.

6. The Audit Board followed and assessed the activity developed by the External Auditor and makes a positive judgement on the way as such activities were performed as well as its report and considers adequate both the adopted methodology and the means used and was informed on the main conclusions of the performed works that were discussed and that globally correspond its own perception on those matters.

7. On what regards the statement on the pandemic situation emerged from the dissemination of the COVID19 virus the Audit Board considers that are sufficient and adequate the references made in the report of the Board of Directors and in paragraph 38 – Subsequent Events of the annex to the financial statements

8. The Audit Board expresses its appreciation for the collaboration received from the Board of Directors, the Chartered Accountant, the External Auditor and the Services in general.

OPINION

In view of the foregoing, the Audit Board is of the opinion that the conditions are met for the General Meeting of Brisa - Auto-Estradas de Portugal, SA, to approve:

a) The Integrated Annual Report and other individual and consolidated accounting documents for the 2019 financial year;

b) The Proposal for the Allocation of Net Income presented by the Board of Directors in the Integrated Annual Report.

Audit Board's Statement

The members of the Audit Board hereby warrant that, as far as they are aware, the information contained in the Integrated Annual Report, Balance Sheet and Income individual and consolidated Statements relating to 2019 was drawn up in compliance with the applicable accounting standards and regulations, and that it gives a true and fair view of the Company and its affiliates' assets and liabilities, their financial situation and results and faithfully describes the development of its businesses, the performance and situation of the Company and the main risks and uncertainties that it faces.

São Domingos de Rana, 15 de April de 2020

THE AUDIT BOARD

Francisco Xavier Alves (Presidente)

Tirso Olazábal Cavero (Vogal)

Joaquim Patrício da Silva (Vogal)

ALVES DA CUNHA, A. DIAS & ASSOCIADOS
SOCIEDADE DE REVISORES OFICIAIS DE CONTAS, Lda.

LEGAL CERTIFICATION OF THE ACCOUNTS

REPORT ON THE AUDIT OF THE INDIVIDUAL AND CONSOLIDATED FINANCIAL STATEMENTS

Opinion

We have audited the attached individual financial statements of Brisa Auto-Estradas de Portugal, S.A., (the Entity) and the attached consolidated financial statements of the Brisa Group, composed of the Entity and its subsidiaries (the Group), which comprise the individual and consolidated statements of financial position as of 31 December 2019 (showing a total of Euro 555,706 thousand for the Entity and Euro 2,938,264 thousand for the Group, and a total equity of Euro 329,257 thousand for the Entity and Euro 411,014 thousand for the Group, including a net profit of Euro 151,955 thousand for the Entity and Euro 216,417 thousand for the Group), the individual statement of profit and loss and other comprehensive income, the consolidated statement of profit and loss and other comprehensive income, the statements of changes in individual and consolidated equity and the individual and consolidated cash flow statements for the year ended as of that date, which include a summary of the relevant accounting policies.

In our opinion, the above mentioned individual and consolidated financial statements attached hereto present, in a true and appropriate manner, in all materially relevant respects, the individual and consolidated financial position of Brisa Auto-Estradas de Portugal, S.A. as of 31/12/2019 and its financial performance and the individual and consolidated cash flows relating to the year ended as of the said date, in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union.

Bases of the opinion

Our audit was conducted in accordance with the International Standards on Auditing (ISA) and the technical and ethical standards of the Certified Auditors Association (Ordem dos Revisores Oficiais de Contas). Our responsibilities as provided in the said standards are described in section "Auditor's responsibilities for the audit of the individual and consolidated financial statements" herein below. We are independent from the entities which compose the Group, under the terms of the law, and comply with relevant ethical requirements under the terms of the Code of Ethics of the Certified Auditors Association.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the management body and the supervisory body for the individual and consolidated financial statements

The management body is responsible for:

- preparation of individual and consolidated financial statements which give a true and appropriate view of the financial position of the Entity and the Group, their individual and consolidated performance and individual and consolidated cash flows, in accordance with the International Financial Reporting Standards (IFRS), as adopted in the European Union;

- preparation of a management report according to legal and regulatory terms;

-establishment and maintenance of an appropriate internal control system to enable the preparation of financial statements exempt from material distortion due to fraud or error;

- adoption of appropriate policies and accounting criteria in the circumstances; and

- disclosing any relevant fact that may have affected the operations, financial position or results of the Entity and the Group; and

- the evaluation of the capacity of the Entity's and the Group's ability to remain in continuity, disclosing, where applicable, matters that may raise significant doubts about the continuity of the activities.

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The supervisory body is responsible for the supervision of the process of preparation and disclosure of the financial information of the Entity and the Group.

Auditor's responsibility for the audit of the individual and consolidated financial statements

Our responsibility is to obtain reasonable assurance about whether the individual and consolidated financial statements taken as a whole are free of material misstatement, whether caused by fraud or error, and issue a report expressing our opinion. Reasonable assurance is a high level of assurance; however, it is not a guarantee that an audit conducted according to ISAs will always detect a material misstatement if it exists. Misstatements may originate from fraud or error and they are considered material if individually or jointly, they could influence the economic decisions of users of the financial statements.

As part of an audit conducted according to ISAs, we make professional judgements and maintain professional scepticism during the audit and:

- we identify and assess the risks of material misstatement of the individual and consolidated financial statements due to fraud or error, we design and perform audit procedures which respond to such risks, and we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than not detecting one resulting from error, as fraud may involve collusion, forgery, deliberate failure to record transactions, or intentional misrepresentations or overriding of internal control procedures;

- we obtain an understanding of the relevant internal control for the audit with the purpose of designing audit procedures that are appropriate in the circumstances, but not to express an opinion on the efficacy of the internal control of the Entity and the Group;

- we assess the adequacy of the accounting policies used and the reasonability of accounting estimates and respective disclosures made by the management body;

- we conclude as to the appropriate use by the management body of the going concern assumption and, based on the audit evidence obtained, whether any material uncertainty exists relating to events or conditions that may cast significant doubt upon the ability of the Entity and the Group to continue as a going concern. If we conclude that a material uncertainty exists, we must draw attention in our report to related disclosures included in the financial statements or, if such disclosures are not appropriate, we must change our opinion. Our conclusions are based on audit evidence obtained until the date of our report. However, future events or conditions may cause the Entity or the Group to cease to continue as going concern;

- we assess the presentation, structure and overall contents of the individual and consolidated financial statements, and whether such financial statements reflect the underlying transactions and events in order to achieve a fair presentation;

- we obtain sufficient and adequate audit evidence relating to the financial information of the entities or activities within the Group in order to express an opinion on the individual and consolidated financial statements. We are responsible for the guidance, supervision and performance of the Group's audit and we are ultimately responsible for our audit opinion;

- we communicate with those charged with governance, among other subjects, the scope and schedule of the audit, the audit's relevant conclusions, including any relevant internal control deficiency identified during the audit.

Our responsibility also comprises the verification that the information contained in the management report is consistent with the individual and consolidated financial statements.

REPORTING ON OTHER LEGAL AND REGULATORY REQUIREMENTS

On the management report

In compliance with provisions in article 451, no. 3, sub-paragraph e) of the Companies Code, it is our opinion that the management report was prepared according to the relevant legal and regulatory requirements in force, and that the information contained therein is consistent with the individual and consolidated financial statements audited, and taking into account our knowledge and assessment of the Group, we did not identify material misstatements.

Lisbon, 15 April 2020

Alves da Cunha, A. Dias & Associados, SROC, Lda
Represented by José Duarte Assunção Dias ROC nº 513.

pwc

Auditors' Report

(Free translation from the original in Portuguese)

Report on the audit of the financial statements

Opinion

We have audited the accompanying financial statements of Brisa – Auto-Estradas de Portugal, S.A. (the Entity), which comprise the statement of financial position as at December 31, 2019 (which shows total assets of Euro 555,706 thousand and total shareholders' equity of Euro 329,257 thousand including a net profit of Euro 151,955), the statement of profit and loss and other comprehensive income, the statement of changes in shareholders' equity and the statement of cash flows for the year then ended, and the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly in all material respects, the financial position of Brisa – Auto-Estradas de Portugal, S.A. as at December 31, 2019, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS), as adopted by the European Union.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and other technical and ethical standards and recommendations issued by the Institute of Statutory Auditors. Our responsibilities under those standards are described in the "Auditor's responsibilities for the audit of the financial statements" section below. In accordance with the law we are independent of the Entity and we have fulfilled our other ethical responsibilities in accordance with the ethics code of the Institute of Statutory Auditors.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of management and supervisory board for the financial statements

Management is responsible for:

a) the preparation of the financial statements, which present fairly the financial position, the financial performance and the cash flows of the Entity in accordance with International Financial Reporting Standards (IFRS), as adopted by the European Union;

b) the preparation of the Directors' Report in accordance with the applicable law and regulations;

c) the creation and maintenance of an appropriate system of internal control to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;

d) the adoption of appropriate accounting policies and criteria; and

e) the assessment of the Entity's ability to continue as a going concern, disclosing, as applicable, events or conditions that may cast significant doubt on the Entity's ability to continue its activities.

The supervisory board is responsible for overseeing the process of preparation and disclosure process of the Entity's financial information.

Auditor's responsibilities for the audit of the financial statements

Our responsibility is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

a) identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

b) obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;

c) evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;

d) conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern;

e) evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and

f) communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibility also includes verifying that the information included in the Directors' report is consistent with the financial statements.

Report on other legal and regulatory requirements

Director's report

In our opinion the Director's report has been prepared in accordance with applicable requirements of the law and regulation, that the information included in the Directors' report is consistent with the audited financial statements and, taking into account the knowledge and assessment about the Entity, no material misstatements were identified.

April 15, 2020

PricewaterhouseCoopers & Associados
- Sociedade de Revisores Oficiais de Contas, Lda.
represented by:

Rui Jorge dos Anjos Duarte, R.O.C.

PricewaterhouseCoopers & Associados – Sociedade de Revisores Oficiais de Contas, Lda.
Sede: Palácio Sottomayor, Rua Sousa Martins, 1 - 3º, 1069-316 Lisboa, Portugal
Receção: Palácio Sottomayor, Avenida Fontes Pereira de Melo, nº16, 1050-121 Lisboa, Portugal
Tel: +351 213 599 000, Fax: +351 213 599 999, www.pwc.pt
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Auditors' Report

(Free translation from the original in Portuguese)

Report on the audit of the consolidated financial statements

Opinion

We have audited the accompanying consolidated financial statements of Brisa – Auto-Estradas de Portugal, S.A. (the Group), which comprise the statement of consolidated financial position as at December 31, 2019 (which shows total assets of Euro 2,938,264 thousand and total shareholders' equity of Euro 411,014 thousand including a net profit of Euro 151,955 thousand), the consolidated income statement, the consolidated statement of other comprehensive income, the consolidated statement of changes in shareholders' equity and the consolidated cash flow statement for the year then ended, and the notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly in all material respects, the consolidated financial position of Brisa – Auto-Estradas de Portugal, S.A. as at December 31, 2019, and their consolidated financial performance and their consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS), as adopted by the European Union.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and other technical and ethical standards and recommendations issued by the Institute of Statutory Auditors. Our responsibilities under those standards are described in the "Auditor's responsibilities for the audit of the consolidated financial statements" section below. In accordance with the law we are independent of the entities that are included in the Group and we have fulfilled our other ethical responsibilities in accordance with the ethics code of the Institute of Statutory Auditors.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of management and supervisory board for the consolidated financial statements

Management is responsible for:

a) the preparation of the consolidated financial statements, which present fairly the financial position, the financial performance and the cash flows of the Group in accordance with International Financial Reporting Standards (IFRS), as adopted by the European Union;

b) the preparation of the Directors' Report in accordance with the applicable law and regulations;

c) the creation and maintenance of an appropriate system of internal control to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;

d) the adoption of appropriate accounting policies and criteria;

e) the assessment of the Group's ability to continue as a going concern, disclosing, as applicable, events or conditions that may cast significant doubt on the Group's ability to continue its activities.

The supervisory board is responsible for overseeing the process of preparation and disclosure of the Group's financial information.

Auditor's responsibilities for the audit of the consolidated financial statements

Our responsibility is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

a) identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

b) obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control;

c) evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;

d) conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are

based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern;

e) evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation;

f) obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion;

g) communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit;

Our responsibility also includes verifying that the information included in the Directors' report is consistent with the consolidated financial statements.

Report on other legal and regulatory requirements

Director's report

In our opinion the Director's report has been prepared in accordance with applicable requirements of the law and regulation, that the information included in the Directors' report is consistent with the audited consolidated financial statements and, taking into account the knowledge and assessment about the Group, no material misstatements were identified.

April 15, 2020

PricewaterhouseCoopers & Associados
- Sociedade de Revisores Oficiais de Contas, Lda.
represented by:

Rui Jorge dos Anjos Duarte, R.O.C.

Independent Assurance Report

(Free translation from the original in Portuguese)

To the Board of Directors

Introduction

We were engaged by the Board of Directors of Brisa Auto-Estradas de Portugal, S.A. ("Brisa" or "Company") to perform a reasonable assurance engagement on the indicators identified below in the section "Responsibilities of the auditor" and a limited assurance engagement on the indicators also mentioned in that section, which integrates the sustainability information included in the Integrated Report 2019, for the year ended in December 31, 2019, prepared by the Company for the purpose of communicating its annual sustainability performance.

Responsibilities of the Board of Directors

It is the responsibility of the Board of Directors to prepare the sustainability information identified below in the section "Responsibilities of the auditor", included in the Integrated Report 2019, in accordance with the sustainability reporting guidelines "Global Reporting Initiative", GRI Standards version, the AA1000AP Standard (2018) issued by Accountability, regarding the principles of inclusivity, materiality, responsiveness and impact, and with the instructions and criteria disclosed in the Integrated Report 2019, as well as for the maintenance of an appropriate internal control system that enables the adequately preparation of the mentioned information.

Responsibilities of the auditor

Our responsibility is to issue an assurance report, which is professional and independent, based on the procedures performed and specified in the paragraph below.

Our work was conducted in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) "Assurance engagements other than audits or reviews of historical financial information", issued by the International Auditing and Assurance Standards Board of the International Federation of Accountants and we have fulfilled other technical standards and recommendations issued by the Institute of Statutory Auditors. This standard requires that we plan and perform the assurance engagement to obtain:

a) reasonable assurance on whether the sustainability information identified in the Annex "GRI Index" of Integrated Report 2019, for the year ended in December 31, 2019, as "External Assurance – Reasonable", comprising the GRI Standards indicators relative to organizational profile (102-8), stakeholders engagement (102-41), economic performance (201-1), market presence (202-1), procurement practices (204-1), anti-corruption (205-2), anti-competitive behaviour (206-1), energy (302-1, 302-3, 302-4 and 302-5), water (303-1), biodiversity (304-1, 304-2, 304-3 and 304-4), emissions (305-1, 305-2 and 305-4), environmental compliance (307-1), employment (401-1), occupational health and safety (403-2), training and education (404-1), diversity and equal opportunity (405-1, 405-2); and

b) limited assurance on whether the remaining sustainability information identified in the Annex "GRI Index" of Integrated Report 2019, for the year ended in December 31, 2019, as "External Assurance – Limited",

is free from material misstatement.

Our limited assurance engagement also consisted in carrying out procedures with the objective of obtaining a limited level of assurance as to whether the Company applied, in the sustainability information included in the Integrated Report 2019, the GRI Standards guidelines, for the option "In accordance – Core", and the principles defined in the AA1000AP Standard (2018).

For this purpose the above mentioned work included:

(i) Inquiries to management and senior officials responsible for areas under analysis, with the purpose of understanding how the information system is structured and their awareness of issues included in the report;
(ii) Identification of the existence of internal management procedures leading to the implementation of economic, environmental and social policies;
(iii) Testing, on a sampling basis, the efficiency of processes and systems in place for collection, consolidation, validation and reporting of the performance information previously mentioned, through calculations and validation of reported data;
(iv) Confirmation that operational units follow the instructions on collection, consolidation, validation and reporting of performance information;
(v) Execution of substantive procedures, on a sampling basis, in order to collect evidence of the reported information;
(vi) Comparison of financial and economic data included in the sustainability information with the audited by PricewaterhouseCoopers & Associados, SROC, Lda, in the scope of the legal review of Brisa's financial statements for the year ended in December 31, 2019;
(vii) Analysis of the process for defining the materiality of the sustainability issues, based on the materiality principle of GRI Standards, according to methodology described by the Company in the Report;
(viii) Assessment of the level of adherence to the principles of inclusivity, materiality, responsiveness and impact set by AA1000AP Standard (2018), in the sustainability information disclosure, through the analysis of the contents of the Report and the internal documents of the Company;
(ix) Verification that the sustainability information included in the Report complies with the requirements of GRI Standards guidelines, for the option "In accordance – Core".

In addition, we performed the following procedures for the purpose of reasonable assurance work:

i) Assessment of the risks and general of the information systems that support the human resources processes;
ii) Verification, through the performance of analytical and substantive tests, and based on defined materiality criteria, of the adequate application of reporting criteria.

In the limited assurance work, the procedures performed were more limited than those used in an engagement to obtain reasonable assurance and, therefore, less assurance was obtained than in a reasonable assurance engagement.

We believe that the procedures performed provide an acceptable basis for our conclusion.

Quality control and independence

We apply the International Standard on Quality Control 1 (ISQC1) and, accordingly, maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and of the ethics code of the Institute of Statutory Auditors.

Conclusion on the reasonable assurance work

Based on the work performed, it is our opinion that the indicators identified above in the section "Responsibilities of the auditor", included in the Annex "GRI Index" of the Integrated Report 2019, for the year ended in December 31, 2019, as "External Assurance – Reasonable", were prepared, in all material respects, in accordance with GRI Standards guidelines requirements and with the instructions and criteria disclosed on the Report.

Conclusion on the limited assurance work

Based on the work performed, nothing has come to our attention that causes us to believe that the indicators identified above in the section "Responsibilities of the auditor", included in the Annex "GRI Index" of the Integrated Report 2019, for the year ended in December 31, 2019, as "External Assurance – Limited", were not prepared, in all material respects, in accordance with GRI Standards guidelines requirements and with the instructions and criteria disclosed on it and that Brisa has not applied, in the sustainability information included in the same Integrated Report 2019, the GRI Standards guidelines, for the option "In accordance – Core", and the principles defined in the AA1000AP Standard (2018).

Restriction on use

This report is issued solely for information and use of the Board of Directors of the Company for the purpose of communicating the annual sustainability performance in the Integrated Report 2019 and should not be used for any other purpose. We will not assume any responsibility to third parties other than Brisa by our work and the conclusions expressed in this report, which will be attached to the Company's Integrated Report 2019.

April 15, 2020

PricewaterhouseCoopers & Associados
- Sociedade de Revisores Oficiais de Contas, Lda.
Represented by:

António Brochado Correia, R.O.C.

(This is a translation, not to be signed)

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07. TRAFFIC STATISTICS

BRISA CONCESSÃO RODOVIÁRIA (BCR)

A1/IP1 AUTO-ESTRADA DO NORTE

Brisa Concessão

SUB-STRETCH	v.km [a] '18	v.km [a] '19	ADT '18	ADT '19	Change v.km	Change ADT
Alverca (A1/A9)-V. Franca de Xira II	1.7	1.7	65 714	67 304	2.4%	2.4%
V. Franca de Xira II-V. Franca de Xira I	0.9	1.0	66 267	68 136	2.8%	2.8%
V. Franca de Xira I-Castanheira do Ribatejo	0.8	0.8	54 144	55 471	2.5%	2.5%
Castanheira do Ribatejo-A1/A10	0.2	0.2	53 532	54 746	2.3%	2.3%
A1/A10-Carregado	0.2	0.2	62 780	64 657	3.0%	3.0%
Carregado-Aveiras de Cima	2.7	2.7	46 605	48 144	3.3%	3.3%
Aveiras de Cima-Cartaxo	1.5	1.5	35 858	37 238	3.8%	3.8%
Cartaxo-Santarém	1.1	1.1	36 446	37 868	3.9%	3.9%
Santarém-A1/A15	0.2	0.2	39 060	40 336	3.3%	3.3%
A1/A15-Torres Novas (A1/A23)	3.6	3.7	36 667	37 805	3.1%	3.1%
Torres Novas (A1/A23)-Fátima	2.0	2.0	26 130	26 886	2.9%	2.9%
Fátima-Leiria	1,5	1.5	27 149	27 911	2.8%	2.8%
Leiria-Pombal	2.4	2.4	26 863	27 725	3.2%	3.2%
Pombal-Soure	1.5	1.5	26 897	27 642	2,8%	2,8%
Soure-Condeixa	1.3	1.3	27 058	27 799	2.7%	2.7%
Condeixa-Coimbra Sul	0.8	0.8	29 088	29 913	2.8%	2.8%
Coimbra Sul-Coimbra Norte (A1/A14)	0.8	0.9	27 387	28 225	3.1%	3.1%
Coimbra Norte (A1/A14)-Mealhada	1.2	1.3	28 590	29 499	3.2%	3.2%
Mealhada-Aveiro Sul	2.4	2.5	27 912	28 773	3.1%	3.1%
Aveiro Sul-Albergaria (A1/IP5)	1.4	1.4	25 523	26 319	3.1%	3.1%
Albergaria (A1/IP5)-Estarreja	1.6	1.6	41 975	43 461	3.5%	3.5%
Estarreja-Feira	2.4	2.5	39 313	40 783	3.7%	3.7%
Feira-Espinho (IC24)	1.6	1.6	44 198	45 896	3.8%	3.8%
Espinho (IC24)-Feiteira	1.2	1.2	44 980	46 841	4.1%	4.1%
Castanheira do Ribatejo-PLLN [b]	0.0	0.0	2 066	2 378	15.1%	15.1%
A1	34.8	35.9	34 163	35 257	3.2%	3.2%

[a] Traffic in 10^8 veic.km | [b] PLLN - Plataforma Logística Lisboa Norte

TRAFFIC STATISTICS

BRISA CONCESSÃO RODOVIÁRIA (BCR)

A2/IP1 Auto-Estrada do Sul

Brisa Concessão

SUB-STRETCH	v.km [a] ‘18	v.km [a] ‘19	ADT ‘18	ADT ‘19	Change v.km	Change ADT
Fogueteiro-Coina	1.2	1.2	36 223	37 047	2.3%	2.3%
Coina-Palmela	1.3	1.4	31 635	32 604	3.1%	3.1%
Palmela-A2/A12	0.2	0.2	32 850	33 827	3.0%	3.0%
A2/A12-Marateca	1.6	1.6	25 079	26 089	4.0%	4.0%
Marateca-A2/A6/A13	0.2	0.2	23 723	24 724	4.2%	4.2%
A2/A6/A13-Alcácer do Sal	1.8	1.9	19 725	20 470	3.8%	3.8%
Alcácer do Sal-Grândola Norte	1.5	1.5	18 042	18 588	3.0%	3.0%
Grândola Norte-Grândola Sul	0.8	0.8	13 603	14 006	3.0%	3.0%
Grândola Sul-Aljustrel	1.2	1.3	10 772	11 156	3.6%	3.6%
Aljustrel-Castro Verde	1.0	1.1	10 671	11 092	3.9%	3.9%
Castro Verde-Almodôvar	0.7	0.7	11 577	12 043	4.0%	4.0%
Almodôvar-S.B. Messines	1.4	1.5	11 871	12 378	4.3%	4.3%
S.B. Messines-Paderne (A22)	0.5	0.5	11 510	11 958	3.9%	3.9%
A1	34.8	**35.9**	34 163	**35 257**	3.2%	3.2%

[a] Traffic in 10^8 veic.km

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TRAFFIC STATISTICS

BRISA CONCESSÃO RODOVIÁRIA (BCR)

A3/IP1 Auto-Estrada Porto-Valença

SUB-STRETCH	v.km a) '18	v.km a) '19	ADT '18	ADT '19	Change v.km	Change ADT
Maia-Santo Tirso	2.7	2.8	58 285	60 647	4.1%	4.1%
Santo Tirso-Famalicão	1.0	1.0	50 743	53 268	5.0%	5.0%
Famalicão-Cruz	0.8	0.9	26 161	27 468	5.0%	5.0%
Cruz-Braga Sul	0.6	0.7	23 907	25 272	5.7%	5.7%
Braga Sul-Braga Poente	0.2	0.2	10 314	10 978	6.4%	6.4%
Braga Poente-EN 201	0.7	0.8	9 818	10 461	6.5%	6.5%
EN201-Ponte de Lima Sul	0.4	0.4	10 870	11 444	5.3%	5.3%
Ponte de Lima Sul-Ponte de Lima Norte	0.0	0.0	13 354	14 116	5.7%	5.7%
Ponte de Lima Norte-EN 303	0.6	0.7	8 453	8 915	5.5%	5.5%
EN 303-Valença	0.2	0.3	8 220	8 671	5.5%	5.5%
Braga Sul-Celeirós	0.2	0.2	18 914	19 939	5.4%	5.4%
Celeirós-EN14	0.1	0.1	30 333	31 931	5.3%	5.3%
A3	7.6	8.0	20 674	21 703	5.0%	5.0%

a) Traffic in 10^8 veic.km

BRISA CONCESSÃO RODOVIÁRIA (BCR)

A4/IP4 Auto-Estrada Porto-Amarante

SUB-STRETCH	v.km a) '18	v.km a) '19	ADT '18	ADT '19	Change v.km	Change ADT
Ermesinde-Valongo	0.7	0.7	46 104	46 116	0.0%	0.0%
Valongo-Campo	0.8	0.8	42 424	42 807	0.9%	0.9%
Campo-Baltar	0.9	1.0	40 378	41 753	3.4%	3.4%
Baltar-Paredes	0.7	0.8	35 108	36 230	3.2%	3.2%
Paredes-Guilhufe	0.3	0.3	30 800	31 946	3.7%	3.7%
Guilhufe-Penafiel	0.2	0.3	30 619	31 847	4.0%	4.0%
Penafiel-Castelões (A4/IP9)	0.7	0.8	25 917	26 957	4.0%	4.0%
Castelões (A4/IP9)-Amarante Poente	1.0	1.0	19 171	20 108	4.9%	4.9%
A4	5.5	5.6	30 923	31 841	3.0%	3.0%

a) Traffic in 10^8 veic.km

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TRAFFIC STATISTICS

BRISA CONCESSÃO RODOVIÁRIA (BCR)

A5/IC15 Auto-Estrada da Costa do Estoril

Brisa Concessão

SUB-STRETCH	v.km [a] '18	v.km [a] '19	ADT '18	ADT '19	Change v.km	Change ADT
Estádio Nacional-Oeiras	1.6	1.6	123 707	126 417	2.2%	2.2%
Oeiras-Carcavelos	1.0	1.0	82 709	84 586	2.3%	2.3%
Carcavelos-Estoril	0.9	1.0	55 102	56 491	2.5%	2.5%
Estoril-Alcabideche	0.5	0.5	42 081	43 299	2.9%	2.9%
Alcabideche-Alvide	0.1	0.1	44 538	45 977	3.2%	3.2%
Alvide-Cascais	0.2	0.2	36 323	37 428	3.0%	3.0%
A5	4.3	4.4	70 386	72 094	2.4%	2.4%

[a] Traffic in 10^8 veic.km

BRISA CONCESSÃO RODOVIÁRIA (BCR)

A6/IP7 Auto-Estrada Marateca (A2)-Caia

Brisa Concessão

SUB-STRETCH	v.km [a] '18	v.km [a] '19	ADT '18	ADT '19	Change v.km	Change ADT
A2/A6/A13-Vendas Novas	0.7	0.7	9 448	9 960	5.4%	5.4%
Vendas Novas-Montemor-o-Novo Poente	0.6	0.6	8 658	9 171	5.9%	5.9%
Montemor-o-Novo Poente-Montemor-o-Novo Nascente	0.2	0.2	7 963	8 464	6.3%	6.3%
Montemor-o-Novo Nascente-Évora Poente	0.4	0.4	7 006	7 427	6.0%	6.0%
Évora Poente-Évora Nascente	0.2	0.2	3 505	3 742	6.8%	6.8%
Évora Nascente-Estremoz	0.5	0.5	4 402	4 699	6.8%	6.8%
Estremoz-Borba	0.1	0.2	3 421	3 649	6.7%	6.7%
Borba-Elvas Poente	0.3	0.3	3 393	3 640	7.3%	7.3%
A6	2.9	3.1	5 762	6 119	6.2%	6.2%

[a] Traffic in 10^8 veic.km

TRAFFIC STATISTICS

BRISA CONCESSÃO RODOVIÁRIA (BCR)

A9/IC18 - CREL Circular Regional Exterior de Lisboa

Brisa Concessão

SUB-STRETCH	v.km [a] '18	v.km [a] '19	ADT '18	ADT '19	Change v.km	Change ADT
Estádio Nacional (A5/A9)-Queluz	0.4	0.4	28 428	29 663	4.3%	4.3%
Queluz-A9/A16	0.3	0.3	25 269	26 087	3.2%	3.2%
A9/A16-Radial Pontinha	0.4	0.4	35 769	36 616	2.4%	2.4%
Radial Pontinha-Radial Odivelas	0.6	0.7	24 569	26 617	8.3%	8.3%
Radial Odivelas-A8/A9	0.3	0.3	25 394	26 766	5.4%	5.4%
A8/A9-Bucelas (Zambujal)	0.3	0.3	23 989	25 211	5.1%	5.1%
Bucelas (Zambujal)-A9/A10	0.5	0.5	14 905	15 478	3.8%	3.8%
A9/A10-Alverca	0.1	0.1	8 300	8 559	3.1%	3.1%
A9	2.8	2.9	22 295	23 388	4.9%	4.9%

[a] Traffic in 10^6 veic.km

BRISA CONCESSÃO RODOVIÁRIA (BCR)

A10/IC2 Auto-Estrada Bucelas (CREL)-Carregado-IC3

Brisa Concessão

SUB-STRETCH	v.km [a] '18	v.km [a] '19	ADT '18	ADT '19	Change v.km	Change ADT
A9/A10-Arruda dos Vinhos	0.3	0.3	12 341	12 928	4.8%	4.8%
Arruda dos Vinhos-Carregado	0.3	0.4	8 631	9 039	4.7%	4.7%
Carregado-Benavente	0.4	0.4	5 982	6 714	12.2%	12.2%
Benavente-A10/A13	0.1	0.1	2 585	3 080	19.2%	19.2%
A10	1.0	1.1	7 185	7 759	8.0%	8.0%

[a] Traffic in 10^6 veic.km

BRISA CONCESSÃO RODOVIÁRIA (BCR)

A12/IC3 Auto-Estrada Setúbal-Montijo

Brisa Concessão

SUB-STRETCH	v.km [a] '18	v.km [a] '19	ADT '18	ADT '19	Change v.km	Change ADT
Montijo-Pinhal Novo	0.8	0.8	20 280	21 128	4.2%	4.2%
Pinhal Novo-A2/A12	0.7	0.7	19 731	20 570	4.2%	4.2%
A2/A12-Setúbal	0.6	0.6	29 146	30 122	3.3%	3.3%
A12	2.0	2.1	21 931	22 802	4.0%	4.0%

[a] Traffic in 10^6 veic.km

TRAFFIC STATISTICS

BRISA CONCESSÃO RODOVIÁRIA (BCR)

A13/IC3/IC11 Auto-Estrada Almeirim-Marateca

SUB-STRETCH	v.km a) '18	v.km a) '19	ADT '18	ADT '19	Change v.km	Change ADT
Almeirim-Salvaterra Magos	0.4	0.4	3 803	3 743	-1.6%	-1.6%
Salvaterra Magos-A13/A10	0.2	0.2	3 832	3 788	-1.1%	-1.1%
A13/A10-Sto. Estevão	0.2	0.2	5 749	6 118	6.4%	6.4%
Sto. Estevão-Pegões	0.4	0.4	5 447	5 759	5.7%	5.7%
Pegões-Marateca	0.2	0.2	5 427	5 741	5.8%	5.8%
A13	1.3	1.4	4 691	4 832	3.0%	3.0%

a) Traffic in 10^8 veic.km

BRISA CONCESSÃO RODOVIÁRIA (BCR)

A14/IP3 Auto-estrada Figueira da Foz-Coimbra (Norte)

SUB-STRETCH	v.km a) '18	v.km a) '19	ADT '18	ADT '19	Change v.km	Change ADT
Santa Eulália-Montemor-o-Velho	0.1	0.1	4 151	4 359	5.0%	5.0%
Montemor-o-Velho-EN335	0.1	0.1	4 321	4 551	5.3%	5.3%
EN335-Ançã	0.2	0.2	4 583	4 835	5.5%	5.5%
Ançã-Coimbra Norte (A14/A1)	0.1	0.1	7 719	8 235	6.7%	6.7%
A14	0.5	0.5	4 942	5 223	5.7%	5.7%

a) Traffic in 10^8 veic.km

SUB-STRETCH	v.km a) '18	v.km a) '19	ADT '18	ADT '19	Change v.km	Change ADT
BCR	76.3	79.1	20 620	21 373	3.7%	3.7%

a) Traffic in 10^8 veic.km

TRAFFIC STATISTICS

CONCESSÃO ATLÂNTICO (AEA)

A8/IC1 Auto-Estrada do Oeste

AUTOESTRADAS DO ATLÂNTICO

SUB-STRETCH	v.km [a] '18	v.km [a] '19	ADT '18	ADT '19	Change v.km	Change ADT
Loures - CREL	0.3	0.3	51 431	53 452	3.9%	3.9%
CREL - Lousa	1.6	1.7	56 720	58 978	4.0%	4.0%
Lousa - Malveira	0.4	0.5	51 740	53 936	4.2%	4.2%
Malveira - Enxara	0.8	0.9	28 990	30 359	4.7%	4.7%
Enxara - Torres Vedras Sul	1.0	1.0	27 529	28 768	4.5%	4.5%
Torres Vedras Sul - Torres Vedras Norte	0.5	0.5	21 289	22 315	4.8%	4.8%
Torres Vedras Norte - Ramalhal	0.2	0.2	24 341	25 891	6.4%	6.4%
Ramalhal - Campelos	0.6	0.7	17 894	18 809	5.1%	5.1%
Campelos - Bombarral	0.5	0.5	17 369	18 236	5.0%	5.0%
Zona Industrial - Tornada (Pagante)	0.2	0.2	12 045	12 830	6.5%	6.5%
Tornada - Alfeizerão	0.4	0.4	13 206	14 061	6.5%	6.5%
Alfeizerão - Valado de Frades	0.6	0.6	12 891	13 675	6.1%	6.1%
Valado de Frades - Pataias	0.3	0.3	12 259	13 010	6.1%	6.1%
Pataias - Marinha Grande Sul	0.4	0.4	12 218	12 956	6.0%	6.0%
Marinha Grande Sul - Nó c/ A17 (S)	0.1	0.2	12 975	13 783	6.2%	6.2%
Nó c/ A17 (S) - Nó c/ A17 (N)	0.0	0.0	7 162	7 663	7.0%	7.0%
Nó c/ A17 (N) - Marinha Grande Este	0.0	0.0	8 351	8 893	6.5%	6.5%
Marinha Grande Este - Leiria Sul	0.1	0.1	7 900	8 531	8.0%	8.0%
A8	8.1	8.5	21 275	22 342	5.0%	5.0%

[a] Traffic in 10^8 veic.km

TRAFFIC STATISTICS

CONCESSÃO ATLÂNTICO (AEA)

A15/IP6 Auto-Estrada Caldas da Raínha-Santarém

SUB-STRETCH	v.km [a] '18	v.km [a] '19	ADT '18	ADT '19	Change v.km	Change ADT
Arnoia - A dos Negros (Pagante)	0.1	0.1	4 169	4 321	3.6%	3.6%
A dos Negros - A dos Francos	0.2	0.2	5 118	5 304	3.6%	3.6%
A dos Francos - Rio Maior Oeste	0.1	0.1	4 129	4 250	2.9%	2.9%
Rio Maior Oeste - Rio Maior Este	0.0	0.1	3 909	4 101	4.9%	4.9%
Rio Maior Este - Malaqueijo	0.1	0.1	5 125	5 357	4.5%	4.5%
Malaqueijo - Nó A1/A15	0.2	0.2	5 171	5 400	4.4%	4.4%
A15	0.7	0.7	4 797	4 991	4.0%	4.0%

[a] Traffic in 10^8 veic.km

SUB-STRETCH	v.km [a] '18	v.km [a] '19	ADT '18	ADT '19	Change v.km	Change ADT
Atlântico	8.8	9.2	16 674	17 496	4.9%	4.9%

[a] Traffic in 10^8 veic.km

TRAFFIC STATISTICS

CONCESSÃO
LITORAL CENTRO (BRISAL)

A17/IC1 Auto-Estrada Marinha Grande (A8) - Mira

Brisal
AUTO-ESTRADAS DO LITORAL

SUB-STRETCH	v.km a) '18	v.km a) '19	ADT '18	ADT '19	Change v.km	Change ADT
Nó A8/A17 S - Nó A8/A17 N	0.0	0.0	5 821	6 103	4.8%	4.8%
Marinha Grande - Leiria (Norte)	0.2	0.3	7 015	7 333	4.5%	4.5%
Leiria (Norte) - Monte Real	0.1	0.1	8 230	8 650	5.1%	5.1%
Monte Real - Monte Redondo	0.2	0.2	7 911	8 316	5.1%	5.1%
Monte Redondo - Guia	0.2	0.2	7 792	8 187	5.1%	5.1%
Guia - Louriçal (IC8)	0.2	0.2	7 526	7 897	4.9%	4.9%
Louriçal (IC8) / Marinha das Ondas	0.2	0.2	6 975	7 393	6.0%	6.0%
Marinha das Ondas / A14	0.4	0.4	6 682	7 088	6.1%	6.1%
A14 / Quiaios	0.2	0.2	5 955	6 331	6.3%	6.3%
Quiaios / Tocha	0.4	0.4	7 027	7 458	6.1%	6.1%
Tocha / Mira	0.3	0.3	7 252	7 709	6.3%	6.3%
Mira / Mira PV	0.1	0.1	7 655	8 141	6.3%	6.3%
A17	2.4	2.5	7 099	7 504	5.7%	5.7%

a) Traffic in 10^8 veic.km

CONCESSÃO
DOURO LITORAL (AEDL)

A32/IC2 Lanço Oliveira de Azeméis / IP1 (S.Lourenço)

AUTO-ESTRADAS
DOURO

SUB-STRETCH	v.km a) '18	v.km a) '19	ADT '18	ADT '19	Change v.km	Change ADT
EN 224 - EN 227	0.0	0.0	2 208	2 394	8.4%	8.4%
EN 227 - Feira-Mansores	0.1	0.1	3 609	3 862	7.0%	7.0%
Feira-Mansores - Gião-Louredo	0.2	0.2	9 648	10 310	6.9%	6.9%
Gião-Louredo - Canedo	0.1	0.1	10 146	10 872	7.2%	7.2%
Canedo - A32/A41	0.2	0.2	13 453	14 484	7.7%	7.7%
A32/A41 - Olival	0.1	0.2	10 417	11 271	8.2%	8.2%
Olival - A32/A1	0.3	0.3	12 502	13 575	8.6%	8.6%
A32	1.0	1.1	8 603	9 265	7.7%	7.7%

a) Traffic in 10^8 veic.km

01 02 03 04 05

TRAFFIC STATISTICS

CONCESSÃO DOURO LITORAL (AEDL)

A41/IC24 Lanço Picoto (IC2) / Nó da Ermida (IC25)

AUTO-ESTRADAS DOURO

SUB-STRETCH	v.km a) '18	v.km a) '19	ADT '18	ADT '19	Change v.km	Change ADT
Gandra - A4/A41	0.2	0.2	7 622	8 669	13.7%	13.7%
A4/A41 - Z.I.C.	0.1	0.1	11 507	12 911	12.2%	12.2%
Z.I.C. - Aguiar de Sousa	0.1	0.2	11 797	13 151	11.5%	11.5%
Aguiar de Sousa - A41/A43	0.3	0.3	11 744	13 145	11.9%	11.9%
A41/A43 - Medas	0.1	0.2	12 726	13 929	9.5%	9.5%
Medas - A32/A41	0.2	0.2	11 489	12 654	10.1%	10.1%
A32/A41 - Sandim	0.0	0.0	9 411	10 219	8.6%	8.6%
Sandim - Argoncilhe	0.2	0.2	9 593	10 383	8.2%	8.2%
A41	1.3	1.4	10 511	11 650	10.8%	10.8%

a) Traffic in 10^8 veic.km

CONCESSÃO DOURO LITORAL (AEDL)

A43/IC29 Lanço Gondomar / Aguiar de Sousa (IC24)

AUTO-ESTRADAS DOURO

SUB-STRETCH	v.km a) '18	v.km a) '19	ADT '18	ADT '19	Change v.km	Change ADT
Gens - A41/A43	0.1	0.1	4 171	4 726	13.3%	13.3%
A43	0.1	0.1	4 171	4 726	13.3%	13.3%

a) Traffic in 10^8 veic.km

AUTO-ESTRADAS DOURO

SUB-STRETCH	v.km a) '18	v.km a) '19	ADT '18	ADT '19	Change v.km	Change ADT
AEDL	2.4	2.6	8 979	9 843	9.6%	9.6%

a) Traffic in 10^8 veic.km

08. GLOSSARY

ABBREVIATION	MEANING
A	
ACT	Collective Bargaining Agreement
ADT	Average Daily Traffic - average daily number of vehicles recorded in the network, per year
APCAP	Association of Portuguese Concession Companies of Toll Motorways or Bridgess
APS	Accountability Principles Standard
ASECAP	European Association of Operators of Toll Road Infrastructures
A-T-P-M	Automated Tolling Payment Machine
B	
BCSD	Business Council for Sustainable Development
BTE	Work and Employment Bulletin
C	
CAPEX (Capital Expenditure)	Capital expenditure or investment in capital goods
CC	Companies Code
cc	Cubic centimetres
CH_4	Methane
CIP	Portuguese Corporate Confederation
Clients Satisfaction (Hotline)	Response to surveys carried out to customers calling the Hotline, on a scale of 1 to 4
Clients Satisfaction (Overall)	Response to surveys carried out to customers of BCR, Brisal, AEDL and AELO, on a scale of 1 to 4
CMVM	The Portuguese Securities Commission
CO_2	Carbon Dioxide
D	
DEPSS	Desenvolvimento e Especificação do Plano de Segurança e Saúde (Development and Specification of the Health and Safety Plan)
DGEG	Direção-Geral de Energia e Geologia (Energy and Geology General-Directorate)
DMA	Disclosure on Management Approach
E	
EBIT	Earnings Before Interest and Taxes
EBITDA	Earnings Before Interest, Taxes, Depreciations and Amortisations
EBT	Earnings Before Taxes

ABBREVIATION	MEANING
F	
Fatal Accident Rate	= Accidents with fatalities / Vehicle km travelled
Fatality Rate	= Fatalities / Vehicle km travelled
EFR	Family Responsible Company
Frequency Index (occupational accident indicator)	= No. of total accidents x 106 / No. Employee hours workeds
G	
GDP	Gross Domestic Product
GHG	Greenhouse Gases
GJ	Gigajoules
GRI	Global Report Initiative
Group	Companies within the consolidation perimeter as described in notes to the financial statements
H	
HDPE	High-Density Polyethylene
HICP	Harmonized Index of Consumer Prices
HSHW	Health, Security and Hygiene at Work
I	
IAS	International Accounting Standards
ICAT	Functional indicator that characterizes adhesion, that is the safety of the driver
ICE	Structure Indicator that characterizes the load capacity, that is the useful life of the pavement
ICNB	Nature and Biodiversity Conservation Institute
ICNF	Nature and Forest Conservation Institute
IFRIC 12	International Financial Reporting Interpretation Committee
IFRS	International Financial Reporting Standards
IMS	Information Management System
IMT	Institute of Mobility and Transports

ABBREVIATION	MEANING
IPAV	Structural or functional indicator that characterizes the overall state of the pavement
IREG	Functional indicator that characterizes longitudinal regularity, i. e. driver's comfort and safety
IRR	Internal Rate of Return
IS	Information Systems
ISO	International Organization for Standardization
IT	Information Technology
ITF	International Transport Forum
IUCN	International Union for Conservation of Nature
K	
€k	Thousand Euro
Km	kilometres
L	
L-A-M	Local Access Mediator
LDPE	Low-Density Polyethylene
M	
M&A	Mergers and Acquisitions
€M	Euro Million
m^3	Cubic meters
MB	Market-Based
Minor Injuries Rate	= Minor injuries / Vehicle km travelled
Minor Injury Accident Rate	= Accidents with minor injuries / Vehicle km travelled
MSST	*Ministério da Segurança Social e do Trabalho*
MW	Motorway
N	
N_2O	Nitrous Oxide
NGO	Non - Governmental Organization
NO_x	Nitrogen Oxide
O	
O&M	Operation and Maintenance
OBU	On-Board Unit
OC	Operational Centre
OCC	Operational Coordination Centre
OHS	Occupational Health and Safety

GLOSSARY

ABBREVIATION	MEANING
P	
PET	Polyethylene Terephthalate
PP	Polypropylene
PPE	Personal Protective Equipment
R	
R&D	Research and Development
ROA	Return on Assests
Road Accident Index	= Fatal Accidents / Theoretical Time
Road Accident Rate	= Total Accidents / Vehicle km travelled
ROE	Return on Equity
S	
SDG	Sustainable Development Goals
Severe Injuries Accident Rate	= Accidents with severe injuries / Vehicle km travelled
Severe Injuries Rate	= Severe injuries / Vehicle km travelled
Severity Index (labour accident indicator)	=No. Fatal accidents / 100 accidents with fatalities
Severity Index (road accident indicator)	= No. Fatal accidents / 100 accidents with fatalities
SGS	*Société Générale de Surveillance*
SO_x	Sulphur Oxides
SGTR	Special Group Taxation Regime
T	
t	Tonne
tCO_2e	Tonne of CO_2 equivalent
TJ	Terajoules
U	
UGT	*União Geral de Trabalhadores* (Union)
UTAP	*Unidade Técnica de Acompanhamento de Projetos* (Technical Assistance Unit)
W	
WBCSD	World Business Council for Sustainable Development
Y	
YoY	Year-on-Year

CONCESSIONS

AEA	Concessão do Alântico
AEBT	Subconcessão do Baixo Tejo
AEDL	Concessão Douro Litoral
AELO	Subconcessão do Litoral Oeste
BCR	Brisa Concessão Rodoviária
Brisal	Concessão Litoral Centro
NWP	NorthWest Parkway

OTHER GROUP COMPANIES

BCI	Brisa Conservação de Infraestruturas
BGI	Brisa Gestão de Infraestruturas
BIT	Brisa Inovação e Tecnologia
BNV	Brisa Nedmobiel Ventures
BRISA O&M	Brisa Operação & Manutenção
CTA	Controlauto
ITV	Iteuve
M Call	M Call
VVC	Via Verde Contact
VVCS	Via Verde Carsharing
VVP	Via Verde Portugal
VVS	Via Verde Serviços