CONCESSIONS
PUBLIC AND PRIVATE PROJECT MANAGEMENT
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ACCIONA, pioneers in development and sustainability

ACCIONA is one of Spain’s leading corporations, a front-runner in the development and management of infrastructure, renewable energy, water and services backed by over one hundred years’ experience and with 30,000 professionals on its books. ACCIONA is to be found in more than 30 countries and on the five continents. In 2012, the Company posted a total 7.016 billion euro in revenues. ACCIONA is listed on the Ibex-35 blue chip index and is a market benchmark.

ACCIONA’s business model looks to the long term and the Company’s business is closely tied to the challenges and opportunities stemming from Sustainable Development. In response to its challenges, ACCIONA has developed advanced Sustainability practices, structured around a Sustainability Master Plan (SMP 2015), and ensures that the Plan’s objectives contribute towards enhancing the Company’s competitiveness all round.

Among other main specific commitments, ACCIONA makes every effort to reduce its climate footprint and leads the way towards a low-carbon economy. Accordingly, in 2012 ACCIONA’s business and activities avoided 14 million metric tons of carbon emissions. This commitment is further evidenced by the Company’s inclusion in globally acknowledged sustainability indices such as the Dow Jones Sustainability Index, FTSE4Good, MSCI ESG Index, STOXX®Sustainability, Carbon Disclosure Leadership Index (CDLI) and the Carbon Performance Leadership Index (CPLI) Iberia 2012.

ACCIONA has consolidated its firm commitment to Innovation through increased investment, more projects and programs and more human resources. It’s a clear sign that the Company has every intention of continuing to stand at the leading edge as a provider of more sustainable solutions and alternatives.
ACCIONA Concessions – Who we are

ACCIONA is one of Spain’s leading corporations, a front-runner in the development and management of infrastructures, renewable energy, water and services.

ACCIONA’s roots go back more than a hundred years. Today, it is made up of more than 30,000 professionals and is to be found in more than thirty countries on five continents.

Poised at the leading edge of R&D and Innovation, ACCIONA Infrastructure ranks among the world’s major construction players and is ready to take on all aspects of construction, from engineering to execution and maintenance.

ACCIONA Concessions is dedicated to the private development, design, construction, financing, management and running of infrastructures in the Social Infrastructures sector (universities and hospitals) and Transport Infrastructures (roadways, railways, seaports and irrigation systems).

ACCIONA Concessions is one of the world’s leading concession managers in both project and revenue terms. It has about highly 860 direct and indirect employees on its books, and draws on experience in 34 concessions and currently manages a portfolio of 24 concessions distributed among Spain, Canada, Mexico, Brazil and Chile.
Our History

MAJOR MILESTONES
More than 15 years’ experience in the concessions sector

Our first concession
Rail transport in Madrid, Central Spain

Company founded
ACCIONA Concessions

First hospital
Torrevieja Hospital, Spain

Company founded
ACCIONA Concessions Canada

First light tramway
Empresa Concesionaria de Rodovias do Norte, Brazil

First divestment
ACCIONA Concessions Norte, Brazil

Company founded
Hospital Services

1997
2000
2003
2007
2008

Concessions under management – a historical perspective

Accumulated total
Running
Management and sales (asset rotation)
Construction
Our Strategy

Our strategy relies on developing so-called greenfield projects (new construction), by seeking out the best investment opportunities and always with our attention centered on the operational side, and managing projects with a focus on excellence.

Geographic Strategy

- We analyze opportunities in new markets with a stable regulatory and economic framework in place (an environment similar to OECD-member standards)

Worldwide reach

Sectors

- Transport Infrastructures: roadways, railways, seaports and irrigation systems
- Social Infrastructures: healthcare, education and admin
- Car parks

Investment in greenfield projects

- Projects in which construction is one of the main risks that need to be managed

One stop shop

- Execution capability and end-to-end project management (design, build, finance, manage...)

Hands-on approach to managing supply and demand

- First-rate partners
- Significant participation (in both capital and construction terms)

Rotation of mature assets (Equity Recycling)
Project Management

ACCIÓN Concessions is an industrial sector benchmark in the field of infrastructure management. We’ve been managing projects and delivering top-quality customer service for the past fifteen years.

Sustainability and commitment to the environment

The environment is a key factor in our approach to decision-making and acting. Our focus on environmental respect sets us apart from the crowd and ranks among our main priorities when it comes to managing our infrastructures.

Committed to the fight on climate change, the conservation of biodiversity and the ability to offset any negative impact, ACCIONA follows an environment strategy that it puts into practice through a range of plans, programs and actions that meet these challenges.

At ACCIONA Concessions we deploy cutting-edge technology through our long experience and considerable know-how. We maximize return on the resources used and contribute this way to sustainable development and environmental respect.

ACCIÓN strives constantly to take its place as a worldwide benchmark in the management of social and transport infrastructure.

In addition, ACCIONA is a bellwether in the application of effective policies aimed at promoting equality and diversity.

Because, for ACCIONA, diversity and equality are the drivers of the growth and social progress that our corporate philosophy pursues.
Project Portfolio

A diverse geographical and sectorial presence

24 concessions in all

- **Tramways and Rail**
  - 43km to date
  - 35.3 million passengers/year to date
  - 82.2km accumulated total
  - 48.5 million passengers/year. Accumulated total

- **Hospitals and Social Infrastructure**
  - 2,822 beds to date
  - 601,000m² to date

- **Roadways**
  - 745km to date
  - 1,238km to date
  - 3,095 beds to date
  - 641,000m² to date

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**Financial Data**

<table>
<thead>
<tr>
<th></th>
<th>Turnover</th>
<th>Accumulated Investment</th>
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<tbody>
<tr>
<td><strong>2010</strong></td>
<td>114,239</td>
<td>6,417 million euro</td>
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<td><strong>2011</strong></td>
<td>112,378</td>
<td><strong>EBITDA</strong> (millions of euro)</td>
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<tr>
<td><strong>2012</strong></td>
<td>115,507</td>
<td><strong>2010</strong></td>
</tr>
<tr>
<td></td>
<td>53,435</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>52,727</td>
<td>2012</td>
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<td></td>
<td></td>
<td>60,178</td>
</tr>
</tbody>
</table>

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R2 Toll road. Madrid-Guadalajara. 
Central Spain
Our presence across the globe

Fort St. John Hospital
British Columbia, Canada

South East Stoney Trail Roadway
British Columbia, Canada

Royal Jubilee Hospital
British Columbia, Canada

El Bajío Regional Hospital
Mexico

San Luis Potosí University
Mexico

Rt. Hon Herb Gray Parkway
Ontario, Canada

A-30 Roadway
Quebec, Canada

Ruta 160 Roadway
Chile

Rodovia BR-393/R Roadway
Rio de Janeiro, Brazil

ACCIONA Concessions and Infrastructure

ACCIONA Infrastructure

Strategic countries for development
A one-hundred year track record
30,000 professionals
34 concessions in all
Our projects

Besós Metropolitan Tramway System (TRAMBESÓS). Barcelona, Spain
27-year concession.
Length: 14.1km

Baix-Llobregat Metropolitan Tramway System (TRAMBAIX). Barcelona, Spain
28-year concession.
Length: 15.8km
Zaragoza Tramway, Spain
35-year concession.
Length: 13km

"UITP" Local Rail Award
Best Urban Integration Project
Runner-Up "Best Alternative Deal Structure"
“Infanta Sofia” Hospital. Madrid, Spain
30-year concession (design, build, finance and O&M).
Built Area: 90,625m²
250 beds
Vigo New Hospital. Galicia, Spain
23-year concession (design, build, finance and O&M).
Built Area: 250,000m²
🏆 “Future Health Project 2012” Award

Can Misses Hospital. Balearic Islands, Spain
32-year concession (design, build, finance and O&M).
Built Area: 72,000m²
258 rooms and 12 operating theaters
Royal Jubilee Hospital, British Columbia, Canada
32.5-year concession (design, build, finance and maintenance).
Built Area: 40,000m²
500 in-patient beds (75% single rooms)
🏆 Best International PPP Project by UK Public Private Finance 2010
Silver Award, Canadian Council of Public Private Partnerships 2008
LEED Gold Certified
Fort Saint John Hospital. British Columbia. Canada
32.7-year concession (design, build, finance and operate).
Built Area: 37,000m²
55 hospital beds and 123 care beds
🏆 Designed to obtain LEED Gold Certificate

El Bajío Regional Hospital. Guanajuato. Mexico
25-year concession (design, build, fit, finance, maintenance and operation of all non-clinical services).
Built Area: 25,000m²
184 beds

2009: SAN LUIS DE POTOSÍ “CANACINTRA STATE AWARD FOR QUALITY”
Potosí Quality Seal 2009
2010: State Prize for Quality
2012: “Quality Plus” State Prize
Villafranca de Ebro-El Burgo de Ebro Roadway, Zaragoza, Spain
30-year concession
Length: 5.4km
A-30 Roadway. Montreal, Quebec, Canada
35-year concession
Length: 42km

“2008 National Award for Innovation & Excellence in Public Private Partnerships”
“Euromoney Project Finance 2008 Deal of the Year”
North American PPP Deal of the Year 2008
Rt. Hon. Herb Gray Parkway, Windsor, Ontario, Canada
35-year concession
Length: 11km

“Greenroads Gold Certification”
Rodovía BR-393 Roadway, Rio de Janeiro, Brazil
25-year concession
Length: 200km
“Autovía de Los Viñedos” Roadway
Toledo-Ciudad Real, Spain
30-year concession
Length: 74.5km

🏆 Euromoney Finance Magazine Award 2004
Financing of the Year (European Transport Project)
Ruta-160 Roadway. Concepción-Tres Pinos. Chile
40-year concession
Length: 200km
Runner-Up “Innovation and Environment Award 2011”

R-2 Roadway. Madrid-Guadalajara. Spain
25-year concession
Length: 80km

A2 Roadway (Section 2). Guadalajara, Spain
19-year concession
Length: 76.5km

Southeast Stoney Trail Roadway.
Calgary, Alberta. Canada
33-year concession
Length: 25km
A-66 Roadway, Zamora, Spain
30-year concession
Length: 49km
### Almanzora Roadway, Almería, Spain
- **Section 1**: Purchena-Fines
- **Section 2**: Fines-Albox
- **Section 3**: Variante de Albox
- **Section 4**: Variante de Albox-El Cucador
- **Section 5 y 6**: El Cucador-La Concepción
- **La Concepción-Autovía A-7**

- **Length**: 40km
- **Concession**: 30-year

### Gerediaga-Elorrio Roadway, Biscay, Spain
- **Section 1**: Purchena-Abadiño Roadway
- **Section 2**: Apastamonasterio-Elorrio

- **Length**: 9.2km
- **Concession**: 30-year
Roda de Bará Marina. Tarragona, Spain
30-year concession
Total Area: 191,771 m²
Berths: 160
Navarre Canal, Spain
30-year concession
Length: 44km
Construction of 48km of roadway and installation of an 837kw pumping system

San Luis Potosi University, Mexico
Operation contract.