

# ACCIONA INFRASTRUCTURE

## LEADERS IN THE DEVELOPMENT OF SUSTAINABLE SOLUTIONS

### GLOBAL REACH WITH A FOCUS ON STRATEGIC REGIONS

ACCIONA Infrastructure is a specialist in developing innovative solutions that respond effectively to the global challenges facing humanity and meet the growing demand for infrastructure and services.



## ACCIONA INFRASTRUCTURE



### CONSTRUCTION

It participates in the entire infrastructure construction value chain, from design and engineering through to execution and operation. It is specialised in three major areas: bridges, roads and special structures; railways and tunnels; and ports and waterworks.



### CONCESSIONS

One of the world's leading investor-owned developers of transport infrastructure (roads, railways and ports) and social infrastructure (hospitals and universities).



### INDUSTRIAL

A specialist in EPC for industrial projects with a high technology component in such fields as thermal generation, hydroelectric and photovoltaic generation, oil & gas, transmission networks and substations.



### WATER

A leader in end-to-end water management. Provides solutions that contribute to sustainable development in the sector with a strong innovation component at all stages, from design through execution to operation of drinking water, waste water and treatment plants, and desalination plants.



### SERVICES

Offers an efficient, innovative management model for asset operation and maintenance in the areas of infrastructure, industry and cities, based on synergies provided by integrated management of the division's activities, among other factors.



#### MORE INFORMATION

visit the ACCIONA  
Infrastructure website:

[www.accionainfraestructuras.com](http://www.accionainfraestructuras.com)

## THE VALUE OF ACCIONA INFRASTRUCTURE

ACCIONA's Infrastructure division is positioned as a leader in infrastructure design, construction and operation and offers adapted services to each project needs, drawing on its over 100-year track record.

### KEY SUCCESS FACTORS

#### SPECIALISTS IN COMPLEX PROJECTS

ACCIONA is a developer of complex infrastructures with a focus on quality, execution and technical excellence in the final product.

- Growth focused on specific segments which require considerable technical capacity.
- Leveraging knowledge derived from synergies between the business lines.
- Extensive network of partners and local suppliers who are conversant with the local context, making it possible to develop projects appropriately, minimise risk and achieve a product that provides added value to clients and investors.

#### CUSTOM FINANCING SOLUTIONS

ACCIONA creates financing solutions that are adapted to the specific economic characteristics of each project and client.

- Active role in designing schemes to fund projects.
- Mediates between clients and multilateral bodies and other local financing entities to facilitate investment flows.

#### EXHAUSTIVE RISK MANAGEMENT AND MITIGATION

Maximum control and priority in risk management throughout the entire value chain of the project with a focus on profitability.

- Rigorous, demanding standards for risk management in all phases of contract development and management.
- Market evaluation and analysis, not only during development but also in the infrastructure operation phase.

#### FOCUS ON USING THE BEST TALENT AND ON INNOVATION

The division's success is attributable to a team of highly qualified professionals who rely on innovation for continuous improvement of projects and processes.










- Focus on employee growth and development by prioritising life-long learning.
- Highly qualified R&D and innovation team that sets the trend in the industry.
- Innovative tools for project design, execution and operation, in pursuit of efficiency.

#### SUSTAINABILITY AND SOCIAL IMPACT MANAGEMENT

The division evaluates and manages the social and environmental implications of its projects for communities and the surroundings.

- Sustainable approach in line with ACCIONA's values.
- Development and application of the company's Social Impact Management procedure, which assesses the impact and designs and implements mitigation or potentiation measures.

ACCIONA INFRASTRUCTURE IN 2017

INPUTS	BUSINESS PERFORMANCE		OUTPUTS	OUTCOMES
 <b>33,709</b> EMPLOYEES 2016 28,800	 <b>6,287 M€</b> BACKLOG 2016 7,527 M€	<b>80 %</b> INTERNATIONAL BACKLOG 2016 83 %	<b>18,831 M€</b> BACKLOG 2016 19,392 M€	<b>+ 5,000 km</b> ROADS BUILT IN THE LAST 10 YEARS
 <b>359 M€</b> CAPEX 2016 358 M€	 <b>1,211 M€</b> BOOK VALUE 2016 1,377 M€	<b>20</b> OPERATING CONCESSIONS 2016 24	<b>4,940 M€</b> REVENUES 2016 3,611 M€	<b>+50 M</b> VEHICLES PER YEAR ON OUR TOLL ROAD CONCESSIONS
 <b>142 M€</b> INNOVATION 2016 120 M€	 <b>11,165 M€</b> BACKLOG 2016 10,469 M€	<b>63 %</b> REVENUES FROM RECURRING OPERATIONS 2016 55 %	<b>426 M€</b> EBITDA 2016 321 M€	<b>100 M</b> PEOPLE SUPPLIED WITH WATER OVER THE COMPANY'S HISTORY
 <b>94 %</b> LOCAL SUPPLIERS 2016 92 %	 <b>481 M€</b> BACKLOG 2016 613 M€	<b>82 %</b> BUSINESS ASSOCIATED WITH RENEWABLES	<b>120 M€</b> EBT 2016 122 M€	<b>+1 M</b> PHOTOVOLTAIC PANELS INSTALLED
	 <b>898 M€</b> BACKLOG 2016 783 M€	<b>80 %</b> PRIVATE SECTOR CLIENTS 2016 60 %		<b>27 M</b> PASSENGERS ASSISTED AT AIRPORTS

OBJECTIVES 2018

MAINTAIN EBITDA	MAINTAIN BACKLOG	CONTROLLED INVESTMENT	FOCUS ON CONCESSIONS AND SERVICES BUSINESS IN EXPANSION
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2017: A YEAR OF MAJOR ACHIEVEMENTS

Record turnover and new contracts

Performance in 2017 was shaped by progress with existing projects and a high pace of production in major international projects, which boosted revenues to 4,940 million euros, 36% more than in 2016.

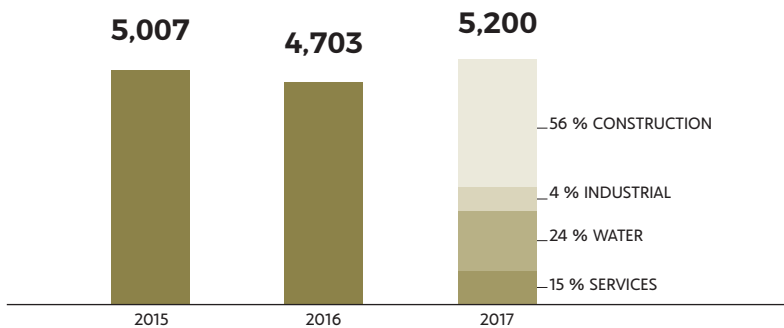
Those projects are:

- Quito Metro
- Sydney Light Rail
- Dubai Metro
- Föllo Line railway tunnel
- Qatar desalination plants

Additionally, major new contracts during the year extended the division's footprint in priority regions while strengthening and stabilising the ACCIONA Infrastructure backlog in the short and medium term. 70% of the division's backlog is located outside Spain (excluding ATLL).

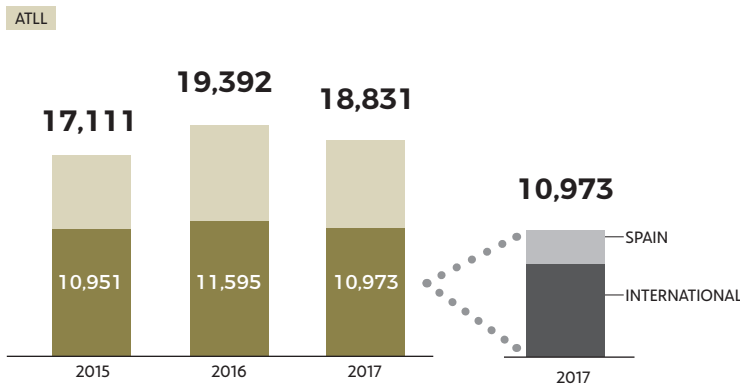
New contracts

M€



Backlog

M€



**ACCIONA  
INFRASTRUCTURE  
IS STRENGTHENING  
ITS FOOTPRINT IN  
MARKETS WITH  
HIGH POTENTIAL  
FOR DEVELOPING  
INFRASTRUCTURE  
AND SERVICES**

- ACCIONA Infrastructure was awarded its first construction contract in Southeast Asia: the construction of the Cebu bridge in the Philippines.
- Adjudication of the end-to-end water concession in Boca del Rio in Mexico for the next thirty years.
- Leading position in the Chilean handling market following the acquisition of Andes Airport Services.
- First contract for ACCIONA Industrial in Australia (Lilyvale PV), and construction of new transmission lines in Kenya.
- Contract to build Mexico City airport's international terminal
- ACCIONA awarded a contract to expand and upgrade the Panamerican highway in Panama.
- ACCIONA Agua's second major contract in Canada: design, construction and financing of the new Lions Gate WWTP.

**THE ACQUISITION OF GEOTECH STRENGTHENS ACCIONA  
INFRASTRUCTURE'S PRESENCE IN THE AUSTRALIAN MARKET**

This acquisition enhanced ACCIONA Infrastructure's presence in Australia and accelerated its growth plans in the country, one of the division's target markets due to its great growth potential, with demand for infrastructure development expected to increase by approximately 90 billion euros over the next decade.

Geotech contributed a solid track record, a client portfolio and the necessary know-how to develop projects of various sizes in Australia, coupled with a strong local footprint and excellent technical capabilities in the execution of large contracts, all of which have made it a prestigious subcontractor, particularly in railway projects.

**MODERNISATION OF THE BALLARAT RAIL LINE**

- First success after the Geotech acquisition.
- An estimated budget of 200 M€.
- Located in the state of Victoria.
- The project is to double-track 18 km of line, modernise a station, expand platforms, and build a pedestrian access and car park.

## EXPERIENCE AND A GLOBAL VISION AT THE SERVICE OF SOCIETY

### HOW THE INFRASTRUCTURE BUSINESS IS CHANGING.

**TREND:** Sustainable infrastructures that contributes to expanding and structuring the territory with a social and inclusive perspective<sup>18</sup>.



49.1 T\$  
INVESTMENT NEEDED  
IN INFRASTRUCTURE  
THROUGH 2030

#### OPPORTUNITY FOR ACCIONA

- Development of sustainable infrastructure.

**TREND:** New energy infrastructures to respond to population growth and economic development, specifically in developing markets<sup>20</sup>.



+ 30 %  
GROWTH IN  
PRIMARY ENERGY  
DEMAND THROUGH 2040

#### OPPORTUNITY FOR ACCIONA

- Implementation of end-to-end energy solutions, ranging from electricity generation to transmission and distribution.

**TREND:** Transition towards a circular resource production and management model<sup>22</sup>.



320 B€  
INVESTMENT  
OPPORTUNITIES IN THE  
CIRCULAR ECONOMY IN  
THE EU THROUGH 2025

#### OPPORTUNITY FOR ACCIONA

- Life-cycle analysis of materials, technologies and processes with the aim of reducing resource consumption, applying reuse and recycling techniques, and developing alternative ecological materials.

(18) McKinsey Global Institute. 2016. Bridging global infrastructure gaps

(19) Global Water Forum. Water Outlook to 2050.

(20) World Economic Forum. 2017. The Global Risk Report 2017

(21) World Bank Group. 2017 Private Participation in Infrastructure

(22) Ellen MacArthur Foundation. ACHIEVING 'GROWTH WITHIN'

(23) KPMG Global Construction Survey 2017

**TREND:** End-to-end management of the water cycle: a key factor for tackling water scarcity and global water demand<sup>19</sup>.



+ 55 %  
WATER DEMAND IN 2050

#### OPPORTUNITY FOR ACCIONA

- Applied innovation for efficient and optimal water use.
- New desalination techniques and water reuse resources in areas at risk of water stress.

**TREND:** Rising investment in Public-Private Partnerships (PPP) models<sup>21</sup>.

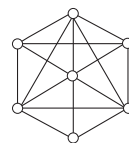


75.5 B\$  
PRIVATE SECTOR  
INVESTMENT IN  
INFRASTRUCTURE IN 2017

#### OPPORTUNITY FOR ACCIONA

- Long-term returns for all stakeholders.
- Equity stake in infrastructure development.

**TREND:** Increasing the technology component, from design and conception through to infrastructure project development<sup>23</sup>.



93 %  
OF INFRASTRUCTURE  
INDUSTRY EXECUTIVES  
BELIEVE THAT  
TECHNOLOGY WILL  
TRANSFORM THE  
BUSINESS

#### OPPORTUNITY FOR ACCIONA

- Implementation of ICT in project design and execution.
- Growing trend towards connected infrastructure and services in "smart cities".
- Big data used in managing needs.
- BIM used to design, build and operate infrastructure.

ACCIONA INFRASTRUCTURE STRATEGY

**MAXIMISE VALUE IN ALL ACTIVITIES, ENSURING PROFITABLE GROWTH, EXCELLENCE AND A COMMITMENT TO THE ENVIRONMENT**

**1. Technical specialisation**

- Organisational structure based on specialised business units.
- Focus on employees' professional development and continuous training.
- Encourage the acquisition of distinctive technical capabilities.

**2. Geographic focus**

- Sustained growth in platform countries.
- Entry into new markets offering controlled levels of risk and that fit our profile.
- Selective bidding.
- Build a network of long-term relationships with partners and suppliers.

**3. End-to-end development of infrastructure**

- Optimisation of synergies between the business units.
- Presence in the entire value chain, from project definition through execution to subsequent operation.
- Design and application of ad hoc funding approaches.
- Exhaustive risk control throughout the contract life cycle.

**4. Innovation**

- Full adaptation to the digital transformation.
- Optimisation of operational efficiency through investment in innovation.
- Boost the technical capabilities of the company and its R&D centres through cooperation programmes with startups and partners, as well as intrapreneurship initiatives.



**OBJECTIVES OF THE BUSINESS LINES**



**CONSTRUCTION**

- Development of specialised contracts in strategic regions
- Exhaustive control of cash and risks



**CONCESSIONS**

- Increase the concessions backlog, focusing on transportation, mobility and social
- Geographic concentration on platform countries
- Appropriate asset rotation



**WATER**

- Expand operation and services backlog, with an increase in recurring revenues
- Expand EPC contracts, with strong added value on a global scale



**INDUSTRIAL**

- Expand international backlog, focused on:
  - Energy EPC: Conventional and renewables
  - Waste-to-energy
  - Transmission lines



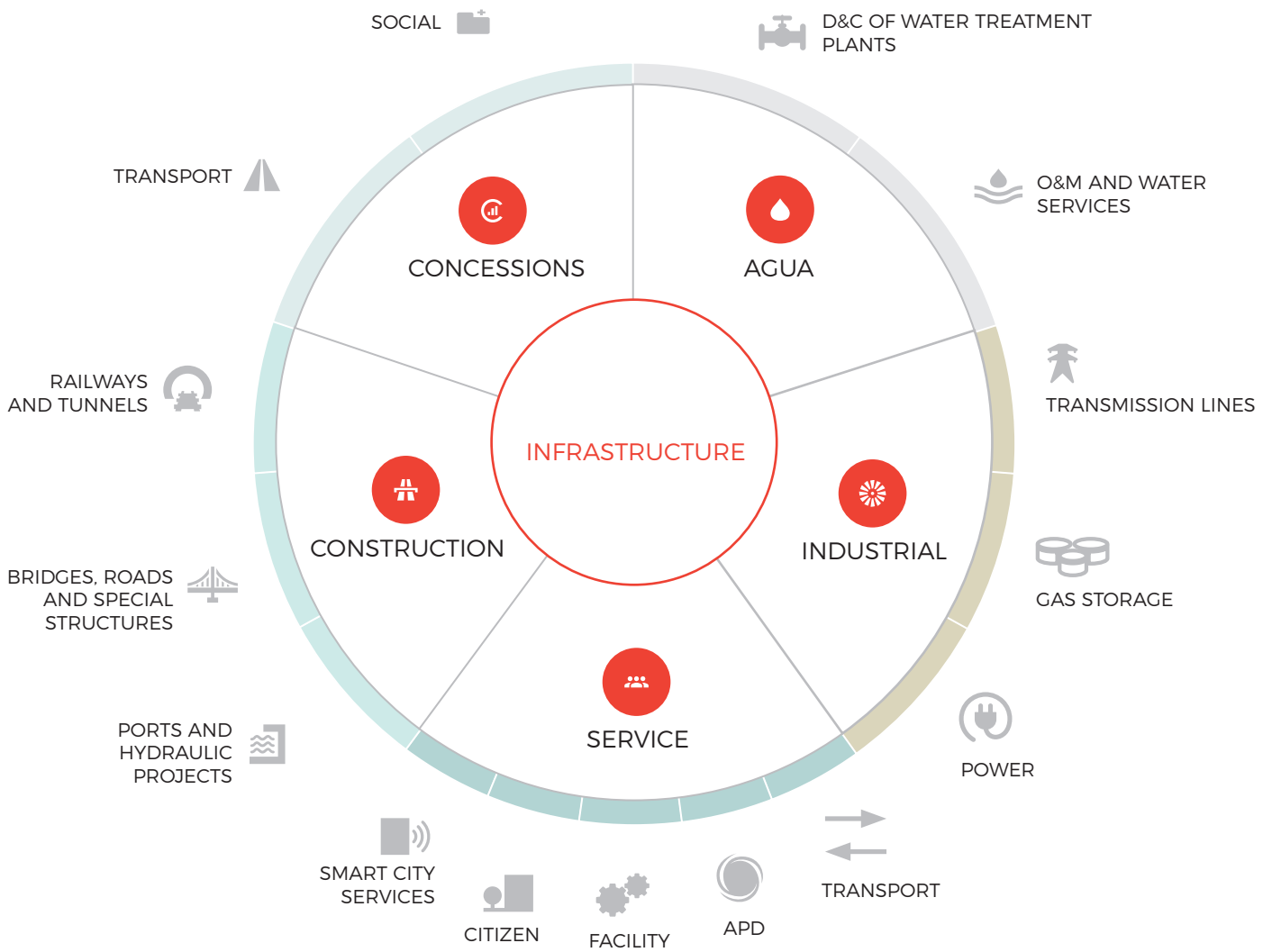
**SERVICES**

- Increase international backlog in platform countries
- Growth in high-margin businesses (smart services)
- Strengthen new business segments (mobility and health)

KEY ACHIEVEMENTS BY THE DIVISION IN 2017 THAT SUPPORT ITS STRATEGY

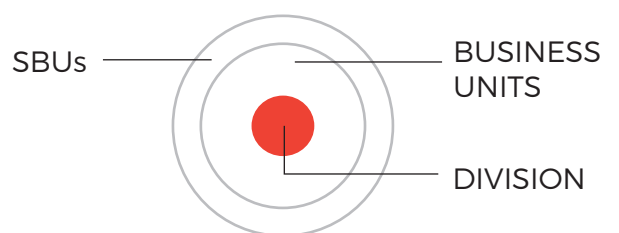
1. Technical specialisation

ACCIONA Infrastructure has reorganised its business lines into 15 specialised units in coordination with the local development teams.



Application of development programmes.

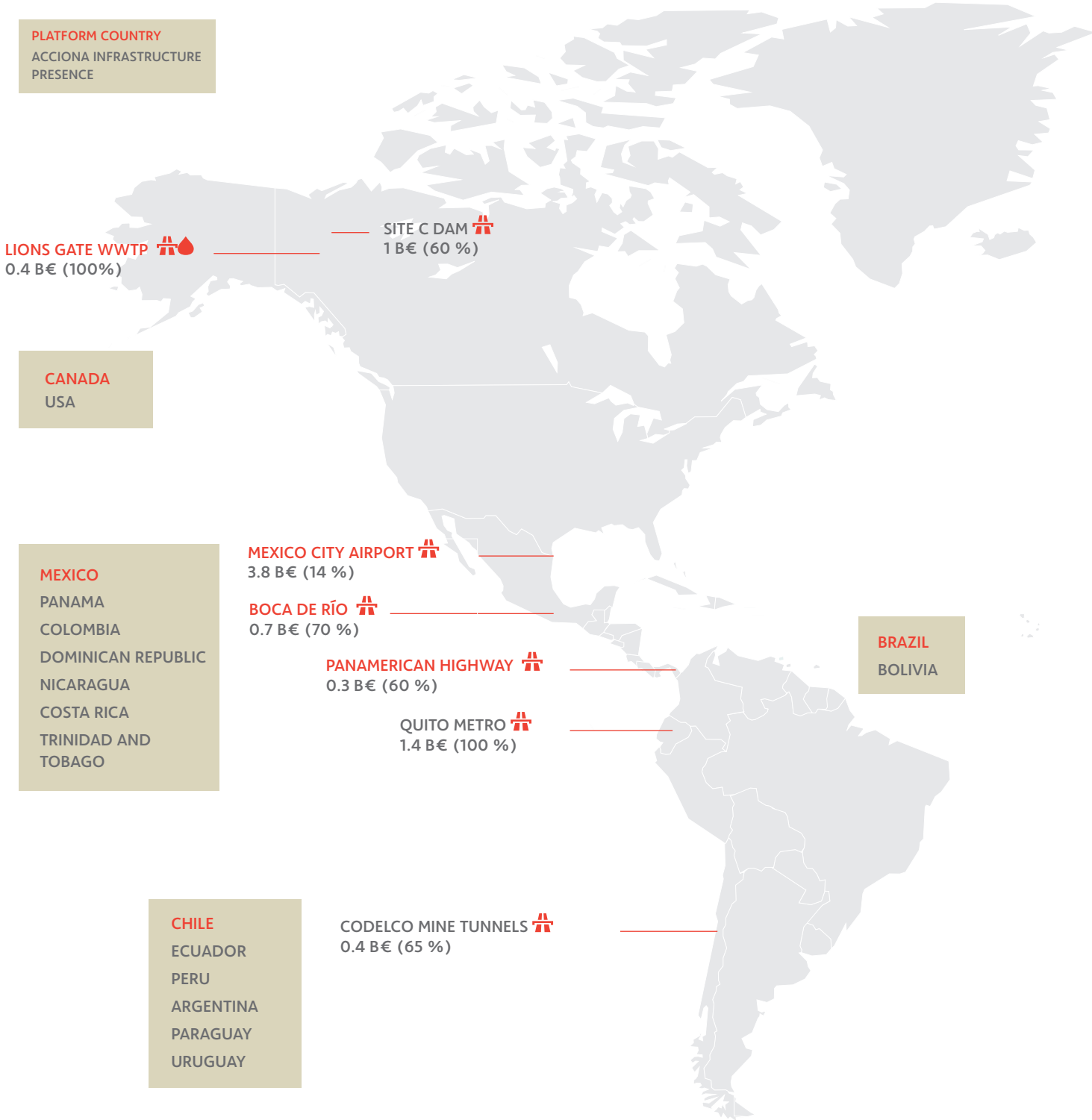
- Directors project (2017):**  
 Programme to identify internal talent for training and promoting managers for large construction projects.
- Lider programme:**  
 The goal is to enhance safety in the division. In 2017, 622 executives and 199 middle managers received training.



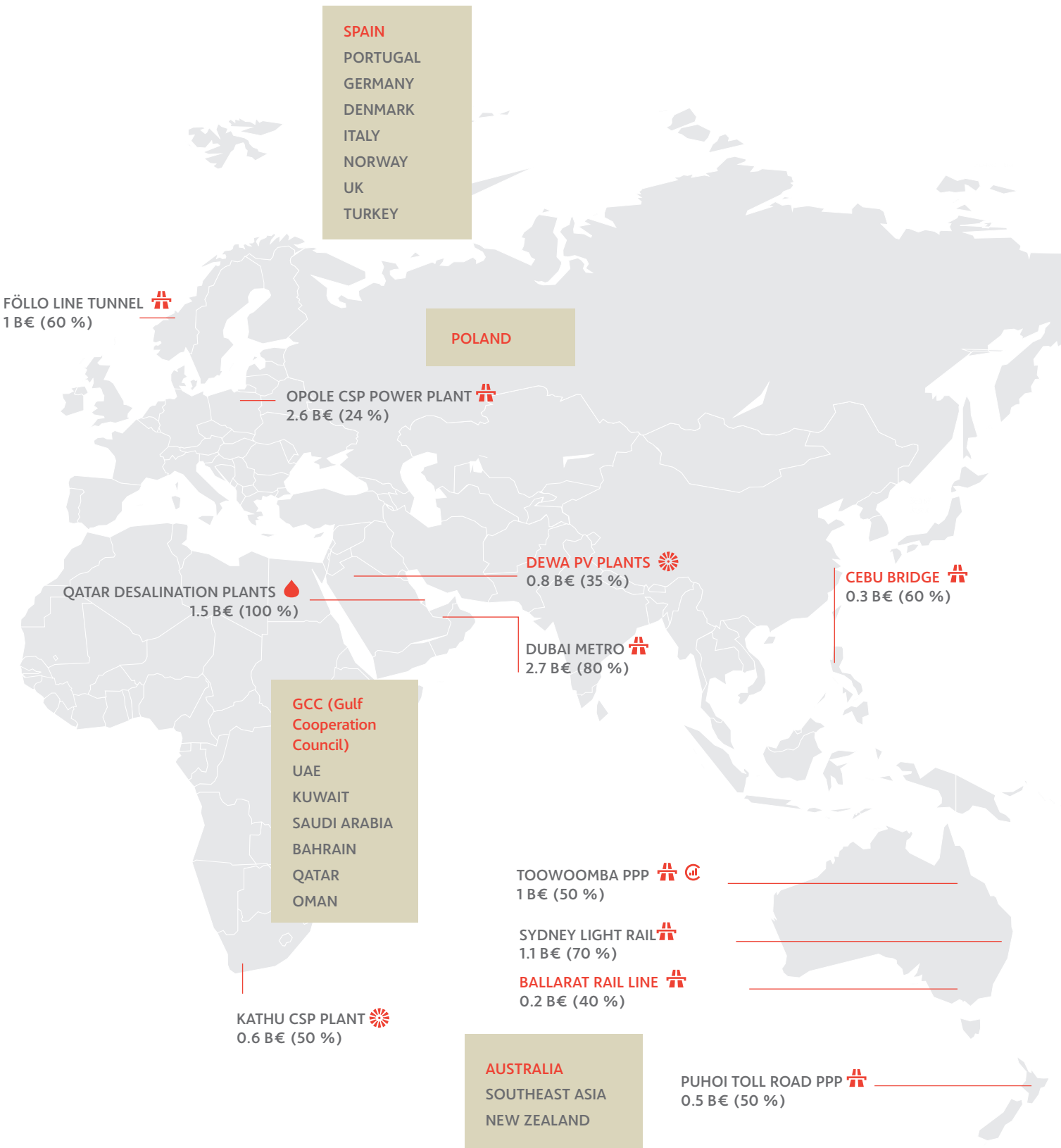


2. Concentration on 8 platform countries

Main projects in construction obtained in 2017 in key geographies



Note: the contract value refers to the entire contract; the percentage is ACCIONA's stake



### 3. End-to-end infrastructure development

#### End-to-end development throughout the value chain

The projects cover the entire value chain (definition, implementation and operation)

DESIGNING PHASE	EXECUTION PHASE	OPERATING PHASE
<ul style="list-style-type: none"> <li>• Feasibility analysis.</li> <li>• Standard contracts and infrastructure development models.</li> <li>• Conceptual design.</li> <li>• Cost estimates.</li> <li>• General consulting, etc.</li> <li>• Risk analysis with respect to clients, suppliers and partners.</li> <li>• Financing.</li> <li>• Planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Engineering design.</li> <li>• Economic programming.</li> <li>• Planning implementation and execution.</li> <li>• Procurement and utilities.</li> <li>• Construction / execution.</li> <li>• Technical support and control.</li> <li>• Monitoring and tracking, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Ramp up and commissioning.</li> <li>• Operation.</li> <li>• Maintenance.</li> <li>• Monitoring and control.</li> <li>• Support during operation.</li> <li>• Proposals for improvement, application of efficiency measures, etc.</li> </ul>

#### Synergies between business lines

ACCIONA Construction <<< >>> ACCIONA Concessions  
Sydney Light Rail (Australia)

ACCIONA Construction <<< >>> ACCIONA Agua  
Lions Gate WWTP (Canada)

ACCIONA Construction <<< >>> ACCIONA Engineering  
Fóllo Line railway tunnels (Norway)

ACCIONA Industrial <<< >>> GEOTECH  
Kwinana waste-to-energy plant (Australia)

#### Design of appropriate funding structures for clients:

- Multilateral funding: Dubai 2020
- Project Finance International Awards 2015 for two projects: Toowoomba Second Range Crossing, and Sydney Light Rail, both in Australia.

**Risk control**

Greater depth in risk management within the division through new lines of action for managing projects and increasing returns



**Sustainability approach in ACCIONA Infrastructure projects**

**Calculation of the socioeconomic impact** in the construction of Quito Metro line 1 in Ecuador and the Kathu CSP plant in South Africa:

- Socioeconomic impact. Quito Metro:
  - Contribution to GDP during construction (4.5 years): 856 M€.
  - Job creation during construction (4.5 years): 32,760 job-years.  
(full-time equivalent job lasting one year)
  
- Socioeconomic impact. Kathu CSP:
  - Contribution to GDP over its useful life (20 years): 284 M€.
  - Job creation over its useful life: 10,768 job-years.  
(full-time equivalent job lasting one year)

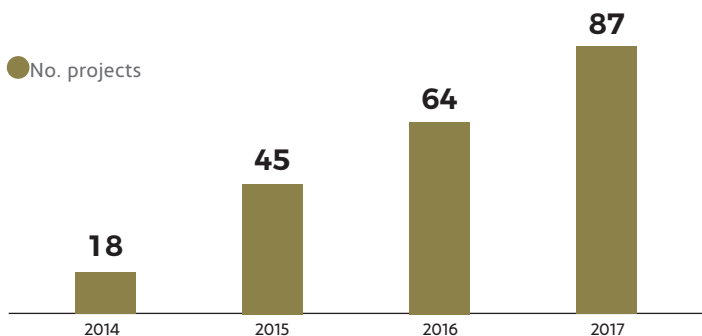
**Circular economy:** increased usage of recycled steel and aggregate.

**Energy efficiency for clients:** saving of over 2,700 kWh of electricity due to investments made by ACCIONA for private clients.

A good example is the Infanta Sofía Hospital (Spain), where electricity consumption was reduced by 20 % and natural gas consumption by 42 %.

In 2017, ACCIONA Infrastructure applied its Corporate Social Impact Management Procedure in 87 projects in 30 countries.

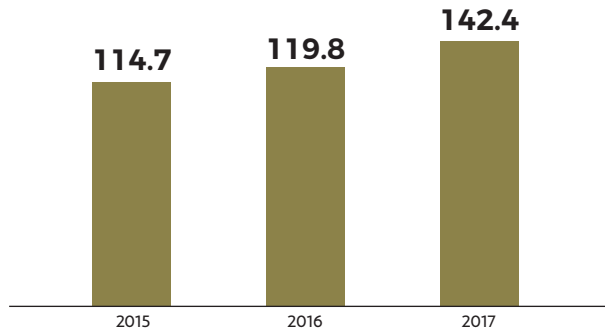
**ACCIONA Infrastructure: Social Impact Management**



ACCIONA  
INFRASTRUCTURE'S  
R&D AND  
INNOVATION  
SPENDING  
INCREASED BY 19 %  
WITH RESPECT  
TO 2016

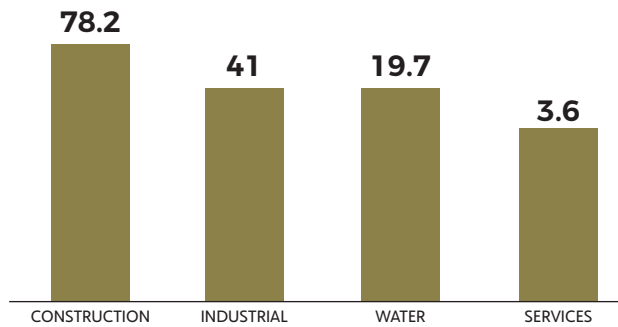
#### 4. Innovation

ACCIONA Infrastructure R&D and innovation spending  
(M€)



▲ 19 % INNOVATION SPENDING WITH RESPECT TO 2016

R&D and innovation spending by  
ACCIONA Infrastructure business lines in 2017  
(M€)



#### I'nnovation

ACCIONA's innovation platform, which will boost the technical capabilities of the company and its R&D centres through collaborative programmes with startups and partners, as well as intrapreneurship initiatives.

#### Application of advanced innovation techniques.

- Virtual reality was used in bidding for the Cebu bridge contract in the Philippines
- Big Data used to measure bidding success rates and analyse concession data.
- Large-scale 3D printing for projects in Dubai, and development of the first structural material made of 3D-printed concrete.

#### Top-level technology centres:

##### ACCIONA Construction

This company focuses on enhancing applications of new materials, transport infrastructure and mining, and on process improvement. Major projects implemented in 2017:

- New technology for producing road surfaces using recycled aggregate, contributing to the transition towards a circular economy.
- Improvements in pouring concrete in extreme weather conditions, helping to reduce energy consumption.
- Development of new reinforced concrete formulations that offer better mechanical performance. This technique has been applied successfully in the construction of the Föllo Line tunnel (Norway).

##### ACCIONA Agua

Develops and researches cutting-edge solutions for water purification, desalination and treatment and for managing water distribution networks. Among the main initiatives carried out in 2017 are the LIFE-BRAINYMEM projects and the OptiAnMber project:

- Both propose improvements in membranes in wastewater treatment plants so as to reduce energy consumption, reuse water better and reduce greenhouse gas emissions. Both projects include full life-cycle analysis to assess the products' environmental impact at all stages of their existence.

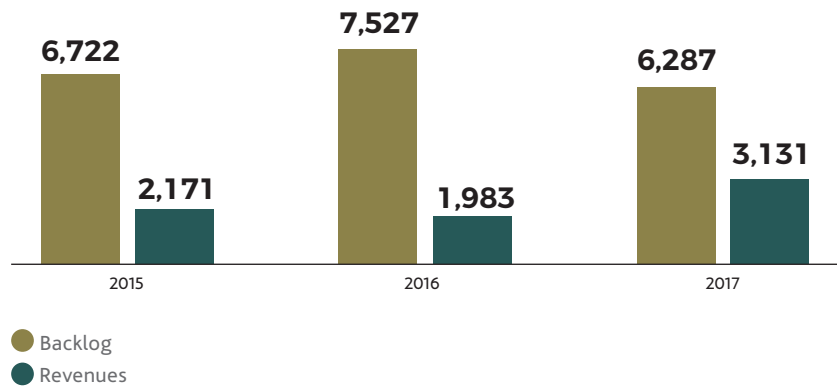
## BUSINESS LINE RESULTS IN 2017



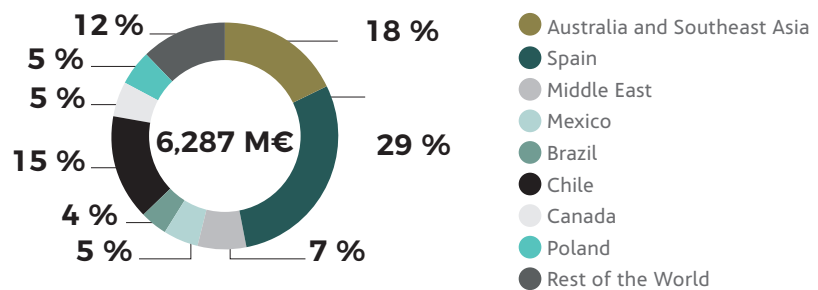
### CONSTRUCTION

- High revenue due to simultaneous development of large projects that are now at peak production.
- Important contract awards make it possible to maintain a large backlog (e.g. Cebu bridge).
- Acquisition of Geotech.

Construction backlog and revenues (M€)



Revenues in platform countries and their areas of influence (%)



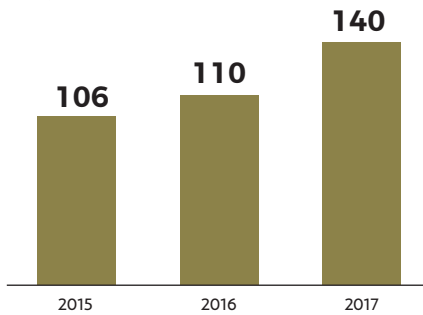


## CONCESSIONS

- Backlog of 20 transport and mobility concessions at year-end, and social infrastructure concessions in 6 countries. Transport and mobility account for 90% of the backlog.
- 27.7% revenue growth shaped by consolidation of acquired AUVISA toll road in Spain.
- Successful asset rotation — sale of Ruta 160 in Chile for 335 M€.
- Refinancing of Vigo hospital and Windsor Essex Parkway, and financial closure of Toledo hospital.
- Pipeline amounting to 60 B€ with numerous opportunities being considered in platform countries.

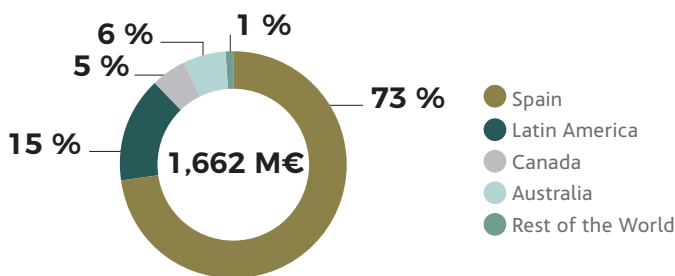
### Concession revenues

(M€)



### Capital invested in concessions to date

(%)



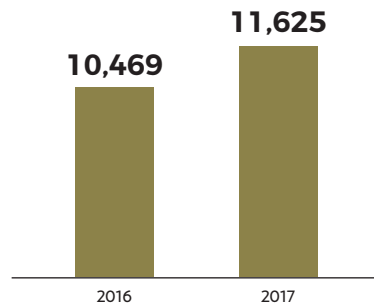




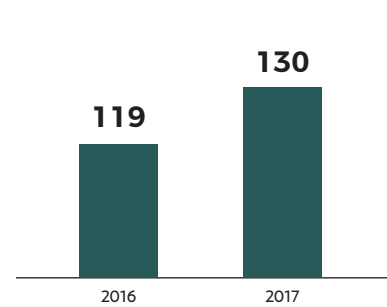
## WATER

- Expanding backlog due to obtaining the integrated water management contract for Boca de Río in Mexico and entering the Canadian water market with the North Shore WWTP.
- Delivery of major EPC contracts: Qatar desalination plants.
- A world leader with high international revenue (70 % of revenues are obtained outside Spain, excluding ATLL).
- Growing revenues from recurring operations.

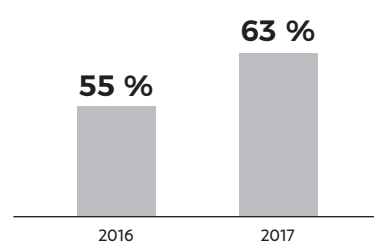
**Water backlog**  
(M€)



**Water EBITDA**  
(M€)



**Recurring revenues**  
(% of total Water revenues)

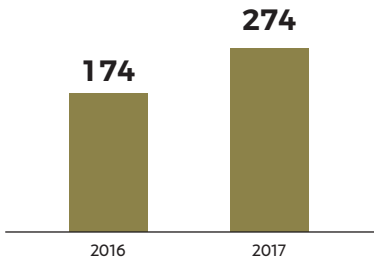




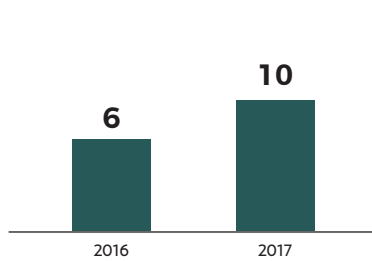
## INDUSTRIAL

- Growth in revenues and EBITDA with a strong backlog in platform countries.
- Major new contracts in 2017:
  - Lilyvale: ACCIONA Industrial's first contract in Australia.
  - Parque Reynosa BOP in Mexico.
  - Transmission and distribution lines in Kenya.

**Industrial revenues**  
(M€)



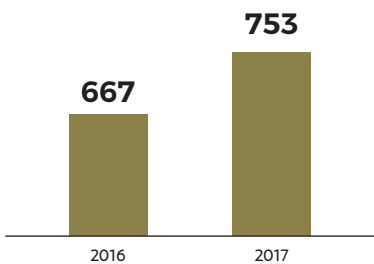
**Industrial EBITDA**  
(M€)



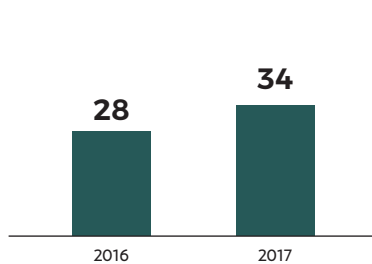
## SERVICES

- Increase in revenue and profitability due to growth of the handling business and of the museum production and design business in the Middle East.
- Acquisition of LATAM Handling from Andes in Chile.
- Development of higher-margin areas:
  - Specialised airport services, healthcare and mobility.

**Service revenues**  
(M€)



**Service EBITDA**  
(M€)



## WHERE ACCIONA INFRASTRUCTURES COMPETES

### AUSTRALIA AND NEW ZEALAND

#### MARKET AND GROWTH PROSPECTS\*



#### ANNUAL AVERAGE REAL GDP GROWTH 2017-2030

AUSTRALIA 2.3 %

NEW ZEALAND 2.2 %

#### AUSTRALIA

2013-2014 TO 2019-2020 ESTIMATED  
INVESTMENT IN TRANSPORT  
INFRASTRUCTURES

**50 BILLION AUD**

#### NEW ZEALAND

PROJECTED EXPENDITURE ON  
INFRASTRUCTURE IN 2015-2025

**THIRTY YEAR NEW ZEALAND  
INFRASTRUCTURE PLAN 2015  
110 BILLION NZD**

FAVOURABLE ENVIRONMENT FOR FOREIGN DIRECT INVESTMENT AND  
PRIVATE INITIATIVES VIA PPP MODELS

\* The Economist Intelligence Unit – Australia

\* OECD. New Zealand Economic Forecast summary. 2017

\* Australian Government. 2016. Investment Opportunities in Australian Infrastructure

\* National Infrastructure Unit. 2015. New Zealand Infrastructure Plans.



### CANADA

#### MARKET AND GROWTH PROSPECTS\*

#### ANNUAL AVERAGE REAL GDP GROWTH 2017-2030

1.9 %

#### INVESTING IN CANADA PLAN

**180 BILLION CAD FOR INVESTMENT IN  
INFRASTRUCTURES IN THE NEXT 12 YEARS,  
ALLOCATED TO:**

PUBLIC TRANSPORT, SUSTAINABLE INFRASTRUCTURES,  
INVESTMENTS IN RURAL INFRASTRUCTURE LOCATED IN  
NORTHERN CANADA, AND TRANSPORT INFRASTRUCTURES

**1,250 BILLION CAD IN PPP PROJECTS**

OPPORTUNITIES IN PUBLIC-PRIVATE  
PARTNERSHIPS

\* The Economist Intelligence Unit – Canada.

\* Canada Government – Infrastructure Canada

### CHILE

#### MARKET AND GROWTH PROSPECTS\*

#### ANNUAL AVERAGE REAL GDP GROWTH 2017-2030

2.9 %

THROUGH 2025, 5.5% YEAR-ON-YEAR GROWTH IN  
CONSTRUCTION AND INFRASTRUCTURE SECTOR

#### NATIONAL INFRASTRUCTURE MASTER PLAN

**20 BILLION€ OF INVESTMENT IN  
INFRASTRUCTURE THROUGH 2025**

**NATIONAL HEALTHCARE INVESTMENT  
PLAN 2018-2022: CONSTRUCTION OF  
NEW HOSPITALS AND MODERNISATION  
OF HEALTHCARE INFRASTRUCTURE**

#### OPPORTUNITIES

- STABLE REGULATORY AND INSTITUTIONAL FRAMEWORK
- POSITIVE CLIMATE FOR INVESTMENT
- POLITICAL AND ECONOMIC STABILITY

\* The Economist Intelligence Unit – Chile

\* Government of Chile. National Infrastructure Plan.

\* Government of Chile. National Healthcare Investment Plan.





## SPAIN

### MARKET AND GROWTH PROSPECTS\*

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#### ANNUAL AVERAGE REAL GDP GROWTH 2017-2030

▲ 1.4 %

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#### CONSTRUCTION INDUSTRY 2018-2020

▲ 3.5 %

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#### CIVIL ENGINEERING 2017-2018

▲ 1.2 %

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**8,487 M€**

INVESTMENT IN INFRASTRUCTURE SET OUT IN GOVERNMENT BUDGET FOR 2018 (+12.7 % VS 2017):

**ROADS: 2,078 M€**

**RAILWAYS: 3,727 M€**

**PORTS: 807 M€**

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\* The Economist Intelligence Unit – Spain

\* Government of Spain. Budget. 2018

\* Itec, 2017, Euroconstruct



## MEXICO

### MARKET AND GROWTH PROSPECTS\*

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#### ANNUAL AVERAGE REAL GDP GROWTH 2017-2030

▲ 2.8 %

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#### NATIONAL INFRASTRUCTURE PLAN (PNI) 2014-2018

**430 BILLION \$ INVESTMENT IN INFRASTRUCTURE AND IN 743 SPECIFIC PROJECTS**

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\* The Economist Intelligence Unit – Mexico

\* Government of Mexico. National Infrastructure Programme 2014 - 2018



## GULF COOPERATION COUNCIL (GCC)

### MARKET AND GROWTH PROSPECTS\*

IN 2016, INVESTMENT IN CONSTRUCTION AND INFRASTRUCTURE AREAS AMOUNTED TO **74,705 M\$ AND 21,213 M\$, RESPECTIVELY.**

ESTIMATED INFRASTRUCTURE EXPENDITURE THROUGH 2019 BETWEEN

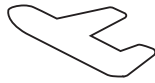
**288 BILLION \$ AND 336 BILLION \$**

FAVOURABLE MACROECONOMIC AND DEMOGRAPHIC FACTORS, RISING TOURISM, MACRO-EVENTS: EXPO 2020 (UNITED ARAB EMIRATES) AND 2022 FIFA WORLD CUP (QATAR)

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\* Middle East Concrete. 2016. GCC Construction Market Outlook.

## FLAGSHIP PROJECTS



### MEXICO CITY'S NEW INTERNATIONAL AIRPORT

ACCIONA Infrastructure, in consortium with Grupo Carso, GIA, PRODEMEX, La Peninsular, ICA and FCC, is to build the terminal for Mexico City's airport, designed by Norman Foster and Fernando Romero, which will set the trend in terms of sustainability and technological innovation.

- The building will include self-supply equipment for power and water.
- It is being built to LEED Platinum standards (Leadership in Energy & Environmental Design).
- Materials and design will take advantage of natural light and facilitate ventilation, reducing energy consumption.

#### Key figures

**3.9 B€**

CAPEX

**68 M**  
PASSENGERS/YEAR

**743,000 m<sup>2</sup>**

TERMINAL AREA



### KAWANA WASTE WATER TREATMENT PLANT, AUSTRALIA

ACCIONA Agua, in partnership with local company Monadelphous, has been selected by Unitywater to design, build and operate a wastewater treatment plant in the state of Queensland, Australia.

- The capacity of the existing plant will be expanded.
- Pioneering use of the MBBR<sup>24</sup>, which produces methane gas for electricity generation, enhancing the project's sustainability.

#### Key figures

**52 M€**

CAPEX

**200,000 PEOPLE**  
TREATMENT CAPACITY

**MOVING BED BIOFILM  
REACTOR**

PIONEERING PROCESS

(24) Moving Bed Biofilm Reactor (MBBR).

### HANDLING SERVICES AT SANTIAGO AIRPORT IN CHILE

ACCIONA, through its subsidiary ACCIONA Airport Services, acquired the LATAM group's ramp handling business in Santiago de Chile airport, operated through company Andes Airport Services.



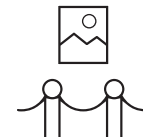
- Acquisition of 100% of Andes Airport Services, which provided services to the LATAM group.
- This acquisition establishes ACCIONA Airport Services as market leader.

#### Key figures



### SPANISH PAVILION AT EXPO ASTANA 2017

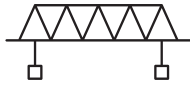
APD, in partnership with Frade Arquitectos, designed and executed Spain's pavilion at Expo Astana 2017 (Kazakhstan). APD will also be in charge of the museum execution of two floors of the Kazakhstan National Pavilion.



- Design and execution of the Spanish Pavilion.
- Technical development and execution of the exhibition area at the United Arab Emirates Pavilion.
- Development of a two-floor exhibition space in the Pavilion of Kazakhstan, the host country, which is the centre point of the event.

#### Key figures



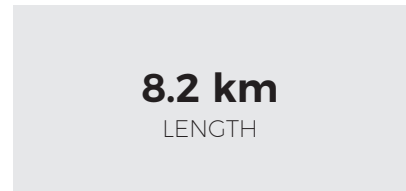
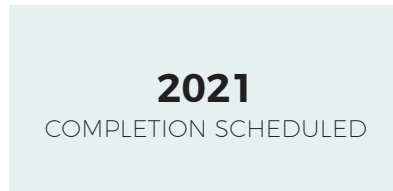


### CEBU BRIDGE, PHILIPPINES

ACCIONA Infraestructure has been awarded the contract to build a new bridge between Cebu and Cordova, in the Philippines, to be executed by the Cebu Link Joint Venture consortium (CLJV), in partnership with First Balfour Inc and D.M. Consunji, Inc.

- The bridge will link the city of Cebu with the island of Mactan via Cordova.
- It will relieve traffic congestion on existing bridges.

#### Key figures



### END-TO-END WATER MANAGEMENT IN BOCA DEL RÍO, MEXICO

ACCIONA Agua has been awarded the management of the integrated water cycle service in the municipality of Boca del Río, in the Veracruz metropolitan area. Under the contract, ACCIONA Agua will manage the provision and distribution of drinking water, operate the sewers and waste water treatment facilities, and manage over 50,000 customers.

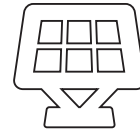
- The objective of the contract is to enhance the drinking water service that the users receive:
  - Technical efficiency will be enhanced to reduce the high water losses and improve the environmental impact.
- ACCIONA Agua will invest 100 million euros in the concession, more than 80 million of which will be allocated to upgrading water infrastructure.

#### Key figures



**PHOTOVOLTAIC PLANT IN LILYVALE, AUSTRALIA**

ACCIONA Industrial and Gransolar (GRS) have been picked to build one of Australia's largest photovoltaic plants. The project will be executed under an EPC (Engineering, Procurement and Construction) model for developer Fotowatio Renewable Ventures (FRV).



- Clean energy production sufficient to supply 45,000 households.
- Project completion scheduled for 2018.

**Key figures****100 MWac**

CAPACITY

**379,260**PHOTOVOLTAIC  
MODULES**175,000**t CO<sub>2</sub>/YEAR  
EMISSIONS AVOIDED**WASTEWATER TREATMENT PLANT IN VANCOUVER, CANADA**

The contract includes the design, construction and financing of the new Lion's Gate plant, which will have secondary treatment and energy recovery facilities.



- Construction in accordance with Leadership in Energy and Environmental Design (LEED) standards, incorporating energy efficiency and water recovery, conservation and reuse solutions.
- Biogas generated from treating wastewater will be used to generate electricity and operate the plant.
- It will replace a WWTP located two kilometres away that will be dismantled and its site returned to the Squamish Nation (an indigenous people in the region).

**Key figures****370 M€**

CAPEX

**102 M LITRES/DAY**

TREATMENT CAPACITY

**2<sup>nd</sup> LARGEST**WATER CONTRACT  
IN CANADA