



## **FERROVIAL AIRPORTS**

Making good airports great

International Immersion Week  
University of Notre Dame

Madrid, 8<sup>th</sup> January 2019

# Ferrovial Group

Ferrovial is **one of the world's leading infrastructure operators and municipal services companies**, compromised to developing sustainable solutions. We are committed to the highest level of operating excellence and innovation. We create value for society and our shareholders, investors and employees.

## REVENUES

**14,676**  
(M\$)

## EBITDA

**1,120**  
(M\$)

## MARKET CAP

**16,660**  
(M\$)

## ORDER BOOK

**38,546**  
(M\$)

## CREDIT RATING

**BBB**  
(S&P & Fitch)

## DIVIDENDS

**625**  
(M\$)

## MAIN MARKETS

**6**

## EMPLOYEES

**95,978**

**vigeo** **eiris**  
Rating

MEMBER OF  
**Dow Jones**  
Sustainability Indices  
In Collaboration with RobecoSAM



2017 Constituent  
MSCI Global  
Sustainability Indexes



# Ferrovial Group

Ferrovial contributes to every stage of the infrastructure life cycle. We create maximum value by combining the capabilities of **our four divisions** (toll roads, airports, construction and services) and experience to provide integrated business solutions.



**Toll roads**



**Airports**

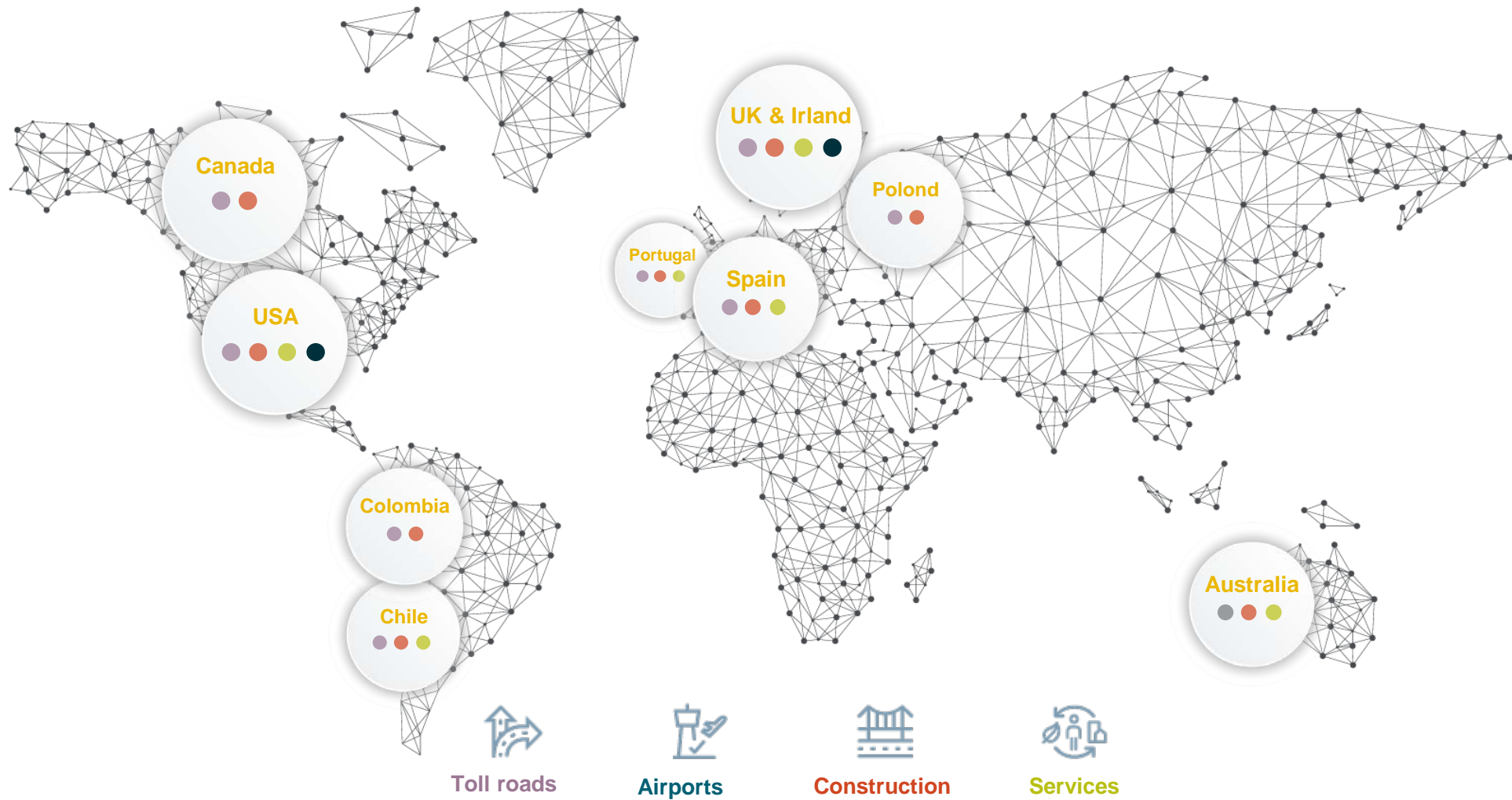


**Construction**



**Services**

# Main geographies

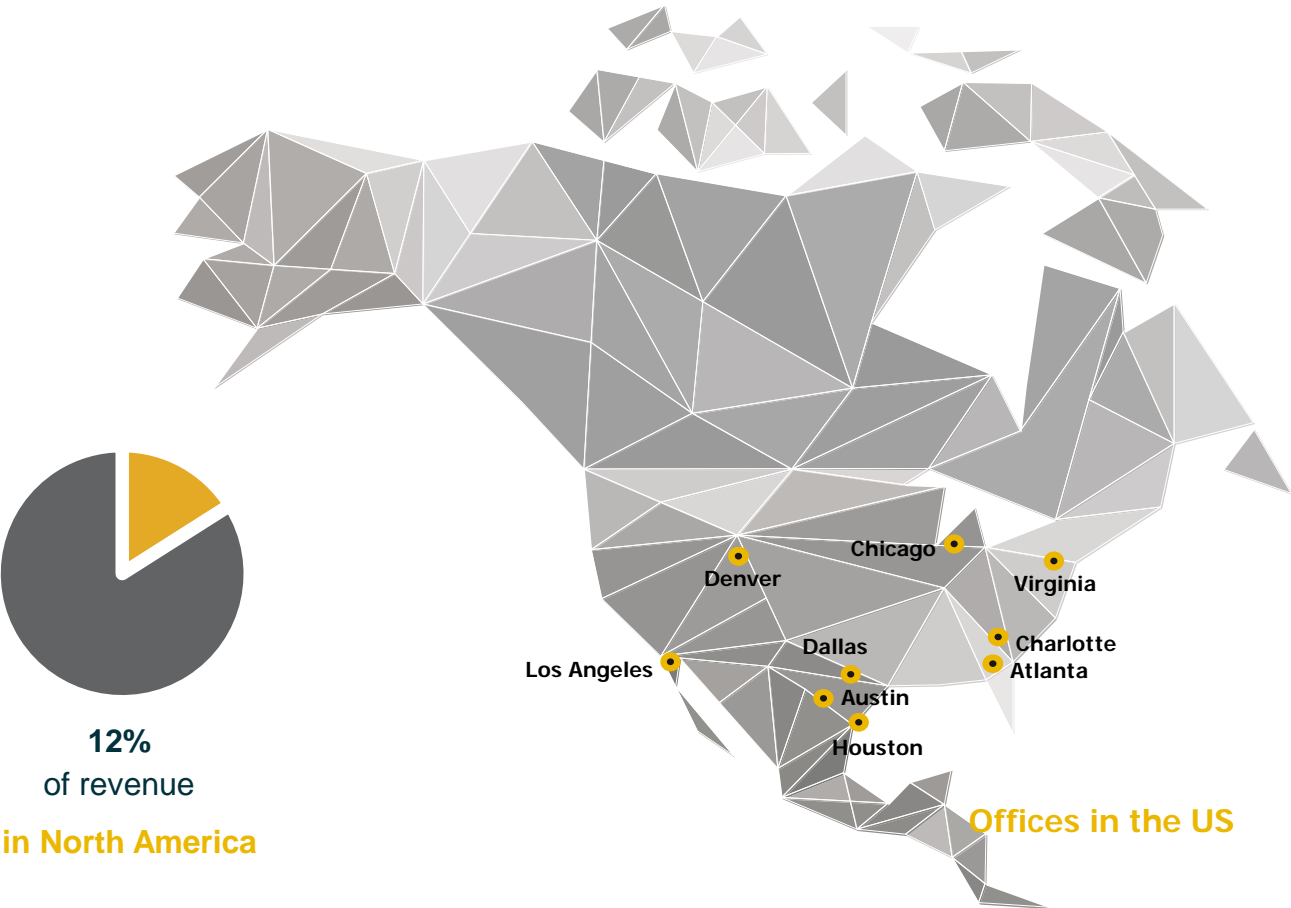


# Significant footprint in the US

**5th** largest  
transportation contractor in  
the world\*

**Over 4,000**  
employees

**Over 6** Public-Private  
Partnership projects



- ASSETS**
- 407 NTR
  - Managed lanes NTE
  - Managed lanes LBJ

**12%**  
of revenue  
in North America

Offices in the US

**Toll roads**

**Airports**

**Constructi  
on**

**Services**

\*PWF Ranking 2018



# Significant footprint in the US

## Main Ferrovial P3, Equity Investments, & Large Design Build in North America



407 ETR  
(Toronto)  
67 mi; \$4.4bn  
**Toll road in operation**  
+127 m

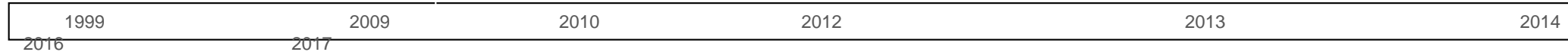


LBJ Express  
(Texas)  
17 mi; \$2.7bn  
**Constructed by Ferrovial Agroman**

NTE Managed Lanes  
3A-3B  
(Texas)  
10 mi; \$1.35bn  
**Under const. by Ferrovial Agroman**



I-66 Virginia's;  
\$2bn  
**DB by Ferrovial Agroman expected to conclude by 2022**



North Tarrant Express (Texas)  
13 mi; \$2.1bn  
**Constructed by Ferrovial Agroman**



US Route 460 (Virginia)  
54 mi; \$1.4bn  
**Design-Build-Finance Ferrovial**



CA High Speed Rail CP 4 (California)  
22 mi; \$444m  
**Under const. by Ferrovial Agroman**



Great Hall Terminal (Denver Intl Airport)  
\$2bn  
**Selected to enter into negotiations. Construction lead by Ferrovial Agroman**



- 2,078 kilometers
- 23,551m\$ managed investment



# Ferrovial Airports

# Ferrovial Airports

Ferrovial Airports integrates all airport management activities and is **one of the world's leading private airport investors, developers and operators**. Part of the aviation industry since 1998, we provide more than 20 years' experience of investing, developing and operating 34 airports around the world. We offer in-debt understanding and a solid track record building solid relationships with its partners and stakeholders.

## Mission

*We make good airports great*

As long-term investors, we create value for our clients and passengers by identifying unique tailor-made solutions for every airport, community, city, region and nation we serve.

### TEAM

c. 55  
HQ  
employee  
es

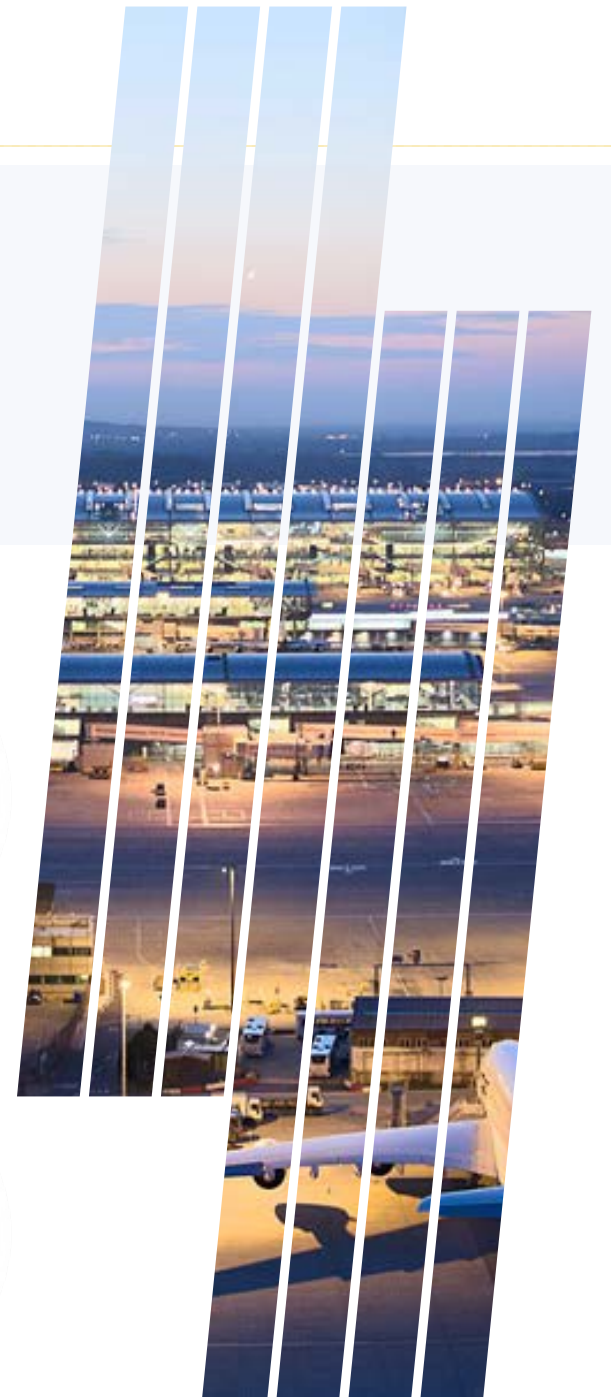
New office  
in Austin  
(TX)

### INVESTMENTS REALIZED

34  
airports

\$13.8bn  
invested\*

\*Accumulated since 2007





# Key figures

REVENUES  
**\$4.2bn**

**93**  
M pax

EBITDA  
**\$2.5bn**

INVESTMENT  
**\$1bn**

DIVIDENDS  
**\$284m**

ATMs  
**687,011**

EMPLOYEES  
**7.265**

DESTINATIONS  
**420**

AIRLINES  
**150**

# Our stakeholders

## PASSENGERS

**93M**

People passes through our airports in 2017

**\$19.2m**

Debt 2017

## FINANCIAL MARKETS

## SHAREHOLDERS

BBB credit rating

FitchRatings

STANDARD & POOR'S

## INSTITUTIONS



Home Office  
**UK Border Agency**

Department for Transport  
**COMPETITION COMMISSION**

## EMPLOYEES

**89,200**

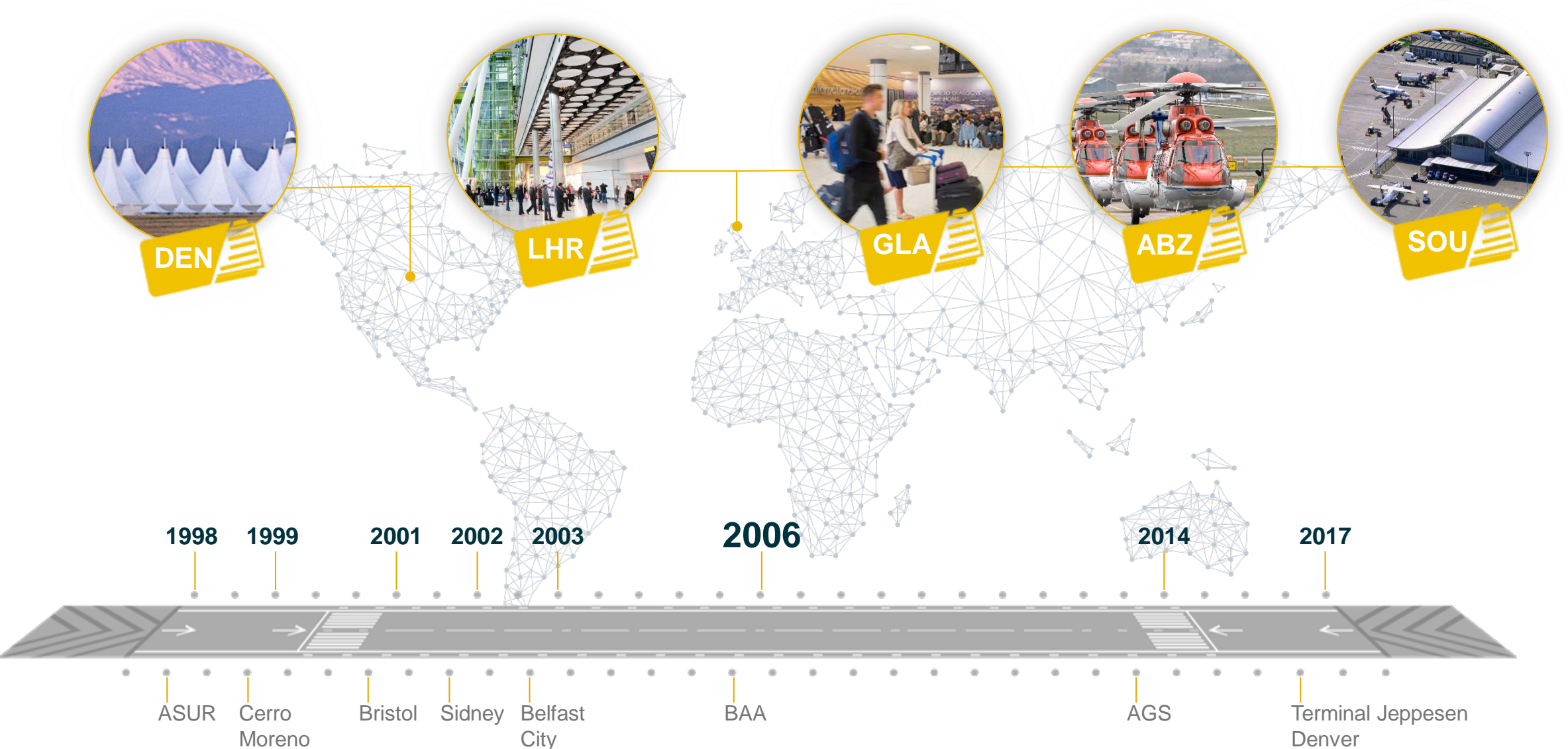
Number of people working at Heathrow and AGS

## COMMUNITY

Heathrow Community Fund  
Part of BAA Communities Trust

Heathrow Academy

# Our Assets' History



# Our assets key figures



ASQ  
**4.16**

Traffic  
**78**  
M pax



ASQ  
**4.10**

Traffic  
**9.9**  
M pax



ASQ  
**3.75**

Traffic  
**3.1**  
M pax



ASQ  
**4.14**

Traffic  
**2.1**  
M pax



Traffic  
**61.5**  
M pax



## THE GREAT HALL PROJECT

The Great Hall provides an unparalleled opportunity to be part of the transformation of one of America's fastest-growing airports and global hubs.

This project will both repurpose and transform the airport's Jeppesen Terminal into an innovative travel environment that seamlessly melds both pre-security and post-security processes, services, amenities and concessions.

On Thursday, July 12, Denver International Airport (DEN) formally kicked off the start of construction of the three and a half-year renovation project of the Great Hall





**Great Hall**  
PARTNERS

## Jeppesen Terminal

*Together we soar*

Traffic

**61.5**

M pax

- **Share owned:** 80 % of Great Hall
- **Investment:** \$650m
- **Remodeling & Commercial management** of 70,000 sqm
- **Concession period:** 34 years
- **Airlines:** 24
- **Destinations:** 188
- **ATMs:** 572,020
- **Cargo:** 235,611 metric tons
- **5 runways    3 terminals**
- **Employees:** 35,000

# Passenger Traffic

2017 | Million passengers



# Business Model

Ferrovial participates in the entire airport infrastructure life cycle with an **integrated approach**, taking advantage of the **synergies** between its business divisions. As a differential element and with the objective of maximizing value creation, it is worth highlighting the integrated approach with the Construction and Services businesses that allows participation in the different stages of the infrastructure cycle, providing differential solutions.

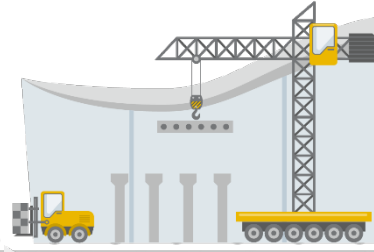
## DESIGN



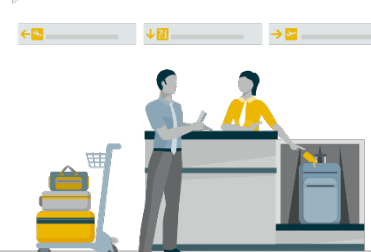
## FINANCE



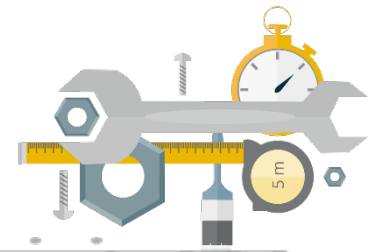
## BUILD



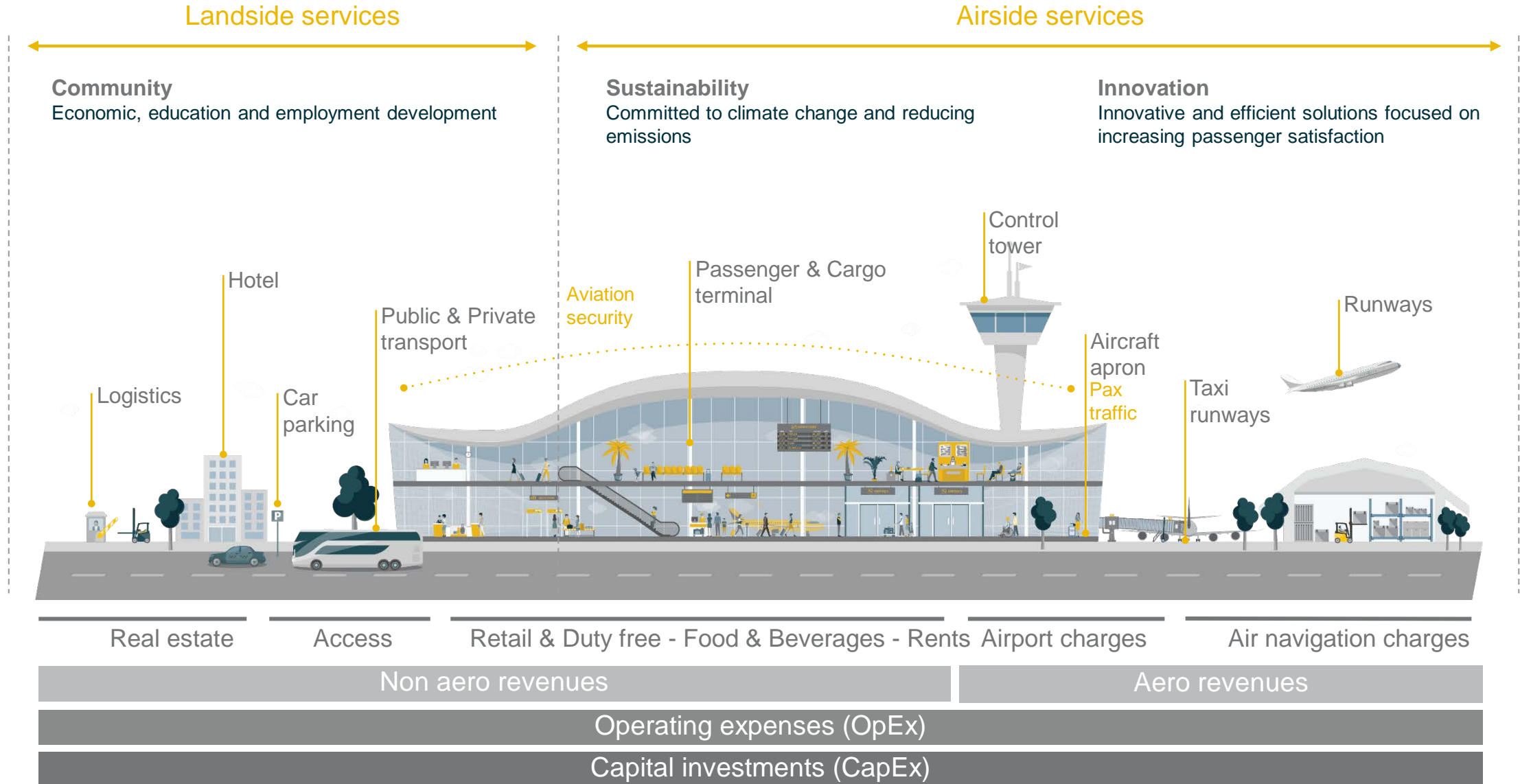
## OPERATE



## MAINTAIN



# Airport journey & Business planning

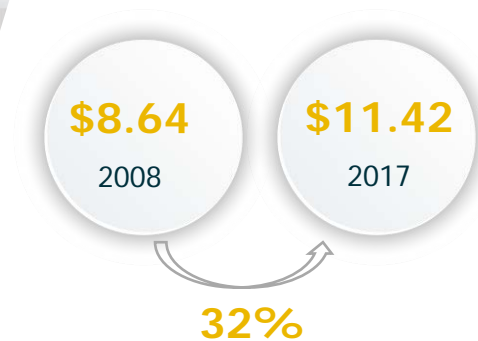




## RETAIL

# World class retail and commercial propositions

- Heathrow sets the global benchmark for **commercial** revenues and services, especially in **retail**
- Over 350 retails units across all terminal, growing retail income per passenger from:



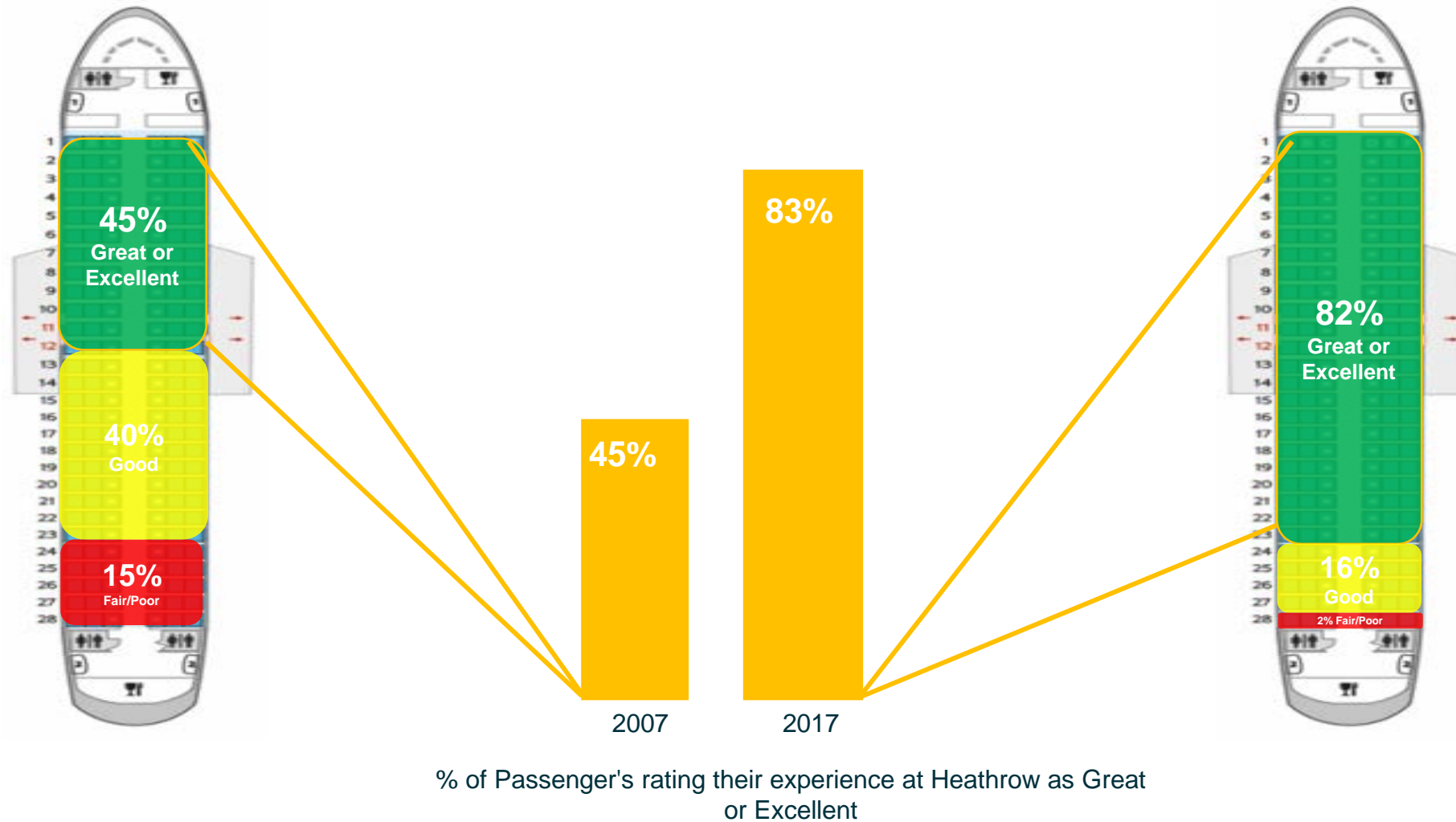
- Awarded by Skytrax World Best Airport for Shopping for 9 consecutive years from 2010 to 2018





# Passenger Experience: Significant Improvement

Heathrow's focus on Passenger Experience has delivered solid YoY improvements along side record passenger numbers



# Our Latest Awards



## COMMUNITY

# Our approach to diverse and small businesses

- Ongoing outreach
- Training and education
- Comprehensive compliance monitoring



### The 4 “C”s

#### Consistency

in proven performance

#### Commitment

to achieve the goal

#### Community

Partners for success

#### Communications

to make sure everyone knows what's going on





## SUSTAINABILITY

# Commitment to sustainability

As one of the leading airport operators in the world, we are committed to leading the efforts to guarantee growth and, at the same time, reduce the emissions generated by our activity. The areas of action to do so include:

- The reduction of elements that may affect climate change.
  - Prevent, limit or reduce the adverse effects of noise to preserve air quality.
  - Increase recycling and minimize waste.
  - Manage water consumption efficiently and effectively.
  - Protect and improve our rich biodiversity.
- Heathrow has the largest biomass facility in London, which prevents the emission of 13,000 tons worth of carbon dioxide per year.
  - Recycling segregation strategy: 70% of the waste from the Heathrow's T2 is recycled.
  - Heathrow Airport's Terminal 2 was the first in the United Kingdom to receive a BREEAM certificate.
  - The Heathrow Pods are a unique transportation system formed by a fleet of 21 self-manned vehicles which transport passengers between the parking lot of T5 and the terminal, allowing the airport to cut its CO2 emissions by 213 tons.
  - Heathrow operates the largest employee car sharing system in Europe, enabling its employees to drive 38 million kilometers less and save 12,500 tons of CO2.



## INNOVATION

# We believe on innovation to improve the passenger experience and offer the best solutions to our customers

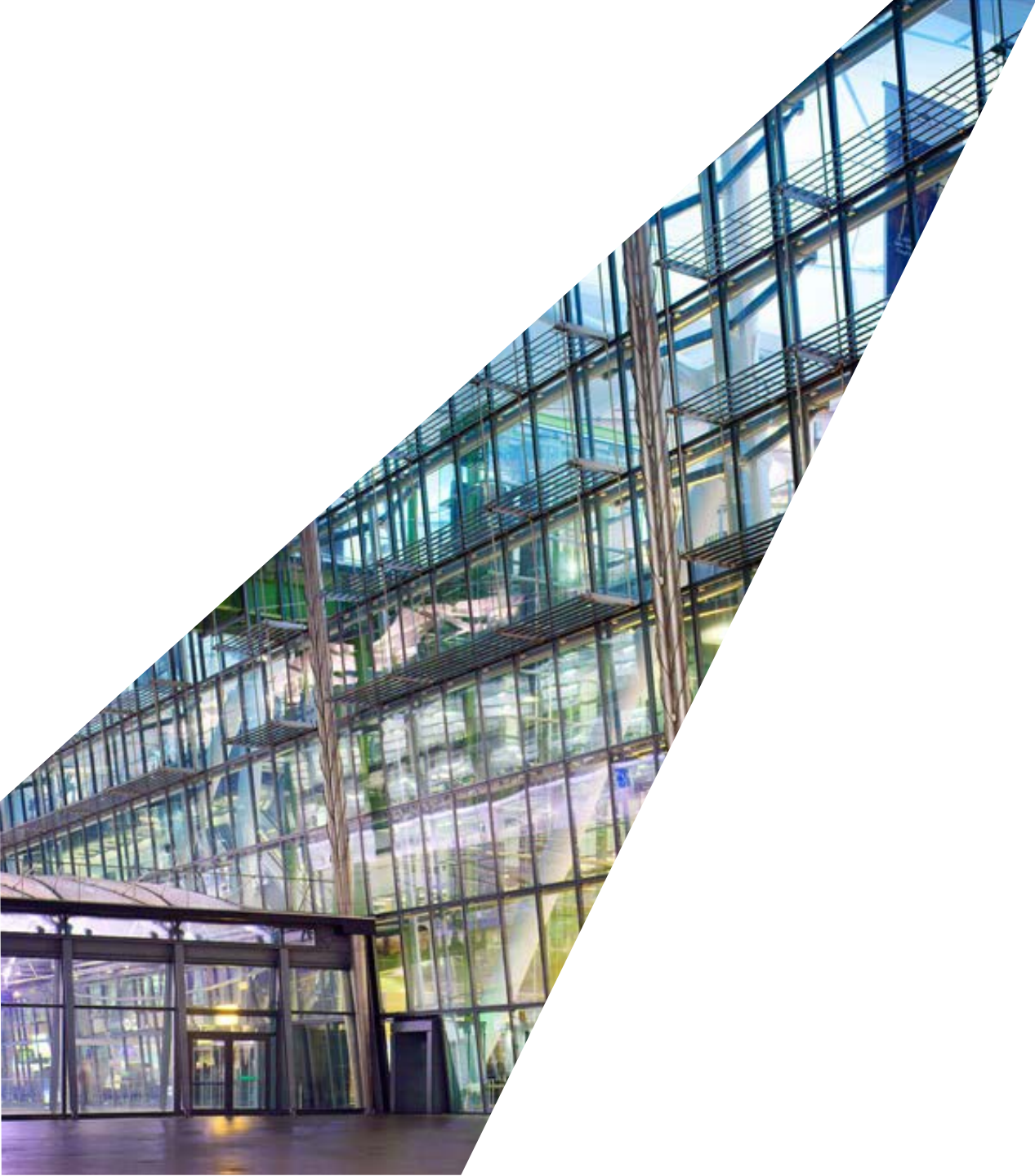
We believe that innovation is a key element of airport operations. That is why we are continuously developing and implementing technology initiatives aimed at improving operational efficiency and increasing passenger satisfaction.

Among our projects, it is worth highlighting:

- Real-time airport management systems
- Winter resilience programs
- Automated processes for passengers (i.e. automated ticket presentation, automated system for luggage carrying, automated border and automated boarding)
- Personal fast transport (PRT)
- Biometric surveillance in security controls
- Research on low emission fuels
- Drone-assisted runway control systems

**Ferrovial Airports is the only operator integrated in the first Airports Excellence Center launched by Lyon & Gazelle to identify trends and innovative solutions in the airport sector**





# Heathrow Expansion

# Heathrow expansion. Planning process for expansion

**2015**  
Airports  
Commission  
selects Heathrow  
as preferred option

**2017**  
Heathrow  
Consultation 1

**2016**  
The  
Government  
confirms  
Heathrow as  
preferred option

**2019**  
Heathrow  
Consultation 2

**2018**  
Government approves the  
National Policy Statement  
for the planning process

**2020**  
Heathrow submits the  
Development Consent Order  
(DCO) application

**2021**  
Government grants the  
DCO and works can start

**2026**  
Third runway  
starts operations





# Heathrow expansion Facts & Figures

Heathrow airport gets government approval in October 2016

**3,500m** new runway to the north-west of the airport

**740,000** flight movement capacity with expansion

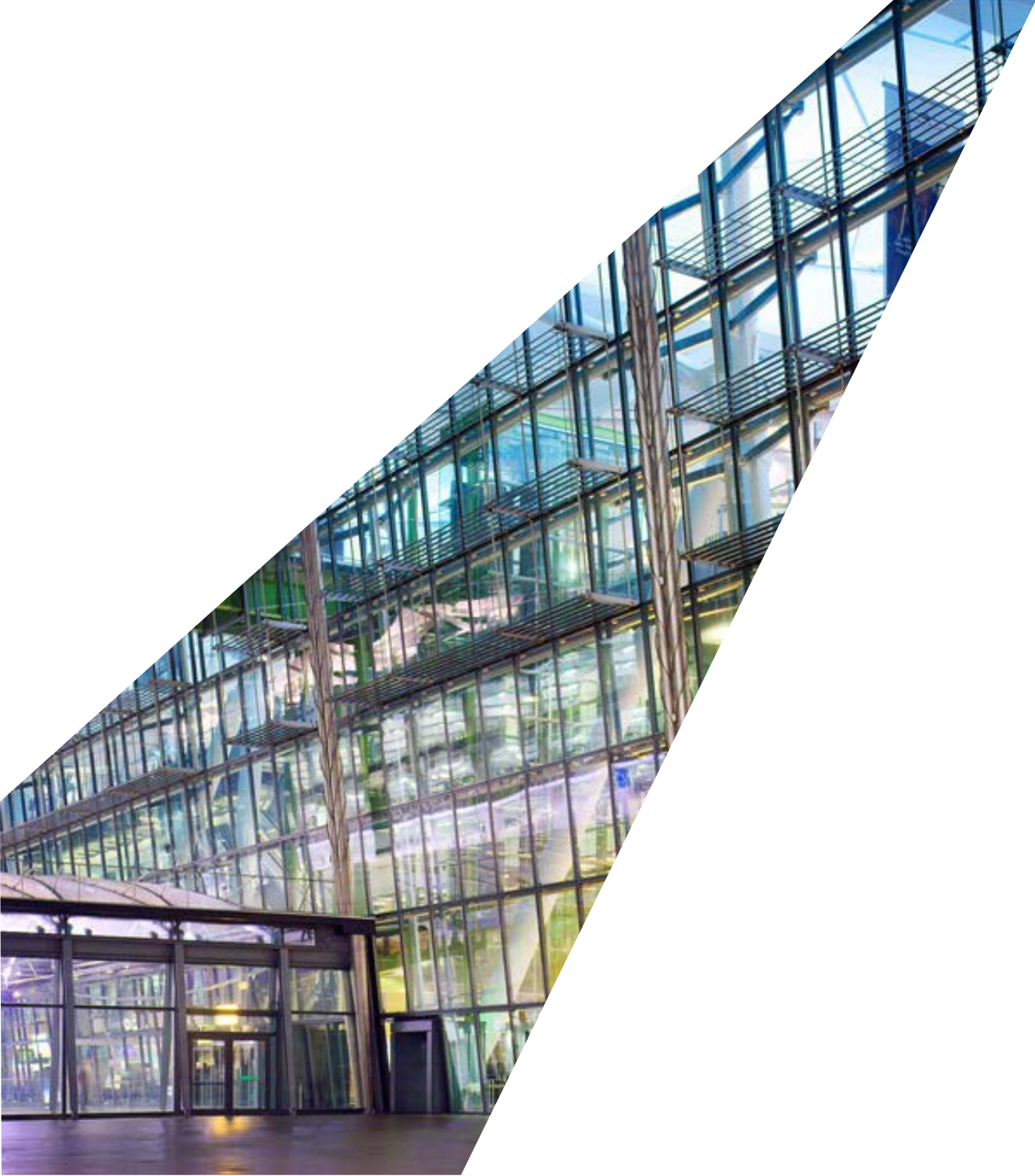
Capacity for **130 million** passengers per year

**Up to 180,000** jobs expected to be created across the UK

**5** railway lines expected to connect to the airport by 2032

**Up to \$285m** in economic benefits estimated to be generated across the UK

Potential for **40 new destinations** via Heathrow



## Fun Facts

93

millones



# International Arrivals

Heathrow

Heathrow



45

segundos





# A day in the life of Heathrow

**50,000**

vehicles occupy the parking lots

**31**

Employees bought new cars through Heathrow Green car scheme



**1,299**

Take-offs and landings

**213,668**

passengers circulate through the terminal

**1,050**

Bottles of Champagne

**6.500**

Pints of beer



**26 000**

Cups of tea



**6 500**

Sandwiches



**2 712 Kg**

Chips

**20 170**

Toblerones



**274 000**

Eggs



**47,000**

Bottles of Love One Water at **Glasgow Airport**, donating 100% of profits to water projects in Africa

**10 minutes**

A pair of sunglasses is sold at **Glasgow Airport**

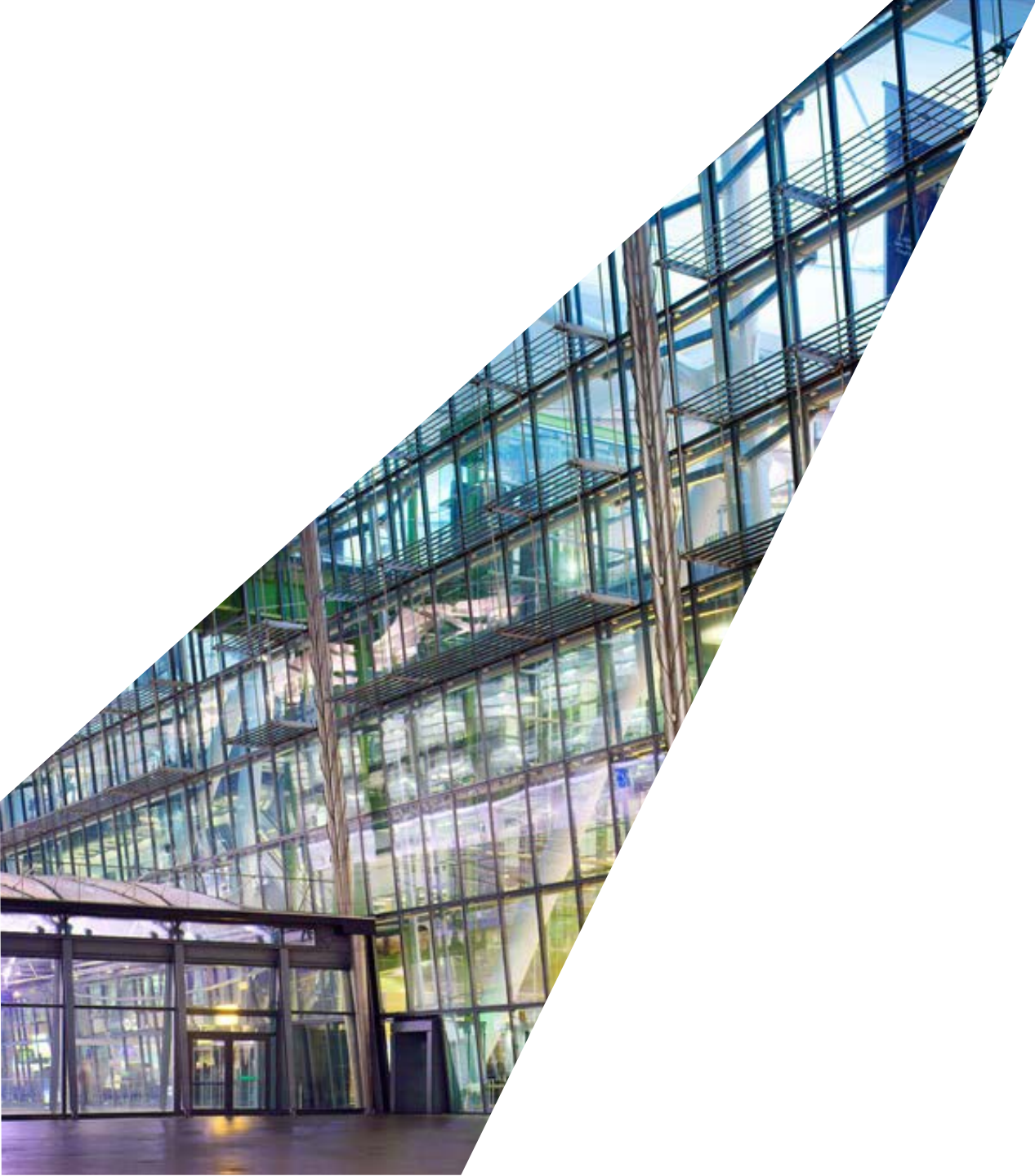
**£2.1m**

sales of **Chanel** last year: if every bottle was laid from end to end, the stack would reach the top of the Eiffel Tower

**£6,995**

the most expensive bottle of whiskey sold at **Aberdeen Airport**





# Challenge

# Ferrovia Airports & GHP

## Challenge

This intention to identify and support development of successful ACDBE firms in their government-supported Projects leads to the need to address the following issues:

- Understand and communicate the requirements to be complied with by ACDBE firms; set goals in order to exceed minimum performance standards, consistently with Ferrovia strong corporate values.
- Evaluate Ferrovia Airports & GHP current efforts to meet the requirements of ACDBE participation in the Denver Airport project.
- Develop and implement strategies to support the business and economic success of all DBEs selected to be partners in the Denver Airport project.
- Develop and implement strategies to expand the number and quality of eligible ACDBE firms. (The pool could be smaller than desirable; this could be due to many reasons, including reluctance of potential firms from seeking and achieving certification, the complexity of the US public contracting process and procedures, lack of information on the benefits of achieving certification, ...)
- Explore ways to expand the impact of this program deeper into the organization. These ways may include designating it as one of Ferrovia's Success Case Studies and taking the ACDBE Denver program as the reference for future Public Private Partnerships to be undertaken by Ferrovia Airports.

An aerial night view of a modern airport terminal with a distinctive wavy, glass-and-metal roof. Several aircraft are parked at gates, and ground service vehicles are visible on the tarmac. A large yellow rectangular box is superimposed over the center of the image, containing the text "Thank you".

Thank you