



Engineers' Conference – Nassau, Bahamas



October 31, 2014

- ▶ ACS Group is a global leader in infrastructure development and ranked # 1 on ENR's list of Top International Contractors in 2013



The Top 250 International Contractors			
Rank		Firm	2012 Revenue \$ M International
2013	2012		
1	2	Grupo ACS, Madrid, Spain	42,772.00
2	1	HOCHTIEF AG, Essen, Germany	34,563.30
3	5	Bechtel, San Francisco, Calif., U.S.A.	23,255.00
4	3	VINCI, Rueil-Malmaison, France	18,419.50
5	7	Fluor Corp., Irving, Texas, U.S.A.	17,209.60

- ▶ Over 80 years experience building deep expertise and resources in 4 critical sectors across the globe



Civil Infrastructures
(transportation, social)



Energy & Power
(oil & gas, renewable, transmission)



Environment
(waste, water and facilities mgt.)



Industrial Installations
(electric, water, transport, telecoms)

- ▶ Over 40 years of experience in developing, financing, operating and maintaining transportation and social infrastructures P3 projects globally

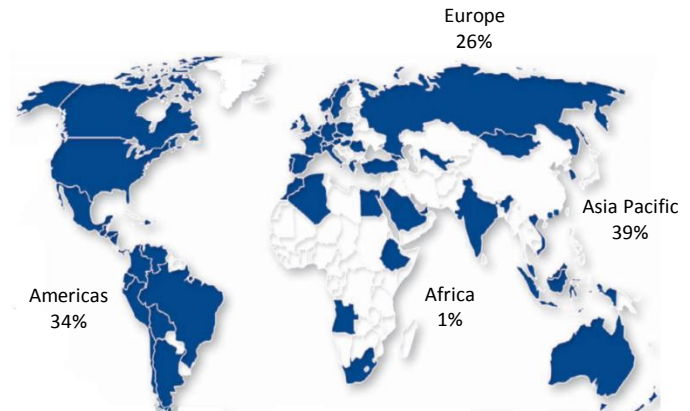
- ▶ Consistently ranked as the largest developer of public-private partnerships (P3s), by Public Works Financing



Top PPP Transportation Infrastructure Companies, 2013				
Rank	Company	HQ Country	# Projects in Construction or Operation	# Active Prospects
1	ACS Group/Hochtief	Spain	56	55
2	Global Via/FCC/Bankia	Spain	45	3
3	Macquarie Group	Australia	44	16
4	Abertis	Spain	41	0
5	Vinci/Cofiroute	France	38	17

- ▶ ACS Group has developed over 150 P3 projects globally, with a current portfolio of 27 highway projects, 7 railways and 12 public facilities.

2013 Sales By Region



- ▶ Annual revenues in 2013 of approximately \$53 billion

- ▶ Backlog in 2013 of approximately \$87 billion

- ▶ Employing approximately 160,000 people in more than 50 countries on six continents

ENVIRONMENTAL



5%

INDUSTRIAL SERVICES

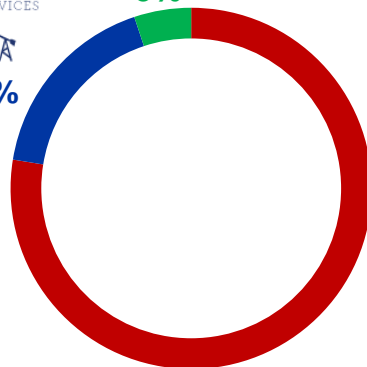


18%

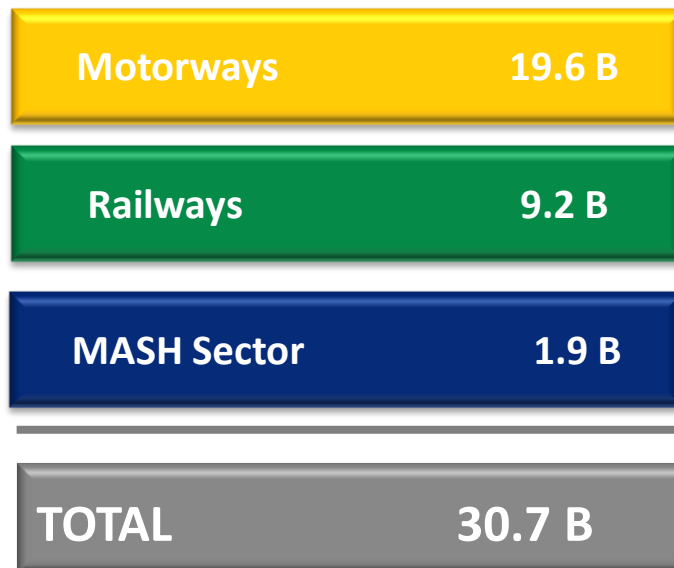
CONSTRUCTION



77%



**ACS/Iridium currently manages
more than
\$30 billion of project investments**



Infrastructure Portfolio (2013)		
Concessions	Units	Investment
Highways	1,492 miles	\$1,422 M
Spain	539 miles	\$806 M
Canada	98 miles	\$147 M
Greece	380 miles	\$87 M
Ireland	40 miles	\$63 M
Portugal	377 miles	\$178 M
Chile	34 miles	\$29 M
UK	14 miles	\$10 M
USA	11 miles	\$105 M
Railways	175 miles	\$289 M
Spain	36 miles	\$165 M
France/Spain	28 miles	\$70 M
Portugal	104 miles	\$26 M
Canada	8 miles	\$29 M
Social Infrastructure	1,870 sq. ft.	\$45 M
Hospitals	2,033 beds	\$70 M
Transit Centers	1,338 sq. ft.	\$69 M
Parking Lots	22,847 spaces	\$107 M
TOTAL INVESTED CAPITAL		\$3,718 M

ACS Infrastructure Development and ACS Infrastructure Canada are the North American P3/Concession and Operations and Maintenance subsidiaries of ACS Group

Began operating in the North American P3 market in 2006, and since has become a leader in greenfield P3 projects with **6 projects worth almost \$9 billion**:

- Confederation Line (Ottawa LRT), \$ 2.0 B, 2012, Ottawa, Ontario
- Northeast Anthony Henday Drive, \$ 1.4 B, 2012, Edmonton, Alberta
- Right Honourable Herb Gray Parkway, \$ 1.2 B, 2010, Windsor, Ontario
- South Fraser Perimeter Road, \$ 0.7 B, 2010, Vancouver, British Columbia – **opened (6 months early) 12/2013**
- I-595 Corridor Improvements Project, \$ 1.7 B, 2008, Fort Lauderdale, FL - **opened (on time) 3/2014**
- A30 PPP Completion Project, \$ 1.8 B, 2008, Montreal, Quebec – **opened (on time) 12/2012**

ACSID was recently awarded the Portsmouth Bypass project in Ohio.

Investment Portfolio Examples

Examples of Highways / Roads / Bridges in portfolio	Stake	Country	Status	Miles	Total Investment (\$ million)	ACS Investment (\$ million)
North American Investments						
I-595 Express	50%	USA	Operation	11	1,678	109
Portsmouth Bypass	40%	USA	Pre-FC	16	558	20
Ottawa Light Rail Transit	40%	Canada	Construction	8	1,824	27
Northeast Anthony Henday	25%	Canada	Construction	17	1,406	16
South Fraser Perimeter Road	50%	Canada	Operation	28	654	14
A-30 Nouvelle Autoroute 30	50%	Canada	Operation	46	1,771	103
Right Honourable Herb Gray Parkway	33%	Canada	Construction	7	1,220	13

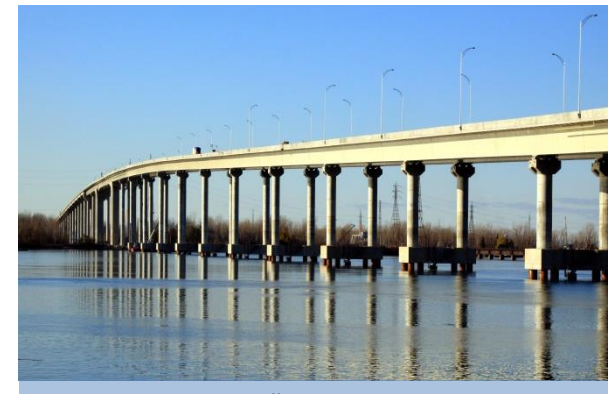
Dragados has been our lead design-build partner on each of these projects



I-595 Corridor Roadway Improvement



Confederation Line (Ottawa Light Rail)



Nouvelle Autoroute 30

1st Availability Payment P3 Project in the U.S. and Opened On-time & On-Budget in March 2014

**Reached Financial Close in the peak of the Financial Crisis
in 2009, within 4 months of award**

- Financing included a \$678 Million TIFIA loan

**Maintained full capacity and speed of travel on existing
lanes for up to 180,000 vehicles per day throughout
construction**

- Operated and maintained the existing lanes since 2009 with zero noncompliance deductions
- High customer satisfaction ratings for operations of Express Lanes and for rapid response to more than 1,200 incidents per month during construction
- Met all eight interim milestones
- Co-located with FDOT, operating the ITS from the District 6 TMC
- Responsible for 30-years of operations and maintenance

**Employed more than 2,000 people and 150 businesses at
the peak of construction**

- Graduated 164 trainees
- Employed 11.7% DBEs, exceeding the 8.1% goal



✓ **\$1.7 Billion total investment**

- ✓ The project widened 10+ miles of I-595 from the I-75/Sawgrass Interchange to the I-595/I-95 Interchange
- ✓ Constructed three, new, reversible, tolled Express Lanes
- ✓ Improved capacity and access at interchanges and maintained continuity along the adjacent service road, SR84.