



**Brisa**

**A Partner for the  
Portuguese development**

*Press Kit  
November 2008*

# Brisa profile



## Leading European motorway company

Pioneer in electronic toll collection systems

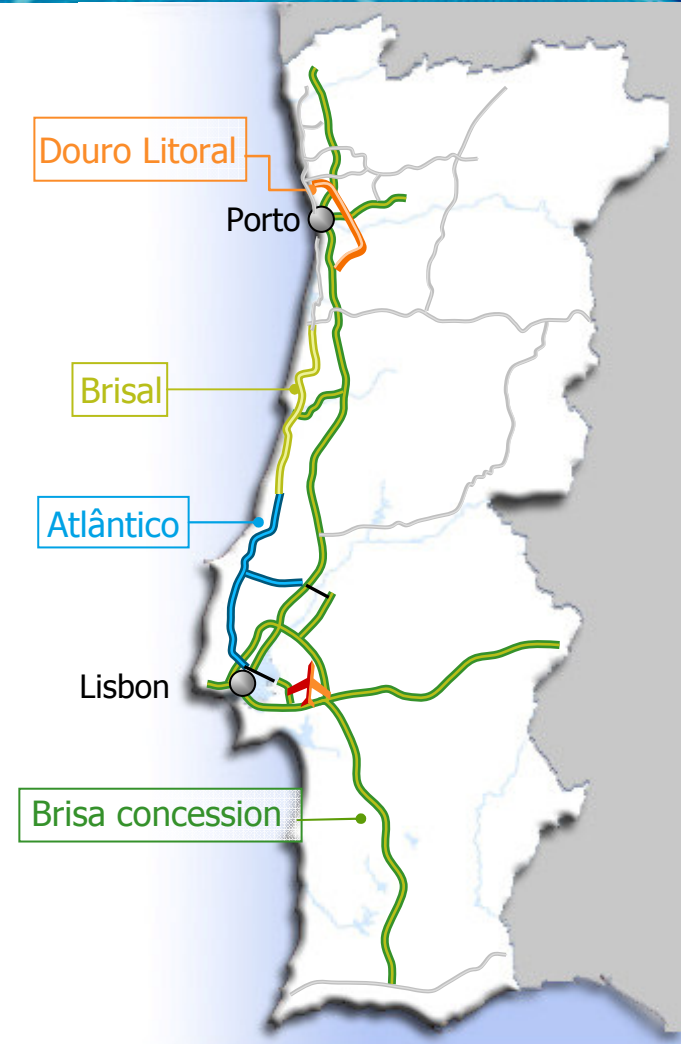
Portugal	%	# motorways	km
<b>Brisa concession</b>	<b>100%</b>	<b>11</b>	<b>1 106</b>
<b>Brisal concession</b>	<b>70%</b>	<b>1</b>	<b>92</b>
<b>Atlântico concession</b>	<b>50%</b>	<b>2</b>	<b>170</b>
<b>Douro Litoral concession</b>	<b>55%</b>	<b>3</b>	<b>126</b>
<b>Total</b>	<b>-</b>	<b>17</b>	<b>1494</b>

International	%	# motorways	km
<b>CCR</b>	<b>18%</b>	<b>8</b>	<b>1 830</b>
<b>Northwest Parkway (USA)</b>	<b>90%</b>	<b>1</b>	<b>18</b>
<b>KTS (Czech Republic)</b>	<b>26%</b>	<b>-</b>	<b>929</b>
<b>Movenience (Holland)</b>	<b>30%</b>	<b>-</b>	<b>6</b>
<b>Total</b>	<b>-</b>	<b>9</b>	<b>2783</b>

International offices

**Brazil (São Paulo) USA (Atlanta)**

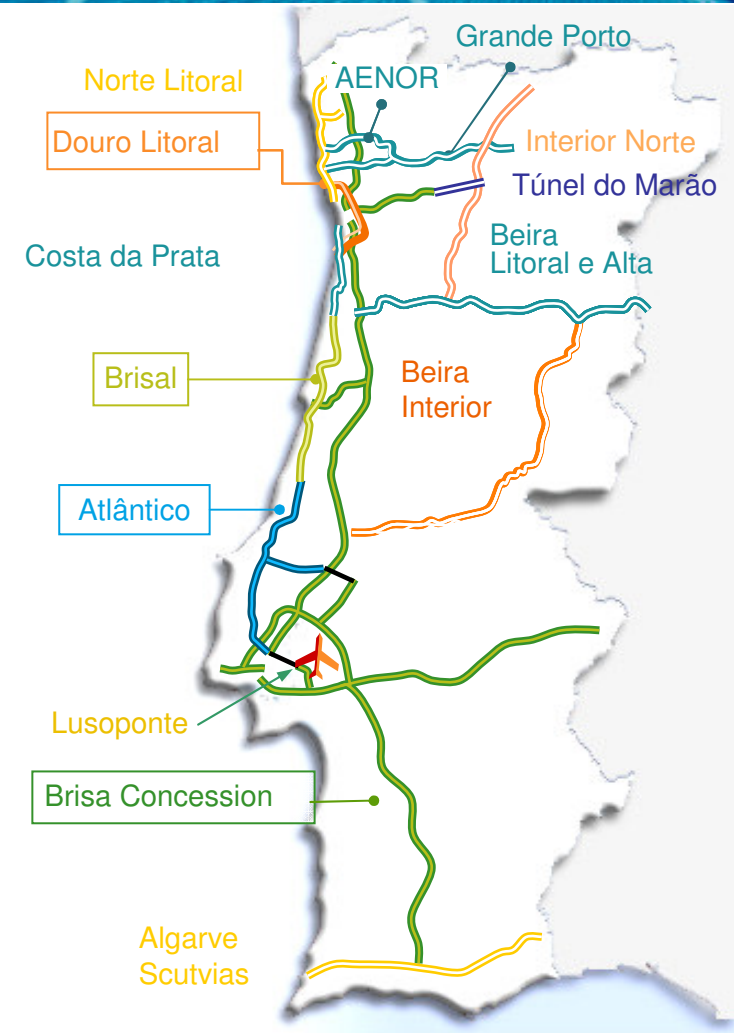
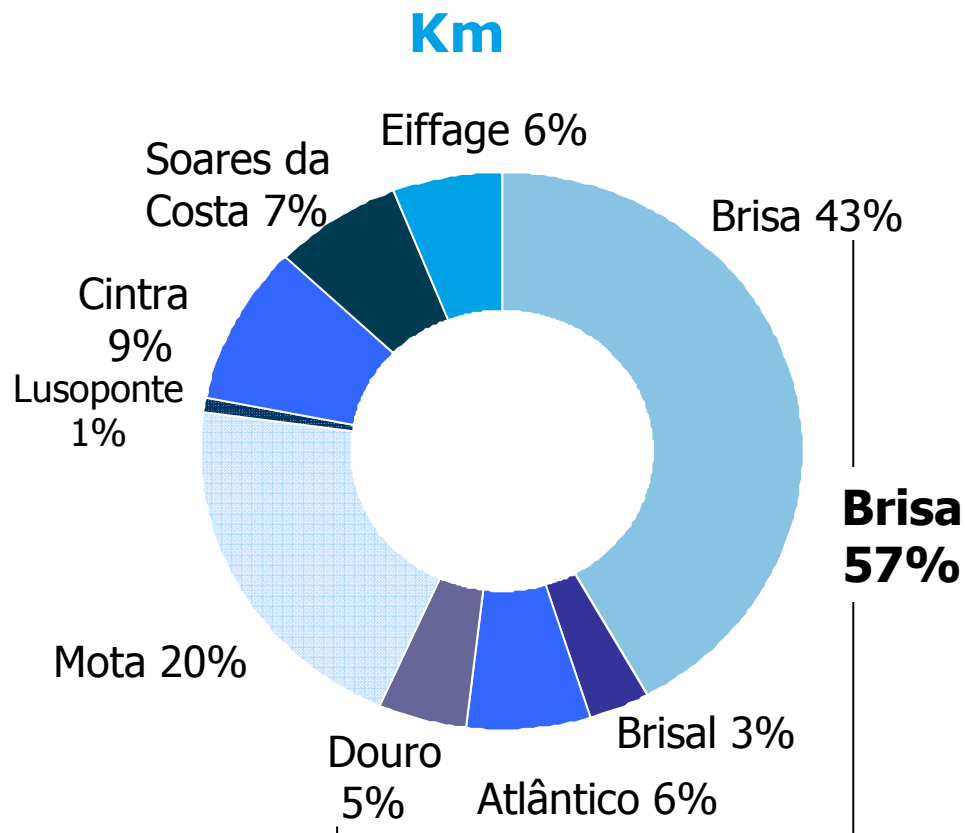


The backbone of the Portuguese road system

# Domestic motorways



## Market share 2007



The main Portuguese operator

# Corporate governance

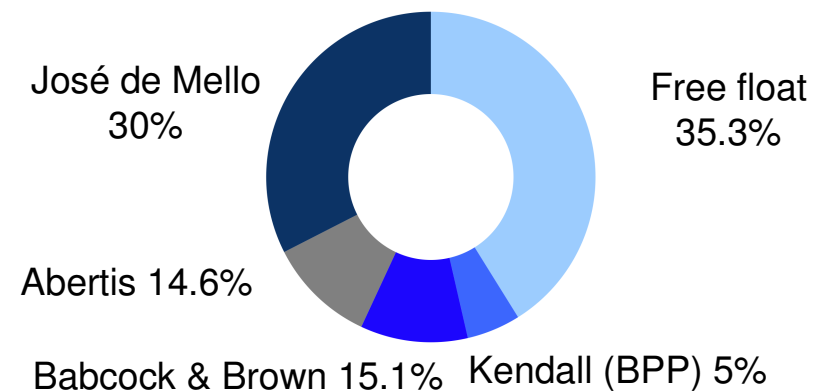


- Board of directors
  - 13 members
  - 7 independent
- Executive Committee
  - 5 members
- Open Bylaws, all shares equal, no limitation rights, 1 share 1 vote

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- Environmental Policy Statement
  - Code of Ethics
  - Sustainability Annual Report



## Ownership



International best practices

# Strategic core competences



## Planning and construction

- Strong Project Management Team
- Partnership with construction companies

## Financing

- Active debt management with experience in large structured finance deals
- Solid presence on the debt and equity capital markets

## Development

- Innovation and development
- Partnership management
- International presence

## Management

- Management of Transport Infrastructures
- Management of Electronic toll collection



More than 35 years of know-how

# Via Verde



## Leader in Europe



2.2 milion customers

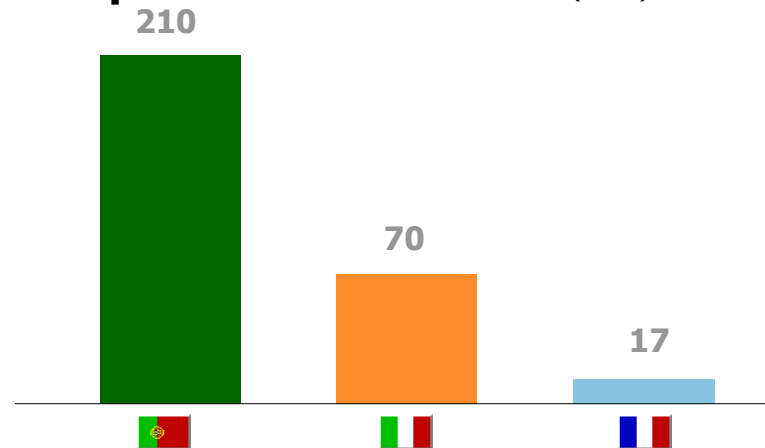


4.5 milion customers

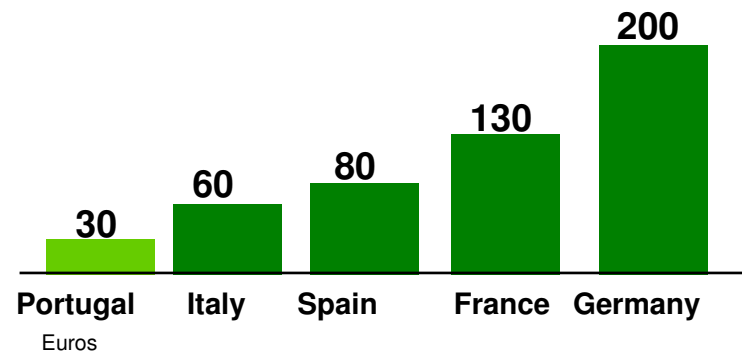


1.1 milion customers

**OBUs per 1000 inhabitants** (2007)



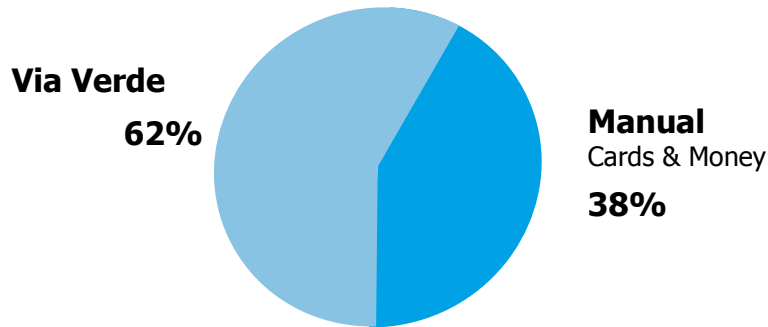
**Cost for the user** (5 years)



# Via Verde

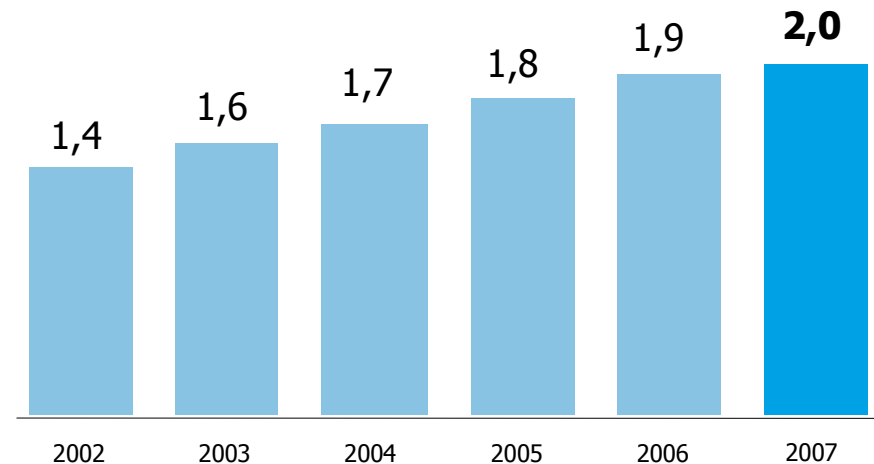


## Transactions Structure



## Via Verde Clients

(Millions of OBU's)



- 550 000 transactions/day
- 141 toll plazas (all the portuguese operators)
- 61 parking lots
- 98 gas stations
- Controled access: 6 historic neighbourhoods in Lisboa and Gaia



More than 2 million clients

# Other domestic opportunities



## Transport infrastructures

### **Brisa core competences**

- Project management (building works)
- Infrastructure management
- Concessions management



### **Airports (ANA privatisation)**

- New Lisbon airport



### **Portuguese high speed train**

- Railways PPP's

## Core competences

# Other domestic opportunities



## Transport infrastructures

**Airports** - privatisation of ANA & construction of new Lisbon airport (NLA)

- Consortium: Brisa 24%, Mota-Engil 24%, Sacyr 15%, BES 9%, CGD 9%, Millennium BCP 9%, MSF 5% and LENA 5%
- Privatized ANA will have to build the NLA



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## Portuguese high speed train

- 5 PPP separated from train operations
- 2 main axes, Lisbon to Badajoz (Spain) and Lisbon to Porto-Vigo (Spain)
- Includes new crossing of the Tagus river for trains and cars



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## Brisa's core competences

# Brisa: a leading player



## Core competences

- Global competences in planning and managing projects
- Motorway design, build and operation
- Concession management
- Innovation and technology

Widen core competences to reinforce international presence

## Market positioning

- Market leader in Portugal
- Leading presence in CCR, market leader in Brazil (Latin America)
- International growth strategy based in Latin America and Europe

Growing markets

## Financial strength

- Sound financial structure
- Access to several funding options
- Experienced in structured finance deals
- Project Finance

Available Funds for growth (concessions and possible partnerships)

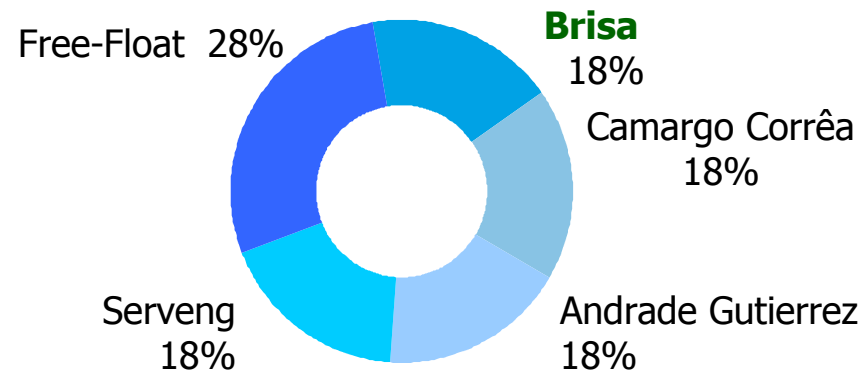
## CCR - Companhia de Concessões Rodoviárias

- 8 Brazilian concessions
  - New Rodoanel (privatization)
  - New Renovias (secondary market)
- Local listing (Novo mercado)
- Market Cap of 5 bn €
- Network: 1 830 km
- Growth opportunities:
  - S. Paulo State (2000 km)
  - Brazilian infrastructures (subway and trains)
  - Mexico and Chile

### 2007 financial figures

Revenues	BRL 2353 M	+10%	883 M€
EBITDA	BRL 1447 M	+20%	535 M€
Net profit	BRL 584 M	+7%	219 M€
Net Debt / EBITDA	0.84X		

### Shareholder structure



The market leader in LatAm

# North America



## Office in Atlanta

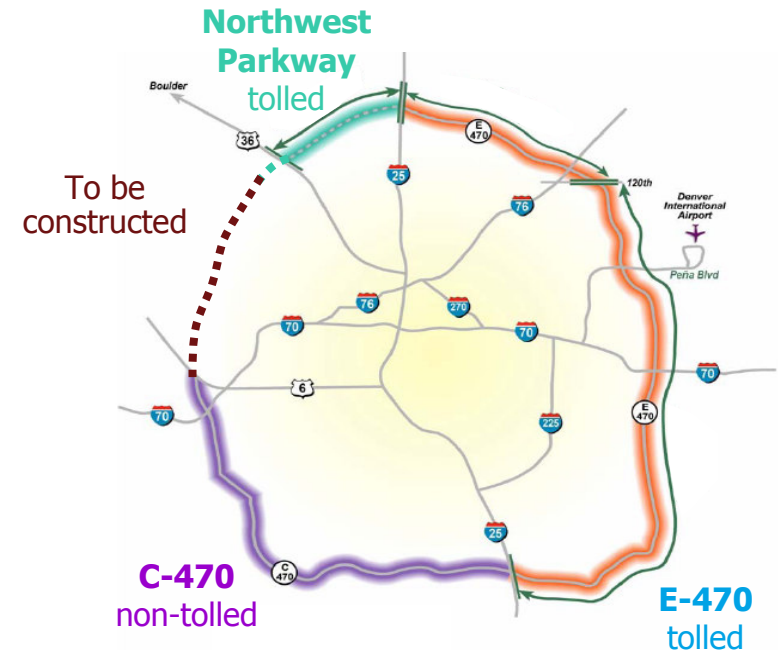
- To cover the US market (scouting opportunities)
- Enhance institutional relations
- Legal, public relations, lobbying

## Northwest Parkway (Denver) with CCR:

- 99 year concession
- Part of the Denver motorway ring (Beltway System)
- 18 km motorway (14 km brownfield, in operation, since November 2003)
- 4 km to be built until 2020
- Tolled motorway, basket – ETC, manual  
ADT 12 500



## Denver Beltway System



The largest infrastructure market in the world

# Electronic toll collection



## Czech Republic

- Austrian **KTS**, a joint-venture between Brisa (26%) and Kapsch (74%) operates a free-flow ETC system for heavy good vehicles (929 km)
- KTS is targeting opportunities in other Eastern Europe countries

## Holland

- Movenience, a joint-venture between Brisa (30%), Westerschelde Tunnel (60%) & Nedmobiel 10% operates a ETC on the Westerschelde tunnel
- Movenience is targeting other Dutch opportunities



Approach to markets with no private concessions

# International ongoing tenders



## Ongoing tenders

### USA - Florida (brownfield)

- Alligator Alley: 126 km
- Shortlisted in August, final proposal due this year

### USA - Puerto Rico (brownfield)

- PR22: 77 km
- Schedule is yet to be defined

### Russia (greenfield)

- 2 motorways with 64 km
- Both shortlisted in February, final proposal due in September

### Turkey (privatization)

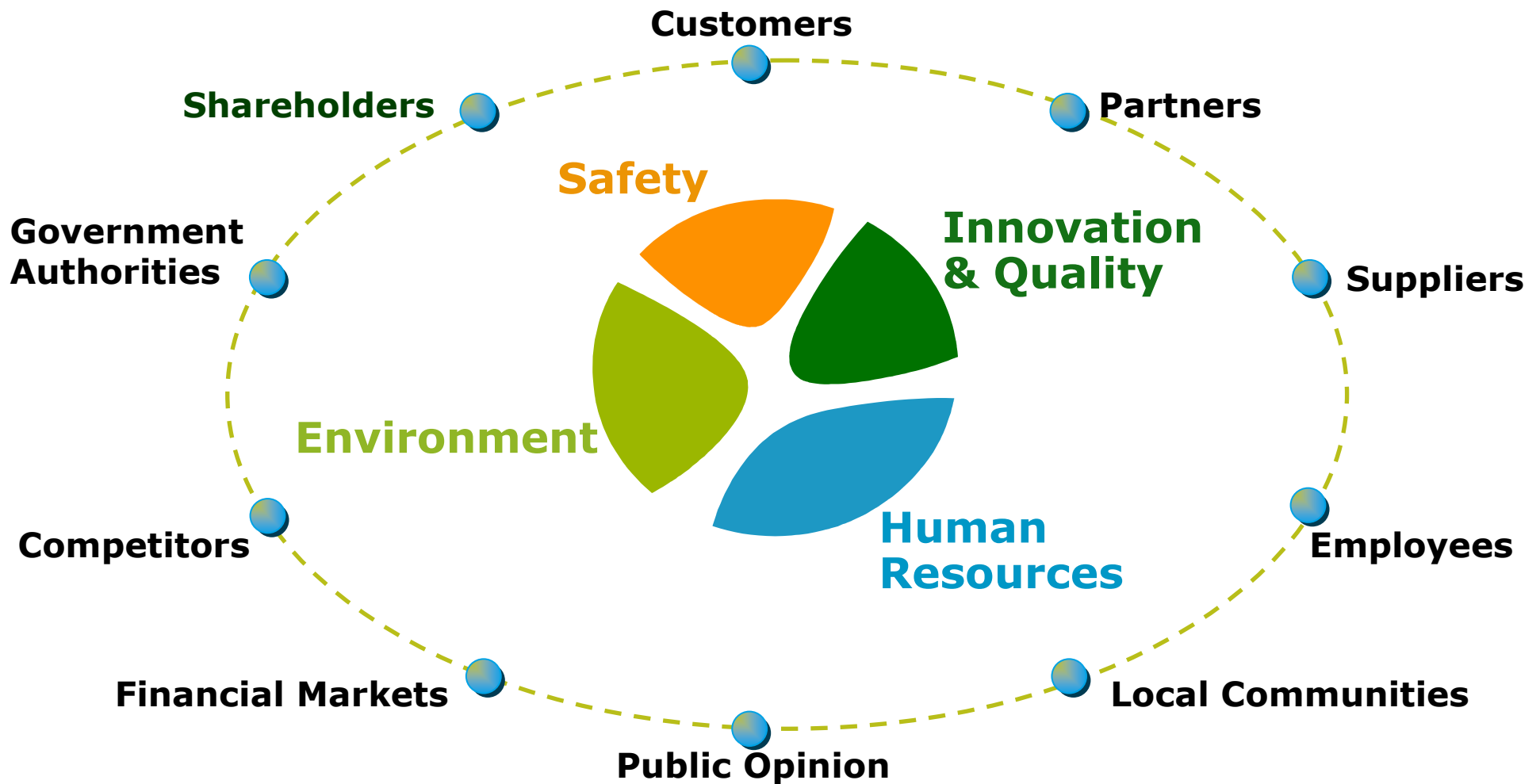
- Over 1800 km
- Schedule is yet to be defined



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## Short term news flow

# Social Responsibility



**Multidimensional stakeholders' integration**

# Environment



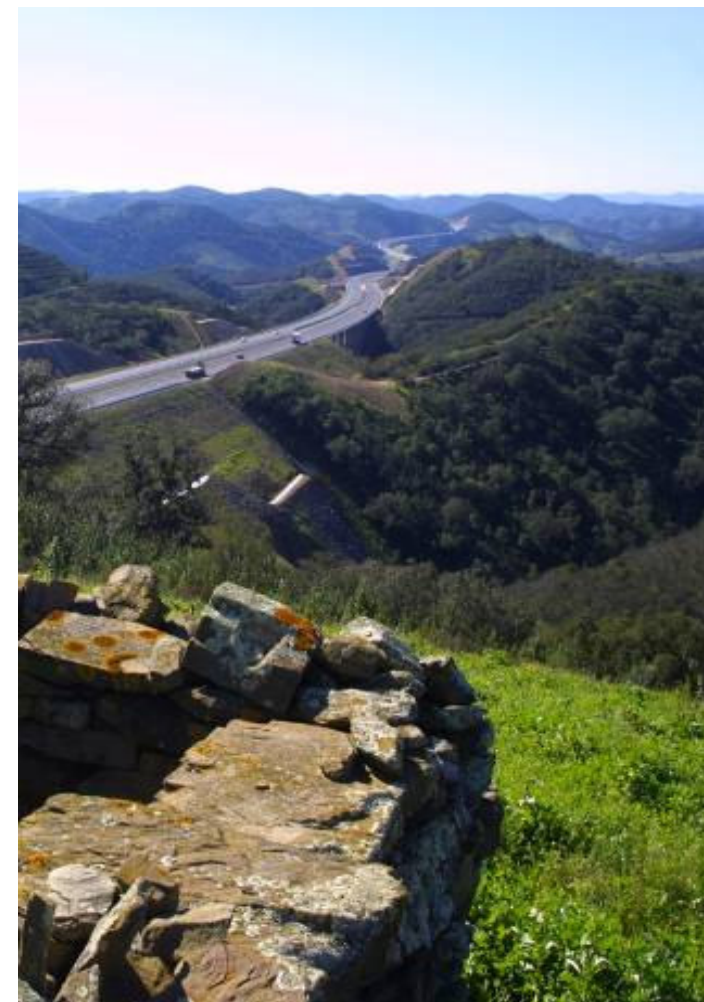
- Environmental Declaration Policy

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- Integrated management of the impact on the infrastructures
  - project, building and operation

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- Stakeholder Engagement
  - Environmental Follow-up Commission dedicated to the project and building phase

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- Eco-efficiency projects and initiatives
  - Energy efficiency and emissions reduction (Híbrido Vehicles, Telematics, Via Verde)
  - Biodiversity (Business & Biodiversity projects)

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- Investment of 7 M€ (**2007**)



To compensate the impacts

# Safety



- Operational Coordination Centre
  - Active Traffic Management

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- Technological Innovation
  - *Avisar* System

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- New equipment
  - Specific equipment for bikeriders safety

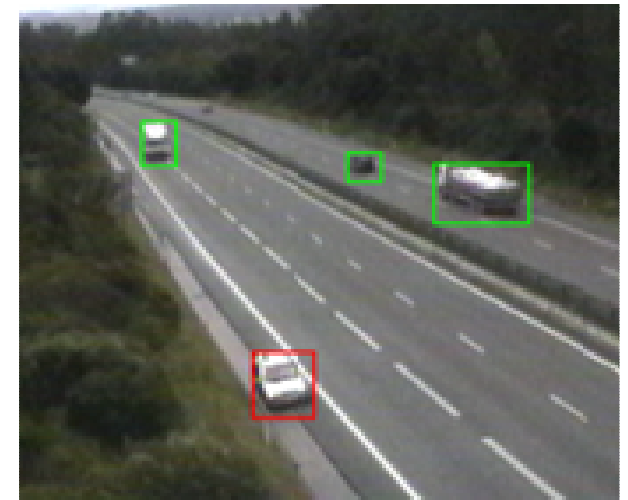
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- Road Safety Campaigns
  - Educational Program
  - Safety First Program

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- European Road Safety Charter

## Avisar System



A national issue

# Innovation and Quality



- A company of medium technological intensity
  - 4.7 M€, 2007
- Innovation network
  - 14 institutions + 25 SMEs
- Start-ups promotion
  - *5 already launched*
- Scientific articles
  - 18 scientific studies, 2007
- Implementation of Environment, Safety and Quality Management System
  - ISO 9001 and ISO 14001



Leading the way (*ETC e ITS*)

# Human Resources



- New Code of Ethics
  - implementing
- Colombo Project
  - employees' ideas for an improved operational efficiency
- Performance Management System
  - covers all employees
- zero deadly accidents **(2007)**
- +52 thousand hours capacity building
- Totally computerized workplace



Investing on the people

# Sustainability Indexes



- **Integrates FTSE4Good, since 2004**
  - 4 months evaluation period annually
- **Good performance on DJSI *benchmark*, but lacks dimension to integrate index**
  - Annual questionnaire, 85 questions covering all areas of the company
- **Classified on the Top 5 portuguese companies, according to Heidrick & Struggles benchmark, in 2007 and 2008**
- ***Positive benchmark analysis***
  - Vigeo, EIRIS and Kempen reports



A Brisa is a reference



**Brisa**

# A Partner for the Portuguese development

