

CINTRA/ZACHRY TEAM FACT SHEET

A team led by Cintra Concesiones de Infraestructuras de Transporte, S.A. and Zachry Construction Corporation was selected by the Texas Department of Transportation (TxDOT) to develop the first phase of the Trans-Texas Corridor – a visionary transportation system for the future of the Lone Star State.

Cintra/Zachry represents a coalition of Texas, national and international transportation experts with decades of experience in financing, constructing, operating and managing major public and private roadway systems. The team also includes Ferrovial-Agroman, Earth Tech, Inc.; PriceWaterhouseCooper, LLP; JP Morgan Securities, Inc.; Bracewell and Patterson, Pate Engineers, Inc.; and Rodriguez Transportation Group.

Headquartered in Madrid, Spain, with subsidiaries on three continents, Cintra is one of the world's largest private-sector developers of transport infrastructure, with committed equity investments of more than \$2.1 billion. Cintra is a publicly held company listed in Madrid's Stock Exchange. More than 60 percent of Cintra is held by the Madrid-based Grupo Ferrovial, founded as a construction company in 1952. Ferrovial is now a diversified and stable group that ranks among the top five construction groups by market capitalization in Europe. Its subsidiary, Ferrovial Agroman, has completed construction projects in more than 40 countries and forms, together with Zachry, the construction arm of the team.

Zachry Construction Corporation is a privately held company founded in 1924 and headquartered in San Antonio, Texas. The company provides a wide array of services including construction, project development, construction management and industrial maintenance to both domestic and international customers in the public and private sectors. *Engineering News Record* lists Zachry among the nation's top 25 construction companies. Zachry currently employs 13,000 people, and its construction projects can be found from coast to coast, with a concentration in Texas and the southeastern sector of the United States.

CINTRA/FERROVIAL BUSINESS BACKGROUND

- Cintra (www.cintra.es) is a publicly traded company based in Madrid, Spain. Cintra has a market capitalization of approximately \$5 billion. The company has years of successful transportation experience, including major investment and operating interests in the Chicago Skyway, the 407 ETR highway in Toronto, Canada, and highway investments in Spain, Ireland, Chile and Portugal. Cintra is also the leader in the parking lot business in Spain, currently managing more than 200,000 parking slots.
- Cintra's parent company, Grupo Ferrovial (www.ferrovial.com) is also publicly traded. Ferrovial was founded in 1952 and has a market capitalization of approximately \$6.7 billion. Ferrovial has 49,000 employees in 12 countries, including the US, Canada, UK, Australia, Ireland, Poland, Portugal, Italy, and Chile. Other significant investments of Ferrovial are in the Bristol and Belfast (UK) and Sydney (Australia) airports. Ferrovial, through its subsidiary Amey (UK) is also involved in the maintenance and management of the London Subway.

ZACHRY BUSINESS BACKGROUND

- Zachry Construction Corporation is comprised of five large business units: Heavy Construction, Building Construction, Power, Industrial Maintenance and Industrial Process with total current

contracts exceeding \$3 billion. The roots of the company lay in the construction of major transportation projects, with particular focus in the State of Texas. In fact, Zachry currently has more than \$1 billion in design-build highway and infrastructure construction contracts in Texas.

- Other representative projects include a three-year engineering, procurement and construction (EPC) contract with Freeport LNG Development, L.P., near Freeport, Texas; an EPC contract with Exxon Mobil Oil Corporation for the Beaumont Cogeneration Facility in Beaumont, Texas; and a three-year maintenance contract with Chevron Phillips for five of its domestic facilities in Cedar Bayou, Pasadena, Port Arthur, and Orange facilities in Texas as well as the St. James facility in St. James, Louisiana.
- Zachry's International division contracts are primarily for embassy construction for the Department of State. Current projects include embassy construction in Managua, Nicaragua and Phnom Penh, Cambodia; Zachry is the lead in a joint venture contract for the U.S. embassy in Beijing, China.

THE TEAM

In addition to Cintra and Zachry, our team includes:

Ferrovial-Agroman (Madrid, Spain)
Earth Tech, Inc. (California/offices in Texas)
Bracewell & Patterson, LLP (Texas)
Rodriguez Transportation Group (Texas)
Aguirre & Fields, LP (Texas)
OTHON, Inc. (Texas)
Pate Engineers (Texas)
HRM Consultants, Inc. (Texas)
P1 Resources (Texas)
Southwestern Capital Markets Inc. (Texas)
Railroad Industries Incorporated (Nevada)
Amey, PLC (UK)
Mercator Advisors, LLC (Pennsylvania and Washington, D.C)
Public Resources Advisory Group (New York)
PricewaterhouseCoopers, LLP (New York/offices in Texas)
JP Morgan Securities, Inc. (New York)

THE TRANS-TEXAS CORRIDOR

- The vast majority of those working on Cintra/Zachry's Trans-Texas Corridor project – workers, sub-contractors, suppliers, etc. – will be Texans. Cintra, Ferrovial Agroman and Zachry Construction will finance, design, build and operate TTC 35 in a manner in which Texas workers, sub-contractors and suppliers will be employed to get the job done. All of the project's construction work will be handled by Texans and Texas sub-contractors.

Estimates show this project will create more than 140,000 direct and indirect Texas jobs.

- The Cintra/Zachry team's Trans-Texas Corridor proposal is just the start of the CDA process and should not be viewed as a final plan. Cintra/Zachry will work with TxDOT to craft more detailed plans and proposals. The initial proposal may change significantly

before final plans are approved as environmental approvals, community and traffic assessments and other detailed studies advance toward final determination.

- Cintra/Zachry looks forward to partnering with the Texas Department of Transportation on this important and innovative project.
- Our team will get needed roads built more quickly at very little cost to taxpayers and even expect to return money to the state. Our road projects utilize the latest design and construction techniques to help assure safety, environmental quality and convenience for motorists and surrounding communities.

ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

- For the third consecutive year, Ferrovial has been confirmed in the Dow Jones Sustainability Indexes. As in 2003, it is the only Spanish construction group chosen to form part of both the world's and Europe's leading sustainability indexes. The DJ Sustainability indexes are one of the world's prime references for companies committed to criteria of sustainability.
- Cintra and Ferrovial have long records of environmental and social responsibility. In 1997, Ferrovial became the world's first construction company to implement a certified standards-compliant environmental management system.
- In 2002, Ferrovial became a member of The Global Compact, an initiative involving UN organizations, workers' associations, non-governmental organizations, and others committed to promoting and respecting nine universal principles in the field of human rights, labor and the environment.
- The Texas Department of Transportation (TxDOT) will oversee and ensure full compliance with the National Environmental Protection Act (NEPA), in concert with appropriate state and federal agencies. The Cintra/Zachry team will follow all rules set forth by TxDOT, the EPA and other key government agencies.

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