

Logistics Development Adolfo Suárez Madrid-Barajas Airport City AREA 1



NOTICE REGARDING THE TRANSLATED DOCUMENT (ENGLISH VERSION)

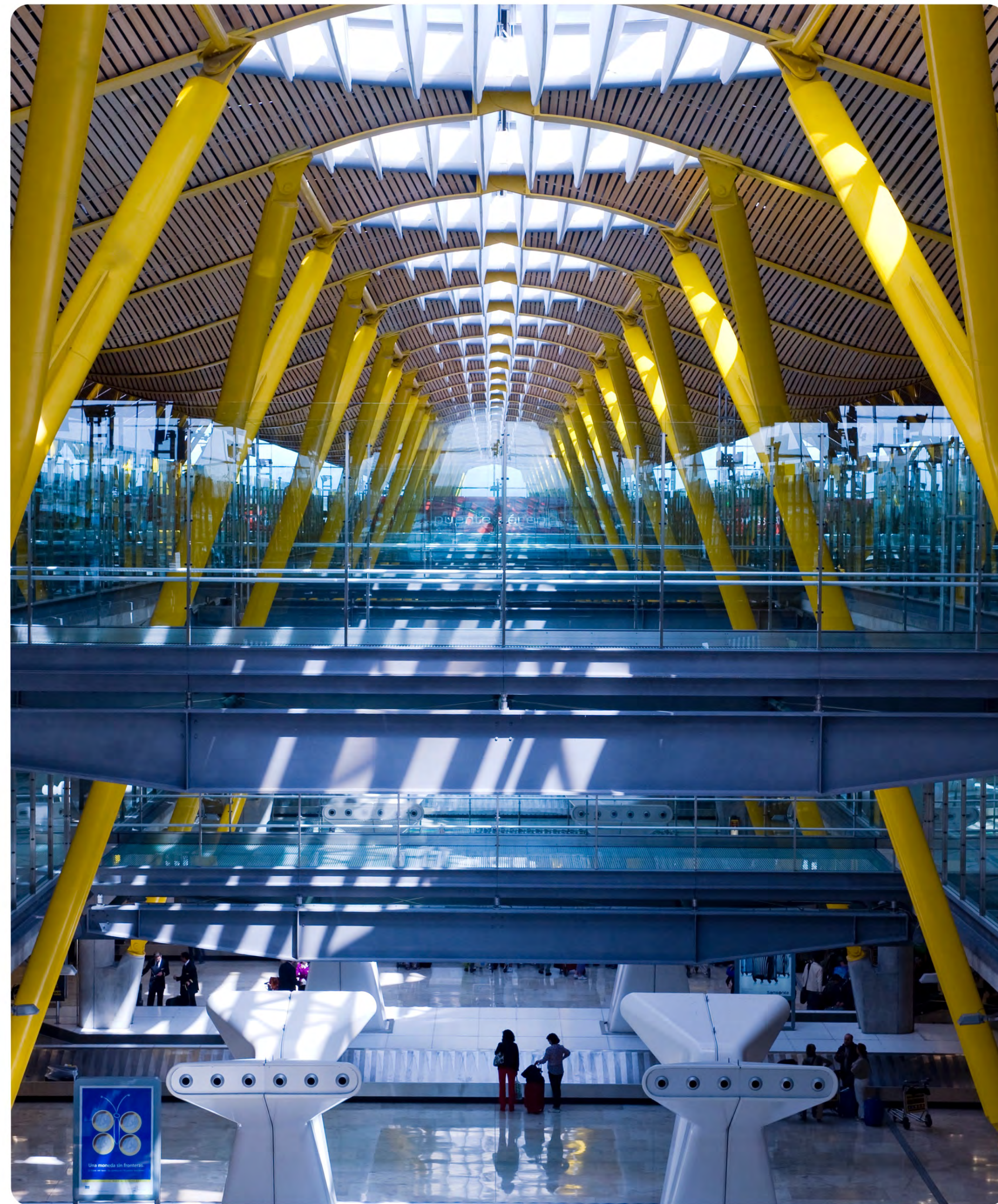
This document is provided for information purposes only, and aims to facilitate the understanding for non- spanish-speaking persons. The contents of this document have no contractual value.

In the event of divergence between the contents of the english version and the spanish original, the spanish version shall prevail.





Aena, a gateway to global connectivity



Aena, a world-leading operator in airport management

SPAIN

46

Airports

2

Heliports

BRAZIL

6


Airports

Direct and indirect participation in 17 other airports throughout the world





367 million
total
passengers*

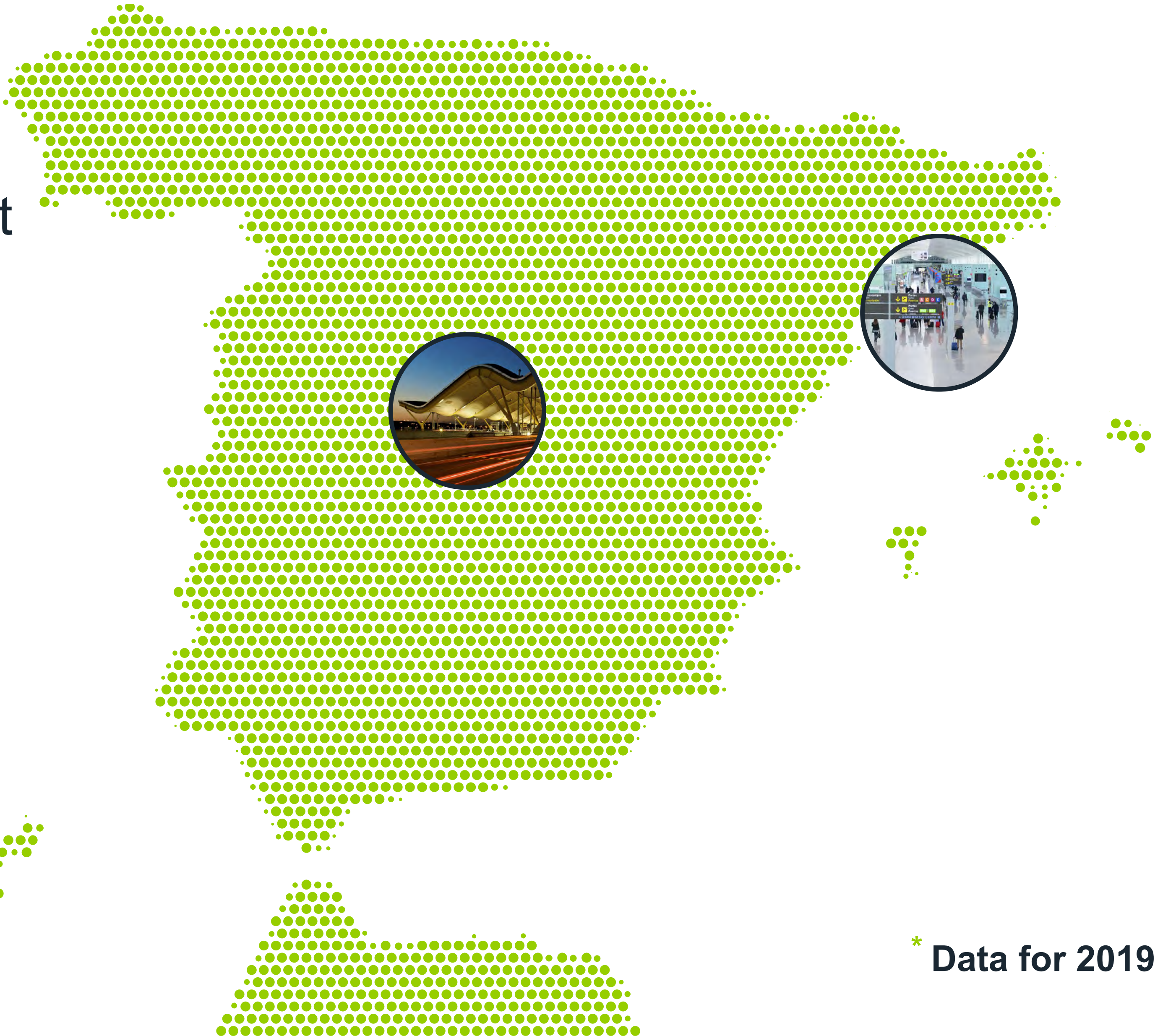


4,503 million
income*

* Data for 2019

Adolfo Suárez Madrid-Barajas airport
and Josep Tarradellas Barcelona-El
Prat airport

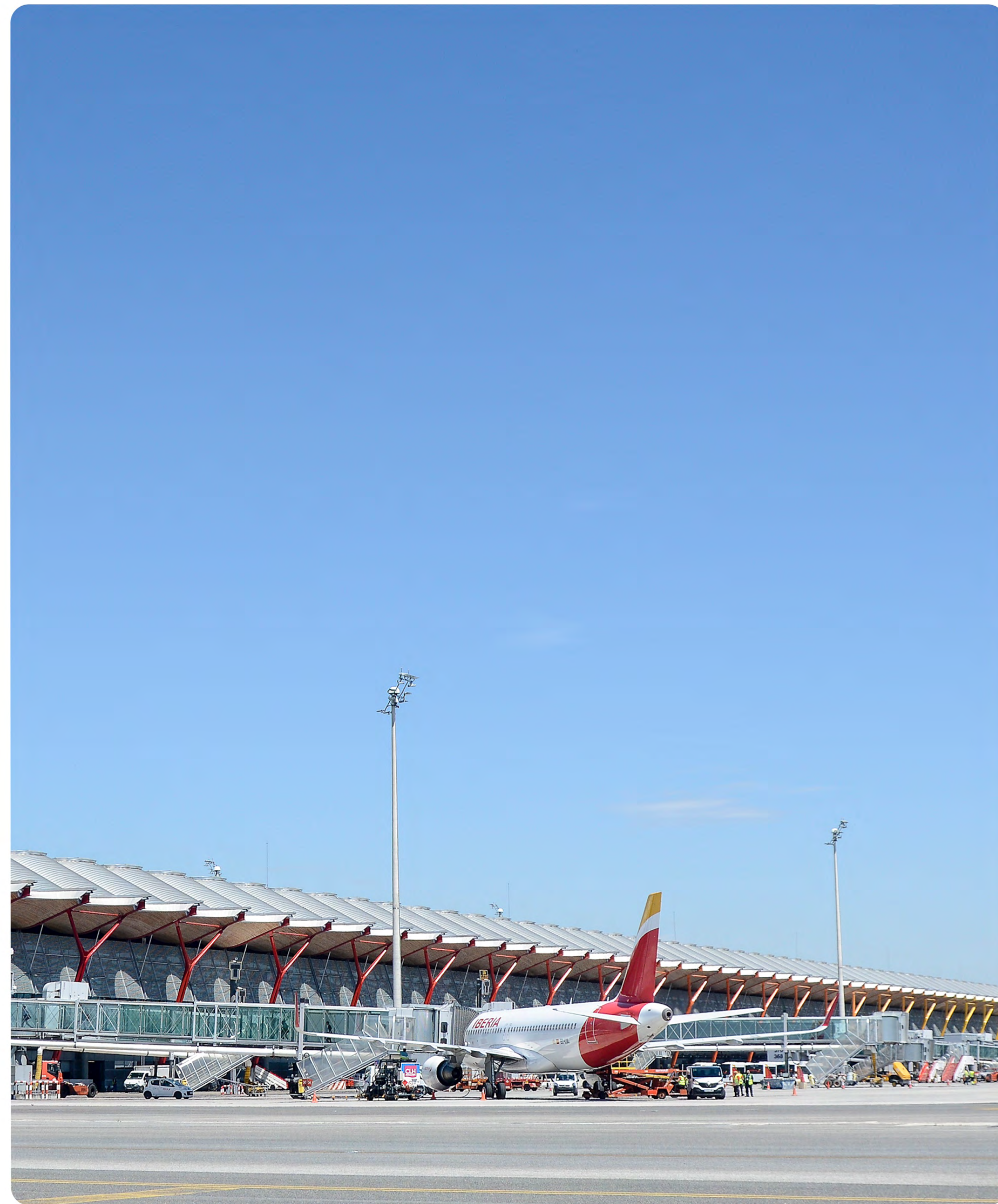
**rank 5th and 6th
respectively in Europe's
top ten***



* Data for 2019



From the Master Plan of 2018 to the Adolfo Suárez Madrid-Barajas Airport City of 2021



Progress so far



2018

Presentation of Adolfo Suárez Madrid-Barajas Airport City and Josep Tarradellas Barcelona-El Prat Airport City, formerly known as Master Plans and which will include the development of 500 ha of land

2019-2020

Implementation of the project, in view of its orderly market launch



2021

Work and the market situation enable the launching of the first Area Adolfo Suárez Madrid-Barajas Airport City

Once this first Area has been put out to tender, Aena will steadily continue to launch all the others making up the Airport City



Adolfo Suárez Madrid-Barajas Airport City in figures



Adolfo Suárez Madrid-Barajas Airport City



An ambitious project for boosting the Autonomous Community of Madrid's economic competitiveness and diversifying the role of the airport as an economic driving force and a citizen service



An aerial photograph of an industrial park. The park features several large, rectangular buildings with yellow roofs and blue accents. A helipad is visible on the right side of the park. The surrounding area includes roads, parking lots, and some greenery. The image is slightly faded to allow the text overlay to be prominent.

323

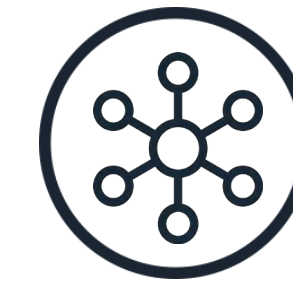
Hectares of
land

2.1
million

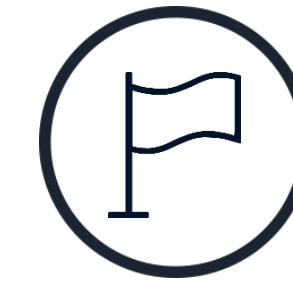
m² of
buildability



Sustainability, efficiency and
socio-economic impact



Airport hub synergies
with several activities



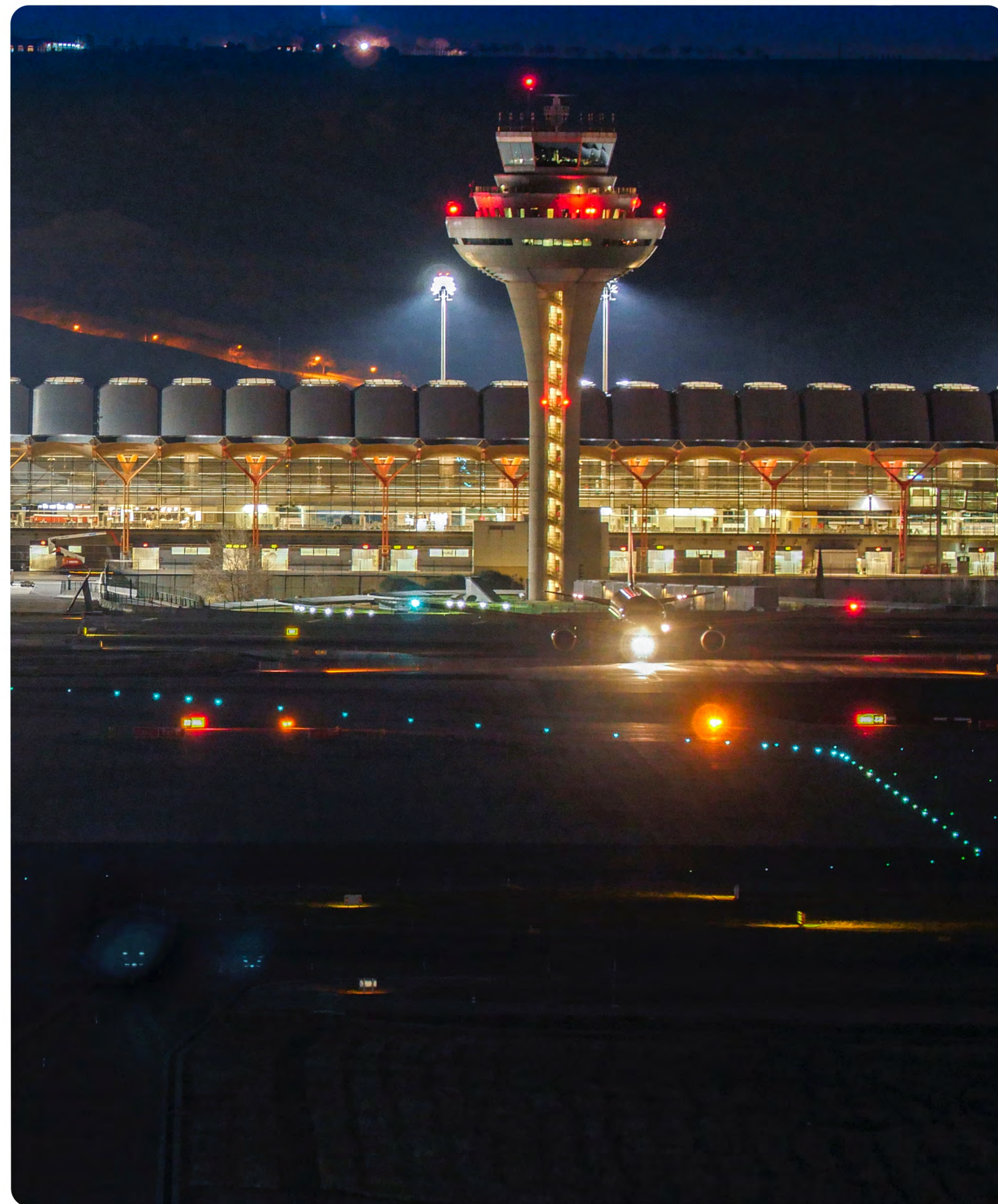
Development opportunity
new product



Strategic
location



Airport City: development areas





**Logistics
hub**



Air City



**Aeronautical
activities**





**Logistics
hub**



Air City



**Aeronautical
activities**





**Logistics
hub**



Air City



**Aeronautical
activities**

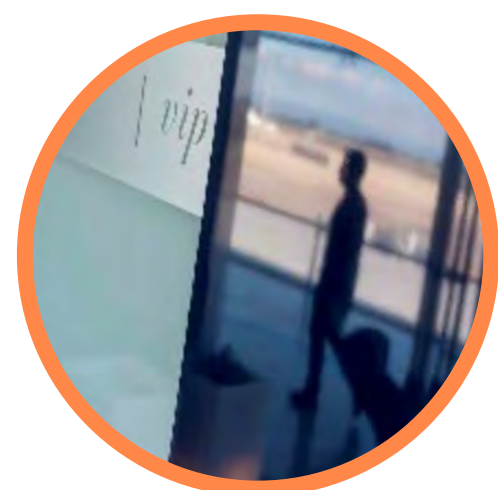




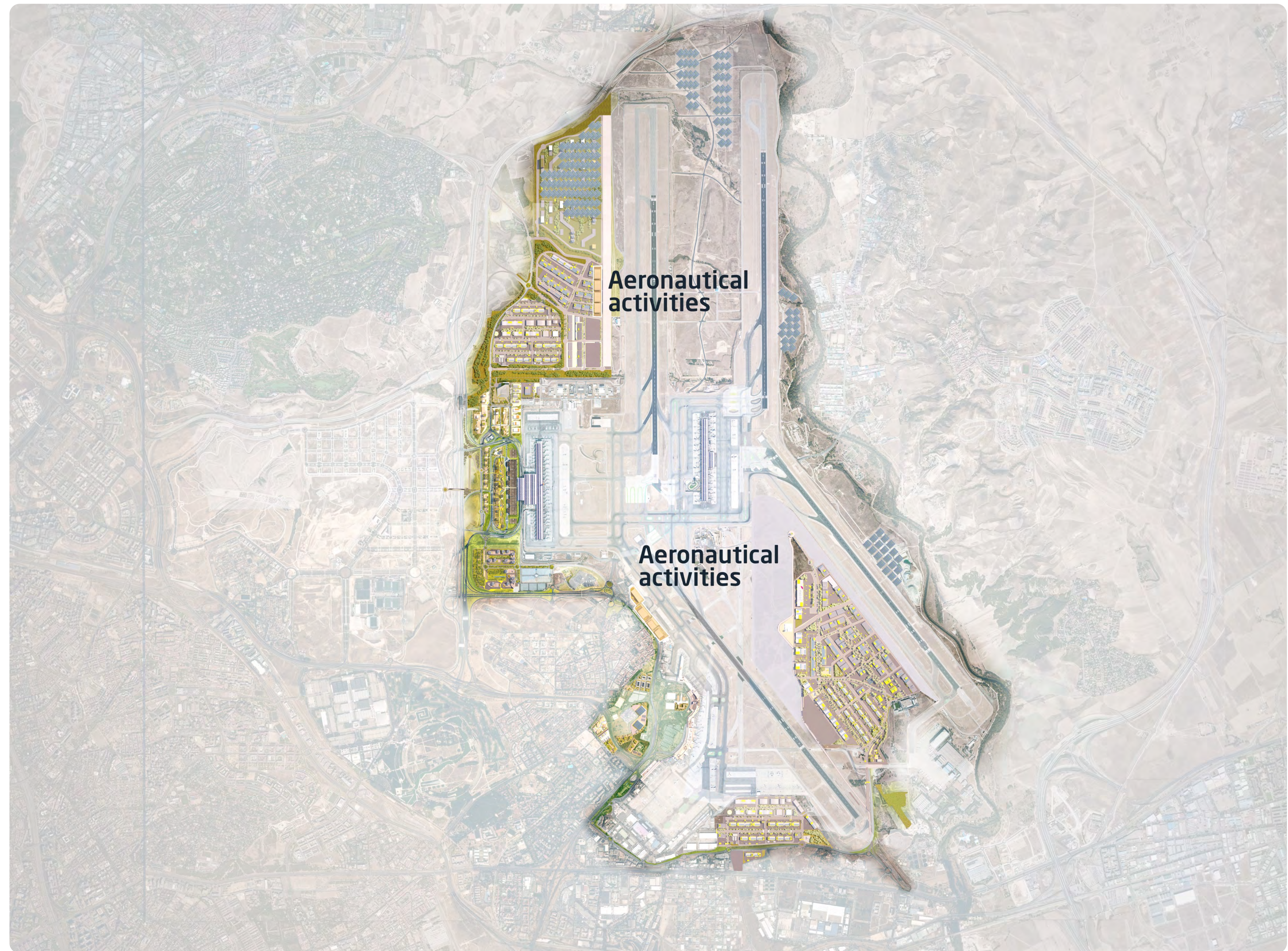
**Logistics
hub**



Air City

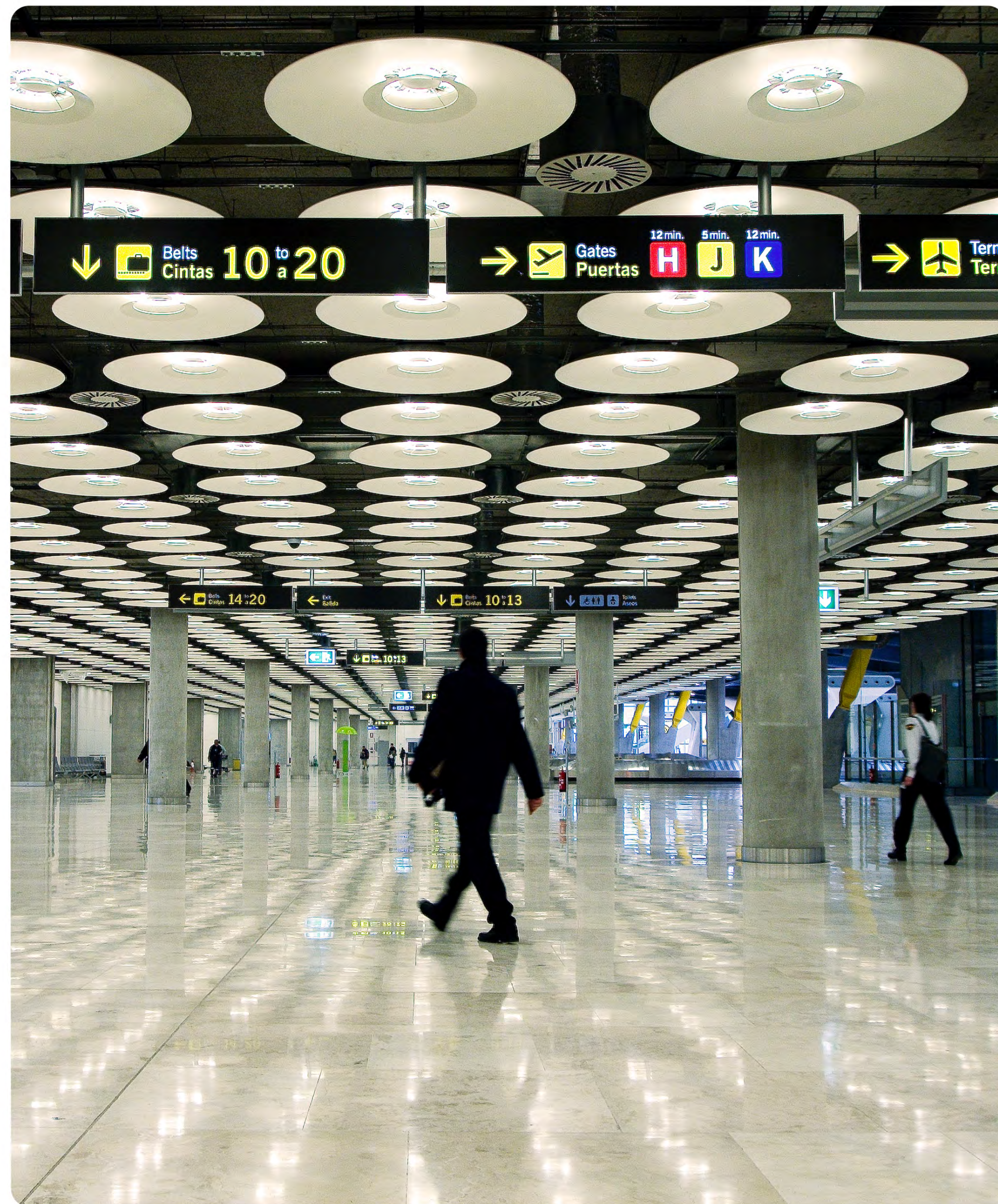


**Aeronautical
activities**





Airport City: time framework



SHORT TERM
AREA 1



MARKET-LAUNCH YEAR
2021

AREA OF LAND
28 ha of land to be developed
4 ha of green areas

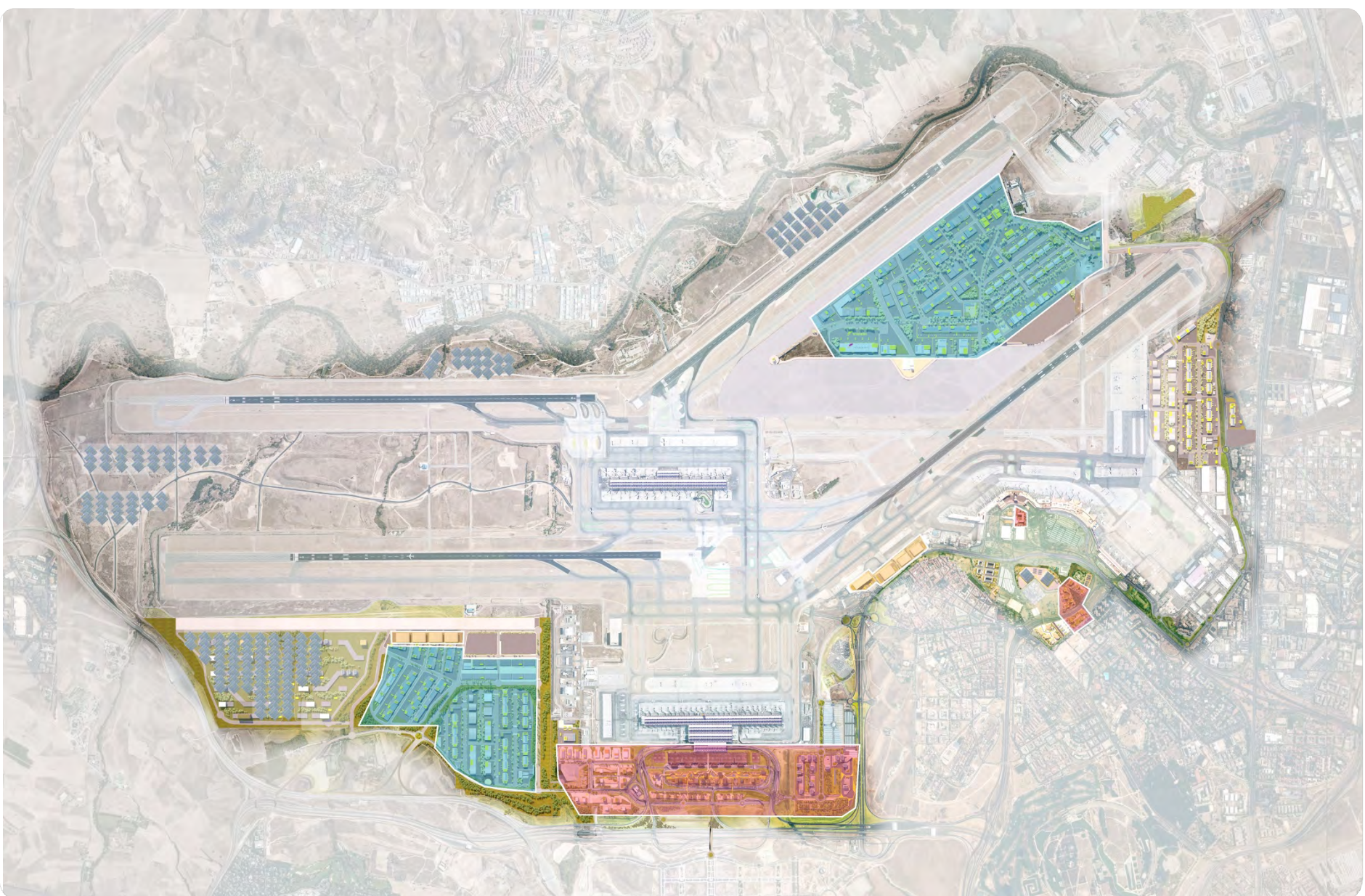
BUILDABLE AREA

Logistics
node



153,000 m²

MEDIUM AND LONG TERM
FUTURE DEVELOPMENTS



MARKET-LAUNCH YEAR
As of 2022, depending on
how the market develops –
2060

AREA OF LAND
295 ha of land to be
developed

BUILDABLE AREA

Logistics
node



1,300,000 m²

Global
entrepreneurial
hub



525,000 m²

Passenger
services



55,000 m²



AREA 1:
First to be
launched in the market



Area 1

Location



It will consolidate the airport as **a central feature of Spain's largest logistics hub**, attract investment, create jobs and wealth and apply the environmental responsibility that Aena stands for

Logistics



Airport
link

28
ha.

Area of
land to be developed

153,000
m²

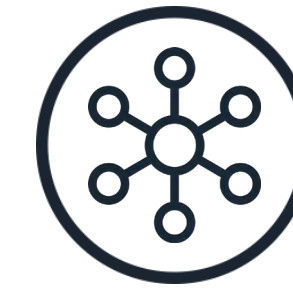
Buildability





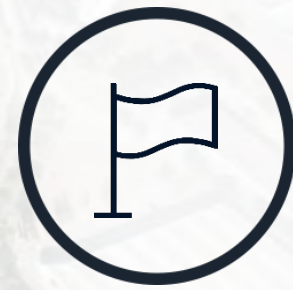
Privileged connections

- Airside- and city-centre proximity
- Adjacent to the Henares corridor



Synergies

- Airport logistics hub
- Intermodal transport node



Uniqueness

- Large pool of land on the outskirts
- Flexibility and ad hoc development



Market time

- E-commerce boom
- Margin of growth (Europe)



Area 1 Technical description

Main existing and planned infrastructures



Aena will implement the necessary initiatives to guarantee the area's urbanisation and connections

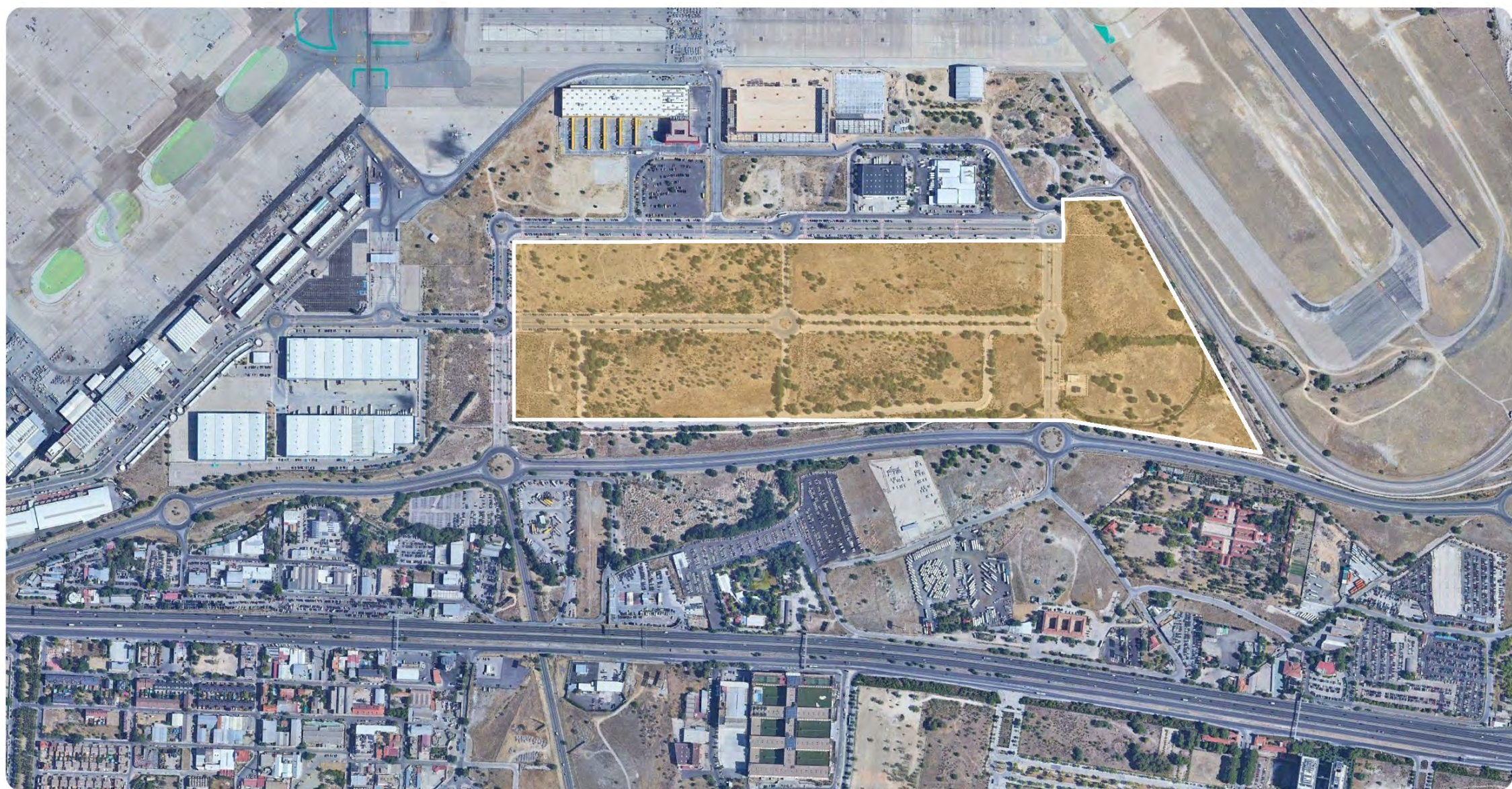


Current urban-planning situation and action plan after contract award



Current urban-planning situation

Invitation to tender time



Surface Area 1

Land to be
developed: 28 ha
Linked green
area: 4 ha

Buildability

153,000 m²

Permitted activities

Logistics and
associated activities
(tertiary, car parks, etc.)

URBAN-PLANNING REGULATIONS TO APPLY

Special Plan for Madrid – Barajas General Airport
System (PESGAM-B)



The **development plan** (detail study / layout
plan) will be based on the **preliminary plan**
proposed by the successful tenderer investor
and processed by Aena.

Determining factors

Area's determining factors



ARRANGENT PARAMETERS AND WHITE PAPER

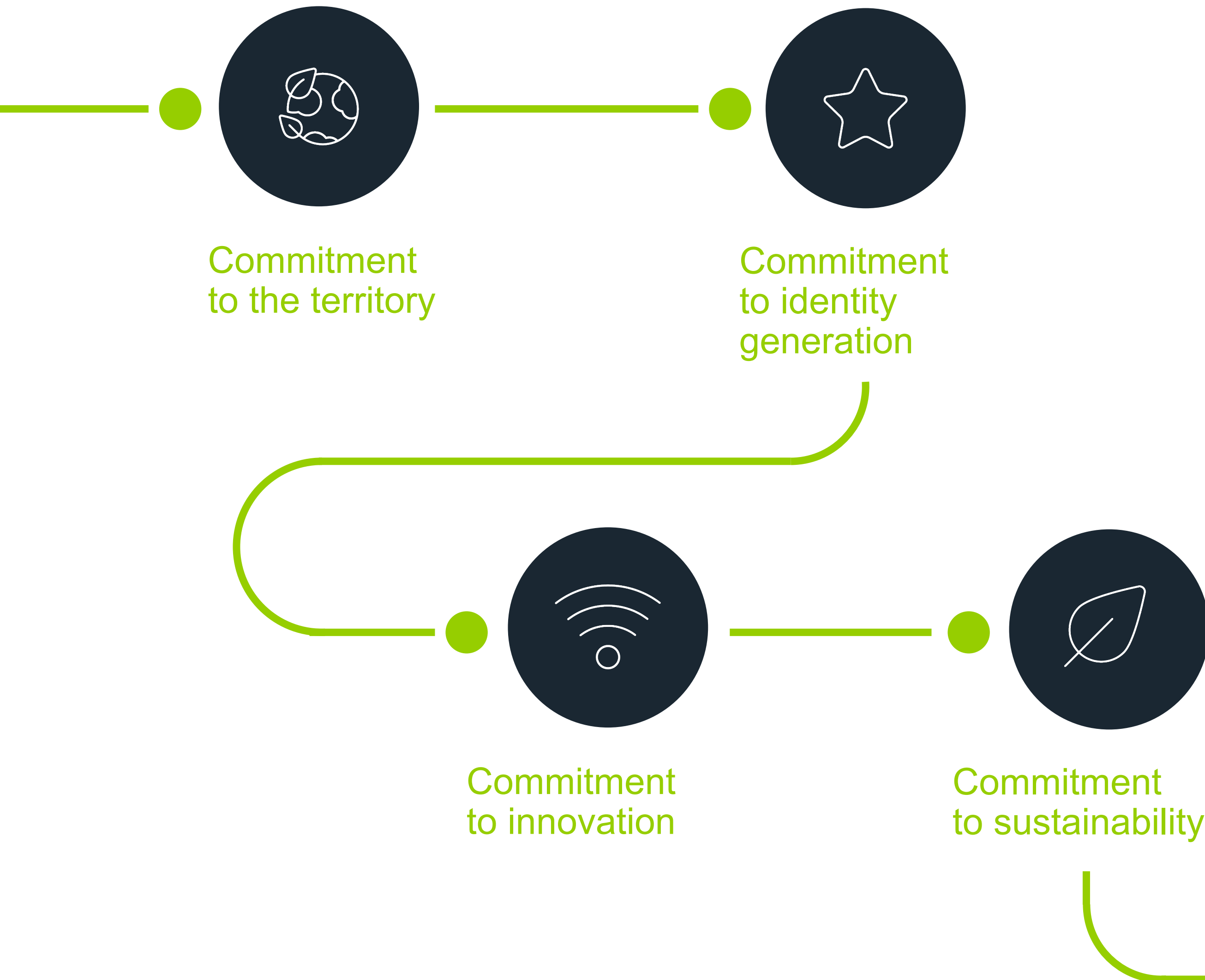
- Structuring and inner roads
- Design, quality, sustainability and urban-mobility criteria



White paper on architecture, urban planning and landscaping



White paper on architecture, urban planning and landscaping



White paper

White paper's goal

To establish guidelines and criteria for designing **urban planning** and **landscaping**, **building**, **connectivity** and **innovation** for every new development of the complementary on the airport's land side

It helps to attract maximum-value investments

Tool for consensus with the territorial authority and players

It defines the terms and conditions for sustainable and carbon-neutral development

It opts for innovation and implements a native digital plan



White paper'scope

Building standards,
project management
and measuring



Urbanisation and re-
naturing



Smart
territory



Comprehensive
sustainability strategy



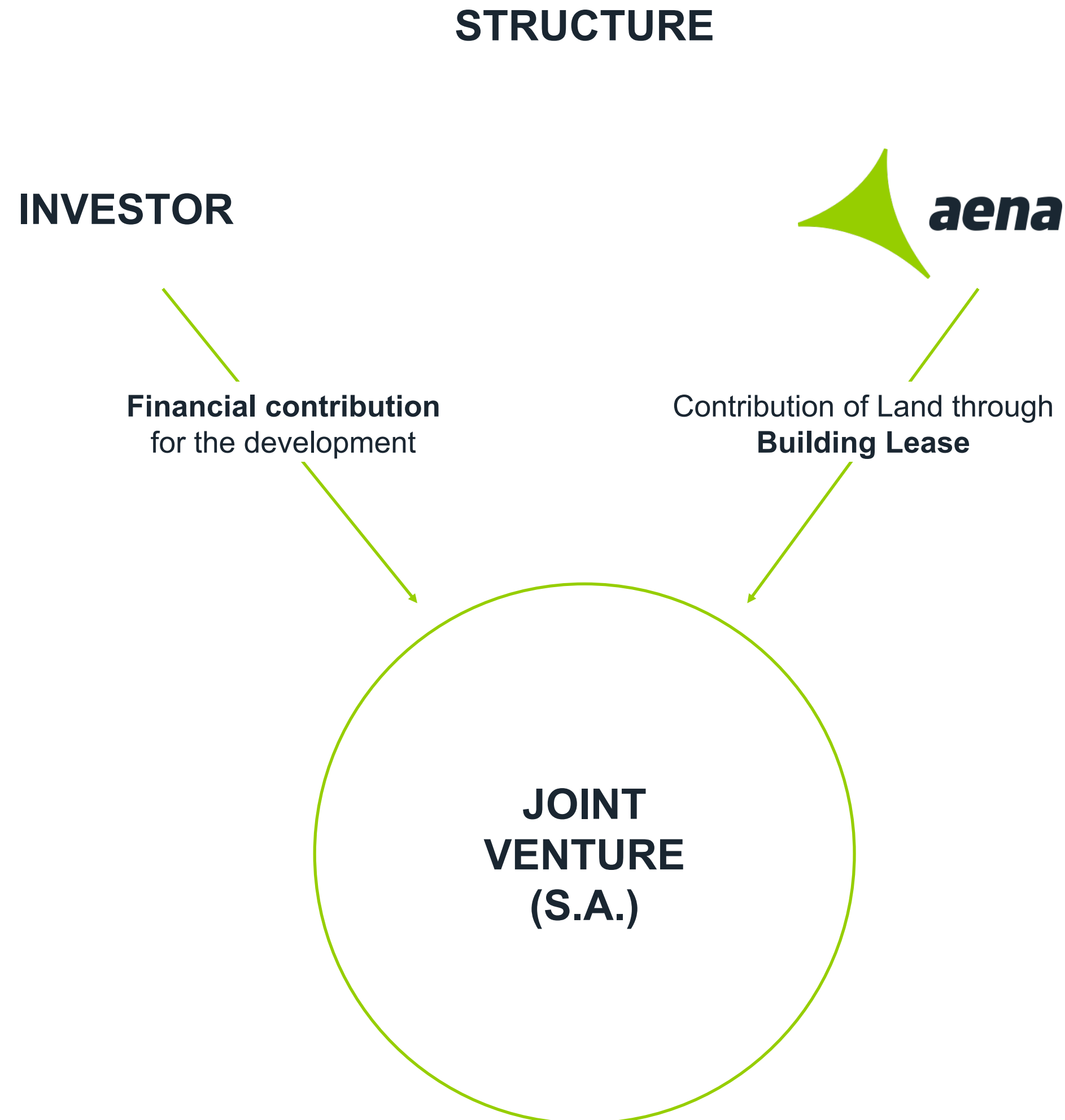


Business model



Business model

Joint Venture Formation



→ **Trading Company (SA/ Ltd.)** having a percentage of **the investors set share as stated in the specifications** (in any case, above 50%).

- **Contribution from Aena equivalent to the value of the Building Lease (75 years)**

- **Contribution from the investor equivalent to the capital required for embarking on the development.**

And, where appropriate, additional **financial contributions** for **balancing the distribution of the shares** of the Joint Venture.

→ **Payment of 25%** of the total capital to be contributed by the investor when **contributing the Building Lease**, and payment of the rest of the capital during the development period

→ Investor's fund-contribution **guarantee for the 25%** of the capital **pending payment**.



Tendering process



Tendering process

Calendar from investors' presentation to contract award



Tendering process

Stages

QUALIFICATION STAGE

Open process

Basic information on the project

Accreditation of:

Capacity and suitability

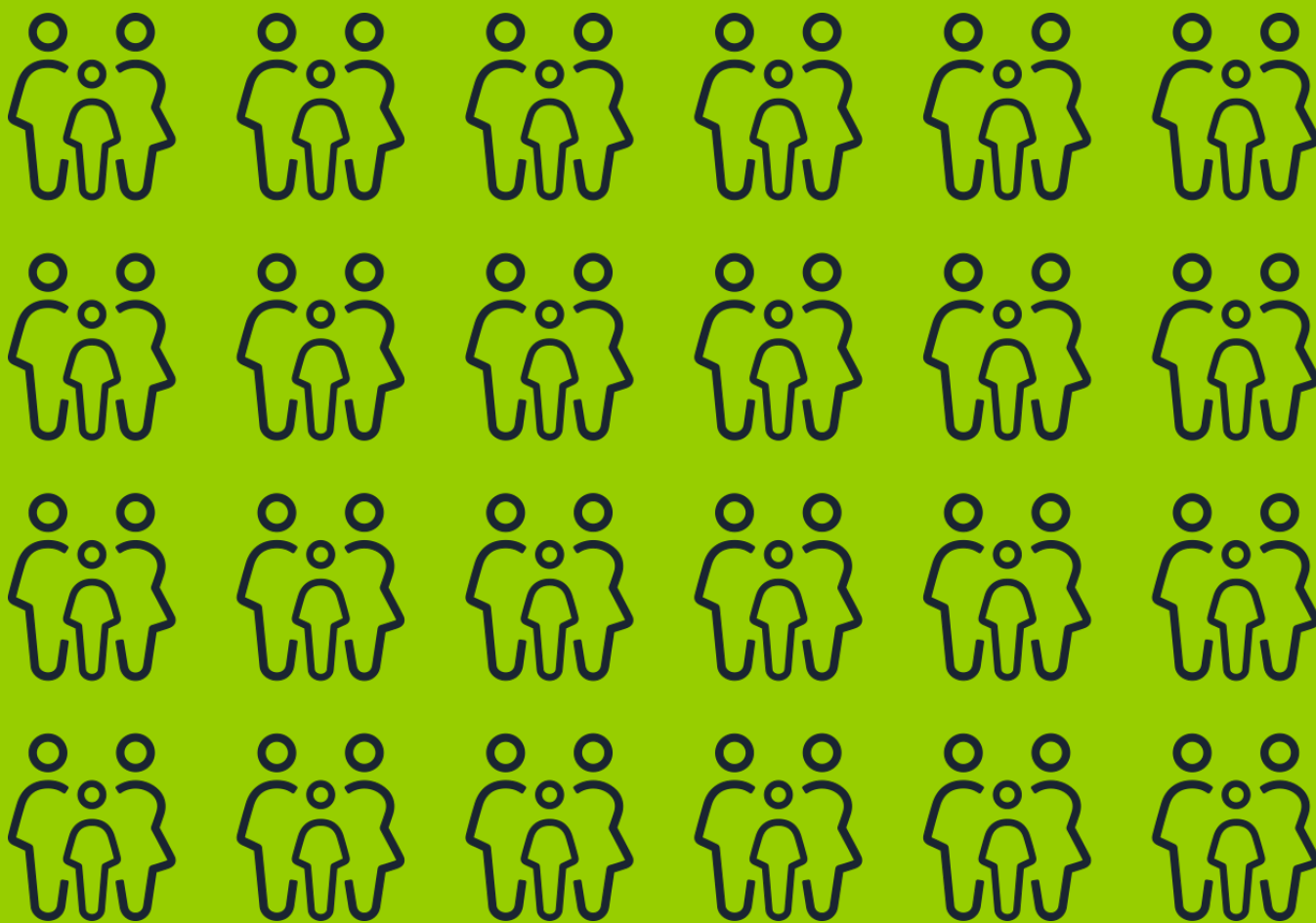
Technical

Solvency

Financial solvency



PRESENTED INVESTORS



CONTRACT-AWARD STAGE

Process limited to qualified investors

Detailed information on the project

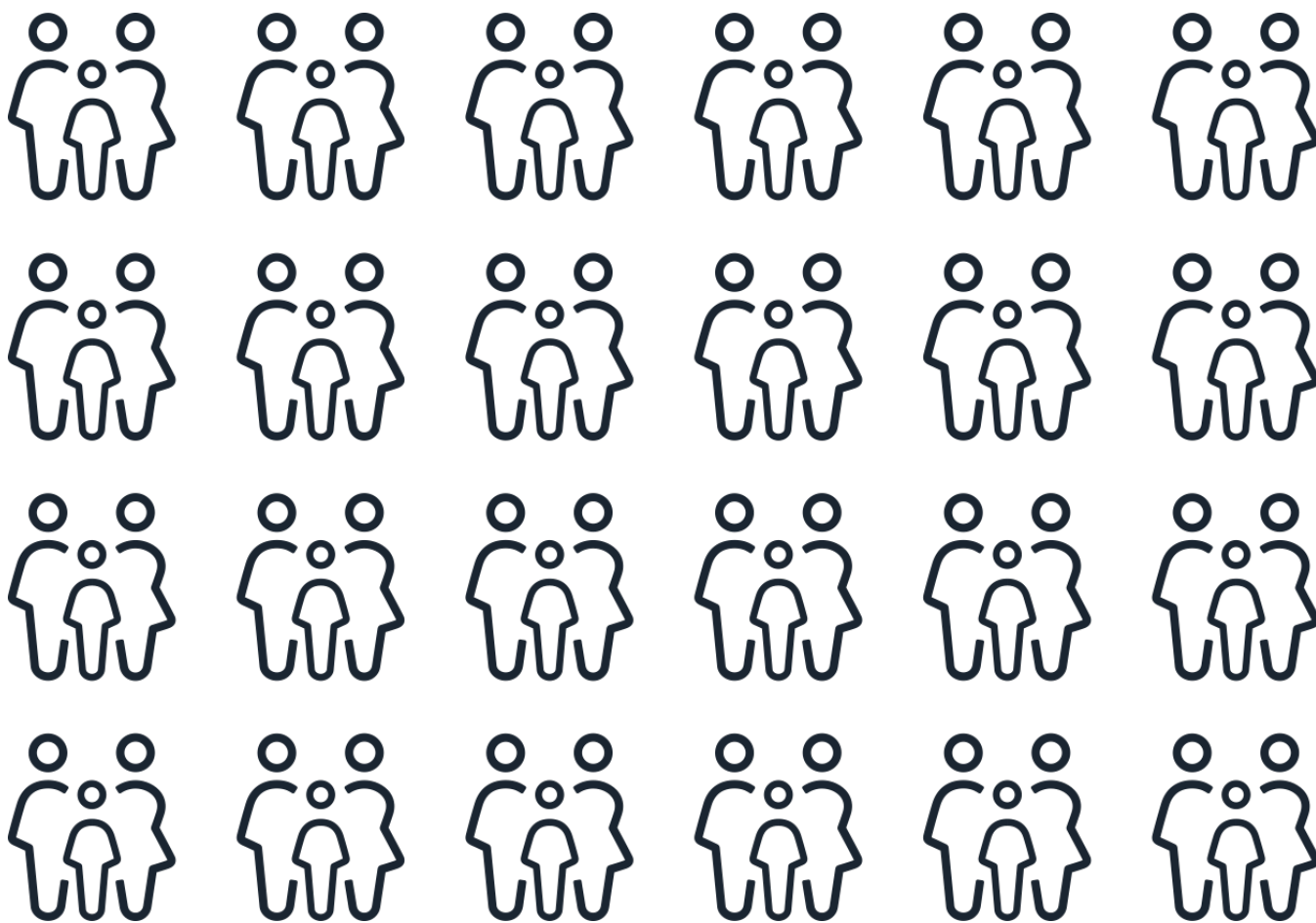
Investors will have to submit:

Technical tender

Financial tender



QUALIFIED INVESTORS



Tendering process

Qualification stage



Capacity and suitability

Capacity to operate

Undertaking to comply with:

- Anti-corruption and fraud clause
- Procedure for high-risk operations

Declaration of availability of an internal monitoring system



Technical solvency

Declaration of compliance

Experience in design and promotion

- Within the last [15] years
- National or international
- Logistics activity

Experience in management

- 5 years in the last [15]
- National or [international]
- Logistics activity

Minimum requirement in both experiences:
300,000 m²

Of which at least 150,000 m² in European Union, UK, Norway or Swiss



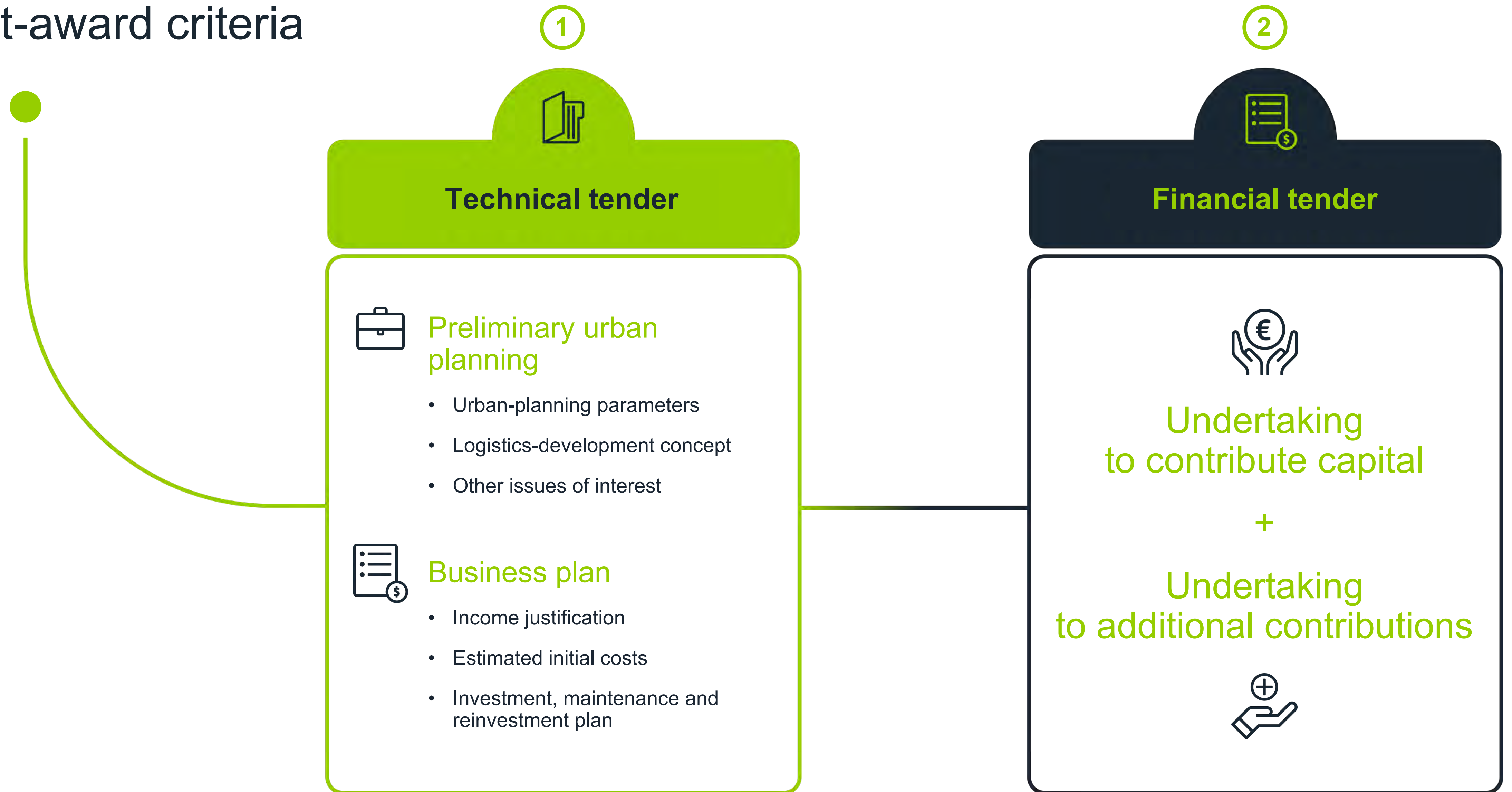
Financial solvency

Audited annual accounts of the tenderer or shareholder

Undertaking from the legal representative for 125% of the estimated investment to accredit the capacity for obtaining resources and/or letter of support from bank

Tendering process

Contract-award criteria



Calendar following the contract award





Next
steps



Next steps



- Contents in www.airportcitiesaena.es
- Feedback before 30 July 2021, to email address Area1MAD@aena.es
- Expected date of invitation to tender: 4Q 2021



Thank you

Road To Sustainable Development



Social
Development



Economic
Development



Environmental
Sustainability