

World's Largest Transportation Developers

2013 SURVEY OF PUBLIC-PRIVATE PARTNERSHIPS WORLDWIDE

Ranked by Number of Concessions Developed Alone Or In JV Since 1985

Company	Operating or under const.	# sold or expired	Bid Targets	No. operating or under construction in:			
				U.S.	Canada	Home country	All other
ACS Group/Hochtief (Spain)	56	44	55	2	6	19	29
Global Via-FCC-Bankia (Spain)	45	1	3	1	1	30	13
Macquarie Group (Australia)	44	13	16	4	1	1	38
Abertis (Spain)	41	14	0	0	0	12	29
Vinci (Spain)	38	3	17	1	2	11	24
Hutchison Whampoa (China)	34	5	0	0	0	9	25
Ferrovial/Cintra (Spain)	32	23	30	6	2	9	15
NWS Holdings (China)	27	0	1	0	0	27	0
EGIS Projects (France)	25	1	14	0	1	5	19
Bouygues (France)	24	3	13	1	1	9	13
Sacyr (Spain)	23	18	8	0	0	15	8
IL&FS (India)	18	0	10	0	0	18	0
Atlantia (Italy)	18	0	1	0	0	3	15
Meridiam (France)	18	0	13	5	1	2	10
Acciona (Spain)	16	9	16	0	3	11	2
John Laing (UK)	16	6	7	1	0	8	7
Alstom (France)	15	1	4	0	0	2	13
Road King (China)	15	2	0	0	0	15	0
SNC-Lavalin (Canada)	15	0	8	0	8	-	7
Camargo Correa (Brazil)	14	0	6	0	0	10	4
Bilfinger Berger (Germany)	13	2	2	1	4	2	6
Andrade Gutierrez (Brazil)	13	4	12	0	0	10	3
Odebrecht (Brazil)	13	0	16	0	0	7	6
Reliance (India)	13	1	0	0	0	13	0
Empresas ICA (Mexico)	12	5	2	0	0	12	0
Strabag (Austria)	11	1	11	0	0	0	11
Transurban (Australia)	10	1	0	3	0	7	0
Eiffage (France)	10	0	3	0	0	8	2
IRB Infrastructure (India)	9	0	4	0	0	9	0
Balfour Beatty (UK)	9	1	5	0	0	9	0
Fluor (US)	9	0	4	3	1	-	5
BRISA (Portugal)	8	11	0	1	0	5	2
Impregilo (Italy)	8	7	11	0	0	1	7
Skanska (Sweden)	8	1	5	1	0	0	7
Isolux Corsan (Spain)	8	1	7	0	0	1	7
Ideal (Mexico)	8	0	0	0	0	8	0
Itinere (Spain)	6	0	0	0	0	6	0

* ranked by number of road, bridge, tunnel, rail, port, airport concessions (excludes design-build) over \$50m investment value put under construction or operation since 1985 for which project reports have been entered in PWF's database as of Oct. 1, 2013. The rankings are intended to measure P3 development expertise. PWF has been surveying P3 developers for project information since 1992. See individual project reports at PWFinance.net "Major Projects database"