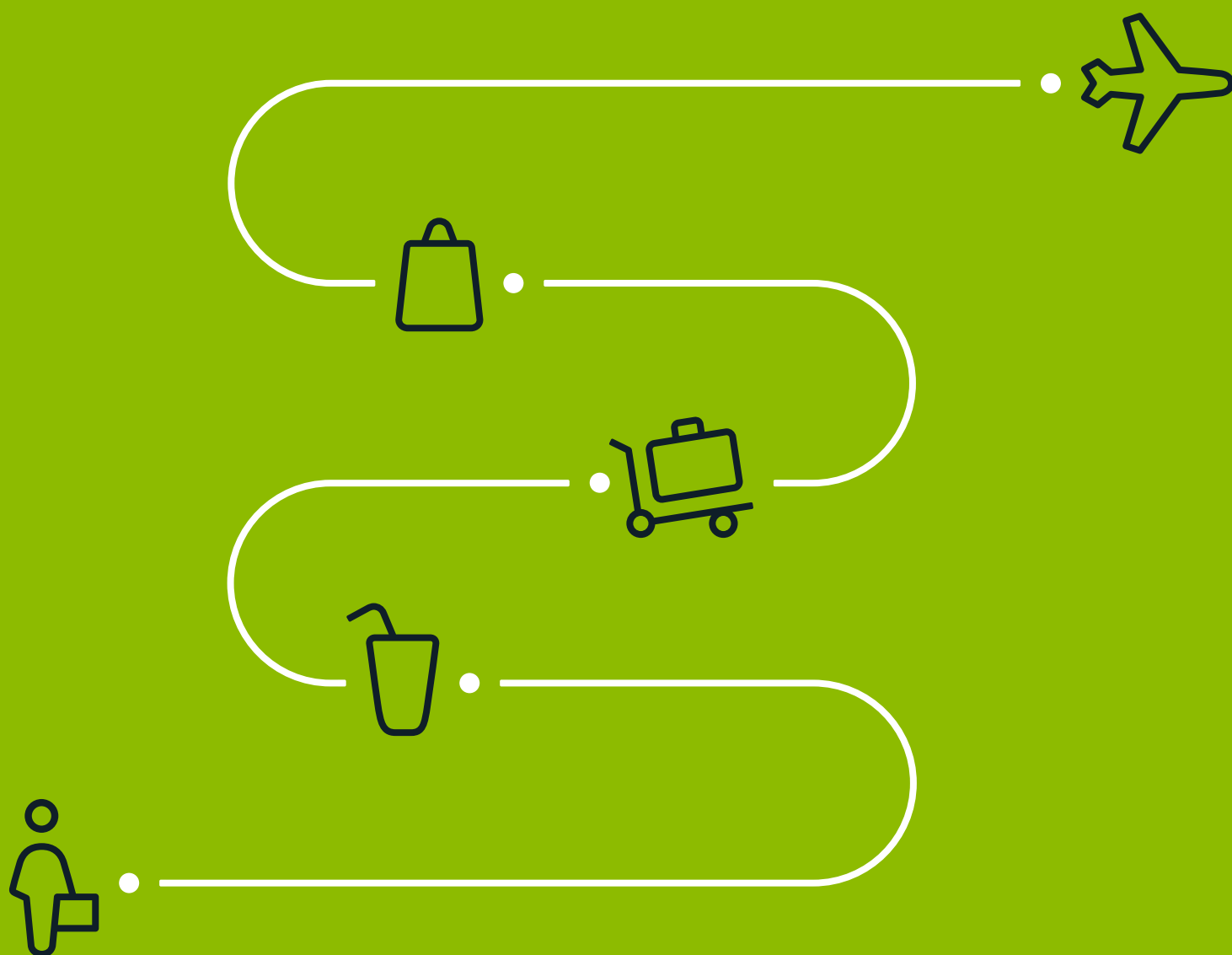


# Annual Report 2014

Aena





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# Letter from the Chairman



As in previous years, I am pleased to deliver Aena's Annual Report for 2014.

This has been a transition year for our Company. After a long, complex and hard transformation process, the Company was ready to successfully face the new challenges posed with the introduction of private capital during the first weeks of 2015.

Within a recovering macroeconomic scenario, during 2014 Aena consolidated as the world's leading operator with over 195.9 million passengers. It is the owner of two of the ten most travelled airports in the European Union: Madrid (5<sup>th</sup> position) and Barcelona (9<sup>th</sup> position), as per the Airports Council International (ACI) ranking.

It manages a full diversified network of 46 airports and 2 heliports boasting first class recently remodelled infrastructure in Spain, which make Aena's network airports the most modern and competitive in the world.

During 2014, the international participation restructuring process has been completed. This expansion has materialized with the acquisition of up to 51% capital of the London-Luton Airport managing company and concentration of shares in other 14 airports (12 in Mexico and 2 in Colombia).

2014 financial results have been strong, the EBITDA was at 1,875 million euros (+16.5% interannual) and an EBITDA margin of 59.3% (one of the highest of the sector). Furthermore, the most significant 1,300 million euros cash flow allowed reducing the leverage level from 6.9x in 2013 to 5.6x. Finally, Aena has obtained extraordinary results in a very positive economic recovery perception environment.

A company can be several things, but it is essentially the addition of its people. Therefore, I would like to profit from this opportunity to acknowledge the effort and work of all of our employees, who are the true reason for Aena being what it is today.

We would also like to thank all shareholders for having believed and trusted in Aena, a solid, renewed and growing company.

**José Manuel Vargas**  
Chairman and CEO for AENA S.A.

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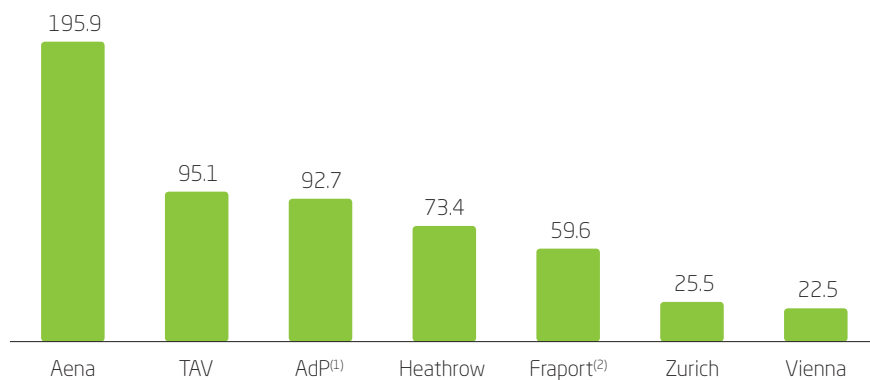




# Overview

Since its origin, Aena has worked non-stop to achieve the place it has today: the world's leading airport operator in terms of passenger volume.

Traffic figures for the main airport operators in 2014



<sup>(1)</sup> AdP (Aéroports de Paris) includes only Paris airports

<sup>(2)</sup> Fraport includes only Frankfurt airport

Source: Data published by the companies





## Main traffic data for 2014



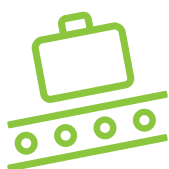
# 195.9

million passengers  
(+4.5% from 2013)



# 1.8

million flights  
(+2.3% from 2013)



# 685,200

tons of cargo  
(+7.2% from 2013)

Overall, Aena's airports and heliports include two of the European Union's top ten airports in terms of passenger volume: Adolfo Suárez Madrid-Barajas and Barcelona-El Prat, are in the fifth and ninth place, respectively.

Ranking of European airports by passenger volume 2014

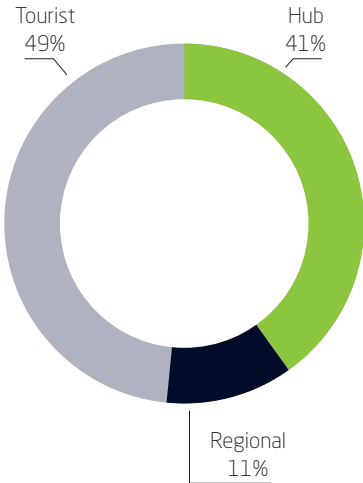
Rk	Airport	Million of passengers
1	London-Heathrow	73.4
2	Paris-Charles de Gaulle	63.8
3	Frankfurt	59.6
4	Amsterdam	55.0
5	<b>Adolfo Suárez Madrid-Barajas</b>	41.8
6	Munich	39.7
7	Roma-Fiumicino	38.6
8	London-Gatwick	38.1
9	<b>Barcelona-El Prat</b>	37.6
10	Paris-Orly	28.9

The 46 airports and 2 heliports have provided Aena with a broad and diverse network that has enabled it to gain experience in managing airports of different types and sizes.

It has experienced fourteen months of consecutive growth, including that registered in December, confirming the trend change in passenger traffic that began in November 2013.

Affected by a recovering macroeconomic climate, in 2014, Aena airport network handled a total of 195.9 million passengers, 4.5% more than the previous year); they operated more than 1.8 million flights (+2.3%) and transported around 685,200 tons of cargo (+7.2%).

Typology of airports network

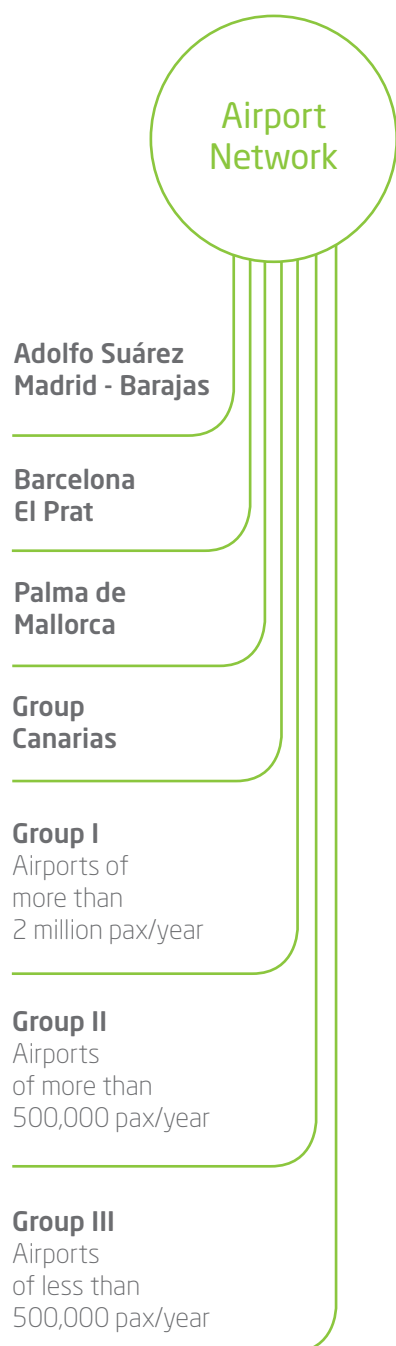


In 2014, Aena's 14 tourist airports accounted for 49% of the total passengers, the 2 hubs accounted for 41% and the 25 regional airports accounted for 11%.

Typology of airports	Number of airports	Passengers 2014 (million)
TOURIST		
<div><div><ul style="list-style-type: none"><li>Palma de Mallorca</li><li>Málaga</li><li>Alicante</li><li>Gran Canaria</li><li>Tenerife Sur</li><li>Ibiza</li><li>Lanzarote</li></ul></div><div><ul style="list-style-type: none"><li>Valencia</li><li>Fuerteventura</li><li>Girona</li><li>Menorca</li><li>Reus</li><li>La Palma</li><li>Almería</li></ul></div></div>	14	95.1
HUB		
<div><ul style="list-style-type: none"><li>Adolfo Suárez Madrid-Barajas</li><li>Barcelona-El Prat</li></ul></div>	2	79.4
REGIONAL		
<div><div><ul style="list-style-type: none"><li>Seville</li><li>Bilbao</li><li>Tenerife Norte</li><li>Santiago</li><li>Asturias</li><li>Santander</li><li>Jerez</li><li>A Coruña</li><li>Vigo</li><li>FGL Granada-Jaén</li><li>Zaragoza</li><li>Melilla</li><li>San Sebastián</li></ul></div><div><ul style="list-style-type: none"><li>Pamplona</li><li>El Hierro</li><li>Burgos</li><li>La Gomera</li><li>Vitoria</li><li>Logroño</li><li>Murcia-San Javier</li><li>Valladolid</li><li>León</li><li>Badajoz</li><li>Salamanca</li><li>Albacete</li></ul></div></div>	25	21.3
HELIPORTS (Ceuta and Algeciras)		
<div>GENERAL AVIATION (Córdoba, Huesca-Pirineos, Madrid-Cuatro Vientos, Son Bonet and Sabadell)</div>	7	0.02
TOTAL	46 airports + 2 heliports	195.9

Note: The references in this document to Aena's traffic data must be understood as referring to the details up to the preliminary closing as of the date of publication of this document.

## The Aena Airport Network



Aena's broad and diverse network sets it apart as the leading airport management company in terms of passenger volume. This management model structure makes costs optimization possible through synergies and economies of scale that are possible by a higher turnover, allowing for higher and more standardised quality.

The network's structure also enables each airport to operate independently, offering customized services to its customers.

To improve coordination amongst all of its airports, Aena's network is structured as shown in the following diagram, distinguishing airports for their annual passenger volume.

The three main airports in the network are: **Adolfo Suárez Madrid-Barajas**, **Barcelona-El Prat** and **Palma de Mallorca**. The other airports are included in some of the following groups:

- **Canarias Group:** comprising all 8 airports of the Autonomous Community of the Canary Islands. Given their distance from the mainland and the importance of inter-insular traffic, the features of these airports set them apart from the rest of the network.
- **Group I:** comprises large airports that handle more than 2 million passengers per year. This Group comprises 8 airports: Malaga-Costa del Sol, Alicante-Elche, Ibiza, Valencia, Bilbao, Seville, Girona-Costa Brava and Menorca.

- **Group II:** comprises airports that handle between 0.5 and 2 million passengers per year. This group comprises 11 airports: Almería, Asturias, FGL Granada-Jaén, Jerez, A Coruña, Reus, Santander, Santiago, Vigo and the air bases of Murcia-San Javier and Zaragoza.
- **Group III:** comprises airports that handle less than 0.5 million passengers per year. It is a mixed group comprising:
  - Air bases open to civil traffic: Valladolid, León, Badajoz, Salamanca and Albacete.
  - Civil airports with commercial traffic: Melilla, San Sebastián, Pamplona, Burgos and Logroño-Agoncillo.
  - Cargo airport: Vitoria.
  - Heliports: Ceuta and Algeciras.
  - General aviation airports: Córdoba, Sabadell, Son Bonet, Madrid-Cuatro Vientos and Huesca-Pirineos.

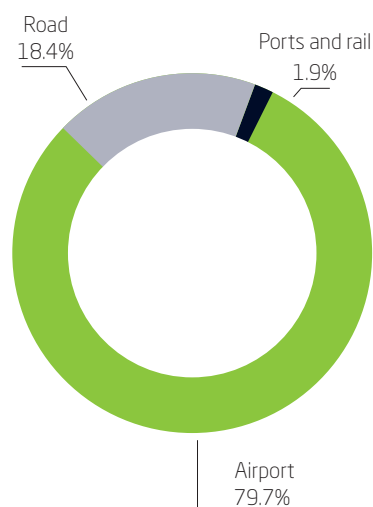
Compared to an individualised management, the network management model grants Aena major advantages to optimize operation (for example, generating interconnection traffic), safety and management of business income and significant synergies of generated costs.



65

million international  
tourists

Arrival of international tourists  
according to access routes



Source: Turespaña data. Frontier Tourist  
Movements (Frontur) – December 2014

## Tourism linked infrastructure

Air transport is a strategic sector for Spain due to its economic and social impact. Furthermore, it contributes in terms of connectivity, accessibility, cohesion and territorial connection.

Tourism-related indicators have continued the favourable trend witnessed in 2013, with a record number of foreign tourists, 60.7 million (+5.6% as compared to 2012); this is quite relevant given that tourism accounts for 10.9% of Spain's GDP.

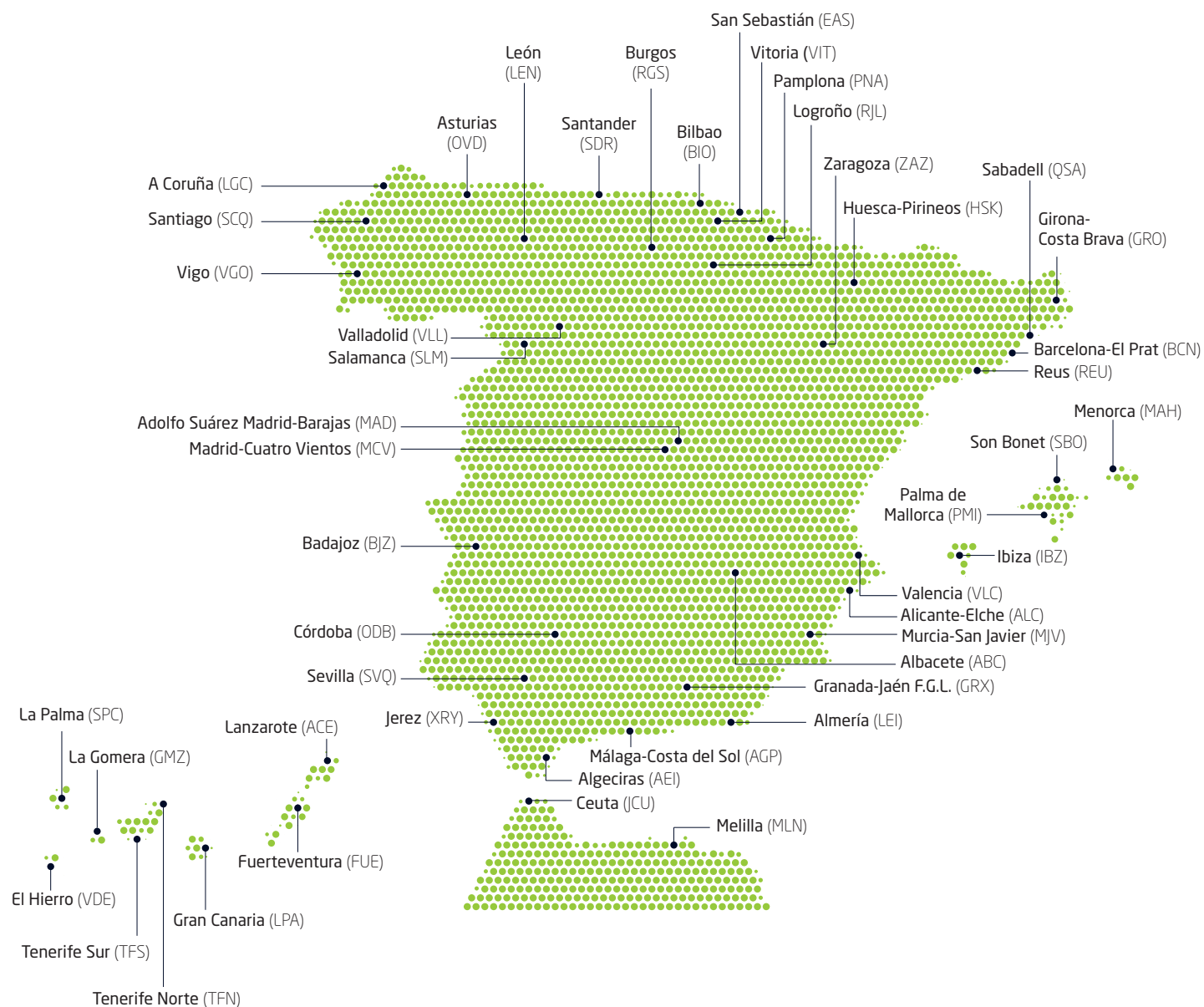
According to the data published by the Tourism Studies Institute (Instituto de Estudios Turísticos), during 2014 65.0 million international tourists visited Spain, 7.1% more than in 2013. Main issuing countries have contributed to this growth, and the relative interannual growth of Belgium (+16.4%), Italy (+14.6%) and France (+11.3%) should be noted. In absolute terms, the United Kingdom, France and Germany lead the issuing countries ranking, and add up

together 55.4% of the total number of tourists visiting Spain during 2014. All communities showed interannual increases, the most significant being those of Canary Islands, Andalucía, Cataluña and Madrid.

Regarding type of access, of the total foreign tourists that visited Spain during 2014, 51.8 million (79.7% of the total figure) travelled by air, 18.4% travelled by road and 1.9% used other means of transport (rail and sea). It should also be noted that Spain is the air gateway to Latin America.



## Geographic presence of Aena in Spain



## Aena in numbers

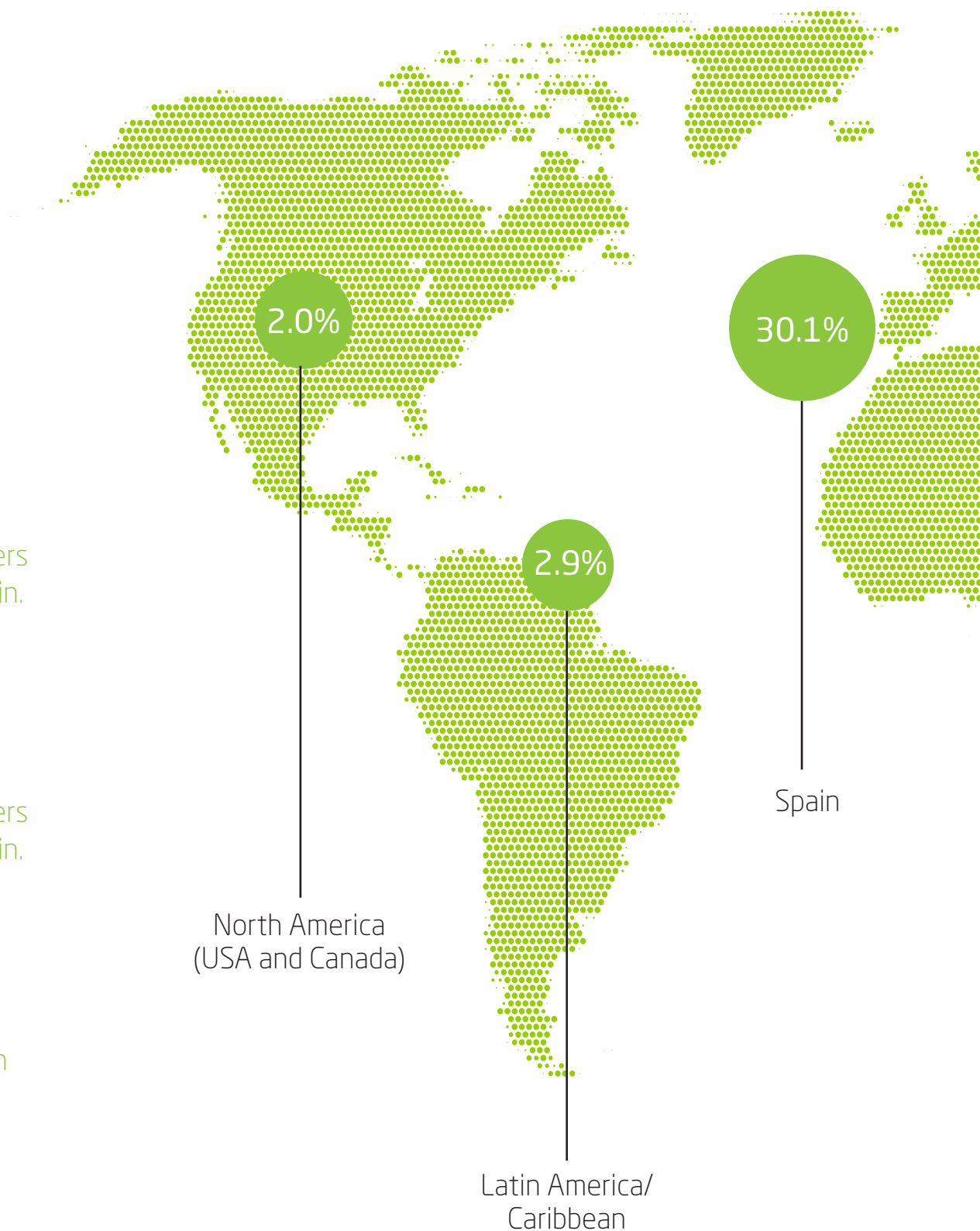
### Key figures

—  
**46** airports  
**+2** heliports

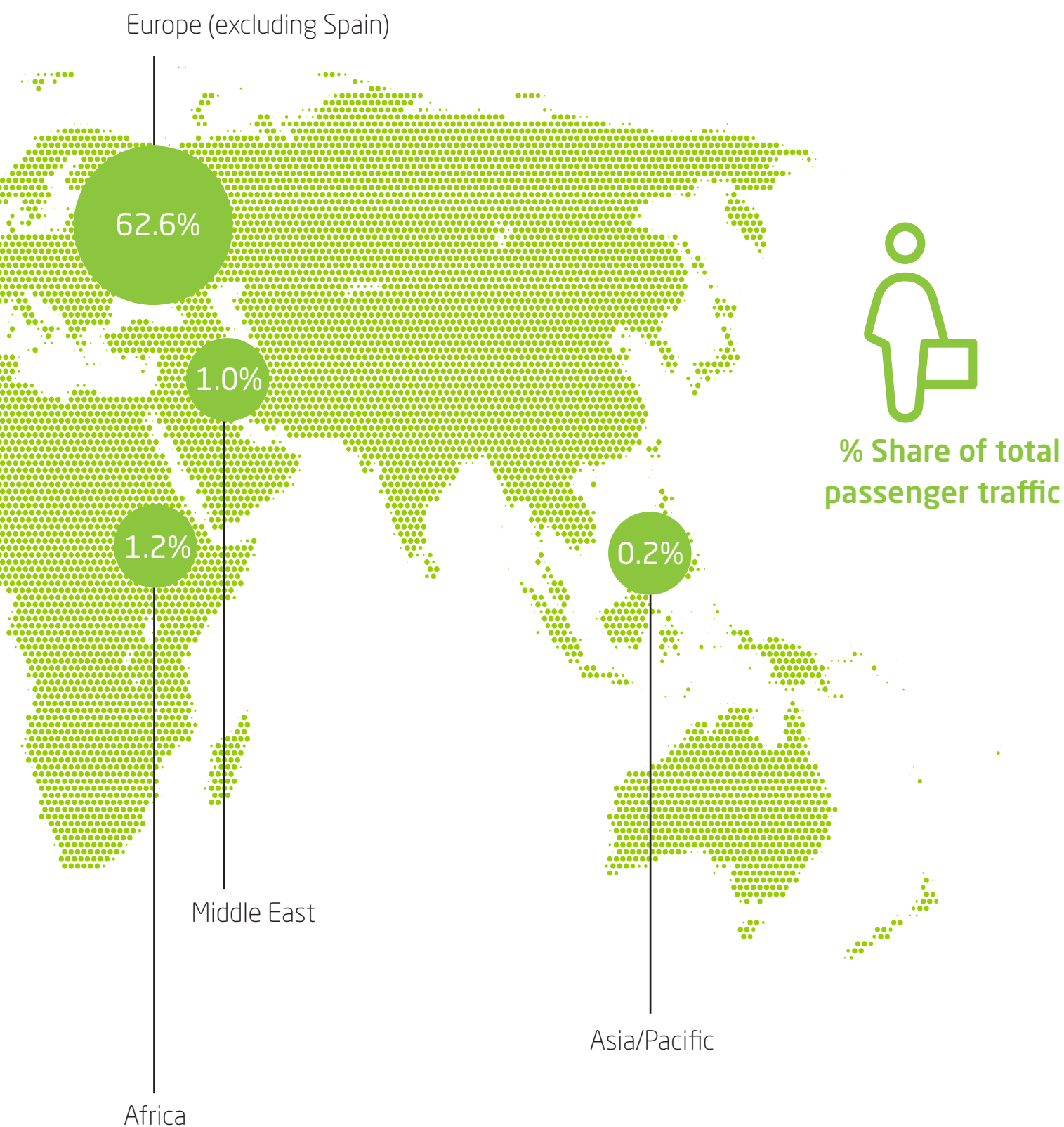
—  
**195.9**  
million passengers  
managed in Spain.

—  
**136.4**  
million passengers  
managed in Spain.

—  
**+8.0%**  
Revenue Growth









# Corporate governance

## Board of Directors

Board of Directors (data to 31 December 2014)

- **Chairman:**

- > Mr José Manuel Vargas Gómez

- **Members (\*):**

- > Mr Simón Pedro Barceló Vadell
- > Mr Juan Ignacio Acha-Orbea Echeverría
- > Mr Eduardo Fernandez-Cuesta Luca de Tena
- > Mr Juan Miguel Bascónes Ramos
- > Mr Rodrigo Madrazo García de Lomana
- > Mrs María Victoria Marcos Cabero
- > Mr José María Araúzo González
- > Mrs Pilar Arranz Notario
- > Mr Jesús Fernández Rodríguez
- > Mr Fernando Abril- Martorell Hernández
- > Mrs Tatiana Martínez Ramos e Iruela

- **Secretary:**

- > Mrs Almudena Salvadores García (\*\*)

**During 2014, the following members were also part of the Board:**

(\*) Mrs Marta Blanco Quesada, Mr Francisco Cal Pardo, Mr Pedro Francisco Duque, Mr José Jaime Pons, Mr José Manuel Rodríguez de Castro, Mr Ginés de Rus Mendoza, Mr Pablo Vázquez Veja, up to the meeting held on 16 October 2014, and Mr Juan March de la Lastra, Mr Jorge Gil Villén, The Children's Investment Fund Management (UK) LLP represented by Mr Christopher Anthony Hohn and Mrs Pilar Fabregat Romero, appointed at the meeting dated October 16, and discharged according to the meeting held on November 24.

(\*\*) During 2014 and up to July 29, Mr Jesus Fernandez Rodriguez held the position of Secretary; on said date, Mrs Almudena Salvadores García was appointed.

## Management Committee



**José Manuel Vargas Gómez**  
Chairman and CEO for Aena S.A.

He holds a degree in Business and Economics and a degree in Law and is a Certified Public Accountant.

Before being appointed in January 2012, he had spent over 10 years of his professional career at Vocento, a communications group where he held various positions since his arrival in 2000.

José Manuel Vargas was the company's CEO from 2008 to 2011, and had previously held the position of Chief Financial Officer at Vocento. He had also been the Legal Counsel and Secretary of the Board at ABC.

Before that José Manuel Vargas had been the CFO and General Secretary at JOTSA (Philip Holzman Group) and worked at the auditing firm Price Waterhouse from 1993 to 1995.



**Javier Marín San Andrés**  
Managing Director of Aena S.A.

He is an Advanced Aeronautical Engineer certified by the Polytechnic University of Madrid, holds a degree in Economic and Financial Management from the Madrid Chamber of Commerce, and completed the Advanced Management Program (PADE/AMP) at the IESE.

Since joining Aena in 1991 he has occupied different positions: in 2004 he was appointed Director of Spanish Airports and, subsequently, in 2012, General Director of Aena Aeropuertos, S.A. He has held the positions of General Director of Air Navigation, Director of Corporate Development, and General Director of Aena Internacional, a subsidiary for participation in the management of aeronautical infrastructures outside Spain, of which he remains CEO.

Until joining Aena he worked at the Polytechnic University of Madrid at the General Directorate of Civil Aviation, the Eurocontrol Organization's Experimental Centre in Paris, and at Indra.



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**Fernando Echegaray del Pozo****Head of Airports Network**

He holds degrees in Computer and Industrial Engineering and in Business Management from IESE.

He has been working in the airport sector since 1985. He was the manager of various departments at the Palma de Mallorca Airport, Technical Director of Operations at the Grupo Aeroportuario del Pacífico in Mexico and director of the Barcelona-El Prat Airport. He was also the director of the airports in the Canary Islands Group and the director of the Tenerife Sur Airport.



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**José Manuel Fernández Bosch****Head of Commercial Services and Real Estate Management**

He holds a Telecommunications degree from the Universidad Politécnica de Madrid and an MBA from IESE.

Before joining Aena, he was a partner in the Madrid offices of the Boston Consulting Group, where he was the Director of Technology, Media and Telecommunications for Spain and Portugal. Before joining BCG in 2000, he worked at Airtel (now Vodafone Spain) and Andersen Consulting (now Accenture).



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**Rodrigo Marabini Ruiz****Head of Aena International**

He holds an Aeronautical Engineering degree, specializing in airports, and a Business Administration degree from the IESE Business School in Madrid. He joined Aena International Development in 1997, where he was the Technical Director before becoming the Director of Concessions and Services. He has been the Managing Director of Aena Internacional since 2004.

He had previously developed his career in the computing systems and business consulting areas for the public sector and transportation for Arthur Andersen and Andersen Consulting (now Accenture), as well as an independent consultant.




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**Beatriz Puente Ferreras**  
**Chief Financial Officer**

She holds a degree in Business Administration from CUNEF, where she specialized in audits. She completed an MBA at Kellogg Graduate School of Management Business School with a Fulbright scholarship.

She has been Aena's CFO since March 2013. Before that she was the CFO at the Vocento Group. She started her professional career as an auditor at Ernst & Young and then went on to become a vice-president of the European Division at the Citigroup Investment Banking Group, working in New York, London and Madrid for the Mergers and Acquisitions Department.




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**Ignacio de Carvajal Cebrián**  
**Head of Investor Relations**

He holds a Business and Economics degree from the Universidad Pontificia de Comillas. Before joining Aena in April 2013, he had worked for over 15 years at various investment banks as an equity securities analyst.

In 2004 he joined the Madrid office of UBS as an analyst of Spanish and Portuguese companies. Over the course of his career he has been recognized by Institutional Investor, Exel Reuters and Factset for both his individual and collective achievements.




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**Almudena Salvadores García**  
**Deputy Head of the Legal and Asset Management Department (\*)**

She is a law graduate from Universidad Autónoma de Madrid. From 1989 to 1991 she worked as a technical counselling lawyer for the National Airports Autonomous Entity.

She has held different positions at Aena's Legal Department. She was the legal representative for Legal Affairs from 1991 to 2003; she was Head of Legal Affairs, Operations and Services Division from 2003 to 2011 and Head of the Coordination and Institutional Relations Division from 2011 to 2014 at the Chairman's Office. She is the author of the work entitled Basic Airport Legislation.

(\*) The Legal and Asset Management Department has been vacant since July 9, 2014. The necessary functions have been fulfilled from said date by Almudena Salvadores García as Deputy Head of the Legal and Asset Management Department.



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**María Begoña Gosálvez Mayordomo**  
**Head of Organization and Human Resources**

She graduated as lawyer from Universidad Complutense de Madrid and graduated as Plan Development Manager (PDD) from IESE (2005).

She has ample experience from more than twenty years in the Human Resources area, where she held different positions. She was the Associate Head for Aena Organization and Human Resources from 2004 to 2005, and Organization and Human Resources Head since 2005.



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**Pedro de Miguel Orden**  
**Head of the Chairman's Office**

He holds an Aeronautical Engineering degree (specializing in aircraft, missiles and powerplants) from Universidad Politécnica de Madrid, and graduated from the IESE's Executive Development Program in 2004, and has a Master's Degree in Project Management from the Centro Superior de Arquitectura de la Fundación Antonio Camuñas.

He was the Head of the Division for the Promotion and Support of Excellence from 2001 to 2004 and Head of the Management Office for Spanish Airports from 2004 to 2012.



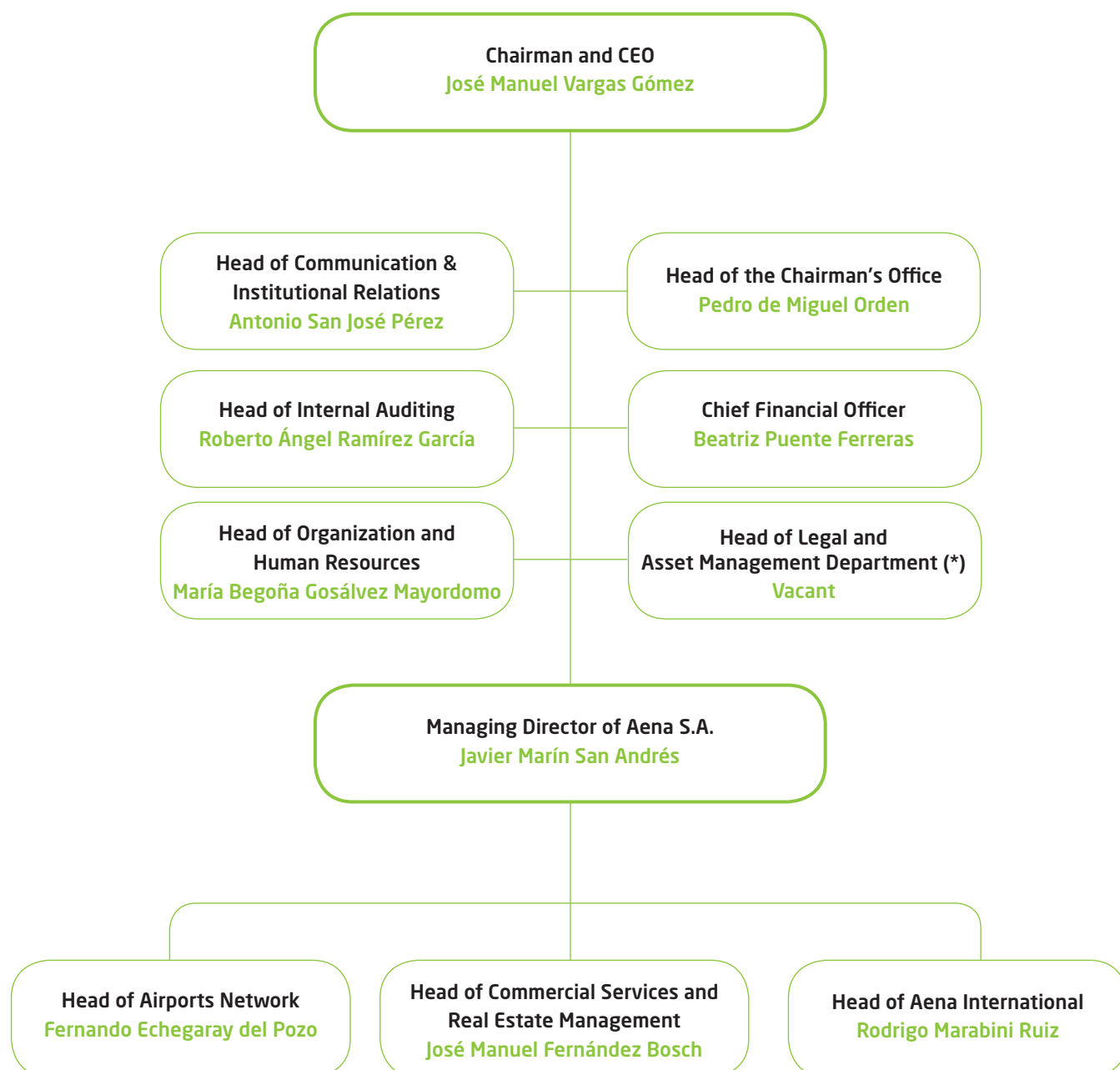
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**Antonio San José Pérez**  
**Head of Communication and Institutional Relations**

He holds a degree in Information Science from the Universidad Complutense de Madrid and has devoted most of his professional life to journalism.

He was the Director of Communications for Spain's National Lottery Operator (SELAE) and Communications Advisor for FAD (Foundation to Fight Drug Addiction) in 2011. Prior to that he was the News Director of Spanish National Radio, Canal+ and CNN+. He was also the Assistant News Director at the Antena 3 television network in Spain.

## Organization chart (up to 31 December 2014)

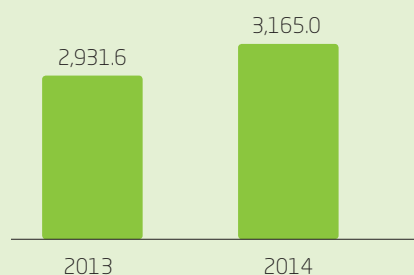


(\*) The Legal and Asset Management Department has been vacant since 9 July 2014. The necessary functions have been fulfilled from said date by Almudena Salvadores García as Deputy Head of the Legal and Asset Management Department.



# Key financial figures

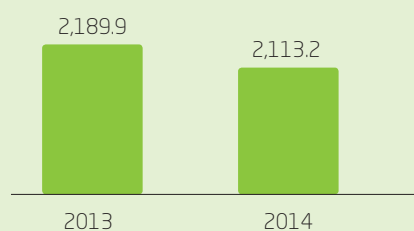
## Total Revenue



**+8.0%**

Total revenue in 2014 increased to 3,165 billion euros (+8.0% compared to 2013), of which commercial revenue (Commercial plus Off-Terminal) accounts for 25.7%.

## Total operating expenses

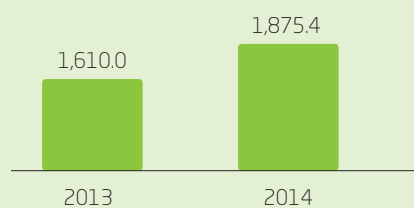


**-3.5%**

Operating expenses have been significantly reduced in -3.5% driven by savings measures introduced in previous years, which have resulted in an overall OPEX decrease. During 2014, comparable current costs base<sup>(1)</sup> (ex Luton) has been reduced in 70.3 million euros.

<sup>(1)</sup> Current costs include: Supplies, Personnel expenses excluding provision for the Voluntary Redundancy Plan, and Other operating expenses.

## EBITDA<sup>(2)</sup>

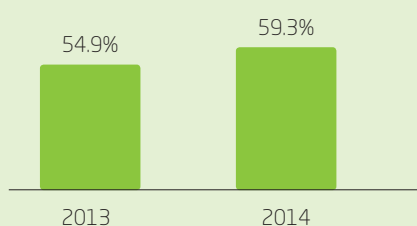


**+16.5%**

EBITDA<sup>(2)</sup> for 2014 was 1,875 million euros, which means a 16.5% growth as compared to 2013 (+265.3 million euros), as a result of the cost efficiency measures implemented over the last three years.

<sup>(2)</sup> Adjusted EBITDA. Excludes impairment and loss of fixed assets and Voluntary Redundancy Plan provision.



EBITDA Margin<sup>(2,3)</sup>

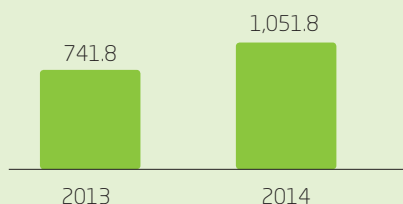
+4.4 PB

EBITDA 59.3% margin (representing a 23.6 points increase as from 2011), places the Company at one of the highest margin levels of the sector.

<sup>(2)</sup> Adjusted EBITDA. Excludes impairment and loss of fixed assets and Voluntary Redundancy Plan provision.

<sup>(3)</sup> Over total revenue

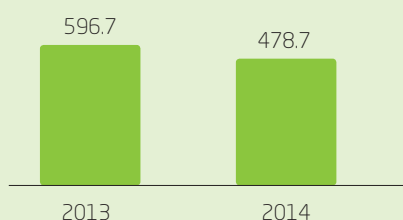
## Operating Result EBIT



+41.8%

The combined effect of revenue increase and the exploitation expenses reduction has generated the significant growth of +41.8% in the 2014 operating profit/loss (EBIT).

## Net Profit



-19.8%

Net profit interannual variation (19.8% reduction) is affected by one-offs: allocation in 2014 of the interest provision from expropriations corresponding to Adolfo Suárez Madrid-Barajas Airport (116.9 million euros net of taxes), and by deductions for investments activated and applied to fiscal year 2013 that reduced income tax for said period (in 246.3 million euros), given that it was the first year of profitability for the Company.

Without such effects, like-for-like net profit would have been 595.5 million euros, which would have meant an improvement of 245.1 million euros.

Note: 2014 includes Luton consolidation from 16 October 2014.

# Activity

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# Business growth and main milestones

Aena has carried out a significant turnaround process which has laid down the basis for its future growth. The main pillars upon which this turnaround is based are:



Improvement of management efficiency and cost rationalisation.



Increased aviation and commercial revenue.



Suitability of investments.



Development of a new international strategy.



## Improvement of management efficiency and cost rationalisation

Since 2012, Aena has developed an ambitious plan to reduce costs, as well as measures for improving operational and productivity efficiency, which has already yielded results.

This cost reducing effort has achieved savings of almost 70.3 million euros in operating expenses (ex Luton) in 2014 as compared to 2013, representing a 5.3% drop.

The end of the process of the air traffic control service liberalisation in 12 airports has generated the greatest part of the savings produced in the supplies chapter, with total savings reaching 15.7 million euros (-8.0%) compared to 2013.

In the staff expenses (excluding the provisions of the Voluntary Redundancy Plan), the +2.9% year-on-year increase, 9.8 million euros, is attributed to the incorporation of the staff expenses in Luton airport. Excluding both effects, staff expenses would have dropped by 0.5% (-1.6 million euros).

Other operating expenses have dropped by 4.4% (35.3 million euros). The drop in this line, despite the consolidation of Luton which contributes with an increase of 17.6 million euros is the result, on the one hand, of efficiency measures implemented throughout 2012 and 2013 and, on the other, of fewer provisions in 2014 for risks (-18.7 million euros) and the reversal of provisions for insolvencies (-13.8 million euros).

### Trend of current expenses (Million euros)

	2013	2014	Change	% Change
Supplies	196.1	180.4	-15.7	-8.0%
Personnel costs <sup>(1)</sup>	339.9	349.7	+9.8	+2.9%
Other operating expenses	796.4	761.0	-35.3	-4.4%
<b>Total current expenses</b>	<b>1,332.4</b>	<b>1,291.2</b>	<b>-41.2</b>	<b>-3.1%</b>
<b>Total current expenses (ex Luton)</b>	<b>1,332.4</b>	<b>1,262.1</b>	<b>-70.3</b>	<b>-5.3%</b>

<sup>(1)</sup> Excluding provisions for Voluntary Redundancy Plan (-5.6 million euros in 2013 and -1.2 million euros in 2014)

## Efficiency Plan for Group III Airports

Among the main measures adopted to cut operating expenses in Group III Airports is the Airport Efficiency Plan. This plan entailed service, operational and labour-related efficiency measures and was designed to reduce recurring losses at airports with lower traffic volumes, thereby ensuring their viability. The three main areas of action were as follows:

- Adaptation of operating hours to airport demand, adjusting new schedules to the busiest times for airlines and their users.
- Adaptation of airport personnel to the needs of the new operational schedules established.
- Reduction of other operating expenses by reducing consumption, adjusting the scope of other work, etc.

Following the implementation of the Efficiency Plan, results in 2013 showed significant improvement compared to previous years. The improvement has continued in 2014, with EBITDA for all the loss-making airports going from a negative adjusted EBITDA of 55 million euros in 2013 to 42 million euros in 2014.





## Increased aviation and commercial revenue

In 2014, commercial revenues (from services provided both inside as well as outside the terminals) reached 790 million euros, 13% increase as compared to the previous year. The new long term Duty Free and restaurant service contracts entered into, the drive for the stores business at the main airports and the relaunch of parking business are the elements that allowed us to continue increasing the commercial activity and business revenues.

In order to improve commercial offer performance, Aena has implemented some measures included in a commercial action plan affecting all business lines, which have allowed us to significantly increase commercial revenue. These include:

- Duty free shops activity: It continues growing during 2014 (it has grown about 32.0% as compared to 2013) driven by the creation of new walk-through shops in commercial areas and their addition to the main Canary Islands airports.
- The increase and remodelling of the spaces allocated to commercial activity. Commercial surface areas have increased during 2014 to more than 11,000 m<sup>2</sup>, rising the number of commercial premises (shops and restaurant services) in Aena's airport network from 721 by the end of 2013 to 775 by the end of 2014.

In 2014, remodelling of the Adolfo Suárez Madrid-Barajas Airport commercial area was completed; its design includes commercial areas and prestigious brands both in shops as well as food stores. This is an ambitious plan that will place its offer among the main European hubs.

World Duty Free Group operated their first duty free shop in Asturias, Santander, A Coruña, FGL Granada-Jaén and Murcia-San Javier Airports.

Palma de Mallorca Airport completed the first full year in operation of the walk-through shop, the greatest in Europe with an area of 2,700 m<sup>2</sup>.

Barcelona-El Prat has 7,500 m<sup>2</sup> of duty free shops called Barcelona Duty Free, distributed in 11 shops located in their terminals T1 and T2.

- Attracting top national and international brands in food service and retail. More specifically, more than 15 new relevant food service brands and 40 prestigious brands have been introduced to the new luxury and high-end fashion stores to Adolfo Suárez Madrid-Barajas, Barcelona-El Prat and Málaga-Costa del Sol Airports.

Furthermore, in March 2014, food service operator Áreas finished implementation of the new offer at



the Adolfo Suárez Madrid-Barajas Airport, with 47 shops with multiple prestigious brands.

- Promotion of Aena's VIP lounges, adopting an integrated management approach, and refurbishing the lounges.
- Promoting an integral parking management business model for the parking lots at the network's 32 airports, with improved pricing and promotion policies.

In addition to the actions above, the favourable behaviour of traffic also contributed and will continue contributing to promoting commercial revenue, having a positive effect on the Company's profitability.

## Regulatory Framework

Pursuant to Law 22/2013, of 23 December, establishing the General State Budget for 2014, airport charges have been increased an average of 0.9% since March 2014.

## Opening of New Routes

In order to identify and develop new strategic routes, Aena participated in six noteworthy international forums: Routes Europa (Marseilles), World Routes (Chicago), IATA Slots Summer Conference (Abu Dhabi), IATA Winter Conference (Prague) and International Tourism FITUR fairs of Madrid and ITB-Berlin.

A number of 369 meetings were held with 301 airline companies, 37 international airports and 31 companies or institutions, in order to promote Spanish airports, facilitate their work and resolve any issues considered relevant when carrying out their activity. Furthermore, 74 companies profited from marketing support actions in 28 airports.

One of the focal points for promoting airport connectivity is the coordination of the commercial activity with local, regional and national institutions with competence in matters of tourism. In this sense, Aena has participated and provided documentation in 19 Airport Coordination Committees. In these committees -and with the help of public and private, local and regional entities- it was possible to actively promote tourist sites and the company network offered by the airport's area of influence.

During 2014, Aena network operated 3,210 routes in total, 325 of them (10%) were newly created, with 55 Vueling, 28 Ryanair and 26 Air Europa new routes. The following long radio routes are particularly significant: AS Madrid Barajas - Washington Airport operated by United Airlines, AS Madrid Barajas - Addis Abeba with Ethiopia, AS Madrid Barajas - San Juan de Puerto Rico with Air Europa AS Madrid Barajas - Miami with Air Europa, Barcelona El Prat - Beijing (through Viena) with Air China and Alicante Elche - Saint Petersburg with Vueling.

There were also two new Norwegian Airline bases in Adolfo Suárez Madrid-Barajas and Barcelona-El Prat airports.

## Suitability of investments

Aena has invested heavily over the past decade to place its airports among the most modern and competitive in the world, with top-flight infrastructure and strong growth potential. Investment needs have scaled back significantly now that the airport network has the necessary capacity to absorb future growth in traffic in coming years, as shown by investment trends of recent years.

By the end of 2014, the investment paid had reached 316.1 million euros (this figure includes 8.3 million euros invested in Luton airport) (see chart below).

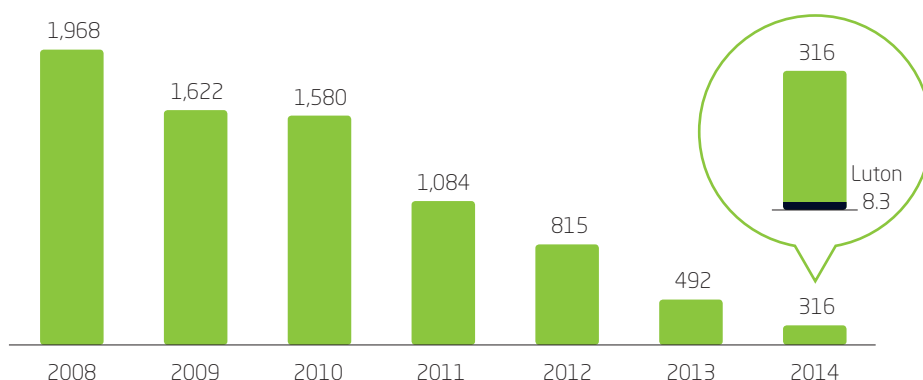
By volume of payments performed, in 2014 the following finished works stand out: the "Extension of Terminal Building" of Vigo Airport, the last phase of the "Extension of Terminal Building" of

Gran Canaria Airport, the "Extension of North Platform" of Gran Canaria and the "Regeneration of Platform" of Seville.

The following services have been put into service this year: "Car Park Building P3" of Gran Canaria Airport, "Renovation of the Commercial Areas" of Malaga-Costa del Sol Airport, "Improvement of the Departure Level at Terminal T1 Building" of Lanzarote Airport and "Improvement of Runway Paving 32L/14R" of Adolfo Suárez Madrid-Barajas Airport.

Amongst the ongoing efforts, the "Extension of Flight Runway" of the A Coruña airport stands out due to the amount of investment paid. The previous investments correspond to the sections on constructions, installations and fixed assets under construction of the tangible fixed assets.

**Paid investment**  
(Million euros)



## Analysis of investments by areas of activity

Aena's current infrastructure is adequately sized to take on future increases in activity and, therefore, investments during this period have concentrated on previously initiated capacity investment projects; payment of expropriations; new investments geared mainly to improving the installations and the maintenance of service quality, as well as operational security and support to the strategy of increasing commercial revenues, remaining at the same time committed to the environment.

Total investments performed by the Spanish airport network in 2014

(based on payment) in Spanish airports of the network have increased to 307.8 million euros, representing a drop of 37% regarding 2013. This reduction illustrates the efforts made to scale back investment of recent years, undertaking those that are strictly necessary to maintain the current infrastructure without jeopardizing security or the environment.

Specifically, in 2014, significant infrastructure works were completed such as the "Extension of Terminal Building" in Vigo or the "Extension of Terminal Building" in Gran Canaria, which, added to the fact that no new works of such significant cost began in 2014, resulted in a drop in investment placement.

### Investments by activity area

	2013		2014	
<b>Capacity</b>	156,693,030	32%	75,246,390	24%
<b>Security</b>	82,567,849	17%	35,230,219	11%
<b>Maintenance</b>	75,917,085	15%	84,676,068	28%
<b>Expropriations</b>	96,230,520	20%	79,699,643	26%
<b>Environment</b>	18,561,879	4%	12,723,265	4%
<b>Other</b>	62,333,150	13%	20,227,326	7%
<b>Total</b>	<b>492,303,513</b>	<b>100%</b>	<b>307,802,911</b>	<b>100%</b>

Note: The analysis of investments per areas of activity refers to airports and heliports located in Spain only, not including investments made in airports outside Spain.

The investments in **Capacity** made in 2014 total 75.2 million euros, amounting to 24% of Aena's total investment (compared to 32% of the total in 2013). In this investment chapter, the most significant investment projects are: the extension of the terminal building of Gran Canaria Airport, the extension of the terminal building of Vigo airport and the extension of the flight runway of A Coruña airport, which started in 2009, 2010 and 2011, respectively.

Investments made in 2014 in **Security** amount to 11% of total Aena's investment. They include the renovation of automatic explosive and liquid explosive detector units in several airports, and the refurbishment of drain pipes and RESAs at Barcelona airport's air field.

Investment percentage to be used for improving facilities (**service maintenance**) grew significantly from 15% in 2013 to 28% in 2014 (84.7 million euros), the most relevant actions being the regeneration of Seville airport platform

and the supply and installation of boarding bridges and equipment to serve aircraft in different airports.

Regarding **Expropriations** (excluding late payment interest) in 2014, a total of 79.7 million euros (26% of the total) was paid, mostly corresponding to payments related to rulings to seize the plots expropriated for the development of the Adolfo Suárez Madrid Barajas Airport Master Plan.

In the field of **Environment**, 12.7 million euros were invested (4% of Aena's total investment). This amount has mainly concentrated on the actions derived from environmental impact statements (acoustic insulation) in several airports.

Investments classified as **"Other"** include commercial investments performed during 2014. Amongst them, it is worth mentioning food courts and duty free areas of T4 of Adolfo Suárez Madrid-Barajas airport and shopping areas of Gran Canaria airport.



## International expansion

For the development of its international activity, Aena has its affiliate Aena Internacional, which relies on the experience, know-how and technical support of its main office, with the consequent synergies and competitive advantages.

During 2014, the restructuring process of international participations was completed concentrating and enlarging their international presence in the best assets.

Continuing with the strategy set, in 2014 Aena Internacional completed the acquisition of up to 51% of the capital in the company holding the concession to London-Luton Airport in the United Kingdom, becoming the controlling entity.

Furthermore, in 2014 it also enlarged participation in Aerocali company from 33.3% to 50%.

As a result, by 31 December 2014 Aena - through Aena Internacional - has holdings in 15 airports outside Spain (12 in Mexico, 2 in Colombia and 1 in the UK). In 2014, traffic in these airports was of 43,417,067 passengers, reaching the record high in the economic results of each concessionary company of these airports.







## Distinctions and acknowledgements 2014

- **Aena** received the first prize in the category "Rapid Delivery" within the fifth edition of the SAP Quality Awards 2014, acknowledging the implementation projects of SAP solutions for Spain and Portugal.
- **Aena** was awarded for its contribution to the National Transplant Organization (ONT) for transporting organs for transplants.
- **Adolfo Suárez Madrid-Barajas** Airport received the prize for the International Airport of the Year for the category "Large Airports" (with more than 25 million passengers), awarded by aircraft consultant CAPA-Centre for Aviation.
- **Alicante-Elche Airport** received the Tourism Award Benidorm City.
- **Almería Airport** received a distinction from FAAM (Almeria Federation for Disabled People) for their work in helping people with reduced mobility through their service "Without Barriers".
- For the third year, the **Barcelona-El Prat Airport** received Skytrax award as best airport in South Europe for the World Airport Awards 2014.
- The NGO Aldeas Infantiles acknowledged the work of **Barcelona-El Prat Airport** for their help with the programs of this organization to contribute with childhood and youth.
- The Equality, Health and Social Policies Board of Andalucía Council acknowledged the work of **Federico Lorca Granada-Jaén Airport** for transporting organs and medical staff for transplant practices.
- **Málaga-Costa del Sol Airport** received the Airport Food Court of the Year award at the Airport Food & Beverage Conference and Awards 2014. In turn, the restaurant Kirei by Kabuki of Adolfo Suárez Madrid-Barajas Airport received the second prize for the category Airport Chef-Led and/or Fine Dinning Offer of the Year.
- The service "Without Barriers" for services for individuals with reduced mobility (PMR) offered at **Melilla Airport** received the CERMI Melilla 2014 prize granted by the Spanish Committee Representing People with Disabilities (CERMI).
- **Menorca Airport** was chosen as best value airport among 55 international airports, at the satisfaction survey performed among its passengers by the Company Thomson Airways.

# Traffic

The year 2014 was characterised by traffic recovery, which has been improving during the last months, reinforcing the trend change in the main activity data.

The relation between traffic growth and the world's economic cycle has conditioned domestic and international traffic evolution in Aena's airports.

International traffic has behaved better than domestic traffic, reaching a record amount of 136.4 million international passengers in 2014.

The best international traffic behaviour has been driven by the growth in the number of tourists visiting Spain, which had a record amount in 2014 of 65 million.





## Distribution of traffic by geographical area

Area	Total passengers 2013(*)	Total passengers 2014(**)	% Change 14/13	Change
Europe (excludes Spain)	116,031,530	122,598,883	5.7%	6,567,353
Spain	57,837,728	58,932,707	1.9%	1,094,979
Latin America and the Caribbean	5,431,982	5,579,301	2.7%	147,319
North America	3,596,898	3,835,735	6.6%	238,837
Africa	2,418,282	2,573,765	6.4%	155,483
Middle East	1,726,866	1,957,087	13.3%	230,221
Asia and Pacific	361,843	383,800	6.1%	21,957
<b>TOTAL</b>	<b>187,405,129</b>	<b>195,861,278</b>	<b>4.5%</b>	<b>8,456,149</b>

(\*) Total passengers data for 2013 is final. Includes passengers in transit

(\*\*) Total passengers data for 2014 is provisional. Includes passengers in transit

## 2013

● Europe (excludes Spain)	61.9%	● Spain	30.9%	● Latin America and the Caribbean	2.9%
● North America	1.9%	● Africa	1.3%	● Middle East	0.9%
● Asia and Pacific	0.2%				

## 2014

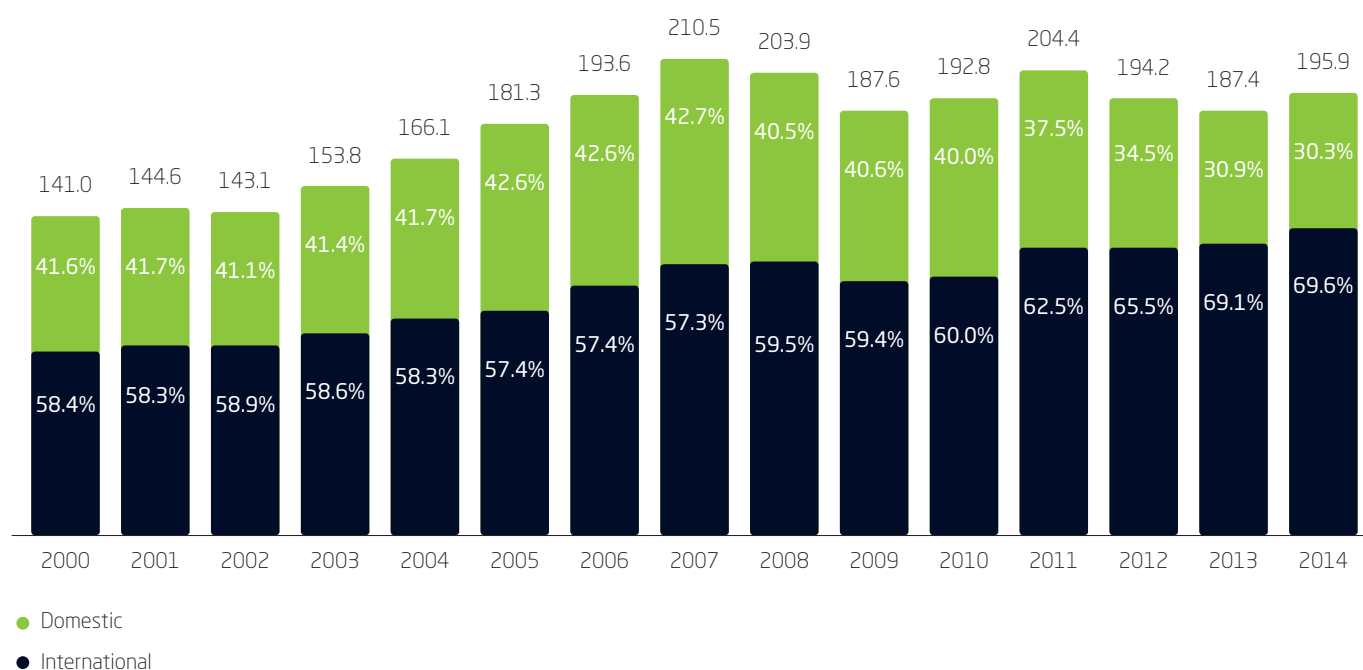
● Europe (excludes Spain)	62.6%	● Spain	30.1%	● Latin America and the Caribbean	2.8%
● North America	2%	● Africa	1.3%	● Middle East	1%
● Asia and Pacific	0.2%				

Regarding the distribution of traffic by geographical area, the following should be highlighted:

- Contribution of domestic traffic regarding total traffic in 2014 turned out to be 30.1%, compared to 30.9% in 2013, showing a decrease of 0.8%. Quantitatively, in 2014 there were 1.1 million more passengers than in 2013.
- The traffic quota increase with Europe went from 61.9% in 2013 to 62.6% in 2014, representing an increase of 0.7%. Quantitatively, in 2014 there were 6.6 million more passengers than in 2013.

However, the relation between traffic and world economic growth cycle has shaped domestic and international traffic growth at Aena's airports, with international traffic outperforming domestic traffic and reaching a historic peak of 136.4 million passengers.

Evolution of passenger traffic type (domestic/international share)  
(Million passengers)



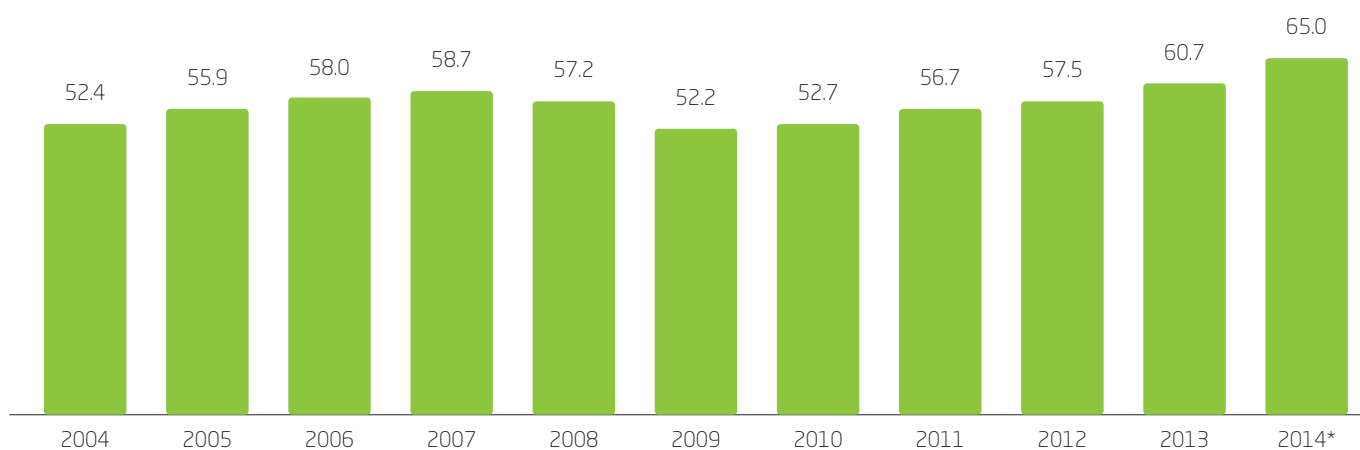
Aena closes 2014 with a total of 195.9 million passengers, amounting to 4.5% increase as compared to 2013.

This year's main feature is the good behaviour of international traffic, which continues to grow every year, and the significant growth of domestic traffic closing the year with 58.6 million passengers, representing a 1.2 million passenger growth with respect to 2013. Passengers arriving from or flying outside Spain, account for 70% of the total. This year, this type of passenger has increased 5.7%, more than 136 million passengers were registered during 2014, a record figure for the Company.

There has been a trend change in domestic passenger traffic which has grown 2.0% as compared to the previous year, and which nevertheless increased domestic operation in 1.8%.

The international market quota grows every year, reaching in 2014 69.9% of the total figure. The trend of international tourists arrival to Spain is recovering, reaching a historical peak in 2014 of 65 million tourists.

Evolution of arrival of international tourists to Spain  
(Million tourists)

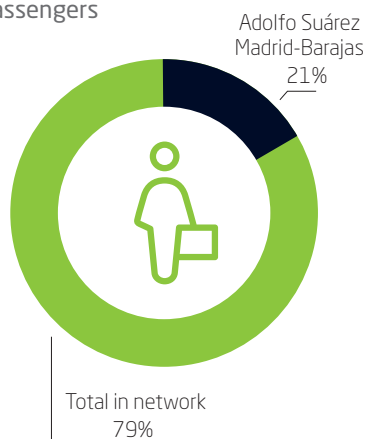


Source: self-prepared from data of the Tourist Studies Institute (Frontur, provisional data for 2014)

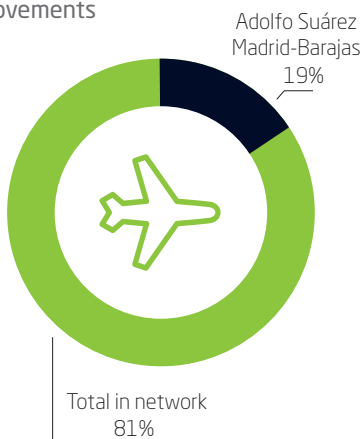
(\*) Data for 2014 is provisional

## Adolfo Suárez Madrid-Barajas in Aena network

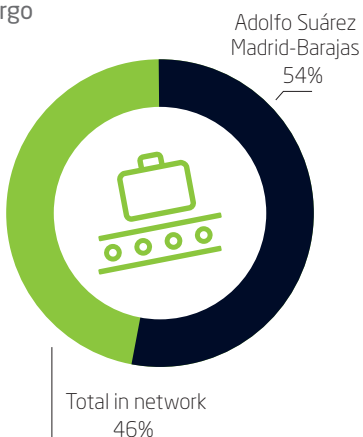
### Passengers



### Movements



### Cargo



## Adolfo Suarez Madrid-Barajas Airport

Adolfo Suárez Madrid-Barajas Airport is one of the main tourist point of entry into Spain. Its proximity to the city centre makes it a vital component for our tourism system, as it makes it fast and affordable for tourists to get around. Adolfo Suárez Madrid-Barajas is very relevant for the economy of Madrid and Spain and promotes full regional growth, enabling company growth and increasing tourism.

Adolfo Suárez Madrid-Barajas leads the activity of hundreds of companies of various sectors, from commercial concessionaires to food and other services like cargo operators, all of them cogs in the productive system developing at the airport, generating a quantifiable financial

impact by creating more than 40,000 direct jobs, totalling more than 90,000 in the Madrid region and more than 135,000 nationwide, representing 10.2% of the Regional Gross Product.

After its expansion in February 2006, the new Barajas became a hub airport, allowing aircrafts to increase their connectivity between the Spanish American, domestic and European markets. In 2014 its connection traffic quota was of 24.3%.

Adolfo Suárez Madrid-Barajas is now a symbol of modernity and progress and has consolidated its leading position among the main airports worldwide,



being the fifth in 2014 in the European Union in terms of passenger volume.

Its innovative and attractive state-of-the-art facilities offer passengers greater mobility, speed and efficiency; they offer modern luggage handling systems, commercial areas and a larger flight field, making Madrid one of the world airport capitals of the 21st century.

During 2014, more than 41.8 million passengers passed through its facilities, about 114,000 per day. This amounts to 5.3% growth regarding the previous year (2.2 million passengers). It is the most important airport in Aena's network in terms of passenger traffic, operations and cargo.

In 2014, this airport represented 21% of Aena's total passengers and 19% of the aircraft movement. Besides, it transported half of the network's cargo.

Growth during 2014 was mainly due to an increase in the international commercial segment (6.9%) topping 29.6 million passengers per year. Domestic commercial traffic had a slight increase of 1.6% regarding the previous year.

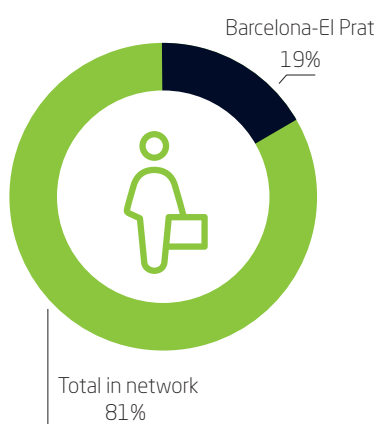
During 2014, 32 new routes were created; in addition, Norwegian opened a new base at Adolfo Suárez Madrid- Barajas Airport. This company is the third low cost airline in Europe and has reinforced Madrid as one of the great international tourist destinations.



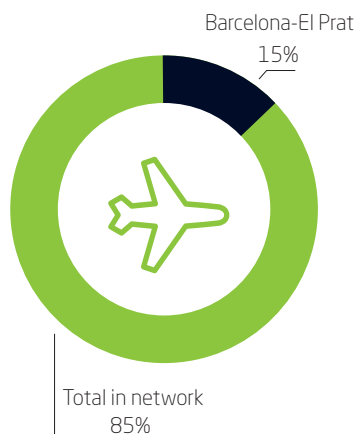


## Barcelona-El Prat in Aena's network

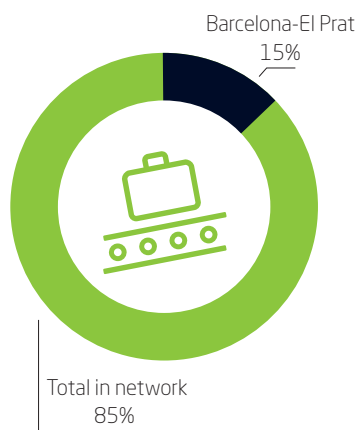
### Passengers



### Movements



### Cargo



## Barcelona-El Prat Airport

Barcelona-El Prat Airport is located at the south-east of Condal City, between the counties of El Prat de Llobregat, Viladecans and Sant Boi. It is only three kilometres away from Barcelona Port, one of the most important Mediterranean ports for container traffic and leader in the cruise market. It is also located close to the Free Trade Zone, one of the most important industrial and logistics locations in Spain.

Barcelona-El Prat is a key piece for Catalan economy and particularly for tourism businesses and industry. In order to modernize and prepare Barcelona-El Prat Airport for future demand of air traffic, significant upgrades were made to its structures and services. The Barcelona Plan transformed the airport with the construction of a new terminal building, T1, which started operating in June 2009, and expanded the air field in 2004 with a new runway, apart from other relevant infrastructure works.

Beyond the Barcelona Plan, Aena continues working to turn this airport into one of southern Europe's leading

airports and to consolidate its status as a major European hub airport, by increasing its domestic and international connecting flights.

During 2014 it handled over 37.5 million passengers (6.7%), growing in 2.3 million passengers with respect to the previous year (its best record ever), about 284,000 aircraft operations and more than 102,000 tons of cargo. It continues to have good international commercial traffic evolution which is again the most significant figure for 2014 (more than 27 million passengers) which increased 8.9% over 2013, representing 72% of the total number of passengers. Domestic commercial traffic had a slight increase (1.0%).

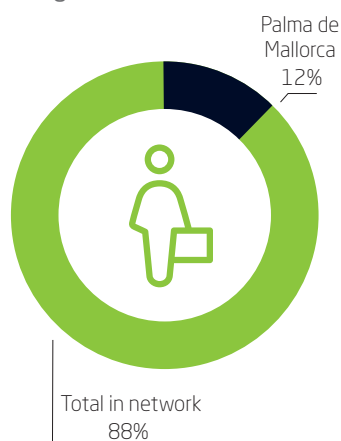
Due to its traffic volume, Barcelona-El Prat Airport is positioned as the second airport in Aena's network and ninth in the European Union.

During 2014, 50 new routes were opened, representing 15% of Aena's network total open routes.

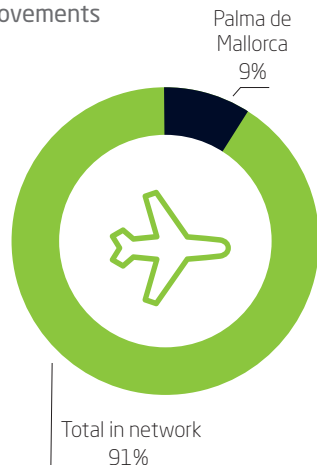


## Palma de Mallorca in Aena's network

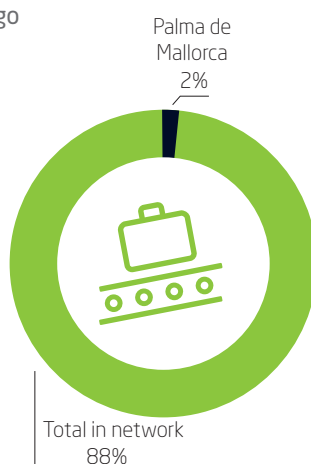
### Passengers



### Movements



### Cargo



## Palma de Mallorca Airport

It is the network's tourist airport par excellence and the main access point for tourists to Mallorca Island. Palma de Mallorca traffic is mainly international and reaches its highest levels in summer time. It also has significant traffic with the peninsula.

The most important links are Barcelona-El Prat and Adolfo Suárez Madrid-Barajas, with more than one million passengers, and Düsseldorf and Cologne, with annual traffic over 0.8 million passengers. Germany supplies the most passengers, followed by Spain and the United Kingdom.

In 2014, Palma de Mallorca closed the fiscal year with a total of 23.1 million passengers (1.5%), reaching a figure similar to that achieved in 2007 (historical high), of more than 172,600 aircraft transportations representing 1.5% growth and more than 11,500 tons of cargo, representing a decrease of 5.9% regarding the previous year.

Commercial international traffic in 2014 was over 18 million passengers per year, representing 78% of the airport's total; traffic growth during 2014 was mainly due to the domestic commercial traffic increase, with 3.7% increase over the previous year.

During 2014, 56 new routes were opened, representing 1.7% of Aena's network total open routes.





—  
**34.8**  
million passengers

—  
**325,000**  
operations

## Canary Islands Group

The airports for the Autonomous Community of Canary Islands received more than 17% of the total traffic of Aena's network. During 2014, more than 34.8 million passengers were handled through these airports, in more than 325,000 operations.

As compared to 2013, passenger traffic grew 6.9%, mainly due to the international flights increase of about 9.0%. Domestic traffic also grew 3.5%. Cargo, representing almost 6% of the network's goods volume, concentrated in domestic flights from Gran Canaria and Tenerife Norte airports, growing 3.5% to reach more than 40,800 tons.

Passenger traffic and % of variation of airports of the Canary Islands Group

Airports	Total passengers	% Change 14/13
EL HIERRO	148,864	7.0%
FUERTEVENTURA	4,764,632	11.9%
GRAN CANARIA	10,315,732	5.6%
LA GOMERA	28,897	18.2%
LA PALMA	862,836	6.6%
LANZAROTE	5,883,039	10.3%
TENERIFE NORTE	3,638,953	3.2%
TENERIFE SUR	9,176,274	5.5%
<b>Total</b>	<b>34,819,227</b>	<b>6.9%</b>



—  
**47.3**  
million passengers

—  
**427,000**  
operations

## Group I

The airports that make up Group I (with a volume of more than 2 million passengers per year) handled 47.3 million passengers during 2014, almost reaching 2011 levels. This volume represented 24.2% of the whole Aena network. During this period, there were almost 427,000 aircraft operations, 1.6% more than during the previous year.

International traffic represented 72.6% of the total number of passengers going through these airports in 2014, an increase of 3.9% regarding 2013.

The cargo in this group is secondary, accounting in 2014 only 4.3% of the network's total; however, it should be noted that 42.2% of the Group I goods passed in 2014 through Valencia airport, which experienced during said period a growth in cargo movement of 7.2%.

### Airports, Passengers and Group Variation I

Airports	Total passengers	% Change 14/13
ALICANTE-ELCHE	10,065,873	4.4%
BILBAO	4,015,352	5.6%
GIRONA	2,160,646	-21.1%
IBIZA	6,211,882	8.5%
MALAGA-COSTA DEL SOL	13,749,134	6.4%
MENORCA	2,632,615	2.6%
SEVILLA	3,884,146	5.3%
VALENCIA	4,592,512	-0.6%
<b>Total</b>	<b>47,312,160</b>	<b>3.5%</b>



—  
**10.2**  
million passengers

—  
**157,800**  
operations

## Group II

Group II, including airports with more than 0.5 and less than 2 million passengers per year, processed almost 10.2 million passengers in 157,800 operations during 2014. This volume represented 5.2% of the total amount of passengers in Aena's network. Domestic traffic dominates this group, representing 58.6% of total passengers. During 2014 this traffic

suffered a small drop of 0.4% compared to 2013, and international traffic a drop of 2.6% compared to the previous year.

As per cargo, 2014 showed an increase regarding 2013, improving in 19.9%. Zaragoza Airport represents almost the full volume of this group, placing it as the third leading cargo operator in the network.

### Airports, Passengers and Group Variation II

Airports	Total passengers	% Change 14/13
A CORUÑA	988,834	17.7%
ALMERIA	744,847	5.6%
ASTURIAS	1,065,570	2.5%
FGL GRANADA-JAEN	650,544	1.9%
JEREZ DE LA FRONTERA	758,004	-6.6%
MURCIA-SAN JAVIER	1,095,343	-4.0%
REUS	850,648	-12.4%
SANTANDER	815,636	-16.3%
SANTIAGO	2,083,873	0.5%
VIGO	680,387	0.2%
ZARAGOZA	418,576	-8.5%
<b>Total</b>	<b>10,152,262</b>	<b>-1.7%</b>





## Group III

Group III, including airports with less than 0.5 million passengers, closed the 2014 fiscal year with a little over one million passengers in 124,000 operations, representing 0.6% of the total passengers traffic for Aena's network.

They are the airports most affected by the crisis due to their size and the importance of domestic traffic. With respect to 2013, passengers' activity was reduced in 2.2%.

As regards cargo, Vitoria is the specialized airport in goods movements and registered more than 44,600 tons, 19.1% more than in the previous fiscal year.

During 2014, we continued with the Airport Efficacy Plan, adapting services and operation of these airports to the demand, achieving a significant reduction of losses.

**+1 million**  
passengers

**124,000**  
operations

### Airports, Passengers and Group Variation III

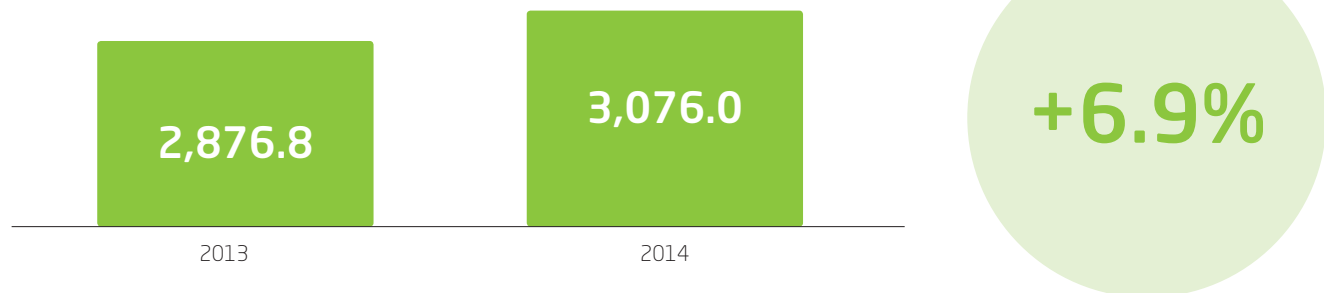
Airports	Total passengers	% Change 14/13
ALBACETE	1,409	16.4%
ALGECIRAS/HELIPORT	1,570	-46.6%
BADAJOS	39,600	36.0%
BURGOS	21,583	14.2%
CEUTA/HELIPORT	4,294	-24.4%
CORDOBA	6,613	-4.9%
HUESCA-PIRINEOS	263	-3.7%
LEON	23,100	-25.2%
LOGROÑO	12,239	15.5%
MADRID-CUATRO VIENTOS	2,126	8.6%
MELILLA	319,603	10.4%
PAMPLONA	138,316	-13.1%
SABADELL	2,686	-10.3%
SALAMANCA	17,745	12.1%
SAN SEBASTIAN	245,422	0.2%
SON BONET	2,483	-20.9%
VALLADOLID	223,587	-14.1%
VITORIA	7,073	2.3%
<b>Total</b>	<b>1,069,712</b>	<b>-2.2%</b>



# Lines of business

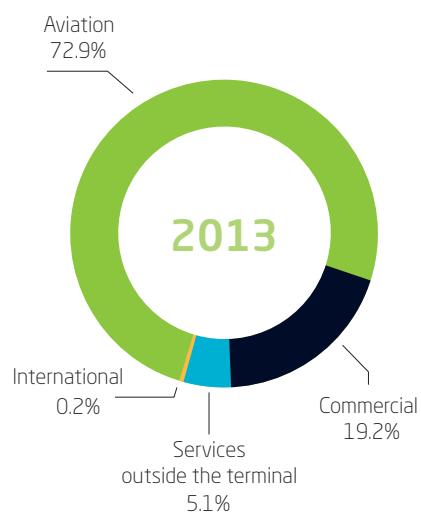
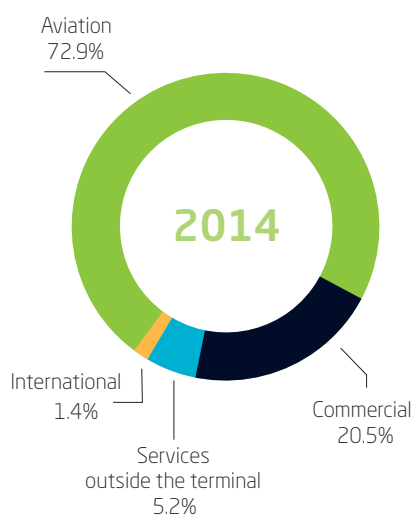
Even though the Company's main line of business is aviation, Aena engages in other activities that also provide it with considerable revenue: retail services, outside the terminal services and international business.

Total Ordinary Revenue  
(Million euros)





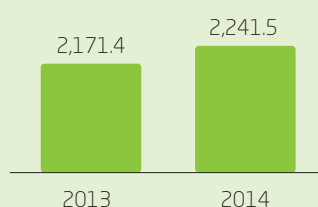
Distribution percentage of ordinary revenue per line of business



Evolution of ordinary revenue per line of business

Aviation<sup>1</sup>

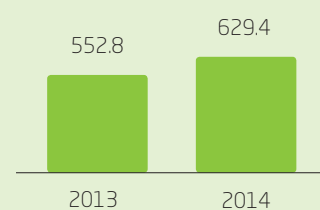
**+3.2%**



<sup>1</sup> Includes: Passengers, landing, security, jetways, handling, fuel, parking, cargo and other airport services.

Commercial<sup>2</sup>

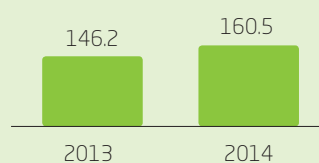
**+13.9%**



<sup>2</sup> Includes: Duty free shops, speciality stores, restaurant services, advertising, car rental, VIP lounges, banking and consumption/supplies services.

Services outside terminal<sup>3</sup>

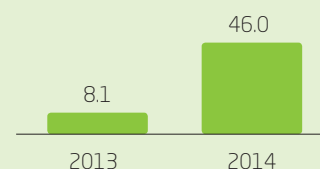
**+9.8%**



<sup>3</sup> Includes: Parking and exploitation of industrial and real estate assets such as land, warehouses, hangars and air cargo.

International<sup>4</sup>

**+467.9%**



<sup>4</sup> Includes Luton (consolidated since 16 October 2014 by full consolidation)



Aena's EBITDA has increased in 2014 up to 1,875.4 million euros, representing a 16.5% growth as compared to 2013,

showing the consolidation of the Company's transformation and securing its profitability.

EBITDA chart<sup>(1)</sup>  
Million euros

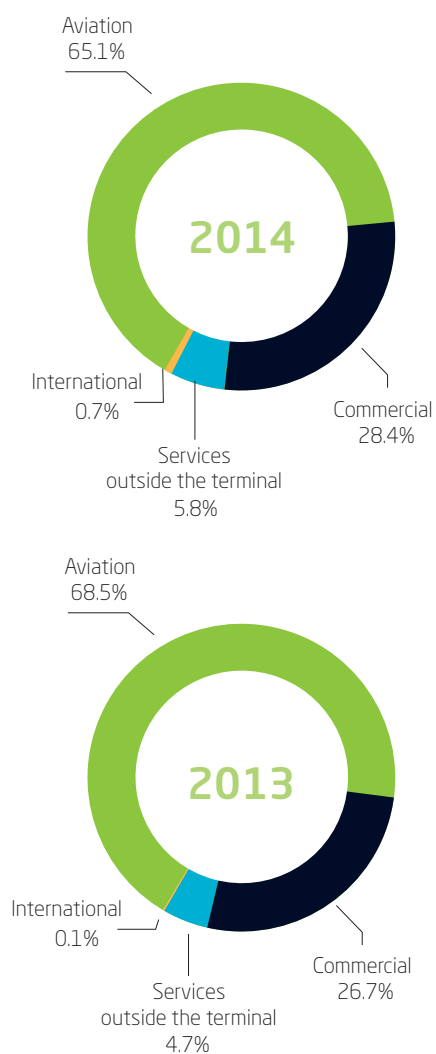


<sup>(1)</sup> Adjusted EBITDA. Excludes impairment and loss of fixed assets and Voluntary Redundancy Plan provision.

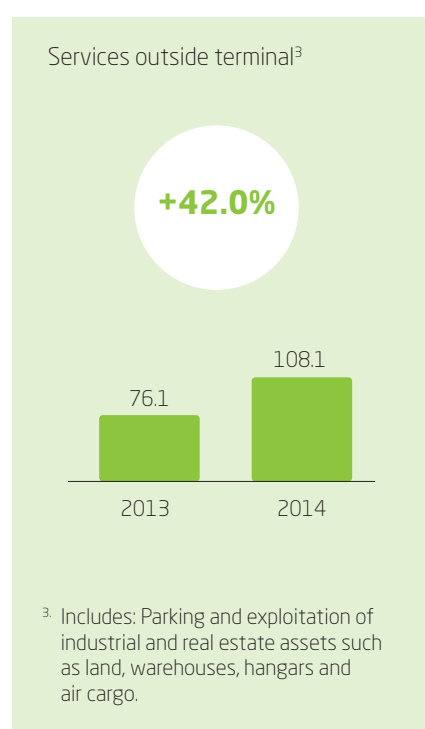




EBITDA distribution percentage  
per line of business



EBITDA evolution <sup>(1)</sup> per line of business



<sup>(1)</sup> Adjusted EBITDA. Excludes impairment and loss of fixed assets and Voluntary Redundancy Plan provision.

## Aviation

### Profit and loss statement for the aviation business line (Thousands of euros)

	2013	2014	Change	% Change
Ordinary revenue	2,171,357	2,241,536	70,179	3.2%
Other operating income	46,160	63,287	17,127	37.1%
Total Revenue	2,217,517	2,304,823	87,306	3.9%
Total expenses (includes amortisation)	(1,849,845)	(1,769,658)	-80,187	-4.3%
EBITDA	1,067,541	1,219,736	152,195	14.3%
Adjusted EBITDA <sup>(1)</sup>	1,102,198	1,221,044	118,846	10.8%
Operating result	367,672	535,164	167,492	45.6%
Financial result	(220,289)	(359,471)	139,182	63.2%
Share in the result of affiliates	0	0	0	0.0%
Profit/loss before tax	147,383	175,693	28,310	19.2%

<sup>(1)</sup> Excludes impairment and loss of fixed assets and VRP provision.





## Traffic

Aena has 46 airports and 2 heliports distributed throughout Spain. The year 2014 closed with 195.9 million managed passengers. This represents a 4.5% increase regarding the previous fiscal year. As per operations, during 2014 there was a total of 1.83 million aircraft movements in the network's airports, 2.3% more than in 2013. Finally, transported goods grew 7.2% to reach 685.2 million kg.

## Fees

Pursuant to Law 22/2013, of 23 December, establishing the General State Budget for 2014, airport charges have been increased an average of 0.9% since March 2014.



## New routes

Throughout 2014, a total of 325 new routes were opened in Aena network's airports, with domestic, European and international destinations. Specifically, the airports with the greatest number of new routes were Palma de Mallorca (56 new routes), Barcelona-El Prat (50), Adolfo Suárez Madrid-Barajas (32), Canary Islands Group (70) and Group I (88). New routes are those that had fewer than 500 passengers in 2013 and exceeded 5,000 passengers in 2014.

Regarding the airline companies that established new bases or expanded

existing ones in Spanish airports in 2014, compared to 2013, there are 3 airports that stand out. Specifically, the increase at Adolfo Suárez Madrid-Barajas with 17 aircrafts (Air Europa with 6, Ryanair with 3, Norwegian with 2 and Iberia Express with 6) and Barcelona-El Prat with 10 aircrafts (Vueling with a further 7 aircrafts and Norwegian with 3) and at Alicante-Elche one aircraft from the company Air Nostrum and a Jet2 aircraft.

One of the focal points for promoting airport connectivity is the coordination of the commercial activity with local, regional and national institutions with competence in matters of tourism.

## Revenue from the aviation business line

	2013	2014	% Change
Passengers	950.4	977.5	2.9%
Landings	570.6	604.0	5.9%
Security	330.0	345.9	4.8%
Jetways	96.9	99.6	2.8%
Handling	73.0	75.6	3.6%
Fuels <sup>(1)</sup>	27.0	28.0	3.7%
Parking	25.8	27.9	8.5%
Cargo	11.4	4.6	-60.0%
Catering <sup>(1)</sup>	9.2	8.6	-7.0%
Other airport services <sup>(2)</sup>	77.0	69.9	-9.3%
<b>Total</b>	<b>2,171.4</b>	<b>2,241.5</b>	<b>3.2%</b>

<sup>(1)</sup> In 2013 annual statements audited, Catering appeared under the heading "airport services" as private price and the fixed fee of fuels appeared as pecuniary public services. From 1 January 2013, Catering becomes a pecuniary public service (General Budget State Law) and the fixed fee of fuels is reclassified according to its nature of private price. In this annual statement, both concepts are reclassified in accordance with current regulations.

<sup>(2)</sup> Includes counters, 400Hz connection, firefighting service, cloakrooms, Fast-Track and other revenue.



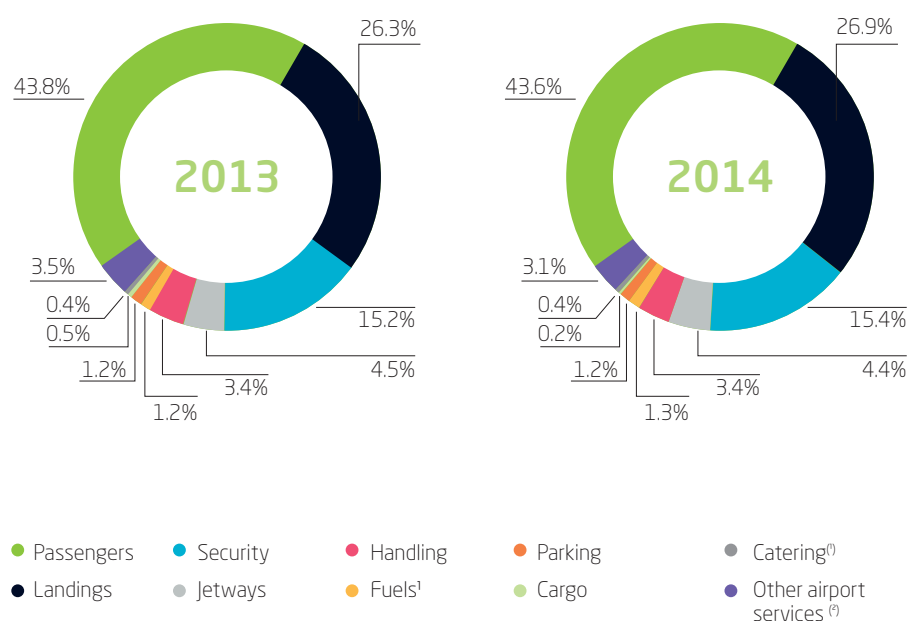
Aena is working to create Airport Coordination Committees. These Committees will work to increase air traffic, among other topics. Throughout the first semester of 2014, the Airport Coordination Committees were established by all autonomous communities except for Madrid, which was established in December 2013, as well as the committees of the autonomous cities of Ceuta and Melilla

Expenditures of the aviation activity amounted to 1,769.6 million euros, 4.3% less than those registered for 2013. The reduction was made possible by the cost-saving measures implemented in recent years and the decrease in the volume of investment which, along with the conclusion of the life-cycle of the assets, resulted in a lower amortisation provision.

The above effects have allowed improving adjusted EBITDA of 10.8% obtaining a positive operating profit of 535.2 million euros (+45.6%).

Furthermore, the pre-tax profit/loss for 2014 was 175.7 million euros, an increase of 19.2% compared with the previous year. The allocation of the provision for late-payment interest for land expropriation due to legal proceedings relating to the expansion of the Adolfo Suárez Madrid-Barajas Airport entailed a financial expense that was much greater than in 2013, a fact that negatively influenced the healthy performance of the profit/loss for the segment.

#### Distribution of turnover in the aviation business line



—  
**790**  
million euros  
of revenue  
—

—  
**4.0 euros**  
average revenue per  
passenger in 2014  
—

## Commercial and services outside the terminal

Aena continues with its primary objectives, as optimising its commercial revenue and outside the terminal revenue, as well as to satisfy the needs and demands of various users. In 2014, ordinary revenue from the commercial and outside the terminal business lines totalled 790 million euros (26% of total ordinary revenue), 13% increase with respect to 2013 (91 million euros more). Of note was the contribution to this figure of the top seven airports in the network, which made up 79.3% of the total.

This improvement took place in a context of increasing passenger traffic (4.5%), meaning that there was an increase in the ratio of commercial revenue (including outside the terminal) per commercial passenger, which increased from 3.73 euros per passenger in 2013 to an average revenue of 4.04 euros per passenger, an increase higher than that of the main European airports. The measures implemented in 2013 and consolidated throughout 2014 will have a significant positive impact in coming years.

This commercial activity encompasses all of the services inside the terminal (duty-free shops, specialty stores, restaurant services, advertising, car rental, VIP lounges, banking services and consumption/supplies) and revenue from outside the terminal, such as parking and various assets of an industrial and real estate nature, such as land, warehouses, hangars and air cargo.



## Commercial activity

The table below shows the main figures in the profit and loss statement for the commercial business line.

### Profit and loss statement for the commercial business line

Thousands of euros

	2013	2014	Change	% Change
Ordinary revenue	552,789	629,418	76,629	13.9%
Other operating income	5,016	13,238	8,222	163.9%
<b>Total Revenue</b>	<b>557,805</b>	<b>642,656</b>	<b>84,851</b>	<b>15.2%</b>
<b>Total expenses (includes amortisation)</b>	<b>(199,339)</b>	<b>(176,943)</b>	<b>-22,396</b>	<b>-11.2%</b>
<b>EBITDA</b>	<b>424,398</b>	<b>532,784</b>	<b>108,386</b>	<b>25.5%</b>
<b>Adjusted EBITDA <sup>(1)</sup></b>	<b>429,657</b>	<b>533,283</b>	<b>103,626</b>	<b>24.1%</b>
Operating result	358,466	465,713	107,247	29.9%
Financial result	(15,897)	(15,949)	-52	-0.3%
Share in the result of affiliates	(539)	0	539	100.0%
<b>Profit/loss before tax</b>	<b>342,030</b>	<b>449,764</b>	<b>107,734</b>	<b>31.5%</b>

<sup>(1)</sup> Excludes impairment and loss of fixed assets and VRP provision.

- Total revenue from commercial activity increased by +15.2% in 2014 compared with 2013, rising to 642.6 million euros. Ordinary revenue amounted to 629.4 million euros (20.5% of the total ordinary revenue) having increased by 13.9% compared with the same period of 2013 (552.8 million euros).
- Among the traditional business lines, whose main clients are the passengers, of note is the set of stores (duty-free and normal fiscal regime) and restaurants, followed by car rental, which together account for over 74% of the commercial revenue generated inside terminals.
- Ordinary revenue in 2014 totalled 629.4 million euros, 13.9% more than in 2013. The new contracts for restaurants and duty-free stores, with improved financial terms, have allowed for an increase in revenue higher than the evolution of passenger traffic.
- As in the case of aviation activity, the cost cutting policy in place has also been reflected in this activity, generating savings compared to 2013 of 22.4 million euros, -11.2%.
- The increase in revenue and decrease in expenses has resulted in an adjusted EBITDA of 533.2 million euros, an improvement of 24.1% with respect to 2013.
- The financial result has improved compared to 2013 due to the lower level of average debt and the change by Equity in the result of affiliates corresponds to the equivalence of the result of the share in RAESA (Corporation in liquidation process whose result in 2013 was negative).
- These results have contributed to the improvement of the profit/loss before tax that has grown 31.5% to 449.8 million euros.

## Breakdown of the turnover of the commercial business line

Thousands of euros

Commercial Services	2013	2014	Change	% Change
Leases	30,015	26,917	-3,099	-10.3%
Stores	72,929	69,919	-3,010	-4.1%
Duty-Free	140,925	186,054	45,129	32.0%
F&B	92,417	112,892	20,476	22.2%
Car Rental	98,529	100,355	1,826	1.9%
Advertising	25,904	27,610	1,706	6.6%
Other commercial revenue <sup>(1)</sup>	92,070	105,671	13,601	14.8%
<b>Commercial ordinary revenue</b>	<b>552,789</b>	<b>629,418</b>	<b>76,630</b>	<b>13.9%</b>

<sup>(1)</sup> Includes Other Commercial Operations, Banking Services, Travel Agencies, Vending Machines, Commercial Supplies, Use of Conference Rooms, and Filming and Recording.

## Commercial line by the numbers:

**629.4**  
million euros  
of revenue

**13.9%**  
of growth

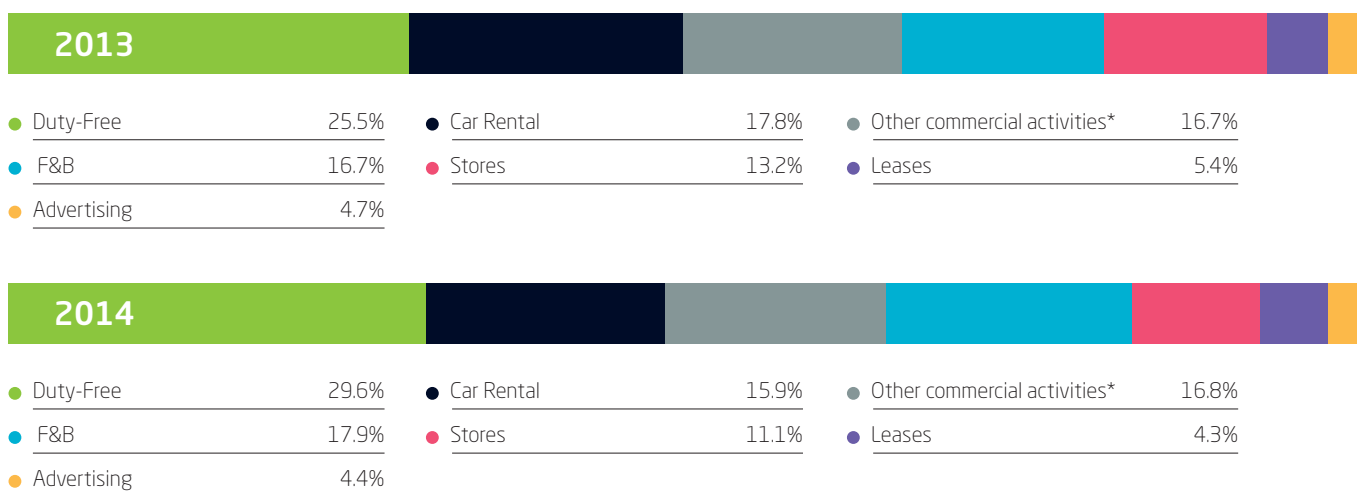
These figures have been made possible by promoting and reconsidering the commercial activity through the use of several strategies implemented during 2013, and consolidated in 2014, the main strategies being:

- The overall redesign of the commercial areas in airports, generating a better distribution of stores, an increase in commercial floor spaces in the main airports and the optimisation of passenger flow along them.
- Optimising the commercial concession awarding processes that have allowed an improvement in normal contractual conditions, both in equity and in guaranteed minimum income.
- The attraction of more and better brands at airports as a result of overall design of the commercial areas and a proactive "pre-marketing" work.



## Distribution of the turnover of the commercial business

Thousands of euros



\* Other commercial operations (including VIP lounges), banking services, travel agencies, vending machines, commercial supplies, and filming and recording

## Duty-Free by the numbers:

**186.1**  
million euros  
of revenue

**32%**  
of growth

## Duty-free stores

In 2014, the activity of the duty-free shops made up 29.6% of Aena's commercial revenue, with an increase of 32.1% compared to the same period in 2013.

In December 2012, the company World Duty Free Group was awarded the largest contract for airport duty-free stores in recent years, divided among three groups of airports. As a result of this, the remodelling of commercial areas in various airports was started in 2013 in an effort to transform the main stores of these characteristics into walk-through stores to facilitate the passengers' shopping experience:

- In 2014, refurbishment of stores designed for Duty-Free Stores activity, totalling about 77 premises which sum up to 45,000 m<sup>2</sup> distributed in 26 airports.
- Opening in the Summer of 2014 of a walk-through store of 1,500 m<sup>2</sup> at the Tenerife-Sur airport, thus reaching 23 stores of these characteristics in Aena, with 23,000 m<sup>2</sup>.
- Promotional and cross-sell campaigns were also developed to boost commercial revenue.

Incorporation in 2014 of five new airports to this contract (Asturias, Santander, A Coruña, FGL Granada-Jaén and Murcia-San Javier).



—

**69.9**  
million euros  
of revenue  
in **stores**

—

**112.9**  
million euros  
of revenue in  
**restaurants**

—

**100.4**  
million euros  
of revenue  
in **cars**

## Stores

In 2014 this business line took in 11.1% of all commercial revenue, and a 4.1% drop with respect to 2013, which was due primarily to reclassification of revenue in 2014 of this business line to Duty-Free Stores. In comparable terms, the store business grew 21.1% in 2014. The main activities carried out have been:

- Adolfo Suárez Madrid-Barajas Airport: the implementation of fashion and luxury accessories offer was finished in 2014, reaching 2,800 m<sup>2</sup> divided into 19 premises. Among them, it stands out the store located in Terminal T1, opened in July 2014, with a surface of 900 m<sup>2</sup>.
- Barcelona – El Prat Airport: the award of more than 20 specialty stores in Terminal T1, totalling 3,600 m<sup>2</sup> of surface, which will contribute with some additional revenue of more than 5 million euros, compared to 2013 offer.
- Malaga-Costa del Sol Airport: development of the mall with the inauguration of the first fashion store of “GAP and Superdry” brand in a European airport, with a surface of 660 m<sup>2</sup>, and another one of Victoria’s Secret, of 168 m<sup>2</sup>.
- Fuerteventura and Lanzarote Airports: tender for sun-glasses stores in both airports, totalling 95 m<sup>2</sup>.
- Gran Canaria and Alicante-Elche Airports: opening of supermarkets for employees in land-side, totalling 210 m<sup>2</sup>.
- The opening of stores dedicated to the activity of press and magazines, which totalled about 1,314 m<sup>2</sup>, under the well-known international brand “Hudson”, which for the first time is also present in the Aena network, in the airports of Gran Canaria, Lanzarote, Fuerteventura and Tenerife-Norte.

## Food & Beverage

The Food & Beverage services in 2014 provided 17.9% of all commercial revenue, with a positive change of 22.2% compared to 2013. The main activities carried out have been:

- Adolfo Suárez Madrid-Barajas Airport: consolidation of the complete restaurant offer, to total 19,000 m<sup>2</sup>, adapting to the different passengers profiles, through the various brands offered.
- Other airports, Lanzarote among them: renewal of 11 restaurant premises, totalling 3,700 m<sup>2</sup> of surface approximately.
- Also noteworthy were the renegotiations and improvement in restaurants offer at Palma de Mallorca airport, which generated higher variable income, and new developments outside the terminals of Ibiza, Barcelona-El Prat and Alicante-Elche airports.

## Car Rental

The car rental service, which in 2014 accounted for 15.9% of commercial revenue, yielded good results, mainly due to the increase in the arrivals of international passengers and the incorporation of secondary brands by main concessionaires (Avis, Hertz, Europcar, Atesa and Gold Car). The total number of car rental in 2014 reached 4 million, growing 12% compared to 2013.

—

**27.6**  
million euros  
of revenue in  
**advertising**

### Advertising

In 2014, this activity accounted for 4.4% of commercial revenue, with an increase of 6.6%. In order to boost revenues in this activity, actions and events have been developed with the commercial concessionaires of stores and restaurants to boost revenues, as well as support to airlines.

With regard to the income from the VIP Lounges, the positive developments shown here are mainly due to the new pricing strategy, as well as the commercial activities, with new distribution channels and marketing activities that are leading to an increased number of users, which in 2014 exceeded 1.7 million, an increase of 10.8% as a result of the increase in the penetration rate.

Also of note is the increase of 57% in revenue for Banking Services in 2014, by effect of the improvement in the economic conditions of new contracts.

—

**105.7**  
million euros  
of revenue in  
**other**  
**activities**

### Other commercial activities

The remainder of the commercial revenue, which comes from the activities of the VIP Lounges, Business Centres, banking services, travel agencies, vending machines, commercial supplies, and filming and recording, has registered a growth of 14.8% in 2014 compared to 2013.

With regard to revenue from other commercial operations (which in addition to banking services include plastic-wrapping machines, other vending machines, telecommunications services, regulated services and other operations), at the end of 2014 this amounted to 34.1 million euros, an increase of 15.5% compared to 2013.





## Services outside the terminal

The table below shows the main figures in the profit and loss statement for services outside the terminal.

### Profit and loss statement for services outside the terminal business line

Thousands of euros	2013	2014	Change	% Change
Ordinary revenue	146,178	160,528	14,350	9.8%
Other operating income	3,545	11,803	8,258	232.9%
<b>Total Revenue</b>	<b>149,723</b>	<b>172,331</b>	<b>22,608</b>	<b>15.1%</b>
<b>Total expenses (includes amortisation)</b>	<b>(135,574)</b>	<b>(120,790)</b>	<b>-14,784</b>	<b>-10.9%</b>
EBITDA	65,456	101,180	35,724	54.6%
Adjusted EBITDA <sup>(1)</sup>	76,043	108,070	32,027	42.1%
<b>Operating result</b>	<b>14,149</b>	<b>51,541</b>	<b>37,392</b>	<b>264.3%</b>
Financial result	(17,984)	(25,400)	-7,416	-41.2%
Share in the result of affiliates	0	0	0	0.0%
<b>Profit/loss before tax</b>	<b>(3,835)</b>	<b>26,141</b>	<b>29,976</b>	<b>781.6%</b>

<sup>(1)</sup> Excludes impairment and loss of fixed assets and VRP provision.

**160.5**  
million euros  
of revenue

Commercial services supplied outside the terminals comprise car parks and various assets of an immovable nature, such as land, warehouses, hangars and air cargo.

In 2014, total revenue increased +15.1%, up to 172.3 million euros. Ordinary revenue reached 160.5 million euros, an increase of 9.8% compared to the same period in 2013.

#### Breakdown of the turnover for activity outside the terminal

Services outside the terminal (Thousands of euros)	2013	2014	Change	% Change
Parking	89,152	102,601	13,449	15.1%
Land	13,284	13,161	-123	-0.9%
Warehouses and hangars	18,556	19,349	793	4.3%
Air Cargo Logistics Centres	21,776	21,270	-506	-2.3%
Real Estate Operations	3,410	4,147	737	21.6%
<b>Ordinary revenue services outside the terminal</b>	<b>146,178</b>	<b>160,528</b>	<b>14,350</b>	<b>9.8%</b>

#### Distribution of the turnover for services outside the terminal business line



**+0.5%**  
of growth

● Parking	61.0%	● Land	9.1%
● Warehouses and hangars	12.7%	● Air Cargo Logistics Centres	14.9%
● Real Estate Operations	2.3%		



**160.5**  
million euros  
(+9.8%)  
Total Revenue  
Outside the terminal

● Parking	63.9%	● Land	8.2%
● Warehouses and hangars	12.1%	● Air Cargo Logistics Centres	13.3%
● Real Estate Operations	2.6%		

—  
**102.6**  
 million euros  
 of revenue

## Parking

The parking business line had a turnover in excess of 102 million euros in 2014 (63.9% of outside the terminal revenue) with an increase of 15.1% compared to 2013. The efforts have made it possible to reverse the negative trend that this line had in previous years by presenting a revenue growth for the first time since 2007 (average decreases of 5%, since 2007).

These favourable results have been the consequence, in addition to the improved traffic levels, of the new strategy concerning the integral management of the car parks of 32 airports in the Aena network, expanding the product offer and improving the quality of customer services. Amongst other actions, the dynamic and proactive marketing stands out, where significant efforts have been made in expanding the portfolio of products, incorporating pricing and marketing strategies (communication and promotion), as well as implementing the booking system and reaching agreements with different channels (aggregators, travel agencies, etc.), which has contributed to the achievement of these positive results.

In this regard, it is worth noting that the booking system has been positioned as a fundamental business tool, amounting to 370,000 reservations in 2014, 79% higher than in 2013. A call centre has also been opened for the receipt and management of reservations at the centralised level.

## Real estate: land, warehouses and hangars

In 2014, this business line made up 22.9% of all outside the terminal revenue.

To boost the occupation of hangars, a new scaled pricing structure has been approved according to the surface contracted. In this line, in 2014, two large hangars have been hired and allocated to activities related to aircraft maintenance: one at Malaga- Costa del Sol Airport and another at Gran Canaria Airport.

Continuing with the empowering of executive and business aviation (FBOs), two new operators have been awarded at the Palma de Mallorca Airport and this FBO activity has been tendered at the Malaga Airport at the end of 2014.

Within the development of land, it is worth mentioning the signing of the agreement for the transfer of 20 ha of land of the Burgos Airport in favour of "CT Burgos" company (Centre of Transport and Customs of Burgos).

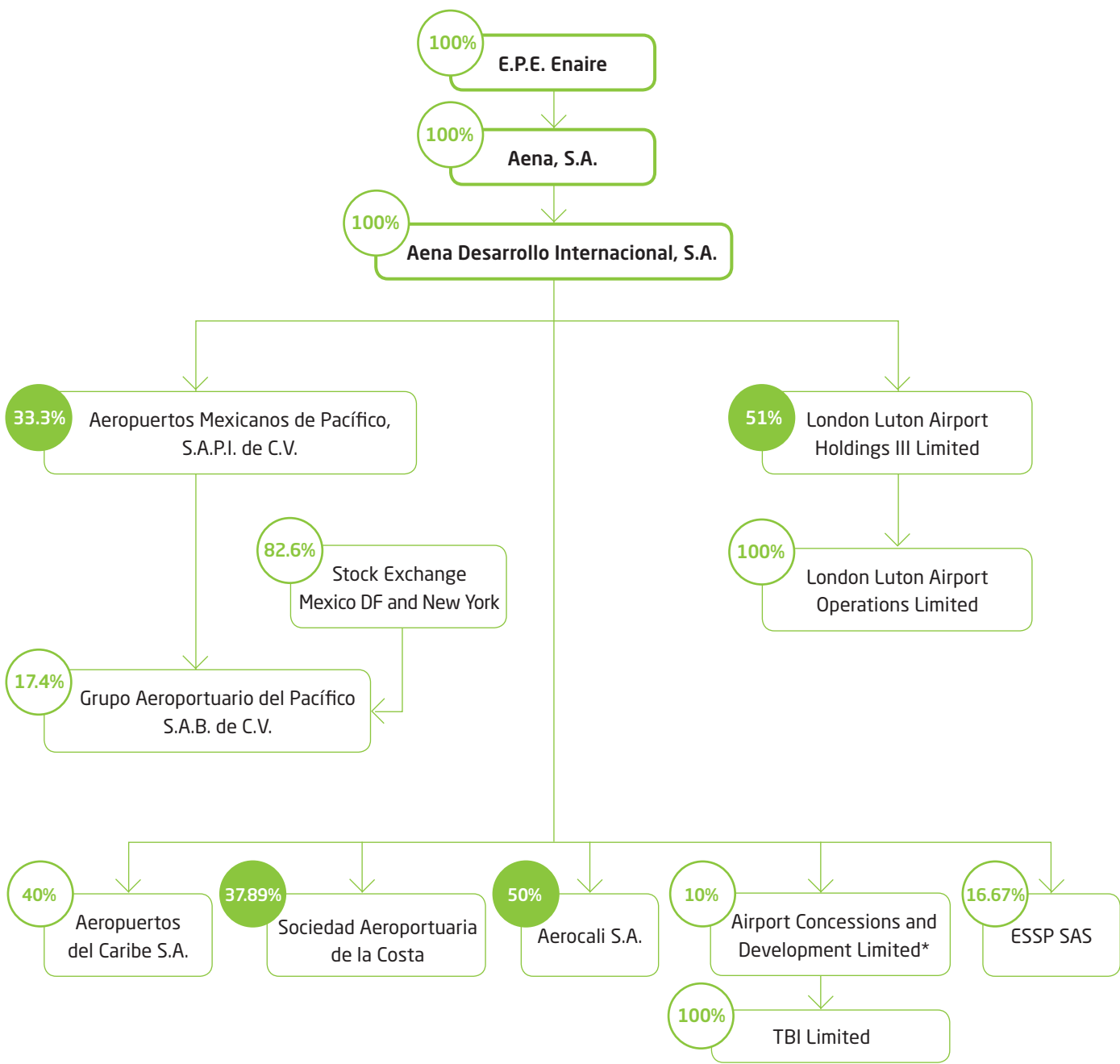
Marketing and management of plots work for "Rampa7" project was also carried out at the Adolfo Suárez Madrid-Barajas Airport for the implantation of hangars and cargo ships to allow promoting the development of airport activity.



## International

Aena Internacional carries out its activity through holdings in companies that operate airport assets. Its holding in these companies as industrial shareholder is complemented generally with contracts for technical assistance and transfer of technology.

Aena International shares at the end of 2014 are shown below:



—

**GAP revenue**  
in 2014 reached  
5,546 million  
Mexican pesos  
(approximately  
**313.3**  
million euros)

—

6.1% more than  
in 2013, with  
an EBITDA of  
3,690 million pesos  
(approximately  
**208.7**  
million euros)  
13.3% more  
than in 2013.

## Grupo Aeroportuario del Pacífico (GAP)

The company was created in 1998 as part of the Mexican government program to open the Mexican airport system to private investment. In the initial stage, 15% of the Grupo Aeroportuario Pacífico (GAP) was sold to a strategic partner, Aeropuertos Mexicanos del Pacífico (AMP), through a public bidding process. In February 2006, the government made the remaining 85% of GAP available for trade on the New York and Mexico stock exchanges.

Thus, Aena Internacional's stake in the Grupo Aeroportuario del Pacífico (GAP), which operates 12 airports in Mexico, is handled through the company Aeropuertos Mexicanos del Pacífico (AMP), and where Aena Internacional has a 33.33% interest and is also its operating partner. The other shareholder is CMA (Controladora Mexicana de Aeropuertos, a Mexican partner) with 66.67%. As part of the IPO of GAP, AMP purchased another 2.4% of the ordinary shares of GAP, meaning its joint interests stood at 17.4% at the end of 2014. AMP provides GAP with administrative and technology transfer services.

## Traffic

GAP manages twelve airports serving two important metropolitan areas (Guadalajara and Tijuana), various tourist destinations (such as Puerto Vallarta, Los Cabos, La Paz, and Manzanillo), and a number of medium-sized and state capital cities (like Hermosillo, Guanajuato, Morelia, Aguascalientes, Mexicali and Los Mochis).

The total passenger traffic in 2014 was 24.7 million, 6.7% more than in 2013.

It is worth pointing out the good behaviour of the group traffic despite having suffered from the effects of hurricane Odile at the airports of San Jose del Cabo and La Paz.

## Investments

In 2014, the 2009-2014 Investment Plan was completed, and it provided the infrastructures with the necessary capacity, the necessary renovation of pavement, and the expansion and renovation of technical equipment. In 2014, total investments were 507.4 million Mexican pesos.

The most representative investments in 2014 were:

- Guadalajara: Expansion of the terminal building and the associated aircraft platform.
- San José del Cabo: Construction of a rapid exit on the runway head.
- Puerto Vallarta: Reorganisation and improvements of the satellite terminal building.

Luton airport has plans to increase its capacity to

**18**

million passengers, and it plans to invest 98.5 million pounds (approximately 116 million euros)

Luton airport handled

**10.5**

million passengers in 2014, 8.1% more than in 2013

As unique investment in GAP, and in the world airport industry, it should be noted the construction in Tijuana of the new "Cross Border" or binational terminal. This binational terminal consists of a new terminal area in the airport and a cross-border pedestrian bridge between San Diego (USA) and the International Airport of Tijuana. This is the first time that a work connects directly a foreign airport with American territory.

The bridge will allow direct and quick double-way access to passengers from the American side to the airport of Tijuana, ensuring the connectivity with more than thirty Mexican and some international destinations not served by the airports of Southern California. This binational terminal is expected to increase the traffic of the Airport of Tijuana, and allow it to position itself as a regional hub for Southern California and a transpacific airport for Central and South America.

In 2014, the 2015-2029 Development Master Plan and the tariff regulation system for the period 2015-2019 were approved, two very important steps for the stability of the business for the future.

### London Luton Airport

Last 16 October 2014, Aena Internacional completed the purchase of the London Luton Airport through the exercise of a purchase option, thus increasing its share from 40% to 51%. Ardian is the other partner with 49%.

Luton Airport is operated under a concession agreement issued by the Luton Borough Council, which ends in 2031.

London's airport market is one of the most active in the world. Activity is concentrated in 6 airports, with over 146.7 million passengers in 2014. The capacity limitation of London's two biggest airports in the future ensures Luton's increased involvement in this market.

Plans are in place to increase the airport's capacity up to 18 million passengers, for which it is planned to invest 98.5 million pounds (approximately 116 million euros). Most of planned investments will be carried out in the 2014-2018 period.

Luton Airport handled 10.5 million passengers in 2014, 8.1% more than in 2013.

The total revenue of the airport's operators (LLAOL) is 129 million pounds (163.2 million euros), 5.5% more than in 2013, with an EBITDA of 40.1 million pounds (50.8 million euros), 1% less than in 2013.



## Colombian airports

### Cartagena de Indias Airport

The airport in the Colombian city of Cartagena de Indias is managed by Sociedad Aeroportuaria de la Costa S.A. (SACSA). In this company, Aena Internacional owns 37.89% of the capital and it is also an operating partner.

The concession was granted in 1996, Aena Internacional has been present at the Cartagena de Indias airport since 1998, when it bought the Schiphol Airport's ownership stake in SACSA.

The concession period was initially for 15 years, until 2011, but as a result of the negotiations with Civil Aviation, on 3 March 2010, SACSA was awarded an extension to administer the airport for other nine years. In exchange, SACSA should carry out an Investment Plan by 103 billion pesos (approximately 45 million euros) to modernise and expand the airport, including as the main investment the expansion and remodelling of the terminal building, which has already completed.

During 2014, works were carried out to resurface the platform and to build and commission a new FBO building, as well as its associated accesses and platform.

In December 2014, an agreement was signed with the Infrastructure National Agency (Agencia Nacional de Infraestructuras - ANI) of Colombia to foster the growth of international passengers, during 2015 and 2016.

The Cartagena Airport handled 3.4 million passengers in 2014, 1.3% more than in 2013, thus consolidating the extraordinary growth that had been accumulated in the previous years (17.86% in 2013).

The airport had a total revenue of 71,446 million pesos (26.9 million euros), 12.8% more than in 2013, with an EBITDA of 29,966 million pesos (11.3 million euros), 7.2% more than in 2013.



### Cali Airport

The airport in Cali, Colombia's third largest city, serves a population of about 8 million. It is Colombia's third most important airport in terms of passenger traffic. It is a metropolitan airport with mainly domestic traffic (83% of all traffic), but with an important growth of international traffic in the past years.

Aerocali is the airport's concessionaire in which Aena Internacional owns 50% where it is also the Operating Partner.

At the end of 2013, Aerocali signed an addendum to the Concession Contract with the Special Civil Aviation Administrative Unit (UAEAC), agreeing to an Investment Plan to expand, remodel, and certify the airport, by an amount of about 66.5 million euros, which will allow having sufficient capacity for the expected traffic in the coming years. In 2014, Aerocali has initiated the Investment Plan with the works of refurbishment of the existing terminal.

The Cali Airport handled 4.9 million passengers in 2014, 7.3% more than in 2013.

Total revenue at the Cali Airport was 82.099 billion pesos (31 million euros), 13.5% more than in 2013, with an EBITDA of 28.150 billion pesos (10.6 million euros), 25.7% more than in 2013.

### Barranquilla Airport

Aena Internacional owns 40% of ACSA, which has been the Concessionaire of the Barranquilla Airport since 1997. The Concession Contract expired on 28 February 2012, and there was no agreement in the Liquidation of the Concession Contract.

In this context, ACSA began an arbitration proceeding against the Special Administrative Unit of Civil Aviation of Colombia (Aerociivil) for the liquidation of the Concession Contract, which is in progress.





## Aviation services:

### Flight Verification Unit

Aena Internacional created a Flight Verification Unit (FVU) in 2007 to provide verification services for the nav aids in the national navigation system, including the entire network of Spanish airports. An additional goal was to market these services to others.

During 2014, Aena's Flight Verification Unit provided its verification services on a regular basis, totalling 815 hours of commercial activity. A total of 318 flights were made, during which 196 installations or procedures were calibrated.

In addition, various marketing initiatives were launched in 2014 to provide services to clients outside of Enaire/Aena group. Within Spain, the nav aids and associated procedures were calibrated at the new Castellon and Murcia Airports. At the international level, the Unit carried out the first of its two hired missions in the Sultanate of Oman for the calibration of new navigation procedures designed by Spanish engineering INECO for the airports of Shalala and Muscat.

At the technological level, it should be noted that the unit has continued to collaborate with Aena and Enaire, for the introduction of satellite-based augmentation procedure (SBAS), in this case for the Almeria airport.



### Total passengers in investee airports

The total passenger traffic during 2014 takes into account twelve airports in Mexico, two in

Colombia, and the London Luton airport. In 2014, passenger traffic of Aena Internacional reached 43.5 million, which is 6.6% more than in 2013. It is important

to emphasize that GAP, despite the effect of the hurricane Odile on two of its airports (San José del Cabo and La Paz), increased its passenger traffic by 6.7%.

The number of airport passengers in the 15 airports where Aena Internacional has presence at the end of 2014 compared to 2013 is as follows:

#### 2014 total traffic passenger in the investee airports

	2013	2014	% Change
Grupo Aeroportuario del Pacífico (GAP)	23,173,384	24,718,695	6.7%
Luton	9,709,158	10,500,139	8.1%
Aerocali	4,526,121	4,855,698	7.3%
Soc. Aerop. Costa (Cartagena de Indias)	3,339,142	3,442,535	1.3%
<b>Total</b>	<b>40,807,805</b>	<b>43,517,067</b>	<b>6.6%</b>



# Aena: a responsible company

For Aena, Corporate Responsibility (CR) represents an strategic role related to sustainability, competitiveness, good governance, and the reputation of the Company, and is aligned with the business values and strategy.

Corporate Responsibility is closely linked to aspects such as the ethical management and the responsible leadership, efficiency, social commitment, relations with employees, suppliers, environment, etc.

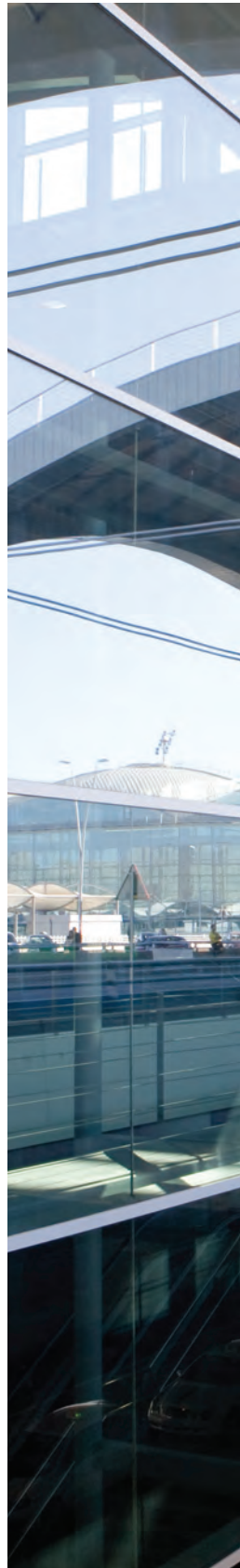
A factor that in the long term translates into the creation of value.

**We advocate for a today that is Responsible with tomorrow**



From the point of view of the Corporate Responsibility, the key aspects of the Good Governance of the organization are:

- The commitment of Senior Management.
- Respect of all opinions as a basic element for the full integration of CR at all the organization's levels.
- Transparency and effective dialogue with its stakeholders as essential elements for building relationships based on trust, which provide value and encourage economic, environmental, and social progress.
- Risk management and regulatory compliance.
- Ethical principles and corporate responsibility.









## Communication, transparency and report

Aena understands transparency as a tool for the legitimacy and credibility of the company and key factors to generate confidence and, hence, for corporate reputation.

Therefore, it moves an approach of transparency in the management of communication both internal and external through various communication tools. Examples of this are instruments such as the Corporate Responsibility Annual Report, the web page, the newsletter and the internal news magazine, the presence in social networks or the Aena TV channel, etc., a reflection of the Company toward employees, customers, shareholders, suppliers, etc. and to society in general.

## Alliances

Aena works hand in hand with its strategic partners, relying on alliances with national and international institutions focusing the efforts to promote a management that is increasingly responsible and integrated.

In 2014, there has been a line of close collaboration with some of the leading associations and agencies in our country, which demonstrates the best practices, transfer of knowledge and its applicability in the business field. Forética, the Club de Excelencia en Sostenibilidad, the Club Ability or Corresponsables Foundation, CERMI or ONCE Foundation are some examples of these alliances.

## Financial performance

The most significant aspects of Aena's financial performance are detailed in this Annual Report, and they describe how the company has maintained a responsible and efficient management policy focused on the Company's improvement as a leading company, providing services that are high-quality, efficient and with international projection.

These values are also transferred along the value chain, committing to the incorporation of corporate responsibility criteria in relationships with providers in trade relations with third parties and customers, promoting transparency and market competition.



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# +1,000

Dwellings  
soundproofed  
in 2014

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## Integrated Quality and Environmental Management System

### Environmental performance

As a leader in air transportation services, a key factor for Aena Aeropuertos is to strive for sustainability in areas such as making aviation operations and the development of airport facilities compatible with local settings, reducing greenhouse gas emissions, minimising the impact of noise, as well as everything involving the promotion of those actions that will allow for increased energy efficiency and the use of renewable energies. All while adhering to the Company's strategic objectives and its Environmental and Energy Policy.

In the area of environmental performance, the following actions are particularly noteworthy:

- Noise Insulation Plans. Over the course of 2014, a total of 1,031 dwellings and buildings of sensitive use were soundproofed, reaching a total of 19,219 buildings acoustically isolated from the beginning (year 2000) of the implementation of the NIPs.
- Evaluation of the environmental impact of planning projects and instruments.
- Acoustic and atmospheric evaluations. Preparation of action plans related to the Strategic Noise Maps of airports and renewal of "Airport Carbon Accreditation" certifications.
- Soil and groundwater quality management at the airports of the Aena network.
- Activities in the area of energy efficiency and renewable energies, pursuant to the Energy Savings and Efficiency Plan.
- Design and implementation of the Integrated Quality and Environmental Management System, which allows the control and monitoring of every process from an integrated perspective while allowing for a single certification.







## Social performance

The development of good practices undertaken in recent years together with the establishment of collaboration agreements with social entities has permitted, within the scope of our stakeholders, the consolidation of solidarity projects that benefit groups in risk of social exclusion.

Aena remains committed to integrating sustainability values into its corporate management and its relationship with its stakeholders, adapting its business strategies to favour the promotion of improvements, both internally-addressed to its workers- and externally-focused on the communities with which Aena interacts and society in general, especially the most disadvantaged social groups.

In 2014 the following actions are worthy of mention:

- **Internal social dimension:**

- > Development of the work and family life Reconciliation Policy: 1,323 services within the Employee Care Program (ECP).
- > Consolidation of the Comprehensive Care Program (orientation and counselling programs, referrals to social resources and "vital protocols" or services within the contexts of birth, death, disability, elderly parents and geographical mobility).
- > Addiction Treatment and Prevention Program and Emotional and Health Educatio Support Programs.
- > Social Aid Program: Over 11,200 aids have been processed and validated to fund the education of workers and their children, summer camps, disability, health, etc.

- **External social dimension:**

- > Service for Persons with Reduced Mobility (PRM). As of 31 December 2014, there have been almost a million aids, while maintaining the highest levels of quality.
- > Celebration of Solidarity Days, Cultural Days: With the participation of more than 10 social entities such as special employment centres, insertion companies and entities that promote fair-trade sales.
- > Promotion of the Project "Solidarity Spaces", expanding its reach to thirteen airports in the network and holding awareness campaigns form important entities such as Unicef, Intermon-Oxfam and Aldeas Infantiles. In 2014, the total number of uses/days was 1,023, with an average of 51.28% occupancy.
- > Framework for collaboration between Aena and the "Despegando Capacidades" platform, which promote integration values in contexts of culture, employment, leisure activities and life project of people with disabilities. This platform is made up by 7 social entities: Amás, Danza Down, Apsuria, Afanias, Fundación Capacis, Atenpace and Apmib Groups. As a way of disseminating the social activity, initiatives and social integration that are promoted by these entities, the IV Solidarity Event was celebrated in December at the Adolfo Suarez Madrid-Barajas Airport with the participation of the "Despegando Capacidades" platform and other social entities invited.



# 2014 Analysis of Results

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# Consolidated income statement

## Consolidated income statement Thousands of euros

	2013	2014 <sup>(1)</sup>	Change	% Change
Ordinary revenue	2,876,762	3,076,044	199,282	6.9%
Other operating income	54,883	88,958	34,075	62.1%
<b>Total Revenue</b>	<b>2,931,645</b>	<b>3,165,002</b>	<b>233,357</b>	<b>8.0%</b>
Supplies	(196,135)	(180,401)	-15,734	-8.0%
Personnel expenses	(334,338)	(348,511)	14,173	4.2%
Other operating expenses	(796,365)	(761,029)	-35,336	-4.4%
Fixed assets depreciation	(817,732)	(814,850)	-2,882	-0.4%
Impairment and profit/loss on fixed asset disposals	(56,062)	(9,927)	-46,135	-82.3%
Other net profits/(losses)	10,775	1,527	9,248	85.8%
<b>Total Operating Expenses</b>	<b>(2,189,857)</b>	<b>(2,113,191)</b>	<b>-76,666</b>	<b>-3.5%</b>
<b>EBITDA</b>	<b>1,559,520</b>	<b>1,866,661</b>	<b>307,141</b>	<b>19.7%</b>
Voluntary Redundancy Program (VRP)	5,559	1,230	4,329	77.9%
Impairment and loss on fixed asset disposal	(56,062)	(9,927)	-46,135	-82.3%
<b>Adjusted EBITDA</b>	<b>1,610,023</b>	<b>1,875,358</b>	<b>265,335</b>	<b>16.5%</b>
<b>OPERATING RESULT</b>	<b>741,788</b>	<b>1,051,811</b>	<b>310,023</b>	<b>41.8%</b>
Financial income and expenditure	(235,269)	(199,968)	-35,302	-15.0%
Interest expenses on expropriations	(13,776)	(191,119)	177,344	-
<b>FINANCIAL RESULT</b>	<b>(249,045)</b>	<b>(391,087)</b>	<b>142,042</b>	<b>57.0%</b>
Share in the result of affiliates	4,718	11,716	6,998	148.3%
<b>PROFIT/LOSS BEFORE TAX</b>	<b>497,461</b>	<b>672,440</b>	<b>174,979</b>	<b>35.2%</b>
Income tax	99,194	(196,743)	-295,937	-298.3%
<b>NET PROFIT/LOSS FOR THE FISCAL YEAR</b>	<b>596,655</b>	<b>475,697</b>	<b>-120,958</b>	<b>-20.3%</b>
Profit/loss for period attributable to minority interests	0	(2,921)	2,921	100.0%
<b>PROFIT/LOSS FOR THE PERIOD ATTRIBUTABLE TO THE PARENT COMPANY SHAREHOLDER</b>	<b>596,655</b>	<b>478,618</b>	<b>-118,037</b>	<b>-19.8%</b>

<sup>(1)</sup> Includes the consolidation of Luton from the date of control takeover.

—

**8%**  
increase in  
total revenue

—

**6.9%**  
increase in  
ordinary revenue

## Revenue

Aena's total revenue increased to 3,165 million euros in 2014, 8.0% compared to 2013 fiscal year. Revenue from the commercial area (both outside and inside the terminal) represents 25.7% of the total in 2014, having increased its percentage weight from the 24.1% it represented in 2013.

Ordinary revenue increased to 3,076 million euros in 2014, 6.9% compared to 2013 fiscal year. The increase of 199.3 million euros was due primarily to:

- The positive impact it has on airport revenue (an increase in aeronautical ordinary revenue of 70.2 million euros representing a growth of +3.2%) on the one hand, the increase in traffic, with a growth in operations of 2.3% and in passengers of 4.5%, and on the other hand, to a lesser extent, the increase in the rate of 0.9% and the new meteorology rate applied from March 2014. This positive change of revenue has been reduced by the traffic incentive measures approved that have been earned in the period, mainly that of passenger growth both in routes and in airports, whose effect has been of 23.8 million euros, and which is expected to have a positive impact in the medium term. Similarly, the increase in the discount applied to connecting passengers (from 20% in 2013 to 30% in 2014) meant a lower revenue of 16.1 million euros.

- The effect on commercial revenue of the new long-term contracts (notably the World Duty Free Group contract), the expansion and remodelling of areas intended for commercial activity, and the design of a new business model for integrated car park management have driven the growth in commercial revenue from the exploitation of services both inside and outside the terminals to 91 million euros (+13.0%).
- The 11% acquisition in Luton Airport, taking Aena's interest to 51%, has, together with other factors, led to an increase in international business revenue of 37.9 million euros.

Other operating revenue increased by 34.1 million euros compared to the same period in the 2013 fiscal year (62.1%), mainly due to a higher revenue from the reversal of provisions registered in 2014 relating to outstanding litigation and taxes that have delivered favourable rulings compared to the 2013 fiscal year (27.6 million euros) and the increase in the allocation of grants for non-financial fixed assets (6.5 million euros) from ERDFs. In 2014, charges corresponding to those grants rose to 78.9 million euros, compared to 16.1 million euros in 2013.



## Operating expenses

Operating expenses reflect a significant reduction driven by the cost-cutting measures started in previous years and that have resulted in generally lower costs. The most important changes related to expenses correspond to:

- **Supplies**, with an 8% reduction in expenditure representing a saving of 15.7 million euros compared to 2013, mainly as a result of the completion of the air traffic control service liberalisation process in 12 towers, which has meant net savings of 22.6 million euros. These lower costs have offset the new expenditure from the meteorology service from March 2014, amounting to 8.3 million euros.
- In **personnel expenses**, the year-on-year change of 4.2% (14.2 million euros) is due to the consolidation of Luton Airport, which has meant an increase of 11.4 million euros. Excluding its effect and the change in the Voluntary Redundancy Plan (VRP) provision, personnel expenses would have been reduced by 0.5% (1.6 million euros).
- **Other operating expenses** is the expenditure chapter that saw the most significant reduction, 4.4% (35.3 million euros) to 761 million euros. The reduction in this expenditure is a result of the efficiency and operational measures implemented in 2012 and 2013 and provisions for risks and customers' insolvency. In 2014, there has been a lower provision for traffic insolvencies compared with the same period in the previous year of -13.8 million euros and a lower provision for risks related to court judgements of -18.7 million euros. On the other hand, there has been a higher expenditure due to the incorporation of Luton into the Company's activities (17.6 million euros).  
  
Among the measures that have allowed streamlining and optimising costs, it is worth mentioning those introduced in the following services: maintenance, security filters, private security, shuttle transport at Adolfo Suárez Madrid-Barajas and Barcelona-El Prat, energy consumption, technical assistance, and other concepts of expenditure (communications, office equipment, etc.).
- **Depreciation** and amortisation has amounted to 814.8 million euros and has been reduced compared to 2013 in 2.9 million euros (-0.4%). Excluding depreciation in the international segment, which increased due to costs incurred in Luton (13 million euros), depreciation would have been reduced to 15.9 million euros (-1.9%) due to the end of the life cycle of some assets, the change in the life cycle of jetways (12 to 22 years) and the fall in the investment volume that does not imply year-on-year increased spending.
- **Impairment and profit/loss on fixed asset disposals** rose to 9.9 million euros, mainly due to the unexpected fall in the operational value of land in the coming years at Barcelona and Valencia airports, which was partially offset by the sale of fixed assets that have been subject to renovation. In 2013, there were 56.1 million euros as a result of the reduction in the Investment Plan for the coming years.
- The reduction in the heading **Other results** is due to the non-recurring nature of revenue in 2013, mainly resulting from a VAT return paid and not deducted.

—

**59.3%**  
margin of  
EBITDA

—

Net financial result  
has amounted to  
**391.1**  
million euros

## EBITDA

EBITDA increased from 1,559.5 million euros in 2013 to 1,866.7 million euros in 2014, representing a 19.7% increase. In 2014, it includes 9.4 million euros for the consolidation of Luton from the takeover date.

Adjusted EBITDA has reached 1,875.4 million euros (+16.5%, +265.3 million euros), which represents a margin of 59.3% (an increase of 23.6% since 2011), and place the Company's margins among the highest in the industry.

## Financial result

Net financial result expense amounted to 391.1 million euros, an increase in expenditure of 57% compared to 2013, mainly due to the accrual and provision for default interest on expropriations (191.1 million euros, compared to 13.8 million euros in 2013). Moreover, the capital gain (14.6 million euros, including 2.2 million euros of conversion differences) generated by the valuation at fair value of the pre-existing 40% shareholding in Luton was also recorded under this heading. Excluding these effects, net financial expenses would have fallen by 20.7 million euros compared to 2013 (-9%), given the levels of debt over the year.

## Share in the result of affiliates

The benefit derived from equity of the investee companies has increased by 7 million euros due to the improvement in the results of AMP (2.2 million euros) and Aerocali (1.1 million euros).

The acquisition of a greater stake in the latter (which increased from 33% to 50% on 29 May 2014) has also contributed to this increase. The comparison with 2013 is affected because Luton was consolidated in 2014 through full consolidation compared to the previous year when it was integrated by the equity method (-3.4 million euros).

## Net profit

With regard to Income tax, the resulting expense was 196.7 million euros in 2014, an increase of 296 million euros compared to the previous year, comparatively affected by the application of 246.3 million euros of investment deductions in 2013, and net result for the fiscal year (before minority interests) has reached 475.7 million euros.

Luton's consolidated Net profit amounts to -5.9 million euros: 49% corresponds to minority partners (-2.9 million euros), which places the result of the year attributable to the dominant shareholder in 478.6 million euros, 118 million euros less than the level attained in 2013. The reduction in the net profit is due to the effect of (i) 246.3 million euros for tax deductions applied in 2013 fiscal year, and (ii) 116.9 million euros for the default interest of the three procedures relating to the differences of fair value in the expropriation of land for the expansion of the Adolfo Suarez Madrid-Barajas Airport. Without such effects, like-for-like net profit would have been 595.5 million euros, which would have meant an improvement of 245.1 million euros.

# Net assets and capital structure

Summary of the consolidated balance sheets on 31 December 2014 and 2013  
Thousands of euros

	2013	2014	Change	% Change
ASSETS				
Non-current assets	15,822,785	16,614,214	791,429	5.0%
Current assets	622,553	802,721	180,168	28.9%
<b>Total assets</b>	<b>16,445,338</b>	<b>17,416,935</b>	<b>971,597</b>	<b>5.9%</b>
EQUITY AND LIABILITIES				
Equity	3,039,127	3,578,304	539,177	17.7%
Non-current liabilities	11,494,909	11,982,178	487,269	4.2%
Current liabilities	1,911,302	1,856,453	-54,849	-2.9%
<b>Total net equity and liabilities</b>	<b>16,445,338</b>	<b>17,416,935</b>	<b>971,597</b>	<b>5.9%</b>

The total values of Aena Group Assets and Liabilities were impacted in 2014 by the takeover of the investee LLAH III, which meant full consolidation of its assets and liabilities after making the relevant eliminations in each case.

So, in relation to non-current assets, the increase of 791.4 million euros is to a large degree explained by the incorporation in the group's consolidated balance sheet of 703.4 million euros coming from LLAH III, most of which correspond to 543.9 million euros of intangible assets of LLAH III, which include the administrative concession of London Luton Airport and contracts with airlines.

As regards the rest of the group's non-financial fixed assets, the amount of 1,047.4 million euros from land additions has been almost completely offset by the amount of the allocations to depreciation (814.9 million euros) and fixed asset de-

registrations. Additions (886 million euros) includes the allocation to the provision of 758 million euros for three expropriation proceedings from the Adolfo Suarez Madrid-Barajas Airport.

In turn, the increase in current assets comes from the incorporation of 45.6 million euros in various current assets of LLAH III, as well as the Company's improved cash generation and lower investment level, which is reflected in the increase of 277.9 million euros from the balance under the "Cash and cash equivalents" heading (of which 15.9 million euros correspond to LLAH III cash). On the contrary, they have affected the application of tax credits for Corporation Tax deductions by 98.8 million euros and the collection of 78.9 million euros in credits for ERDF grants awarded to the Company.



The improvement in the generation of operation flows and cost savings has contributed to improving the working capital, usually negative in the Company by its operations and financing, from -1,288.7 million euros in 2013 to -1,053.7 million euros at year-end 2014.

Net Equity has significantly grown as a result of the results for the period ended 31 December 2014 (478.6 million euros). In the same way, as a result of the takeover of LLAH III with 51% of the shares, minority interests come about for the remaining 49%, the valuation of which at year-end was 62.1 million euros.

Non-current liabilities have increased, on the one hand, as a consequence of the inclusion of 514.0 million euros from LLAH III, after consolidation eliminations. On the other hand, provisions for long-term contingencies and expenses have increased to 872.4 million euros, mainly due to the provision by expropriation disputes mentioned in the paragraph on non-current assets. Both effects have been partially offset by the amortisation of the principal of Aena's debt with ENAIRE for a total of 999.6 million euros and the provision of new debt amounting to 150 million euros.

The decrease in current liabilities is due to the improvement over the medium term of payment and cost savings, and the investments mentioned above, even when 46.3 million euros of LLAH III current liabilities have been included.

The net financial debt in Aena's accounts as of 31 December 2014 was 10,733 million euros (including 344 million euros as a consequence of the consolidation of the LLAH III debt) compared to 11,394 million euros recorded in 2013.

The Company's net financial debt, for the purposes of the covenants agreed in novation financing contracts dated 29 July, totalled 10,382 million euros on 31 December 2014 compared with 11,332 million euros on 31 December 2013. The decrease was due to the accumulated effect of the improvement of EBITDA and the amortisation of debt:

The difference between the net financial debt in Aena's accounts on 31 December 2014 (10,733 million euros) and the net financial debt calculated for the purposes of the covenants (10,382 million euros) is essentially due to the fact that the latter does not include the debt (without recourse) associated with Aena subsidiaries (including that of LLAH III), short-term deposits and derivative financial instruments.

Thousands of euros	2013	2014
Gross Financial Debt covenants	11,411,736	10,631,562
Cash and cash equivalents	80,143 <sup>(1)</sup>	249,309
Net Financial Debt covenants	11,331,593	10,382,253
Net Financial Debt covenants/EBITDA <sup>(2)</sup>	6.9x	5.6x

<sup>(1)</sup> Includes cash pooling (67.8 million euros in matrix)

<sup>(2)</sup> Ratio of Net Financial Debt/EBITDA calculated in accordance with the criteria defined in the agreements for novation of debt signed with banking entities on 29 July 2014.

# Consolidated cash flow statement

## Summary of consolidated cash flow statement

Thousands of euros	2013	2014	Change	% Change
Net cash generated from operating activities	1,196,912	1,346,229	149,317	12.5%
Net cash used in investment activities	-550,219	-280,864	269,355	-49.0%
Net cash generated/(used) in financing activities	-642,526	-787,437	-144,911	22.6%
Cash and cash equivalents at start of the year	8,210	12,377	4,167	50.8%
<b>Cash and cash equivalents at end of the year</b>	<b>12,377</b>	<b>290,305</b>	<b>277,928</b>	<b>N/A</b>

(N/A > 1,000%)

Note: Cash held in cash pooling in 2013 67.8 million euros.

## Net cash flow from operating activities

The main cash inflows from operations correspond to payments made by clients, both airlines and commercial lessees, while the main outflows correspond to payments to creditors for sundry services received, as well as personnel and local and state taxes.

The cash generated by operating activities before changes in working capital increased significantly in 2014 (13.9%), to 1,839.0 million euros from 1,615.2 million euros in 2013. This is mainly due to Company's improved operations, as reflected in the EBITDA figure of 1,866.7 million euros at the end of 2014 compared to 1,559.5 million euros in 2013.

The net cash generated from operating activities increased considerably in 2014 reaching 1,346.2 million euros, from 1,196.9 million euros in 2013, as a consequence of the factors above, as well as, amongst other things, the increase in tax paid (189 million euros in 2014) due to the increase in the instalment payments over the year, deriving from compliance with the regulations on instalment payments for said tax. In 2013, they were mainly reflected in working capital changes: in "Other current assets and liabilities" the collection of 278.9 million euros in prepayments for World Duty Free; and in "Creditors and other receivables", non-recurrent payments corresponding to overdue debt with Enaire (120 million euros) and the Voluntary Separation Program (104 million euros).

## Cash flow from investment activities

The main outflows from investment activities correspond to fixed asset acquisitions and replacements involving airport infrastructure.

Net cash used in investment activities in 2014 amounted to 280.9 million euros compared to 550.2 million euros in the previous year. The decrease is mainly due to the strategy of rationalisation of investments. In this way, investment in non-financial fixed assets in 2014 mainly corresponded to investment in improving facilities and operational security, and payment of expropriations, given that significant investment to increase capacity was not necessary except for that relating to investment projects already underway.

Furthermore, with regard to financial investments, the investment of 78.5 million euros in LLAH III (partially offset by the 33.5 million euros in cash from said company) and the additional investment of 2.0 million euros in Aerocali are reflected. Finally, 2014 saw the payment of the cash pooling debit balance that the Company maintained with Enaire as of 31 December 2013 (67.8 million euros), together with collection from ADI for dividends from its investees totalling 10.7 million euros and other minor collections.

## Cash flow from financing activities

The main positive financing flows in 2014 corresponded to collection from ERDF grants amounting to 78.9 million euros and the provision of restructured debt amounting to 150.0 million euros (2013: 294.8 million euros).

The main outflows from financing flows correspond to the repayment of the principal of the debt corresponding to the debt with Enaire. Debt repayments have increased from 807.8 million euros

in 2013 to 966.5 million euros in 2014 as the result of compliance with the schedule of payments established in the contract. Additionally, the heading "Repayment of Group financing" includes 13.3 million euros from debt novation fees as well as 19.7 million euros of payments of other financial debt with Enaire.

Dividends paid by an amount of 6.5 million euros corresponded to the dividends paid out by LLAH III to minority shareholders.

# Consolidated financial statements

## Aena, S.A. and Subsidiaries - Consolidated financial statements

Consolidated balance sheets at 31 December 2014 and 2013  
(Thousands of euros)

	2014	2013
<b>ASSETS</b>		
<b>Non-current assets</b>		
Property, plant and equipment	15,557,830	15,230,817
Intangible assets	641,577	108,738
Investment properties	131,386	150,646
Investments in associates	77,652	100,816
Other receivables	55,252	148,825
Deferred tax assets	102,129	76,213
Available-for-sale financial assets	4,823	4,908
Other financial assets	43,565	1,822
	<b>16,614,214</b>	<b>15,822,785</b>
<b>Current assets</b>		
Inventories	9,139	4,621
Trade and other receivables	503,277	605,555
Cash and cash equivalents	290,305	12,377
	<b>802,721</b>	<b>622,553</b>
<b>Total assets</b>	<b>17,416,935</b>	<b>16,445,338</b>
<b>EQUITY AND LIABILITIES</b>		
<b>Equity attributable to parent company shareholders</b>		
Ordinary capital	1,500,000	1,500,000
Share premium	1,100,868	1,100,868
Retained earnings/(losses)	930,230	450,533
Accumulated exchange differences	(5,120)	(5,871)
Other reserves	(9,737)	(6,403)
Minority interests	62,063	-
	<b>3,578,304</b>	<b>3,039,127</b>

(Continue)

	2014	2013
<b>Liabilities</b>		
<b>Non-current liabilities</b>		
Borrowings	9,872,565	10,374,038
Derivative financial instruments	5,817	4,323
Deferred tax liabilities	127,406	196
Employee benefits	40,776	6,618
Provisions for other liabilities and expenses	1,124,588	252,167
Grants	606,187	621,411
Other long-term non-current liabilities	204,839	236,156
	<b>11,982,178</b>	<b>11,494,909</b>
<b>Current liabilities</b>		
Trade and other payables	389,189	446,574
Borrowings	1,151,096	1,099,823
Derivative financial instruments	5,172	4,983
Grants	43,973	47,940
Provisions for other liabilities and charges	267,023	311,982
	<b>1,856,453</b>	<b>1,911,302</b>
<b>Total liabilities</b>	<b>13,838,631</b>	<b>13,406,211</b>
<b>Total equity and liabilities</b>	<b>17,416,935</b>	<b>16,445,338</b>



Consolidated income statements for the years ended 31 December 2014 and 2013  
(Thousands of euros)

	2014	2013
<b>Continuing operations</b>		
Ordinary revenue	3,076,044	2,876,762
Other operating income	8,133	7,168
Work carried out for the Company's own assets	4,301	5,639
Raw materials and consumables	(180,401)	(196,135)
Staff costs	(348,511)	(334,338)
Other operating expenses	(761,029)	(796,365)
Fixed asset depreciation	(814,850)	(817,732)
Release of non-financial fixed asset grants and other	46,730	40,205
Excess provisions	29,794	1,871
Impairment and profit/(loss) on fixed assets disposals	(9,927)	(56,062)
Other net profits/(losses)	1,527	10,775
<b>Operating profit/loss</b>	<b>1,051,811</b>	<b>741,788</b>
Financial income	4,218	57,464
Financial expenses	(405,892)	(241,088)
Other net financial income/(expenses)	10,587	(65,421)
<b>Net financial - expenses</b>	<b>(391,087)</b>	<b>(249,045)</b>
Share in profits obtained by associates	11,716	4,718
<b>Pre-tax profit/loss</b>	<b>672,440</b>	<b>497,461</b>
Income tax	(196,743)	99,194
<b>Profit/loss for the consolidation period</b>	<b>475,697</b>	<b>596,655</b>
<b>Profit/loss for year attributable to minority interests</b>	<b>(2,921)</b>	<b>-</b>
<b>Profit/loss for the year attributable to the parent company shareholder</b>	<b>478,618</b>	<b>596,655</b>
<b>Earnings per share (Euros per share)</b>		
Basic earnings per share based on profit for year	3.19	3.98
Diluted earnings per share based on profit for year	3.19	3.98

Consolidated statements of cash flow for the years ended 31 December 2014 and 2013  
(Thousands of euros)

	2014	2013
<b>Pre-tax profit/loss</b>	<b>672,440</b>	<b>497,461</b>
Adjustments to profit/loss:	1,166,595	1,117,779
• Depreciation and amortisation	814,850	817,732
• (Profit)/loss on fixed assets disposal	9,927	56,062
• Losses/(gains) in the fair value of financial instruments	(7,494)	12,279
• Attribution of grants	(46,730)	(40,205)
• Trade receivable impairment adjustments	(8,117)	5,724
• Change in provisions	8,075	33,364
• Impairment of financial assets held for sale	85	52,861
• Financial income	(4,218)	(57,464)
• Financial expenses	402,715	241,369
• Other income and expenses	9,218	775
• Share in losses /(gains) in associates	(11,716)	(4,718)
<b>Changes in working capital</b>	<b>(47,140)</b>	<b>(34,438)</b>
• Inventories	(1,999)	(443)
• Debtors and other receivables	51,266	22,885
• Other current assets	(24,559)	(17,640)
• Creditors and other payables	(42,841)	(302,133)
• Other current liabilities	(27,095)	-
• Other non-current assets and liabilities	(1,912)	262,893
<b>Other cash flow from operating activities</b>	<b>(445,666)</b>	<b>(383,890)</b>
Interest paid	(258,780)	(271,404)
Interest received	2,914	192
Taxes paid	(189,375)	(112,228)
Other collections (payments)	(425)	(450)
<b>Net cash generated from operating activities</b>	<b>1,346,229</b>	<b>1,196,912</b>

Consolidated statements of cash flow for the years ended 31 December 2014 and 2013  
(Thousands of euros)

	2014	2013
<b>Cash flow from investment activities</b>		
Acquisitions of property, plant and equipment	(298,713)	(468,363)
Acquisitions of intangible assets	(17,376)	(23,847)
Acquisitions of investment properties	(48)	(95)
Investments in group companies and associates	(80,518)	(67,766)
Payments for the acquisition of other financial assets	-	(39)
Business combinations	33,492	-
Proceeds from loans to group companies and associates	71,403	-
Payments received for other financial assets	149	-
Dividends	10,747	9,891
<b>Net cash used in investment activities</b>	<b>(280,864)</b>	<b>(550,219)</b>
<b>Cash flow from financing activities</b>		
Income from the issue of ordinary shares	-	-
Income from external financing (ERDF grants)	78,950	16,143
Income from bank borrowings	8,226	-
Income from Group financing	150,000	294,800
Other collections	3,629	-
Repayment of bank borrowings	(3,220)	(3,308)
Repayment of Group financing	(999,558)	(949,770)
Dividends paid	(6,476)	-
Other payments	(19,608)	(391)
<b>Net cash generated from/(used in) financing activities</b>	<b>(788,057)</b>	<b>(642,526)</b>
<b>Effect of changes in exchange rate</b>	<b>620</b>	<b>-</b>
Net (decrease)/increase in cash and cash equivalents	277,928	4,167
<b>Cash and cash equivalents at the beginning of the year</b>	<b>12,377</b>	<b>8,210</b>
<b>Cash and cash equivalents at the end of the fiscal year</b>	<b>290,305</b>	<b>12,377</b>

# Annual Report

**On-line version:**

The “2014 audit report, consolidated accounts, and consolidated management report for Aena S.A. and Affiliated Companies” is part of this publication and is available at [www.aena.es](http://www.aena.es)

**Printed version:**

The “2014 audit report, consolidated accounts, and consolidated management report for Aena S.A. and Affiliated Companies” is part of this publication and is included in the accompanying CD.



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