



6 May 2021

## ASX RELEASE

### Presentation to Macquarie Australia Conference

Atlas Arteria (**ASX:ALX**) attaches the presentation that will be given today by Graeme Bevans (CEO) at the Macquarie Australia Investor Conference.

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This announcement has been authorised for release by Clayton McCormack, General Counsel and Company Secretary.

#### About Atlas Arteria

Atlas Arteria (ASX:ALX) is a global owner, operator and developer of toll roads, creating value for our investors over the long-term through considered and disciplined management. The roads we own, operate and develop benefit communities through reduced travel time, greater time certainty, reduced fuel consumption and carbon emissions.

Today the Atlas Arteria Group consists of four businesses. We currently own a 31.14% interest in the APRR toll road group in France. Adjacent to the APRR business is the smaller ADELAC business which connects to APRR in south-east France. Together APRR and ADELAC comprise a 2,318km motorway network located in the East and South East of France. In the US, we have 100% of the economic interest in the Dulles Greenway, a 22km toll road in the Commonwealth of Virginia. In Germany, we own 100% of the Warnow Tunnel in the north-east city of Rostock.

[www.atlasarteria.com](http://www.atlasarteria.com)



# Macquarie Conference

6 May 2021



atlas**Arteria**

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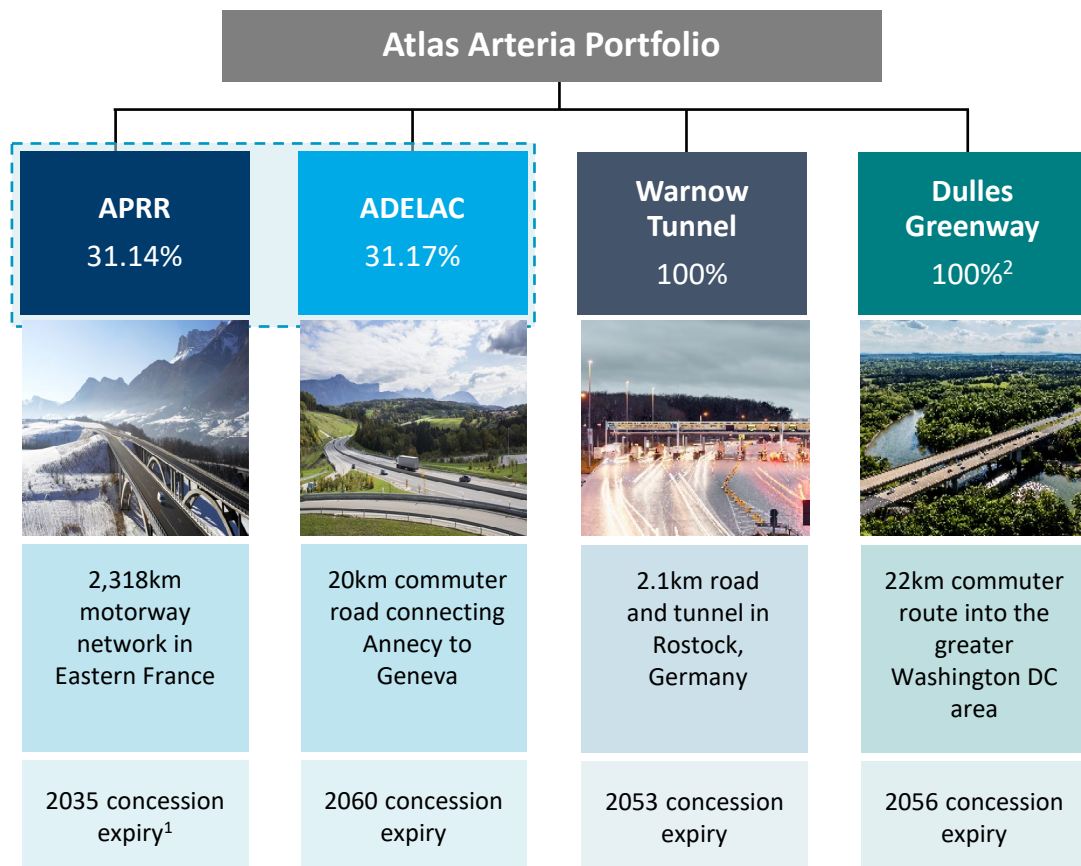
# Who is Atlas Arteria?

We leverage our strategic, operating and financial positions to create value for all stakeholders

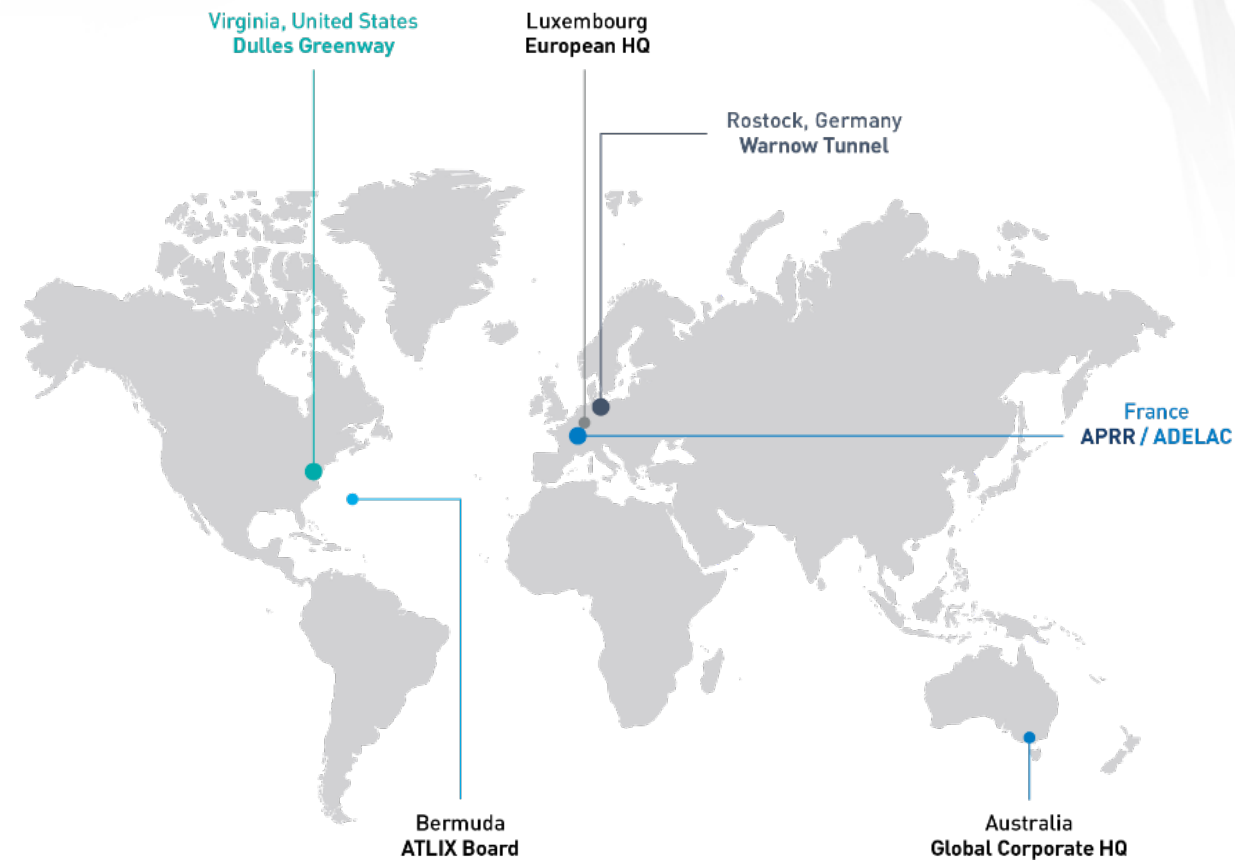
We have  
**COMPLETELY  
TRANSFORMED**, are  
well placed to  
continue the **TURN-  
AROUND JOURNEY**  
and manage for  
**GROWTH**

- ✓ Global owner and operator of toll roads
- ✓ Strategic position in APRR, a 2,300km road network in France
- ✓ Focused on finalising the turn-around story
- ✓ Nimble team with turn-around success, bringing deep history in successful investing and thinking outside the box
- ✓ Strong balance sheet, no corporate debt, strong relationships with key partners, government and a strong community focus

# The current portfolio



1. APRR concession expires in November 2035, AREA concession expires in September 2036  
 2. 100% economic ownership





# How is Atlas Arteria executing its strategy?

The last 2 years have  
**POSITIONED US FOR  
GROWTH** while there  
remains **VALUE TO  
BE RELEASED FROM  
THE EXISTING  
BUSINESS**

## Strategic Framework

- 1 Reduce legacy complexity to maximise our value
- 2 Maximise operational efficiencies in existing businesses
- 3 Disciplined capital management to underpin distributions
- 4 Lengthen average concession life
- 5 Diversify and manage risk

## In the last 2 years we have...

**CONTINUED  
DELIVERY AGAINST  
STRATEGY** to build  
resilience, grow  
cashflows &  
enhance long term  
value...

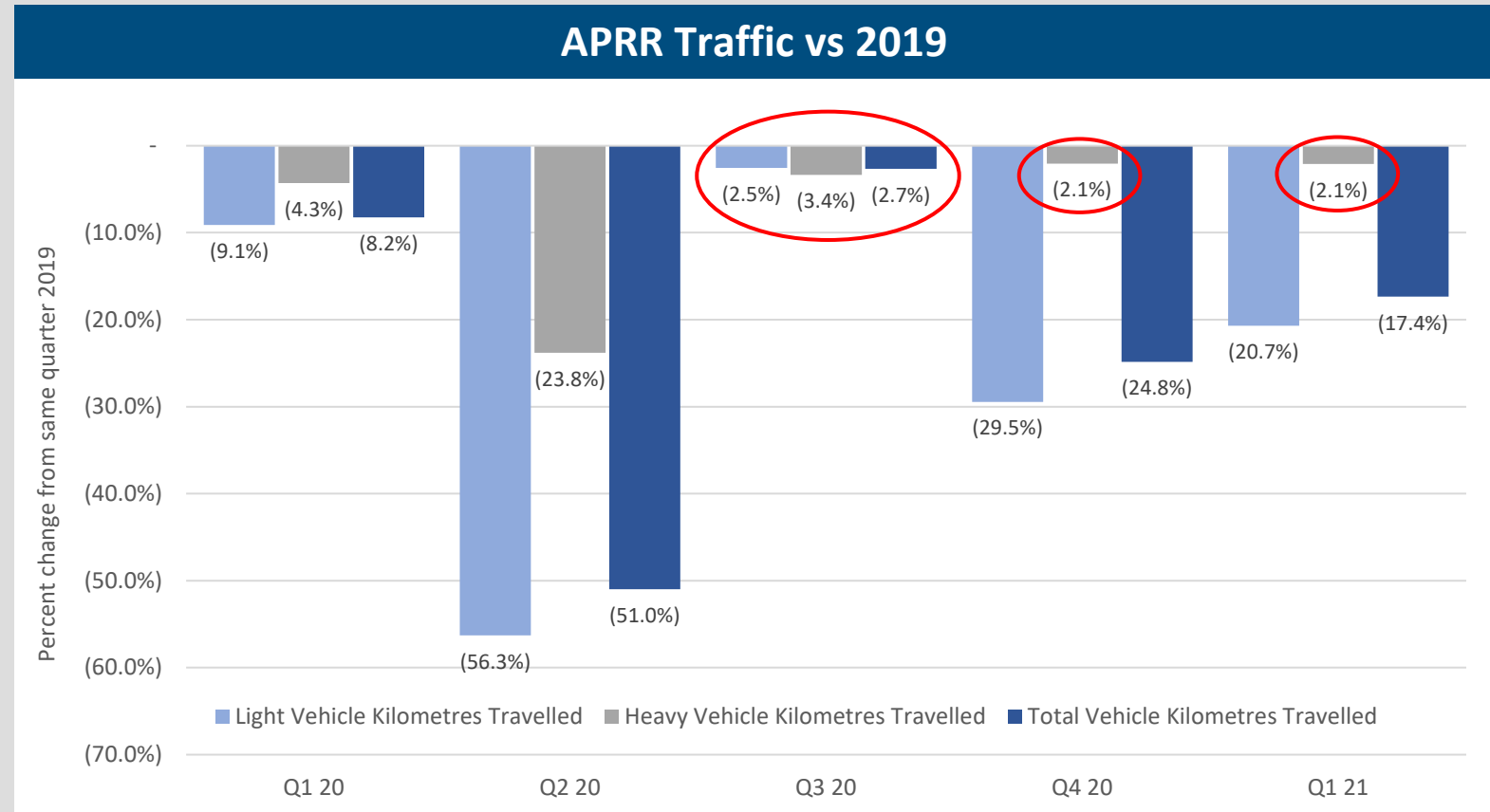
...but there  
**REMAINS MORE  
VALUE TO UNLOCK**

At the end of 2018		Now
Costly and complex external management	➤	Fully internalised management team
\$114m management costs in 2018	➤	\$24m management costs in 2020
25% ownership of APRR	➤	31% ownership of APRR
Corporate debt facility constraining growth at APRR	➤	Strong corporate balance sheet with no debt, ready for growth
Constrained from raising capital in the US market	➤	US available as a source of future capital
Corporate cashflow from APRR only	➤	Partially diversified corporate cashflows (APRR and Warnow Tunnel)
20 year weighted average concession life	➤	<20 year weighted average concession life

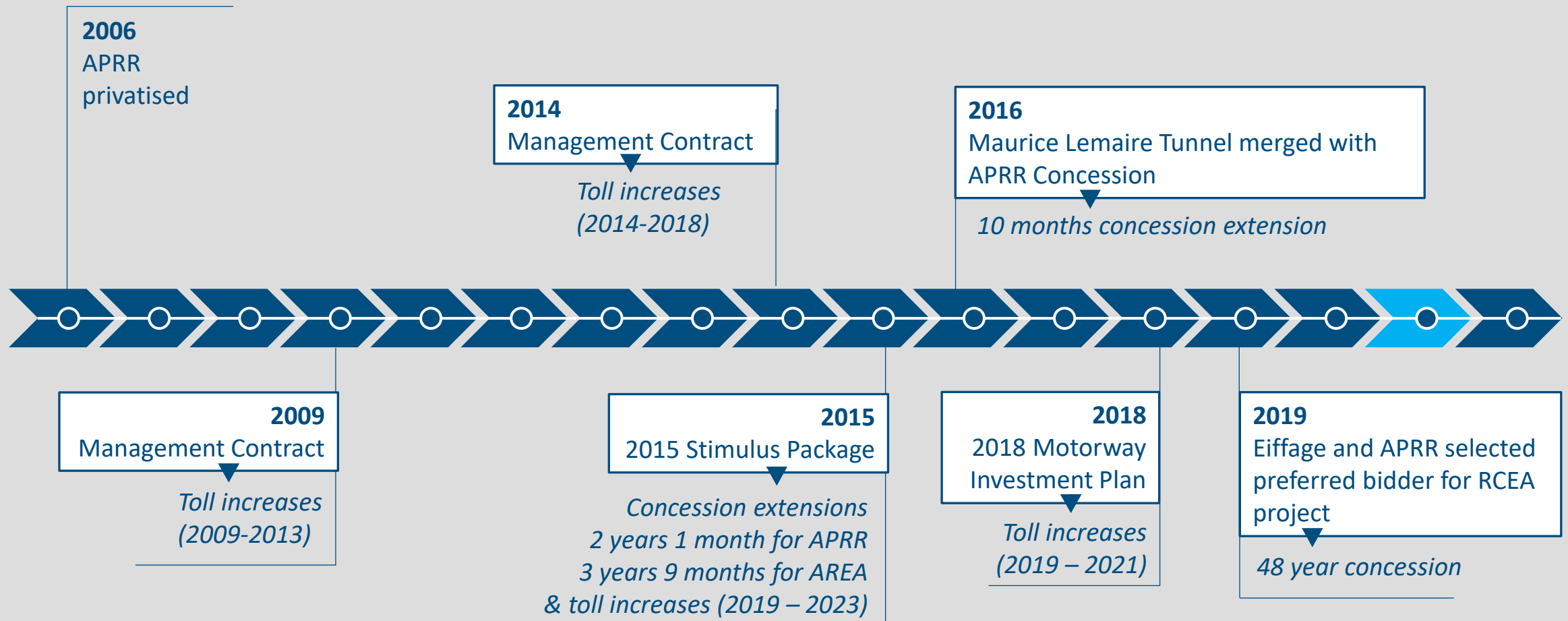
# The French Traffic Story

## APRR a resilient road network

- Light vehicle traffic impacted by movement restrictions, bouncing back to pre-COVID levels by the end of the European summer
- Heavy vehicle traffic showed resilience throughout 2020
- APRR well positioned to manage through lockdowns and post COVID
- Second wave lockdowns targeted the health crisis while showing support for ongoing economic activity
- Movement restrictions easing from 3 May



# Growth of the APRR business





# The French Growth Story

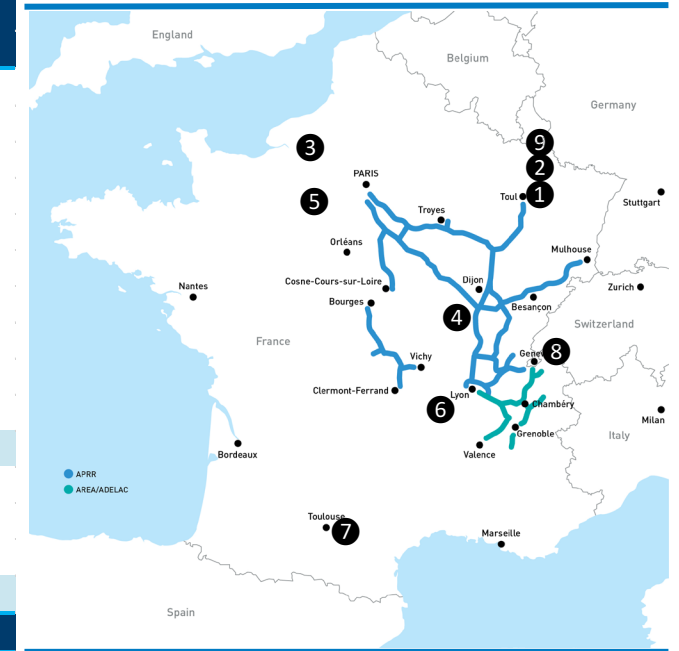
## APRR well positioned to support governments as they look to reinvigorate the economy

- APRR is positioned as a solution provider for all levels of government
  - Ongoing dialogue with governments at all levels to improve the road network and achieve road development objectives
  - Agendas and priorities change but the needs for maintenance and development remain over the longer term
- APRR has the financial strength to support growth
- The 2018 infrastructure agenda is in progress
- ESG credentials are well aligned to the French green agenda
  - Enabling electric cars remains important
  - New Climate Law closes interior air routes

### The 2018 Infrastructure Agenda

2018 Infrastructure Agenda		Indicative Project Value (€'m)
<b>Specific Road Projects</b>		
①	A31bis South	655
②	A31bis Centre	300
③	Rouen bypass	245
④	RCEA Phase II & III	435
⑤	RN154/RN12	30
⑥	Lyon - St.Etienne Link	400
⑦	A69 Castres - Toulouse	400
⑧	A412 Thonon-Machilly	225
⑨	A31bis North	730
<b>Total Specific Road Projects</b>		<b>3,420</b>
<b>General Road Projects</b>		
Regional brownfield plans		770
Maintenance of public roads		6,250
<b>Total of General Road Projects</b>		<b>7,020</b>
<b>Total Projects</b>		<b>€10.4bn</b>

Source: Conseil d'Orientation des Infrastructures, DREAL



# The US remains a work in progress, with potential

- **Capability**

- Pierce Homer as a board member (Nov 2019)
- Renee Hamilton as the new CEO (June 2020)
- Growing understanding of traffic and mobility trends

- **Relationships**

- Community
- Government (all levels and authorities)
- MBIA and financiers

- **Capital initiatives**

- Reduce peak travel times
- Increase commuter safety

- **Focused on the opportunity**

- Managing stakeholders and complexity
- Achieving value for securityholders



# The US Opportunity

Performance at the Greenway is currently constrained, but there remains opportunity to release value

## The Current Situation

The Greenway is in lock-up under its debt facilities – no cash can be released for equity

Leverage remains high – complex accreting acquisition leverage challenging to refinance

Bespoke governing legislation - open to debate each legislative period

Single tolling structure despite different travel options - community preference for “fairer” tolls

Commuter road at the end of the Dulles Toll Road – which has different tolling arrangements



## The Opportunity

Sufficient cash flow available for returns to equity

Financially sound business with an appropriate capital structure

Sound legislative environment, governed alongside other private infrastructure investments

Meet customer expectations with distance-based tolling

Better customer experience across the network

# Attractive Investment Proposition

- ✓ Realisation of further turn-around value still to come
- ✓ Strong growth potential within and external to the current portfolio
- ✓ A uniquely experienced team and culture, with a proven track record of executing complex multi-party transactions to unlock value
- ✓ Resilient balance sheet with good liquidity
- ✓ Strong distribution yield





Photo of APRR, source: APRR

# Thank You

## Q&A

# Important Information

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