



Portugal

Lisbon is being discovered as a major stop on the circuit of European cultural capitals in order to fully comprehend Europe's rich history and heritage

COUNTRY PROFILE

CAPITAL:
Lisbon

POPULATION:
10,605,780
(July 2006 est.)

GDP purchasing power parity:
\$203.1 billion (2006 est.)

GDP real growth rate:
1.4% (2006 est.)

GDP per capita (PPP):
\$19,100 (2006 est.)

GDP by sector:
Services 64.9%, Industry 28.6%,
Agriculture 6.6% (2006 est.)

TERRAIN:
Mountainous north of the River Tagus, rolling plains in the south

Source: CIA - The World Factbook

This Special Supplement is produced by InterCom Ltd and did not involve the reporting or editorial staff of the International Herald Tribune.

Intercom UK Ltd
Regus - St James's Park
50 Broadway
London, SW1H 0RG
Tel: +44 20 7629 5870
Fax: +44 20 7629 5337
www.intercom-uk.com

Project Management:
Caroline Vieira Lima
Editorial Content:
David Assad
Alex de la Mare
Editorial Assistant:
Cristina Salgado

▶▶▶ A BLEND OF CULTURAL SOPHISTICATION AND REGIONAL FLAVORS, PORTUGAL IS CONSOLIDATING AND ENHANCING ITS TRADITIONAL TOURIST OFFERS AND DEVELOPING WHOLE NEW AREAS OF TOURISM, TO CAPITALIZE ON ITS CULTURE AND HISTORY

REVIVING THE CULTURAL SCENE

The new trendy European destination

To fully comprehend Europe's history and heritage, visiting Portugal is a must. The development of Portugal's cultural tourism potential forms part of government plans to expand the country's tourism offer, an initiative that lies at the heart of a new sector strategy designed in 2005. First stop for the Ministry of Culture – Lisbon, where the city's business tourism is soon to be boosted by an enhanced cultural offer.

"We have to be prepared to offer tourists some added value since more than half who visit Lisbon do not come for a sun and sea holiday," states Isabel Pires de Lima, Minister of Culture. "A substantial number are people who come for conferences and business meetings, and I believe cultural tourism holds great interest for this type of tourist." Plans include revitalizing the historic neighborhood of Belem, with a new building to house the Horse Carriage Museum next to an 18th

century paddock in Belem Palace. Next door is the Royal Equestrian School, where shows featuring the beautiful Portuguese-bred Lusitanian horses will be held.

Further initiatives include developing a clearer cultural tourism circuit in the city that takes in its numerous monuments. Also, a new Discoveries Interpretation Center will use the latest media techniques to explain the routes taken by Portuguese merchants and explorers throughout the Middle Ages. The minister adds, "We want to transform Lisbon into a city that offers a lot of culture. One of the problems that tourists encounter when they arrive in Lisbon is that they don't know where to go in order to fully enjoy and capture the Portuguese cultural experience."

In the age of low-cost flights, Mrs. Pires de Lima believes that Portugal can no longer rely solely on its beaches to attract tourists. "It is absolutely essential to fully understand the tourism sector's full potential and not only focus on capitalizing on the sun and sea aspect of it. Nowadays, it is much cheaper to fly to the Caribbean

or Brazil than before so we need to change our strategies in terms of what we offer," she explains, adding that cultural tourism also involves rural tourism and the promotion of non-traditional tourism centers – a sector that the government is now working to develop.

Minister of Economy Manuel Pinho elaborates: "We have a very clear policy regarding tourism and our main objective is to develop new areas from scratch. It is an exciting plan since it will be the first time in two decades that new tourism areas are built up and they will be primarily targeting higher-end tourism." He says that new areas under development include the traditional region of Alentejo, the natural lake area of Alqueva, and the island of Porto Santo near Madeira. International promotional campaigns have been launched to ensure the world knows about Portugal's new higher-end tourism offer.

Regional development from the Ministry of Culture include a museum in the Douro Valley that will showcase the north-east region's port wine production and another in the Coa Valley, where significant Paleolithic archaeological findings were made at the end of 1990s. Mrs. Pires de Lima comments, "This project will contribute greatly to the region. The Coa Valley can indeed become the archaeological destination on the Iberian Peninsula."



PORTUGUESE TOURISM BOARD

Quality and sophistication for business and leisure

Firmly established as a top MICE destination and awarded for its golf resorts, the nation is adding even more value to its diverse range of attractions

EXPANDING Portugal's tourism offer and making it better known externally are at the forefront of efforts by the Portuguese Tourism Board (known as the Instituto de Turismo de Portugal: ITP). A stunningly beautiful and extremely friendly country, Portugal offers great value in comparison with other typical European destinations, according to ITP President Luis Manuel Patrao, who believes that the country is well positioned to add depth to the quality and sophistication of its tourism offer.

"Portugal has one of the best climates in Europe. We offer good value for money, a number of excellent hotels, entertainment, and it is easy to get here from other European cities. We are an affordable and accessible destination," he comments. He adds that as Europe is the top global tourist destination, Portugal should

be able to tap into that market more successfully as it has all the necessary attributes to become one of the main European attractions.

Consequently, ITP is launching a new marketing campaign entitled "Destination Portugal" and is working to promote a more rounded concept of the country's attractions. "There is a need to take advantage of some of the other products we have here, such as our gastronomy and wine," Mr. Patrao explains. "Our wines, along with food and other products like golf and nautical sports, are being treated as new areas of opportunity. We are restructuring our portfolio in terms of what we have to offer as a country."

One of Europe's most well-known golf destinations, the Algarve region was named Golf Destination of the Year in 2006 for the second consecutive year by the International Association of Golf Tour Operators. There are more than 70 courses throughout the country and these facilities nicely complement ITP efforts to promote Portugal's growing success as

Continued on next page

INTERVIEW WITH JOÃO LAGOS

Bringing in worldwide events

IN ADDITION to premium events such as the Estoril Open, the Open de Portugal and the Vuelta a Portugal, João Lagos, President of João Lagos Sports, has promoted hundreds of other competitions in a wide variety of sports amounting to more than 30 weeks of competitions every year. In January, the company organized Le Grande Départ for the Lisbon-Dakar rally, as it did last year and intends to do so again in 2008. With the rally starting in Lisbon and then passing through Portimão en route to North Africa, João Lagos Sports was able to fully demonstrate its management and coordination skills with an event of such proportion and responsibility. It was an extremely successful experience due to the wide coverage it offered: over 600 hours of worldwide television were broadcast, along with thousands of articles and reports with positive references to Lisbon and Portugal. The company's organization of the Lisbon-Dakar rally has been commended for its quality and innovation, as well as the effect it has had on the many thousands of amateurs associated with the sport. Furthermore, the direct economic impact it had on Lisbon and in the Algarve exceeded all expectations.

Your company generates hundreds of entertainment hours for a substantial number of people every year. What is your recipe for success and how do you view your contribution to the Portuguese economy in terms of sports tourism?

We are known for selecting important sporting events and achieving significant returns and a wide prominence in the media. All the events have met certain conditions, such as being part of an international circuit; the Estoril Open, for example, is part of the ATP Tour. We also get involved in other professional and regular events in tennis (WTA), golf (PGA European Tour), cycling (UCI) and powerboats (Class One World Championship), amongst others. These attract large audiences and enjoy widespread media coverage. This leads to high-yield returns for the sponsors, and projects Portugal on an international scale, significantly impacting on the economy.

What would be considered your most memorable achievement?

One I am particularly proud of is when Portugal won the tender to host the 2000 Tennis Masters Cup in Lisbon. This competition involved 40 other cities, including Milan, New York, Rio de Janeiro and Barcelona. We kept on coming up with the right arguments until we ultimately won the tender to host the world's most prestigious tennis tournament, involving the highest prize money of the year and the eight leading players.



JOÃO LAGOS
President of João Lagos Sports

What would you say are Portugal's main comparative advantages?

Firstly, it is important to mention that we have completely new, state-of-the-art venues as a result of Expo 98. Secondly, Portugal's strategic location on the Atlantic Ocean is extremely favorable for us. Its third advantage lies in its location, weather conditions and the fact that it is an historical and modern city at the same time.

You have been quoted as saying that "entertainment is the industry of the future".

Certainly. I have played sports my whole life, and always done it first and foremost just for the fun of it. Above all, sport has to be fun. Every event must have a component of pleasure, whether it is entertainment or fun. Without a rush of emotions there is no experience, no diversion, no fun... therefore no success.

As you will be diversifying your activities by being more active in cultural events, please elaborate on some of

your major projects at hand.

We have created a company called "Lagos Ventures" that deals exclusively with projects regarding culture, society and citizenship. Culture has to be primarily entertainment-orientated for us. This is the only way for us to ensure the attraction of a large audience necessary to support projects of this nature. This will in turn ensure successful returns for both our private and institutional investors. We have also supported and launched the International Year of Deserts & Desertification (2006) campaign, which is considered a worldwide concern, especially by the UN.

How does culture represent a form of economic investment?

Portugal is a very ancient country, with many culturally and monumentally interesting assets that we can promote. Culture will be a very profitable investment in the future. Its growth will be difficult to measure since it does not permit such immediate returns as, for example, a football match.

What would you say João Lagos Sports' core competences are?

Thirty years in the business justify our successes. We permanently try to identify events that have the potential to allure, and do so before anyone else. In fact, we structured a set of organizational, logistics and communication skills that we can apply to any component in any area, as long as it has potential and meets the conditions that I mentioned above.

How do you generally finance your activities and expansion plans?

Our projects are wholly financed by our activities, which provide the means for us to go further. We have not made our capital available to other parties yet and at the moment, this is not in our plans.



Promoting large-scale events with worldwide coverage has seen João Lagos Sports attract global attention to the nation, with diversification into more cultural and humanistic projects ahead.

www.visitportugal.com

Portugal.

A deeper experience

Along the sun-drenched coast caressed by refreshing waters, discover true relaxation on Portugal's white sand beaches. Here, where the sky mirrors the sea.

PORTUGAL think west

0845 355 1212 (local call)

Portugal

CAMPOREAL

Portugal's up and coming Silver Coast

THINGS are looking good at Westin CampoReal Golf & Spa Resort on Portugal's sunny Silver Coast just 30 minutes north of Lisbon. After winning the four-star award for the Best Portuguese Development at the Bentley International Property Awards in 2005, the resort has been honored again with a four-star award in the Best Portuguese Property category. It was also presented with the five-star award in the Best Portuguese Golf Development category at the International Property Awards held in London in November 2006. Eduardo Netto de Almeida, President of CampoReal, explains, "From the very beginning we have succeeded in putting together a very professional management team for CampoReal's overall development process, and I think we are being compensated for such an effort."

Developed by Orizon Style & Real Estate Group, CampoReal's management is in the hands of Westin Ho-

tels & Resorts, a brand run by the group's partner, Starwood, a major international hotel group.

In addition to its integrated offer, which includes villas, townhouses and apartments, a five-star Westin Hotel and Spa, a stunning 18-hole par 72 golf course, swimming pools, tennis courts and a state-of-the-art equestrian center, Westin CampoReal also boasts affordable prices. As Mr. Almeida points out, "Buyers and investors have concentrated on Spain, as well as France and Italy, both of which are much more mature markets. However, when they compare Portugal with other destinations and markets they see that we compare very favorably. They perceive value for money in what we have to offer." However, he goes on to say: "Our prices are growing at a reasonable pace and I'm sure that they will catch up with other destinations as long as Lisbon continues to position itself as a tourist destination."



EDUARDO NETTO DE ALMEIDA
President of CampoReal

Orizon Group has already acquired a similar sized property adjacent to CampoReal where it aims to continue its integrated development strategy together with Starwood. In fact, Orizon is looking to develop four to five other major projects simultaneously, which should in turn see the group become Portugal's leading integrated residential real estate developer within five years.

SONAE TOURISM

The launch of a landmark in eco-planning and tourism

Only an hour from Lisbon and one of Portugal's most anticipated tourism projects, the development of the Tróia Resort on the stunning Tróia Peninsula has now been launched and is set to be a masterpiece of tourism and environmental protection

REPRESENTING some €500 million (\$660 million) in investment for leading national developer Sonae Tourism, Tróia Resort has been touted as a landmark in 21st century Portuguese urban planning. Although plans for the area date back some thirty years, the final product – Tróia Resort – was well worth the wait.

Ángelo Paupério, Executive Vice-President and Chief Financial Officer of Sonae Tourism, says the beauty of the peninsula was the reason the company decided to go ahead with the project. "Our main inspiration has come from Tróia itself," he remarks. "Just being there is a fantastic source of inspiration. It is a truly stunning place. The natural beauty of Tróia would inspire anyone."

When fully completed in 2011, Tróia Resort will boast 10,500 beds and cover an area of more than 1,500 hectares, divided into four main zones: recreational, beach, golf and ecotourism. The resort's recreational anchor on the northern tip of the peninsula will comprise real estate and tourism, including a marina, casino, five-star hotel and conference center. A beach zone to the northeast will feature villas and tourist apartments. The area surrounding the resort's championship 18-hole golf course, one of the country's most beautiful courses, will include high-end golf and spa hospitality. Finally, an eco-resort close to Tróia Roman archeological site will feature small cottages, bicycle paths and pedestrian routes.

Tróia's stunning and unspoiled natural setting between the Sado Estuary nature reserve and the natural park of



ÁNGELO PAUPÉRIO
Executive Vice-President and
Chief Financial Officer Sonae Tourism

Arrábida Mountain has meant that special attention to environmental concerns has played an important part in the development's planning. The sea surrounding the Tróia Peninsula is populated by dolphin colonies, while the natural park is home to various rare bird species. Consequently Sonae, which has carried out comprehensive environmental impact studies and drawn up a project masterplan that encompasses an environmental management system for the entire surrounding area, is using only environmentally friendly technologies in the building and concentrating on low-density construction.

Mr. Paupério elaborates: "I believe that we have invested well in terms of preserving Tróia's environment. Our investors and clients will see this for themselves when they come to the resort. The project is probably one of the most studied developments. We have been in constant collaboration with some of the most reputable environmental experts in the country to create the best environmental conditions throughout the development." He adds that Sonae has been constantly monitored by national and international bodies throughout the last few years that can attest to the company's compliance with the strictest environmental rules.

Sonae Tourism, which took over the project ten years ago, forms part of the Sonae Group and was established in 1994 to encompass the group's investment portfolio in tourism. In addition to its flagship Tróia development, Sonae operates a five-star hotel in Porto's business district, as well as an apartment-hotel complex, Aparthotel Aqualuz, in the Algarve. The company also has an events and catering business, Solinca Eventos and Catering, the Solinca chain of health and fitness clubs, which has recently expanded into Spain, and two family entertainment centers, one of which is the world's largest shopping center leisure complex.

Sonae also owns two travel agency chains. Star Travel includes an online subsidiary, EXIT, and has more than 60 agencies throughout the country. TQ3 Travel Solutions, with its corporate slant, has offices in Lisbon and Porto. It offers a range of services to companies, including the organization of travel related to conferences, incentive trips and training, through a global network covering more than 50 countries.

Quality and sophistication for business and leisure

Continued from previous page

a choice MICE (meetings, incentives, conferences and events) destination.

In 2005, Lisbon ranked 11th worldwide in the International Meetings Association's list of best conference cities. The city's mild year-round climate, competitive prices, nearby beaches and excellent infrastructure have been a strong draw for global events organizers, as have been neighboring resorts of Estoril and Sintra. Business tourism there now represents more than 65 percent of total revenue and has led to the creation of the Estoril and Sintra Convention Bureau, which offers events

organization services.

Believing this success can be replicated in other parts of the country, ITP is now working to promote and upgrade MICE infrastructure in the northern and southern regions. The unique blend of renovated monasteries, palaces and castles, as well as designer hotels in Porto and northern Portugal, offer superior venues for hosting events. Meanwhile the well-known attractions of the Algarve, and its exceptional golf facilities, are being combined with upgraded MICE infrastructure. The island of Madeira, with its close proximity to both U.S. and Canadian destinations (five-hour flight) and European destinations (3.5-

hour flight), is also being promoted as a premier MICE destination. The island boasts excellent conference facilities, is one of the safest destinations worldwide, and offers a wide range of adventure sports and leisure activities.

In addition to promotional campaigns, ITP is also involved in funding new tourism projects in the private sector as well as developing training programs. Mr. Patrao says that an agreement has been signed with Cornell University to offer an advanced tourism training program in the country. In addition, ITP is currently funding 28 new tourism projects with a total investment of €20 million (\$26.3 million).

SONAE SIERRA

Creating 'live' shopping and leisure destinations

Part of the prestigious Sonae Group, Sonae Sierra is a leading developer of commercial and leisure complexes around the world

WITH a presence in Portugal, Spain, Italy, Germany and Brazil, Sonae Sierra is currently attracting more than 400 million annual visitors to its ever-growing number of shopping centers worldwide. Last year the company achieved a total net profit of €270.6 million (\$356 million), representing a 23 percent increase on 2005.

"We try to create our shopping centers as leisure destinations. I would say that the shopping center industry has evolved into being a leisure industry all over the world," comments CEO Alvaro Portela. He adds that the company's ex-



The company now has 39 award-winning shopping centers worldwide and 15 new projects in progress.

clusive dedication to the industry is the secret of its success. "At Sonae Sierra, we invest, we own, we develop, and we manage shopping centers."

Unlike other real estate sectors, shopping centers only retain their value if they are able to attract customers, according

to Mr. Portela. He comments that they are 'live' buildings that require a great deal of expertise, specialization and focus. "A shopping center that is empty is worth zero," he remarks, adding that most construction companies can build a shopping center but they cannot give it life. "They do not lease, select tenants, or go out and market the shopping center, nor are they aware of the importance of leisure."

Sonae Sierra has become increasingly recognized for its specialization and expertise in defining successful characteristics such as location, mix of the offer, aesthetics and retail diversification. It now has 39 award-winning shopping centers across the globe and 15 new projects underway. The company is currently building Italy's largest downtown shopping center in Brescia and has two high-profile projects planned for Berlin and Dortmund in Germany.



The Troia Peninsula, an unspoiled paradise stretching across 3,500 acres in Portugal

sun and sea

golf resort
marina
5 and 4 star hotels
spa
equestrian center

Less than one hour from Lisbon International Airport and less than two hours from Faro International Airport. This peaceful and safe location set in a natural reserve boasts one of the most interesting archaeological sites from the Roman period to be found in Portugal.

www.troiaresort.net



Portugal

PORTUGAL'S FLAGSHIP COMPANY

On the right road: Brisa combines innovation with acumen

Brisa Auto-Estradas is the driving force behind Portugal's motorway sector. As the company works to link the north with the south and the east with the west, Brisa's business dealings are innovative and environmentally conscientious. With new motorway concessions and transport and infrastructure projects in the works, the company has a strong drive towards growth beyond its domestic market

PORTUGAL'S largest and most important national motorway operator, Brisa Auto-Estradas, operates the backbone of the country's road system. The network is based on 11 motorways with a total length of over 1,000 kilometers, mostly comprised of Portuguese road links connecting the country from north to south and east to west.

Keeping ahead of the times, the Via Verde non-stop electronic turnpike system, introduced by Brisa in 1991, was a technological breakthrough against congestion and continuously provides new services to drivers daily. Brisa's Operational Coordination Center, which uses pioneering environmental and energy efficient solutions, guarantees streamlined network management and provides new levels of road safety and customer service. The company's Tagus

Crossing in Carregado, on the A10 motorway, is yet another example of sustainable construction as it is designed to cross the river Tagus with minimal impacts. Composed of a combination of bridges

and viaducts, it stretches 11,570 meters and is being built over the alluvial plains of the Lezíria Grande do Tejo, one of Portugal's most important agricultural regions.

Brisa's mission is to be a partner in Portugal's development of and believes that sustainability is key for continuous growth with profit and social progress. In 2005, the company managed high traffic flows with a total circulation of eight billion vehicles. New openings of motorway stretches, scheduled until the second quarter of 2007, will complete the company's main concession. Litoral Centro is a new concession currently under construction in the center of Portugal, which is expected to be fully operational in 2008. It will add a further 100 kilometers to Brisa's operations. The company has also increased its stake in Auto-Estradas do Atlântico to 50 percent, adding another 172 strategic kilometers to its operations.



A significant contributor to Portugal, the company insured eight billion vehicles per kilometer in 2004



While Brisa and its sub-companies succeed on the stock exchange, new partnerships are set to move the business into Latin America, the U.S. and Central, Eastern and Western Europe.

As a key player in all major national infrastructure projects, Brisa is committed to submitting new tenders for new concessions, and based on a case-by-case analysis it targets other transportation infrastructures such as airports, the Portuguese high-speed train and logistic platforms.

Brisa has developed a successful international strategy based on a model of partnerships with strong local partners. It currently owns stakes in Brazil's CCR (Companhia de Concessões Rodoviárias) and Spain's Abertis, both leaders in their regional markets.

Such success has led to growth and Brisa is looking to branch out. Opportunities are opening up in Central and Eastern Europe, in particular in motorway concessions and in toll operation services. Brisa has proposed itself for tenders in the Greenfield market in Poland. In a partnership with the Austrian firm Kapsch, the company was awarded the operation of Electronic Toll Collection operations in the Czech Re-



VASCO DE MELLO
Chairman of the Board
Brisa Auto-Estradas

public. Hungary and Slovakia are the next prospective markets.

The company has also touched down in North America together with CCR. In a partnership with Balfour Beatty, Brisa

is already bidding for one motorway concession in Texas (State Highway 161, Dallas) and is looking at other U.S. market opportunities.

As one of the largest Portuguese companies on the stock exchange, with a market capitalization of around \$6.3 billion (€5 billion), Brisa is included on PSI 20, the main Portuguese stock exchange index, as well as on the Euronext 100 index which lists the largest companies in France, the Netherlands, Belgium and Portugal. Brisa has also been listed on the FTSE 4 Good Sustainability Index since September 2005.

The company is the most efficient player in the sector, having an EBITDA margin over 70 percent. Furthermore, Brisa's price share and dividend per share have grown by an average of 9 percent a year for the last five years. In 2005, the company's market capitalization was \$5.5 billion (€4.3 billion), total revenue was \$744 million (€580 million) and net profit was \$382 million (€298 million). With a 4 percent weighted av-

erage cost of debt, Brisa maintains that 47 percent of the debt is fixed, 10 percent is revisably fixed, 10 percent is linked to inflation and 33 percent is a result of floating.

Run by a board of directors consisting of 11 members and a five-member executive committee, there are no limitation rights and everyone's share is equal. With a total of 600 million shares, José de Mello owns 30 percent, Abertis and Peñsoesgere (BCP) each own 10 percent, and 49 percent is part of a free float.

Brisa also owns a series of companies specialized in motoring services directed at improving the quality of customer care and increasing its own operating efficiency. Via Verde system is the star product with a full range of mobility solutions based on a state-of-the-art Electronic Fee Collection system and a wide-range road telematics system. In 2006, Via Verde was awarded the IBTTA Toll Excellence Award for Technology.

ANA – AEROPORTOS DE PORTUGAL

Rising capacity, traffic and profits lift expansion plans

Consistently increasing numbers of travelers passing through Portugal's seven main airports have boosted profits and consolidated development plans for non-aviation facilities



ANTONIO GUILHERMINO RODRIGUES
Chairman of ANA-Aerportos de Portugal

2005 was a good year for ANA-Aerportos de Portugal. The company is in charge of managing Portugal's seven main airports, namely Lisbon (Portela), Porto (Francisco Sá Carneiro), Faro, Ponta Delgada (João Paulo II), Santa Maria, Horta and Flores. The Portuguese airport company saw profit figures rise by 4 percent to €32.4 million compared to €31.2 million from the previous year. EBITDA increased to 17.9 percent, going up from €85.5 million in 2004 to €100.9 million in 2005. Similarly, turnover increased 10.4 percent to €243.4 million. Antonio Guilhermino Rodrigues, Chairman of ANA, explains, "Growth is owed to an increase in traffic, which is expected to further rise by eight percent within the set of airports that we manage. In this sense, analyses of trends in the civil aviation industry continue to confirm that air travel is a means of transportation in expansion."

One of ANA's focus points for sustainable growth is the development of non-aviation activities, with the objective of eventually making them over-

take revenue produced by traditional aviation activities. As Mr. Rodrigues points out, "An airport is a transport interface. Due to this, it is a place with a large concentration of people inclined to leave leisure facilities while they wait. Today, airports are places where people shop and eat, so there is an increasing demand for commercial real estate and airports must adapt to these new demands." He adds, "The non-aviation businesses are generally revenues created in real estate and particularly commercial real estate. Look at it this way, airports are like shopping centers and so they generate revenue in just the same way." Other revenue sources are associated with advertising, the renting of spaces and parking lots.

In line with ANA's market-driven and results-oriented philosophy, a strategic plan comprising a broad program of five macro-projects called ICARO (Innovate, Communicate, Attain Results, Optimize) is being implemented. This plan aims to fulfill three main objectives: sustain profitable growth to maximize returns for the company's shareholders whilst providing quality service, increase productivity, and finally to enhance workers' skills.

In order to meet the consistent rise in the number of travelers passing through Portuguese airports, a few years ago ANA began the first phase of a massive project to rebuild and expand existing infrastructure. This led to the opening of the brand new state-of-the-art passenger terminal, and also the north bus gate at Sa Carneiro Airport in Oporto in 2005.

However, the second phase of this project is what currently has ANA working overtime. The star of this initiative is the much talked about and, considering passenger-growth trend projections towards 2020, greatly needed new airport for Lisbon. In fact, Lisbon's new airport has already been ap-



A much needed new airport has been given the go-ahead for a projected 2017 opening, along with simultaneous investment into expanding existing infrastructure, such as a new terminal at Sa Carneiro.

proved and slated to open in 2017. In the meantime, striving to deal with demand and maintain quality of service, ANA has initiated an infrastructure development program and has earmarked approximately €550 million for it in investment funds for 2006-2010.

Mr. Rodrigues explains, "It is necessary to invest in Lisbon's current airport, which has a capacity of 10 million passengers, so that it can increase its traffic until 2017. So, on the one hand we are investing in a new airport in Ota (Lisbon), and on the other we are at the same time investing in the existing Lisbon airport in order to increase its passenger capacity from 10 million to 16 million passengers a year."

As a result of the huge amount of investment required to finance the new airport in Lisbon, ANA is set to be privatized this year. The company has its roots in the restructuring of the civil aviation landscape that took place in Portugal in 1998, and which entailed the splitting of the former state-owned Aeroportos e Navegação Aérea (ANA) into two distinct business entities: ANA – Aeroportos de Portugal, and Navegação Aérea de Portugal, a company responsible for matters related to civ-

il air traffic control. Furthermore, one of the models being assessed for the privatization includes the possibility of making the new main stakeholder of ANA the entity in charge of the new Lisbon Airport concession. However, ANA will not only offer investment opportunities in terms of its privatization plans, but also through various projects linked to the company's infrastructure upgrade program, of which its latest initiative is the promotion of a public contest for an underground railway service between Lisbon and the airport.

DOM PEDRO HOTELS

In the business of luxury and service

One of Portugal's leading hotel groups offers guests the finest accommodation in seven luxury hotels in Lisbon, Madeira and the Algarve



STEFANO SAVIOTTI
President of Dom Pedro Hotels

THE hotel of choice for visiting dignitaries and celebrities, Dom Pedro's excellent service and quality facilities have been enjoyed by figures such as former U.S. president Bill Clinton, who still has the presidential suite named after him at the Dom Pedro Lisboa – Portugal's most exclusive hotel room.

A favorite among business travelers, the luxurious five-star Dom Pedro Lisboa in the center of Lisbon has 20 meeting rooms and 263 guest rooms. It offers a fully equipped business center with internet, panoramic VIP lounge, high-speed connection in all rooms as well as wireless access in the hotel's elegant lobby. The hotel, which is located 4.5 miles from the airport and the Lisbon Congress Center, also offers customized meeting and conference packages for up to 400 people in the Verdi Ballroom.

In the south, Dom Pedro operates three four-star neighboring beach properties in the Algarve only 15 miles from Faro International Airport. Dom Pedro Marina is a boutique hotel next to the Vilamoura Yacht Marina, with 100 guest rooms and 55 suites, including four with their own sundeck Jacuzzi. Dom Pedro Golf, a 261-room hotel offering specialized golf programs, is adjoined by the

Forum Conference Center, while Dom Pedro Portobelo offers 138 luxury apartments. Facilities at the hotels include a private beach area, three tennis courts, massage room and swimming pools.

On the year-round resort of Madeira, Dom Pedro operates the all-inclusive Dom Pedro Baía Club. Located next to the picturesque fishing village of Machico, the resort is surrounded by lush gardens and magnificent sea views, and offers 218 guestrooms, meeting facilities, and a diving center. The Dom Pedro Garajau, also on Madeira, is a three-star apartment hotel with 282 rooms, offering daytime and evening family entertainment.

Be a star in a five star hotel



Dom Pedro
Hotels®

ALGARVE - LISBOA - MADEIRA
www.dompedro.com

Av. Eng.º Duarte Pacheco nº 24 1070-109 Lisboa - PORTUGAL |
Tel: +(351) 21 389 66 00 | +(351) 21 389 66 01
lisboa.reservations@dompedro.com