



Establishing a company in Canada

A practical case: OHL CANADA

Carleton University of Ottawa. Wednesday 26th May 2010





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- SELECTION OF COUNTRY: **CANADA**
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- CONCLUSIONS





1. General Description of OHL (I)

OHL is a large multinational construction group with head offices in Madrid, Spain, with a track record of over 99 years.

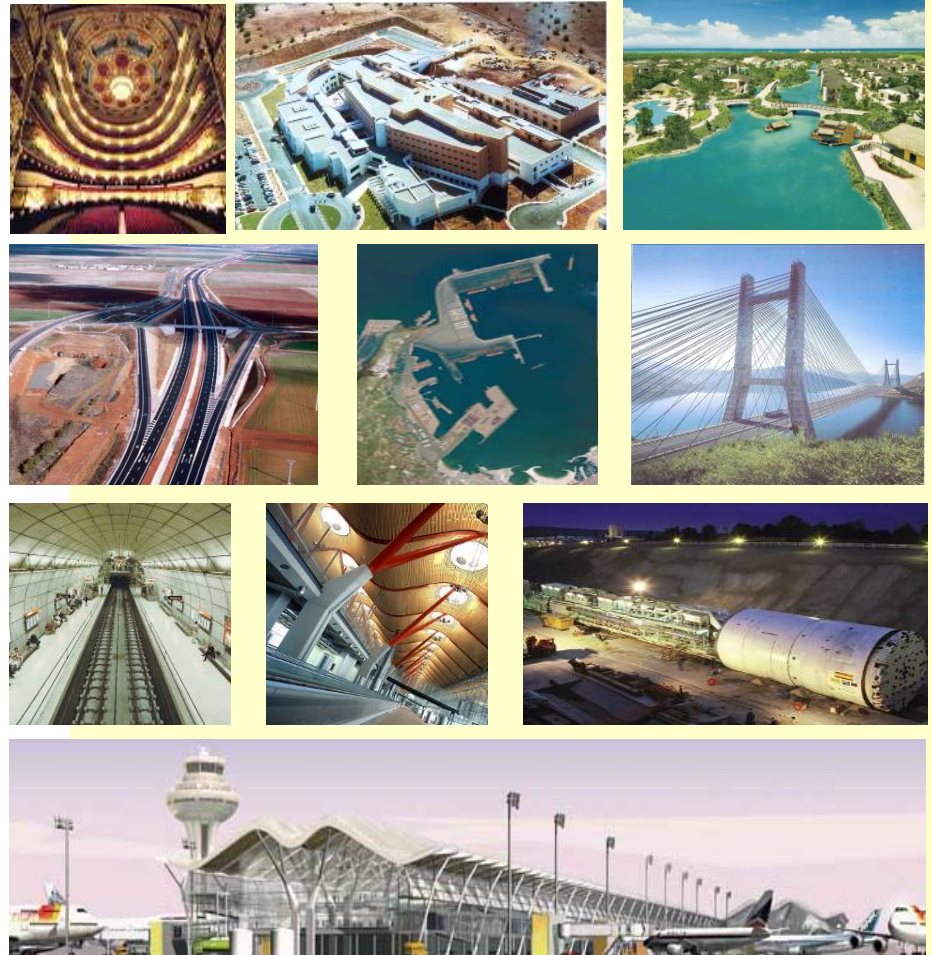
CONSTRUCTIONS

- Tunnels
- Hospitals
- Airports
- Marines
- Railways
- Bridges
- Highways
- Hotels
- Administrative office buildings
- Shopping Malls
- Educational Centers
- Sports Facilities
- Residential Buildings
- Parking Garage



Espacio Tower, Madrid
Main offices OHL Group

(€ mn)	2009	%	2008	%	% Var.
Turnover	4.389,5	100,0	4.008,8	100,0	+9,5%
EBITDA	746,9	17,0	607,6	15,2	+22,9%
EBIT	534,6	12,2	422,7	10,5	+26,5%
Net Profit	165,6	3,8	150,7	3,8	+9,9%





1. General Description of OHL (II)

Today most of the offices of OHL Group are abroad. OHL has carried out works in 38 countries and it is currently active in 21

Total Workforce: 21,871
(6.4% more than 2008)

Permanent Staff: 15,014
Temporary Staff: 6,857

ENR.com <small>Engineering News-Record</small>	
RANK	
2009	32

P3 specialist.

Ranked 7th in the world by PWF in 2008. Over 40 projects

AMERICA: 9

- USA
- Canada
- Mexico
- Equator
- Brazil
- Chile
- Argentina
- Colombia
- Peru

CENTRAL EUROPE 7

- Zchec Republic
- Slovach Republic
- Hungary
- Montenegro
- Bosnia Herzegovina
- Bulgary
- Rumania

ASIA 3

- Azerbaiyan
- Turkey
- Qatar

AFRICA 1

- Algeria

SPAIN 1

TOTAL 21





1. General Description of OHL (III)

OHL Group

**ECONOMIC- FINANCIAL
GENERAL MANAGEMENT**

**CORPORATE GENERAL
MANAGEMENT**

DOMESTIC CONSTRUCTION

- Civil Works
- Building
- Urban and infrastructure services

INTERNATIONAL CONSTRUCTION

- Latin America
- USA & CANADA
- Central and Eastern Europe
- North Africa
- Middle East

CONCESSIONS (OHL Concessions)

- Toll Highways
- Ports
- Airports
- Railways
- Car parks

ENVIRONMENT (INIMA)

- Desalination
- Water treatment and management

DEVELOPMENTS

- Tourist complexes
- Shopping Malls
- Residential care Facilities

INDUSTRIAL (*)

- Turn key industrial projects:
 - Petrochemicals
 - Power Plants
 - Firefighting systems

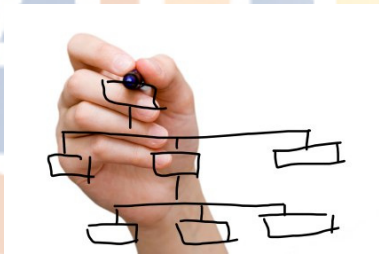
(*) Recently created



2. Selection of the Country: CANADA

- Each corporation is different
- Country analysis
 - Country reports. “The Economist” and other financial institutions
 - Macroeconomic reports.
 - Economic Projections.
- Market analysis
 - Opportunities. Projects. P3
 - Previous experience.
 - Competition. Local players. Other foreign contractors.
 - Previous experience in other countries. Each country is different
 - OCDE countries. Eastern Europe. USA
- Benefit for the country (Canada). Competition. Experience

3. Establishing the Company and Operations



-Contact with Public Authorities (Clients).
“Show experiences and capability”

- Provinces
- Federal Government

-Contact with local companies.

- Possible partners
- Possible subcontractors
- Consultants. Architects, engineers etc.
- Financial institutions
- Lawyers

-Office location.

- Team

- Hiring.
- Moving people.
- Expatriates.

- Budget. Objectives.

4. Conclusions

- Experience
- Time and pipeline of projects
- Competition.
 - Very strong competition. Select contracts with Favourable odds
 - Select good partners
- Patience and Perseverance
 - A P3 project can last more that 20 months between prequalification and contract signature.
 - Other experiences, other companies
- Support from HQ.



Thank you

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