# **ABENGOA**

**V** Analyst & Investor Day

# **Innovative Solutions for Sustainability**





With the sun ... we produce thermoelectric and photovoltaic energy

With biomass ... we produce ecological biofuels, renewable energy, sugar, and animal feed



With waste ... we produce new materials through recycling, and we treat and desalinate water



With information technologies ... we manage operational and business processes in a secure and efficient manner



With engineering ... we build and operate conventional and renewable electrical power plants, power transmission systems, and industrial infrastructures



With the development of social and cultural policies ... we contribute to economic progress, social equity, and conservation of the environment in the communities where Abengoa is present





# **ABENGOA**V Analyst & Investor Day

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# **ABENGOA**

# V Analyst & Investor Day

# Day 2: Wednesday July 14th

08:00	Pick-up at the Fontecruz Hotel
08:30 - 09:00	Reception and welcome to the Befesa R&D Centre (Seville)
09:00 – 10:00	Befesa highlights and overview (Javier Molina – President & CEO of Befesa)
10:00 – 11:00	Recycling business (Asier Zarraonandía - General Manager of Steel Waste Recycling)
11:15 – 11:45	Coffee break
11:15 – 12:15	<b>Water business</b> (Guillermo Bravo - General Manager of Water)
12:15 – 12:45	Finance overview (Ignacio García - CFO)
12:45 – 13:00	Summary (Javier Molina – President & CEO of Befesa)
13:00 – 13:45	Q & A´s
13:45 – 14:00	R&D Centre tour
14:00 – 15:00	Lunch
15:00 – 15:30	Transfer to Hotel, Santa Justa rail station and airport
15:00	Optional: Guided visit to the Solar Platform

1. Befesa Highlights and Overview



# **Overview of Activities**

# BEFESA

### Industrial Waste Recycling (71% of 2009 EBITDA)

2009 Sales €423m

**EBITDA** margin 16%





Steel Dust Recycling (87% of Recycling EBITDA 2009)

European Leader

Other Recycling (13% of Recycling EBITDA 2009)

Aluminium / Salt Slag Recycling *European Leader* 

Industrial Waste Management

Domestic Leader

### **Unique Business Model**

Note: EBITDA defined as operating profit + depreciation, amortisation and provisions EBITDA based on recurrent figures

### Water (29% of 2009 EBITDA)

2009 Sales €298m

**EBITDA** margin 9%





EPC (84% of Water EBITDA 2009)

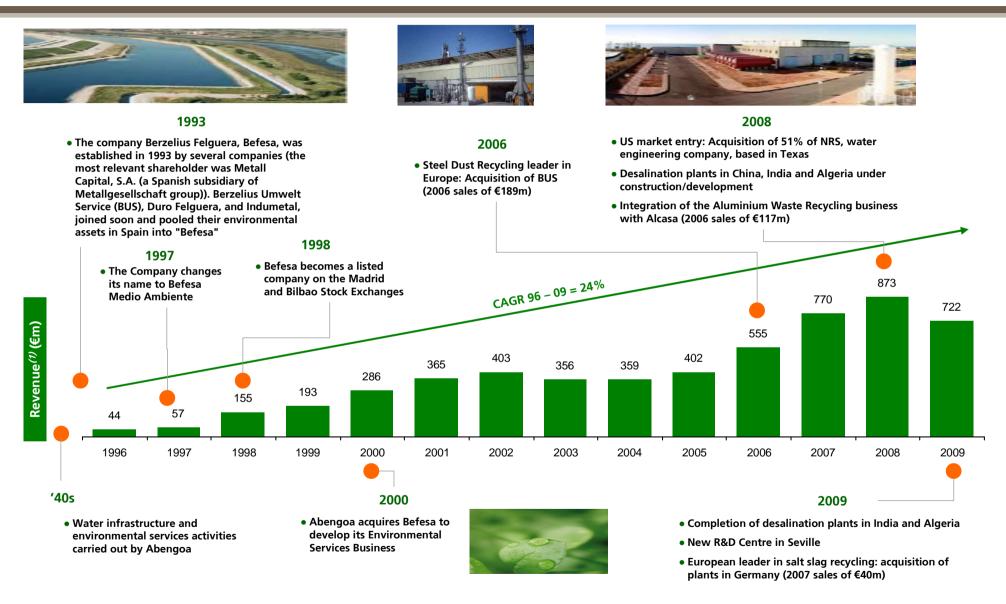
Leading Global Company

Concessions (16% of Water EBITDA 2009)
International Company

#### **Visible Profitable Growth**

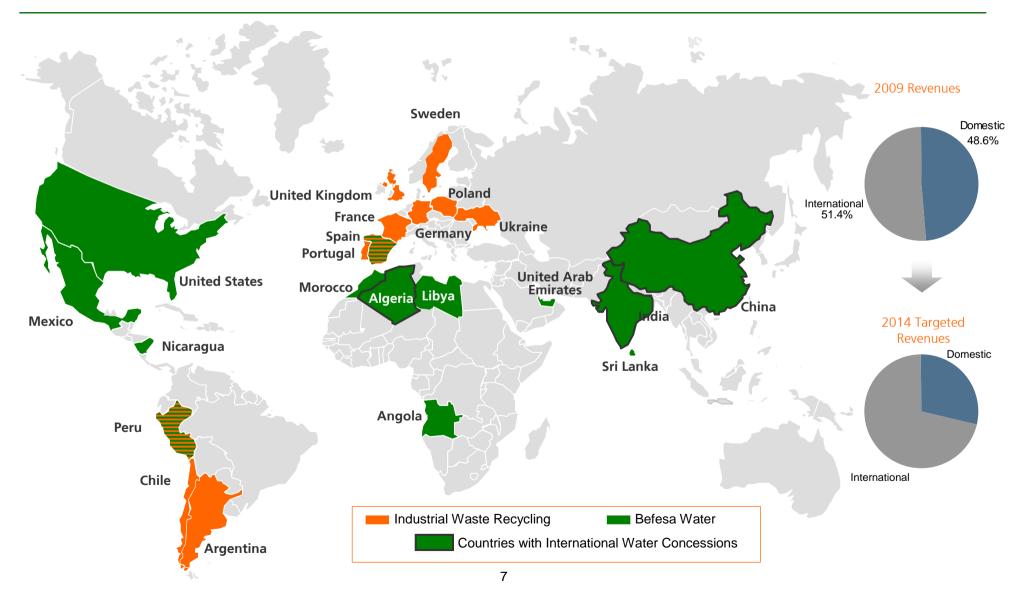


# **Historical Milestones & Major Achievements**





Befesa employs more than 2,800 employees in 22 countries worldwide through subsidiaries, representative offices, installations and projects. We have significantly internationalized our activities over the past years.





# **R&D Strategy & Milestones**

### **Key Objectives**

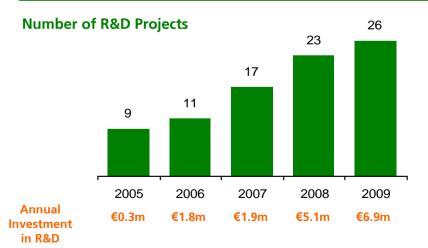
#### Recycling

- Increase production capacity
- Efficiency improvement and cost reduction

#### Water

- Reduce costs to guarantee a competitive price per m<sup>3</sup>
- Generate appropriate knowledge in residual urban water to increase market share

### **Significant Track - record**



Source: Company.

(1) Strategic National Consortiums for Technical Research

#### **Recent Developments**

#### **Seville R&D Centre**



- R&D centre in Seville inaugurated in 2009
- 70 full-time researchers
- + 3,000 sqm
- Latest available technology in laboratories, experimental areas, offices and workshop areas

#### **CENIT-E Grant Program**

- TEcoAgua R&D project led by Befesa Water approved within the 5th CENIT-E<sup>(1)</sup> program
- Main objective: develop sustainable technologies to generate alternative water resources
- Total budget of €28m

R&D is key for Befesa to stay on the cutting edge of water treatment and waste recycling



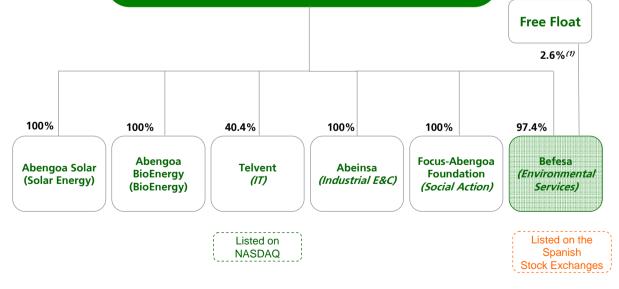
# Befesa is a Part of the Abengoa Group

Befesa acts as the head of Abengoa's Environmental Services Division. The Company is listed on the Mercado Continuo (Madrid and Bilbao Stock Exchanges) with a free-float of 2.6%.

# **ABENGOA**

Listed on the Spanish Stock Exchanges

Abengoa is a technology company that provides innovative solutions that contribute to sustainable development in the infrastructure, environmental and energy sectors. Its business segments are autonomous entities that set and develop their own strategy, but apply common management tools



Being Part of Abengoa Group Supports Befesa Business Activities

- Solid reputation of Abengoa Group
  - Access to markets where Abengoa is present
  - Access to public authorities
- Guidance of corporate culture
- Access to financing
- Abengoa's internal procedures of risk management & control (NOC<sup>(2)</sup>)

- (1) The Board of Directors holds 0.1% of Befesa
- (2) Normas de Obligado Cumplimiento (mandatory rules)

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# **Main Business Strengths**

#### For a Sustainable World...

...We Recycle Industrial Waste...

**European Leader in** 

**Niche Recycling Markets** 

**Strong Barriers to Entry Support Competitive Positioning and Profitability** 

**Business Model with Price** 3 and Demand Visibility

**Strongly Positioned for Cyclical** 4 Recovery

... And We Design, Construct and Manage Water

Sizeable Market with 5 **Significant Expected Growth** 

**Presence in the Highest Growth Water Markets** 

**Secured Backlog and Tangible** 7 **Pipeline Provide Visible Growth** 

**World Class Execution Capabilities** 8 Across All Markets

Led by a Highly Experienced and Disciplined Management Team



# European Leader in Niche Recycling Markets



>60% market share in European steel dust recycling

### **European Competition**

- Harz-Metal (Germany)
  - Pontenossa (Italy)



>60% market share in European aluminium salt slag recycling

### **European Competition**

- K&S (Germany)
- RVA (France)
- Alustockach (Germany)

- Our niche industry is supported by increasing environmental restrictions
  - EU regulation forces steel players to recycle steel dust whenever there is a recycling alternative to landfill
  - Environmental restrictions to opening new recycling plants
- Our markets are concentrated with limited local competition
  - Markets are non-core for industrial conglomerates





# Strong Barriers to Entry Support Competitive Positioning and Profitability

**Market Barriers to Entry** 

- Local community resistance to constructing new recycling plants
- Initial financial investment required
- Critical mass required in order to extract full value from processes
- Existing footprint of major competitors already covering the European market needs
- Operating permits difficult and time-consuming to obtain

#### **Befesa's Leading Position is Well Protected**

**Strategically Located Plants** 

- Plants distributed to service main Western European markets (Spain, France, Germany and Central Europe)
- Facilities close to industrial centres and customers

Leading-Edge Know-How

- Best available technology
- Cost efficient processes
- Significant investment in R&D
- Skilled labour force (17% engineers)

Long-Term Contracts with Established Top Industrial Players

- Limited room for new entrants in the industry
- Ensures multi-year volume and predictability in cash flows

Existing barriers of entry together with Befesa's market leadership result in attractive EBITDA margins (16% - 19%) and cash flow generation



# 3

# **Business Model with Price and Demand Visibility**

# Visibility of Business Model

Price

Demand

Long-term relationship with clients for steel dust collection fees

Rolling hedging policy to reduce zinc price volatility for sales to smelters

Global and diversified blue-chip client base

Critical service provided for clients promotes customer loyalty

Price visibility / low commodity exposure

Captive demand driven by attractive value proposition



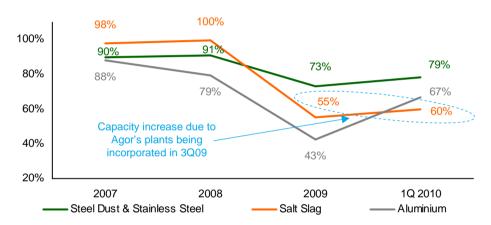
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# **Strongly Positioned for Cyclical Recovery**

#### Positioned to capture expected recovery of industrial activity

Existing production capacity to reap the benefits of expected economic upturn in current geographies

#### **Utilisation of Befesa's Plants**

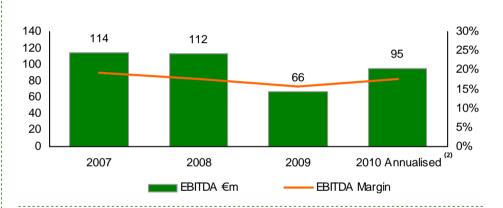


# Capacity (thousands of tons)

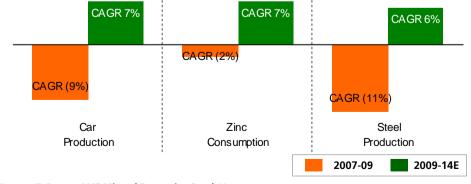
	<u>2007</u>	<u>2008</u>	2009	<u>2010</u>
Steel Dust & Stainless Steel	661	684	684	684
Salt Slag	230	230	430	630
Aluminium	105	160	160	160

New plant under construction (Befesa Zinc Sur) to be operating by 2012 and with 100,000 tons of recycling capacity

# Recycling EBITDA Performance <sup>(1)</sup> (€m)



### **Expected Recovery of Industrial Activity 2009-2014E**



Source: JD Power, AME Mineral Economics, Brook Hunt.

Note: First quarter figures have not been audited

<sup>(1)</sup> Based on recurrent figures

<sup>(2)</sup> Annualised calculated as 4x 1Q2010 EBITDA

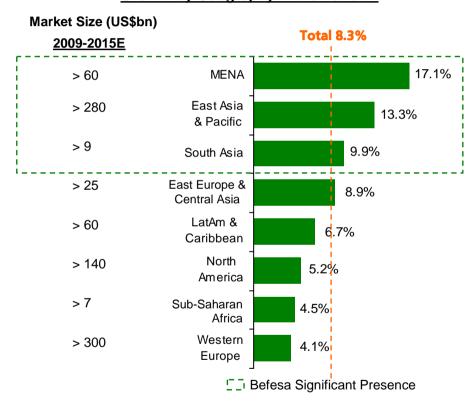




# **Presence in the Highest Growth Water Markets**

## **Geographies**

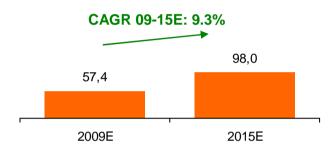
#### **Growth by Geography in the Period**(1)



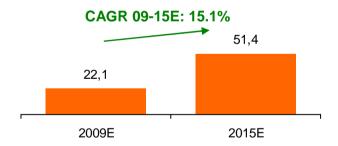
# Presence in the world's fastest growing geographies

### **Products**

#### Desalination Capacity (M m³/day)



#### Reuse Capacity (M m<sup>3</sup>/day)



Presence in the products which are expected to have the highest growth

Source: Global Water Intelligence - Global Water Market 2008

<sup>(1)</sup> Based on Private Water Markets (Part of the total water business open to international private enterprise)



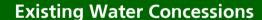


# Secured Backlog and Tangible Pipeline Provide Visible Growth

### Existing EPC Backlog Helps Secure Business through 2011



- EPC business already secured until 2011 based on already awarded contracts. Current backlog of €656m<sup>(1)</sup>
  - Fully contracted revenues for the rest of 2010 €262m (already executed €49m during Q1 2010)
  - Fully contracted revenues for 2011 €394m
- Further backlog for execution in 2011 will continue being contracted throughout 2010





- Apart from the existing water concessions in Spain, Befesa already has a portfolio of 5 international concessions signed and in construction/operation, which will generate significant value as the assets become fully operational
  - Portfolio to deliver strong profits and secured cash flow as the concession assets come on line
  - The nature of the contracts results in operational risks being minimal once constructed



## **Tangible Pipeline**

- Befesa's strong pipeline will drive future growth of the backlog of EPC and Concessions
  - Befesa has pre-screened around 55 projects with an estimated total value of around €9bn

# **World Class Execution Capabilities Across All Markets**

# Track Record and Know-How

- Long successful history in EPC & O&M markets, both in Spain (since the '40s with Abengoa) and abroad
- Ongoing investment (R&D) to optimize efficiency of construction and operation of plants with the most competitive technology (reverse osmosis)
  - Among the top 4 players specialized in reverse osmosis technology globally, with around 375 engineers specialised in water desalination, waste water treatment and water pipelines

### **Project Finance**

• Experience in procuring non-recourse debt for international projects

### Risk Mitigation Culture

 Internally developed mechanisms to rapidly identify and manage key risks in EPC projects and water concessions









# 9

# **Highly Experienced and Disciplined Management Team**

### An Experienced Senior Management Team...

Javier Molina Montes Chief Executive Officer	<ul> <li>Joined Abengoa as CEO of Environmental Services in 1994, became CEO of Befesa in 2000</li> <li>21 years in industry, 3 years in finance</li> </ul>
Ignacio García Hernández Chief Financial Officer	<ul><li>Joined Abengoa in 1996, moved to Befesa in 2000</li><li>14 years in industry</li></ul>
Asier Zarraonandia General Manager of Befesa Steel Waste Recycling	<ul><li>Joined Befesa in 2001</li><li>9 years in industry, 10 years in finance</li></ul>
Federico Barredo Ardanza General Manager of Aluminium Waste Recycling	<ul><li>Joined Befesa in 1990</li><li>20 years in industry</li></ul>
Santiago Ortiz General Manager of Industrial Waste Management	<ul><li>Joined Befesa in 1996</li><li>25 years in industry</li></ul>
Guillermo Bravo General Manager of Water	<ul><li>Joined Befesa in 2004</li><li>21 years in industry</li></ul>

### ...Focused on Delivering

Successful international expansion since 2006

Presence in 22 countries worldwide

Integrated 3 acquisitions (BUS, Alcasa and Agor)

**Local management** 

Access to local industry and public sector

Management focused on maximising shareholder returns

**Disciplined capital allocation policies** 

**Cost control culture** 

2. Business Overview – Recycling



# **Overview of Business Segments**

### **Steel Dust Recycling**

2009 Sales of €196m 2007-2009 Average Sales of €234m 2009 EBITDA of €58m<sup>(2)</sup> 2007-2009 Average EBITDA of €73m(2)



87% of Befesa Recyclina **EBITDA** 





**EBITDA 2009** 

- Collection and treatment of waste from steel production (mini-mills)
- Sale of Waelz oxide to zinc producers

#### Source: Company filings and Company estimates

- Other Recycling includes Aluminium, Salt Slags and Industrial Waste Management
- EBITDA figures based on recurrent figures

### Other Recycling<sup>(1)</sup>

2009 Sales of €228m 2007-2009 Average Sales of €320m 2009 EBITDA of €8m(2) 2007-2009 Average EBITDA of €24m(2)



13% of Befesa Recycling **EBITDA** 





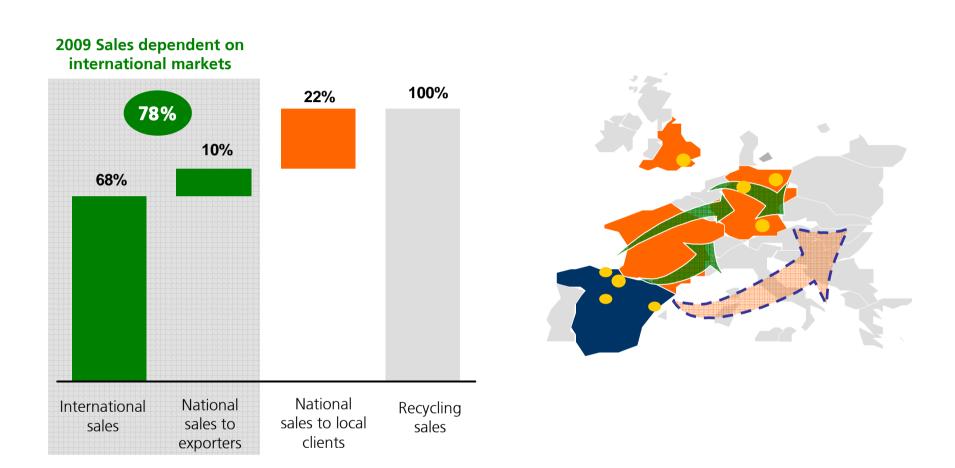


**EBITDA 2009** 

- Recycling of salt slags, a hazardous byproduct of secondary aluminium production
- Recycling of aluminium waste and scrap, and the production of secondary aluminium alloys
- Management of hazardous and nonhazardous industrial waste



# **Recycling Depends on the European Market**



International sales and sales to large international clients represent 78% of all the sales in the recycling segment

A. Steel Dust Recycling – Market, Business Overview and Strategy







Steel Dust is a hazardous waste produced in the steel production process

# **Befesa's Steel Dust Recycling Business Model**

### Befesa Provides an Integral Service for Collection, Treatment and Recycling of Steel Dust



Products

Recycling Process

Clients

# **Befesa's Steel Dust Recycling Revenues Sources**

### **Befesa Steel Dust Recycling has Two Main Revenue Streams**

**Collection Fee** 

- Stable revenue source
- Price comparable to sending steel dust to landfill, but enforced by regulation
- 50 60 € / tonne<sup>(1)</sup>
- Long-term relationships with steel producers (mini-mills)
- Volumes related to mini-mill steel production

**Waelz Oxide Sale** 

- Price moves in line with the zinc market price
- Befesa uses a strict hedging policy to mitigate price fluctuations
- Recurring annual or long-term contracts with zinc producers



# **Steel Dust Market Drivers: Environmental Pressure**



#### Steel Waste Recycling Market is Growing due to Increased Regulation

- Steel waste recycling market on a worldwide level continues to grow as authorities continue to step up regulatory pressure
- Environmental pressure strongest in Europe



### Landfill No Longer an Option for Disposal of Industrial Waste in European Union

- Proportion of dust sent to landfill has been decreasing significantly
- European Union legislation has practically removed landfills as a viable alternative to recycling



### **Emerging Markets Currently Lag Behind in Terms of Regulatory Pressure**

• Scope for growth in the recycling industry as emerging market producers look for ways to compete economically with their developed market peers (move away from landfill)



# **Recycling is a Growing Steel Dust Treatment Technology**

# **Steel Dust Treatment Alternatives**

	Landfill	Recycling	
Description	<ul> <li>In Western Europe, steel dust can only be disposed of in landfills if the heavy metal content is below a certain threshold and if the waste is properly prepared in advance</li> </ul>	Extractive processes for zinc recovery and removal of heavy metals	
Applicable Costs	<ul><li>Storage of dust</li><li>Transport</li><li>Waste preparation</li><li>Dumping fees</li></ul>	<ul><li>Storage of dust</li><li>Transport</li><li>Processing</li></ul>	
Major Players	Hazardous waste deposit sites	BEFESA Harz-Metall Pontenossa	
Relevance Today	$\checkmark$	<b>✓ ✓ ✓</b>	
Trend			

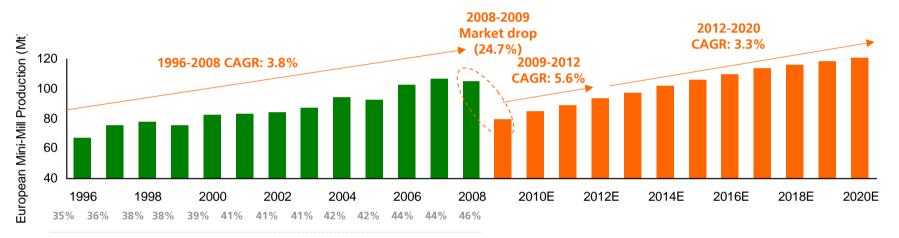
EU regulation requires recycling whenever it is an economically viable alternative



# Mini-Mill Production Expected to Fuel Future Recycling Growth

### Demand for Steel Dust Recycling is Supported by Increasing Steel Production by Mini-Mills

Mini-Mill Production is an Increasing Share of the Total European Steel Production – Expected to Grow at 5%+ Rates



#### **Share of total European Steel Production**

#### Why Steel Producers Favour Production in Mini Mill vs. Large Steel Facilities?

- Traditionally a secondary method of steel production, many of the world's largest steel producers now use mini-mills exclusively
- A typical mini-mill obtains most of its iron from recycled scrap steel, which is melted in an electric arc furnace (EAF)
- Use of recycled steel (iron ore is used in traditional blast furnaces) makes mini-mill production *more environmentally friendly*
- Since EAFs can be easily started and stopped on a regular basis, production can be varied according to demand

Lower Cost, Availability of Scrap Steel, and Flexibility of Production Makes Mini-Mill Steel Easier and Cheaper to Produce



# Positive Long-Term Outlook for Steel / Zinc Demand

### The Outlook for Zinc will be Driven by a Rebound in Steel Production over the Next 12 Months

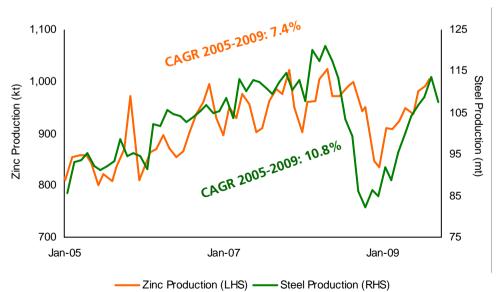
Zinc demand is linked to steel demand (galvanized steel accounts for 55-60% of the demand for zinc)

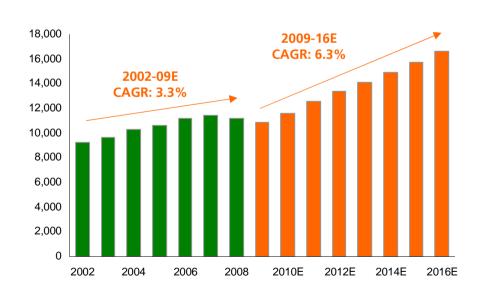
Volumes are cyclical and are currently recovering and expected to grow significantly in the next years

Long-term zinc demand remains strong, as the developing world including China sees a likely exponential increase in later cycle galvanised steel capacity and output

#### Global Zinc Production vs. Steel Production(1)

### **Global Zinc Consumption (Kt)**



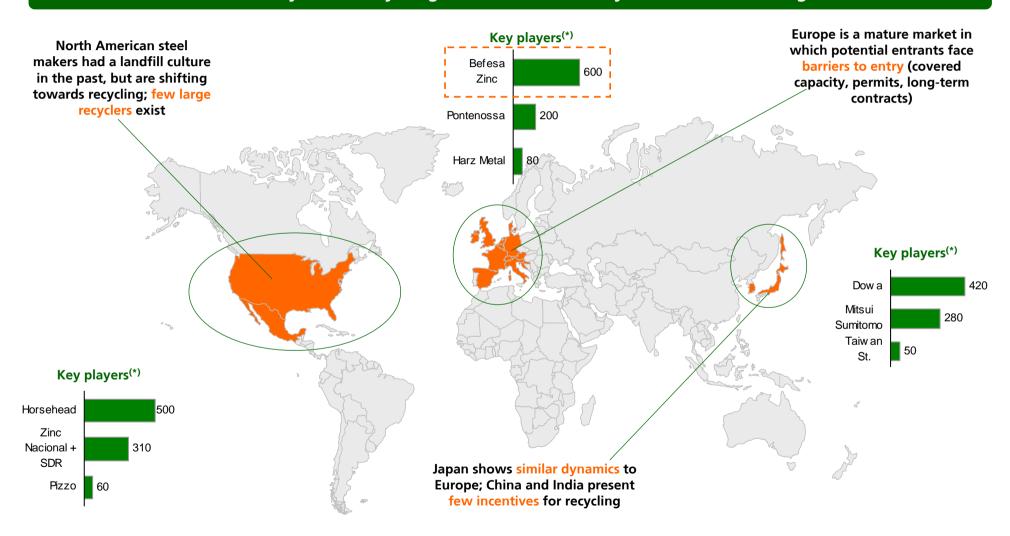


Source: World Bureau of Metal Statistics (1) Monthly data



# **Industry Structure / Competitive Landscape**

### The Steel Dust Industry is Globally Fragmented with Activity Concentrated in Regional Clusters

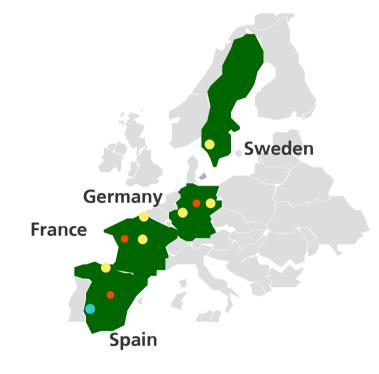




# **Befesa's Steel Dust Recycling Geographical Footprint**

## **Key Highlights**

- European leader
- Strong presence in Europe: 4 key countries with 8 plants covering most of Europe
- Located in close proximity to major clients
- More than 500 employees
- 152,266 tons of Waelz oxide sold in 2009, which contained 101,007 tons of zinc
- Capacity to process 684,000 tons of steel residue per year



Representative office Production plant Befesa Zinc Sur











Note: Steel residue include steel dust and stainless steel

(1) Two of them are only for Galvanization (Befesa Zinc Amorebieta and Befesa Zinc Sondika) with capacity to process 21,500 tons



# **Overview of Key Befesa Steel Dust Facilities**

# Befesa's Recycling Facilities are Located Within Close Proximity to Major European Steel Producers

	Zinc Freiberg	Zinc Duisburg	Scandust
Location	Freiberg, Germany	Duisburg, Germany	Landskrona, Sweden
Employees	87	47	72
Capacity (tons)	200,000	95,000	64,000
Main Clients	Steel makers: treatment fee Zinc smelters: sale of WOX	Steel makers: treatment fee Zinc smelters: sale of WOX	Stainless steel makers: tolling fee



# Overview of Key Befesa Steel Dust Facilities (Cont'd)

# Befesa's Recycling Facilities are Located Within Close Proximity to Major European Steel Producers

	Zinc Aser	Recytech <sup>(1)</sup>	Valera
Location			
	Bilbao, Spain	Fouquières-lez-lens, France	Gravelines, France
Employees	63	44	80
Capacity (tons)	160,000	110,000	110,000
Main Clients	Steel makers: treatment fee Zinc smelters: sale of WOX	Steel makers: treatment fee Zinc smelters: sale of WOX	Stainless steel makers: tolling fee
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<sup>(1)</sup> Befesa has a 50% stake in the Recytech facility

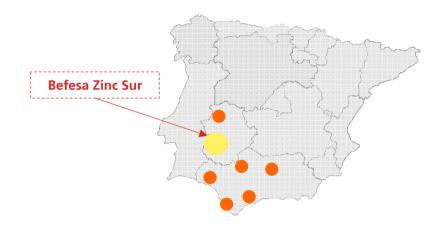


# **Befesa Zinc Sur**

### **Key Features**

Befesa Zinc Sur Name Extremadura (Spain) Location Scheduled Start of Operations for 2012 Local authorisations obtained Legal Authorisations Obtained • Pending environmental approvals Capacity (tons) 100,000 Arcelor Mittal • Grupo Riva Main Clients • Grupo Balboa Gupo Megasa

### **Strategic Location**



Steel Dust Producers

Befesa Zinc Sur will absorve the current uncovered demand of steel dust recycling services in the south western area of the peninsula. This demand represents approx. 120,000 tons per year

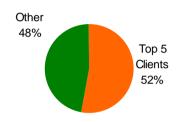


# **Long-Term Contracts to Provide Critical Services to Global Clients**

#### **Overview of Clients**

#### **Established client base**

#### Share of 2009 Revenues



We recycle waste for the most prominent international steel manufacturers...









...and provide Waelz oxide to the world's largest zinc producers







#### **Overview of Contracts**

Contracts with Steel Producers

#### **Collection contracts:**

- Typically long-term contracts to provide steel producers comfort on future collection of steel dust
- Annual contracts are usually renewable on a yearly basis
- Collection fee is not linked to the zinc price

Contracts with Zinc Producers

#### Waelz oxide contracts:

- Annual contracts
- Price is determined through a mechanism linking the WOX price to the LME zinc price for each delivery

#### **Critical Service Provided**

- Collection of hazardous waste is critical for our clients due to environmental regulation
  - It represents a small relative cost to steel manufacturers but it is a critical internal process
- Befesa provides a stable secured process of collection with predictable service fees independent of commodity costs



# **Secure Long-Term Pricing Policy**

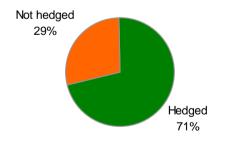
Befesa has hedged c.71% of volume for 5 years since the acquisition of BUS in 2006, and currently employs market hedges on the LME until 2012

#### **Overview of Hedging Policy**

- Befesa's recycling activities expose it to changes in the fair value of certain commodities (mainly zinc)
- To hedge sales transactions of Waelz oxide containing zinc, Befesa uses zinc futures in accordance with its risk management policy
- The purpose of these transactions is to reduce the effect of changes in zinc prices on the future cash flows from sales of products containing this metal

#### **Current Zinc Hedging Contracts**

Zinc Contained in WO: Production (Tonnes) Hedged vs. Not Hedged (2009)



### **Hedged Prices vs. Zinc Prices: Stability of Prices**

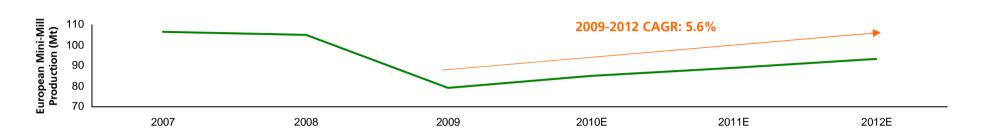


Source: Company, Factset, Bloomberg Consensus Estimates as at 28 April 2010.

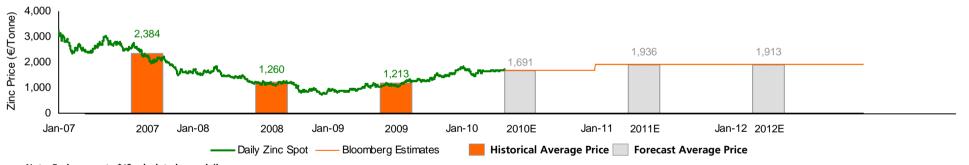
As a result of existing hedging contracts and collection fees, Befesa's recycling activities have visibility of near term revenues

# Profitability Growth Underpinned by Near-Term Recovery in Fundamentals

#### **Recovery in Mini-Mill Production Volumes...**



#### ... Together with Expected Rise in Zinc Prices...



Note: Exchange rate \$/€ calculated on a daily

...Added to Capacity Increase of 100,000 tons from New Plant (Befesa Sur)...

...Will all drive Substantial Near-Term Growth and Improved Operating Performance of Befesa Recycling



## **Steel Dust Recycling Strategy For The Future**

Key Strategic Focus: Reinforce market leadership in Europe, open a new plant in Spain and opportunistically expand operations in Eastern Europe, US and Asia

#### **Strategic Objectives in Current Markets**

- Maintain and reinforce current market leadership leveraging on existing footprint, client relationship and attractive business model
- 2 Revenue growth above market peers
- Opening of a new plan in the South of Spain (2012)
- 4 Slight margin improvement from current levels through increasing efficiency
- 5 Maintain existing downside margin protection

#### **Opportunistic Geographic Expansion**

• Identify markets in which regulatory pressure will favour the activity replicating Befesa's business model



**Expand steel dust business in Eastern Europe** 

Expand steel dust business in US, Turkey and Asia



## **Our Activity is Already Recovering from Recent Lows**

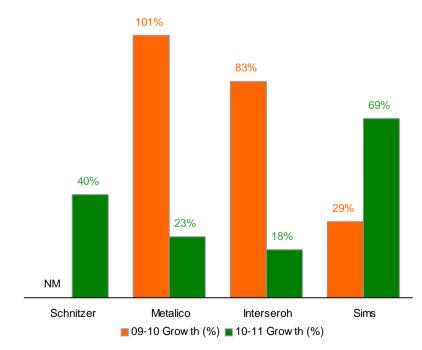
## **Steel Volumes** • 3Q 08 • 169,935 tons Peak • 105,659 tons Trough • 10 09 • 134,235 tons Actual • 10 10 Recovery • Linear recovery since 1Q 09 from Trough

#### **Recyclers: Market Expects Significant Recovery**

#### **FYE EBITDA Growth (%)**

FYE EBITDA (€m)

	Schnitzer	Metalico	Interseroh	Sims
2009A	€2.3m	€20m	€42m	€180m
2010E	€139m	€41m	€76m	€232m
2011F	€194m	€50m	€90m	€392m



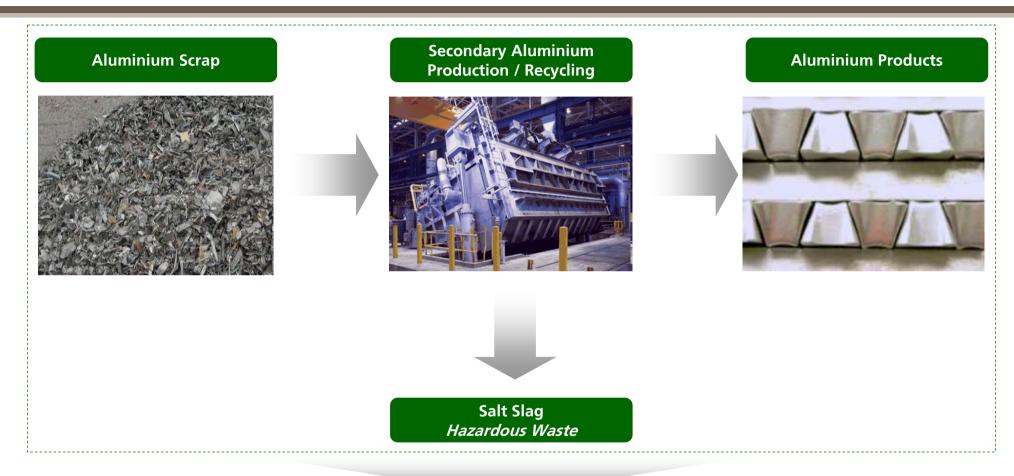
Source: Company information, Factset Consensus Estimates. Exchange rates of US\$ to €: 0.7519 and AUD\$ to €: 0.6930. Data not calendarised – Actual Year Ends (Sims - 30 June 2009), (Schnitzer – 31 August 2009), (Interseroh - 31 December 2009), (Metalico – 31 December 2009)

- Metalico consensus consists of: Canaccord Adams (23 April 2010), Morgan Joseph (17 March 2010), DA Davidson (11 March 2010), Hudson Securities (11 March 2010)
- Sims consensus consists of: Deutsche Bank (7 April 2010), DA Davidson (5 March 2010), Canaccord Adams (26 February 2010), Credit Suisse (18 Feb 2010), EL&C Baillieu (18 Feb 2010), RBS (date NA), RBS (date NA)
- Schnitzer consensus consists of: Canaccord Adams (14 April 2010), Longbow Research (13 April 2010), DA Davidson (8 April 2010), CJS Securities (8 April 2010), Davenport & Co (08 April 2010), UBS (date NA)
- Interseroh consensus consists of: Equinet (ESN) (23 March 2010) and other brokers that Factset does not detail





## Other Recycling – Aluminium and Salt Slag Recycling



Befesa is present in secondary aluminium production / recycling as well as salt slag recycling focused in the European Market

# Other Recycling - European Auto Growth Drives Aluminium Recycling Recovery

#### The Automotive Industry is the Primary Driver of Secondary Aluminium Production / Recycling and Salt Slag Recycling



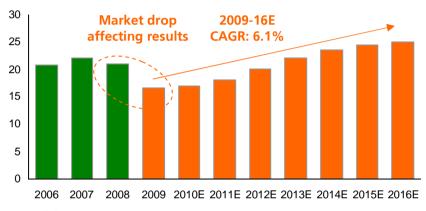
The automotive industry is the major source of demand for secondary aluminium



Salt slag is a hazardous waste that is produced as a by-product of secondary aluminium production

 Befesa is the European leader in salt slag recycling

#### **European Light Vehicle Production (Unit m's)**



Source: JD Power.

## Additional Drivers Impacting the Aluminium and Salt Slag Recycling Markets

- Legal framework
  - Environmental legislation prefers aluminium salt slag to be recycled
- Proximity to customers (transportation costs are a significant expense)
- Price of aluminium

#### **Aluminium and Salt Slag Volumes**

Peak	• Aluminium • 2Q 08	• 38,054 tons
	• Salt Slag • 1Q 10	• 93,878 tons
Trough	• Aluminium • 3Q 09	• 15,359 tons
Trough -	• Salt Slag • 2Q 09	• 41,705 tons
Actual -	• Aluminium • 1Q 10	• 26,636 tons
Actual	• Salt Slag • 1Q 10	• 93, 878 tons
Recovery from Trough	• Strong recovery since 3Q 09	



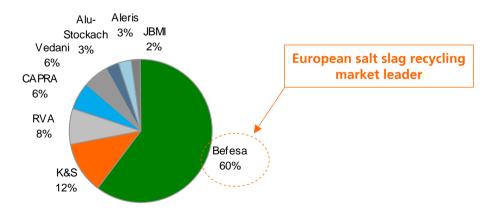
#### **Aluminium Waste Recycling**

European leader in salt slag recycling (60% market share)

Largest aluminium recycler in Spain & leading player in Europe

While aluminium recycling landscape is fragmented, salt slag recycling is highly concentrated with high barriers to entry

**Aluminium Salt Slag Recycling European Market Share in 2008** 

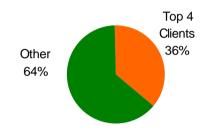




## Other Recycling - Aluminium Plants Close to Established Clients

#### **Diversified Client Portfolio with Key Contracts**

#### **Client Base by Revenue in 2009**



60% domestic clients, 40% international

#### ...With Blue-Chip Global Industrial Companies



**FAGOR** 

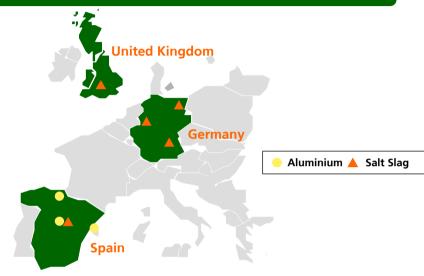
Fagor Ederlan







## **Geographical Footprint**



- 350 professionals
- 186,000 t of waste treated in 2009

Plant	Country	Capacity
Hannover	Germany	130,000t (salt slag)
Lünen	Germany	170,000t (salt slag)
Toging	Germany	100,000t (salt slag)
Whitchurch	UK	80,000t (salt slag)
Valladolid	Spain	150,000t (salt slag)
Bilbao	Spain	55,000t (aluminium)
Valladolid	Spain	50,000t (aluminium)
Franqueses del Vallés	Spain	55,000t (aluminium)



## **Other Recycling - Aluminium Strategy**

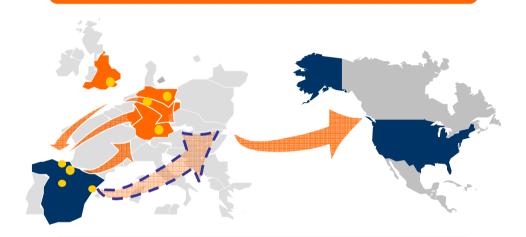
Key Strategic Focus: Consolidation in Western Europe and Expansion into Eastern Europe and the United States

#### **Strategic Objectives**

- Maintain European market leadership in salt slag and expand to US based on regulatory changes
- 2 Growth in line with the market

- Progressively in the next 2 years put in operations all plants acquired from Agor
- 4 Significant continuous increase in margin due to operating leverage

#### **Opportunistic Geographic Expansion**



Expand towards Eastern Europe together with auto manufacturers

**Consolidate European salt slag market** 

Expand salt slag business into US (~1m Tn per year) and Canada to take advantage of expected change in legislation



## **Other Recycling – Industrial Waste Management**

Befesa owns scarce industrial waste management assets.



6 secure landfills for safe waste disposals



Industrial value-added cleaning



Comprehensive industrial cleaning



7 transfer centres

6 classification plants of non-dangerous industrial residues

2 physical-chemical treatment plants

Other incineration plants, inertisation plants and liquid waste treatment plants

#### **BEFESA**

Waste treatment &

valorization

Waste collection & transport



Collection and transport services for waste

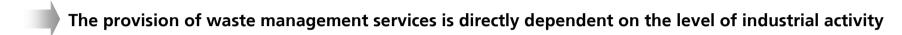
More than 15 centres located throughout Spain

Has managed 852,222 tons of industrial waste in 2009



## Other Recycling - Industrial Waste Management is Set to Rebound

# Befesa's Industrial Waste Management Activities are Well-Positioned to Benefit from the Recovery in Industrial Activity



- Befesa is well-positioned to benefit from the expected recovery in industrial production
  - Centres and offices distributed throughout Spain and Latin America close to core customers
  - Present throughout the entire industrial waste management cycle
  - Spain industrial production index expected to grow 9% from 2009 to 2014E<sup>(1)</sup>

#### Long-Term Growth Driven by Increasing Legislative and Environmental Pressure Worldwide



- More than ever, there are consequences for companies that do not take waste management seriously
- Global trend towards increased regulation in this area
- Environmental protection acts reward companies who effectively manage waste and work with environmental agencies



### Other Recycling - Industrial Waste Management Positioned to Grow

#### **Industrial Waste Management**

Leader in the Iberian Peninsula

Provides a full cycle service to industrial clients

Synergies with other recycling products

Competitive universe is fragmented and broad

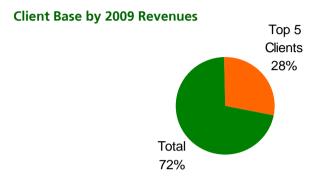
Comprises small and medium-sized companies with a strong local presence, as well as the environmental divisions of large industrial companies generally associated with the construction sector

... And expected cost savings of c. €5m per year beginning in 2010



# Other Recycling - Industrial Waste Management Long-Term Contracts with Blue-Chip Clients

#### Long-Term Contracts with Established Clients...



Long term contracts

Specific solutions for each customer and sector

#### ...Representing Key Domestic and International Players

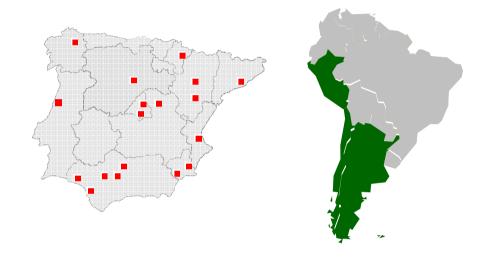








#### **Geographical Footprint**



- Strong presence in Spain and South America (Argentina, Chile, Peru and Mexico)
  - 2 new hazardous waste treatment plants in Madrid and Murcia (Spain) scheduled to be operating by 2012
  - 2 new non-hazardous waste treatment plants in Castilla y León (Spain) and Portugal schedule to be operating by 2011
- 603 professionals
- 852,222 tons of waste processed in 2009



## Other Recycling - Industrial Waste Management Strategy

Key Strategic Focus: Consolidate Position in Spanish Hazardous Waste Market and Further Expansion in Europe and Latin America

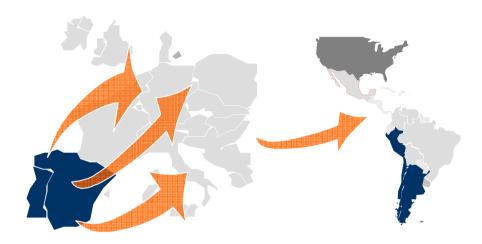
#### **Strategic Objectives in Current Markets**

Maintain growth above the market driven by growth in hazardous and non-hazardous waste in Spain, Portugal and Italy

2 Improve efficiency through cost-control / cutting measures taken place in 2009 already

Achieve double-digit margins in line with certain specialised European hazardous and non-hazardous waste players within the next 5 years

#### **Opportunistic Geographic Expansion**



Expansion into new EU markets in industrial cleaning

Expansion into Latin America, as the market develops driven by increased environmental regulation

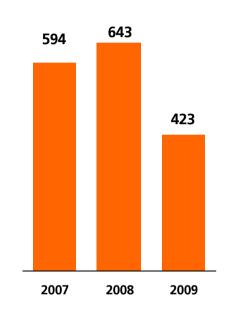
Penetrate new territories such as US (non-hazardous waste)

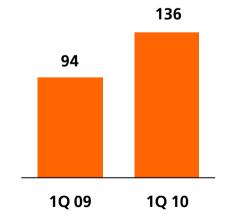
**C.** Recycling – Financial Information



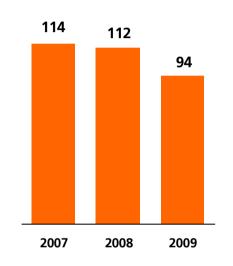
## **Recycling Key Financials**

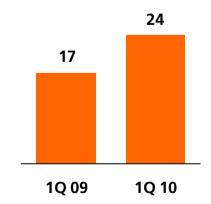
#### Revenue (€m)





#### EBITDA (€m)





3. Business Overview – Water

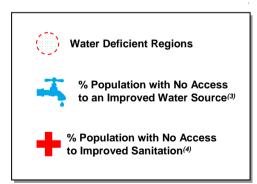
A. Water – Market, Business Overview and Strategy

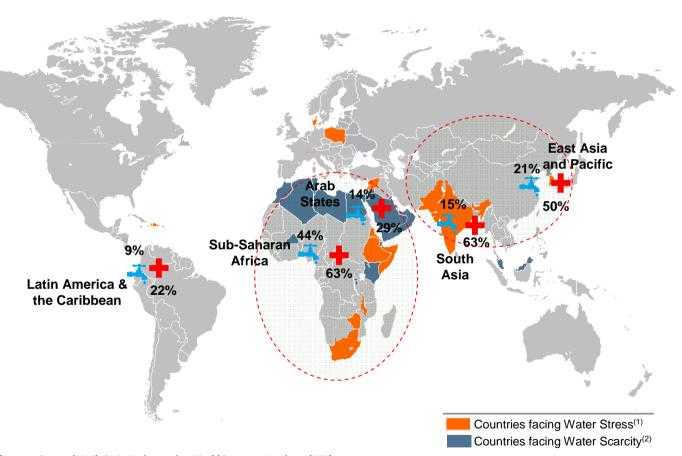


## Water is a Scarce Resource in Large Regions of the World

## Governments across the world are concerned about water scarcity and are promoting increased investment in water infrastructure

- A third of the world's population lacks access to sufficient quantities of safe water to meet their basic needs
- Africa and Asia have the highest need for water





Source: UNESCO – Water in a Changing World, Human Development Report (2006). FAO, Nations unies, World Resources Institute (WRI)

- (1) Water Stress Per capita water availability of less than 1,700 m<sup>3</sup> per year
- (2) Water Scarcity Per capita water availability of less than 1,000 m<sup>3</sup> per year
- (3) Improved Water Source: For international reporting purposes people are classified as enjoying access to water if they have available at least 20 litres a day of clean water from an improved source less than 1 kilometre from their home. In-house connections, standpipes, pumps and protected wells are all defined as improved sources of water
- (4) Improved Sanitation: Improved sanitation means pit latrines, with pourflush latrines and septic tank latrines as plausible options



## Water Scarcity is in the Spotlight





del Mediterráneo tendrán problemas de agua en 2025

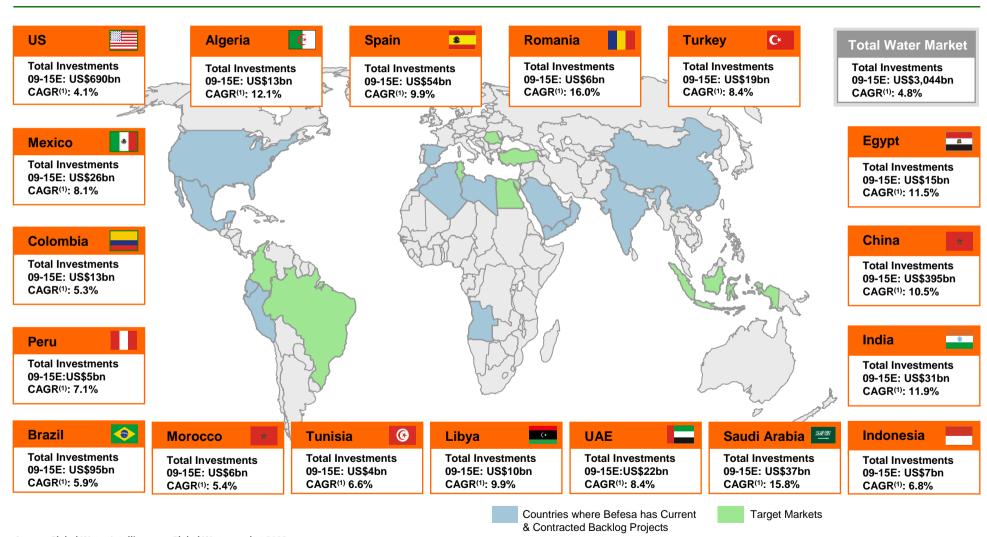


**Growing and Protected Market** 



## A Sizeable Market Opportunity with High Expected Growth

Befesa Water has identified a portfolio of geographies with attractive opportunities that balance market size and growth potential.



Source: Global Water Intelligence – Global Water market 2008 Note: Based on Total Water Market

<sup>(1)</sup> CAGR: Growth on investments between 2009 and 2015 based on Total Water Markets



## **Limited Competition to Cope with Demand Requirements**

Top water companies' aggregate backlog is expected to grow but still represents only a minor portion of expected investments.

#### Total Water Market Size by Region 2009-2015E<sup>(1)</sup>

	Western Europe	East Asia & Pacific	North America	MENA	LatAm & Caribbean	East Europe & Central Asia	South Asia	Sub-Saharan Africa	Total
Total Market:	>US\$700bn	>US\$1,000bn	>US\$750bn	>US\$150bn	>US\$175bn	>US\$130bn	>US\$40bn	>US\$25bn	>US\$3,000bn
Private Market <sup>(2)</sup> :	>US\$300bn	>US\$280bn	> US\$140bn	> US\$60bn	> US\$60bn	> US\$25bn	> US\$9bn	> US\$7bn	> US\$900bn

## Main Players in the Water EPC Market (For infrastructure projects, such as desalinations)































Befesa has already established a global geographic presence in water infrastructure projects

Source: Global Water Intelligence - Global Water Market 2008

- (1) Total investment expected to be executed between 2009 and 2015
- (2) Part of the Total Water Market open to international private enterprise



## **Attractive Business Model with Presence in EPC & Concessions**

#### **Two Complementary Business Segments**

#### **Water EPC**

EPC Contract with Befesa

#### **Water Concessions**

- Engineering and construction activities for water infrastructure projects
- Low capital intensive activities
- Strict risk management policies
- Large team of technicians with a significant track record in the industry
- Local commercial teams

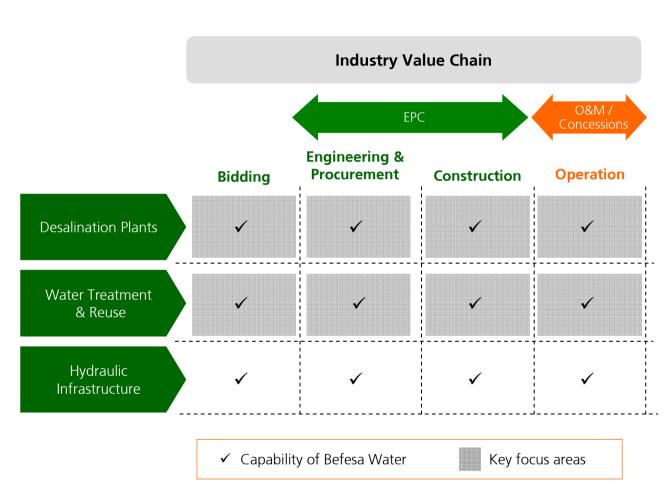
- Equity investment in water concessions
- Project finance
- Majority shareholding or minority with other local and international partners
- EPC for concession is always contracted with Befesa

# Integrated Business Model with Strong Focus on Desalination & Reuse

# Infrastructure Project Diversification

#### Seawater

- Brackish water
- Drinking water treatment plants
- Wastewater Treatment
- Irrigation Systems / Hydraulic Works / Water Transportation / Hydroelectric Plants





## Virtuous Cycle of Project Origination and Execution Leading to Profitable Growth

- Track Record: Long experience in Spain (70 years) transferred internationally. Long successful history in EPC & O&M market, both in Spain and abroad
- R&D: Strong track-record and ongoing investment (R&D) to optimize efficiency of construction and operation of plants with the most competitive technology, i.e. reverse osmosis
- Project Finance: Experienced procurement of project debt

Excellence in Execution / Risk Mitigation Culture

 Internally developed mechanisms to rapidly identify and manage key risks in EPC contracts/projects and/or water concessions

- Identification and monitoring of key growth markets globally
- Local presence: Creation of local offices network in identified geographies

Build-up of Local Presence

**Know-how** 

Visibility for the Future

- Existing EPC backlog provides visibility for 2010 and 2011 revenues
- Contracted recurring and growing cash flows from existing water concessions
- Current large and tangible pipeline already provides high visibility of upcoming backlog and future additions to concession portfolio
- Visibility on margin improvement



## **Track Record of 70 Years of Experience and Strong Growth**



#### **Desalination**

Strong growth in installed desalination capacity since 2000 6 desalination plants built since 2000 and further 4 under construction, surpassing 1.2m m³/day

More than 8m people are supplied with water treated by Befesa's desalination plants

#### **Water Treatment & Reuse**

More than 750,000m<sup>3</sup> of wastewater treated each day

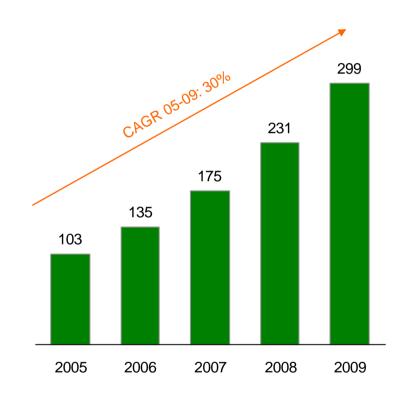
More than 1m  ${\rm m}^{\rm 3}$  of drinking water produced each day

#### **Hydraulic Infrastructure**

Befesa pumping stations have a total installed power of more than 734MW, and are used to irrigate 260,000ha of land

More than 500,000ha of irrigated land with modern infrastructure

#### Water Sales (€m)



Know-how and track record provides continued ability to grow



## **Domestic & International Leadership**



#### One of the key players on the international market

- Among top 4 players specialized in Reverse Osmosis Technology in terms of capacity
- 6<sup>th</sup> largest company in the world in terms of desalination capacity according to GWI<sup>(1)</sup>
- 5<sup>th</sup> largest company in the world in terms of desalination capacity according to Fortune Magazine from 2005-08<sup>(2)</sup>

#### One of the key players on the domestic market

 One of the top domestic players in wastewater and drinking water treatment in terms of installed m3/day, being the pioneer in sewage water treatment

#### **Market Recognition: Global Water Intelligence Awards**

- "2006 Developer of the Year"
- "2006 Desalination Deal of the Year. Beni Saf, Algeria"
- "2006 Desalination Plant of the Year. New Cartagena Canal, Spain"
- "2009 Desalination Company of the Year"
- "2009 Desalination Deal of the Year. Qingdao, China"

#### Top 20 Desalination Plant Suppliers 2000-2008(1)

Reverse	Osmosis
Foc	us <sup>(3)</sup>

1	Veolia Environment	5,420,072m <sup>3</sup> /d	✓
2	Fisia Italimpianti	3,025,344m <sup>3</sup> /d	
3	Doosan	2,852,305m <sup>3</sup> /d	
4	GE Water	2,471,987m <sup>3</sup> /d	✓
5	Suez Environnement	1,528,710m <sup>3</sup> /d	✓
6	Befesa Agua	1,387,624m³/d	<b>√</b>
7	ACS (Cobra/Tedagua/Drace)	1,312,347m <sup>3</sup> /d	✓
8	Hyflux	1,121,508m <sup>3</sup> /d	✓
9	Acciona Agua	1,111,516m <sup>3</sup> /d	✓
10	IDE	1,001,730m <sup>3</sup> /d	✓
11	Sadyt	832,800m <sup>3</sup> /d	✓
12	Cadagua	730,724rn <sup>3</sup> /d	
13	Nomura Micro Science	495,712m <sup>3</sup> /d	
14	Aqualia	488,450m <sup>3</sup> /d	
15	Kurita Water Industries	427,138m <sup>3</sup> /d	
16	John Holland	405,000m <sup>3</sup> /d	
17	Wabag	369,140m <sup>3</sup> /d	
18	Wetico	337,496m <sup>3</sup> /d	
19	ITT	311,639m <sup>3</sup> /d	
20	Aqualyng	270,375m <sup>3</sup> /d	

(1) Source: GWI DesalData/IDA

(2) Source: Fortune Magazine, 12 October 2009

(3) Source: Befesa

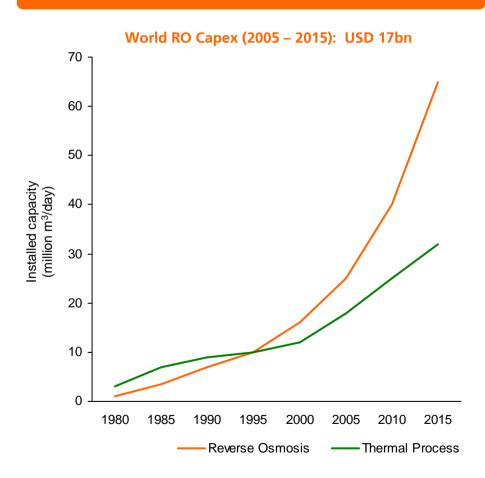


## **Specialist in Reverse Osmosis Desalination Plants**



Future of water generation is reverse osmosis (RO) – ongoing Befesa's R&D investments to optimise application of RO technology in desalination plants

#### **Trends Changing in Desalination Technology**



#### **Technical Advantages**

#### Versatility

- For the treatment of all types of water: brackish water, sea water
- Adaptable to all sizes of installations and any sources of energy: steam, electricity
- Suitable for most geographic areas

#### **Flexibility**

- Plant sizing according to present needs, with the possibility of increasing production capacity to meet future demand
- Operating cost is proportional to flow variations

#### Costs

 RO has become less capital intensive, more efficient and less exposed to fossil fuel price increase (less energy intensive technology)

Reverse osmosis is the most competitive technology and even more efficient in the context of rising energy costs



## **Project Finance Expertise / Capabilities**



#### Water projects' initial investment largely financed through non-recourse project finance

#### Strong track record

- As of today, more than €550m of non-recourse project debt raised to finance projects
- Banks: Variety of banks including domestic and international banks as well as local development banks
- In a variety of regions/countries such as Spain, Algeria, India and China
- Low dependency of commercial project finance market

#### Highlights

- First foreign company "project-financed" by local banks in Algeria, India and China
- 5 international concessions have now reached "project-finance" close, at a weighted average gearing of 78% and tenor of 16 years
- Lowest cost of debt achieved in Algeria (fixed interest of 3.75%)
- "Teaching" banks in the low risk profile of these concessions

#### Mitigation of operational risks

- Long term take-or-pay contracts from local municipalities
- Currency hedging where appropriate, or contracts in international currencies (€ or \$)
- Fixed O&M and EPC contracts
- Opex pass through items (e.g. power costs)
- "Country-risk" insurance policies to cover invested equity in concessions during their whole life period when possible
- Insurance policies to cover lost profits in case of breakdown
- FX risk mitigated in the Algerian concessions: revenues are collected in US\$ and potential FX rate fluctuations between invoice date and collection day are limited to 2.5%



## Overview of Selected Projects



#### **Domestic Market**

## Carboneras (Spain) EPC







- Location: Spain
- Capacity/Size: 120,000 m3/day
- Contract signed: April 2000
- Completion: May 2005
- Infrastructure: Desalination

#### Value of contract<sup>(1)</sup>: > €121m

- 1st desalination plant in Spain and Europe in terms of capacity
- 1st desalination plant worldwide to combine demand of cities and rural areas
- Capacity to supply 500,000
- High level of technology (lower costs)

#### Atabal (Spain) EPC



- Location: Spain
- Capacity/Size: 165,000 m3/day
- Contract signed: July 2001
- Completion: October 2005
- Infrastructure: Brackish Water

#### Value of contract<sup>(1)</sup>: > €63m

- High level of technology (lower costs)
- Low cost pure water
- > 15 people involved

#### International Market

#### Skikda (Algeria) BOOT



- Location: Algeria
- Capacity/Size: 100,000 m3/day
- Contract signed: July 2005
- Completion: May 2009
- Infrastructure: Desalination

#### Value of contract<sup>(1)</sup>: > \$108m

- "2006 Desalination Deal of the Year". Beni Saf, Argelia
- Among world's largest RO plants in terms of capacity
- Among Algeria's largest desalination plants in terms of capacity
- 45 people involved

#### Qingdao (China) BOOT



- Location: China
- Capacity/Size: 100,000 m3/day
- Contract signed: July 2009
- Expect. Completion: April 2012
- Infrastructure: Desalination

#### Value of contract<sup>(1)</sup>: > €102m

- Nominated for "2009 Desalination Deal of the Year. Qingdao, China"
- Design, supply of equipment, engineering, construction and commissioning of desalination plant of sea water at Licang district
- Own concession through the society Qingdao BCTA Desalination Co.
- 45-50 people when fully operational

**Description** 

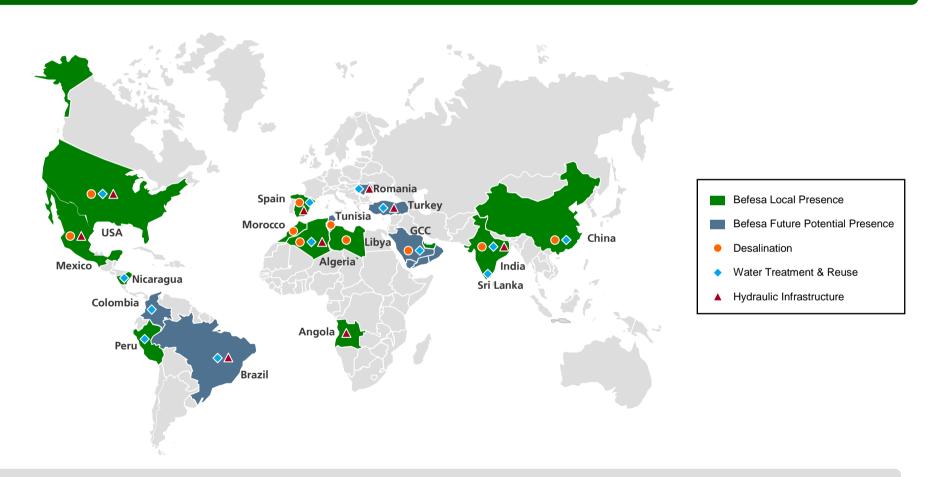
- inhabitants
- > 20 people involved



## **Local Presence in Identified Markets**



## Highly geographically diversified business mix with 15 dedicated local offices



Expanded from base in Spain to achieving growing presence in China, India, USA, North Africa and LatAm



## Well Integrated Global and Local Teams

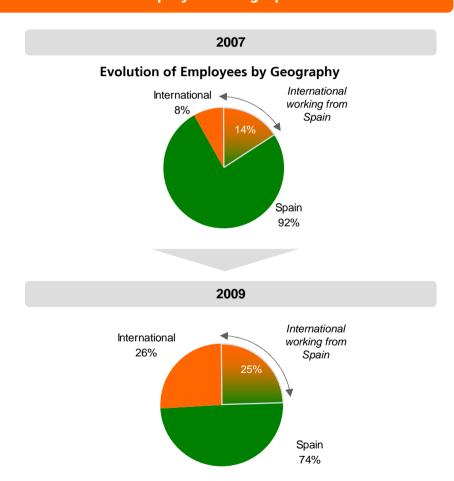


# A well-connected and talented global and local presence generates and supports our ambitious growth targets

#### **Investment in Resources Across All Markets**

Geography		Employees	<u> </u>
	2007	2009	CAGR 2007-2009
Spain	307	384	12%
International Projects	46	131	69%
North America	-	32	n.a.
LatAm	3	23	177%
Africa	6	26	108%
Asia	19	57	73%
Total	335	522	25%

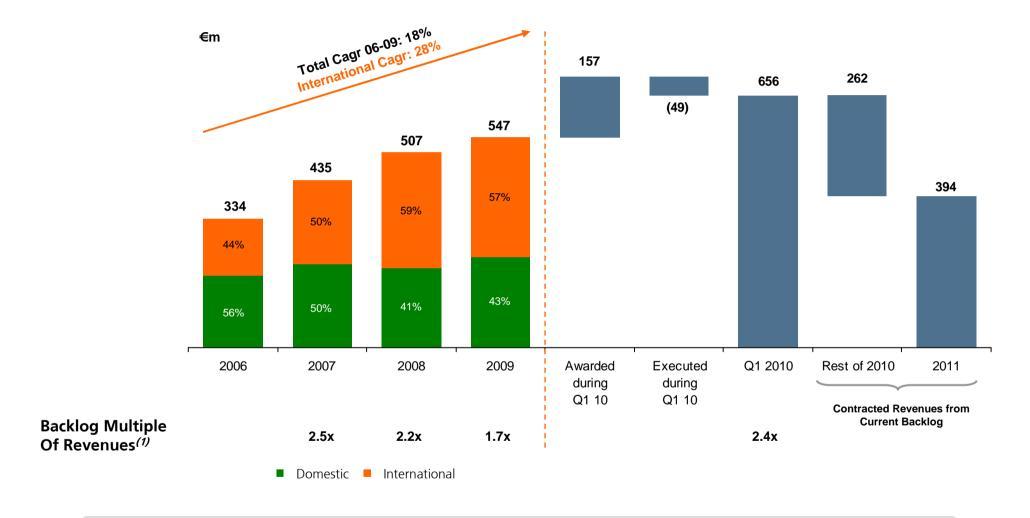
#### **Evolution of Employees Geographic Distribution**





# **EPC Backlog Provides Visibility of Revenues**





#### Sizeable revenues expected to be recognized in 2010 and 2011



	Location	Number of Projects	Туре	Size	Awarded <sup>(1)</sup> (€m)	Already Executed (€m)	Current Backlog (€m)
	Vizcaya	1	Desulphuration	n.a.	71	(10)	61
	Navarra	1	Irrigated Land	23,611ha	27	(20)	7
	A Coruña	1	Hydraulic	n.a.	18	(7)	11
Main Projects in Spain	Cáceres	1	Hydraulic	n.a.	17	(3)	14
	Toledo	1	Water Treatment	20,000m³/day	17	(9)	8
	Murcia	1	Water Treatment	520,000m <sup>3</sup> /day	15	(1)	14
	Sevilla	1	Hydraulic	n.a.	13	-	13
	Total	7			180	(50)	129
	Tenes (Algeria)	1	Desalination	200,000m <sup>3</sup> /day	145	(41)	104
	Honaine (Algeria)	1	Desalination	200,000m³/day	82	(71)	11
Main	Quingdao (China)	1	Desalination	100,000m <sup>3</sup> /day	73	(6)	67
International Projects	Xangongo (Angola)	1	Water Treatment	24,500m <sup>3</sup> /day	45	(6)	39
	Arequipa (Peru)	1	Water Treatment	130,000m³/day	28	-	28
	Ratnapura (Sri Lanka)	1	Water Treatment	13,000m³/day	26	-	26
	Total	6			399	(124)	275
Other Projects	Projects in Spain	67	-	-	485	(251)	234
	Projects International	10	-	-	95	(77)	18
Total		90			€1,159m	€503m	€656m

<sup>(1)</sup> Awarded amount attributable to Befesa. Status as of 31st March 2010



## Contracted Water Concessions Provide Recurring Cash Flows



Befesa's current water desalination portfolio anticipated to become fully operational in 2012, the portfolio will deliver an incremental c. €100m of revenue in its first full year of operations.

2009	2010		2011	20	12	c. 700,000 m³ per day of gross operating capacity in 2012
Location	Algeria	India	Algeria	Algeria	China	111 2012
Expected Commissioning Date	Q4 2009	Q2 2010	Q1 2011	Q4 2011	Q2 2012	
Plant	Skikda	Chennai	Honaine	Tenes	Qingdao	<u>Total</u>
m³/day	100,000	100,000	200,000	200,000	100,000	700,000 m³/da
Total Investment (€m)	101	108	215	171	135	_
Total Equity (€m) <sup>(1)</sup>	20	32	43	34	45	_
Non-Recourse Debt % of Total Investment	80%	70%	80%	80%	67%	_
Befesa Net Ownership	34%	25%	26%	51%	92%	_
Befesa Total Equity Committed (€m) <sup>(2)</sup>	6.8	8.1	11.2	17.4	40.9	€84.5m
Befesa Equity Invested (€m) <sup>(3)</sup>	4.7	7.1	9.2	8.9	8.4	€38.2m
Consolidation Method	Full	Equity Accounted	Proportionally (50%)	Full	Full	<u>Revenues –</u> Total Concessio
Expected Annual Revenues (€m)	19	_(5)	37	30	22	Period
Expected Total Revenues (€m) <sup>(4)</sup>	483	_ <i>(5)</i>	927	753	552	€2.7bn

Note: FX Rate as at 31st March 2010: 1.34\$/€. Apart from the international concessions, Befesa operates 4 concessions in Spain (Iniciativas Hidroeléctricas, Canal de Navarra, IDAM Cartagena and Canal de Aragón y Cataluña)

<sup>(1)</sup> Includes contributions from other shareholders

<sup>(2)</sup> Includes amount already invested

<sup>(3) €</sup>m as of 31 December 2009

<sup>(4)</sup> Revenues during the concession period in real terms, assuming full capacity utilization throughout the concession period

<sup>(5)</sup> Chennai revenues are not consolidated



# Tangible Pipeline of Possible Projects Provides Opportunities for Further Growth



•	Befesa has a proven
	track-record of
	capturing new backlog
	on a yearly basis

- Recurrent backlog at domestic level estimated larger than €200m
- International backlog growing at 28% since 2006

	Market Size in 09-2015E <sup>(1)</sup>	Target Befesa's Projects <sup>(5)</sup>	Number & Types of Projects	EPC vs. Concessions	Stage
Libya	US\$10bn	€1.0bn	4 Desalination Plants 3 Signed MoU	4 EPC and Concessions	MOU signed (3) Tendered (1)
North Africa <sup>(2)</sup>	US\$39bn	€1.0bn	3 Desalination Plants 2 Product Water Pipeline 1 Wastewater Treatment Plant 1 Underground Water Treatment	7 EPC (4 Concessions)	Pre-qualified (3) Tendered (1) Proposals (1) Identified (2)
China	US\$395bn	€1.2bn	13 Desalination Plants	13 EPC (11 Concessions)	Tendered (1) Identified (12)
India	US\$31bn	€0.9bn	4 Desalination Plants 1 Water Treatment Plants	5 EPC (4 Concession)	Tendered (2) Pre-qualified (1) Identified (2)
Gulf Region <sup>(3)</sup>	US\$82bn	€2.1bn	Desalination Plant + Pipework     Desalination Plants	3 EPC (3 Concession)	Identified (3)
USA	US\$690bn	€0.4bn	2 Brackish Water Plants 1 Pumping Station 1 Water Plant 1 Pipeline Expansion of 1 Wastewater Treatment Plant	6 EPC	Identified (6)
LatAm	US\$177bn	€1.5bn	1 Treatment & Marine Outfall 2 Waterpipes 4 Desalination Plants 1 Hydro-power Plant	8 EPC (6 Concessions)	MOU signed (1) Tendered (1) Pre-qualified (2) Identified (4)
Other <sup>(4)</sup>	US\$825bn	€0.8bn	2 Desalination Plants 5 Water Supply Projects	7 EPC and Concessions	Tendered (1) Pre-qualified (1) Identified (5)

Befesa has pre-screened around 55 projects with an estimated total value of around €9bn
Three of the projects have a MOA already signed and more than 21 are in a very advanced stage

Note: See appendix for details of project type and status

- (1) Source: Global Water Intelligence Global Water Market 2008. Based on Total Water Market figures
- (2) Includes Algeria, Morocco, Egypt and Tunisia
- (3) Includes Saudi Arabia, Kuwait, Qatar, United Arab Emirates, Oman, Bahrain, Jordan and Yemen
- (4) Includes Sub-Saharan African, South Asia, East Asia & Pacific excluding China and East Europe & Central Asia
- (5) 100% of value of the project without accounting for the share attributed for potential partners



# **Risk Mitigation Culture**



## Befesa implements internal procedures to assess and manage the inherent risk undertaken in each project.

- Befesa has internal procedures to determine certain projects as critical, which require a higher degree of control & monitoring
- Main conditions to classify a project as critical:
  - Initial contracting size:
     Befesa Construcción
     (>€10m)
  - International locations
- Reporting requirements:
  - Monthly monitoring meeting with all responsible parties of Critical Projects in Befesa
  - Individual meetings with the Project Manager and, in some situations, with the CEO
- Efficient cash management through a conservative working capital policy: during the EPC project development, cash-in expected to be always higher than payments/ cashout

	E	Bidding Process		E	xecution	
Activities	Risk Identification	Price Structure Approval	Final Contract Agreement	Risk Monitoring	Deviation Analysis	Corrective Actions
Activities Description	<ul> <li>Identify and evaluate technical risks (Offers and Engineering &amp; Production Dept.)</li> <li>Review draft of the client contract draft and develop a report (Offers Dept.)</li> </ul>	<ul> <li>Review technical tender and report (Offers Dept.)</li> <li>Adjust risks and contingencies considering commercial risks (Strategy Committee)</li> </ul>	<ul> <li>Send tender and commented draft of the client contract</li> <li>Receive second draft of the contract from client</li> <li>Process contract with Offers Dept. recommendations (Strategy Committee)</li> </ul>	defined in the contract (Project Team)  • Identify new risks on an ad hoc	Analyse likelihood and impact of risks, following standard criteria (Project Team) Issues to be addressed  - Timing & Planning deviations  - Economic deviations affecting contracting margin: budget vs. real  - Future needs of human resources	<ul> <li>Identify and analyse reasons behind the risk (Project Team)</li> <li>Evaluate possible alternatives (Project Team)</li> <li>Estimate impact in cost of alternatives (Project Team)</li> </ul>



- Strengthen and monetise growth of backlog in countries where Befesa is already present
- 2 Project execution excellence across all markets
- Continue with a significant investment in R&D to reduce costs and develop sustainable solutions
- Capture new concessions where returns are attractive and which will provide stable cash flows for the future
- 5 Expand both EPC and concessions selectively into identified attractive geographies

B. Water – Financial Information



# **Key Financials – Water**

## Revenue (€m)

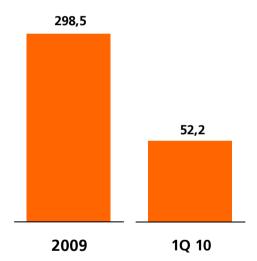
**CAGR 07 - 09:30%** 

## EBITDA (€m)

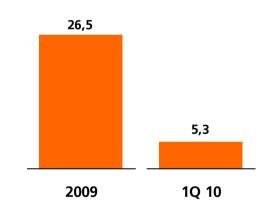
**CAGR 07 – 09 : 42%** 

## Net Income (€m)

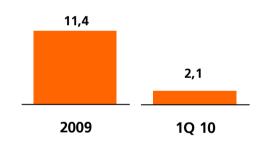
**CAGR 07 - 09:** 



EPC	288,6	48,8
Concessions	9,9	3,4



22,3	5,0
4,2	0,3



11,2	3,1
0,3	(1,0)

4. Consolidated Financial Information

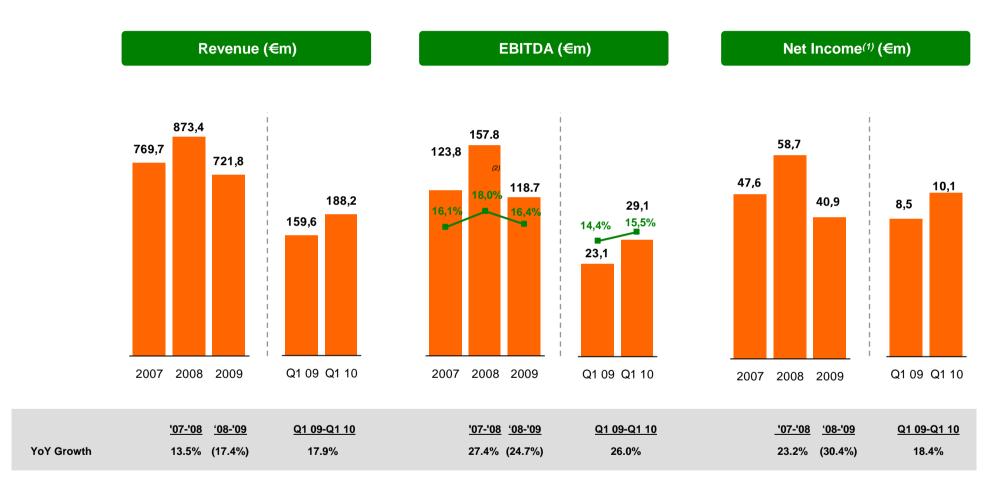


# **Financial Highlights**

### • Non-recourse debt financing Financing "Golden" Rules Active and frequent monitoring of the working capital • Strict risk management policies (FX, Commodities, etc.) Industrial Use of non-recourse debt in past acquisitions: BUS, Alcasa, Agor Waste Cash flow generation is expected to finance maintenance capex and deleverage Recycling Financing per Use of project finance structures to develop the growing concession business **Activity** No need of financing to develop the EPC business Water Margin on EPC business finances partially equity contribution of concessions Financing provided by variety of banks including local development banks • 2.5x<sup>11</sup>Net Debt / reported EBITDA (ex – Water Concessions) **Sound Capital Structure** 90.3% Non Recourse Debt Double digit Ebitda margin 2007/2009 (Resilient business) Well balanced portfolio Diversification by activity and geography businesses Superior growth in water. (2007-2009)CAGR of 30% in revenues and 42% EBITDA. 2009 Ebitda Margin in steel of 30%



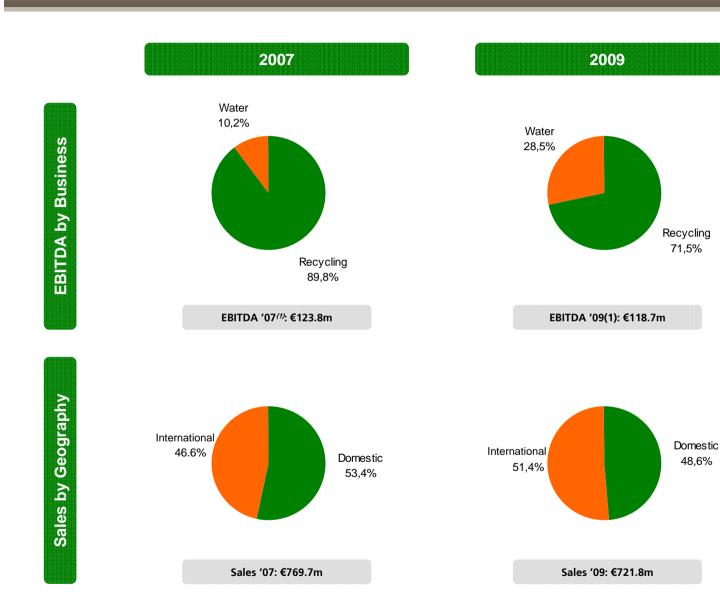
# **Key Financials – Consolidated**



**──** EBITDA Margin



## **Key Financials – Breakdown by Business and Geography**

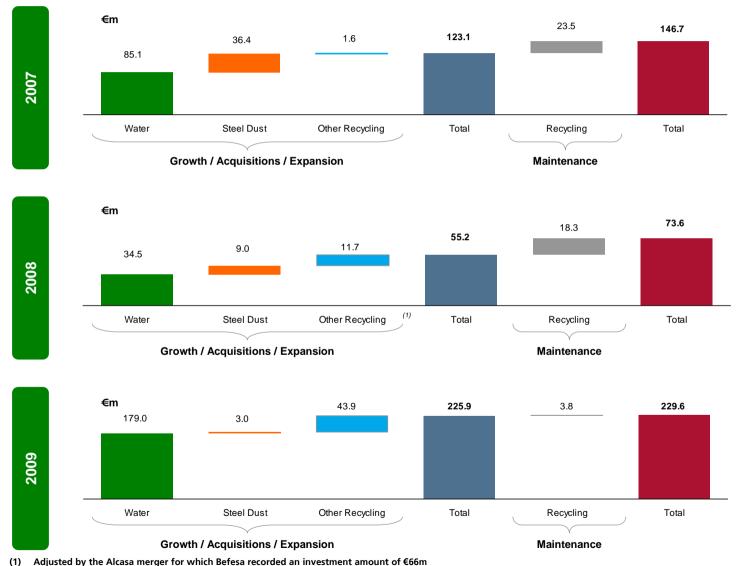


- Increasing contribution by water business and international to the total EBITDA
- Expected continuing
   expansion of international
   business especially once
   accounting for concessions
   which are invested and in
   ramp-up phase

Note: EBITDA breakdown based on recurrent figures

(1) Corporate adjustments not included in the EBITDA breakdown calculation

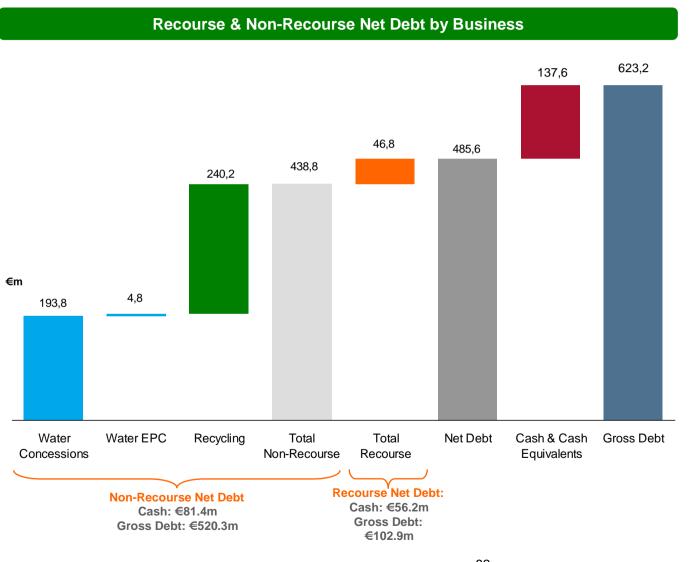




- Contribution of Capex from the Water division has increased over the last three years, reflecting Befesa's strategy to base its future growth on this business
- Existing capacity in the Recycling business will be able to deal with the expected growth in volume. Therefore, no expansion Capex for this division is required

## Net Debt as of 31 December 2009

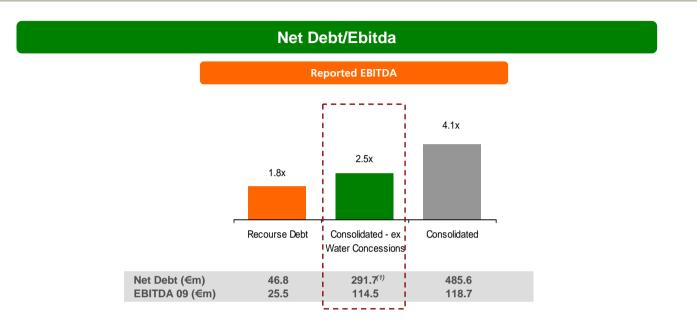
### Befesa is mainly financed through non-recourse debt.



- Non-recourse debt is being mainly used to finance the water concessions and the past acquisitions in the recycling business (BUS, Agor)
- Recourse debt at corporate level funded mainly through a credit line from Abengoa



## 2009 Net Debt / EBITDA



- Leverage ratio excluding preoperational businesses (water concessions) is more representative
  - The water concession business has only generated €4.2m of EBITDA as most of concessions are in construction, but being financed by €194m

Maturity	/ Averag	e Period	Non-Re	course (	Gross [	Debt
macarity	, , troi ag	<b>0</b> 1 0110 a		oouloo .	0,000.	

Recycling

3Q 2014

Water

3Q 2023

Water	Maturity
Quingdao	2027
Chennai	2019
Skikda	2020
Honaine	2024
Tenes	2025

Recycling	Maturity
B. Zinc	2014
Aluminum	2015
B. Salzchlacke	2019

<sup>(1)</sup> Total net debt adjusted for pre-operational net debt



# **Main Financing Facilities**

#### **Acquisition of BUS Group**

- Non-recourse 7-year syndicated loan of €335.5m signed in October 2006
- 33 financial institutions participating
- Current gross debt outstanding: €229.9m (net debt €180m)
- Covenants:

	2006	2007	2008	2009+
Net Debt/EBITDA	<3.7x	<3.6x	<2.5x	<2.3x
Interest Cover Ratio	>4.5x	>4.5x	>5.0x	>5.0x
Debt Service Cover Ratio <sup>(1)</sup>	>1.05x	>1.05x	>1.05x	>1.05x

#### **Acquisition of Alcasa**

- 7-year syndicated loan of €40m in 2008
- Current debt outstanding (Dec-09): €38.3m (net debt of €29.1m)

#### **Acquisition of Agor Group**

- Non-recourse loan of €23.9m signed in Q2 2009
- Current debt outstanding (Dec-09): €23.9m (net debt €19.5m)

#### **Water Concessions**

	Total Investment	Incurred Debt – Dec 09	Expected Debt at Completion	Maturity	Interest Rate
Quingdao	c. €135m	-	€94m (67%)	18 years	Variable
Chennai	c. €108m	-	€74m (70%)	12 years	Fixed <sup>(2)</sup> : 10%
Skikda	c. \$136m	€74.9m	\$106m (80%)	17 years	Fixed: 3.75%
Honaine	c. \$291m	€60.3m	\$233m (80%)	17 years	Fixed: 3.75%
Tenes	c. \$231m	€73.6m	\$185m (80%)	17 years	Fixed: 3.75%

#### **Abengoa Credit Line**

- Current credit agreement entered with Abengoa in 2009 to provide long-term financing support to Befesa's activities
  - Maximum limit of €160m automatically renewable each year
- Interest rate of 8.35%

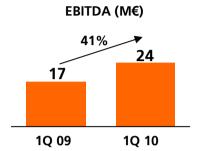
<sup>(1)</sup> Defined as unconsolidated EBITDA times the aggregate gross finance charges

<sup>(2) 3</sup> years fixed. Afterwards variable

S	u	m	m	a	ry	
	_					

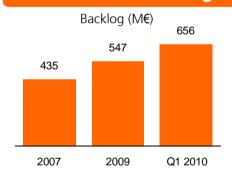
# Review of 2010 first quarter results

## Recycling: Strong results achieved in Q1 in industrial waste recycling shows significant recovery



- Significant recovery in volume treated: steel dust and salt slag
- Margins have benefited from the volume increase and the operating leverage / fixed costs effect in the recycling business

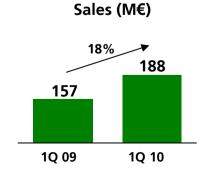
### Water: solid backlog and EPC margin improvement

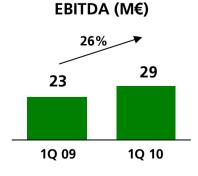


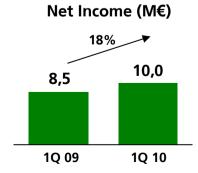


- The solid backlog contracted
- Margin improvement based on:
  - Cost structure stabilization
  - Higher level of contracting in the international scene
  - Higher proportion of EPC projects coming from own projects (concession)

## Double digit growth in consolidated figures comparing 1Q 09 vs. 1Q 10









## Positive outlook for 2010 both in recycling and water



- Expected economic upturn based on the positive market recovery observed in Q1 2010 after a difficult 2009
- Market conditions have further improved in Q2 2010, and we expect to benefit from that recovery
- Volumes treated during Q2 and plants utilization achieved, reflect strong recovery



- Good execution progress in Q2 in line with 2010 budget
- Good progress in backlog order during Q2
- Further EPC margin improvement expected derived primarily from more international EPC projects
- Secured backlog assure execution for rest of 2010 and 2011
- Tangible pipeline in EPC and concessions



## Befesa enjoy a privileged position in both industrial waste recycling and water, in order to grow and become a worldwide reference

**European leader in niche markets** 

Unique service oriented business model

Growth opportunities in new geographies as environmental regulation evolves

**Secured EPC Backlog (€656m)** 

**Existing Concession Portfolio (€2.7bn)** 

Tangible Pipeline (EPC and concessions) (€9bn)

**Expected Margin Improvement in EPC** 

Q&A





For further information please contact:

#### **Contact Person**

Rafael Pérez

**Director of Corporate Development** 

Tel: (+34) 95 493 7111

E-mail: rafael.perez@befesa.abengoa.com

# **Appendix**



## **Track Record in EPC**

Befesa has a strong track record in EPC (ex – Concessions), having successfully managed both domestic and international projects.

	2002		2004		2006		200	•		40
	2002		2004		2006		200	8	20	10
esalination Plant	:s									
Awarding Date	19	999	2000		2000	2002	2	2007		2009
Plant	Alm	neria	Cartagena	l	Carboneras	Ataba	al	Bajo Almanzora	a De	epurBaix
Location	Sp	pain	Spain		Spain	Spair	n	Spain		Spain
Contract	EPC + OE	M 15 Years	EPC, Finance +	OEM	EPC	EPC	; EF	PC + OEM 15 Ye	ears	EPC
M³/day	50.	,000	65,000		120,000	165,00	00	60,000		60,000
EPC Budget (€m) <sup>1)</sup>	30	0.4	36.9		68.5	39.5	i	73.0		13.0
/ater Treatment & Awarding Date Plant	2005 Potabilizaciór Ciudad Sandir		Meco, Potak	2006 bilizadora El onquero	2007 EDAR Mocejón	2007 Abt. agua pota Xangongo	200 able Potabiliza Cen	idora El E	2008 DAR Jerez	2009 Potabilizado Arequipa
Location	Nicaragua	Spai	in	Spain	Spain	Angola	Spa	ain	Spain	Peru
M³/day	6,054	13,50	00 9	90,000	20,000	24,500	520,0	000	70,000	130,000
EPC Budget (€m) <sup>1)</sup>	10.4	8		14	13.3	68	28	3	9.4	25
ydraulic Infrastru	<u>ucture</u>									
Awarding Date	2003	2004	2005	2006	2006	2007	2007	2008	2008	2009
Plant	Sahechores	Jucar Vinalopo conducción	Estación Bombeo Jorf	Regadios de Marismas	Regadios de Navarra	Regadios Xerta Xenia	Abt. a Caceres	Colectores Rio Sar	San Juan del Sur	Canal del Via
Product	Hydroelectric Plant	Hydraulic Works	Hydraulic Works	Irrigation	Irrigation	Irrigation	Hydraulic Works	Hydraulic Works	Hydraulic Works	Hydraulic Works
			N 4	Spain	spain	Spain	Spain	Spain	Nicaragua	Spain
Location	Spain	Spain	Marruecos	Opairi	opa	- 1				
Location Capacity / Surface / Volume / Power	Spain 21,200 kva	Spain 10,000 l/s	Marruecos	12,800 Ha	23,611 Ha	16,500 Ha	1,5 m <sup>3</sup> /s		-	

Befesa Water's international diversification ready to capture growth by leveraging its undisputed leadership in the Spanish home market



# Long Track Record and Know-how: Project Finance Expertise / Capabilities

Plant	Skikda	Chennai	Honaine	Tenes	Qingdao
Financing (Signed	d Contracts)				
• Amount	c. \$109m	c. €74m	c. \$233m	c. \$185m	c. €95m
• Period	17 years (2.5 years of interest-only payments)	12 years (2 years of interest-only payments)	17 years (2.5 years of interest-only payments)	17 years (2.5 years of interest-only payments)	18 years (3 years of interest-only payments)
• Interest Rate	Fixed: 3.75%	3yr Fixed: 10%, then variable	Fixed: 3.75%	Fixed: 3.75%	Variable (People's Bank of China Interest rate)
• Syndicate	Local bank syndicate. Lead: BNA	Canara Bank, Indian Overseas Bank; United Bank of India; DEG	Local bank syndicate. Lead: CPA	Local bank syndicate. Lead: CPA	Lead: ABC  Rest:Export Import Bank of China, China Construction Bank; China Merchants Bank
• Leverage	80/20	70/30	80/20	80/20	70/30



# **Pipeline Opportunities**

Location	Project	Size	Туре	Type of Contract	Potential Partnership	Status	Total Estimated Investment Amount (€m)
	Musrata	500,000 m <sup>3</sup>	Desalination Plant	BOOT for 25 years	General Desalination Company of Libya	MOU Signed	
Libra	Sirt	100,000 m <sup>3</sup>	Desalination Plant	BOOT for 25 years	General Desalination Company of Libya	MOU Signed	c. €950m
Libya	West Tripoli	200,000 m <sup>3</sup>	Desalination Plant	BOOT for 25 years	General Desalination Company of Libya	MOU Signed	C. €95UM
	Tobruk	100,000 m <sup>3</sup>	Desalination Plant	EPC	General Desalination Company of Libya	Tendered	
	Djerba Tunisia	50,000 m <sup>3</sup>	Desalination Plant	BOT for 25 years	Princess Group, Instrata Capital	Tendered	
	Agadir	100,000 m <sup>3</sup>	Desalination Plant	20-25 years	N/A	Pre-qualified	
	Moroco	100,000 m <sup>3</sup>	Desalination Plant	20-25 years	N/A	Pre-qualified	
North Africa	Tenes	200 MLD	Product Water Pipeline	EPC	N/A	Identified	c. €1.0bn
	Mactaá	500 MLD	Product Water Pipeline	EPC	N/A	Proposal	
	Chott El Gharbi	500 MLD	Underground water treatment	EPC	N/A	Identified	
	Egypt	150,000m <sup>3</sup>	Wastewater Treatment Plant	BOT for 18 years	AAW, Siac	Pre-qualified	
	Baosteel	200,000m <sup>3</sup>	Desalination Plant	EPC	N/A	Tendered	
	Teda	100,000m <sup>3</sup>	Desalination Plant	BOT for 20-25 years	N/A	Identified	
	Ansteel	12,300m <sup>3</sup>	Desalination Plant	EPC	N/A	Identified	
	Yantai	50,000m <sup>3</sup>	Desalination Plant	BOT for 20-25 years	N/A	Identified	
	Weihai	50,000m <sup>3</sup>	Desalination Plant	BOT for 20-25 years	N/A	Identified	
	Qingdao II	100,000m <sup>3</sup>	Desalination Plant	BOT for 20-25 years	N/A	Identified	
China	Yelow Island	100,000m <sup>3</sup>	Desalination Plant	BOT for 20-25 years	N/A	Identified	c. €1.2bn
	Rizhao	100,000m <sup>3</sup>	Desalination Plant	BOT for 20-25 years	N/A	Identified	
	Laoshan	20,000m <sup>3</sup>	Desalination Plant	BOT for 20-25 years	N/A	Identified	
	Shougang	50,000m <sup>3</sup>	Desalination Plant	BOT for 20-25 years	N/A	Identified	
	Fenui	120,000m <sup>3</sup>	Desalination Plant	BOT for 20-25 years	N/A	Identified	
	Huadian	150,000m <sup>3</sup>	Desalination Plant	BOT for 20-25 years	N/A	Identified	
	Lingang	100,000m <sup>3</sup>	Desalination Plant	BOT for 20-25 years	N/A	Identified	
	Khrishnapatnam Port	100,000m <sup>3</sup>	Desalination Plant	EPC + 20 years	Hyflux, Veolia	Tendered	
	Agra Water	144,000m <sup>3</sup>	Water Treatment Plant	EPC + 10 years	CC&CL	Tendered	
India	Kutch Desalination	200,000m <sup>3</sup>	Desalination Plant	EPC + concession	N/A	Pre-qualified	c. €0.9bn
	Mumbai	10,000m <sup>3</sup>	Desalination Plant	EPC	N/A	Identified	
	Other	400,000m <sup>3</sup>	Desalination Plant	20-25 years	N/A	Identified	

#### Befesa Water has pre-screened around 55 projects with an estimated total value of around €9bn

Note: **Pre-qualified:** Projects in which, after a prequalification competitive bidding stage, a short list of companies, included Befesa, have been invited to participate in the process. An intense dialogue with the client is normally taking place to define the final technical and economical feasibility of the project and the competition is restricted to the shortlisted companies.

Tendered: Projects in which a public bidding process is underway. Befesa has submitted an economic/technical proposal and is waiting for final resolution/adjustments from the client.

Proposals: Projects in which the client is considering a public bidding process. Befesa has already identified the opportunity, has set up local teams to work on the situation, has developed preliminary feasibility studies and is preparing an economic/technical proposal for the project.

Identified: Projects in very early stages of development but where certain evidences exist that a public bidding process may be initiated. Befesa begins preliminary studies and analysis and commercial local teams start working on the situation.



# **Pipeline Opportunities**

Location	Project	Size	Туре	Type of Contract	Potential Partnership	Status	Total Estimated Investment Amount (€m)
Gulf Region	Jordan Al Goubrah Other	500,000m <sup>3</sup> 120,000m <sup>3</sup> 500,000m <sup>3</sup>	Desalination Plant + Pipework Desalination Plant Desalination, Wastewater	BOT for 20-25 years BOT for 18 years between 20-25 years	N/A N/A N/A	Identified Identified Identified	c. €2.1bn
USA	San Antonio Brownsville Brownsville West Basin Amarillo Water Robindale	100,000m <sup>3</sup> 50,000m <sup>3</sup> - 100,000m <sup>3</sup>	Brackish Water Plant Brackish Water Plant Pumping Station Water Plan Pipeline	EPC or D+B EPC or D+B D+B D+B Build Build	NRS NRS NRS NRS NRS	Identified Identified Identified Identified Identified Identified	c. €0.4bn
Latin America	Lima Sur La Chira Acueducto Falcón Matamoros Acueducto Zapotillo Trinidad & Tobago Bello Salitre Panama	100,000 m <sup>3</sup> 6.1 m <sup>3</sup> /s 300,000 m <sup>3</sup> 5.0 m <sup>3</sup> /s 4.0 m <sup>3</sup> /s	Treatment & marine outfall Water pipe Water pipe 4 Desalination Plants Hydroopower Plant	20 years BOT for 20-25 years 20-25 years 20-25 years BOT for 20-25 years EPC EPC BOT	Biwater, Marubeni Abengoa Peru, EPM Abengoa Mexico, Sumitomo Abengoa Mexico, Sumitomo Biwater, Marubeni N/A N/A	Tendered Pre-qualified Identified Identified Pre-qualified Identified Identified Idenfied MOU signed	c. €1.5bn
Africa Sub- Saharan	Plant Ghana Swakopmund	60,000 m <sup>3</sup> 80,000 m <sup>3</sup>	Desalination Plant Desalination Plant	20-25 years 20-25 years	N/A Veolia, Degremont	Tendered Pre-qualified	c. €0.2bn
Rest of Asia	Klungkun Bandung Bandar Lampung Jakarta Vinacomin	- - - - -	Water Supply Project Water Supply Project Water Supply Project Water Supply Project Water Supply Project	BOT for 20-25 years BOT for 20-25 years BOT for 20-25 years BOT for 20-25 years BOT for 20-25 years	N/A N/A N/A N/A N/A	Identified Identified Identified Identified Identified	c. €0.6bn

#### Befesa Water has pre-screened around 55 projects with an estimated total value of around €9bn

Note: **Pre-qualified:** Projects in which, after a prequalification competitive bidding stage, a short list of companies, included Befesa, have been invited to participate in the process. An intense dialogue with the client is normally taking place to define the final technical and economical feasibility of the project and the competition is restricted to the shortlisted companies.

Tendered: Projects in which a public bidding process is underway. Befesa has submitted an economic/technical proposal and is waiting for final resolution/adjustments from the client.

Proposals: Projects in which the client is considering a public bidding process. Befesa has already identified the opportunity, has set up local teams to work on the situation, has developed preliminary feasibility studies and is preparing an economic/technical proposal for the project.

Identified: Projects in very early stages of development but where certain evidences exist that a public bidding process may be initiated. Befesa begins preliminary studies and analysis and commercial local teams start working on the situation.



# **Quarterly Figures**

Recycling						
€m	Q1 09	Q1 10				
Revenue	93.8	136.0				
% Growth	n.a.	45.0%				
EBITDA	16.5	23.7				
% Growth	n.a.	43.3%				
% Margin	17.6%	17.4%				
EBIT	9.1	16.1				
% Growth	n.a.	76.3%				
% Margin	9.7%	11.8%				
Net Income <sup>(1)</sup>	6.0	9.1				
% Growth	n.a.	51.3%				

Water - Concessions					
€m	Q1 09	Q1 10			
Revenue	0.5	3.4			
% Growth	n.a.	627.3%			
EBITDA	(0.6)	0.3			
% Growth	n.a.	(157.2%)			
% Margin	n.m.	9.7%			
EBIT	(0.6)	(0.7)			
% Growth	n.a.	9.7%			
% Margin	n.m.	(19.5%)			
Net Income <sup>(1)</sup>	(0.3)	(1.0)			
% Growth	n.a.	202.2%			

Water - EPC						
€m	Q1 09	Q1 10				
Revenue	65.3	48.8				
% Growth	n.a.	(25.3%)				
EBITDA	6.9	5.0				
% Growth	n.a.	(28.5%)				
% Margin	10.6%	10.2%				
EBIT	6.4	4.9				
% Growth	n.a.	(23.3%)				
% Margin	9.9%	10.1%				
Net Income <sup>(1)</sup>	4.4	3.1				
% Growth	n.a.	(30.5%)				

Co	Consolidated						
€m	Q1 09	Q1 10					
Revenue	159.6	188.2					
% Growth	n.a.	17.9%					
EBITDA	23.1	29.1					
% Growth	n.a.	26.1%					
% Margin	14.4%	15.5%					
EBIT	15.1	20.4					
% Growth	n.a.	35.2%					
% Margin	9.5%	10.9%					
Net Income <sup>(1)</sup>	8.5	10.1					
% Growth	n.a.	18.4%					

Note: Unaudited figures

<sup>(1)</sup> Net Income attributed to the parent company



# **Consolidated Income Statement**

Consolidated Income Statement						
€m	2007	2008	2009			
Revenue	769.7	873.4	721.8			
% Growth	n.a.	13.5%	(17.4%)			
EBITDA	123.8	157.9	118.7			
% Growth	n.a.	27.6%	(24.8%)			
% Margin	16.1%	18.1%	16.4%			
EBIT	97.2	115.1	84.0			
% Growth	n.a.	18.4%	(27.1%)			
% Margin	12.6%	13.2%	11.6%			
РВТ	63.6	83.5	53.6			
% Growth	n.a.	31.3%	(35.8%)			
Taxes	(15.6)	(20.8)	(13.4)			
Net Profit	48.0	62.7	40.2			
% Growth	n.a.	30.7%	(35.9%)			
Minority Interests	(0.4)	(4.0)	0.6			
Attributable Net Profit	47.6	58.7	40.9			



## **Consolidated Balance Sheet as of 31 December**

	2007	2008	2009
€m			
Intangible assets	361.0	393.0	488.3
PP&E in use	248.3	250.1	292.4
PP&E in the course of construction	77.6	103.1	176.7
Investments in Associates	9.7	11.0	11.7
Non-current financial assets	35.1	130.8	63.0
Deferred tax assets	58.2	68.1	92.4
Total non-current assets	789.9	956.1	1,124.5
Inventories	43.9	52.1	42.6
Trade and other receivables	177.8	214.0	192.4
Trade receivables from related companies	13.6	14.9	17.3
Tax receivables	25.0	38.9	35.1
Other receivables	14.5	19.6	20.0
Other current financial assets	73.9	101.7	37.9
Cash and cash equivalents	53.6	100.9	102.0
Total current assets	402.2	541.9	447.5
Total Assets	1,192.1	1,498.1	1,572.0
Shareholders' Equity	268.5	434.6	375.8
Long-term provisions	26.6	44.7	46.5
Long-term without recourse financing	330.9	344.1	459.9
Bank borrowings	7.4	9.2	11.4
Non-current obligations under finance leases	1.6	1.9	1.9
Other non-current liabilities	63.9	98.4	138.7
Total non current liabilities	430.4	498.4	658.5
Short-term without recourse financing	44.0	44.5	49.0
Bank borrowings	18.6	12.3	19.3
Current obligations under finance leases	0.6	0.6	0.6
Trade payables, related companies	12.3	15.8	17.6
Trade and other payables	375.2	423.6	377.5
Short-term provisions	1.5	0.7	1.9
Tax payables	22.1	48.7	36.5
Other current liabilities	18.9	18.8	35.2
Total current liabilities	493.2	565.1	537.6
Total Equity and Liabilities	1,192.1	1,498.1	1,572.0

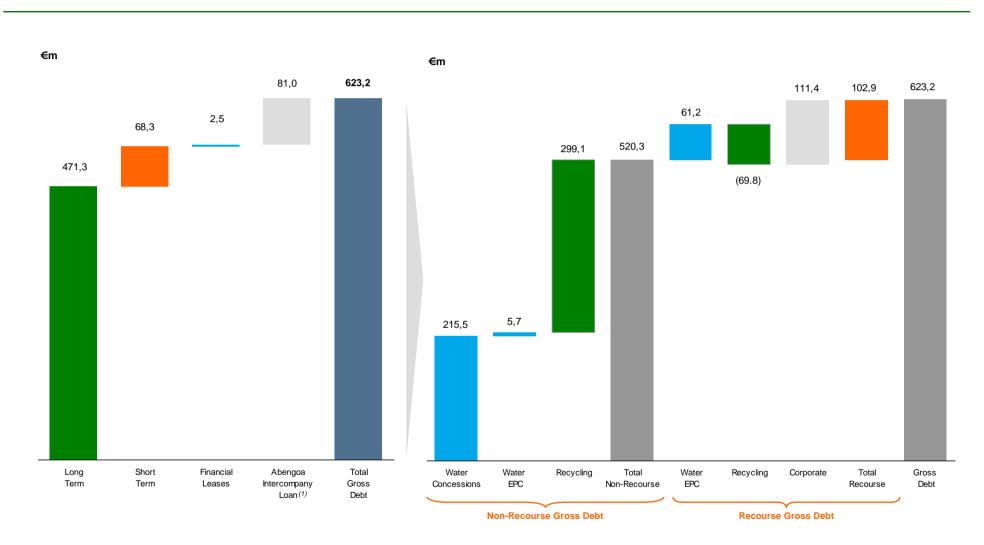


## **Consolidated Cash Flow Statement**

Windry Interests         0.4         4.0         (0.6)           Depreciation and amortisation         33.2         367         34.7           Tangages in Indowances for financial assets         (0.6)         (0.2)         (0.7)           Results of associates         (10.9)         (1.2)         (0.7)           Incompact many provisions         5.9         6.63         2.3           Transpace of Indeges to income         36.8         (31.8)         3.2           Transpace of Indeges to income         36.8         3.8         3.8           Transpace of Indeges to income         38.1         3.2         3.2           Transpace of Indeges to income         38.1         3.2         3.2           Transpace of Indeges to income	€m	2007	2008	2009
Windry Interests         0.4         4.0         (0.6)           Depreciation and amortisation         33.2         367         34.7           Tangages in Indowances for financial assets         (0.6)         (0.2)         (0.7)           Results of associates         (10.9)         (1.2)         (0.7)           Incompact many provisions         5.9         6.63         2.3           Transpace of Indeges to income         36.8         (31.8)         3.2           Transpace of Indeges to income         36.8         3.8         3.8           Transpace of Indeges to income         38.1         3.2         3.2           Transpace of Indeges to income         38.1         3.2         3.2           Transpace of Indeges to income	PBT	63.3	79.5	54.3
Changes in allowances for financial assets   0.6   0.4   0.2   0.7	Minority Interests			
Results of associates (0,9) (1,2) (0,7) (1,2) (0,7) (1,2) (1	Depreciation and amortisation	33.2	36.7	34.7
Change in long-term provisions   5.9   16.3   2.3   1.2	Changes in allowances for financial assets	0.6	0.4	2.3
Changes in long-term provisions         5.9         16.3         2.3           Transfer of hedges to income         36.8         (31.8)         .           Negative consolidation differences         -         -         (28.0)           Jams on fixed assets disposals         (2.3)         (28.5)         7.4           Jams on disposal of investments in associates         (1.1)         -         -           Valuation adjustments for derivatives, net         (8.1)         -         -           Valuation adjustments for derivatives, net         (8.1)         -         -           Valuation adjustments for derivatives, net         (8.1)         -         -         -           Valuation adjustments for derivatives, net         (8.1)         -         -         -         -           Valuation adjustments for derivatives, net         (8.1)         - <td>Results of associates</td> <td>(0.9)</td> <td>(1.2)</td> <td>(0.7)</td>	Results of associates	(0.9)	(1.2)	(0.7)
Transfer of hedges to income         36.8         (31.8)         -           Vegative consolidation differences         -         -         (28.0)           Sains on fixed assets disposals         (2.3)         (28.5)         7.4           Sains on fixed assets disposals of investments in associates         (1.1)         -         -           Valuation adjustments for derivatives, net         (8.1)         -         -           Vel Financial Expenses // (Income)         -         -         29.6           Vel Expenses // (Income)         -         -         29.6           Provisions for contingencies and expenses used         (0.3)         (1.2)         -           Provisions for contingencies and expenses used         (0.3)         (9.8)         12.3           Vel change in indeferred taxes/income tax paid         38.4         (2.6)         -           Provisions for contingencies and expenses used         1         9.8         12.3           Net change in indeferred taxes/income tax paid         38.4         (2.6)         1.2           Provisions for contingencies and expenses used         1         1.0         1.0           Tax Paid         1         1.0         1.0           Tax Paid         1         1.0         1.0	Income tax	(17.8)	-	-
Pagative consolidation differences   -	Changes in long-term provisions	5.9	16.3	2.3
Gains on fixed assets disposals         (2.3)         (28.5)         7.4           Gains on disposal of investments in associates         (1.1)         -         -           Valuation adjustments for derivatives, net         (8.1)         -         -           Vel Financial Expenses / (ncome)         -         28.6         28.6           Provisions for contingencies and expenses used         (0.3)         (1.2)         -           Change in working capital         (104.9)         (9.8)         12.3           Vel change in deferred taxes/income tax paid         38.4         (2.6)         -           Tax Paid         -         -         (23.4)           Provesting Cash Flow         43.8         (91.4)         (199.7)           Provesting Cash Flow         11.7         50.2         -           Provesting Cash Flow         12.1	Transfer of hedges to income	36.8	(31.8)	-
Gains on disposal of investments in associates         (1.1)         -         -           Valuation adjustments for derivatives, net         (8.1)         -         -           Vel Financial Expenses / (Income)         -         -         29.6           Provisions for contingencies and expense used         (0.3)         (1.2)         -           Change in working capital         (104.9)         (9.8)         12.3           Vel change in deferred taxes/Income tax paid         38.4         (2.6)         -           Tax Paid         -         -         (23.4)           Tax Paid         -         -         (23.4)           Tax Paid         -         -         (1.1)           Operating Cash Flow         43.0         61.8         89.2           Investments in fixed assets         (123.8)         (91.4)         (199.7)           Proceeds from disposal of fixed assets         (17.5)         (14.5)         (20.7)           Proceeds from disposal of investments accounted for using the equity method         8.3         0.0         -           Capital Subsidies         -         -         2.2           Interests Received         -         -         -           Interests Received         -         - <td>Negative consolidation differences</td> <td>-</td> <td>-</td> <td>(28.0)</td>	Negative consolidation differences	-	-	(28.0)
Adulation adjustments for derivatives, net   (8.1)   -   -   29.6     Net Financial Expenses / (Income)   -   -   29.6     Provisions for contingencies and expenses used   (0.3)   (1.2)   -     Change in working capital   (104.9)   (9.8)   (1.2)   -     Net change in deferred taxes/Income tax paid   38.4   (2.6)   -     Net change in deferred taxes/Income tax paid   38.4   (2.6)   -     Tax Paid   -   (23.4)     Tax Paid   -   (1.1)     Departing Cash Flow   43.0   61.8   89.2     Nevestments in fixed assets   (123.8)   (91.4)   (199.7)     Nevestments in fixed assets   (17.5)   (14.5)   (20.7)     Proceeds from disposals of fixed assets   (17.5)   (14.5)   (20.7)     Proceeds from disposal of investments accounted for using the equity method   8.3   0.0   -     Capital Subsidies   -     2.2     Interests Received   -     2.2     Interests Received   -       (55.7)   (213.7)     Interests Received   (12.2)   (55.7)   (213.7)     Interests In Debt / (Debt Repayment)   66.8   42.0   120.5     Other   (10.9)   (10.9)   (10.9)   (10.9)     Other   (10.9)   (10.9)	Gains on fixed assets disposals	(2.3)	(28.5)	7.4
Net Financial Expenses / (Income)         -         -         29.6           Provisions for contingencies and expenses used         (0.3)         (1.2)         -           Change in working capital         (104.9)         (9.8)         12.3           Net Change in deferred taxes/income tax paid         38.4         (2.6)         -           Tax Paid         -         -         (23.4)           Tax Paid         -         -         (1.1)           Operating Cash Flow         43.0         61.8         89.2           Investments in fixed assets         (123.8)         (91.4)         (199.7)           Proceeds from disposals of fixed assets         (17.5)         (14.5)         (20.7)           Proceeds from disposals of fixed assets         11.7         50.2         -           Proceeds from disposals of investments accounted for using the equity method         8.3         0.0         -           Capital Subsidies         -         -         4.5         -           Capital Subsidies         -         -         -         -           Capital Subsidies         -         -         -         -           Increase in Debt / (Debt Repayment)         66.8         42.0         120.5           Oth	Gains on disposal of investments in associates	(1.1)	-	-
Provisions for contingencies and expenses used         (0.3)         (1.2)         -           Change in working capital         (104.9)         (9.8)         12.3           Net change in deferred taxes/Income tax paid         38.4         (2.6)         -           Interests Paid         -         -         (23.4)           Tax Paid         -         -         (1.1)           Operating Cash Flow         43.0         61.8         89.2           Investments in fixed assets         (123.8)         (91.4)         (199.7)           Proceeds from disposals of fixed assets         (17.5)         (14.5)         (20.7)           Proceeds from disposals of fixed assets         11.7         50.2         -           Proceeds from disposals of investments accounted for using the equity method         8.3         0.0         -           Capital Subsidies         -         -         -         -           Capital Subsidies         -         -         -         -           Interest Received         -         -         -         -           Interest Received         12.0         -         -         -           Interest Received         12.0         -         -         -           In	Valuation adjustments for derivatives, net	(8.1)	-	-
Change in working capital         (104.9)         (9.8)         12.3           Net change in deferred taxes/Income tax paid         38.4         (2.6)         -           Interests Paid         -         -         (23.4)           Tax Paid         -         -         (1.1)           Operating Cash Flow         43.0         61.8         89.2           Investments in fixed assets         (123.8)         (91.4)         (199.7)           Investments in equity instruments and other non-current financial assets         (17.5)         (14.5)         (20.7)           Proceeds from disposals of fixed assets         11.7         50.2         -           Proceeds from disposal of investments accounted for using the equity method         8.3         0.0         -           Capital Subsidies         -         -         -           Capital Subsidies         -         -         -           Interests Received         -         -         -           Interests Received         -         -         -           Interests Flow         (12.1)         (55.7)         (213.7)           Interests (Pobt Repayment)         66.8         42.0         120.5           Other         -         -         - </td <td>Net Financial Expenses / (Income)</td> <td>-</td> <td>-</td> <td>29.6</td>	Net Financial Expenses / (Income)	-	-	29.6
Net change in deferred taxes/Income tax paid         38.4         (2.6)         -           Interests Paid         -         -         (23.4)           Tax Paid         -         -         (1.1)           Operating Cash Flow         43.0         61.8         89.2           Investments in fixed assets         (123.8)         (91.4)         (199.7)           Investments in equity instruments and other non-current financial assets         (17.5)         (14.5)         (20.7)           Proceeds from disposals of fixed assets         11.7         50.2         -           Proceeds from disposals of investments accounted for using the equity method         8.3         0.0         -           Capital Subsidies         -         -         2.2           Capital Subsidies         -         -         4.5           Investing Cash Flow         (121.2)         (55.7)         (213.7)           Increase in Debt / (Debt Repayment)         66.8         42.0         120.5           Other         3.3         0.9         5.2	Provisions for contingencies and expenses used	(0.3)	(1.2)	-
Proceeds from disposal of investments accounted for using the equity method   12.8   12.2	Change in working capital	(104.9)	(9.8)	12.3
Tax Paid	Net change in deferred taxes/Income tax paid	38.4	(2.6)	-
Operating Cash Flow         43.0         61.8         89.2           Investments in fixed assets         (123.8)         (91.4)         (199.7)           Investments in equity instruments and other non-current financial assets         (17.5)         (14.5)         (20.7)           Proceeds from disposals of fixed assets         11.7         50.2         -           Proceeds from disposal of investments accounted for using the equity method         8.3         0.0         -           Capital Subsidies         -         -         2.2           Interests Received         -         -         4.5           Investing Cash Flow         (121.2)         (55.7)         (213.7)           Increase in Debt / (Debt Repayment)         66.8         42.0         120.5           Other         (3.3)         (0.9)         5.2	Interests Paid	-	-	(23.4)
rivestments in fixed assets (123.8) (91.4) (199.7) rivestments in equity instruments and other non-current financial assets (17.5) (14.5) (20.7) Proceeds from disposals of fixed assets 11.7 50.2 - Proceeds from disposal of investments accounted for using the equity method 8.3 0.0 - Capital Subsidies - 2 2.2 Interests Received 4.5 Investing Cash Flow (121.2) (55.7) (213.7) Increase in Debt / (Debt Repayment) 66.8 42.0 120.5  Other (3.3) (0.9) 5.2	Tax Paid	-	-	(1.1)
rivestments in equity instruments and other non-current financial assets (17.5) (14.5) (20.7)  Proceeds from disposals of fixed assets 11.7 50.2 -  Proceeds from disposal of investments accounted for using the equity method 8.3 0.0 -  Capital Subsidies - 2.2  Interests Received - 4.5  Investing Cash Flow (121.2) (55.7) (213.7)  Increase in Debt / (Debt Repayment) 66.8 42.0 120.5  Other	Operating Cash Flow	43.0	61.8	89.2
Proceeds from disposals of fixed assets  Proceeds from disposal of investments accounted for using the equity method  8.3  0.0  Capital Subsidies  - 2.2  Interests Received  newsting Cash Flow  (121.2)  (55.7)  (213.7)  Chercese in Debt / (Debt Repayment)  66.8  42.0  120.5  Chercese in Debt / (Debt Repayment)  (0.9)  5.2	Investments in fixed assets	(123.8)	(91.4)	(199.7)
Proceeds from disposal of investments accounted for using the equity method 8.3 0.0 - Capital Subsidies - 2.2 nterests Received - 4.5 nvesting Cash Flow (121.2) (55.7) (213.7)  Increase in Debt / (Debt Repayment) 66.8 42.0 120.5  Other (3.3) (0.9) 5.2	Investments in equity instruments and other non-current financial assets	(17.5)	(14.5)	(20.7)
Capital Subsidies         -         -         2.2           Interests Received         -         -         4.5           Investing Cash Flow         (121.2)         (55.7)         (213.7)           Increase in Debt / (Debt Repayment)         66.8         42.0         120.5           Other         (3.3)         (0.9)         5.2	Proceeds from disposals of fixed assets	11.7	50.2	-
Interests Received         -         -         4.5           Investing Cash Flow         (121.2)         (55.7)         (213.7)           Increase in Debt / (Debt Repayment)         66.8         42.0         120.5           Other         (3.3)         (0.9)         5.2	Proceeds from disposal of investments accounted for using the equity method	8.3	0.0	-
Investing Cash Flow         (121.2)         (55.7)         (213.7)           Increase in Debt / (Debt Repayment)         66.8         42.0         120.5           Other         (3.3)         (0.9)         5.2	Capital Subsidies	-	-	2.2
ncrease in Debt / (Debt Repayment) 66.8 42.0 120.5 Other (3.3) (0.9) 5.2	Interests Received	-	-	4.5
Other (3.3) (0.9) 5.2	Investing Cash Flow	(121.2)	(55.7)	(213.7)
	Increase in Debt / (Debt Repayment)	66.8	42.0	120.5
Financing Cash Flow 63.6 41.1 125.7	Other	(3.3)	(0.9)	5.2
	Financing Cash Flow	63.6	41.1	125.7



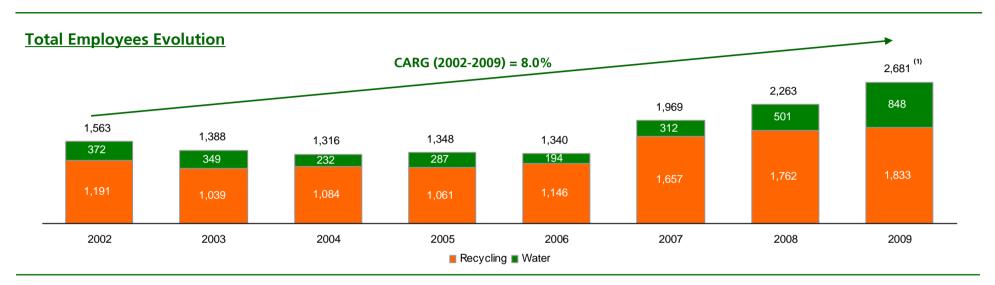
## Befesa is mainly financed through non-recourse debt at subsidiary level.





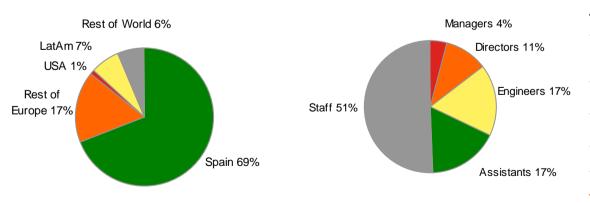
# **Employment Figures**

Human resources have almost doubled in the last 8 years. Befesa accounted by the end of 2009 more than 2,800 employees.



Split by Geography as of 2009

**Split by Category as of 2009** 



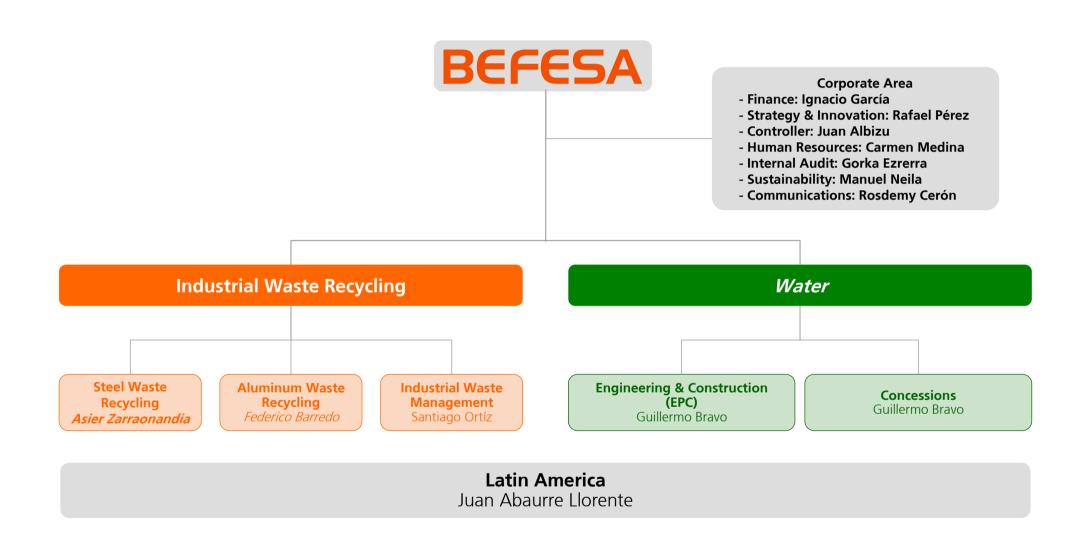
#### Allocation and Type of Employment as of 2009

	Fixed	Site	Temporary	Total
Corporate	24	9	8	41
Aluminium and Salt ISlag Recycling	349	6	69	424
Steel Dust Recycling	492	16	16	524
Industrial Waste Management	494	230	32	756
Water	316	286	323	925
Latam	24	0	139	163
Total	1699	547	587	2833

<sup>(1)</sup> Total 2009 figures does not include temporary workers (UTEs)



# **Organisational Structure**



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