

Mr. Demetrio Ullastres

Investor´s day – October 4<sup>th</sup>, 2005

# Services

Introduction

Organisation

Strategic positioning

Key financial figures

Growth opportunities

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## Environmental Services

Javier Polanco – CEO of Urbaser

## Port and Logistics Services

Juan Carlos Pery – CEO of Dragados SPL

## Passenger Transport

Agustín Batuecas – Chairman and CEO of Continental Auto

## Facility Management

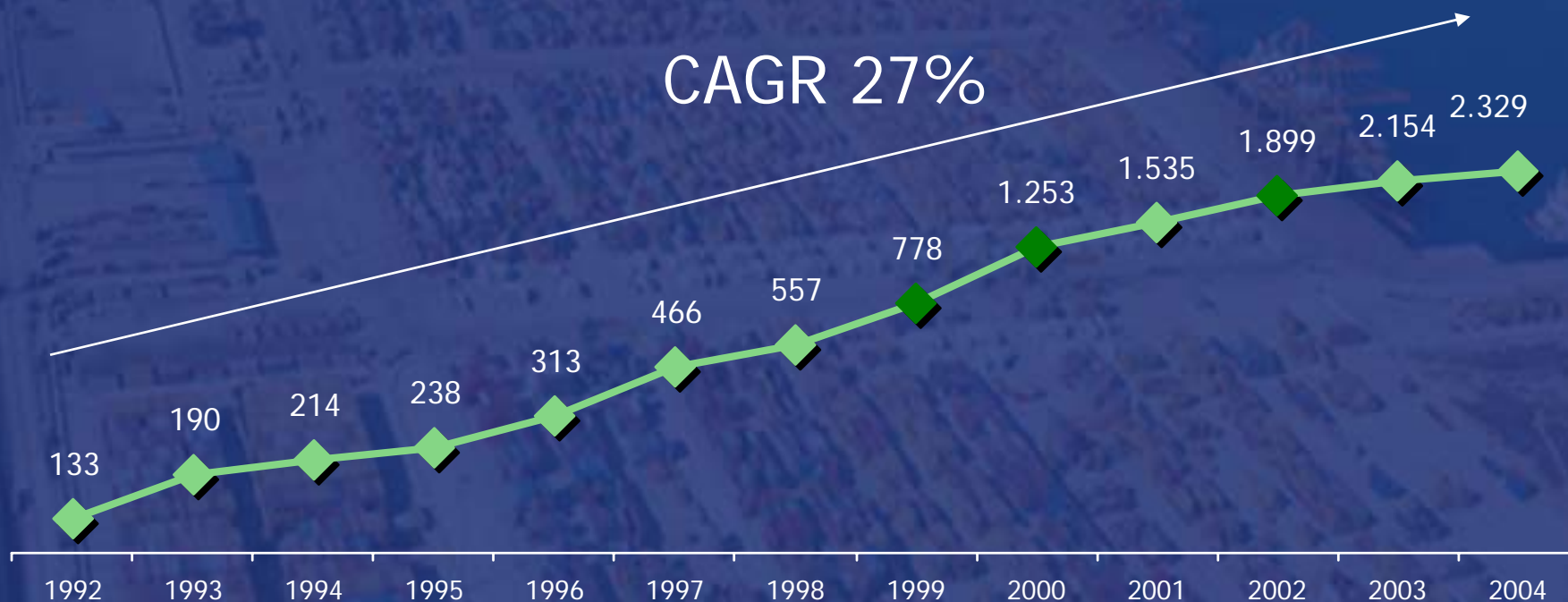
Cristóbal Valderas – CEO of Clece

# Services Historical performance\*

## Services turnover

(€ Mn)

CAGR 27%



\* Includes services activities of ACS+ Grupo Dragados (Spanish GAAP)

**1999**  
Incorporation of Continental Auto and Marítima Valenciana

**2000**  
Incorporation of Onyx, Vertresa and Marítima del Mediterráneo

**2002**  
Incorporation of Sintax Logística

## Leadership in Spain in:

- Environmental Services management
- Facility Management
- Container terminal management
- Passenger transport by road

Technological and financial capacity to allow organic growth and through acquisitions

Capital intensive activities (Treatment Plants and Port Terminals) in process of maturing

# Services Key 2005e figures

Turnover ~ € 2,400 mn

EBITDA ~ € 345 mn

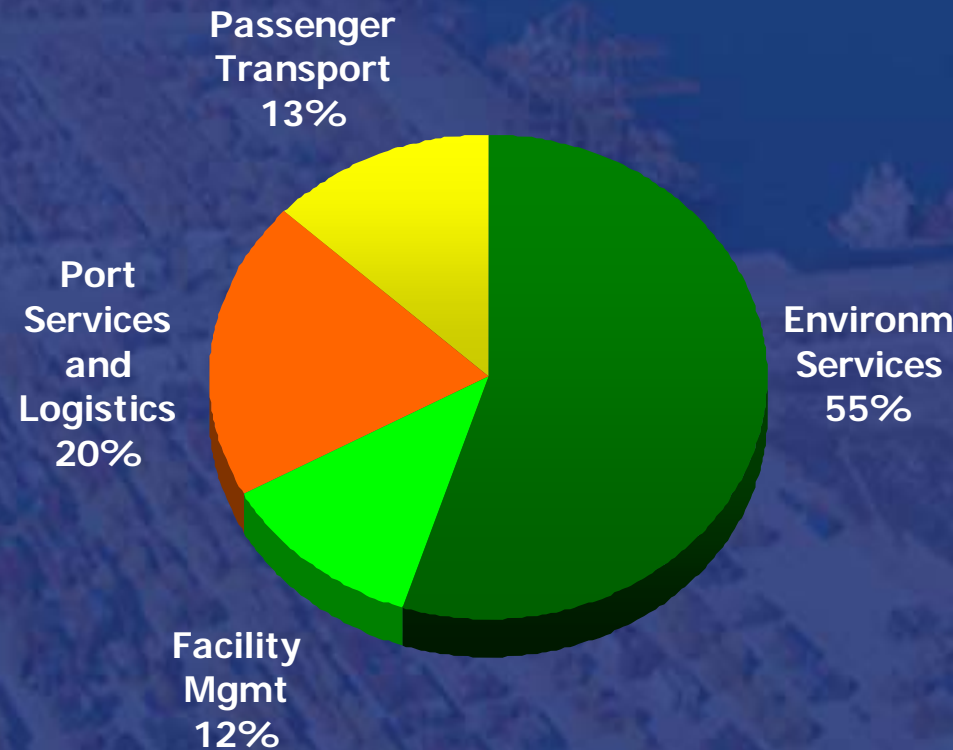
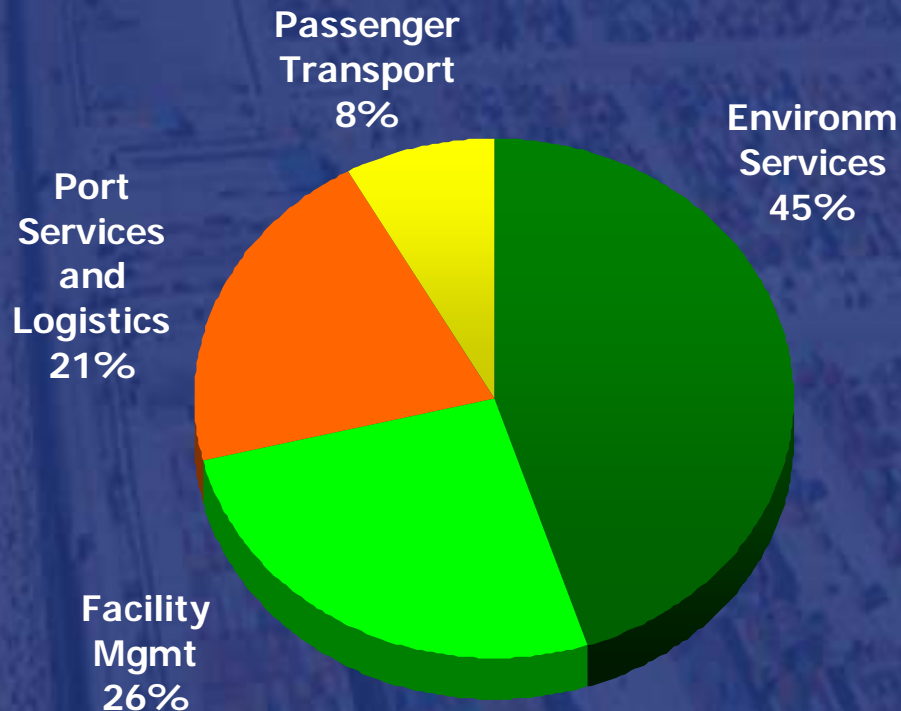
Net profit ~ € 115 mn

Employees August 05 ~ 61,000

# Services **Activities**

Turnover 05e ~ € 2,400 mn

EBITDA 05e ~ € 345 mn



# Services **Activities**

	Activities	Characteristics
<b>Environmental Services</b> <b>45%*</b>	<ul style="list-style-type: none"><li>• Cleaning and SUW collection</li><li>• Industrial and clinical waste collection</li><li>• Construction and operation of waste treatment Plants</li><li>• Integrated water management</li></ul>	<ul style="list-style-type: none"><li>• Advanced treatment technology</li><li>• High entrance barriers</li><li>• Exportable know-how</li><li>• Recurrent clients, revenues and profits</li></ul>
<b>Facility Management</b> <b>26%*</b>	<ul style="list-style-type: none"><li>• Cleaning of buildings</li><li>• Facility management</li><li>• Socio-sanitary services</li><li>• Gardening and landscape restoration</li><li>• Advertising</li></ul>	<ul style="list-style-type: none"><li>• High returns on investment</li><li>• High growth potential</li><li>• Diversification possibilities</li><li>• Recurrent profits</li></ul>

\* Contribution to 2005e sales

# Services **Activities**

	Activities	Characteristics
Port Services and Logistics <b>21%*</b>	<ul style="list-style-type: none"><li>• Container terminal management</li><li>• Conventional terminal management</li><li>• Consignee and transition agency</li><li>• Vehicle logistics</li></ul>	<ul style="list-style-type: none"><li>• Long-term concessions</li><li>• Recurrent revenues at mature terminals</li><li>• High growth market</li><li>• High entrance barriers</li><li>• Good positioning for transporting goods by rail</li></ul>
Passenger Transport <b>8%*</b>	<ul style="list-style-type: none"><li>• Regular transport by road</li><li>• Operation of transport stations and transfers</li><li>• Transport of goods by road</li><li>• Railway operations</li></ul>	<ul style="list-style-type: none"><li>• Recurrent revenues and profits</li><li>• Development of transfer stations</li><li>• High entrance barriers</li></ul>

\* Contribution to 2005e Sales

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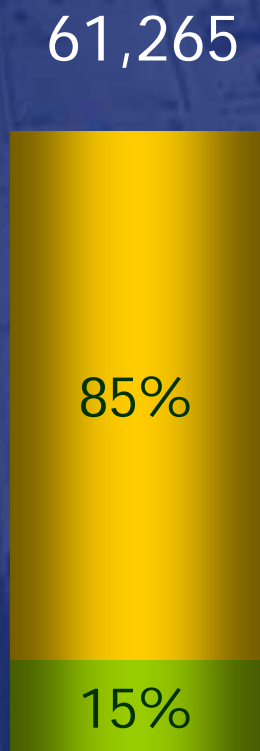
Growth opportunities

# Services Organisation



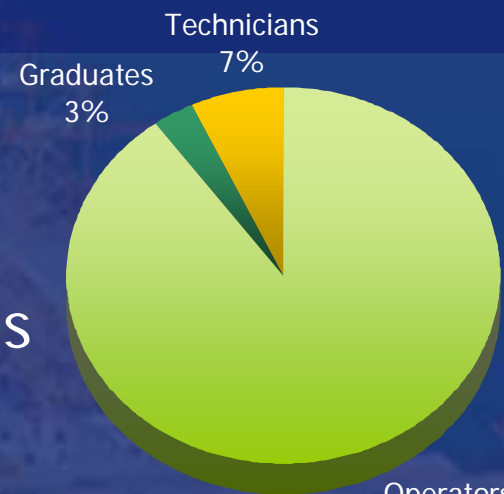
- Decentralised system structured into companies and delegations: close customer service
- Structure focused on detecting and developing new services for our clients
- Managers with wide experience in the businesses they run and at the international level

## Employees Dec. 04

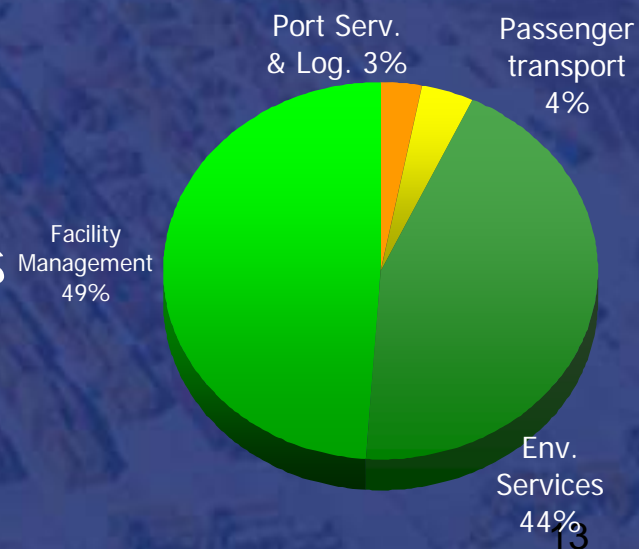


- Spain
- International

### By qualifications



### By activities



# Services

Introduction

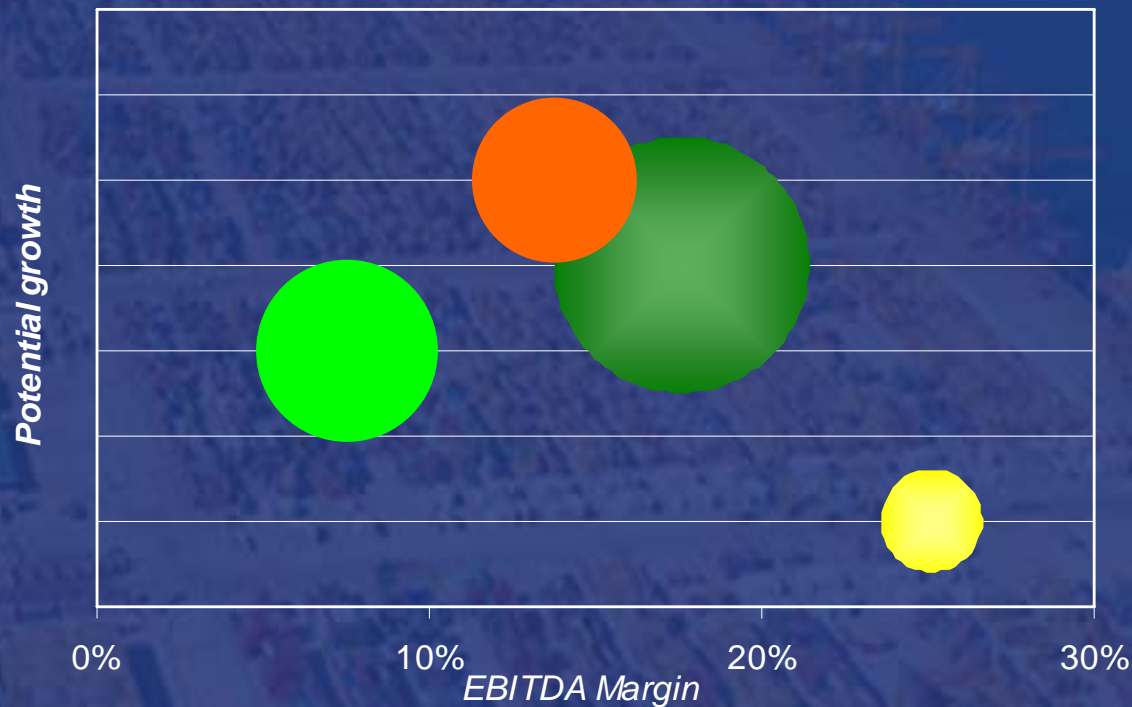
Organisation

**Strategic positioning**

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# Services Strategic positioning



**CLECE**

**DRAGADOS SPL**

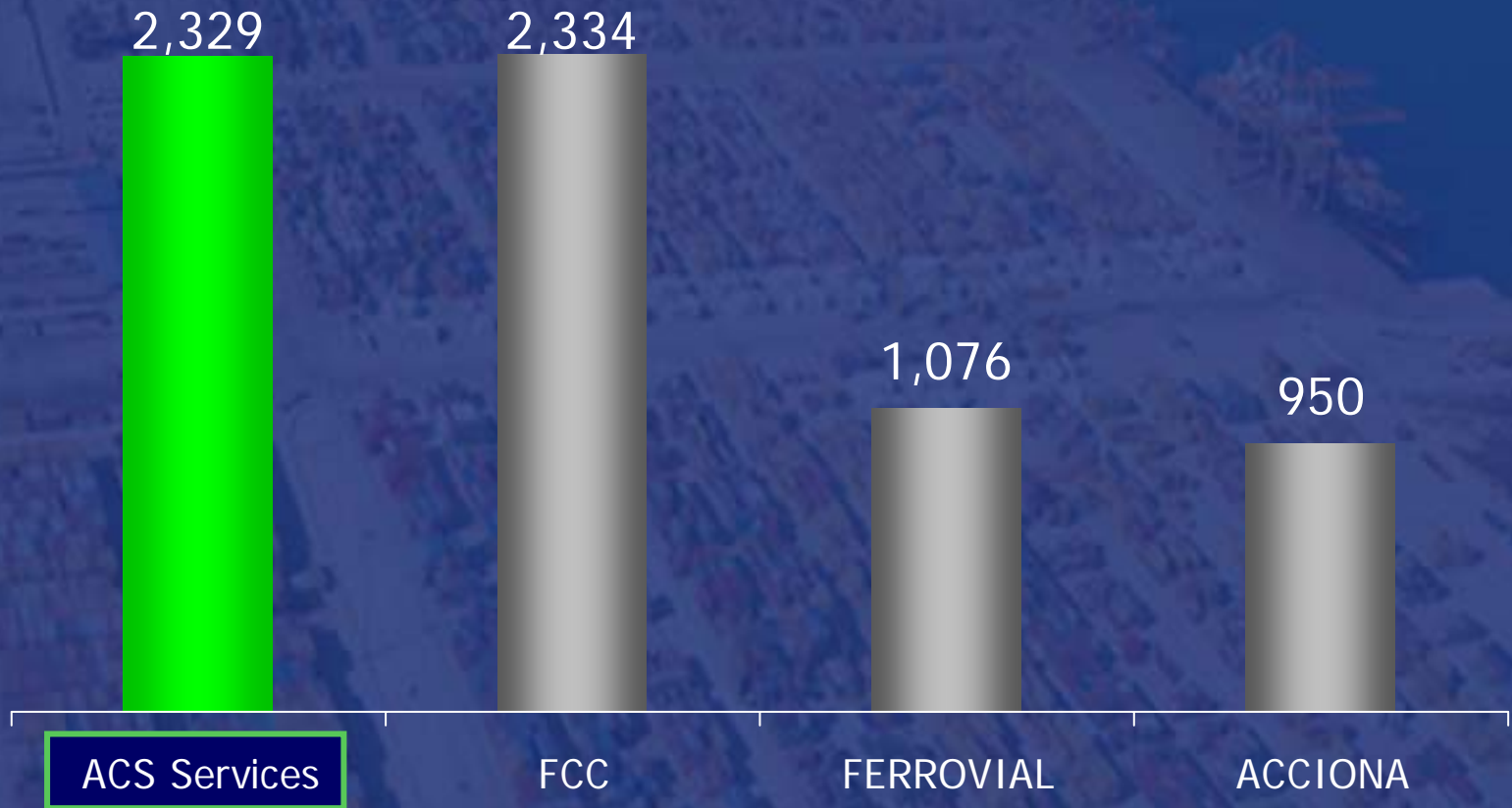
**URBASER**

**CONTINENTAL AUTO**

- To remain at the technological cutting edge in treatment plants
- Growth in urban and port services at the international level
- Development of new services directed at associations with assistance needs
- Optimisation of transfer station management
- Begin rail transport operations

## Turnover of main competitors

(€ Mn)



Source: 2004 annual reports (Spanish GAAP data)

## Competitive advantages

Leading position

Experience in the construction and operating of complex Treatment Plants and energy valuation

International experience

Solid position in sectors under development  
(container terminals, treatment Plants, assistance services)

Wide range of services

Technological and financial capabilities

# Services

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Organisation

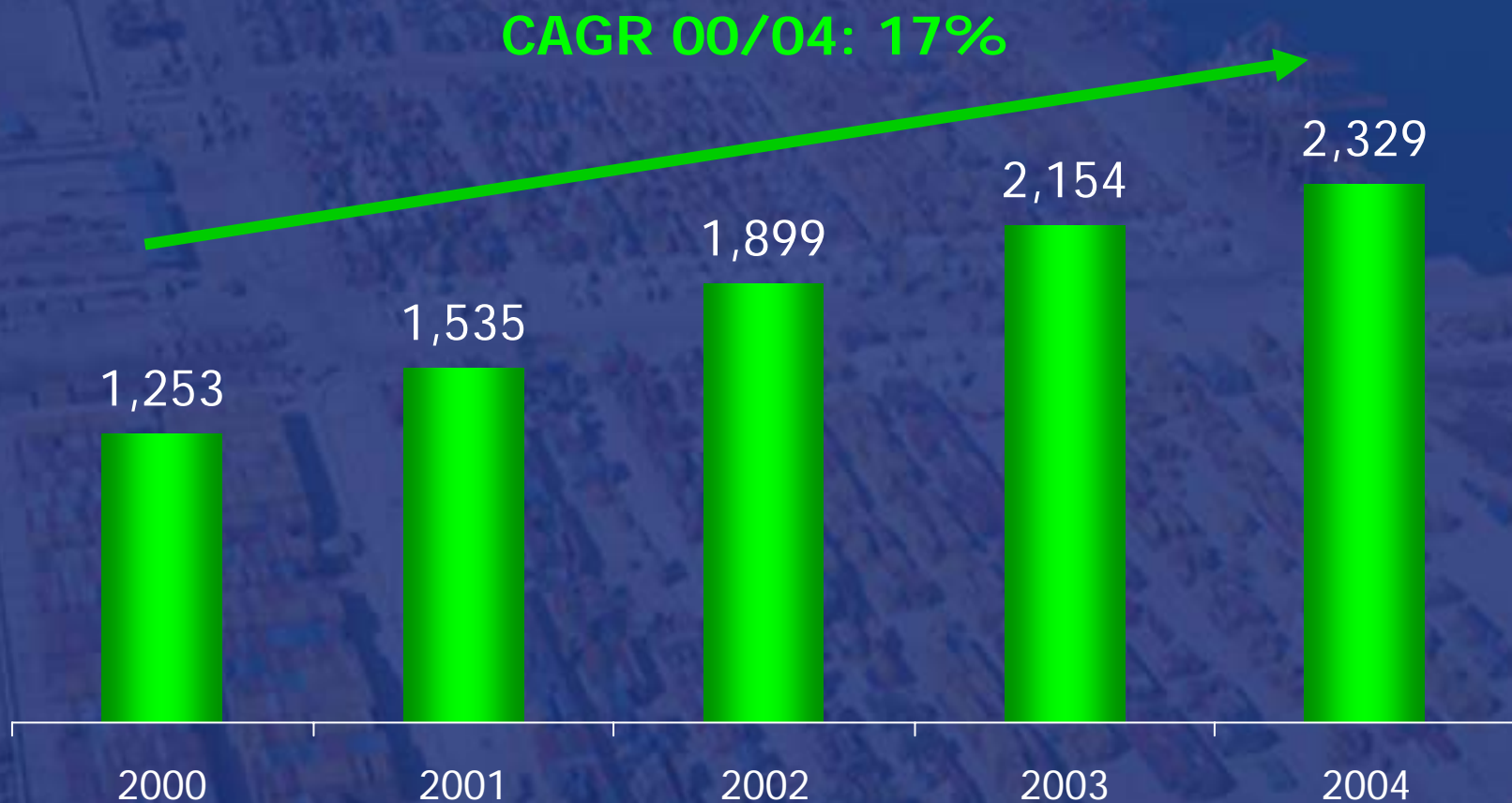
Strategic positioning

**Key financial figures**

Growth opportunities

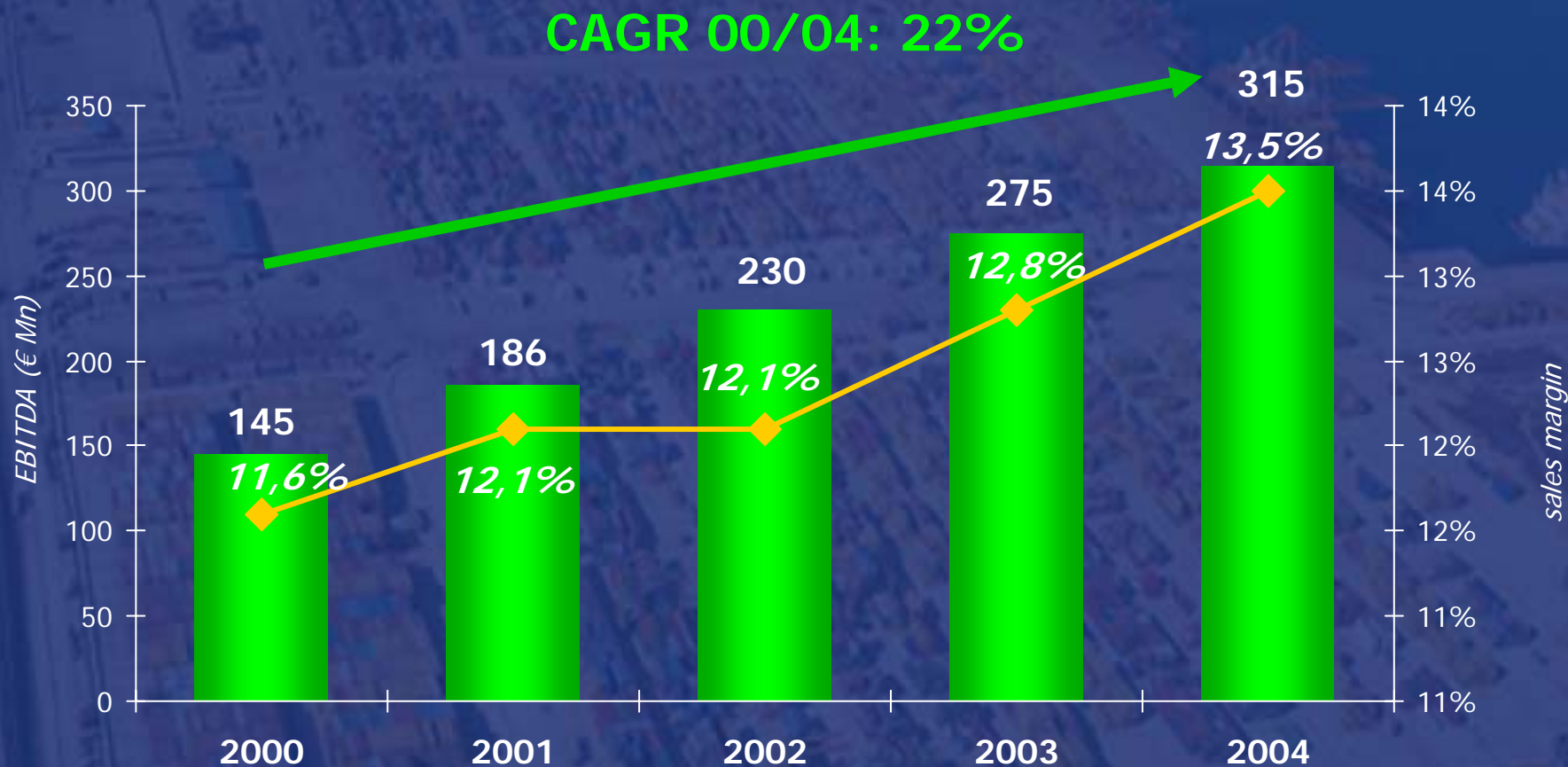
## Turnover

(€ Mn – Spanish GAAP)



## EBITDA

(€ Mn – Spanish GAAP)



# Services **Key financial figures**

## 2004 and August 2005 results

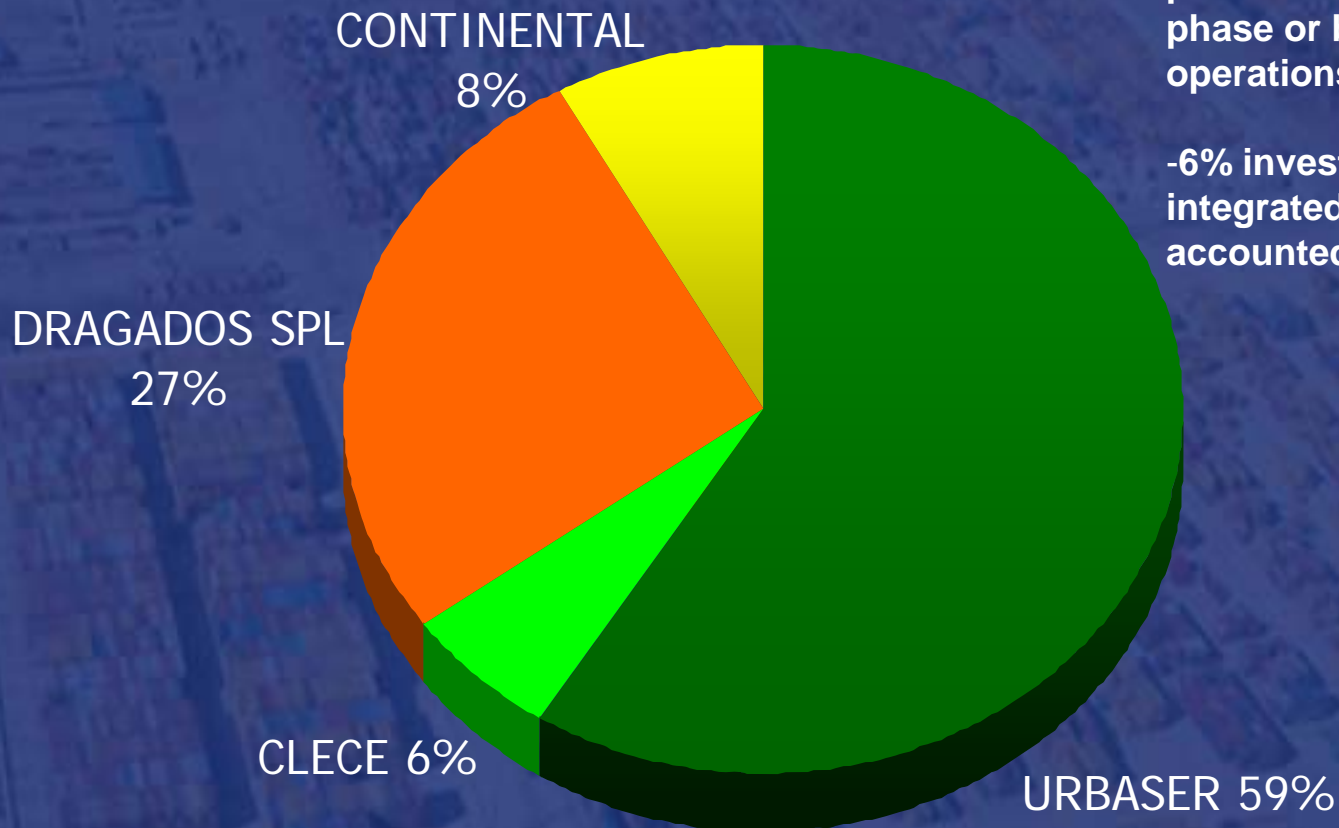
(€ Mn)	2003 fp (Sp GAAP)	2004 (Sp GAAP)	2004/2003 Var.	Jan.- Aug. 05 (IFRS)	Ag05/Ag04 Var. (IFRS)
Sales	2,154	2,329	+ 8.2%	1,570	+ 9.2 %
EBITDA	275	315	+ 14.6%	222	+ 14.6 %
<i>Margin</i>	12.8 %	13.5 %		14.1 %	
EBIT	143	172	+ 20.2%	130	+ 25.8 %
<i>Margin</i>	6.6 %	7.4 %		8.3 %	
Net Profit	62	86	+ 38.4%	71	+ 25.0 %
<i>Margin</i>	2.9 %	3.7 %		4.5 %	
Tax rate	<b>27.6%</b>	<b>25.3%</b>		<b>30.6%</b>	

## Balance August 2005

(€ Mn)	<b>Services Total</b>
Non-current assets	1,510
Goodwill	196
Working capital	347
<b>Total Assets</b>	<b>2,053</b>
Net worth	814
Non-current liabilities	167
Net Debt	1,072
Project financing	217
Net recourse debt	855
Recourse leverage	105 %
<b>Total Liabilities</b>	<b>2,053</b>

## Net worth distribution + Net Debt

August 05: € 1,885 Mn



- 9% invested in plants and port terminals in construction phase or beginning operations.

-6% invested in companies integrated by the equity accounted method.

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## Drivers of growth

Growing demand for waste treatment

Increase in the outsourcing of public and private services

Growth of population and waste generated per inhabitant

High annual maritime traffic growth and rising use of containers

Privatisation of goods transportation by rail

International expansion

## Financial targets

### 2010 Plan

	2004 <sup>(*)</sup>	2010 target	CAGR
Turnover	€ 2,186 Mn	> € 4,500 Mn	~ 13%
EBITDA	€ 314 Mn	> € 700 Mn	~ 15%
Net Profit	€ 100 Mn	> € 230 Mn	~ 15%

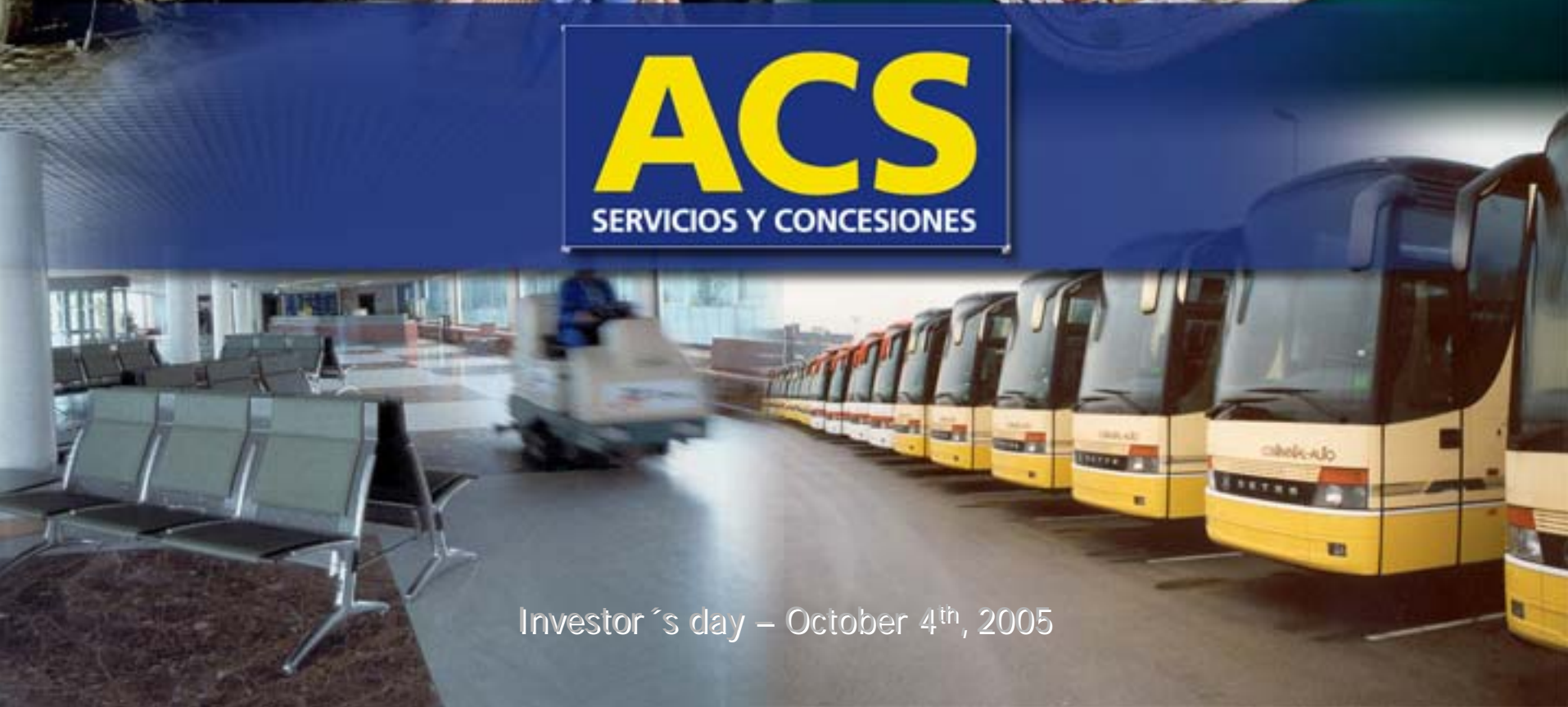
(\*) IFRS standards

**Investment 2005 – 2010: ~ €2,800 Mn**



# ACS

SERVICIOS Y CONCESIONES



Investor´s day – October 4<sup>th</sup>, 2005