



Facility Management

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Investor's day - October 4th, 2005

Introduction

Markets

Organisation

Activities

Key financial figures

Prospects

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Prospects

- I. To cover all of our client's needs in relationship to "Facility Management"
- II. To collaborate with society on the solutions for those minorities in need of attention
- III. To provide technical solutions and services for the green market clients
- IV. To offer to airport clients global solutions to their specific services needs

Always maintaining high levels of
Profitability, Value Creation and Social Commitment

ORIGINS

Special Projects
and Environment

Urbaser

Clece

DEVELOPMENT

Clece Multiservicios

Talher

Multiservicios
Aeroportuarios

Independence

Leadership

People

Key drivers of
Success

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	(Euro Millions) Total Market 2004	Market Growth	
Facility Management	7,300	12 %	Fragmented market (15,000 companies, mainly very small) Clece market share: 10% (market leader) Client's objective is to outsource with a single services provider
Social-Health			
3 rd Age Residences	1,910	8 %	Population aging and family structure change helps to maintain this growth rates
Home Assistance	622	> 17 %	
Green Market	500		Reachable market in gardening, forest and environmental activities There is a part of the forest activities market controlled by huge public companies as TRAGSA

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**WE ARE IN A MARKET OF MORE THAN €10bn WITH AN
11% AVERAGE ANUAL GROWTH**

Leadership in a wide market

Organization matters

Prepared professionals
Training capacity
People's management

Low capital needs: low resources needs

High organic growth without investments

Short period of collection (2-3 months)

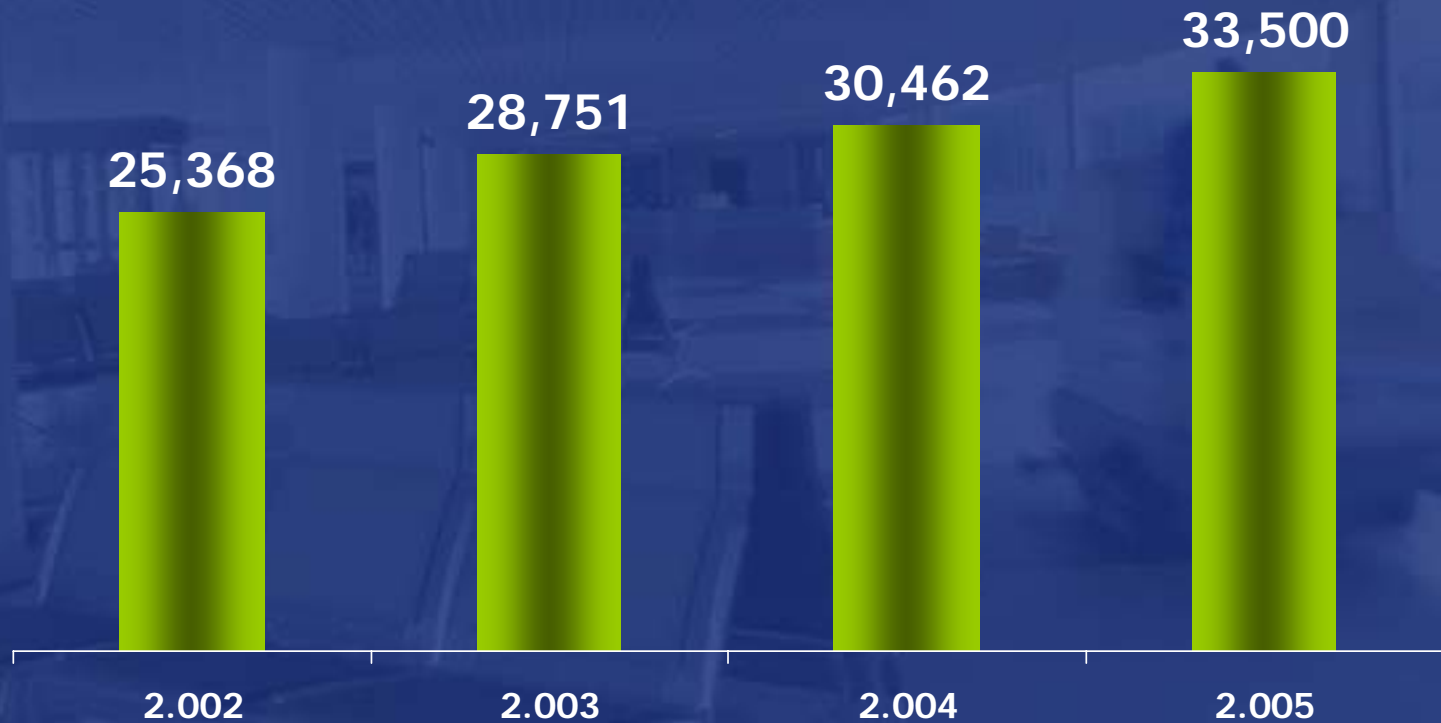
Growing and sustained profits reached over the last years through a clear and defined strategy

FACILITY MANAGEMENT COMPANIES RANKING

		SALES 2003	SALES 2004	GROWTH 2004/2003
1	CLECE, S.A.	350	420	20,0%
2	ISS FACILITY SERVICES, S.A.	253	270	6,7%
3	EULEN, S.A. (DIVISION LIMPIEZA)	248	238	-4,0%
4	EUROLIMP, S.A.	108	110	1,9%
5	RAMEL, S.A. (GRUPO RAMEL)	76	91	20,8%
6	PROY. INTEGR. DE LIMPIEZA, S.A. (GRUPO PILSA)	64	68	6,3%
7	LIMPIEZAS INITIAL, S.A. (GRUPO RENTOKIL)	57	60	5,2%
8	GRUPO CLAROSOL	50	52	4,6%
9	CLINER, S.A. (GRUPO CLINER)	n/d	40	
10	LIMPIEZAS PISUERGA, S.A. (GRUPO NORTE)	24	28	18,9%
11	ONET ESPAÑA, S.A.	17	19	8,8%
12	SANEAM. Y MANT. INTEGRAL, S.A. (GRUPO SAGITAL)	11	12	9,1%
--	FCC MEDIO AMBIENTE, S.A. (DIVISION LIMPIEZA)	n/d	n/d	

* Source: Alimarket (March 2005)

Evolution of total employees



Labor intensive business

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Highly developed geographical network
Offices in most Spanish regions

Client's
proximity

Flat and flexible
structures

Low
overheads



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Facility Management

Green Market

Social and Health Services

Airport Services

Facility Management



- Facility Management of buildings and other kind of premises
- Services to residential buildings (post-sell)
- Refurbishment works
- Moving activities, space management
- I.T. Services

Facility Management



- Building cleaning (Hospitals, Colleges, Public Buildings, Offices, Schools...)
- Cleaning of airplanes, trains, busses, car fleets...
- Cleaning of intensive use facilities as airports, stations, commercial malls...

Facility Management

IMPORTANT CONTRACTS

- Both Guarcia Civil and National Police stations: € 48 mn. 2 years. Renewed since 1997
- Diverse lines in the Madrid Subway: € 39 mn (€ 9.7mn/year). Renewed since 1991
- Hospitals: Madrid La Paz, Jaén, Granada, Málaga: € 65 mn (€ 32 mn/year)
- RENFE trains: € 8 mn per year since 1996



Facility Management

IMPORTANT CONTRACTS

- National Police: € 9.5 mn 21 months
- BSCH City: € 2.3 mn/year
- Puertollano Refinery: € 2 mn/year
- Dr. Negrin Hospital in Las Palmas: € 1.7 mn/year
- Universidad Autónoma de Madrid: € 1.5 mn/year



Green Market



- Gardening maintenance
- Forest works
- Environmental recovery
- Environmental impact transformation

Green Market

IMPORTANT CONTRACTS

- Gardens and Parks in Melilla: € 17 mn (€ 2 mn/year)
- Malaga green areas maintenance: € 18 mn (€ 6 mn/year)
- Landscape recovery in Jerez-Los Barrios Highway: € 2.5 mn (€ 0.6 mn/year)



Social and Health Services

- Social food services
- Help at home
- Management of third age and other minorities residencies
- Social integration programs



Social and Health Services

IMPORTANT CONTRACTS

- San Sebastián city home help service: € 24 mn (€ 6 mn/year)
- Madrid home help service: € 17 mn (€ 1.7 mn/year)
- Seville's public home help service for impaired people: € 4 mn. 1 year
- Alzheimer third age residence in Madrid: € 4 mn. 1 year



Airport services

All kind of handling services provided

- Aircraft cleaning
- Maintenance and driving of fingers
- Load and unload of cargo

Airport terminal services

- Facilities management
- Passenger information services



Airport services

IMPORTANT CONTRACTS



- Aircraft cleaning in 22 airports in Spain: € 21 mn/year
- Canary Islands maintenance and management of fingers: € 1.5 mn/year
- Cargo loading and unloading services: € 1 mn/year

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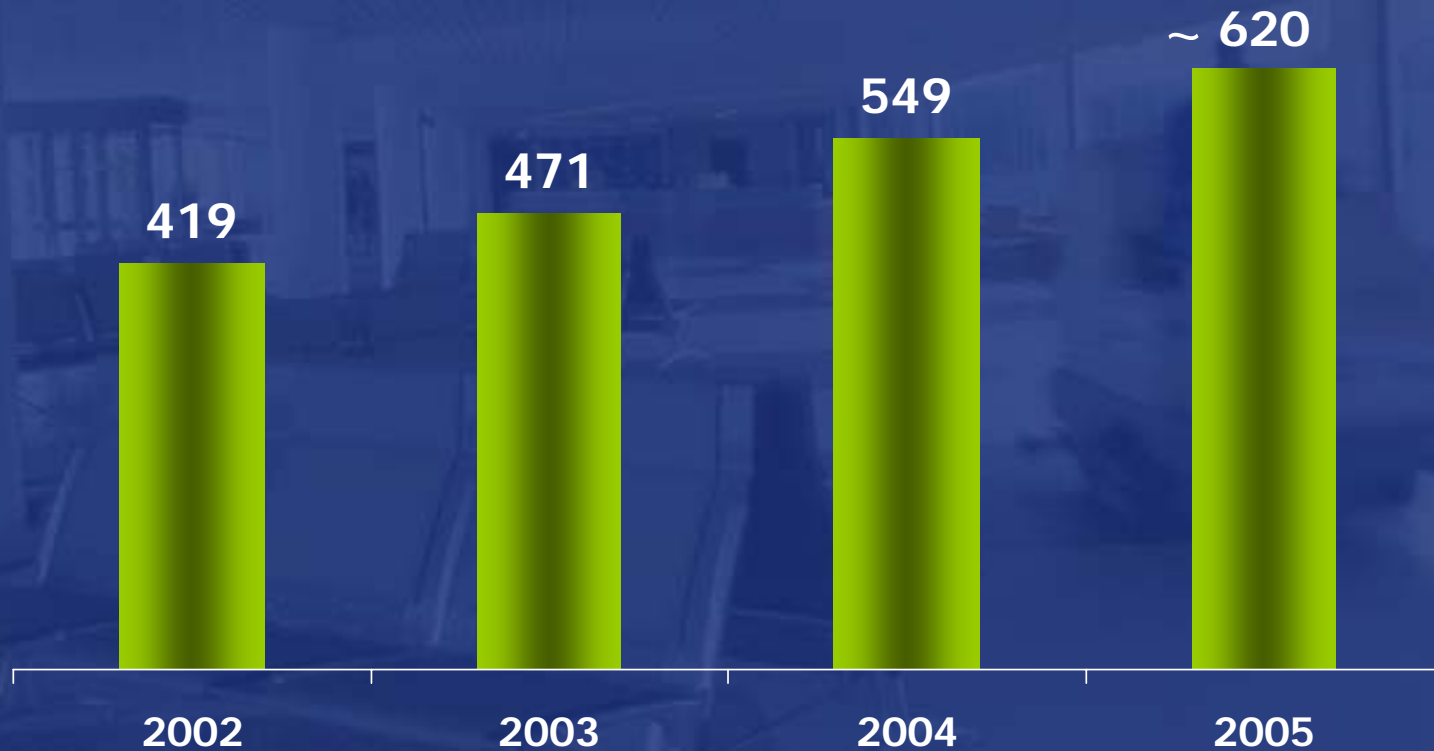
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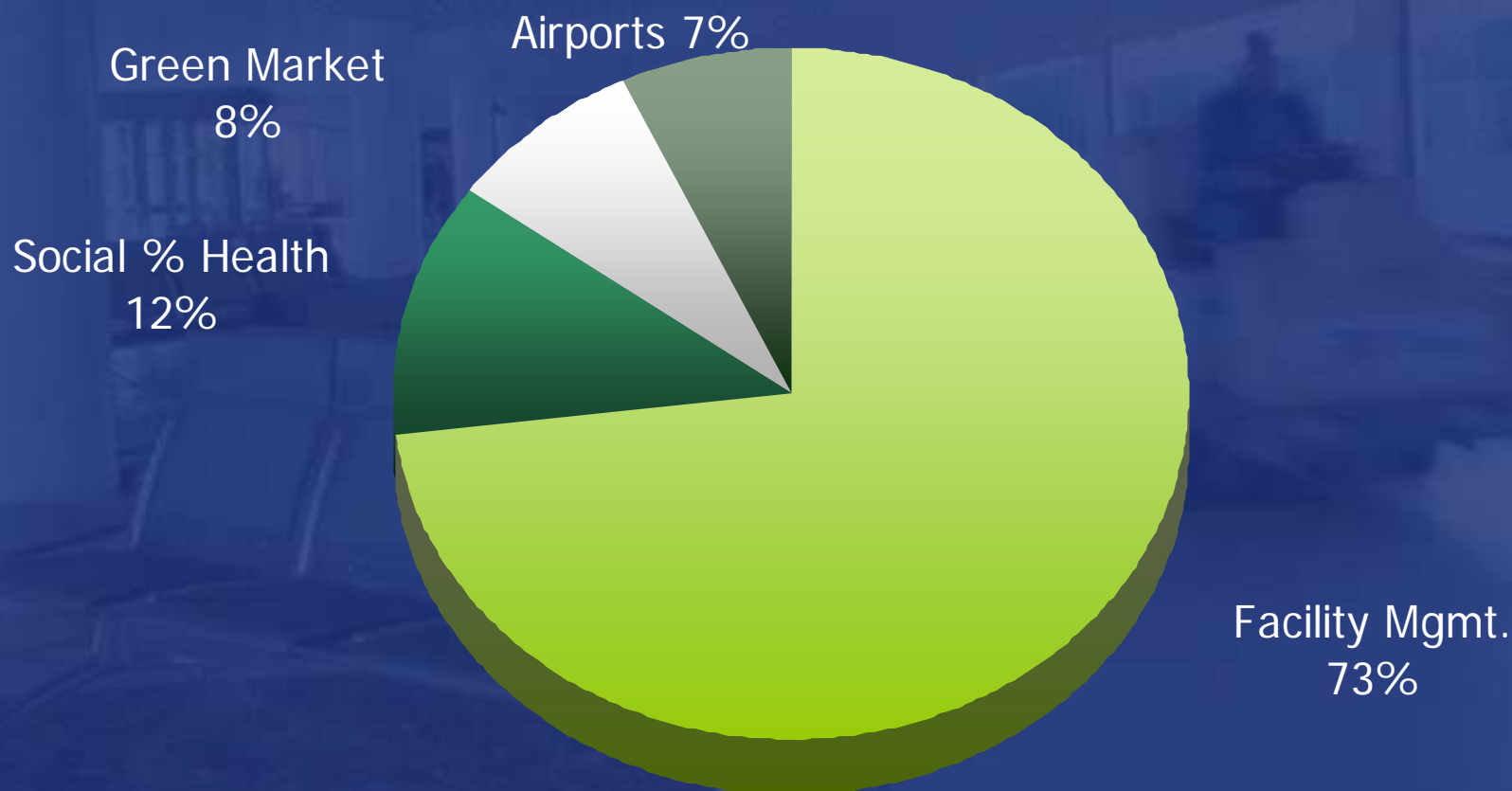
Prospects

Sales

(€ Mn)

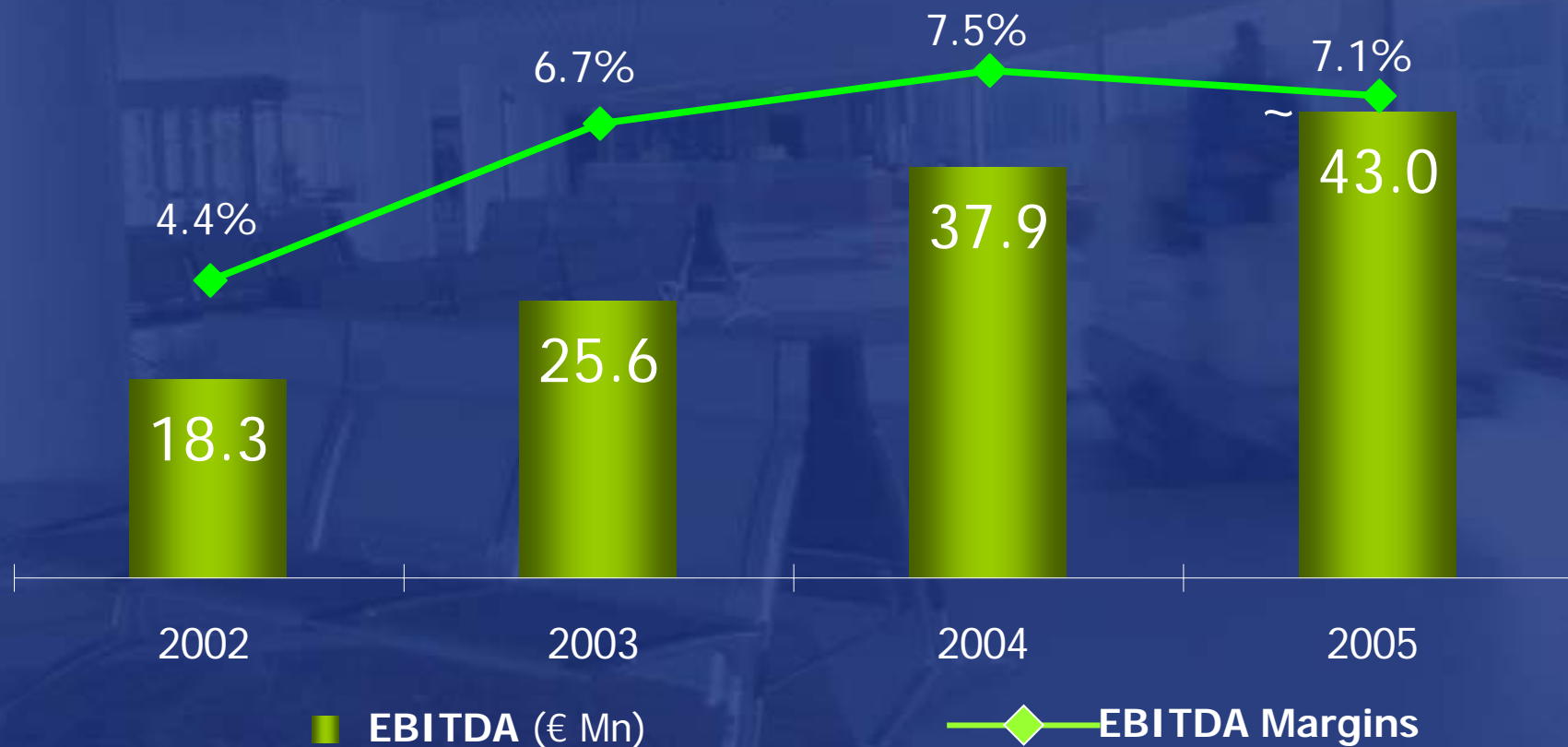


Turnover by Activity 2005e

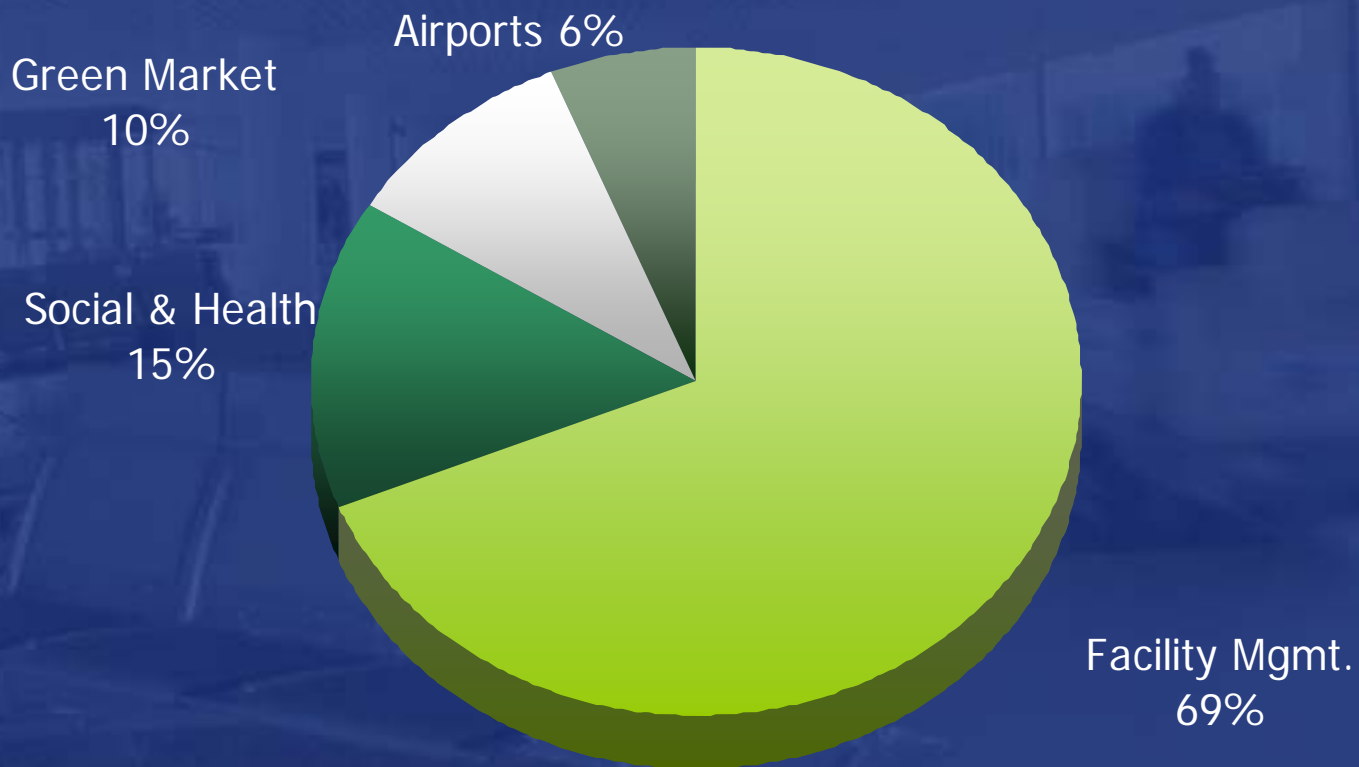


EBITDA

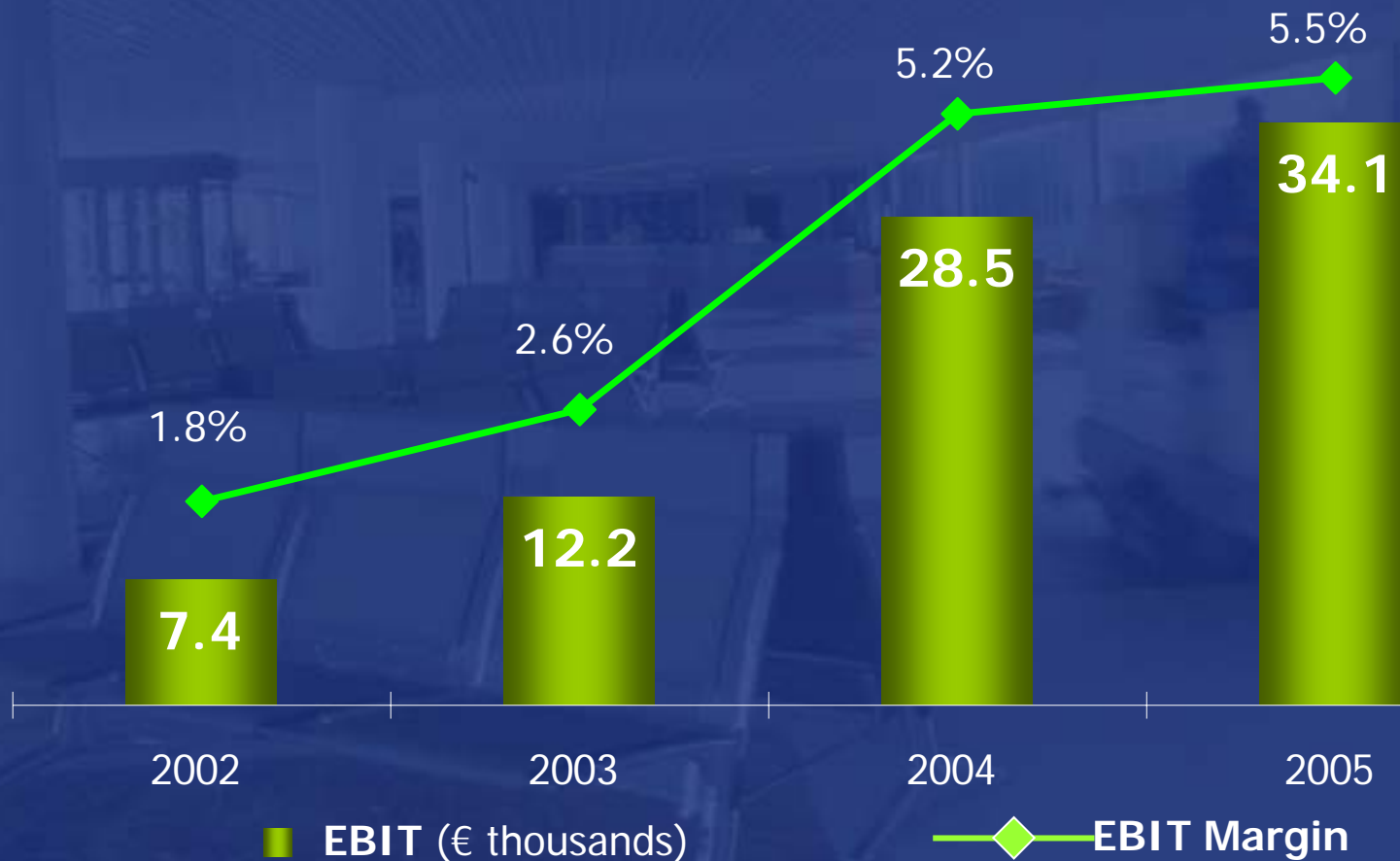
(€ Mn)



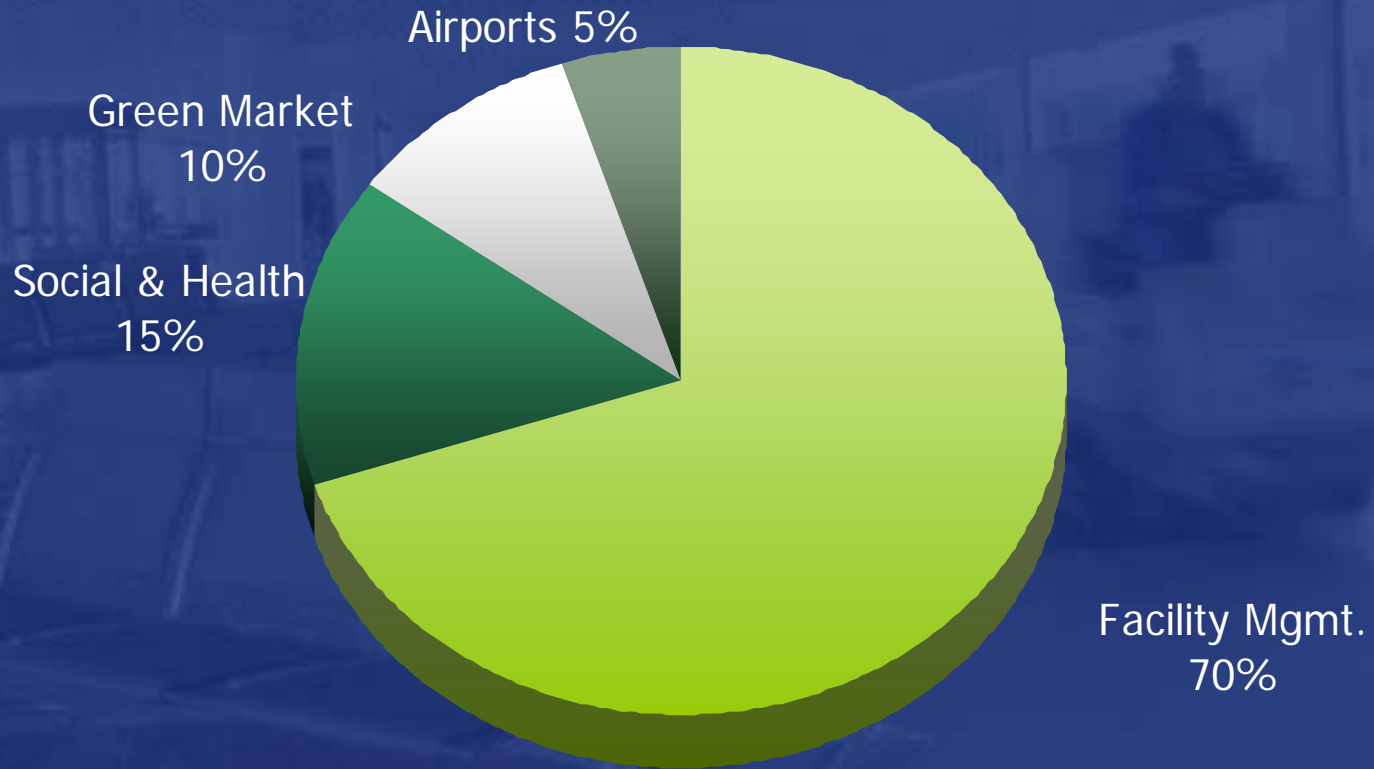
EBITDA by Activity 2005e



EBIT



EBIT by Activity 2005e



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Target Turnover
> € 1,000 mn

Annual Growth > 10%



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