



**ACS**

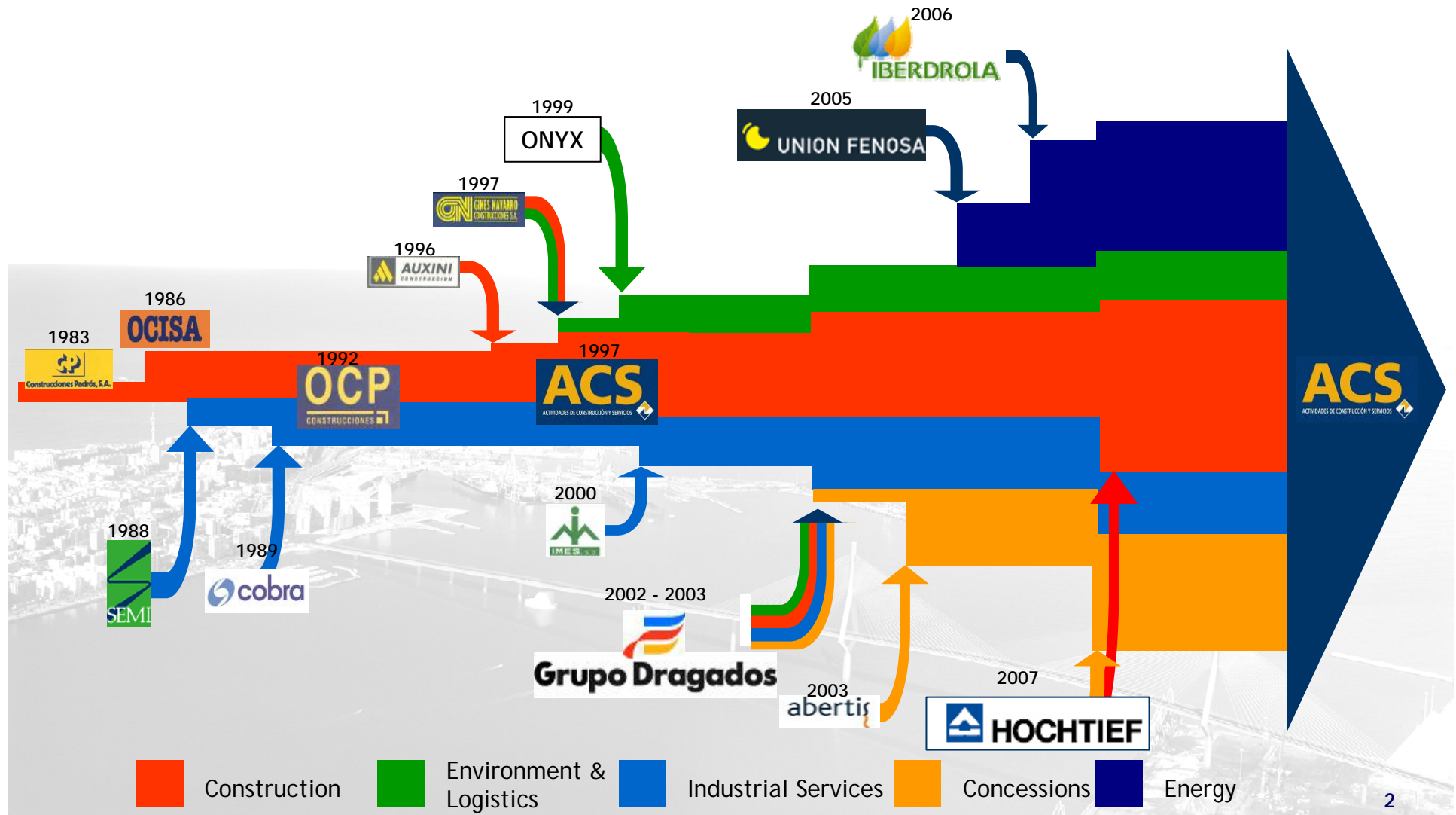
ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS



# Presentation to Investors

June 2007

Grupo ACS has been the result of continuous and successful integration processes all through its history



Grupo ACS is a world reference in Construction and Services...



*Strategic investments on listed companies*

... that participates in the key industries of the world's economy



	<i>Pro-forma*</i>
Turnover	€ 19.9 bn
EBITDA	€ 3.27 bn
EBIT	€ 2.21 bn
Net Profit	€ 1.25 bn
Total Equity	€ 8.44 bn
Net Debt	€ 14.3 bn
Corporate Debt	€ 6.85 bn
Non recourse Debt	€ 7.47 bn
<i>Net Debt / EBITDA</i>	4.4x
<i>Total gearing</i>	169%

\* Unión Fenosa consolidated through global integration

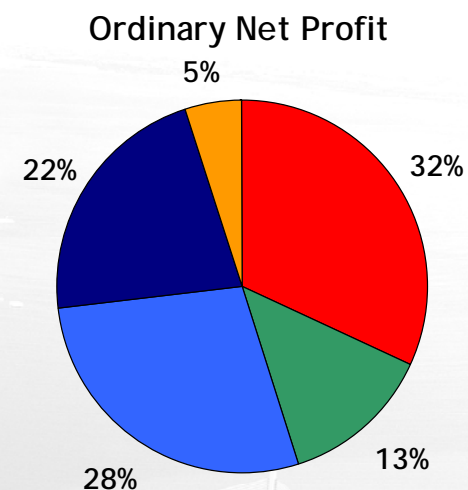
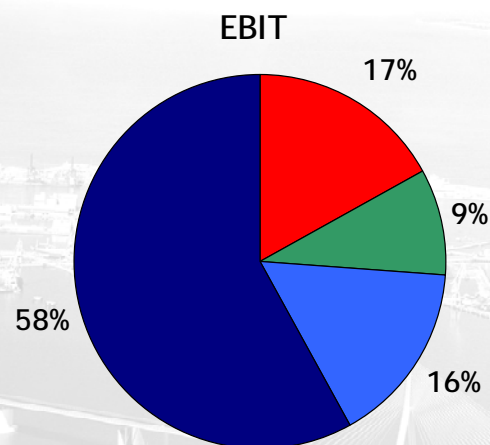
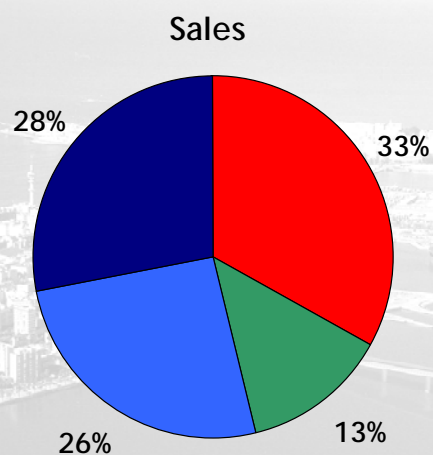
Euro Millions

	2006	2007	Var	c. VAR
Turnover	3.153,0	5.004,1	+58,7 %	+15,0 %
EBITDA	271,0	861,7	+217,9 %	+16,3 %
EBIT	207,7	600,9	+189,3 %	+16,0 %
Ordinary Net Profit	158,2	225,5	+42,6 %	+42,6 %
Net Profit	158,2	369,1	+133,4 %	+133,4 %
EPS	0,45 €	1,08 €	+139,1 %	+139,1 %
EBITDA Margin	8,6%	17,2%		8,7%
EBIT Margin	6,6%	12,0%		6,6%
Ordinary Net Profit Margin	5,0%	4,5%		6,2%
Net Profit Margin	5,0%	7,4%		10,2%
Net Debt	5.733,5	14.790,8	+158,0 %	
<b>Corporate Debt</b>	<b>2.590,6</b>	<b>7.299,4</b>		
<b>Non recourse Debt</b>	<b>3.142,9</b>	<b>7.491,3</b>		
Net Worth	2.684,8	9.256,5	+244,8 %	
<b>Shareholders' Equity</b>	<b>2.528,1</b>	<b>3.763,8</b>		
Minority Interests	156,7	5.492,7		
Total Gearing (Net Debt / Net Worth)	2,1x	1,6x		
Net Debt / anualised EBITDA	5,3x	4,3x		

c. VAR refer to the comparable figures without Union Fenosa globally integrated.

(Million Euros)

	Construction		Environment & Logistics		Industrial Services		Energy (UNF)	
<b>Turnover</b>	1,676	+12%	663	+15%	1,327	+22%	1,412	n.a.
<b>EBITDA</b>	125	+12%	88	+18%	113	+22%	547	n.a.
<i>Margin</i>	7.5%	+10bp	13.3%	+40bp	8.5%	=	38.7%	n.a.
<b>EBIT</b>	105	+12%	54	+19%	96	+22%	360	n.a.
<i>Margin</i>	6.2%	-10bp	8.1%	+20bp	7.2%	=	25.5%	n.a.



■ Construction   
 ■ Environment & Logistics   
 ■ Industrial Services   
 ■ Energy   
 ■ Concessions

<b>Construction</b>	<i>Sales 06: € 6,750 mn</i>	Public Administrations	55%	Civil Works	60%
	<i>Backlog 1Q07: € 10,942 mn</i>	Private Clients	45%	Non residential Building	25%
	<i>20,000 employees</i>			Homebuilding	15%

## Civil Works

- Main contractor in Spain
- Focused on big projects like Roads, Hydraulic, Railways, Tunneling, Bridge Building, etc.
- International activity to develop concessions

## Building

- Residential and Non Residential Building
- Focus on big clients and Public-Private Partnerships
- Domestic activity for public clients and large realtors

## Key factors

Strong cash flow generation

Mature and competitive business

## Concessions

Development of Greenfield projects

Main source of international expansion in construction

17 international projects

Attractive portfolio of concessions:

40 projects under development

A World leader PFI developer over the last 15 years

- € 1.1 bn invested in equity
- € 11.3 bn total investment managed

Increasing global demand, specially in developed economies

Limited public budgets -> opportunity for solid financial groups

Main target markets: United States, Western Europe, Chile

Grupo ACS (Iridium)

abertis

Promotion

Financing

Construction

Operation

Refinancing

Extension -  
Renovation

Greenfield model

Brownfield model

## Environment & Logistics

*Sales 06: € 2,657 mn*

*Backlog 1Q07: € 13 bn*

*68,000 employees*

Environment	47%
Ports and Logistics	24%
Facility Management	29%

Spain	89%
International	11%

### Environment

- Leader in Spanish market in Waste recycling
- Solid Urban (SUW) and Special Waste management and treatment
- International business >10%, own R&D

### Ports and Logistics

- Container terminal management in the main ports of Spain
- Integral logistics operator: Port handling, shipping agent, land, air and sea forwarding and specialized logistics

### Facility Management

- Leader in Spanish market
- Integrated building maintenance, gardening, reforestation and landscape restoration, social health systems, airports' services

### Key factors

Capital Intensive businesses, long term and recurrent

Growth via new investments and R&D

<b>Industrial Services</b>	<i>Sales 06: € 4,748 mn</i>	Networks	16%	Spain 69% International 31%
	<i>Backlog 1Q07: € 5.5 bn</i>	Specialized Products	38%	
	<i>&gt; 35,800 employees</i>	Control Systems	19%	
		Energy Projects	27%	

<b>Industrial Maintenance</b>	<i>Networks</i>	<ul style="list-style-type: none"> <li>▪ Main supplier of utilities &amp; large industrial corporations</li> <li>▪ Global player in the support services market</li> <li>▪ International activity &gt; 25%</li> </ul>
	<i>Specialized Products</i>	
	<i>Control Systems</i>	

<b>Energy Projects</b>	<i>Electricity, Oil &amp; Gas Turn Key Projects</i>	<ul style="list-style-type: none"> <li>▪ World reference in the integrated projects industry</li> <li>▪ Electricity generation projects: Power plants installment, CCGTs &amp; renewable energy</li> <li>▪ Oil &amp; gas facility projects (off-shore platforms, refineries, etc)</li> <li>▪ International activity &gt; 50%</li> </ul>
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**Key factors** →

High profitability and recurrence	Good growth prospects backed by energy demand
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**Energy** 

- Third ranked utility in Spain with 17% market share
- Completely integrated electricity and gas company
- Solid and healthy balance structure: business plan to invest € 9bn in 4 years
- More than 8.6 million clients, 5.1 abroad, specially in Latin America

**17.800 employees**

**Sales 2006: € 6,057 mn**

**EBIT 2006: € 1,307 mn**

**Generation of Electricity**

**7,434 MW installed; 30,000 GWh Spain**

**2,773 MW installed; 15,111 GWh International**

**Distribution of Electricity**

**33,311 GWh Spain**

**17,813 GWh International**

**Gas**

**Union Fenosa Gas (50%)**

**30,000 GWh in Spain**

**Key factors** 

ACS holds a 40.5% of the company which has solid growth prospects

Partnership between UNF and ACS to develop projects in Spain and abroad

## VALUE CREATION through Global Vision, Remarkable Size and European Leadership



One of the top 3 Construction groups of the world, Grupo ACS holds a 25% stake in Hochtief to partner in the international development of concessions.

- ❑ Well established and reputed companies in America, Asia Pacific and Central Europe
- ❑ Skilled and experienced management team
- ❑ Local approach to clients all over the world

Results Contribution

Equity Method



Grupo ACS maintains a strong industrial commitment for the long term with Abertis, owning a 24.8% stake of the company

- ❑ European concessions leader by market cap and number of projects
- ❑ Straight-forward strategic vision on the development and operation of infrastructures
- ❑ Outstanding investment capacity

Results Contribution

Equity Method



Grupo ACS reaffirms its commitment with the utilities industry in Europe through the financial stake in Iberdrola, owning a 12%\* of the company.

- ❑ One of the top 5 European utility companies
- ❑ Diversified mix of generation
- ❑ Growth strategy in Spain and abroad

Results Contribution

Financial Results

\* 4% through equity swaps

**Consolidating industry with an attractive growing outlook**

- Spain is the 4th electrical market in Europe and the fastest growing gas market
- Regulatory framework is being modified to adapt new market conditions
- Industry consolidation in Europe

**ACS long experience and know-how of the industry**

- More than 75 years building and maintaining energy facilities
- Good understanding of Spanish regulation
- Reinforce the industrial vision as reference shareholder

**Positive impact in ACS from a financial point of view**

- Investments made through a non-recourse financing schemes
- EPS accretive from the beginning
- Free cash flow generation

**Value creation for Grupo ACS**

Strategic growth platform for the US market

Leading and highly profitable contractor in Asia

Strong position for the concession development market

Unique opportunity to become a reference shareholder in one of the world leading contracting and infrastructure groups with strong complementarities with ACS

Timely opportunity in Central Europe

Experienced management with local approach to clients

Strategic acquisition at a fair price

Good Operating Outlook

More Growth

Strategic strengthening in the Infrastructures and Energy sectors

More Opportunities

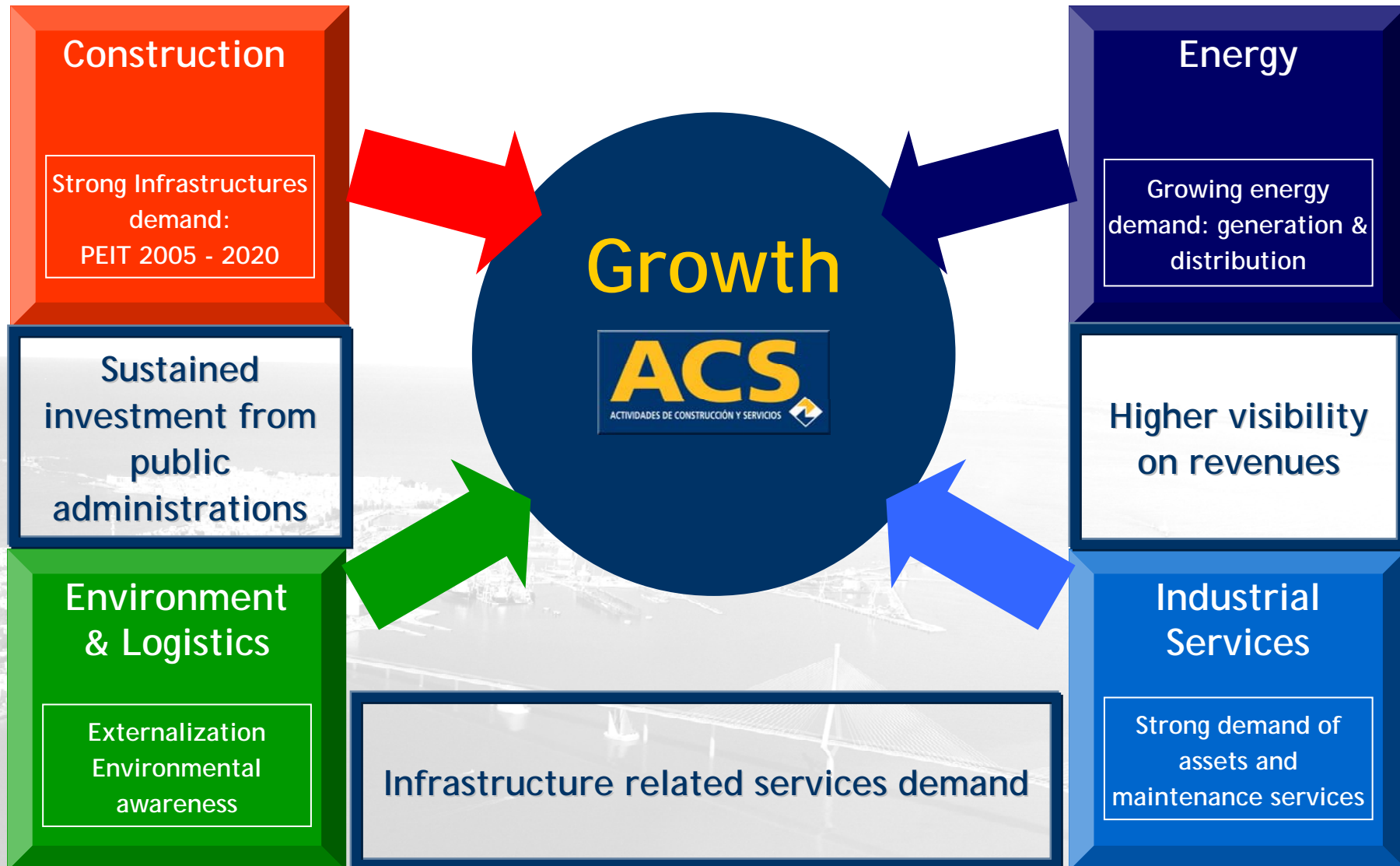
Integration of Unión Fenosa as a new area of activity in Grupo ACS

More Visibility

Estimated growth for 2007

Turnover >10% (pro-forma)

Net Profit >20%



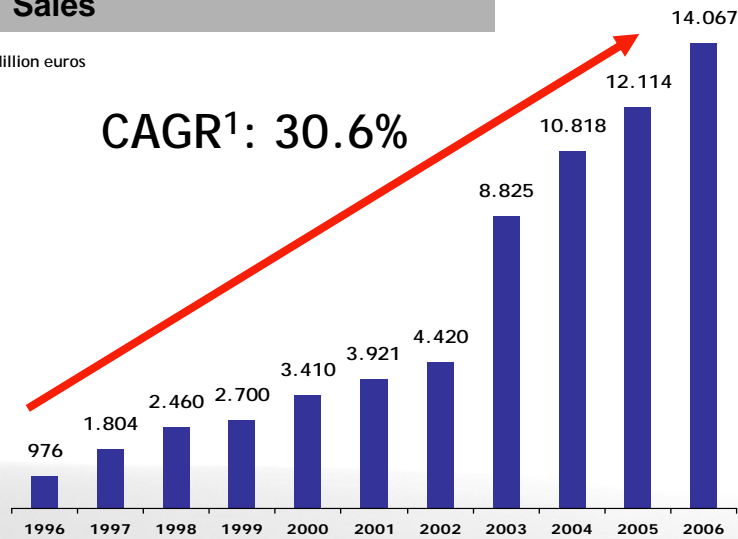
# Excellent prospects for 2007

## Based on a solid track record

### Sales

Million euros

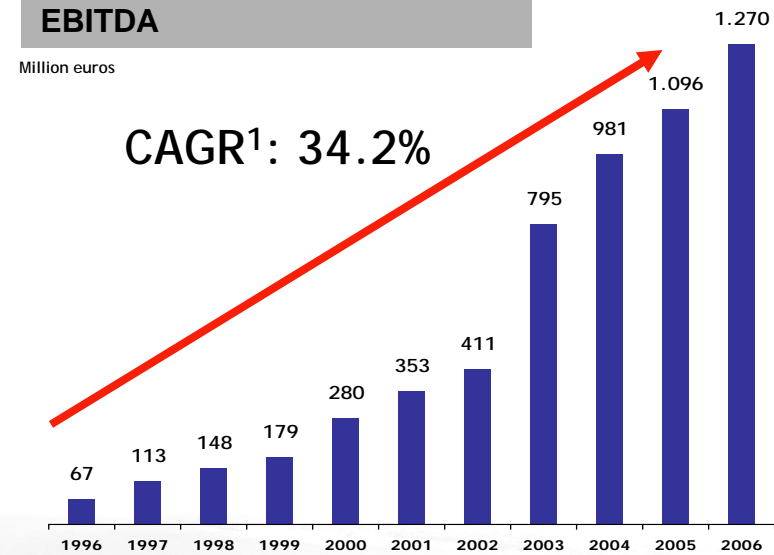
CAGR<sup>1</sup>: 30.6%



### EBITDA

Million euros

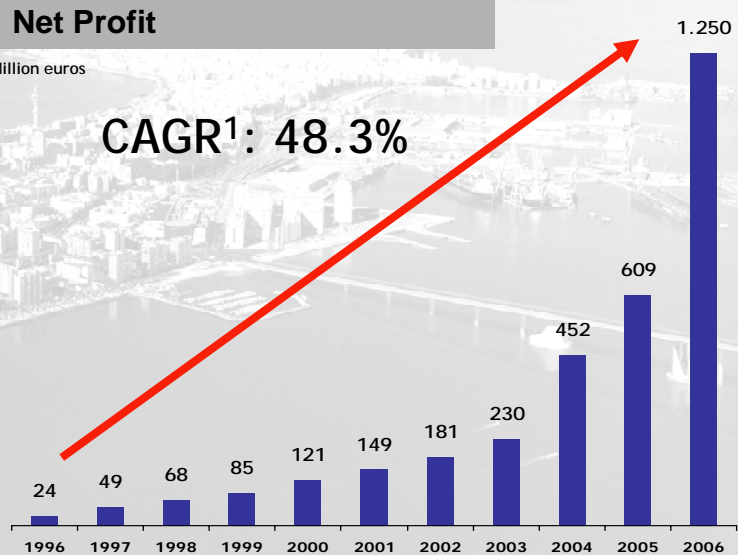
CAGR<sup>1</sup>: 34.2%



### Net Profit

Million euros

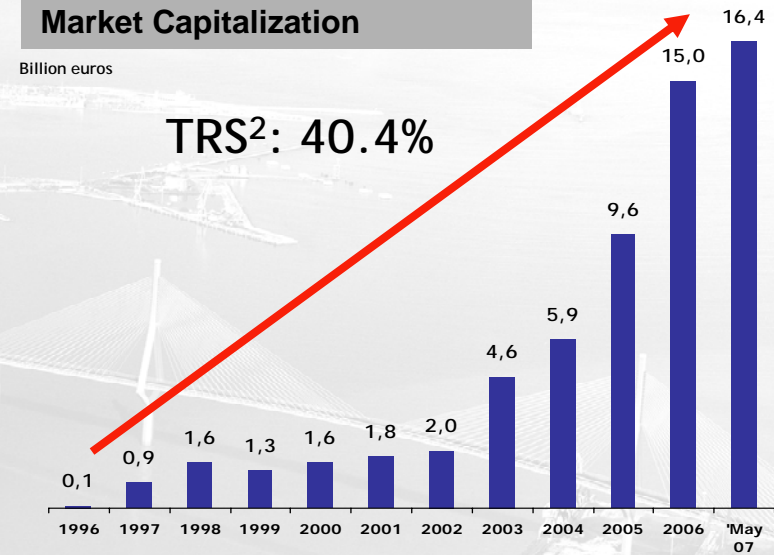
CAGR<sup>1</sup>: 48.3%



### Market Capitalization

Billion euros

TRS<sup>2</sup>: 40.4%

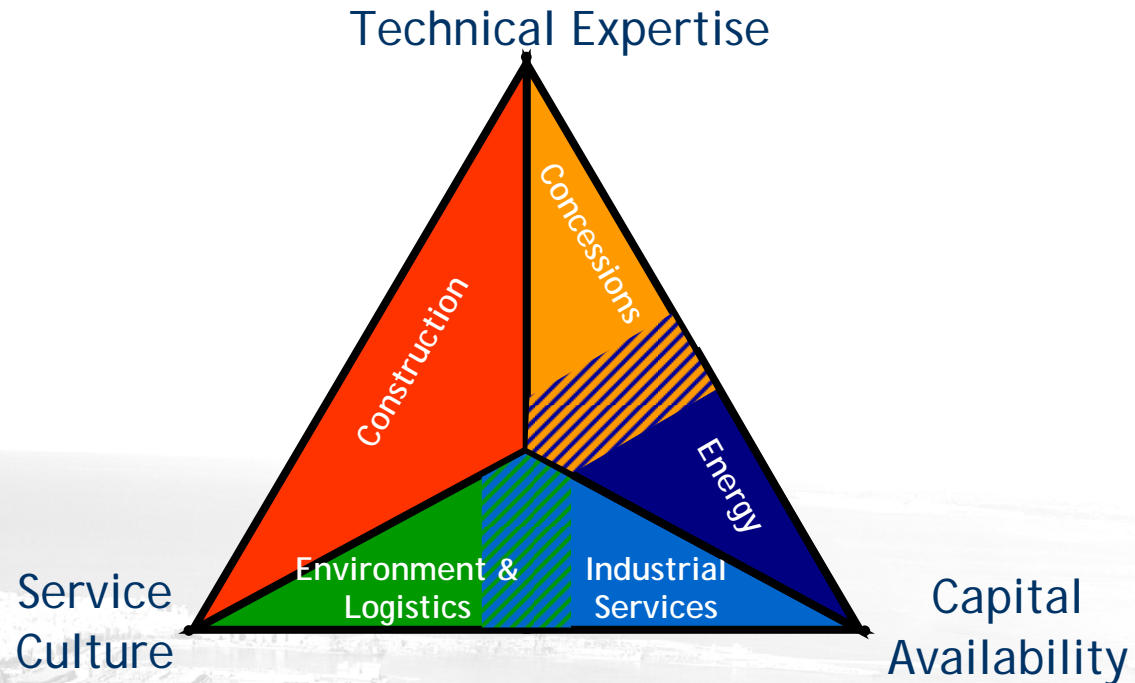


1: CAGR: Compound annual growth rate

2: TRS (Total Return to Shareholders) is calculated as the IRR including the shares performance and the dividends paid

# Excellent prospects for 2007

Based on Grupo ACS competitive advantages



Corporate objectives

Satisfy client needs

Maximize profitability

Improve society