



May 2010

# Table of contents

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1. ACCIONA overview
2. Core businesses
3. ACCIONA's Business Plan 2010E-2013E
4. Conclusions

Appendix: ACCIONA Energy Operating Portfolio

# 1. ACCIONA overview

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# ACCIONA's current portfolio of services

ACCIONA's business model rests on three pillars:  
Energy, Infrastructures and Water

Energy	Infrastructures	Water	Services
			
<b>Energy</b> Renewables	<b>Infrastructures</b> Construction Engineering Concessions <b>Real Estate</b> Rental Portfolio Development	<b>Water</b>	<b>Urban and Environmental Services</b> Facility management Waste treatment <b>Logistic and Transport Services</b> Trasmediterránea (shipping) Airport services Other logistic services <b>Other Businesses</b> Bestinver (fund manager) Winery Other

**Future Strategy: Three Pillars**

# Business Plan 2010E – 2013E

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- Core businesses ~98% Capex
- Financial ratios de-gearing as key objective
- Significant investment effort (€6,500m)
- Self-financing of ~50%
- Internationalization strategy
- Disposal of non-core assets not contemplated in Business Plan
  - Rotation of mature concessions
  - Rotation of rental assets

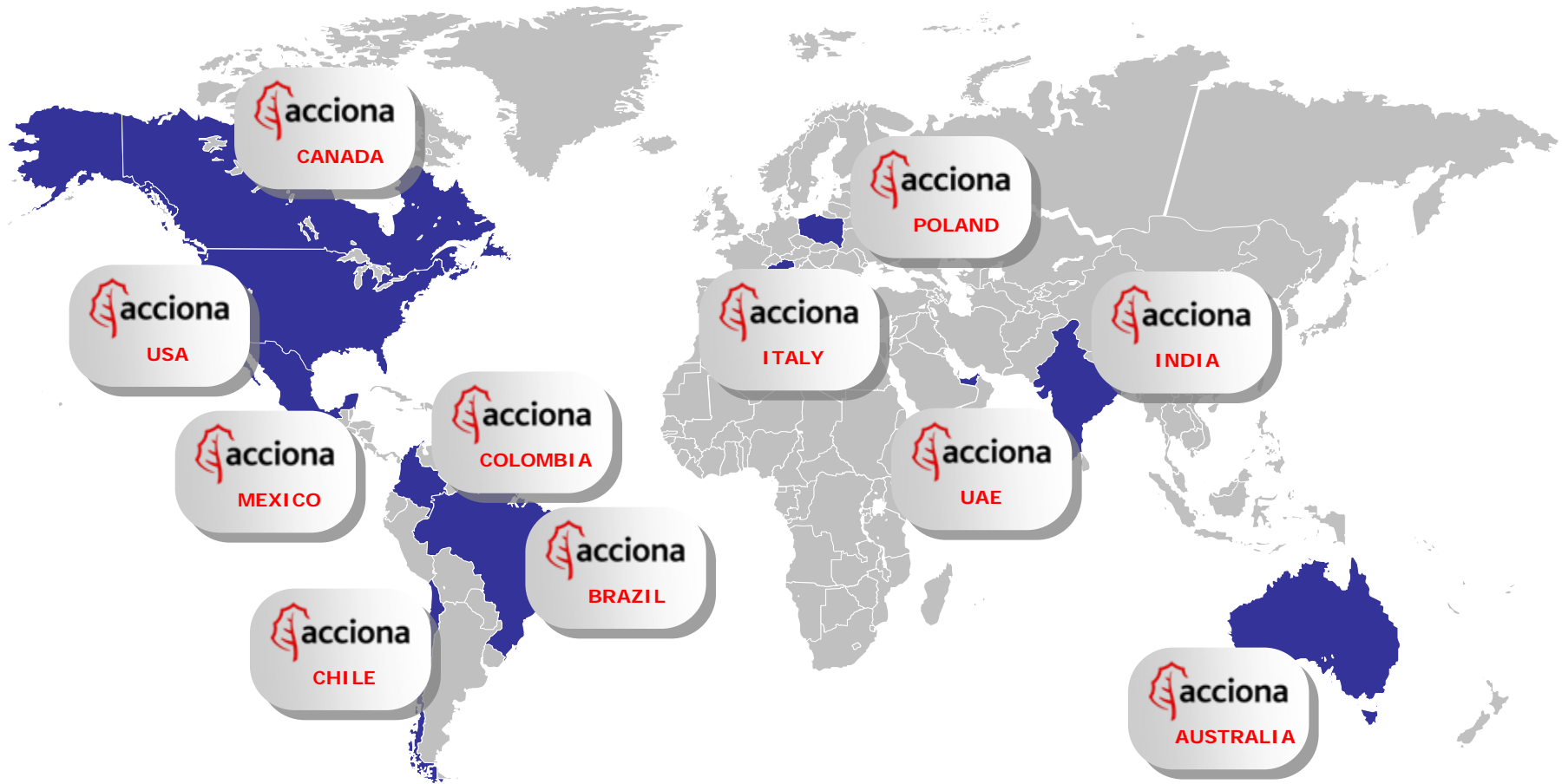


2009-2013E CAGR: EBITDA +22% and BAI +45%

# Priority countries

## 11 countries of strategic interest

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# FY2009 results

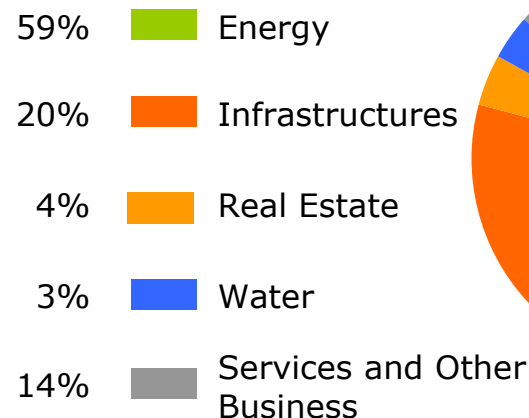
## P&L main figures

ACCIONA's solid business model resulted in very positive results for the year 2009 in the current challenging environment

### Key Figures

(€m)	Jan-Dec 08 <sup>1</sup>	Jan-Dec 09	Chg. (%)
Revenue	7,208	6,512	-9.6%
EBITDA	1,069	1,043	-2.5%
Attributable Net Profit	464	1,263	172.0%

### EBITDA Breakdown<sup>2</sup> FY 2009 By Division



€1,043m

<sup>1</sup> Excluding Endesa contribution

<sup>2</sup> EBITDA contribution percentages are calculated before consolidation adjustments

## 2. Core businesses

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# Energy

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Wind



Hydro  
special regime



Biomass



Concentrated  
Solar Power



Photovoltaic  
Solar



WTG



Conventional  
Hydro

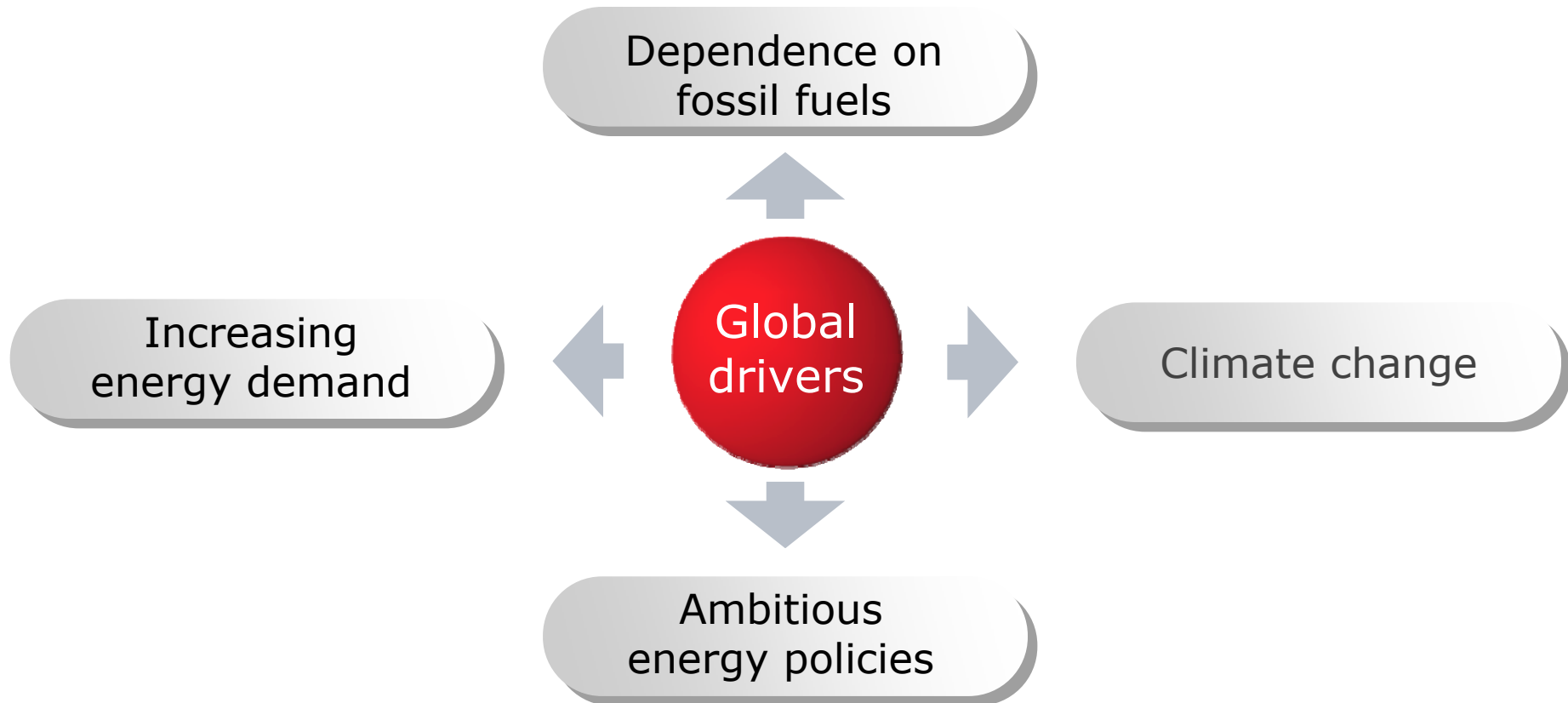


Biofuels

# The world at an energy crossroads

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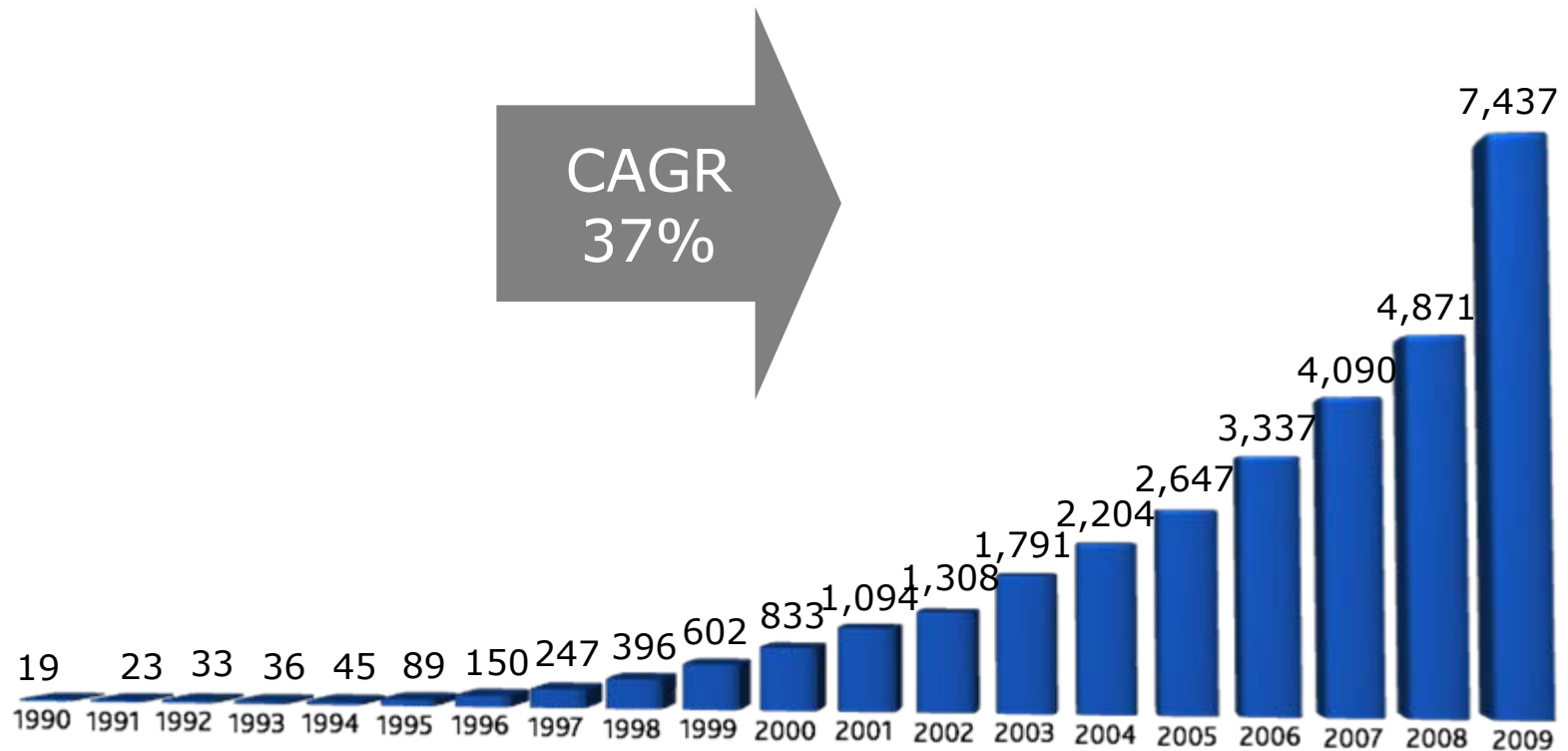
Outlook for global energy demand is being challenged by multiple factors fuelling a trend towards renewable energy



Over 20 years of experience  
Leader in the renewable energy market

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## Evolution of ACCIONA's total installed capacity (MW)



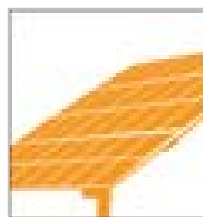
# In key technologies

The only company with leadership in all viable renewables

## ← HORIZONTAL INTEGRATION →

### ELECTRICITY

### BIOFUELS



Wind

Hydro

Biomass

SPV

CSP

Biodiesel

Bioethanol

**6,230**

**911**

**33**

**49**

**114**

**270,000 t.**

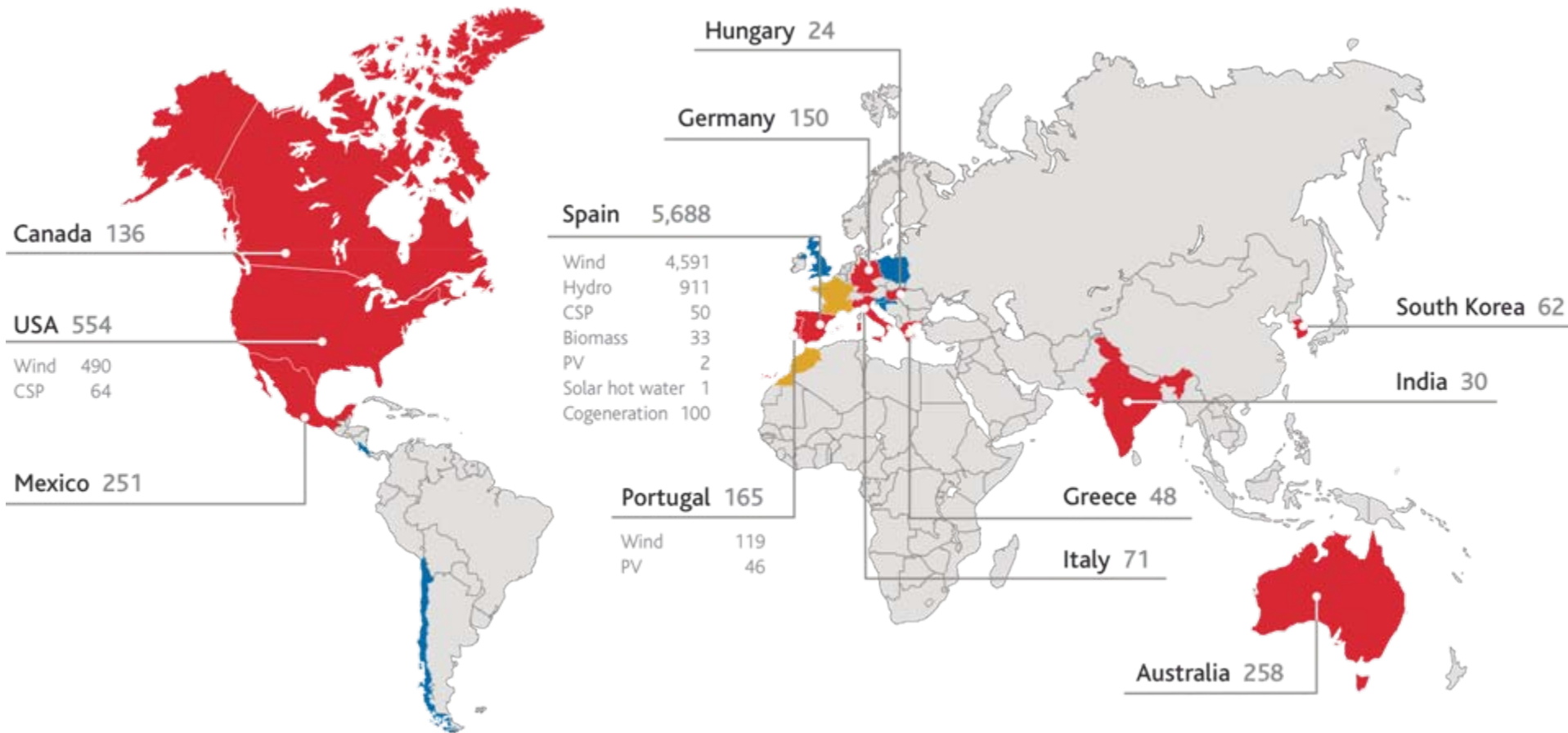
**26,000 t.**

**Total renewables: 7,437MW**

# In key growth markets

## Geographical hedge

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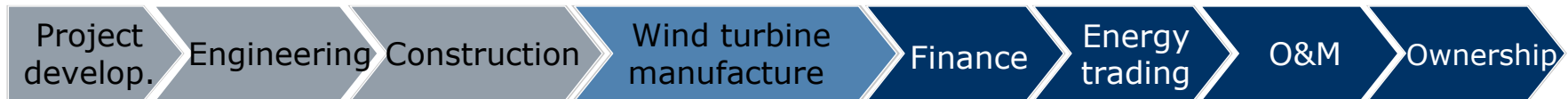
Note: Data as of 31.12.2009

# Across the entire value chain

## Vertical integration

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### Value chain



Development

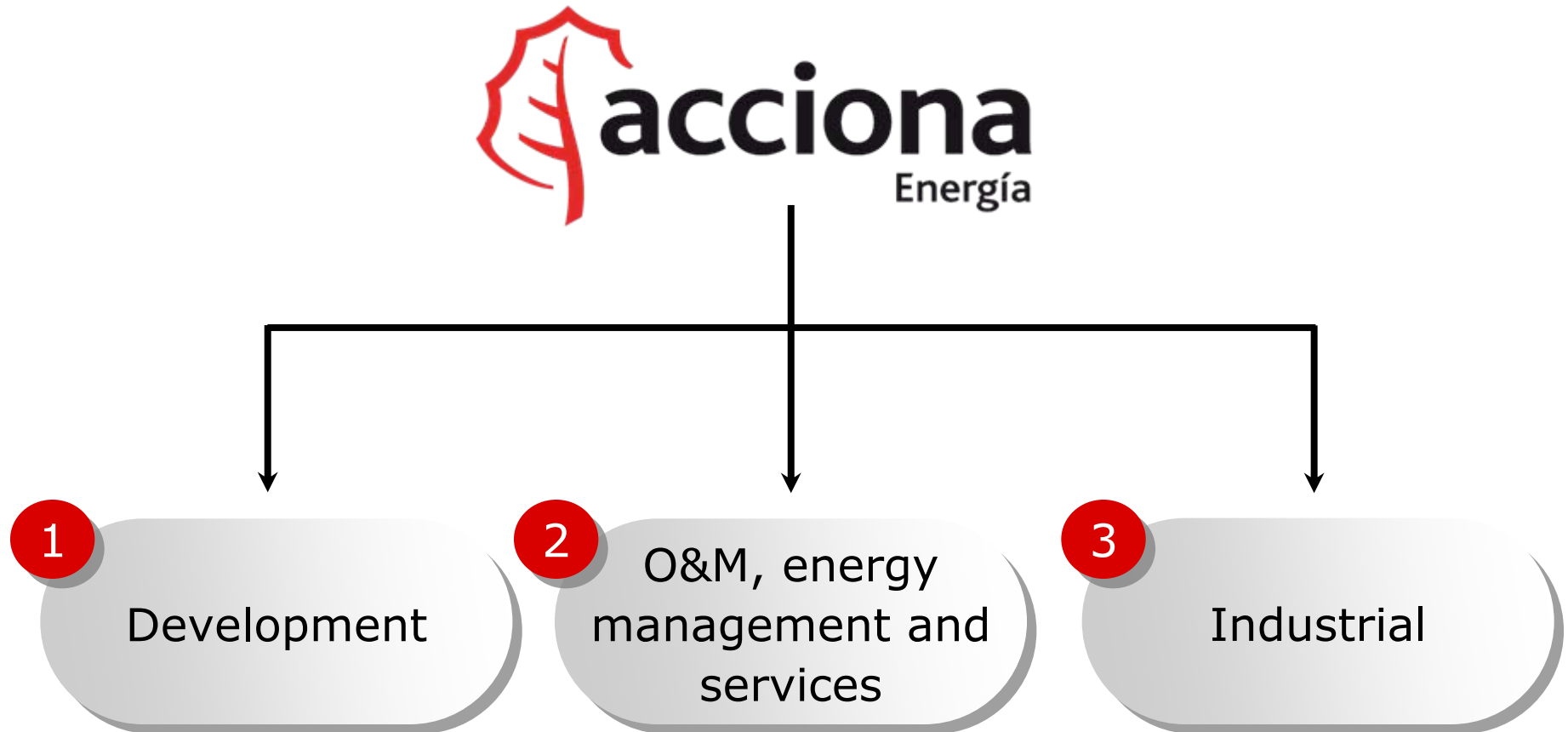
Industrial

Operation, sale of energy and services

### Activities

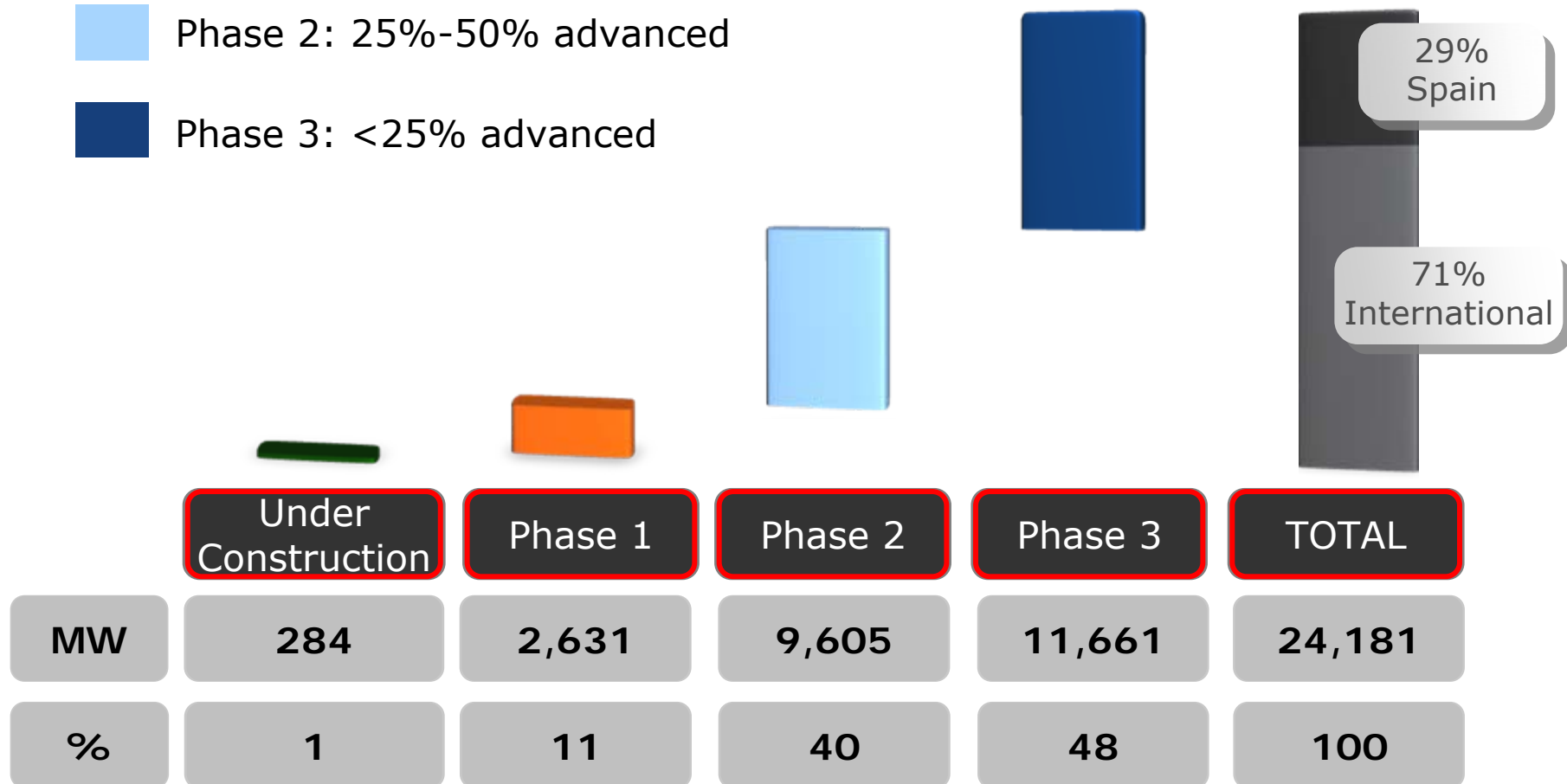
# ACCIONA Energía today

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# 1 Pipeline

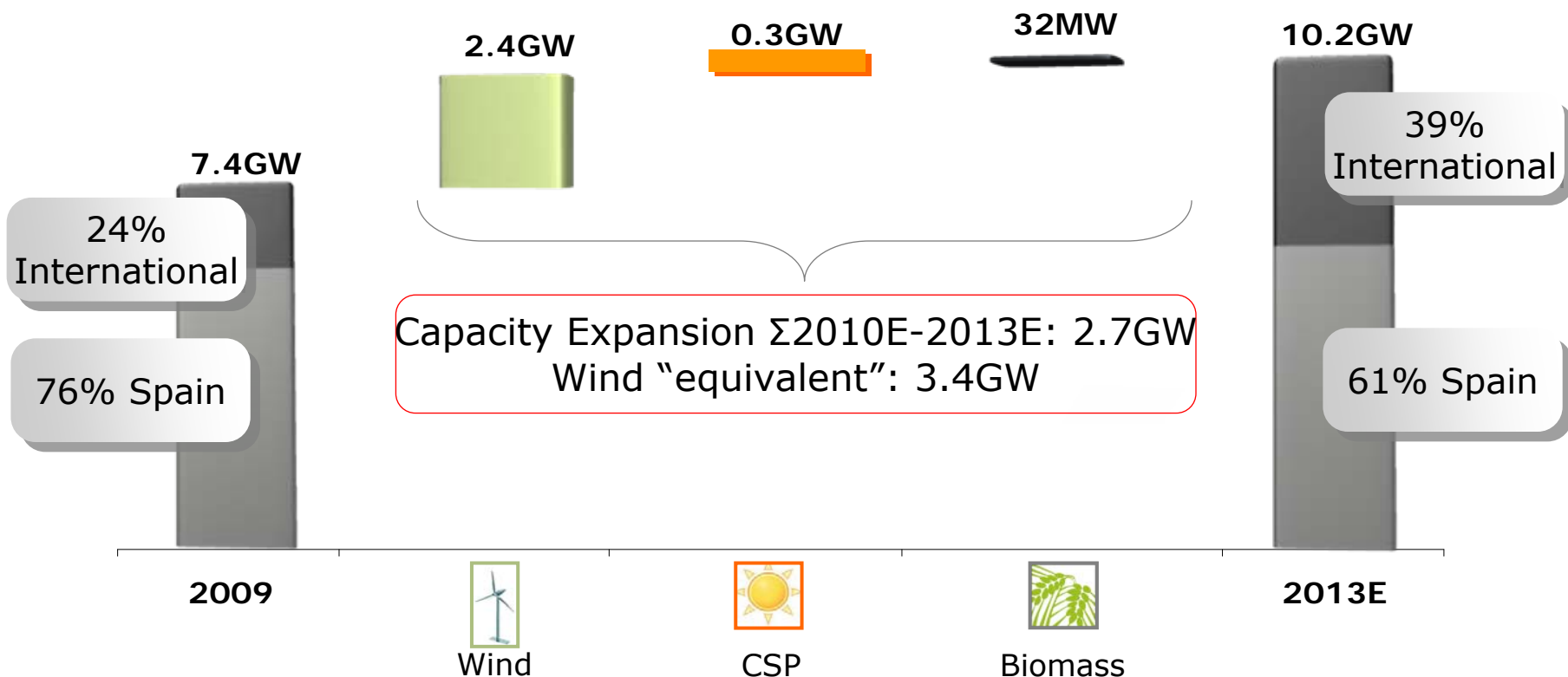
- Phase 1: >50% advanced
- Phase 2: 25%-50% advanced
- Phase 3: <25% advanced





## 2 Capacity expansion

685MW of average annual growth  
~€985m average annual Capex

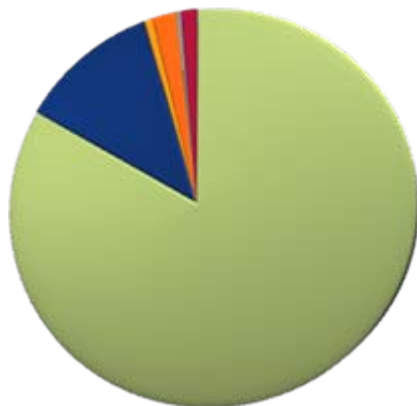


## 2 Capacity & production

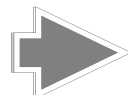
2009

2013E

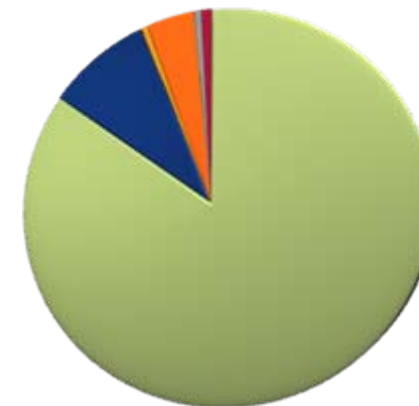
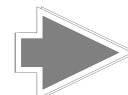
Total Installed  
Capacity



TOTAL 7.4GW

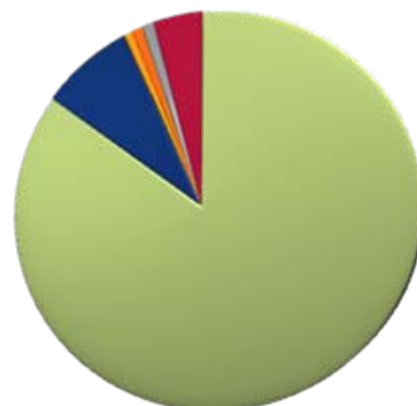


1.4x



TOTAL 10.2GW

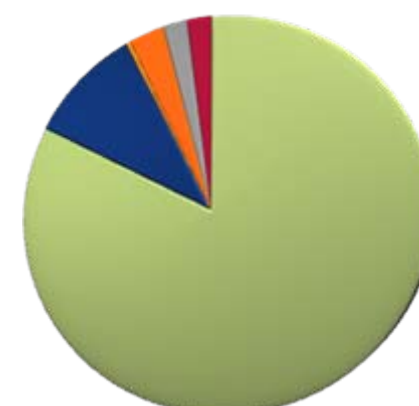
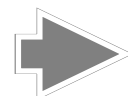
Total  
Production



TOTAL 13.6TWh (\*)



1.8x



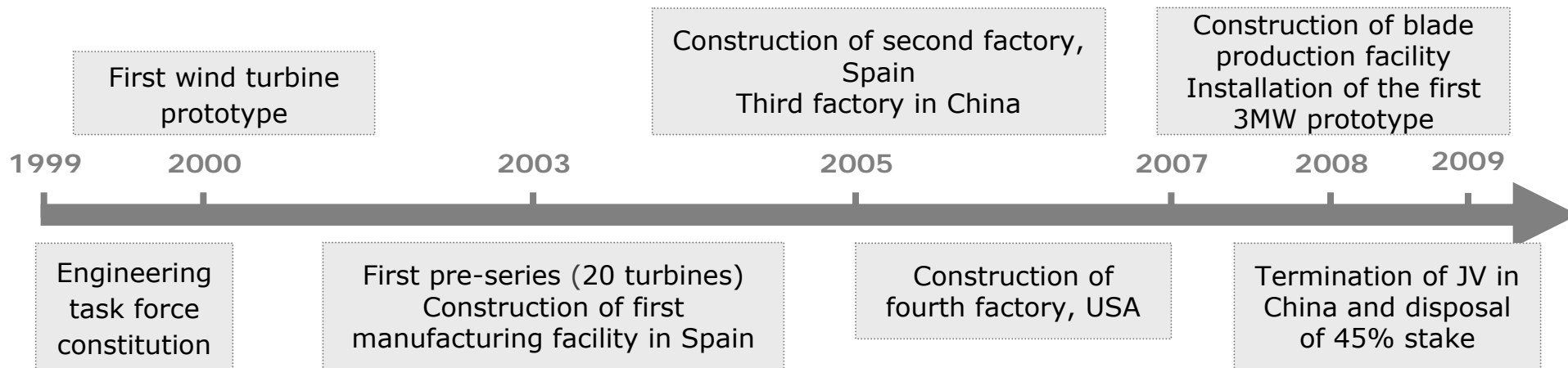
TOTAL 24.1TWh

(\*): Endesa assets only account for 6 months

### 3 ACCIONA Windpower: Overview

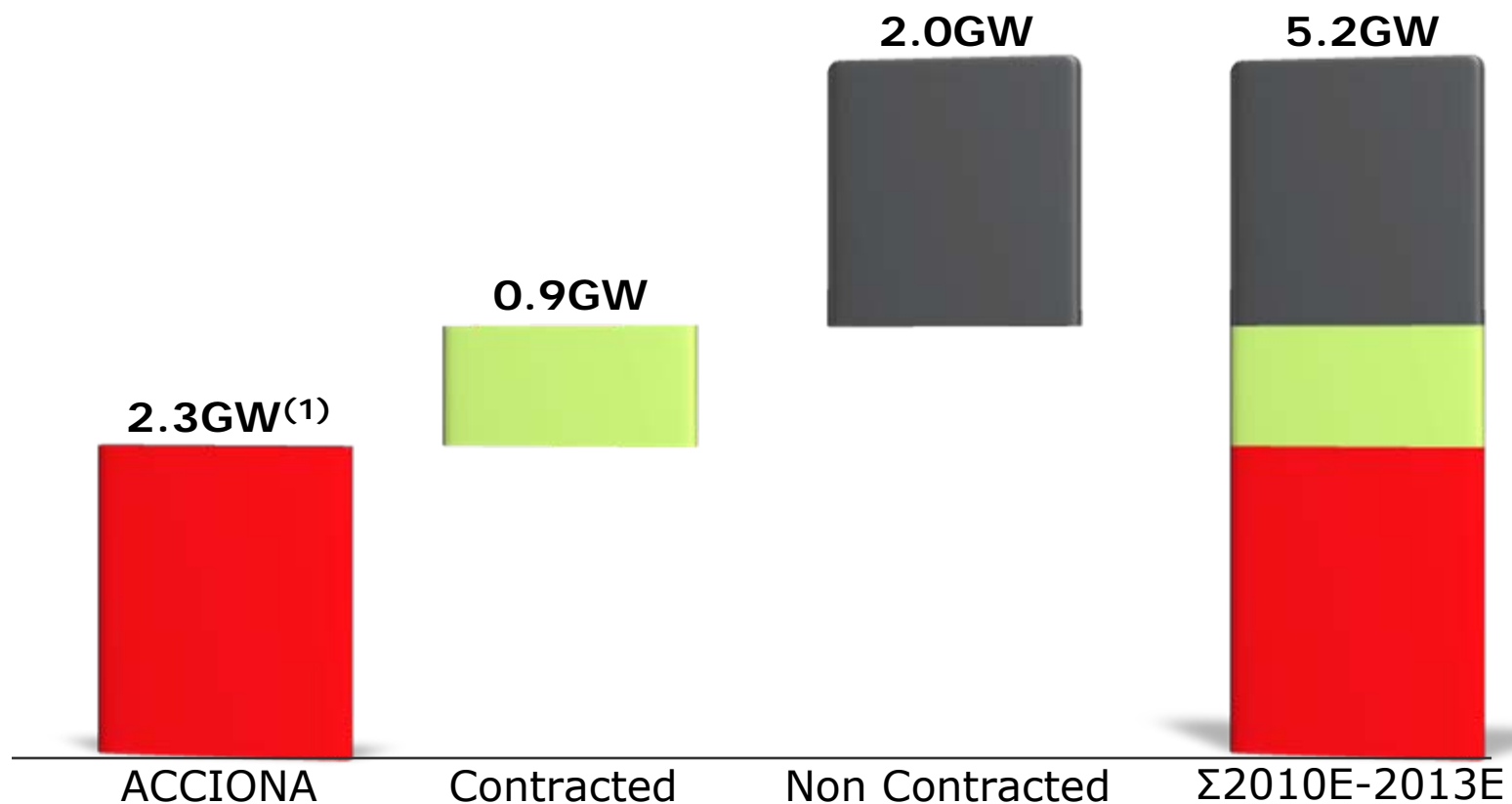
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- World's #8 turbine manufacturer
- No. Plants: 3 (2 in Spain, 1 in USA) and production capacity of 1,350 units / year
- Product: Currently producing the AW-1500 and the AW-3000 turbines
- Strategic activity:
  - Enables cost control (>70% of investment)
  - Leverage on more than 10 years' experience of ACCIONA in the O&M of wind farms
  - Reliable turbine, designed to provide maximum efficiency
  - Guarantees turbine supply capacity and avoids dependence



### 3 ACCIONA Windpower: Order Backlog Σ2010E-2013E

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(<sup>1</sup>): Including EPC

# Infrastructure

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Construction



Concessions

# Global Infrastructure Gap

## Global Drivers



# Differentiating factors of ACCIONA

## Our DNA

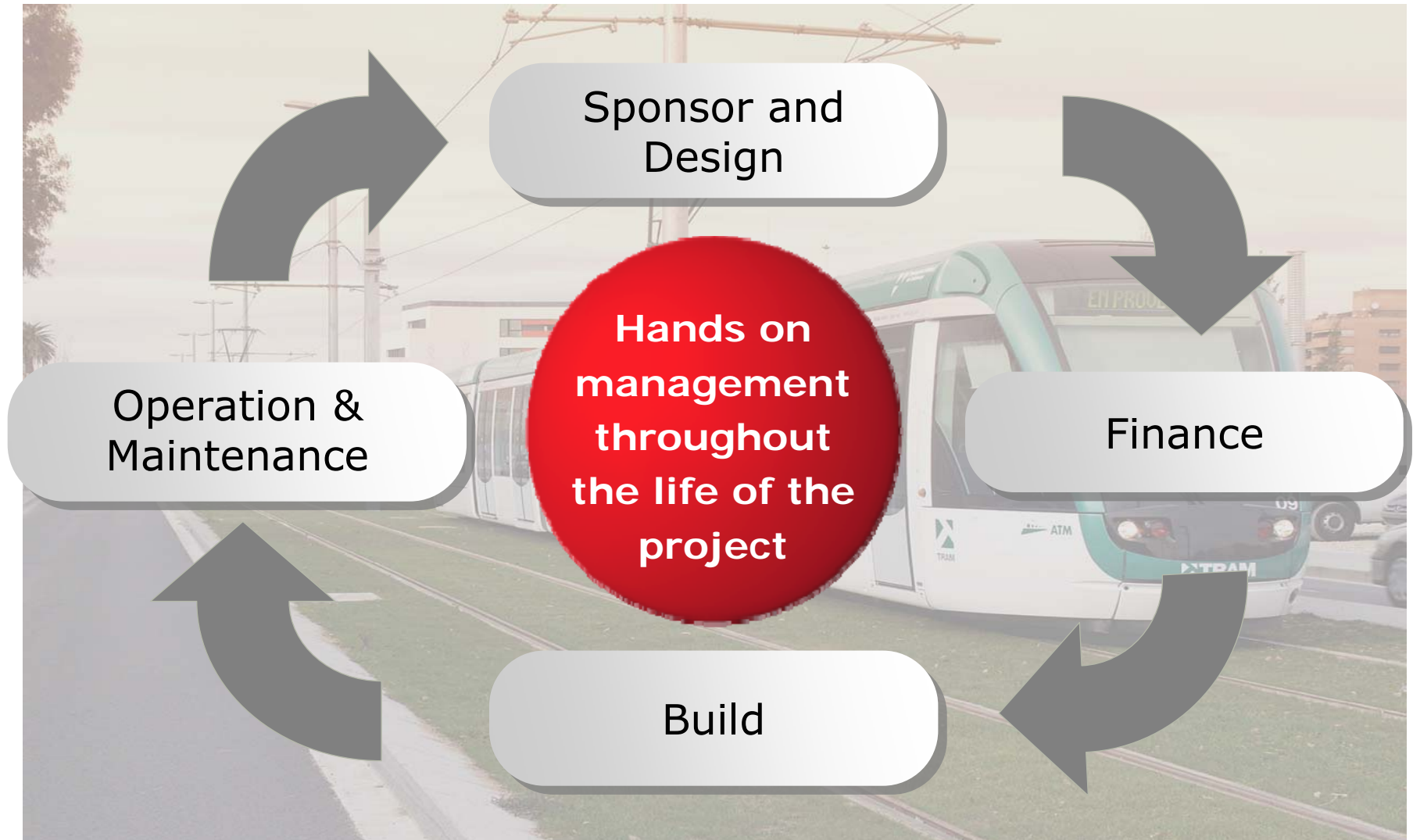
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# Integrated business model


















## Concessions/PPP

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# ACCIONA's current portfolio of concessions/PPP

							
	Road	Rail	Canal	Port	Univers.	Hospital	TOTAL
Number of concessions	9	3	1	1	1	5	20
Capital Employed: Equity + ND (€m)	550	55	37	6	23	187	858
Countries	   					  	

Rotation of mature concessions  $\Sigma$ 2010E-2013E: €450m

# Offer versatility

Buildings, transport infrastructure, marine works, dams

## Buildings



"Ciudad de las Artes y las Ciencias", Valencia (2006)

## Transport Infrastructure



"Estación Norte", Madrid Subway (2009)

## Dams



Guavio dam, Colombia (1995)

## Flagship Projects



Petronas Twin Towers, Malaysia (1999)

## Marine Works



Floating dock, Kugira (2003)

## Subway Works



Madrid Subway (2009)

## Bridges



Ting Koo Bridge, Hong Kong (2000)

## Flagship Projects



Statue of Liberty, New York (1992)

# Global reach

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# Recent award: Calgary highway in Canada

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ACCIONA awarded second highway contract in Canada to build and operate the expressway and act as concessionaire for a period of more than 30 years (€575m)

- ACCIONA has been selected by Canada's Alberta Transportation to design, build, operate and maintain the Southeast Stoney Trail
- The contract has been awarded to the concession company Chinook Roads Partnership (50/50 JV between ACCIONA and local partner SNC-Lavalin)
- The current net value of the total public investment is CAD764m (~€575m) and the total length of the concession comes to 33.5 years
  - Construction (3.5 years) will be carried out by ACCIONA Infrastructures Canada (50%) and SNC Lavalin Constructors (50%)
  - Operation, maintenance and refurbishment activities will run for 30 years after the highway comes into service and will be carried out by the Canadian subsidiaries of both groups



# Water

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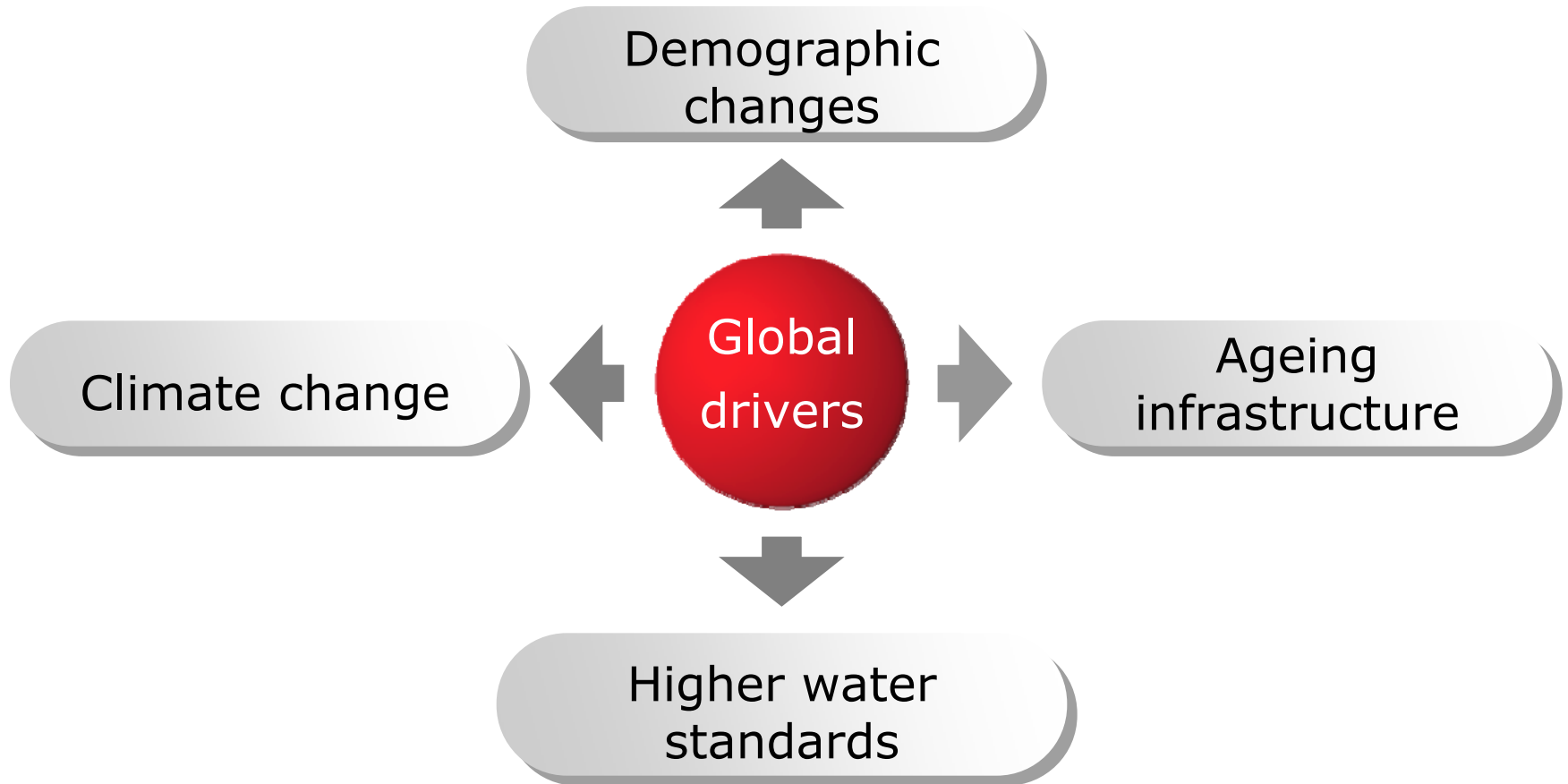


Water

# A market of the future

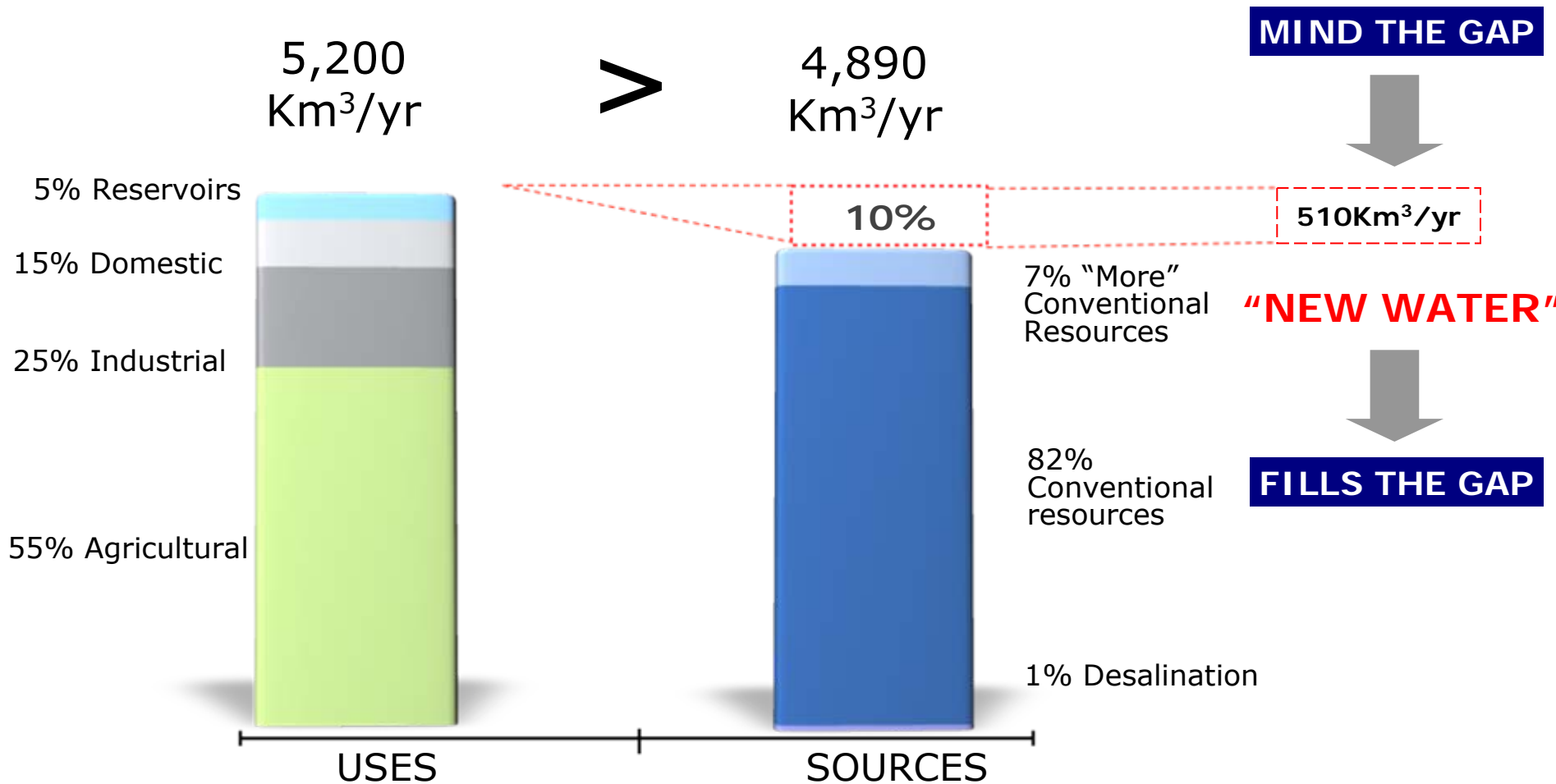
## Global drivers - "Water crisis"

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# The water challenge

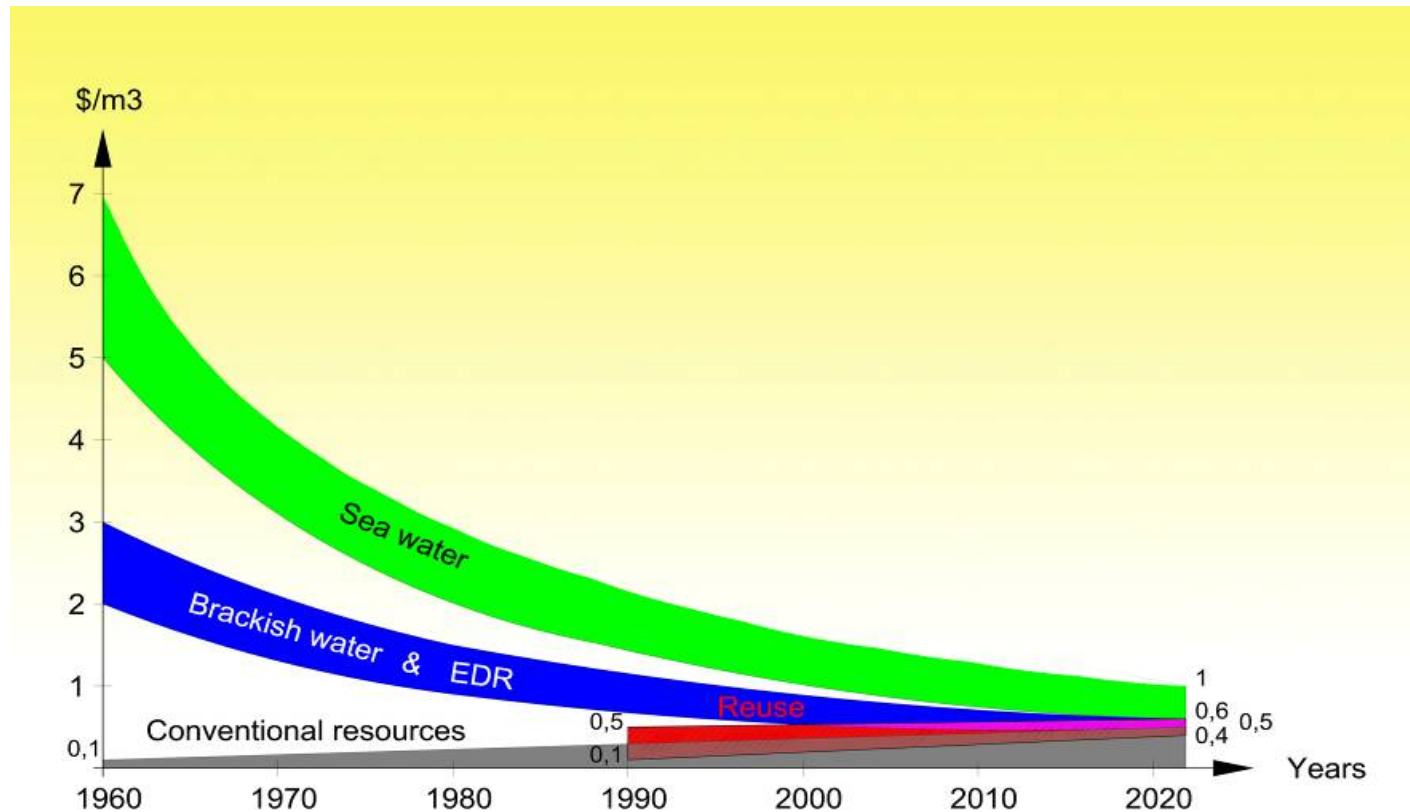
## Water needs 2025



# The water market

## Desalination cost

### Desalination costs versus other sources of water





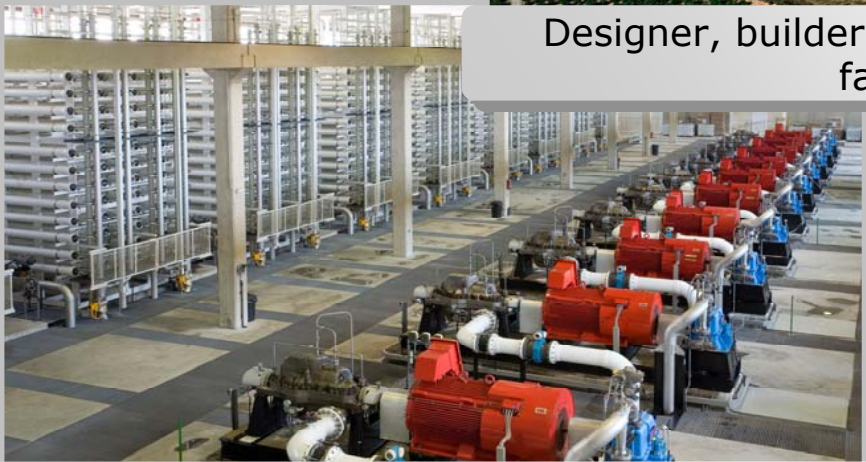
# ACCIONA Agua

## Business overview

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Designer, builder and operator of water facilities



Global leader in RO desalination



Leader in wastewater & drinking water treatment and integrated water management

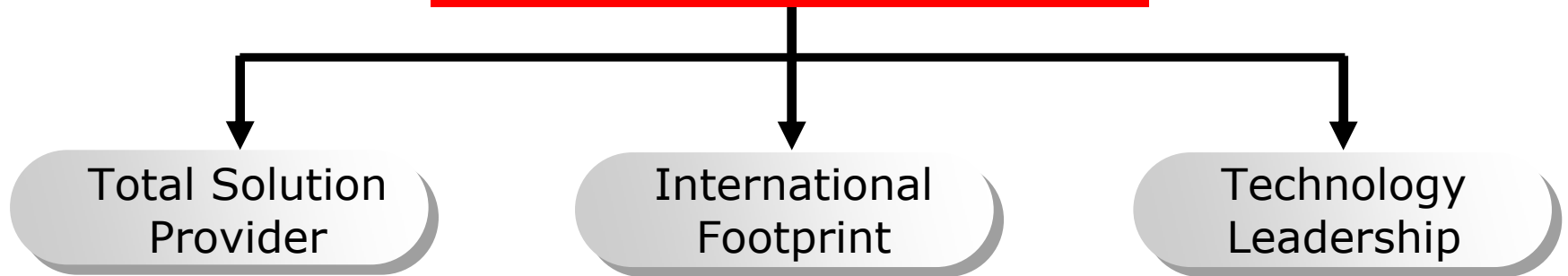
# ACCIONA Agua

## Key competitive advantage

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### Three Pillars for Growth



# Total Solution Provider

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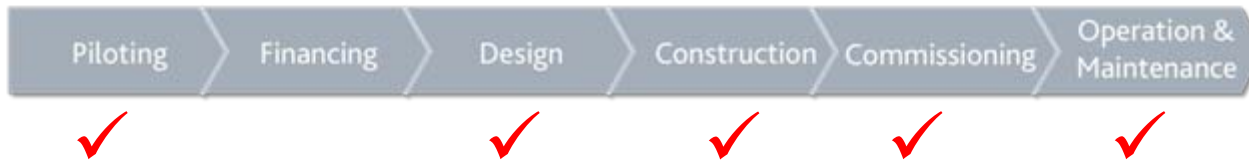
## Benefits and Advantages

- Ability to tender every type of project
- Wrap up guarantees in front of client
- Facilitates project financing

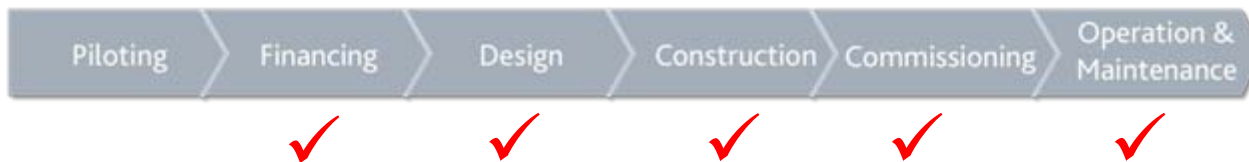
# Total Solution Provider

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## SWRO Adelaide (Australia)



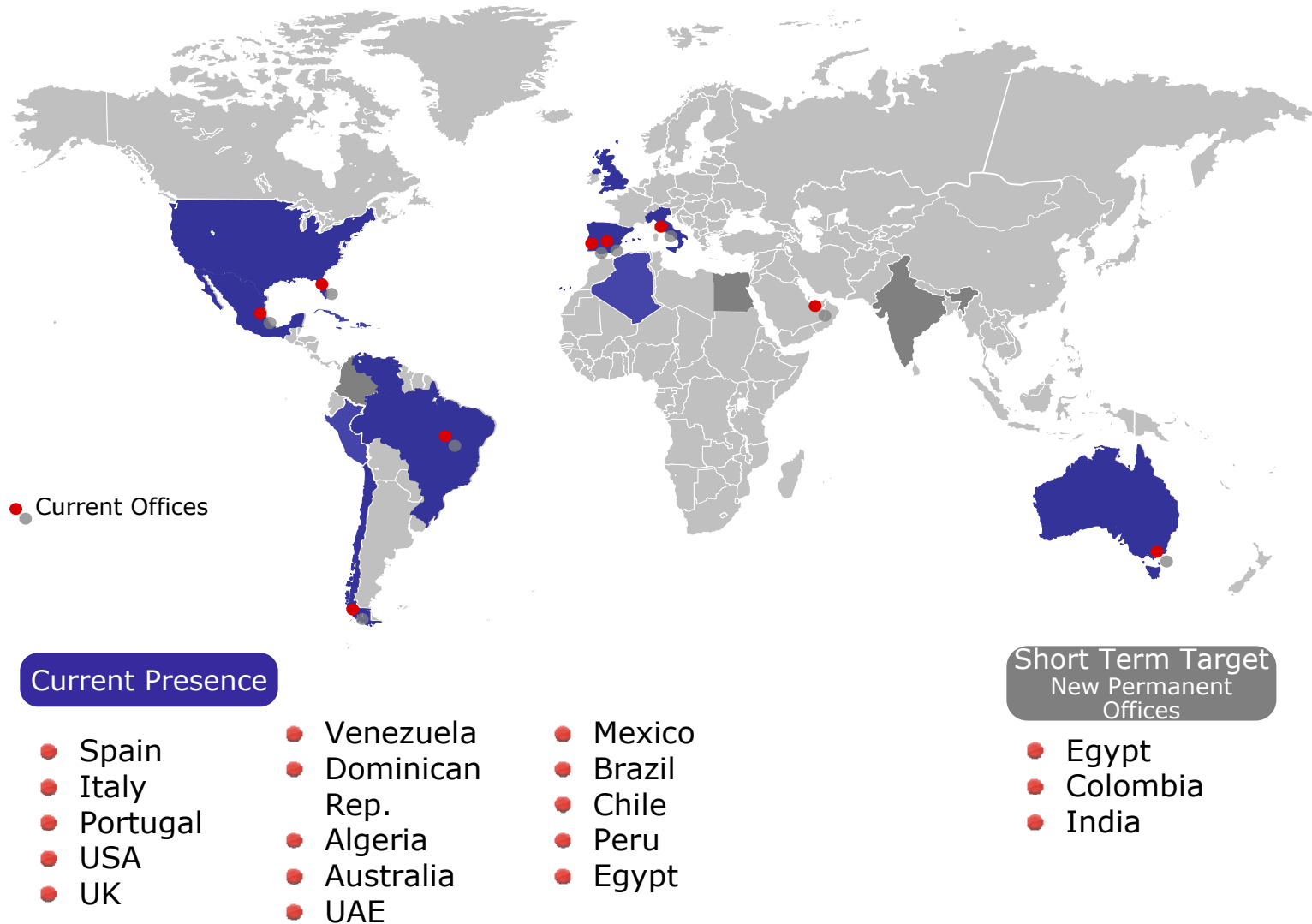
## WWTP Atotonilco (Mexico DF)



# International footprint and scale

## Presence in key growth markets

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# Technology leadership

## Landmark projects

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### Thames Gateway

- Thames Gateway desalination plant London (150,000 m<sup>3</sup>/day)
- Very complex water treatment: Thames River & Sea Water



### Tampa Bay

- Tampa Bay Seawater desalination plant, Florida (108,000 m<sup>3</sup>/day)
- Contract to fix and operate: 18 years



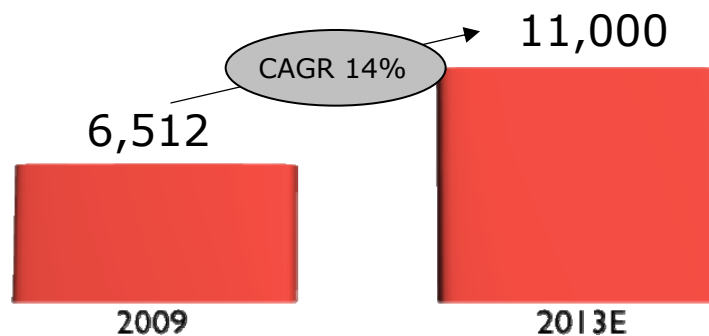
### 3. ACCIONA's Business Plan 2010E-2013E

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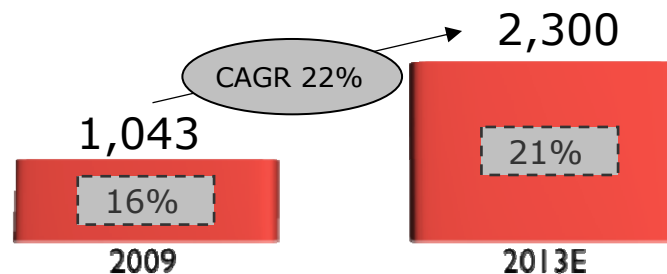
# Key financial targets 2013E

Revenue, EBITDA, PBT

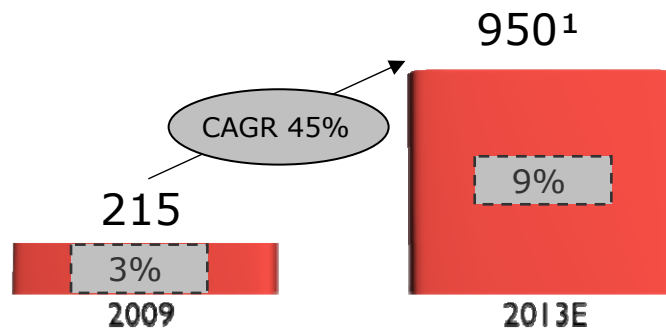
Revenue  
(€m)



EBITDA  
(€m)



PBT  
(€m)



margin

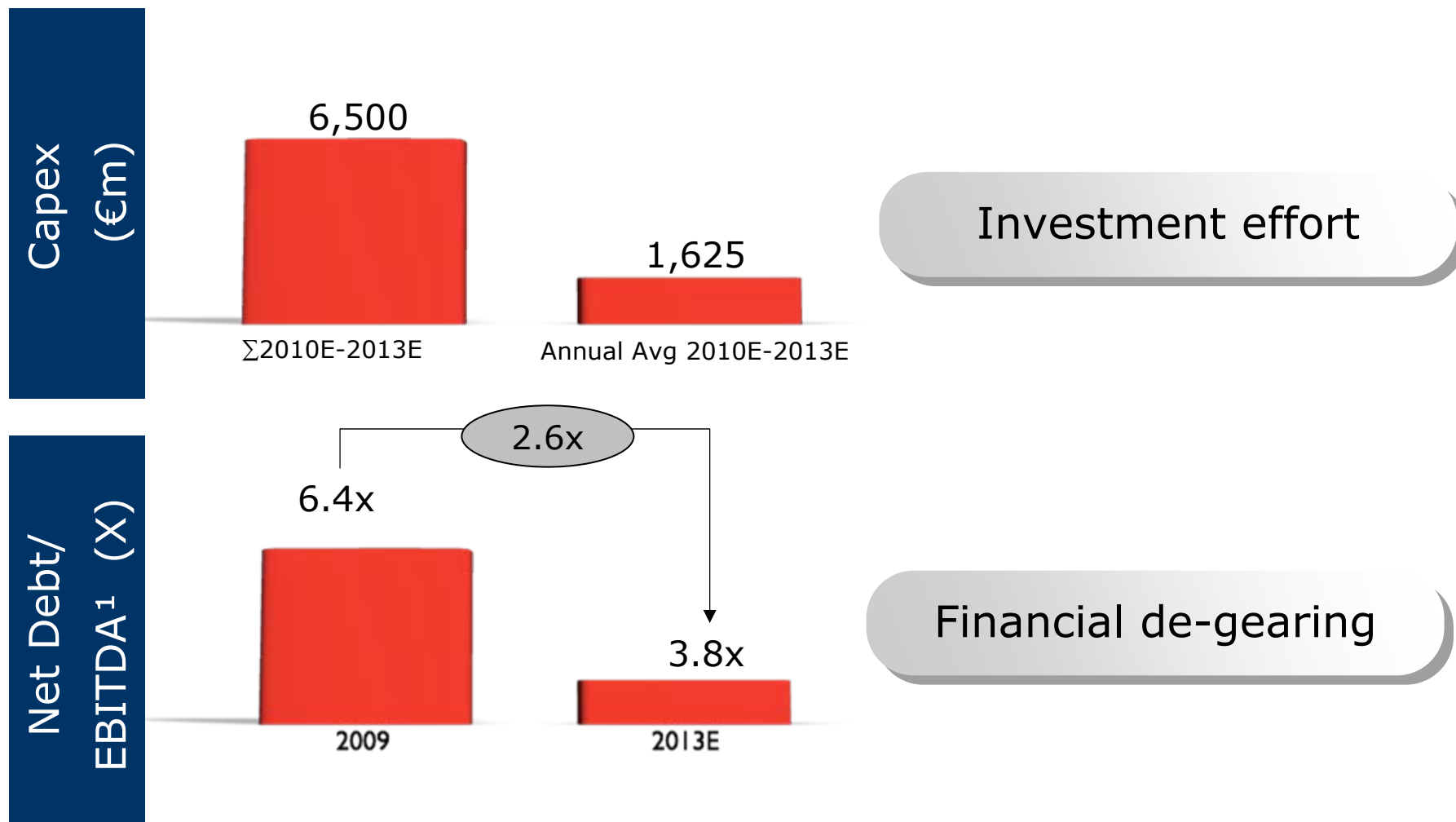
<sup>1</sup> Includes €50m capital gain from concession disposals in 2013

Note: Includes consolidation adjustments



# Key financial targets

Capex, ND/EBITDA

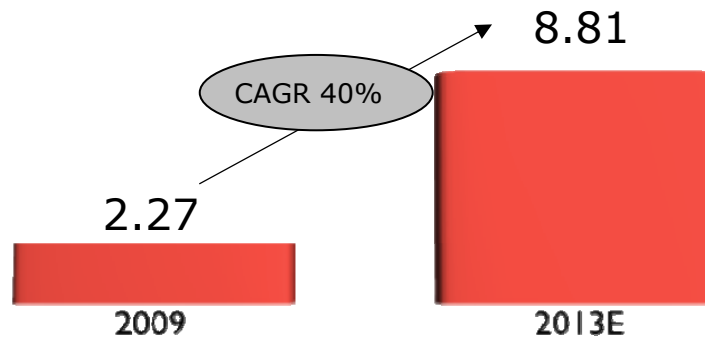


<sup>1</sup> 2009 proforma multiple including full year contribution from Endesa acquired assets

# Key financial targets

EPS, DPS

EPS<sup>1</sup>  
(€/share)



DPS<sup>2</sup>  
(€/share)

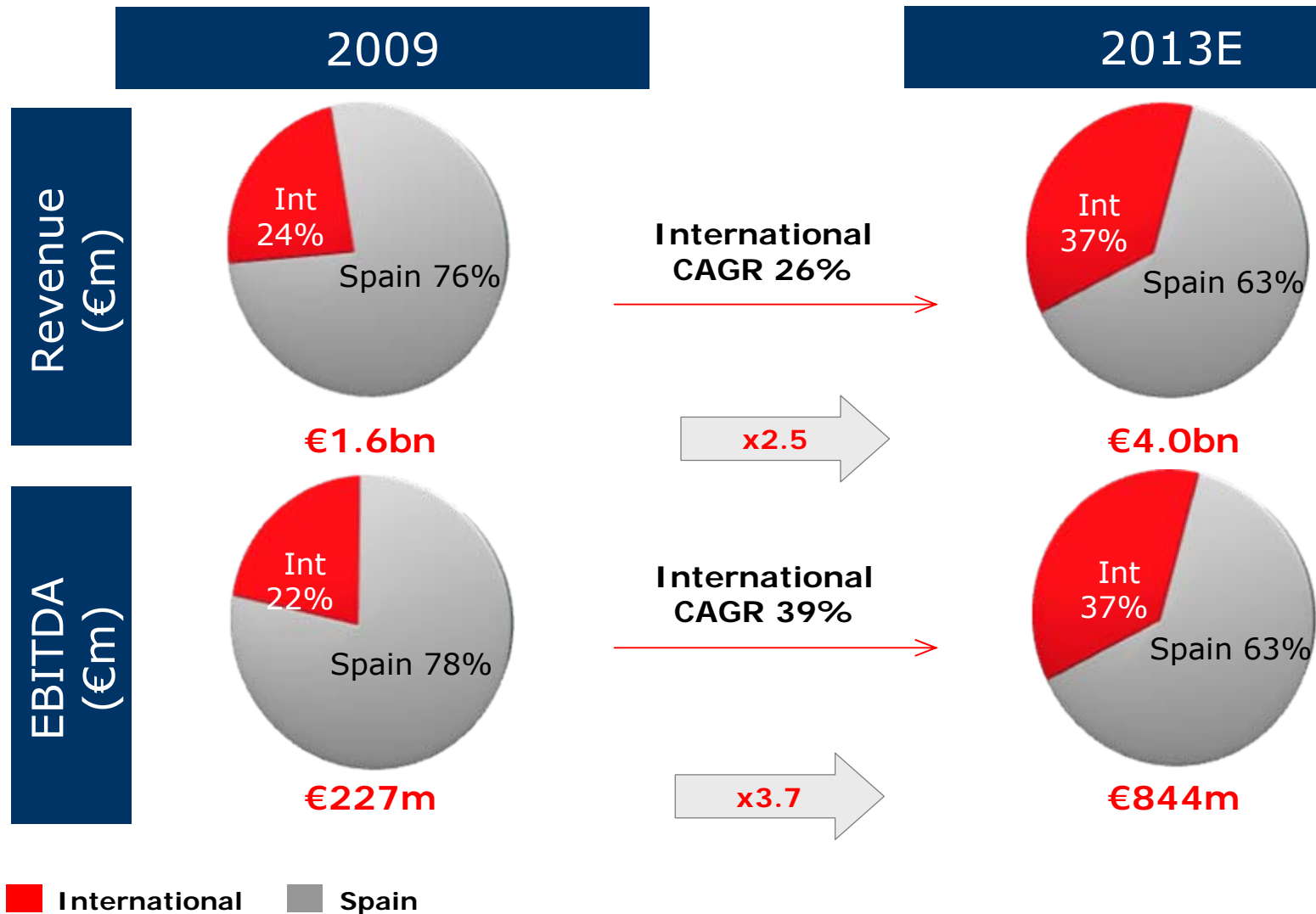


<sup>1</sup> Excluding capital gains

<sup>2</sup> Dividend accrued in 2013E

# Key financial targets 2013E

## International contribution

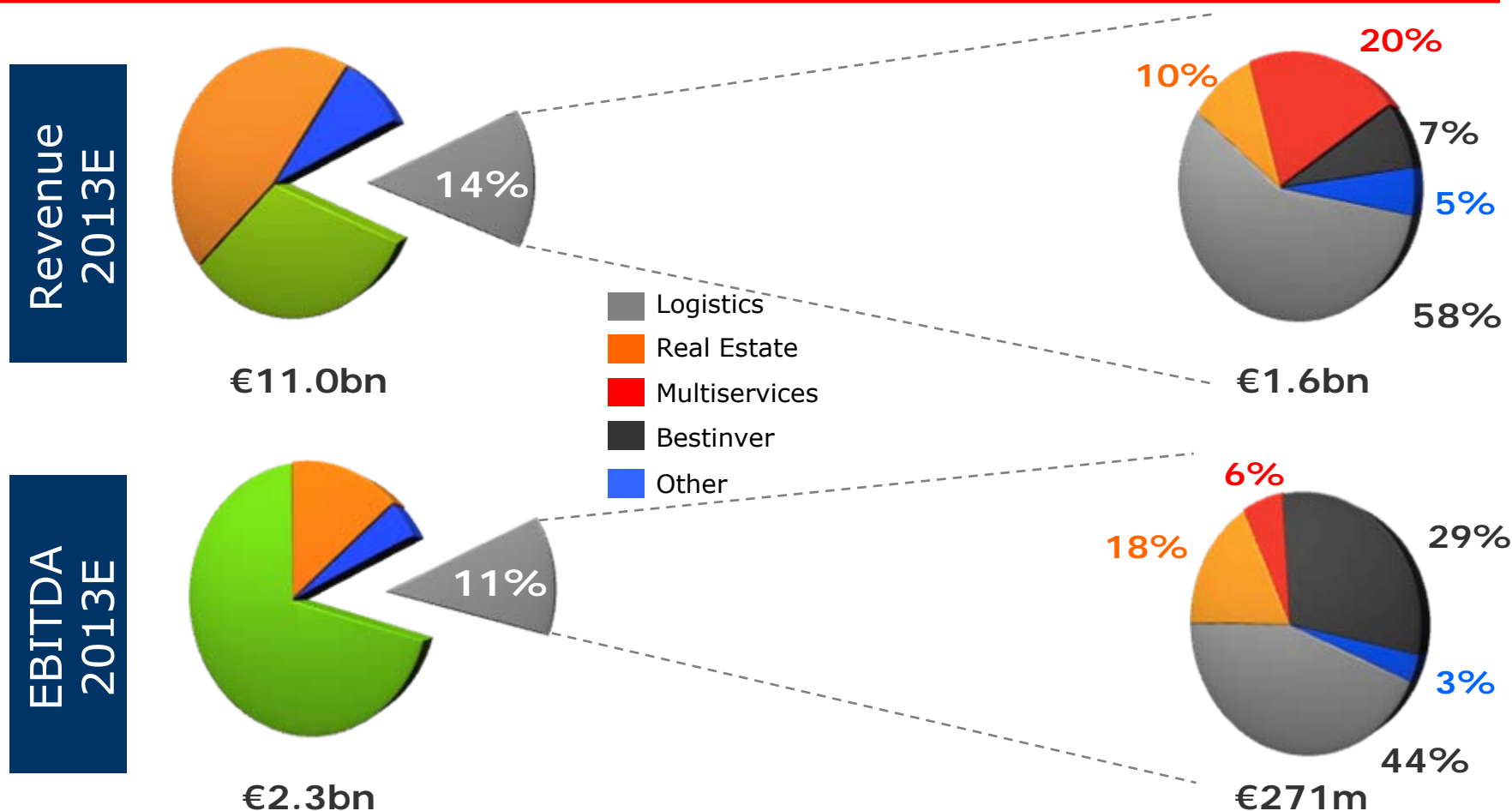


# Core business growth & contribution

		2009A		CAGR	2013E	
		€m	%		€m	%
Revenue (€m)	Energy	1,248	18%	30%	3,500	32%
	Infrastructure	3,613	53%	8%	5,000	45%
	Water & Envir. Services	509	8%	17%	950	9%
	<i>Contribution (%)</i>		79%			86%
		2009A		CAGR	2013E	
		€m	%		€m	%
EBITDA (€m)	Energy	629	59%	26%	1,600	71%
	Infrastructure	209	20%	11%	310	14%
	Water & Envir. Services	42	4%	22%	90	4%
	<i>Contribution (%)</i>		83%			89%

# Key financial targets

## Breakdown by division: Other business



Proactive management to maximise value during economic cycle

# Key financial targets

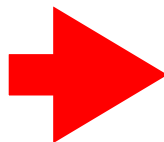
## Real Estate

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### Housing Stock (units)

2009

1,743



2013E

61

### Capex Σ2010E-2013 (€m)

336



Gross Capex



-268

Rental Asset  
Divestment

68



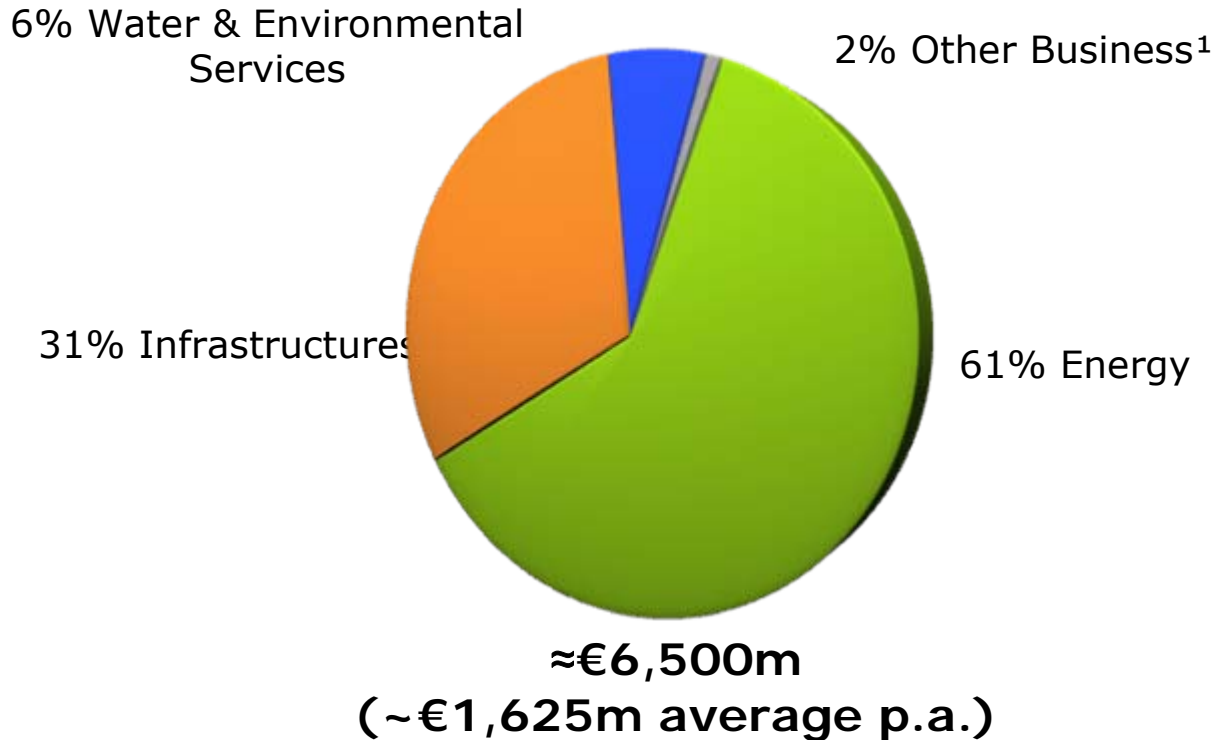
Net Capex

# Key financial targets

## Capex

98% of investment effort concentrated on core strategic business:  
Energy, Infrastructure and Water

Σ2010E - 2013E



<sup>1</sup> Net Capex from Real Estate

# Financing of the business plan

	€m
+ Gross Capex Σ2010E-2013E	+6,500
- FFO Σ2010E-2013E <sup>1</sup>	-2,258
- Concessions disposals	-450
- Minority Shareholders	-420
<b>= Net Funding Required</b>	<b>+3,372</b>
Investments pending financing	52%

## Liquidity Analysis as of 31.12.2009

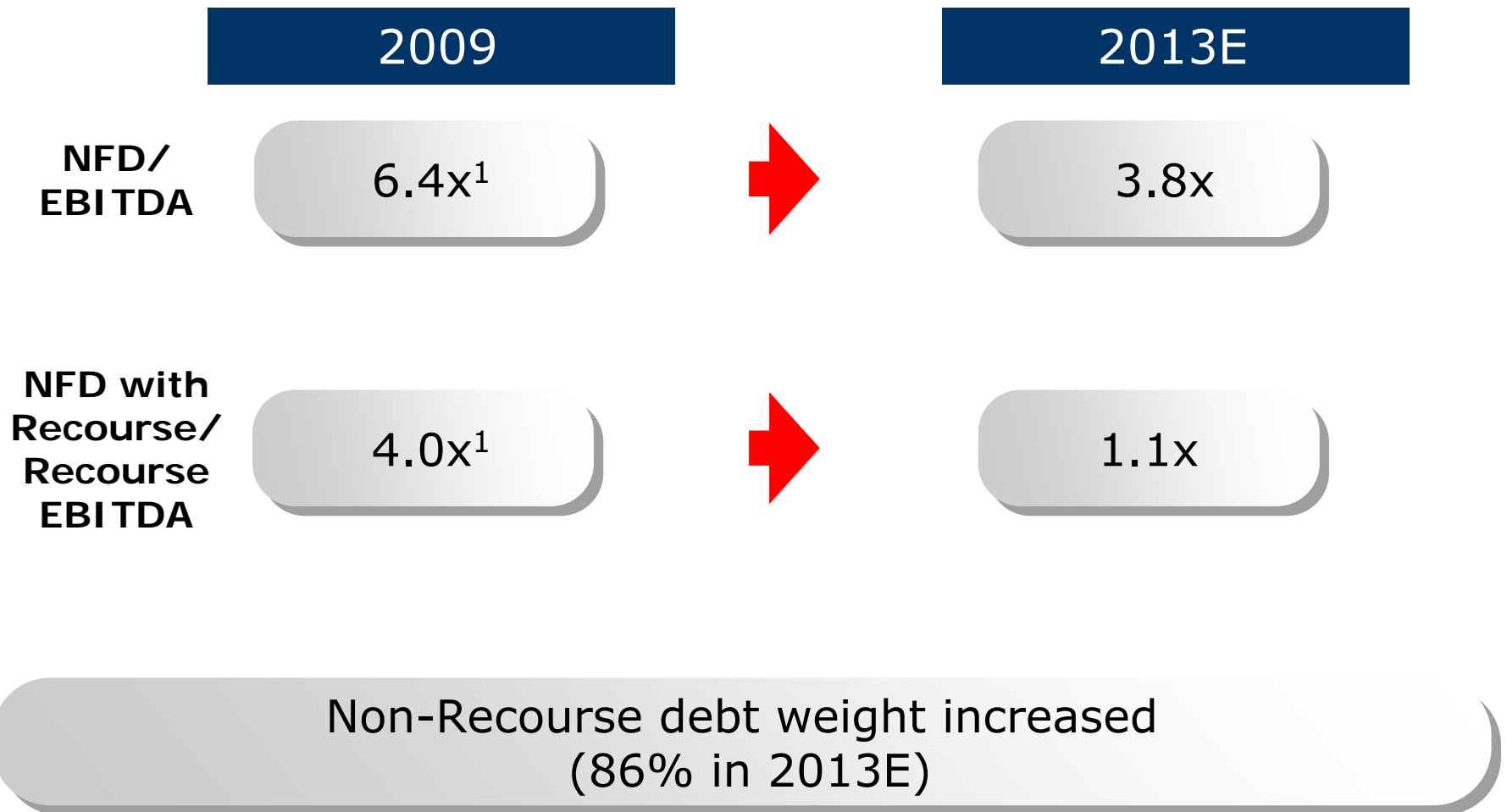
+ Undrawn Credit Lines	+1,384
+ Cash	+1,451
<b>= Liquidity</b>	<b>+2,835</b>

<sup>1</sup> After debt programmed amortizations, distributed dividends and changes in WC



# Deleveraging

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<sup>1</sup> 2009 proforma multiple including full year contribution from Endesa acquired assets

# Deleveraging

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Capital Intensive Business:  
Energy and Concessions



Project Finance: Maximizes growth rate and  
returns

Dec 2009: Debt not generating EBITDA → €1,508m

**Adjusted Ratio 2009<sup>1</sup>**

**6.4x**



**5.1x**

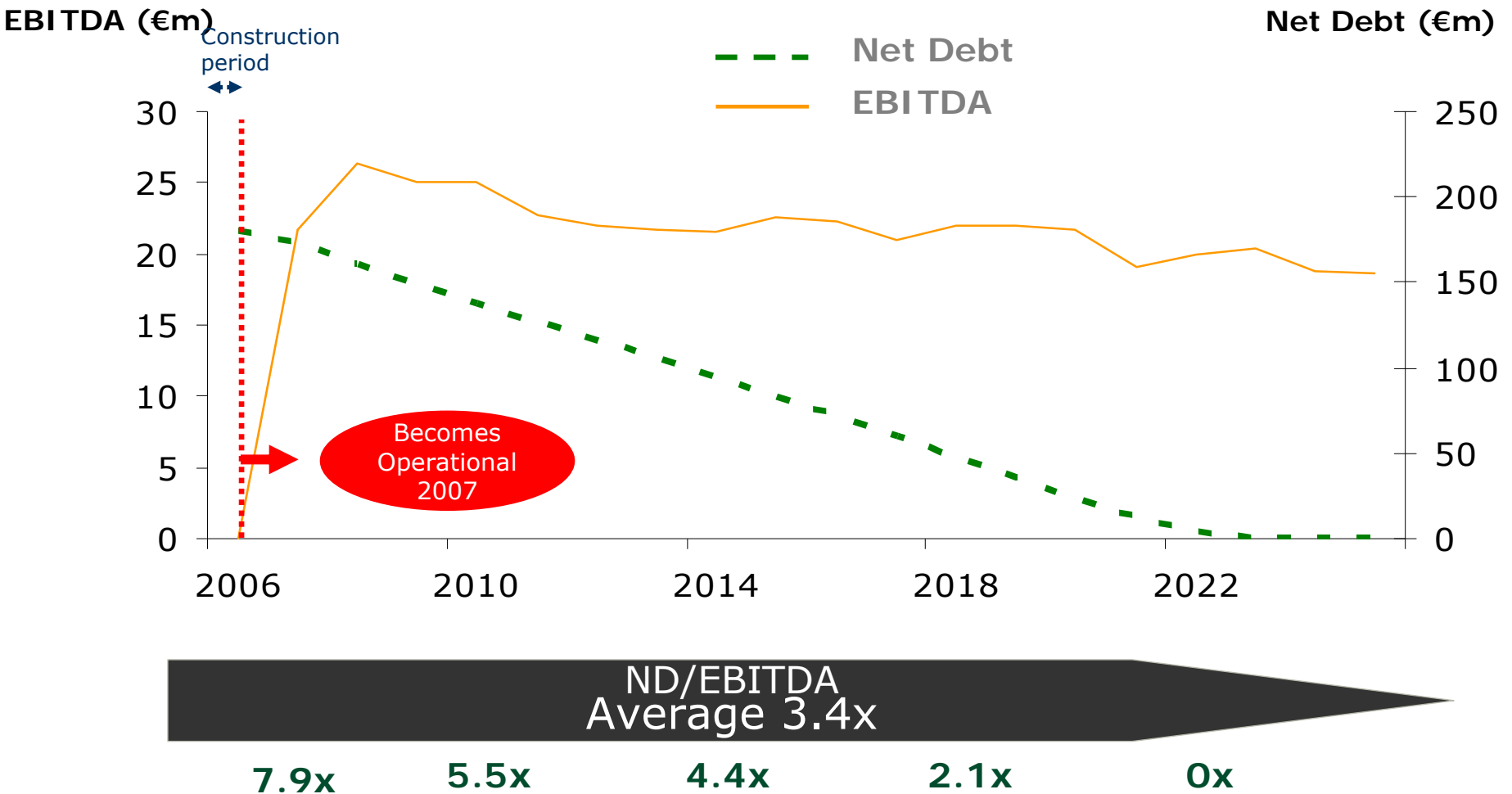
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<sup>1</sup> 2009 proforma multiple including full year contribution from Endesa acquired assets

# Case Study

## Wind Farm in Spain

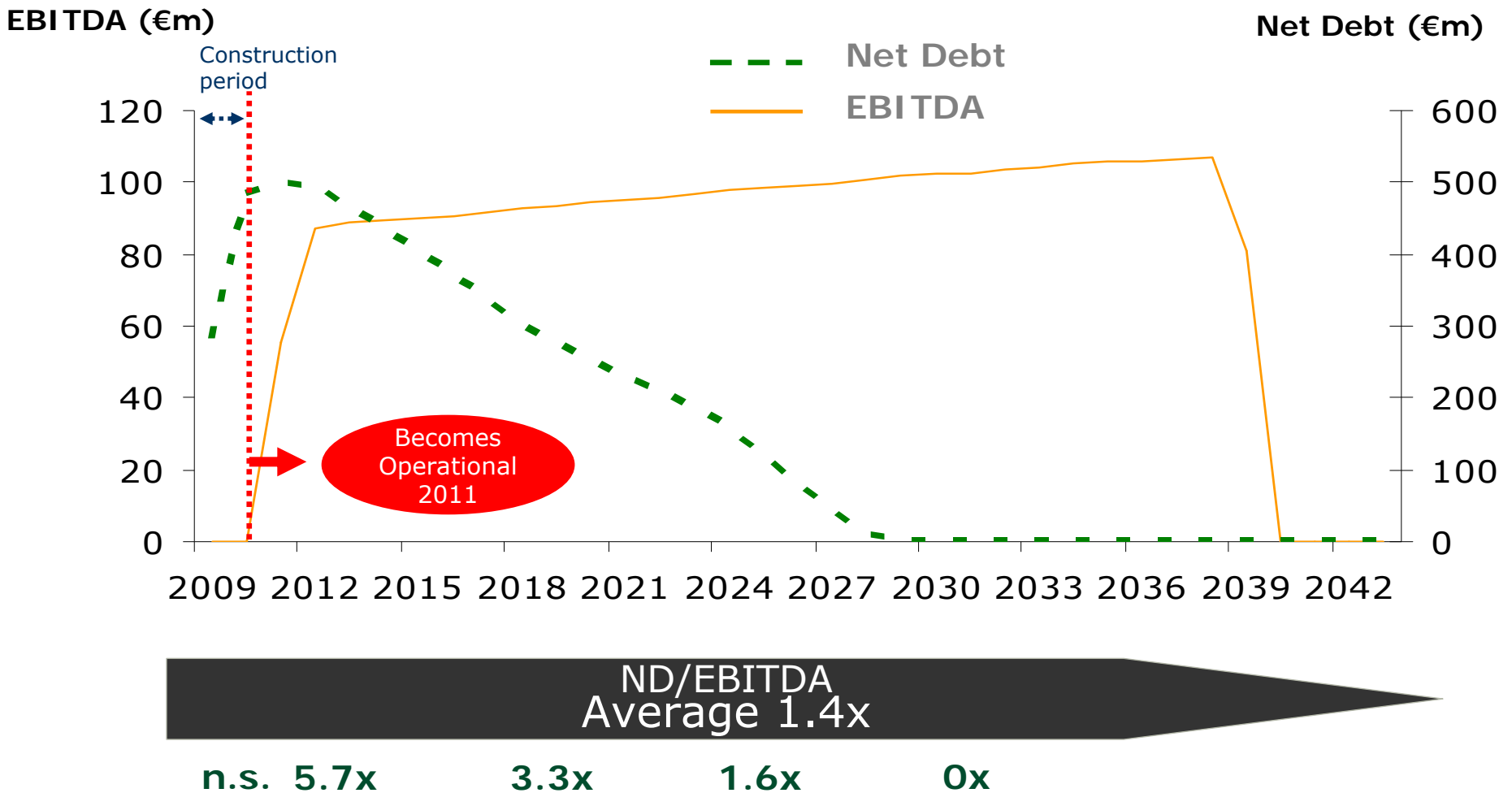
### Evolution of Gearing Ratios



# Case Study

## 3 CSP Plants in Spain

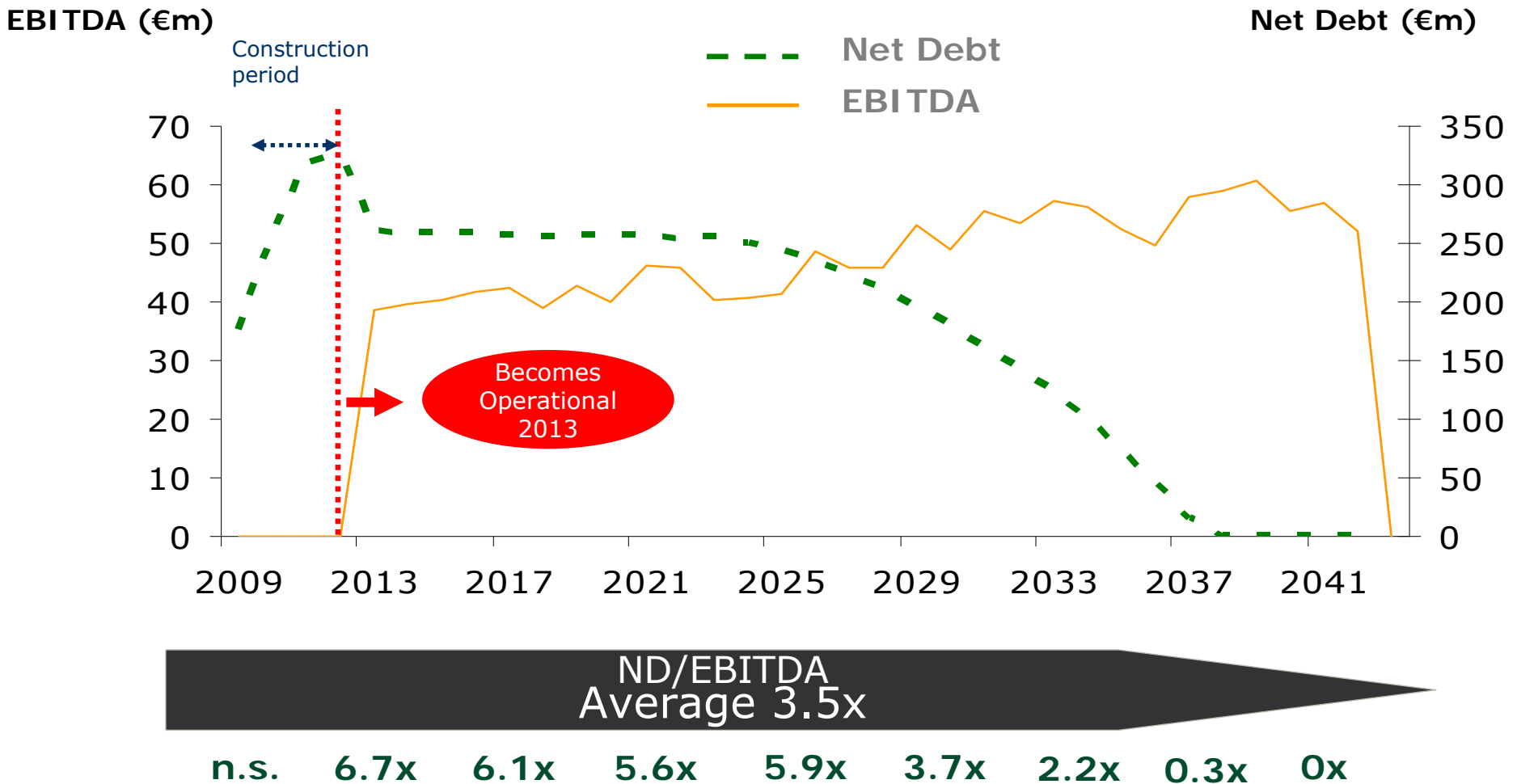
### Evolution of Gearing Ratios



# Case Study

## A30 Concession Canada

### Evolution of Gearing Ratios



# Key terms

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	Wind (Spain)	CSP (Spain)	A30 Concession (Canada)
All In Cost	3.4%	3.9%	2.9%/ 3.65% scaled
Gearing	80%	70%	89%
Debt Life	18 years	7 Miniperm years underlying 19.5 years	30 years

# Refinancing

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- The alternatives for refinancing assets acquired from Endesa are currently being reviewed by a wider group of financial institutions
- The status of these negotiations and interest from the market lead us to believe that it will be completed before maturity date (July 2011)

## Option A

Project  
Finance

## Option B

Project Bonds  
+  
Project Finance

€1,500 – 1,800m  
15-17 years

## 4. Conclusions

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# Conclusions

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ACCIONA's future business strategy relies on three pillars under the sustainability umbrella: Infrastructure, Energy and Water

In the current challenging environment, ACCIONA presents a defensive business mix, together with strong growth potential



Strong financial de-gearing



EBITDA growth of +22% and EBT of +45%



Business Plan 48% funded with FFO



Attractive valuation benchmark and value creation potential

# Appendix

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# Appendix: ACCIONA Energy operating portfolio

Main Assets	Operating Portfolio main characteristics			
	Gross MW	Net MW	Average COD	Load Factor
Wind Spain	4,591	3,922	Jan - 2005	25.8%
<i>Transtory regime</i>	<i>3.698</i>	<i>3.069</i>	<i>Feb - 2004</i>	<i>26.0%</i>
<i>RD 661/2007</i>	<i>893</i>	<i>853</i>	<i>Feb - 2009</i>	<i>25.0%</i>
Wind USA	490	415	Aug - 2008	37.6%
Wind Australia	258	225	Dec - 2008	32.1%
Wind Mexico	251	251	Dec - 2009	37.0%
Wind Germany	150	150	Dec - 2005	19.7%
Wind Canada	136	58	Feb - 2007	32.3%
Wind Portugal	120	120	Oct - 2005	30.9%
Wind Italy	71	71	Feb - 2007	15.6%
Hydro	679	679	1974	27.0%
Minihydro	232	232	May - 1975	32.8%
CSP Spain	50	50	Sep - 2009	25.0%
CSP USA	64	64	Jul - 2007	24.2%
Solar PV Portugal	46	30	Nov - 2008	22.5%
Biomass	33	33	Jul - 2002	88.2%
Other <sup>(1)</sup>	267	254		
<b>Total</b>	<b>7,437</b>	<b>6,554</b>		

Note: As of 31.12.09

(1) Operating assets (Gross MW): Wind Greece (48 MW), Wind Hungary (24 MW), Wind India (30 MW), Wind Korea (62 MW), Solar PV Spain (3 MW) and Cogeneration (100 MW)



May 2010