

# Maintaining our focus on efficiency and growth



21st April 2006

#### Overview



#### **Basic Information**

Market Cap.(1)	€4,130m
Net Debt 2005	€1,547m
Revenues 2005	€681m
EBITDA 2005	€478m
Net Income 2005	€191m

#### **Triple Core Strategy**



#### **Overview of Presentation**

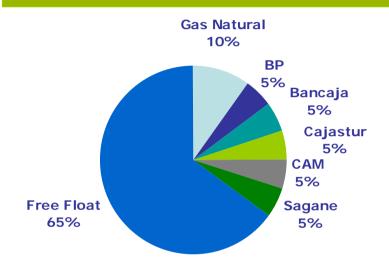
Track Record since IPO

Business Plan Financial Targets

#### Corporate governance



#### **Shareholders**



- 65% free float; ~ €2,700m
- Average daily trading of €19m in the last 12 months; 1% traded every 2 days
- ► Gas Natural has reduced its stake since the IPO from 41% to 10% currently
- ► Government proposal to limit players in the Spanish gas sector to a 1% stake and other shareholders to 3% would increase free float by at least another 21%

#### Board



- 6 stable shareholders with Board presence
- Majority of independents
- Functioning of Board and Committees as per Spanish and international best practices of corporate governance

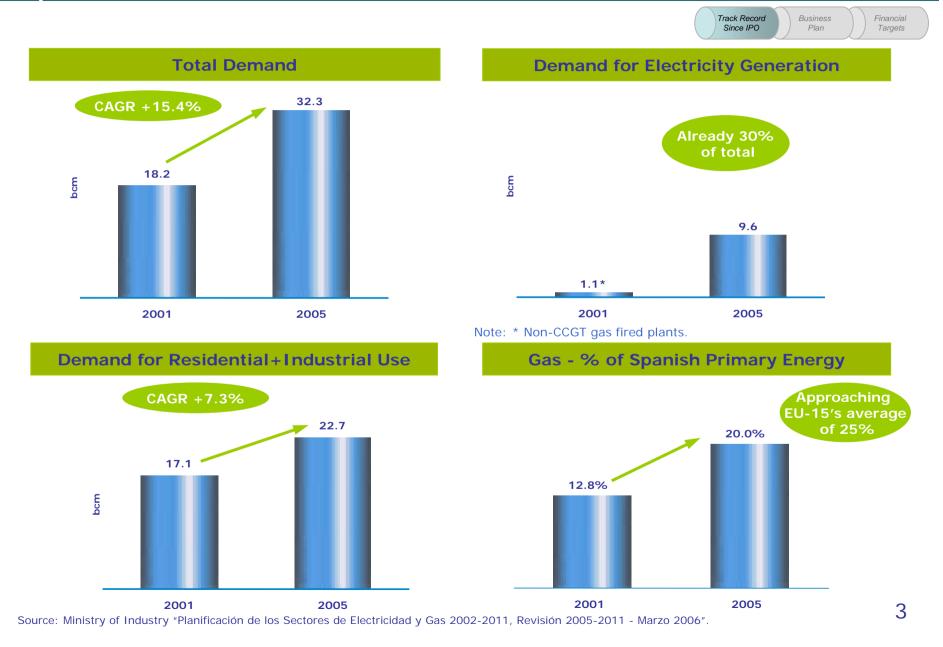


#### 1. Track Record Since IPO

Track Record Since IPO Business Plan Financial Targets

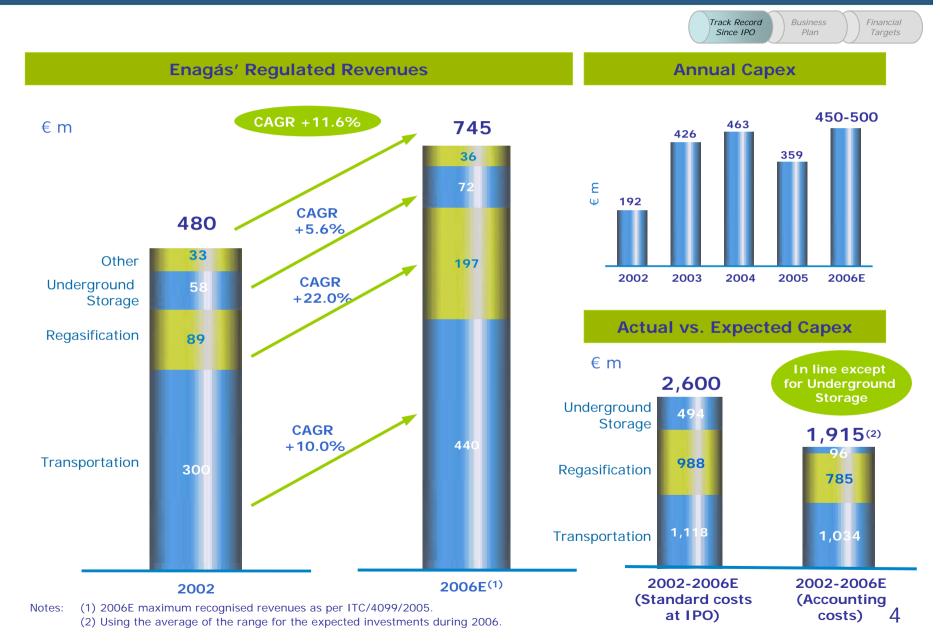
## High gas demand growth, above expectations





## Regulation recognising growth





#### Strong operating leverage achieved



Financial

Targets



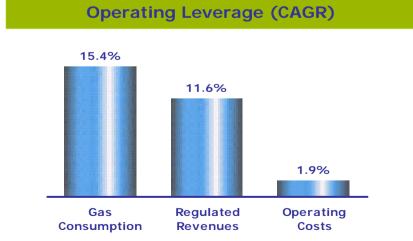


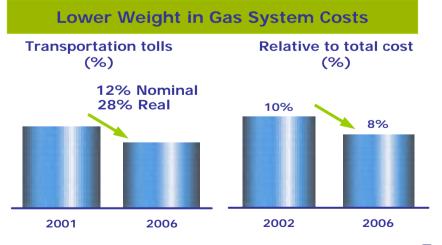
Track Record

Since IPO

Business

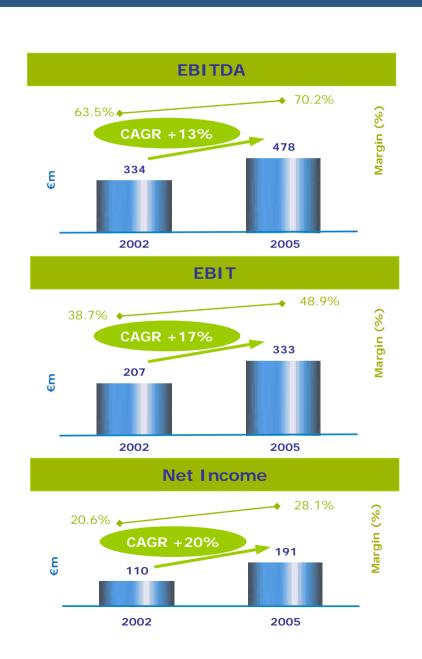
Plan

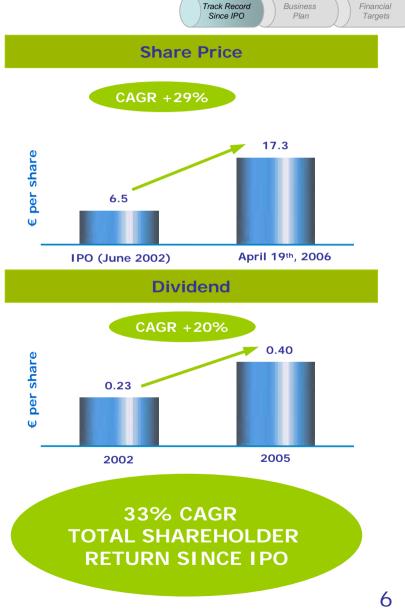




## Strong financial growth









#### 2. Business Plan

Track Record Since IPO Business Plan Financial Targets

#### Update of Infrastructure Mandatory Plan





Source: Ministry of Industry "Planificación de los Sectores de Electricidad y Gas 2002-2011, Revisión 2005-2011 - Marzo 2006".

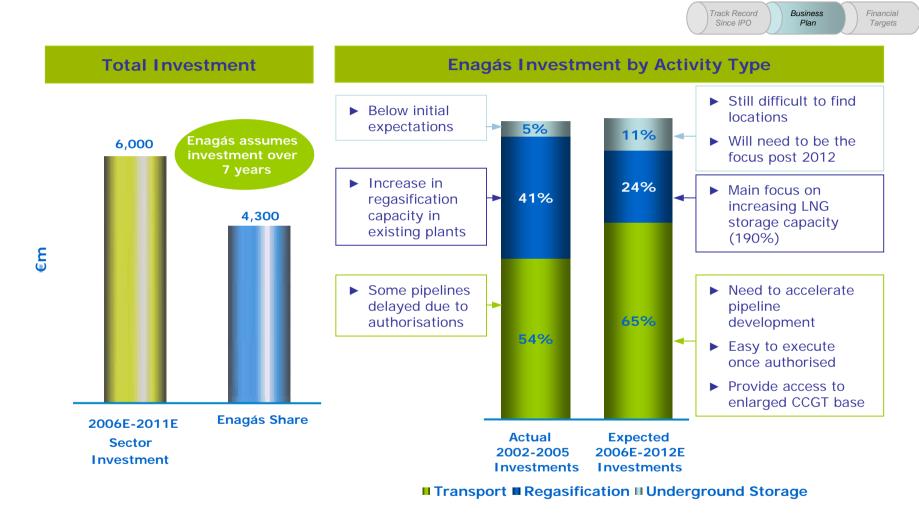
## Spanish gas infrastructure by 2011E





#### Highlights of the new plan

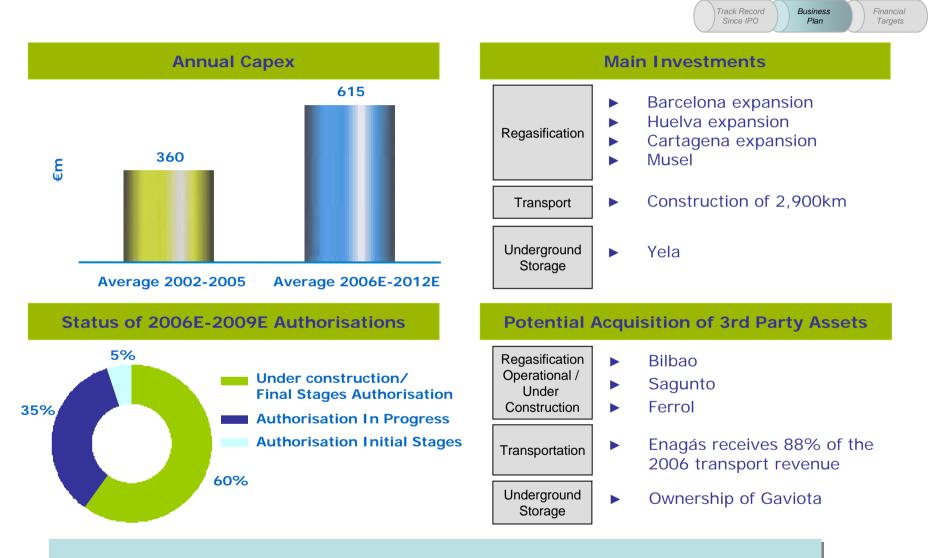




New Government plan reinforces the importance of the investment cycle ir the gas transport network

#### Enagás capex plan 2006-2012





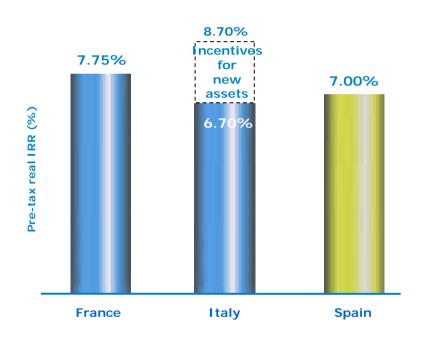
From 2012 onwards, Spanish transportation infrastructure will still require significant expansion

## Regulatory update





#### IRR vs. Other European Countries



#### **Regulatory Update**

- Stability in the years prior to the start of the year regulatory periods
  - ► Main remuneration variables fixed at same levels as in 2002 in real terms
  - ► Regulator focused on development of gas infrastructure
- Several improvements under discussion:
  - ► Fixed regasification revenue
  - Standard investment costs (regasification, pipeline)
  - ▶ Underground storage
  - ► Collection of revenues from new assets put into operation in a reasonable time frame
- Other areas of further improvement
  - ► Remuneration of operational assets after ending of regulatory life

Appropriate regulatory returns reinforced with Enagás strong focus on efficiency

## Expected evolution of regulated revenues



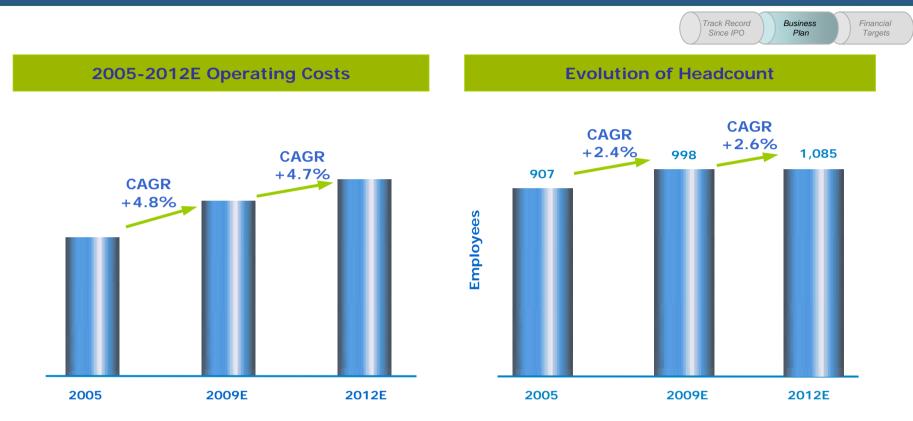




Strong sustained revenue growth with a rejuvenated asset base thanks to increased investment levels

## Continued strong focus on efficiency





- ► Growth of headcount (2.4%) and costs (4.8%) will be limited compared to high growth in asset base (x2) and regulated revenues (10.3%)
- ► Higher increase in operating costs vs. previous period 2001-2005 given higher levels of investment
- Rotation of employees will continue to build a younger, more skilled workforce



## 3. Financial Targets

Track Record
Since IPO

Business Plan
Targets

#### Net income growth





- ▶ 2009 targets will be incorporated into Enagás' variable compensation plans
- ► The acquisition of third party transportation assets, if it occurs, will improve net income growth
- ▶ Lower growth rate in 2009-2012 due to assets ending their regulatory life
- ▶ Upside if expected reduction of Spain's corporate tax rate to 30% is confirmed, increasing CAGR in +100bps

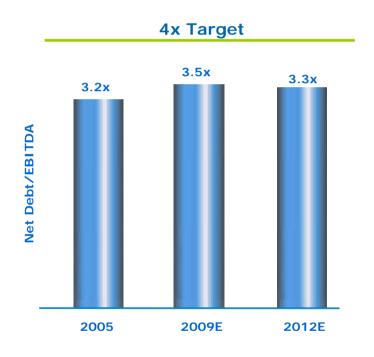
From 2012 onwards, a lower rate of assets ending their regulatory life will improve growth

## Solid financial structure still has room for further optimisation





#### **Leverage Evolution**



- Net debt of €1.543m as of December 2005
- Strong credit ratings (S&P AA-, stable outlook, Moody's A2, positive outlook)
- ► Future financing policy:
  - ► Optimisation of balance sheet
  - ► Any acquisitions of Spanish regulated assets to provide returns in line with current asset base
  - ► Net Debt/EBITDA target around the 4x level
  - ▶ Compatible with a solid A credit rating target

#### Maintain dividend policy



Track Record Business Financial Targets

#### **DPS Evolution**



- Flexibility for asset acquisitions more valuable than increased remuneration in the short-term
- Pay-out will increase if opportunities do not materialise or if there is room within our leverage target
- Commitment to review the dividend policy after announcing 2006 dividend

Commitment to at least a 50% pay-out and a dividend growth above net income growth

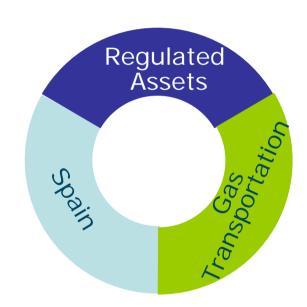
## Summary of Plan



Track Record Since IPO Business Plan

Financial Targets

- ✓ Focus on Core Business
- √ €615m of Capex per Year
- ✓ Double Digit Net Income Growth
- ✓ Balance Sheet Optimisation
- ✓ At least 13% Yearly Dividend Growth per Year



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## Enagás Investor Relations

investors@enagas.es

Tlf: +34-91-7099330

www.enagas.es