



## **Results presentation 2008**

*3<sup>rd</sup> of March of 2009*

## Disclaimer

- The information contained in this document has been prepared by General de Alquiler de Maquinaria, S.A., (hereinafter "**GAM**" or the "**Company**"). While the information (references to which shall be deemed to include any information which has been or may be supplied in writing or orally in connection herewith) contained herein is believed to be accurate, GAM has not conducted any independent investigation or analyze with respect to such information. No representation or warranty, express or implied is or will be given by GAM or its affiliates, directors, employees or advisers or any other person as to the accuracy, completeness or fairness of this information or any part of it and, so far as permitted by law no responsibility or liability whatsoever is accepted for the accuracy or sufficiency thereof or for any errors, omissions or misstatements negligent or otherwise relating thereto.
- This document contains certain "forward-looking" statements regarding anticipated financial and operating results, statistics and other future events. Forward-looking statements may include, but are not limited to, information regarding the intent, belief, plans, current expectations or objectives of GAM and its management, including statements with respect to GAM's future financial condition, financial operating, reserve replacement and other ratios, results of operations, business strategy, geographic and business concentration, production and marketed volumes and reserves, as well as GAM's plans, expectations or objectives with respect to future capital expenditures, investments, expansion and other projects, ownership interests, divestments, cost savings and dividend pay-out policies. These forward-looking statements may also include assumptions regarding future economic and other conditions, such as future fuel costs and development of construction market.
- These statements are not guarantees of future performance, prices, margins, exchange rates or other events and they are subject to material risks, uncertainties, changes, and other factors that may be beyond GAM's control or may be difficult to predict. Among others, there are important factors that could cause our actual results, performance or achievements to differ materially from those in the forward-looking statements, include but not limited to, changing machinery rental business or other business or the development of construction market or other market conditions, the impact of an increase interest rate, general economic conditions in Spain, other countries in the European Union and the United States, or our ability to identify and respond to constantly shifting trends in the equipment rental industry, supply and demand levels, currency fluctuations, environmental risks, risks of doing business on developing countries, legislative, tax, legal and regulatory developments, economic and financial market conditions in various countries and regions. additional factors that could case actual results, performance or achievements to materially differ, include, but are not limited to those described in Section 4 "Risks Factors" in GAM's final prospectus and offering circular published on May 25, 2006 and in the Offering Memorandum published by the Stock Exchange of Luxembourg, on August 20, 2007 in relation to the issue of senior unsecured convertible notes trading on the Euro MTF market. In these forward-looking statements GAM avails itself to the protection provided by the Private Securities Litigation Reform Act of 1995 with this respect.
- GAM does not undertake to publicly update or revise these forward-looking statements even if experience or future changes make it clear that the projected performance, conditions or events expressed or implied therein will not be realized. In all cases, analyst and investors are cautioned not to place undue reliance, for any purposes whatsoever, on these forward-looking statements which speak only as of the date of this presentation. Analyst and investors are encouraged to consult GAM's Annual Report as well as periodic filings with the relevant Securities Markets Regulators, and in particular, with Spanish Market Regulator (CNMV).
- Neither these materials nor this presentation is an offer of securities for sale in the United States or in any other jurisdiction. the securities of the company have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the "**Securities Act**") and may not be offered or sold in the United States except to qualified institutional buyers as defined in Rule 144a under the Securities Act in reliance on Rule 144a or another exemption from, or transaction not subject to, the registration requirements of the securities act. The securities of the Company have not been and will not be registered under the applicable securities laws of any state or jurisdiction of Canada or Japan and, subject to certain exemptions, may not be offered or sold within Canada or Japan or to or for the benefit of any national, resident or citizen of Canada or Japan.
- None of these materials, any copy of them and the information contained in them may be taken or transmitted into the United States of America, its territories or possessions or distributed, directly or indirectly, in the United States of America, its territories or possessions or to any US person. None of these materials, any copy of them and the information contained in them may be taken or transmitted into Canada or Japan or to Canadian or Japanese persons or to any securities analyst or other person in any of those jurisdictions. Any failure to comply with these restrictions may constitute a violation of United States, Canadian or Japanese Securities Law. The distribution of this document in other jurisdictions may be restricted by law and persons into whose possession this document comes should inform themselves about, and observe, any such restrictions.

**By attending this presentation, the related conference call or by accepting any copy of the materials presented, you agree to be bound by the foregoing limitations.**

## GAM closed 2008 with growth in its main lines of business

- GAM incomes have increased by 18.8% to reach a total of € 365.2 million euros
- GAM's Recurrent EBITDA has increased by 10.3% to reach a total of € 151.7 million euros.
- At the close of the 2008 fiscal year, financial statements accumulated as much as 4 million additional provisions over and above the level normally needed in order to cover possible insolvencies.
- The GAM debt reduction plan initiated in August continues in focus. In 2008 GAM paid back a total of €146 million euros . At the close of 2008 cash flow stood at € 41.4 million euros with which to face the future.
- Management initiatives have been executed successfully: Cost reductions, reduction in overall DSO, overall debt reduction.
- The company's strategic development plan continues to advance whilst remaining to focus on the its three principal factors: National leadership, diversification and internationalization
- 2009 will bring with it new challenges to be overcome. We will continue to develop our new lines of business and markets, with our objective of cash flow generation, debt reduction and the search for greater efficiency and management of our machine park.

## GAM closed 2008 with growth in its main lines of business

- GAM incomes have increased by 18.8% to reach a total of € 365.2 million euros
  - GAM's Recurrent EBITDA has increased by 10.3% to reach a total of € 151.7 million euros.
  - At the close of the 2008 fiscal year, financial statements accumulated as much as 4 million additional provisions over and above the level normally needed in order to cover possible insolvencies.
- 
- The GAM debt reduction plan initiated in August continues in focus. In 2008 GAM paid back a total of €146 million euros . At the close of 2008 cash flow stood at € 41.4 million euros with which to face the future.
  - Management initiatives have been executed successfully: Cost reductions, reduction in overall DSO, overall debt reduction.
  - The company's strategic development plan continues to advance whilst remaining to focus on the its three principal factors: National leadership, diversification and internationalization
  - 2009 will bring with it new challenges to be overcome. We will continue to develop our new lines of business and markets, with our objective of cash flow generation, debt reduction and the search for greater efficiency and management of our machine park.

## Profit and loss account for 2005-2008

	2005	2006	2007	2008
Revenues	126,427	185,597	307,464	365,226
Net Profit on Sale of Used Equipment	1,167	1,259	4,922	6,348
Other Income	2,544	4,038	5,920	6,647
<b>Total Income</b>	<b>130,138</b>	<b>190,894</b>	<b>318,306</b>	<b>378,221</b>
COGS	21,675	28,728	39,707	46,186
Personnel Cost	32,378	44,488	71,967	97,067
Other Operating Cost	22,791	41,452	70,010	88,459

<b>EBITDA</b>	<b>53,294</b>	<b>76,226</b>	<b>136,622</b>	<b>146,509</b>
Depreciation & Amortization	29,588	41,452	79,892	97,603

<b>EBIT</b>	<b>23,706</b>	<b>34,774</b>	<b>56,730</b>	<b>48,906</b>
Net Financial Expense	5,207	8,481	20,025	32,287

<b>EBT</b>	<b>18,499</b>	<b>26,293</b>	<b>36,705</b>	<b>16,619</b>
Income Tax	5,557	6,324	11,707	3,002
<b>Net Profit After Tax</b>	<b>12,942</b>	<b>19,969</b>	<b>24,998</b>	<b>13,617</b>

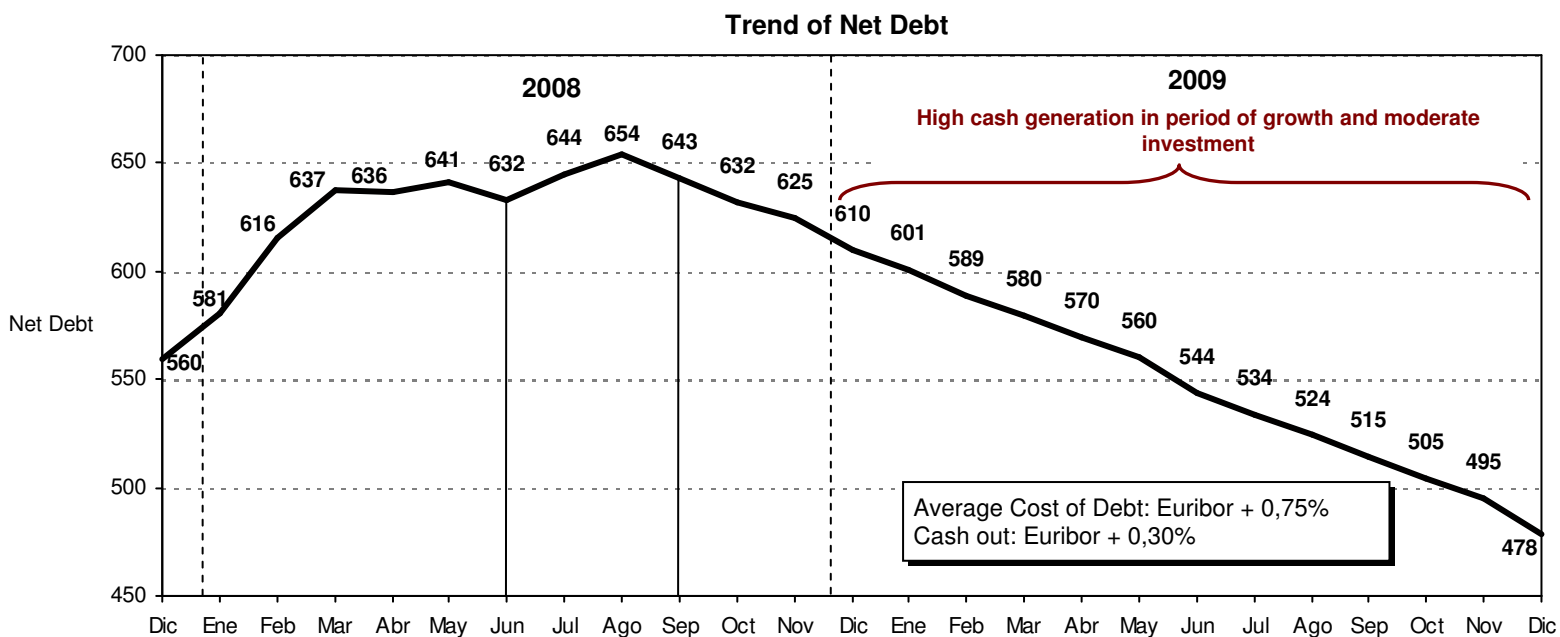
- Total turnover reached 365 million euros, i.e. a consolidated increase of 18.8% (7% of which are proforma) This will be the 5th consecutive year of company growth- CAGR 30%
- In the last semester of 2008 construction activity was subject to greater seasonal variation. In addition to this, disadvantageous weather conditions affected our wind power activity.
- At the close of 2008 5.1 million was recuperated from non recurrent costs related to: staff compensations, Corporate analyzed operations and transport costs on machinery.
- At the close of 2008, insolvency provisions has risen to € 9Mn, 2,5% on sales (a 1.7% increase in terms of the previous year.)
- After taking these effects into account, the recurrent EBITDA is that of **€151,6** 10% greater in consolidated terms. The net recurrent result is **€ 17,1 Mn**

## GAM closed 2008 with growth in its main lines of business

- GAM incomes have increased by 18.8% to reach a total of € 365.2 million euros
  - GAM's Recurrent EBITDA has increased by 10.3% to reach a total of € 151.7 million euros.
  - At the close of the 2008 fiscal year, financial statements accumulated as much as 4 million additional provisions over and above the level normally needed in order to cover possible insolvencies.
- The GAM debt reduction plan initiated in August continues in focus. In 2008 GAM paid back a total of €146 million euros . At the close of 2008 cash flow stood at € 41.4 million euros with which to face the future.
  - Management initiatives have been executed successfully: Cost reductions, reduction in overall DSO, overall debt reduction.
- The company's strategic development plan continues to advance whilst remaining to focus on the its three principal factors: National leadership, diversification and internationalization
  - 2009 will bring with it new challenges to be overcome. We will continue to develop our new lines of business and markets, with our objective of cash flow generation, debt reduction and the search for greater efficiency and management of our machine park.

## Debt at 12/31/2008 and its maturity

€ Mill.	2005	2006	2007	2008
Repayments of Debt (Principal)	42	58	94	146

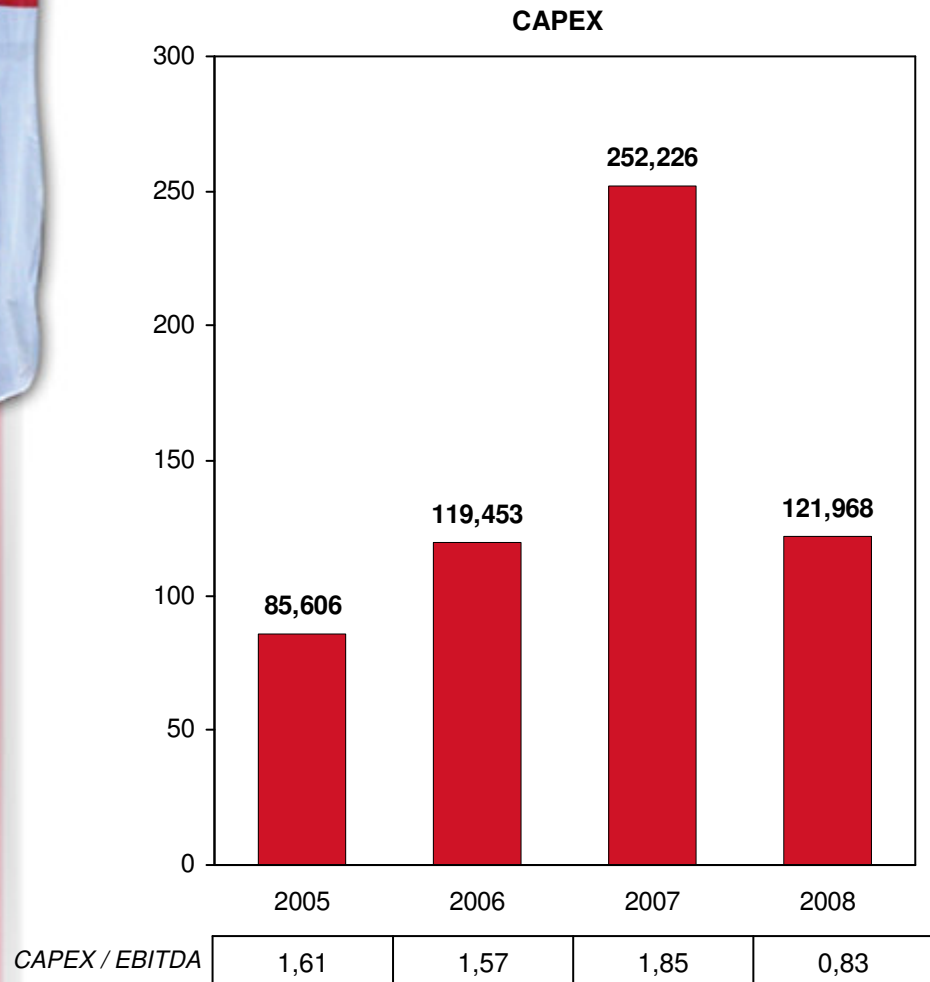


€ Mill.	FY2008	%	2009	2010	2011	2012	2013
Debt related to Equipment	426	65%	128	118	93	67	20
Debt related to Acquisitions	85	13%	20	19	17	17	12
Convertible Bond	113	17%				113	
Other debt ( commercial discount and credit lines)	28	4%					
<b>Gross Debt</b>	<b>652</b>		<b>148</b>	<b>137</b>	<b>110</b>	<b>197</b>	<b>32</b>
Cash position	-41						
<b>Net Debt</b>	<b>611</b>						



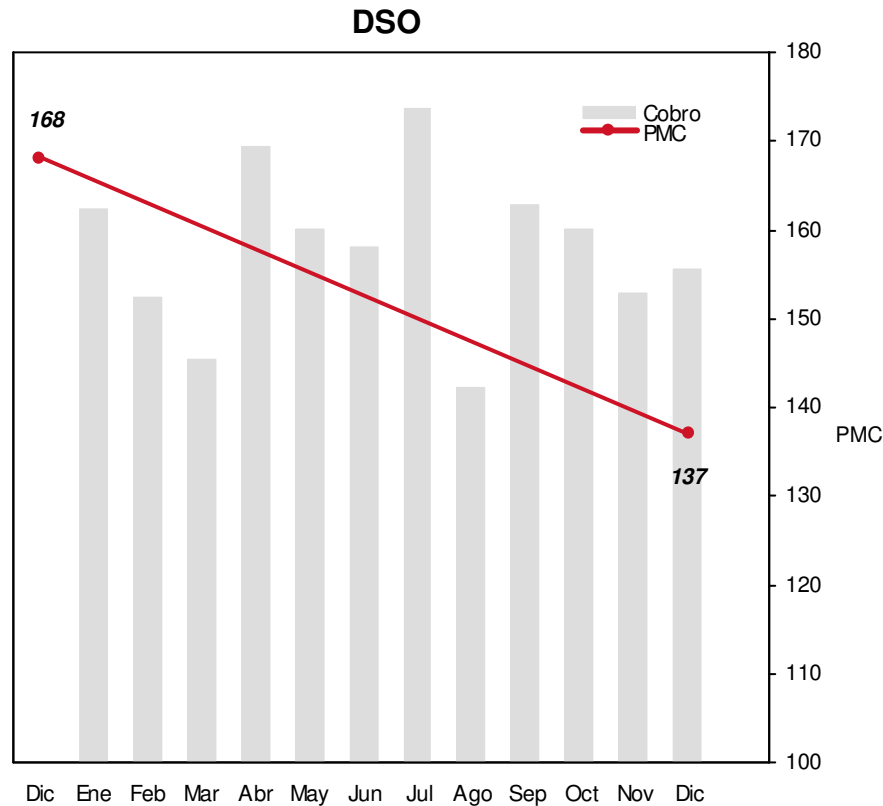
***The Company is focused on debt reduction and cash generation***

## CAPEX control and effective fleet management



- CAPEX up to €122 Mn in 2008.
- The Replacement and generalist CAPEX has been blocked for the coming years.
- During 2008, GAM sold used equipment worth up to €15 Mn
- The company works actively to improve management of its current fleet with the objective of recovering optimum utilization rates: Average 2008 65%.
- The trade payables related with new equipment is:
  - December 2007: €53 Mn
  - December 2008: €22 Mn

## DSO Evolution and improvement of Working Capital



### Collections

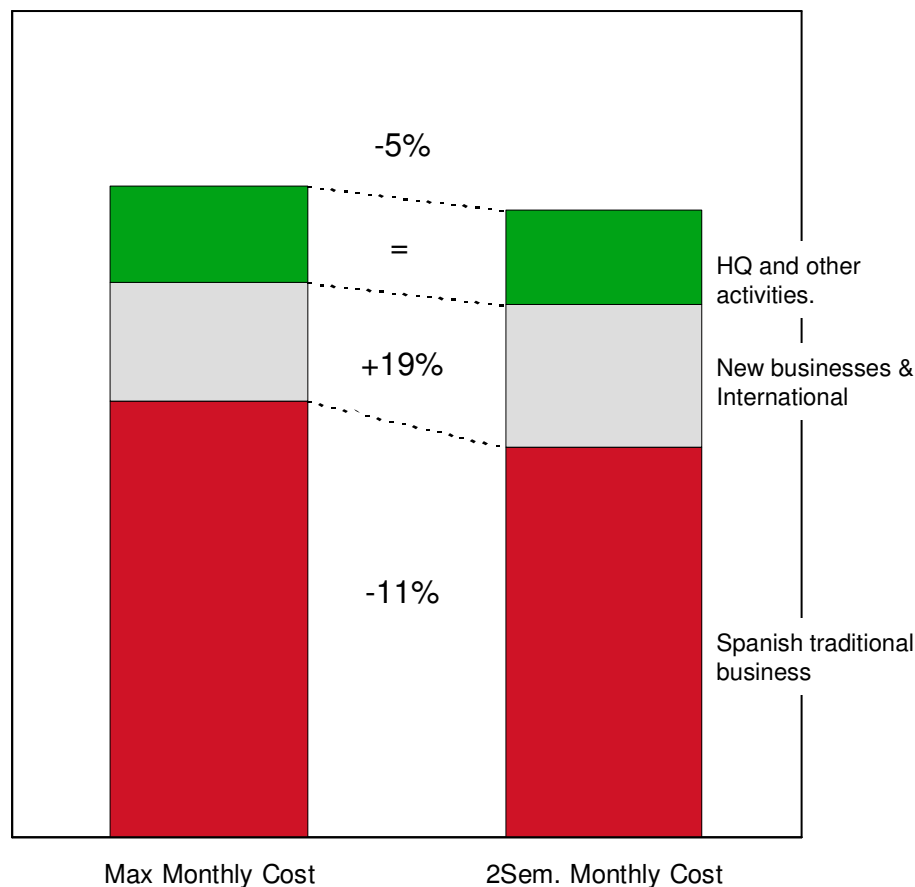
**Total collection 2008**

€429 Mn

- Average days of sales outstanding (DSO) is currently placed at 137 days, 30 days less than in December 2007
- The impact of client arrears is under control: arrears accounted for 2,5% of sales in 2008
- The policy of assuring sales with recognised and prestigious companies in the Insurance Credit Cover sector continues to be our policy. Improvements in the management of risk and payment collection.
- € 32,8 Mn. available in credit policies. 63% of these policies have been successfully renewed whilst € 11 Mn worth have yet to expire.
- In 2009 we have successfully negotiated an increase in working capital of €10 Mn.
- The company is working actively to improve its working capital position. (Reduction in DSO, lengthening of credit policies, whilst continuing to take advantage of its capacity to negotiate through price and period of payment.

## Success in cost reduction management.

- The reduction of costs in the core business has allowed for the development of new lines of business: international and diversification without any additional cost



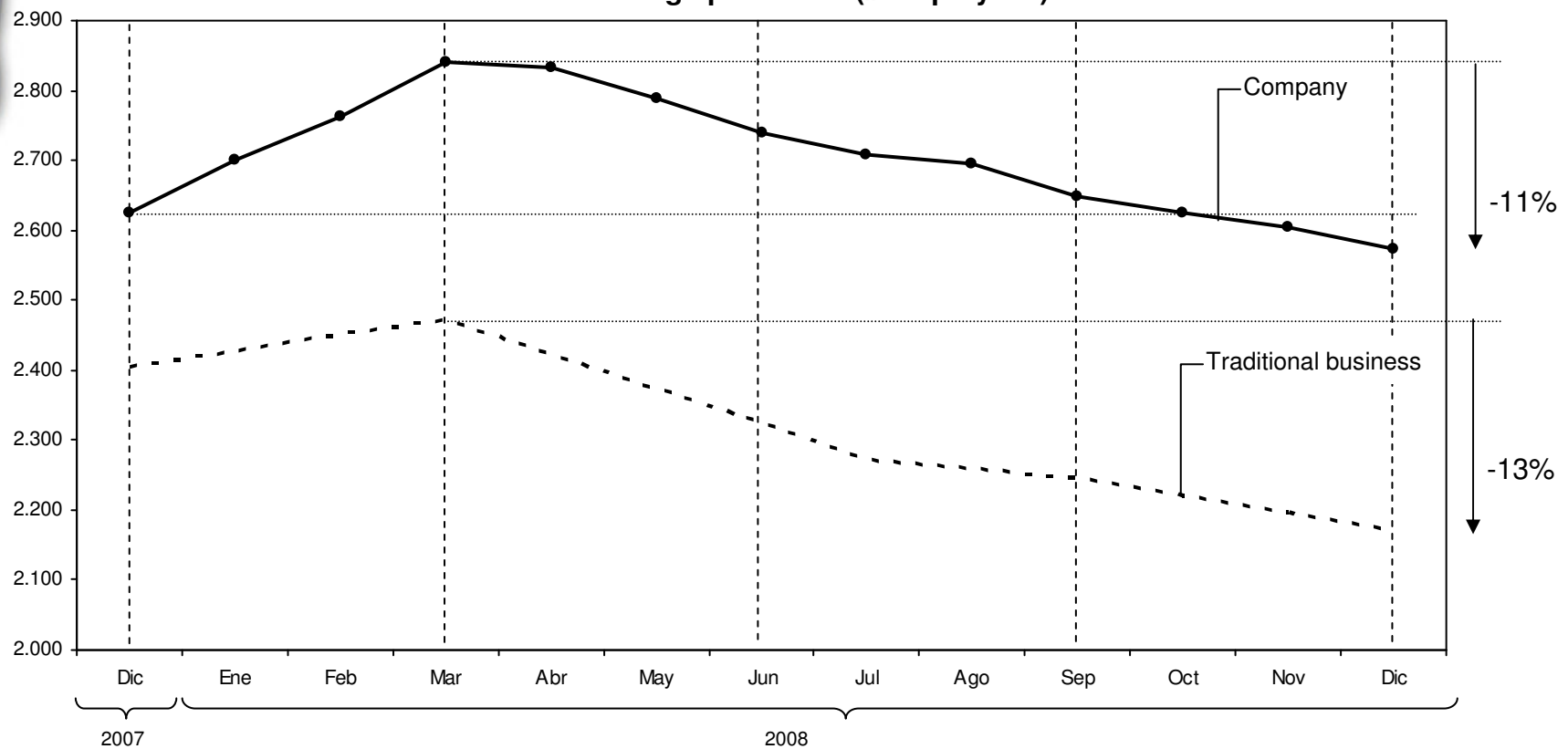
- The Company has managed to reduce its peak total monthly costs by 5%
- This centres on the company's existing operative leverages in its generalist business (-11%)
- Compensated for by our implantation into new markets
- Our objective is to achieve the successful implantation into new markets and lines of business without incurring additional cost

***We work actively to take full advantage of the company's existing operative leverages***

## Average personnel evolution

- Despite the increase in staff levels due to acquisitions, diversification and internationalization schemes, staff levels have been reduced by 10% from their peak rate
- In comparison to the previous year, staff levels have been reduced despite increase in sales

Trend of average personnel (# employees)

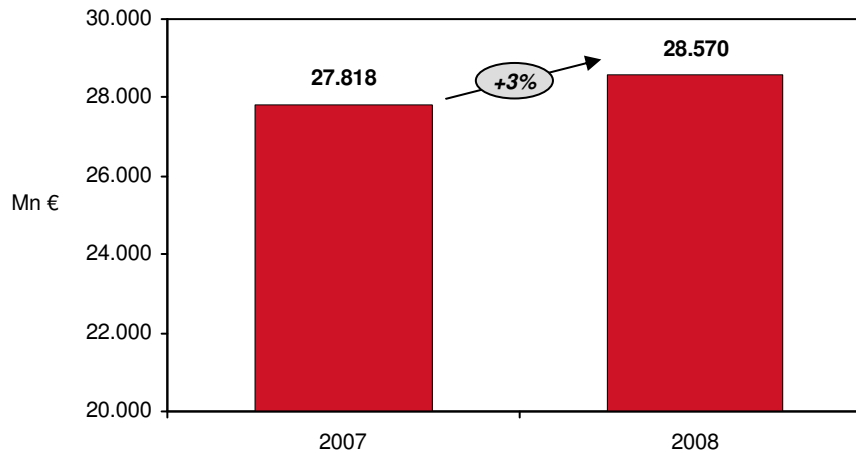


## GAM closed 2008 with growth in its main lines of business

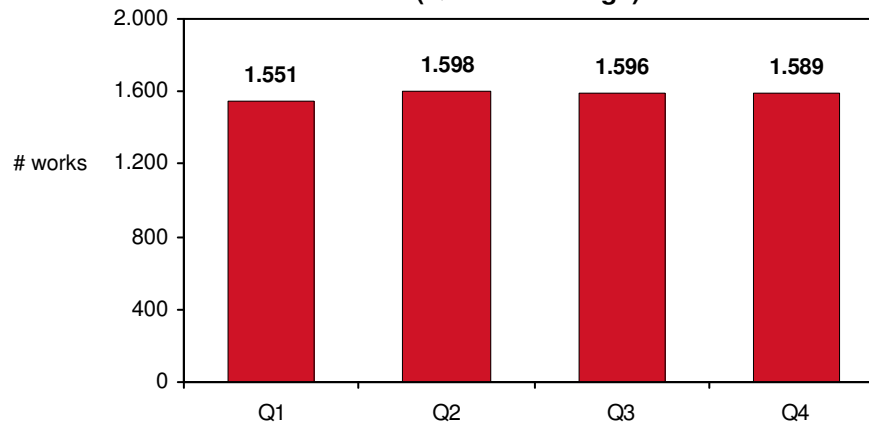
- GAM incomes have increased by 18.8% to reach a total of € 365.2 million euros
  - GAM's Recurrent EBITDA has increased by 10.3% to reach a total of € 151.7 million euros.
  - At the close of the 2008 fiscal year, financial statements accumulated as much as 4 million additional provisions over and above the level normally needed in order to cover possible insolvencies.
  - The GAM debt reduction plan initiated in August continues in focus. In 2008 GAM paid back a total of €146 million euros . At the close of 2008 cash flow stood at € 41.4 million euros with which to face the future.
  - Management initiatives have been executed successfully: Cost reductions, reduction in overall DSO, overall debt reduction.
- The company's strategic development plan continues to advance whilst remaining to focus on the its three principal factors: National leadership, diversification and internationalization
- 2009 will bring with it new challenges to be overcome. We will continue to develop our new lines of business and markets, with our objective of cash flow generation, debt reduction and the search for greater efficiency and management of our machine park.

## Unique nation-wide operator: 75 cities and increase of 5 points in market share

Evolution of Public Infrastructures Biddings  
2007-2008



# of works where the company was supplier  
(Quarter Average)

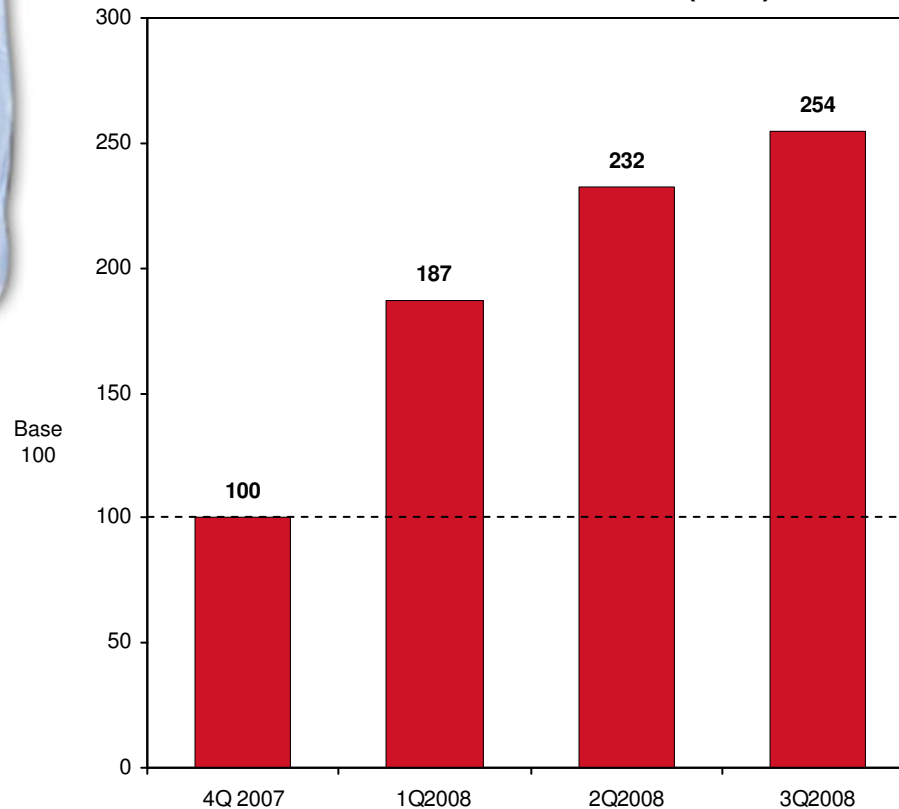


- GAM is a referential operator in the public work's sector with an estimated market share of 20%. It offers exceptional service and client attention.
- Bids for public works in December 2008 were slightly superior compared with the same period in 2007 (+3%), excluding concession contracts for the conservation of first generation motorways undertaken in 2007
- GAM's presence in public works has remained consistent throughout the 4 semesters of the fiscal year
- Turnover generated from the company's top 100 clients has increased by 1%. These clients are those most involved in public works

\*This figure excludes last year's € 5.737,7 Mn of non comparable bidding related to maintenance of concession contracts related to First Generation Highways  
Source: SEOPAN, M<sup>o</sup> de Fomento.

## Diversification continues to show a significant growth

Evolution of Diversification (LTM)



### **Energy**

- Following the acquisition of Guimera: the division is comprised of over 9.000 clients and offers an integral service to companies such as Telefónica, Iberdrola, Unión Fenosa, Endesa, Repsol. etc..

### **Wind Power**

- GAM has consolidated itself as leader in its sector whilst not being directly vinculated with the assembly or transportation of windmills
- Working for Vestas, Gamesa, Suzlon, Acciona, etc.. Having transported 2000 windmills (450 in 2008) and assembled a further 2000 (170 in 2008.)since the commencing of this activity

### **Events**

- Having already served as a referential supplier to various concerts and sporting events such as the Madonna concert in Seville, Le cirque du soleil, The Canto del Loco, Expo Zaragoza 2008, F1 Circuit in Montmelo

### **Industrial**

- Throughout 2008, 100 new industrial clients opted for GAM as their unique supplier in the externalization of equipments

### **Railways**

- We are the only rental company involved in this sector, currently undertaking the maintenance which is being carried out on the railways Madrid-Seville and Madrid-Barcelona

### **Other sectors in which we are present:**

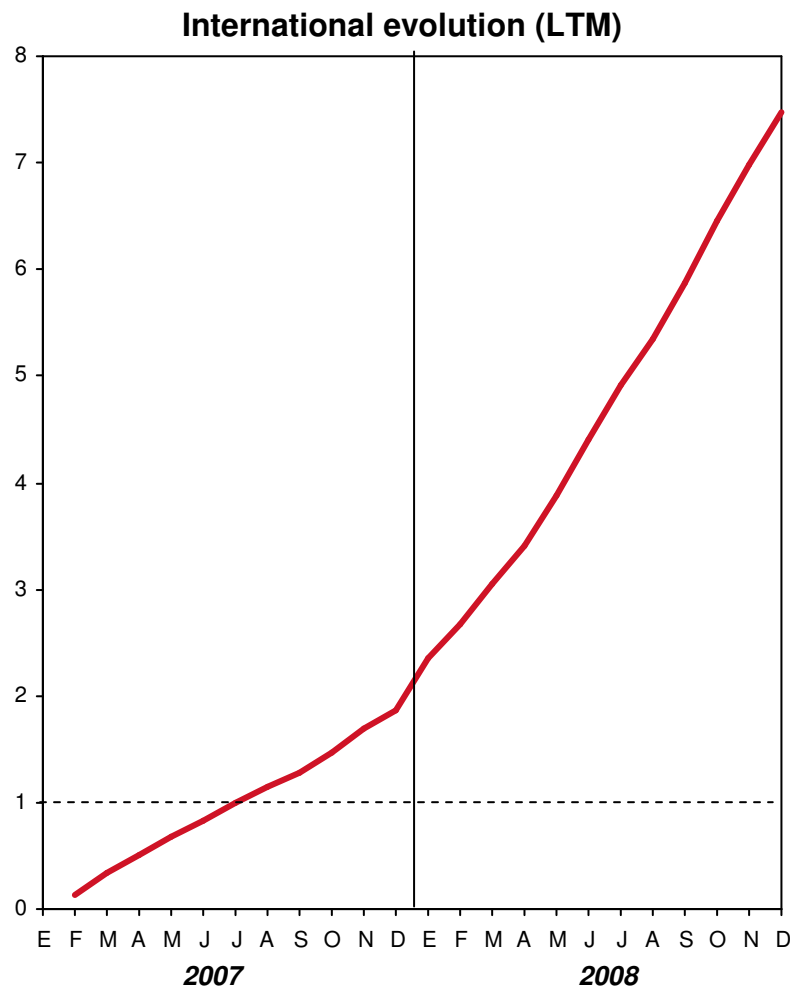
- Green, Ports, Servigam

## Internationalization has strengthen in the company

*The company is the recognised market leader in the rental sector in Portugal*

*In those countries in which we have recently set up (Eastern Europe and Mexico) we are already actively operating in various major projects*

*At the start of 2009 the company will initiate rentals to the middle east and in Brazil*



### **Mexico**

- High Viaduct Bicentenario: contractor OHL. Construction of the 2nd floor of the Mexico DF Bypass. Budget \$ 1.000 Mn.
- Nuevo Necaxa – Tihualtlan Motorway: JV FCC - ICA.
- Wind Parks: Eurus, La Ventosa, Oaxaca: Contractor Acciona. 300 Wind Mills. It's one of the biggest windpark of Latam.
- Durango – Mazatlan Motorway (180Km): Split in 2 stages:  
1- FCC with Peninsular and 2- Aldesa with Omega. The biggest work in road in the history of Mexico.

### **Eastern Countries**

- Bulgaria: Vidin-Calafat Bridge with FCC Budget €100 Mn.
- Romania: Basarab Bridge with FCC Budget €135 Mn.
- Romania: Construction of European Motorway stretch between Timisara-Arad by FCC. Budget €161 Mn
- Romania: Rehabilitation of NR6 Timisoara-Lugoj Budget € 35 Mn
- Romania: By-pass of Constanza by FCC Total budget of € 141 Mn.
- Poland: Construction of motorway stretch Strykow-Pyrzowice by Ferrovial Budget €1.700 Mn.
- Poland: Wroclaw Bypass with Ferrovial Budget \$252 Mn.
- Poland: Skoczow Bypass by Dragados Budget €21,5 Mn., and the motorway stretch Krakow-Srarow with a budget up to €210 Mn.
- Other customers with which the company works Acciona Martifer Isolux, Petrom, etc...

## GAM closed 2008 with growth in its main lines of business

- GAM incomes have increased by 18.8% to reach a total of € 365.2 million euros
  - GAM's Recurrent EBITDA has increased by 10.3% to reach a total of € 151.7 million euros.
  - At the close of the 2008 fiscal year, financial statements accumulated as much as 4 million additional provisions over and above the level normally needed in order to cover possible insolvencies.
  - The GAM debt reduction plan initiated in August continues in focus. In 2008 GAM paid back a total of €146 million euros . At the close of 2008 cash flow stood at € 41.4 million euros with which to face the future.
  - Management initiatives have been executed successfully: Cost reductions, reduction in overall DSO, overall debt reduction.
  - The company's strategic development plan continues to advance whilst remaining to focus on the its three principal factors: National leadership, diversification and internationalization
- 2009 will bring with it new challenges to be overcome. We will continue to develop our new lines of business and markets, with our objective of cash flow generation, debt reduction and the search for greater efficiency and management of our machine park.

## 2009

- There is a market:
  - In the currently instable economic environment and current credit restrictions, the proposed values brought about from the savings from renting will be enhanced even further in comparison to the purchase of machinery. This in turn, shall increase the market penetration rate in the rental sector.
  - The states will promote infrastructure plans so as to create employment and thereby stimulate the economy.
- GAM has maintained its position as market leader, distancing itself further from its competitors and increasing its market share
  - In the Iberian Peninsula
  - In the civil works sub-market in which GAM has always been leader
  - In its new lines of business
- GAM's activity is not estranged from the macroeconomic context with which we are currently faced: i.e. its uncertainty, its volatility, its restrictions and its risks. In 2009 the company seeks even greater focus on:
  - Cash flow generation and overall debt reduction
  - Blockage of investment in (CAPEX) for those non strategic projects
  - Optimization of management of current fleet (utilization rates, positioning of fleet in areas of potential growth, sales in used machinery.)
  - Taking full advantage of existing operative leverages (control and cost reduction.)
  - Taking full of advantage of the increase in market penetration rates in different sectors of construction: Energy, Events, Industrial, Railways, Ports
  - Replicate our successful business model in new international markets (limited investment model.)