

# BEFESA



**Befesa Presentation**  
**Stifel Cross Sector Insight Conference**  
**Boston, 10 - 12 June 2019**

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**CEO since 2000**

**Javier Molina**

**CEO**

- **Leading the company since 1994**



**CFO since 2014**

**Wolf Lehmann**

**CFO; including responsibilities for Operational Excellence and IT**

- **20+ years in finance and operational leadership roles**
- **50/50 General Electric / Private Equity**



**Since 2008**

**Rafael Pérez**

**Director of Investor Relations & Strategy**

- **Director of Investor Relations and Strategy of Befesa since 2008**

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**Recent Developments**

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**Q1 2019 Update**

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**Befesa Overview**  
(Investment Highlights)

FY 2019 targeting EBITDA growth of +3% to +5% / €182 to €185m; considering reference Treatment Charge (TC) of up to \$245/t & ~\$2,850/t avg. '19 LME zinc price

Expecting stronger H2'19 vs. H1'19 mainly due to Turkey back in operations with increased capacity Q3 onwards and continued Stainless recovery

Q1 volumes in core segments as expected: Steel Dust throughput at 169kt (-10% YoY) due to downtime to increase Turkey capacity; Salt Slags ~flat (-1% YoY)

Q1 EBITDA at €43m (-3% YoY); As anticipated impacted by  
- Lower volume in Turkey & unfavourable reference TC;  
+ Partially offset by: Better zinc hedges, recovered Stainless operations & upgraded high efficiency furnaces in 2<sup>nd</sup> Aluminium delivering results

Profitability continues at solid 24% EBITDA margin; Leverage at x2.2

Execution of organic growth projects on track: Turkish plant six-month shutdown to increase capacity started January '19; Korea washing plant progresses as planned

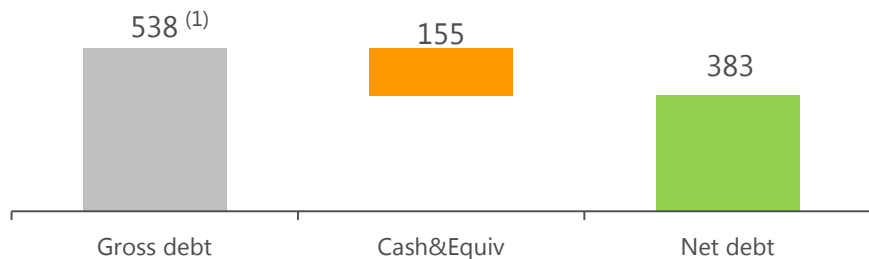
China - Plant #1 (Jiangsu): Broke ground April '19; Ramp-up planned H2'20;  
Plant #2 (Henan): Signed agreement; Breaking ground Q4'19; Ramp-up H1'21

Free float increased to 100% after Triton placed remaining 19% shares on 06 June '19

**Leverage at x2.20 at Q1'19 ~stable compared to x2.14 at YE'18**

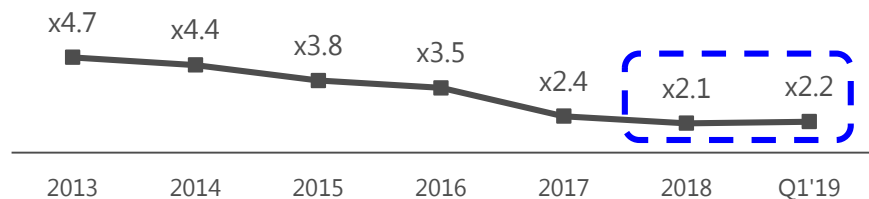
### Net debt

(€m, as of 31 March 2019)



### Leverage rate trend

(Net debt / LTM EBITDA)



### Credit ratings -&- Ownership structure of Befesa S.A.

Moody's	Ba2 (Outlook stable)
S&P	BB (Outlook stable)

As of 06 June 2019  
**Befesa's free-float**  
amounts to **100%**

### Q1'19 EBITDA to total cash flow – main drivers

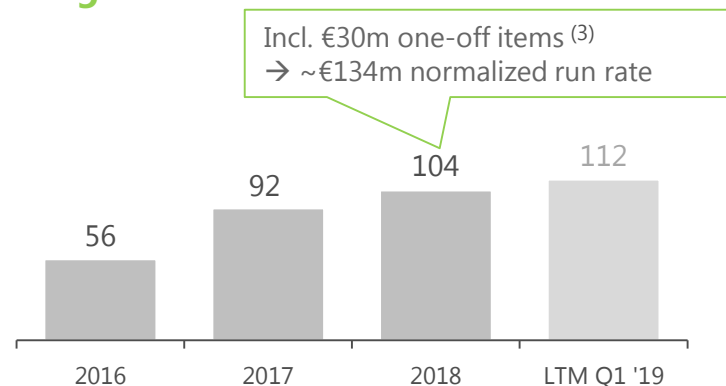
(€m)

EBITDA	€43	
WC change & other	€-13	Loading of sales within quarters Q4/Q1
Taxes	€-5	Nominal 25% vs. cash tax rate <20%
Interest & other	€-8	
CapEx & other investing activities	€-13	Regular annual maintenance spend; Growth focus: Turkey upgrade, Korea washing plant, China expansion

**Total Cash Flow +€4 → €155 cash & x2.2 leverage**

### Operating cash flow<sup>(2)</sup>

(€m)



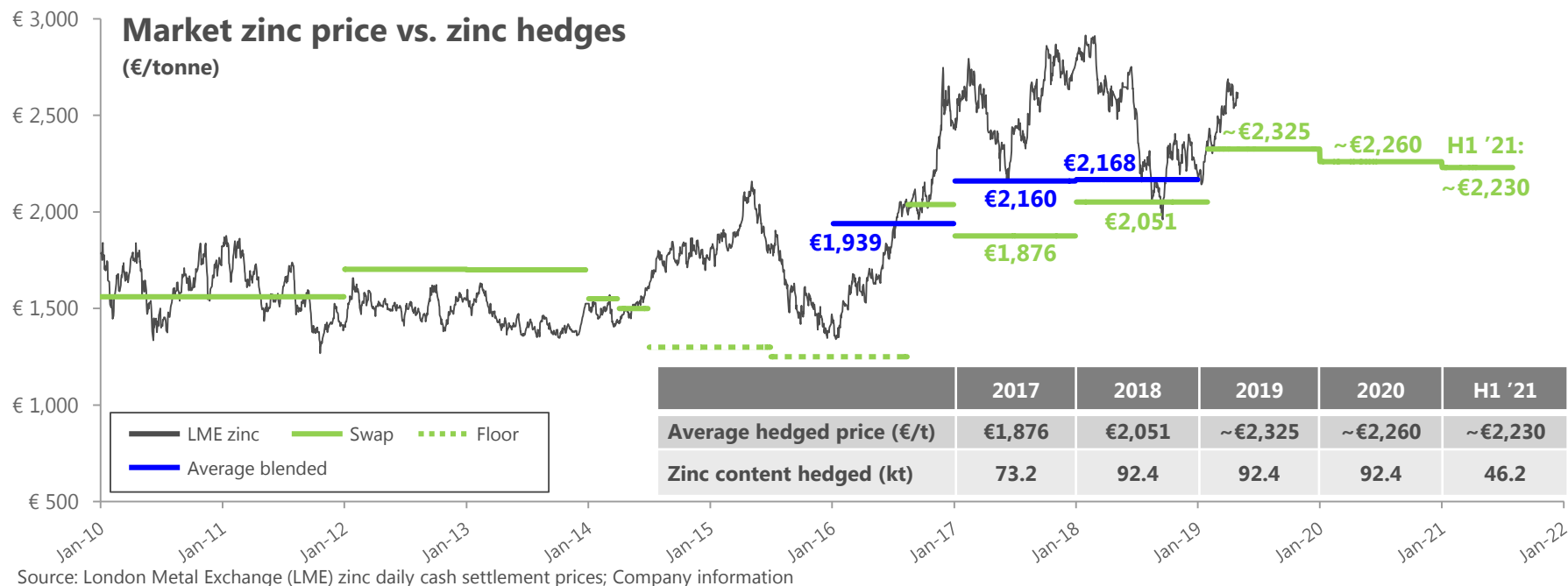
(1) From 1 January 2019, implemented IFRS 16 amendment affecting accounting for renting and leasing results in €14 million higher debt or ~0.1 higher leverage compared to year-end 2018

(2) Operating cash flow per audited consolidated statement of cash flows; after WC, taxes & interests; pre capex & dividend; Last Twelve Month (LTM) Q1'19 operating cash flow is unaudited

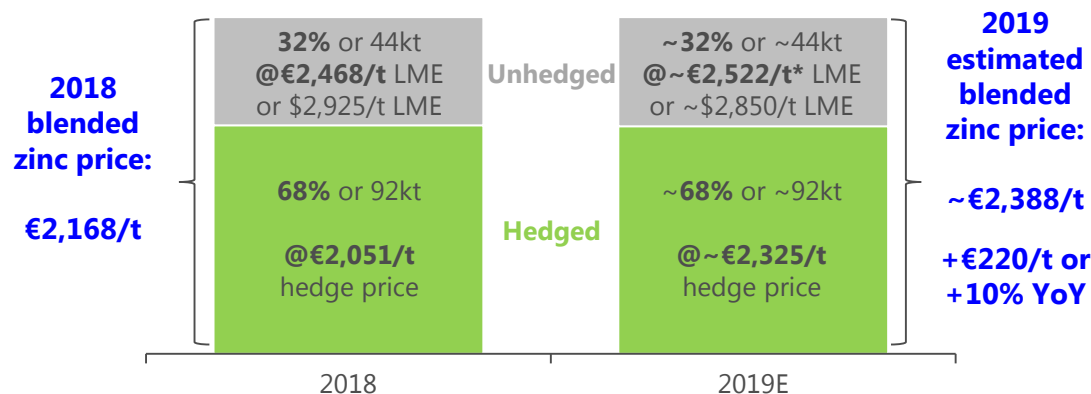
(3) Mainly €15m less factoring & confirming YoY; €9 less payables due to hedges moved "in the money"; €6 IPO one time cost



### Hedging up to Jul. '21 improves earnings & cash flows visibility for next 2.5 years



### Zinc hedges & blended average prices – 2018 / 2019



- Hedges in place **until and including July 2021**
- **Continuous monitoring** of the market to close further hedges
- **Majority** of hedges **Euro based**
- Befesa providing **no collateral**

\* Assumes reference TC of \$245/t with escalators between \$2,700 to \$3,000/t LME zinc – mid-point \$2,850/t – similar to April price level. \$2,850/t at FX USD/EUR 1.13 equal to €2,522/t.

Targeting EBITDA growth of +3% to +5% / €182 to €185m; Mainly based on:

- + Hedged ~€2,325 vs. €2,051 in '18; Unhedged at current ~LME €2,522/\$2,850 levels
- Limited by higher reference TC of up to \$245/t in '19
- + Stainless operations recovering vs. (€4m) negative EBITDA in '18
- + Aluminium furnace upgrades implemented in '18 delivering positive results

Expecting continued high utilization levels in both core segments; Steel Dust >90% and Salt Slags >95%. Volume overall stable YoY.

Expecting stronger H2'19 vs. H1'19 mainly due to Turkey back in operations with increased capacity Q3 onwards and continued Stainless recovery

With ~70% of zinc output hedged the earnings variation for the remaining 3 quarters is limited to +/- €3m for each +/- €100/t LME Zinc price variation vs. €2,522 avg. '19

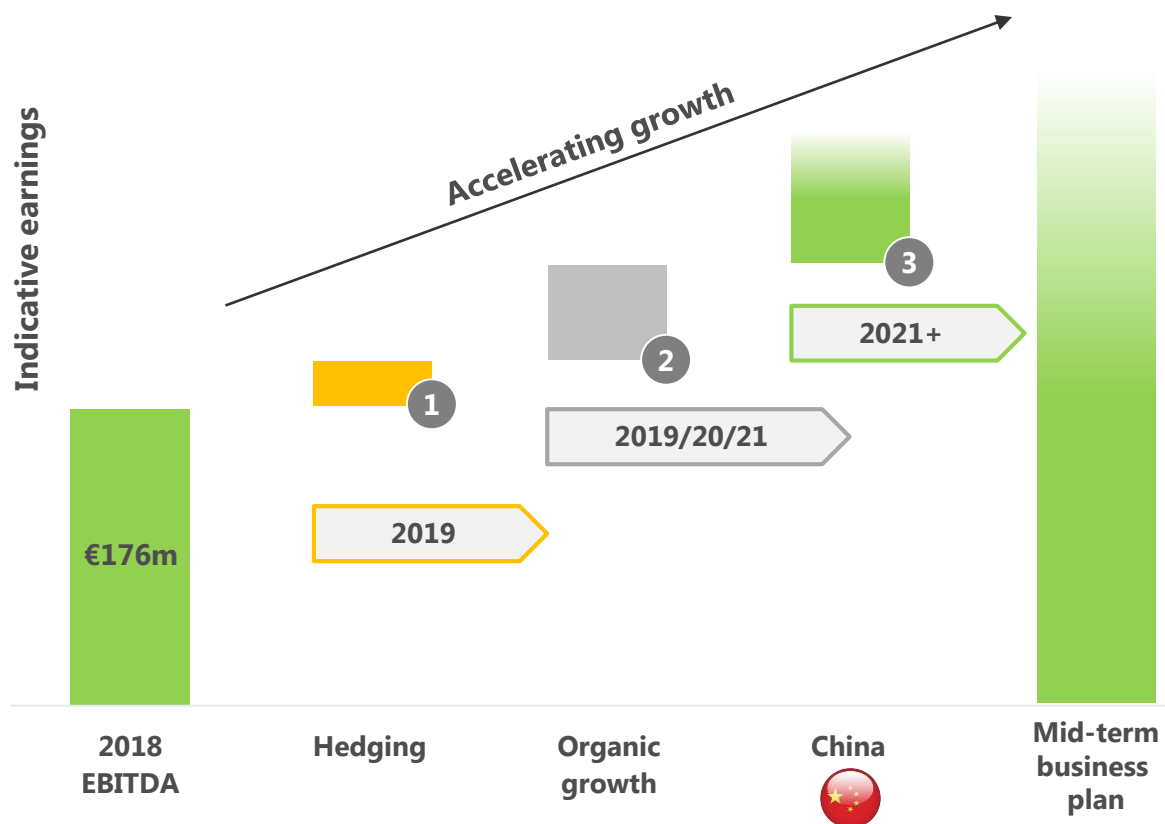
Total CapEx expected at ~€85m: ~€60m to fund top growth projects – Steel Dust: Turkey, Korea and China & Aluminium Salt Slags: Final furnace upgrade; ~€25m for maintenance / others, similar to 2018

Maintaining dividend policy of distributing 40 to 50% of net profit

Current operating cash flow run rate funds CapEx and dividend;  
Expecting balanced total cash flow and full year leverage similar to current levels



### Accelerating growth through well defined business plan; Hedging in place and executing top 5 growth projects + China



#### 1 Hedging

- 2019: 92.4kt at ~€2,325/t
- 2020: 92.4kt at ~€2,260/t
- H1 2021: 46.2kt at ~€2,230/t

#### 2 Organic growth

2019/20 focus – top 5 projects:

- Steel Dust:
  - Expand Turkey (65→110kt): Ramp-up in Q3'19
  - Korea washing plant: Broke ground in May '19; Ramp-up in Nov/Dec '19
- Aluminium Salt Slags:
  - 2x tilting furnaces: ✓ Bilbao; Barcelona phase II in Q3'19
  - Expand Hannover (130kt →170kt)

#### 3 China

- Developing two EAF dust recycling plants in two provinces:
  - #1 (Jiangsu): Broke ground in April '19; Ramp-up ~H2'20
  - #2 (Henan): Agreement signed; breaking ground in Q4'19; Ramp-up ~H1'21

**Broke ground at Changzhou plant on 10 April 2019;  
Starting construction for ramp-up in H2 2020**



### Key facts of the plant

- 1<sup>st</sup> Electric Arc Furnace (EAF) dust recycling plant in China with capacity to recycle 110kt / year
- Total investment: ~€45m

### Status

- ✓ Ground breaking ceremony on 10 April 2019
- Starting construction
- Scheduling to ramp up operations in H2 2020

**Signed development agreement on 8 April 2019;  
Targeting ground breaking in Q4 2019**



### Henan background

Henan is located in central China, with a population of 95 million people and a GDP of \$726 billion. Over the past two decades, Henan has developed rapidly, and is one of the most important producers of EAF steel in China.

### Plant location

Changge Dazhou Industrial Cluster, XuChang City. Potential to also service Hu Bei province (on the southern border of Henan province).



### Key facts of the plant

- 2<sup>nd</sup> EAF dust recycling plant in the country
- Capacity to recycle 110kt EAF dust / year
- Total investment: ~€45m

### Status

- ✓ Signed development contract on 8 April 2019
- Targeting ground breaking in Q4 2019
- Scheduling to ramp up operations in H1 2021

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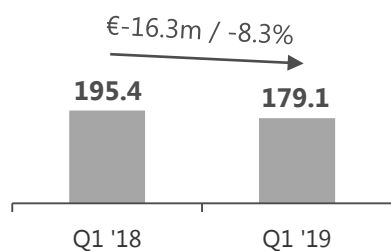
**Befesa Overview**  
(Investment Highlights)



**Q1 EBITDA as expected at €43.0m (-3.4% YoY): Impacted by lower volumes in Turkey and unfavourable reference TC; partially offset by improved hedging prices, recovered performance in Stainless and upgraded high efficiency furnaces**

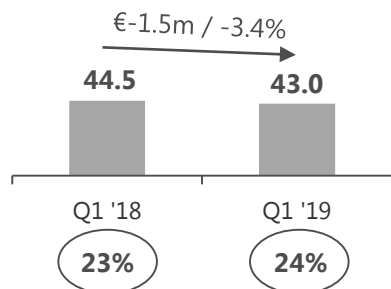
### Revenue

(€m)



### EBITDA and % margin

(€m)



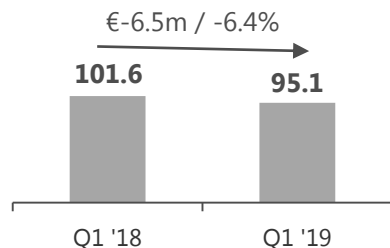
### Highlights

- **Q1 revenue 2019 down 8% YoY to €179.1m** primarily due to:
  - Lower volumes in **Turkey** due to **scheduled six-month downtime to upgrade capacity** from 65kt to 110kt
  - **Unfavourable zinc reference TC for 2019** ~\$245/t vs. \$147/t '18
  - **Lower market prices:** LME zinc prices down 14% (Q1'19: €2,380/t; Q1'18: €2,776/t); **aluminium alloys market prices down 17%** (Q1'19: €1,528/t; Q1'18: €1,833/t)
  - Revenue decrease partially offset by:
    - (i) **Improved hedging prices** (Q1'19: €2,344/t vs. Q1'18: €2,021/t) → improved blended zinc prices (Q1'19: €2,374/t; Q1'18: €2,299/t)
    - (ii) **Recovered** YoY performance in **Stainless**
- **Q1 EBITDA at €43.0m (-3.4% YoY) / 24% EBITDA margin;** following the above drivers:
  - Turkey shutdown to upgrade capacity & unfavourable TC;
  - + Partially offset by better zinc hedges & recovered Stainless operations (details above) -as well as-
  - + 2<sup>nd</sup> Aluminium furnaces upgrades from 2018 delivering results

**Q1 EBITDA at €33.9, down €2.2 YoY; driven by lower volume in Turkey & unfavourable ref. TC – partially offset by recovered Stainless & improved hedges**

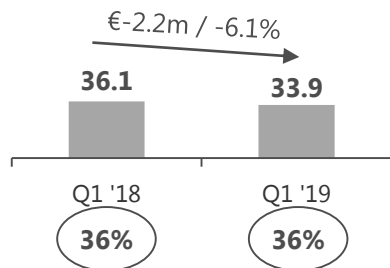
### Revenue

(€m)



### EBITDA and % margin

(€m)

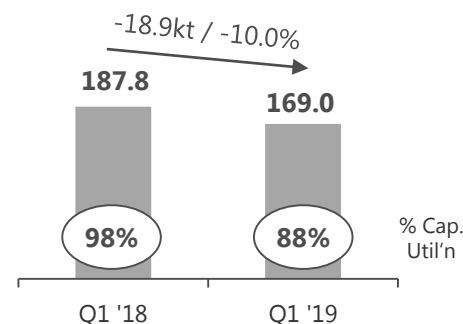


### Highlights

- **Q1 revenue down 6%** driven by 10% lower throughput YoY - Turkey plant upgrade; also higher TC referenced at approx. \$245/t in '19 vs. \$147/t in '18; partially offset with higher blended zinc prices
- **Q1 EBITDA** following the above explained drivers as well as improved performance in Stainless operations

### EAF dust throughput & capacity utilisation

(thousand tonnes, % of annual installed capacity)



- Throughput impacted as expected by downtime in Turkey to expand capacity from 65kt to 110kt since January '19

### Prices

(€ per tonne)

	Q1 2018	Q1 2019	% Var.	2018
Befesa blended (*) average zinc price	2,299	2,373	+3%	2,168
LME average price	2,776	2,380	-14%	2,468

*LME market prices down 14% –but– blended with better hedges up +3%*

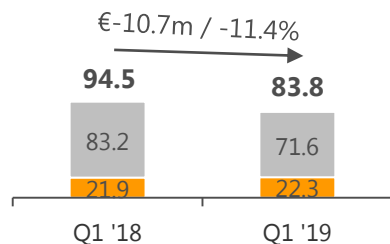
(\*) Blended rate between hedged prices and average spot prices, weighted by the respective hedged and non-hedged volumes, reflecting the effective price to Befesa



**Q1 EBITDA grew to €8.9m (+9% YoY) mainly driven by furnace upgrades in '18 showing results (2<sup>nd</sup> Aluminium) partially offset by lower aluminium alloy prices**

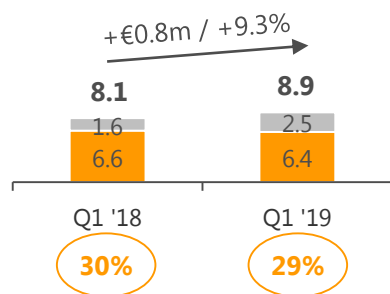
### Revenue<sup>(1)</sup>

(€m)



### EBITDA and % margin<sup>(2)</sup>

(€m)



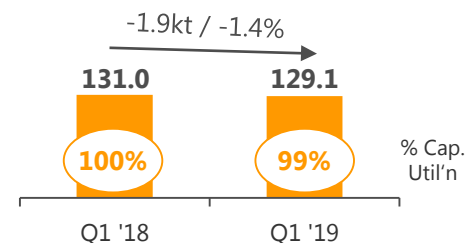
### Highlights

- **2<sup>nd</sup> Aluminium:** Q1 EBITDA up €0.9m driven by higher margins due to more efficient furnaces showing results offsetting lower prices
- **Salt Slags & Spent Pot Linings (SPL):** Q1 EBITDA slightly down €0.2m YoY mainly due to decreased aluminium alloy prices

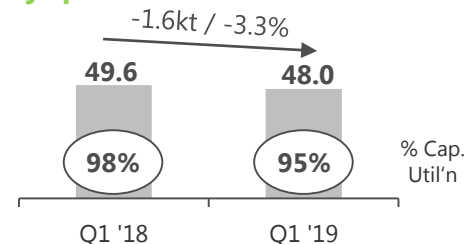
### Volumes & capacity utilisation

(thousand tonnes, % of annual installed capacity)

#### Salt Slags & SPL treated



#### Aluminium alloys produced



### Prices

(€ per tonne)

	Q1 2018	Q1 2019	% Var.	2018
Aluminium alloy average price (*)	1,833	1,528	-17%	1,715

(\*) Aluminium scrap and foundry ingots aluminium pressure diecasting ingot DIN226/A380 European Metal Bulletin free market duty paid delivered works

- Salt Slags subsegment
- Secondary Aluminium subsegment

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**Q1 2019 Update**

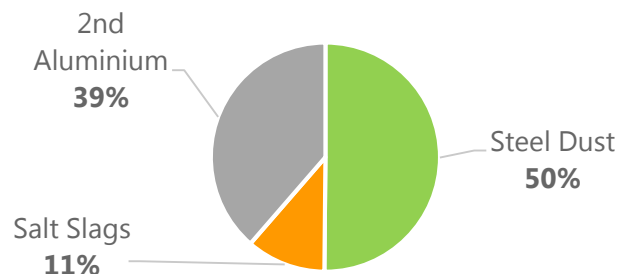
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**Befesa Overview**  
(Investment Highlights)

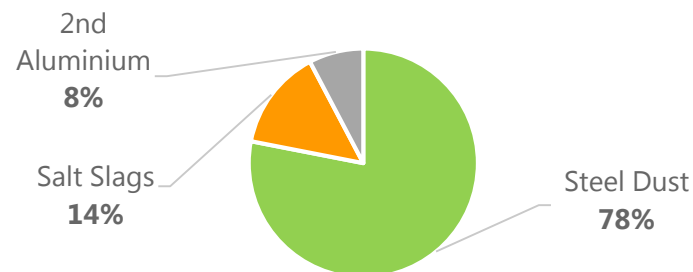
**Befesa a market leader in Europe & Asia in providing mission critical hazardous waste recycling services to the steel and aluminium industry**

### BEFESA

**LTM Q1 2019 Revenue: €704m<sup>(1)</sup>**



**LTM Q1 2019 EBITDA: €174m**



**+90% EBITDA generated from two core >30% EBITDA margin operations with low capital intensity**

#### Steel Dust Recycling Services<sup>(2)</sup>



Position in Europe (c. 45–50% market share) and Asia<sup>(4)</sup>

**36%**

EBITDA margin (LTM Q1 2019)<sup>(2)</sup>

Relationships  
**>15yrs**



#### Aluminium Salt Slags Recycling Services



Position in Europe in Salt Slags subsegment (c. 45–50% market share)

**29%**

EBITDA margin in Salt Slags subsegment (LTM Q1 2019)<sup>(3)</sup>

Relationships  
**>15yrs**



Source: Company information, International Consulting Firm based on i.a. World Steel Association's Steel Statistical Yearbooks, WBMS, industry research, expert Interviews.

(1) Excluding internal sales; sales split is calculated on revenues including internal revenues. (2) Including stainless steel.

(3) Including recycling of Spent Pot Linings (SPL) which is a hazardous waste generated in primary aluminium production. (4) Excluding China.

### Befesa has grown successfully through organic initiatives and acquisitions

#### Founded in Germany

**1987**  
**Metallgesellschaft**, German industrial conglomerate, creates Berzelius Umwelt Service (B.U.S.)

**1993**  
**B.U.S. AB**, together with two other companies, group their environmental assets in Spain creating Berzelius Felguera (Befesa)

**1998**  
Befesa IPO at the Madrid and Bilbao Stock Exchanges

**2000**  
**Abengoa** acquires a 51% stake in Befesa from B.U.S. to develop its environmental services business (stake increased over time)

**2011**  
Delisting from the Madrid and Bilbao Stock Exchanges

#### Acquisitions & turnarounds

**2006**  
Befesa acquires a 100% stake in B.U.S., becoming the **European leader in steel dust recycling**



**2009**  
Befesa becomes the **European leader in salt slags recycling** after acquiring 3 plants in Germany from Agor



**2013**  
**Triton** acquires Befesa



#### Successful greenfield (state-of-the-art technology)

**2014**  
Inauguration of the 2<sup>nd</sup> aluminium plant in **Bernburg**



#### Frankfurt Stock Exchange & SDAX

**2017 / 2018**  
Successful **IPO on Frankfurt Stock Exchange**; Entry to **SDAX** on 24 Sep. 2018

**2010**  
Entry in the **Turkish market** through JV with Canadian Silvermet



**2012**

- Entry in the Asian market by acquiring successive stakes in the **Korean Hankook**<sup>1</sup>
- Inauguration of Waelz oxide (WOX) washing plant at Gravelines



**2015**  
Commissioning of the 2<sup>nd</sup> kiln in Korea, converting it into the largest treatment plant and further acquisition of stakes



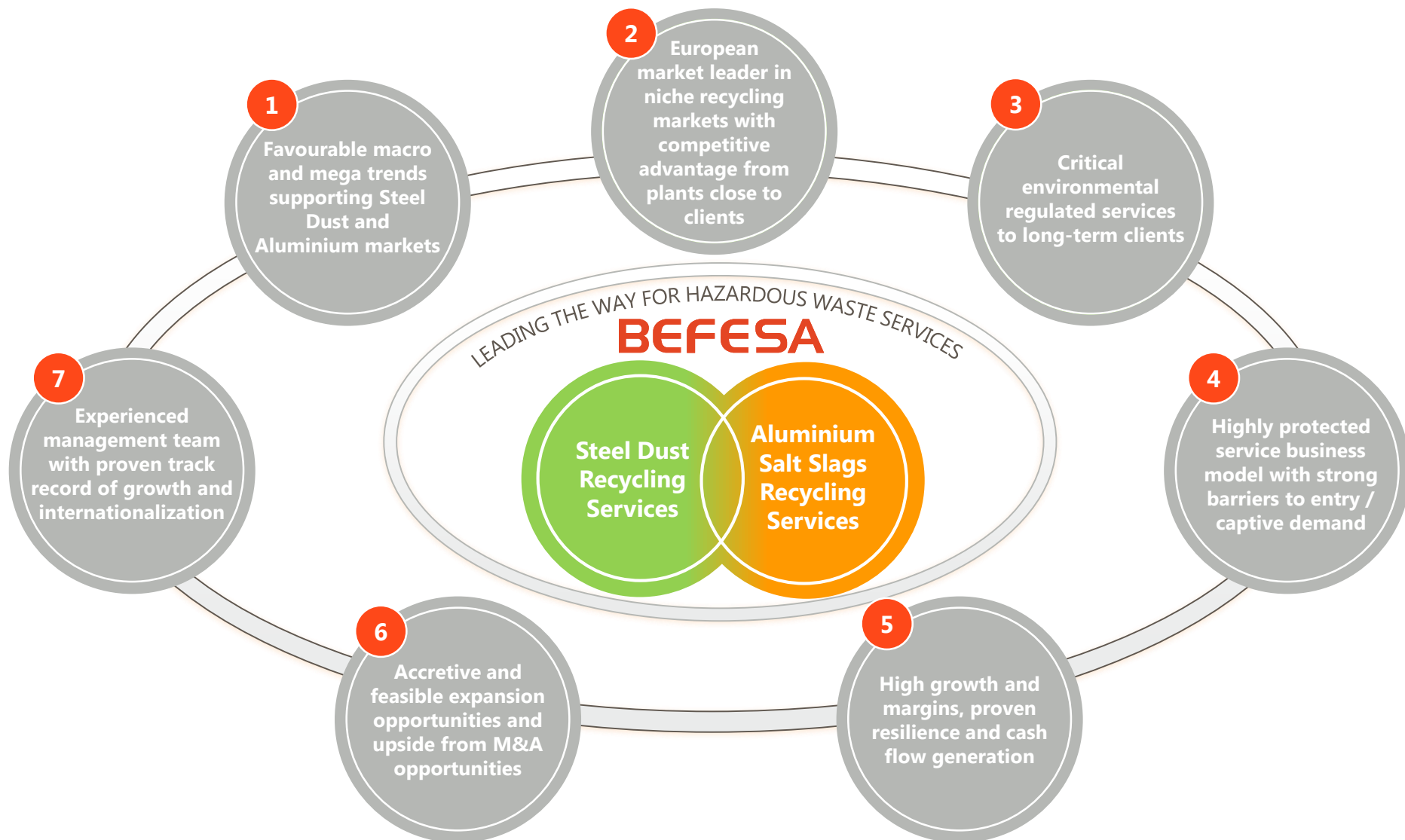
**2019 / 2020**  
Developing the first two steel dust recycling plants in **China**:  
- Jiangsu province: Broke ground April '19; Ramp-up scheduled for H2'20  
- Henan province: Signed agreement to develop the 2<sup>nd</sup> plant in the country; Breaking ground Q4'19; Ramp-up H1'21



**Entered two new markets through a JV & acquisition with a subsequent turnaround**

**Successful expansion in Korea**

**Expanding into China**

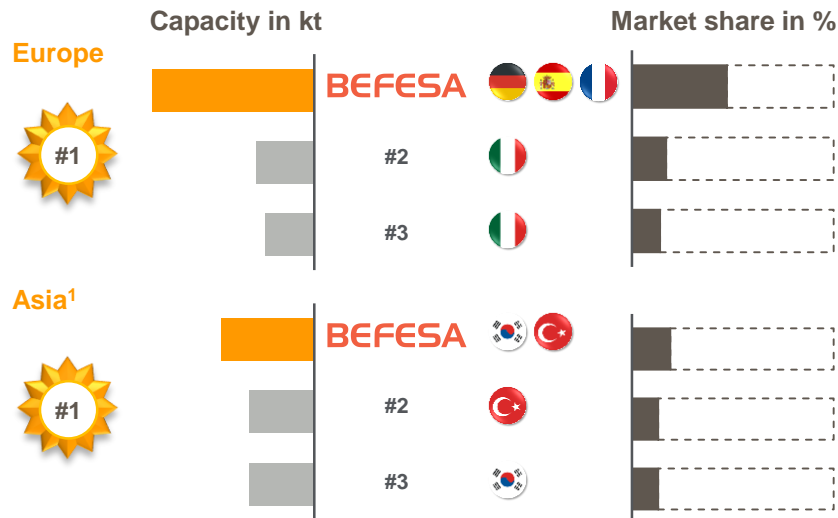


**Befesa is the market leader in steel dust and salt slags recycling services with a competitive advantage due to its close proximity to key clients**

### Established market leader

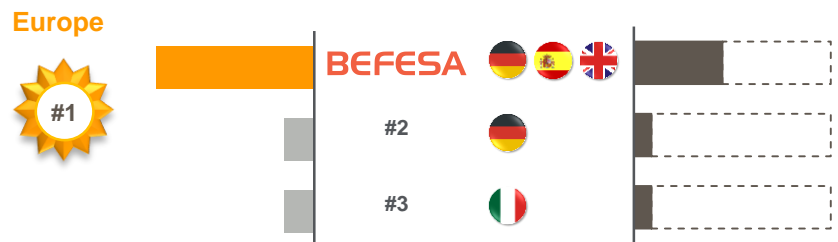
#### Steel Dust Recycling Services

Clear market leader in Europe and Asia<sup>1</sup>



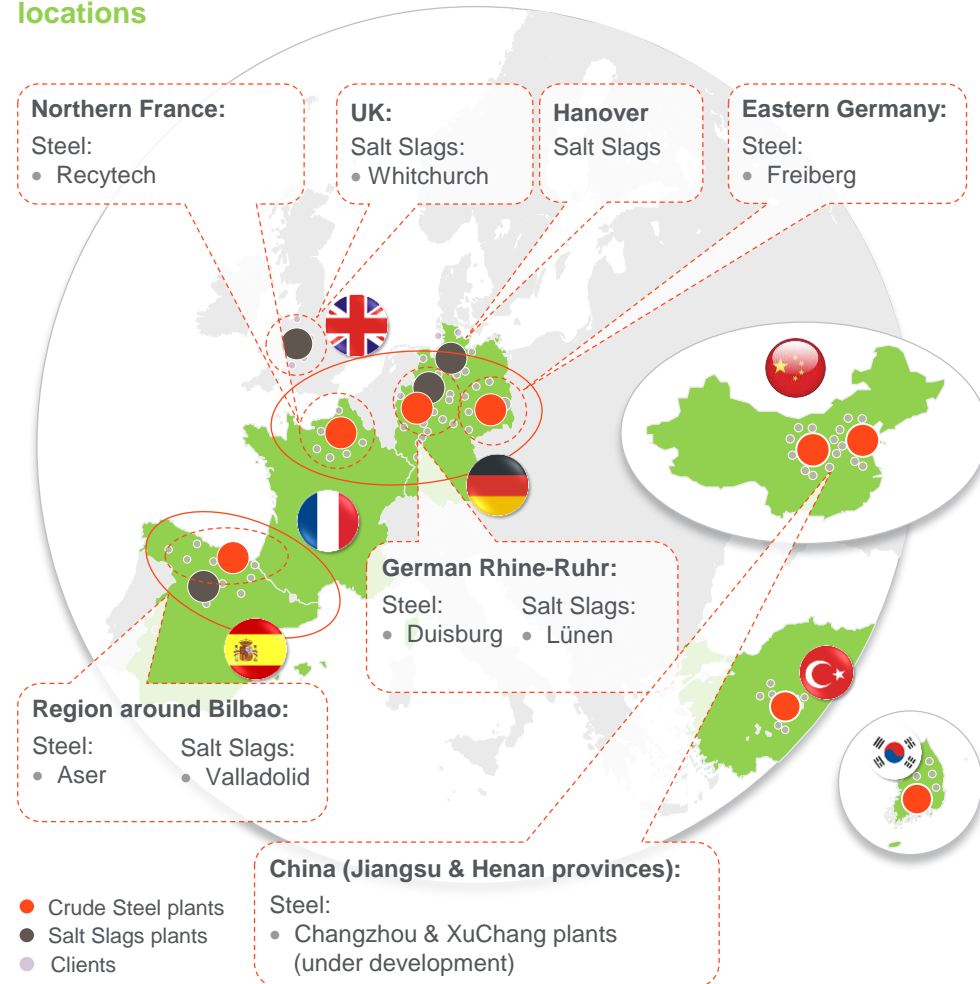
#### Salt Slags Recycling Services

Clear market leader in Europe



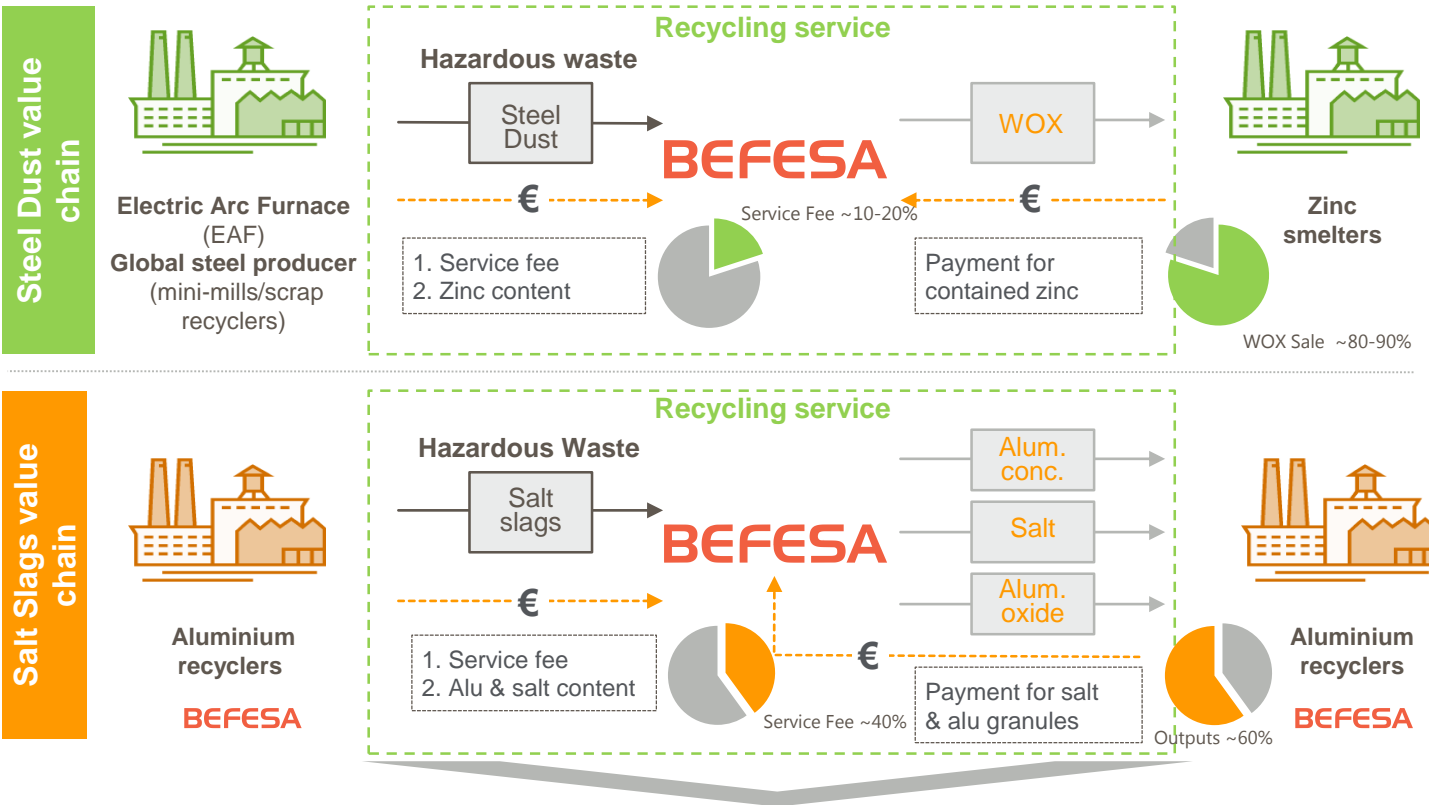
### Proximity to clients provides strong competitive advantage

Each Befesa plant usually collects waste from at least 10-15 client locations





Befesa offers a crucial service taking care of highly regulated hazardous waste in the value chain of secondary steel and aluminium producers



### Consequences of non-compliance

- Major European steel producer struggles with large plant (producing 8% of European steel) due to breaching environmental regulations (contamination of environment)
- Court ordered to partly shut down the plant
- Owner prompted to invest \$3.8bn to bring the plant back to required standards

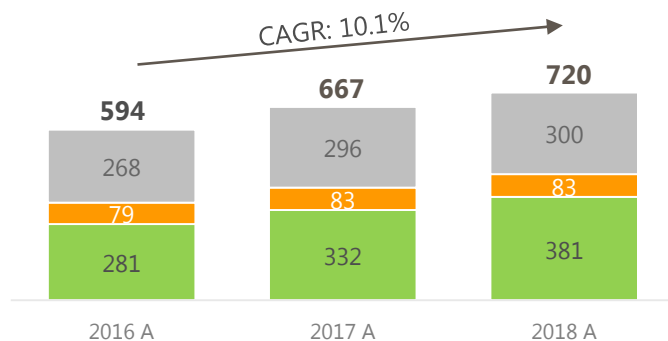
- In 2002 the owners of a metal foundry in Italy faced prison time for illegal transport and landfilling of hazardous waste

- In 2004 a big aluminium refinery in Italy abandoned 450kt of hazardous waste in the open air over half an hectare
- More than 10 years later the local administration is still collecting funds to proceed to the removal and cleaning of the area

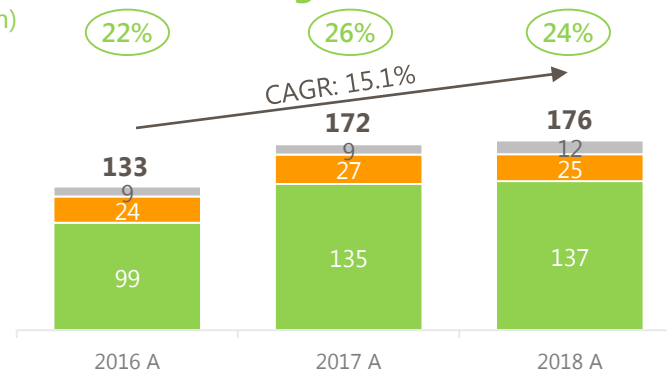
- Befesa collects and recycles hazardous waste from steel producers and aluminium recyclers
- Recycling is mandatory for Befesa's clients due to environmental regulations
- Befesa takes off and effectively takes care of environmental liability for their clients
- Without timely and regulatory compliant offtake of hazardous waste clients face risk of complete shut-down of production as well as severe penalty payments
- Befesa therefore offers a critical element of its clients value chain

- In 2011 a big producer of aluminium alloys in Spain was involved in the transport without authorisation and illegal landfilling of 1.5kt of salt slags on a vacant lot
- Befesa was ultimately contracted to treat the waste properly

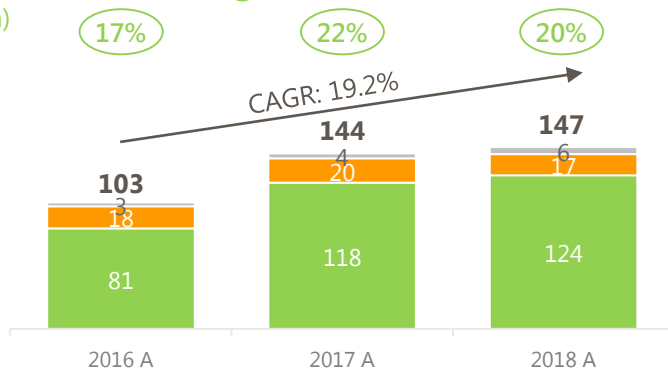
### Revenue<sup>(1)</sup> (€m)



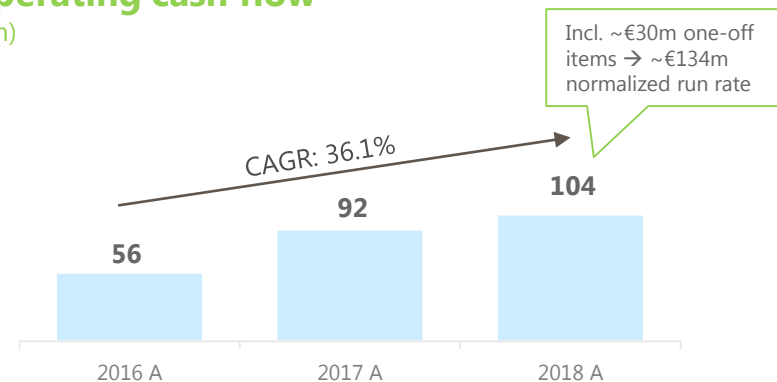
### EBITDA and % margin<sup>(2)</sup> (€m)



### EBIT and % margin<sup>(2)</sup> (€m)



### Operating cash flow<sup>(3)</sup> (€m)



**Robust revenue growth**  
underpinned by **sustainable increase in volumes** accelerating growth

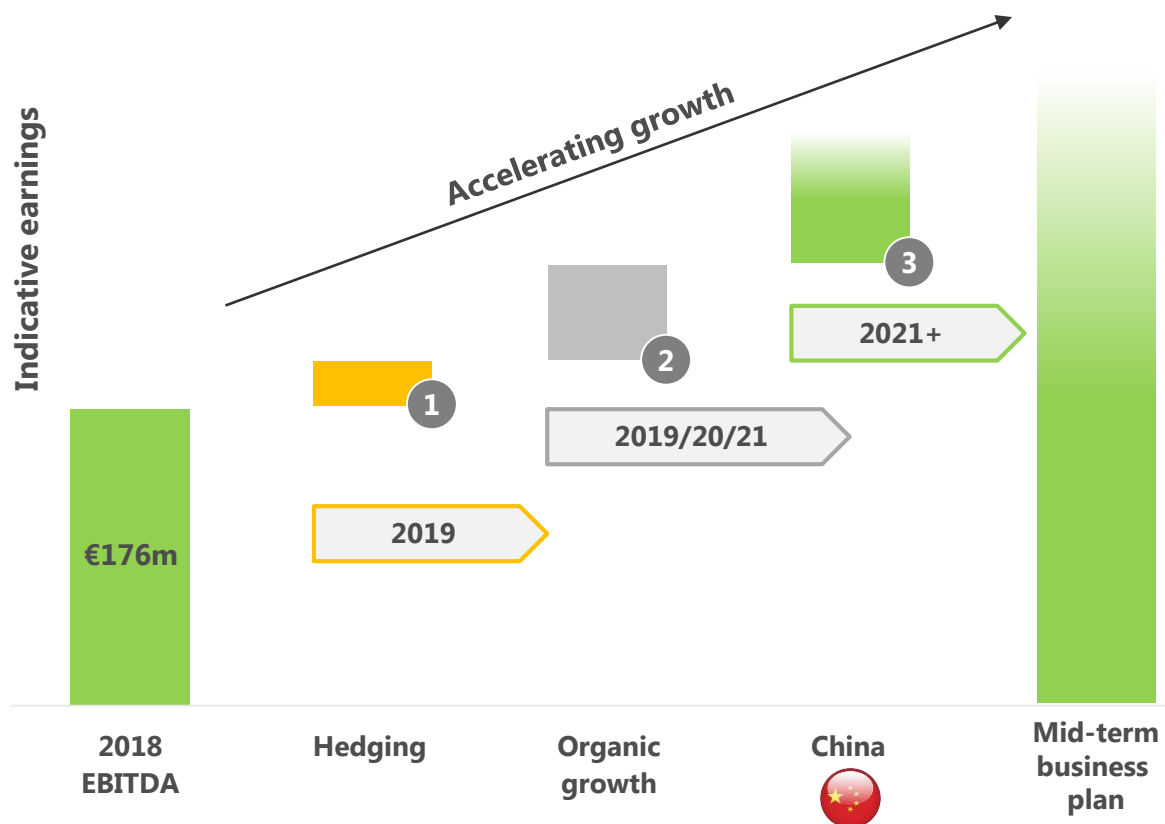
**Low capital intensity** exemplified by **low, stable D&A** and **high earnings margins**

**Strong operational cash flow** generation  
due to **low maintenance requirements**  
providing **funds for growth**

**Continue profitable growth trend ... strong operational cash flow funds growth initiatives**

(1) Total revenue excludes internal revenues and are comparable figures after amendment IFRS 15 affecting the revenue recognition of non-operating sales in the 2<sup>nd</sup> Aluminium subsegment; These non-operating sales have limited margin contribution; Reported revenues amounted to €611.7m in fiscal year 2016 and €724.8m in fiscal year 2017  
 (2) Total EBITDA and EBIT figures of 2016 and 2017 are adjusted for one-off items; Reported EBITDA amounted to €128.8m in 2016 and €153.0m in 2017; Reported EBIT amounted to €84.3m in 2016 and €122.4m in 2017; EBITDA and EBIT margins as a % of comparable revenue  
 (3) Operating cash flow per audited consolidated statement of cash flows; after WC, taxes & interest; pre capex & pre dividend

### Accelerating growth through well defined business plan; Hedging in place and executing top 5 growth projects + China



#### 1 Hedging

- 2019: 92.4kt at ~€2,325/t
- 2020: 92.4kt at ~€2,260/t
- H1 2021: 46.2kt at ~€2,230/t

#### 2 Organic growth

2019/20 focus – top 5 projects:

- Steel Dust:
  - Expand Turkey (65→110kt): Ramp-up in Q3'19
  - Korea washing plant: Broke ground in May '19; Ramp-up in Nov/Dec '19
- Aluminium Salt Slags:
  - 2x tilting furnaces: ✓ Bilbao; Barcelona phase II in Q3'19
  - Expand Hannover (130kt →170kt)

#### 3 China

- Developing two EAF dust recycling plants in two provinces:
  - #1 (Jiangsu): Broke ground in April '19; Ramp-up ~H2'20
  - #2 (Henan): Agreement signed; breaking ground in Q4'19; Ramp-up ~H1'21

Senior management team delivering results through long standing industry expertise, entrepreneurial spirit and focus on operational excellence as well as governance and compliance processes



**Javier Molina**  
CEO

CEO since 2000

Has run Befesa for >15 Years  
Became President of Abengoa's  
Environmental Services Division  
in 1994



**Wolf Lehmann**  
CFO; including responsibilities for Operational Excellence and IT

CFO since 2014

20+ years in finance and  
operational leadership roles  
50/50 General Electric / Private Equity



**Asier Zarraonandia**  
Vice President  
Steel Dust  
Recycling Services

>15 yrs with Befesa

Has run the Steel Dust Recycling  
Services Business for >10 years



**Federico Barredo**  
Vice President  
Aluminium Salt Slags  
Recycling Services

>25 yrs with Befesa

Has run the Aluminium Salt Slags  
Recycling Service Business  
for >15 years

### Key achievements / track record



Extensive experience in steel and  
aluminium recycling business



Strong performance results through  
focus on operational excellence



Building strong business  
foundation of ESG, compliance  
and health & safety processes



Successful international  
expansion



Track record of successful  
acquisitions and turnarounds  
(BUS, Agor, Alcasa, Hankook,  
Silvermet etc.)



Experience in developing greenfield  
projects (South Korea, Gravelines,  
Bernburg)

### Financial Calendar

✓ **Wednesday, 8 May 2019:**  
Q1 2019 Statement & Analyst Call

✓ **Wednesday, 19 June 2019:**  
Annual General Meeting in Luxembourg

✓ **Thursday, 25 July 2019:**  
H1 2019 Interim Report & Analyst Call

✓ **Thursday, 31 October 2019:**  
Q3 2019 Statement & Analyst Call

#### IR Contact

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### Meet Befesa ...

✓ **14 May 2019 – Midcap Partners**  
Paris, Annual Small & Midcap Conference

✓ **21-23 May 2019 – Berenberg**  
New York, US Conference 2019

✓ **28 May 2019 – Mainfirst**  
Frankfurt, SMid Cap one-on-one Forum 2019

✓ **5-7 June 2019 – Deutsche Bank**  
Berlin, dbAccess Conference

**11-13 June 2019 – Stifel**  
Boston, 2019 Cross Sector Insight Conference

**27-29 August 2019 – Commerzbank**  
Frankfurt, Sector Conference 2019

**10-12 September 2019 – J.P. Morgan**  
London, Small & Mid-Caps Conference 2019

**19-20 September 2019 – Citi**  
London, SMID/Growth Conference 2019

**23-25 September 2019 – Goldman Sachs & Berenberg**  
Munich, 8<sup>th</sup> German Corporate Conference

**13-14 November 2019 – Goldman Sachs**  
London, 8<sup>th</sup> Global Natural Resources Conference

**2-5 December 2019 – Berenberg**  
London/Pennyhill Ascot, European Conference 2019