

General Shareholders Meeting 2009

Jaime Echevarría

Chairman

FY 2008

1st Quarter 2009

Leadership, scale and diversification

Shareholder remuneration

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José Antonio Canales

C.E.O



FY 2008



1st Quarter 2009

Consolidated results

Strong results in an environment with plenty of uncertainties

MM €	2008	2007	% Change	% Change ex-forex[1]
Revenues	551.8	506.0	+9.0%	+12.1%
EBITDA	105.3	98.3	+6.9%	+9.5%
EBITDA margin	*19.1%*	*19.5%*	*-0.4 p.p.*	
EBIT	67.9	60.5	+12.2%	
PBT	60.3	55.2	+9.3%	
Net profit	51.4	46.2	+11.3%	

[1] Growth excluding changes in forex applied for consolidation purposes

Consolidated results

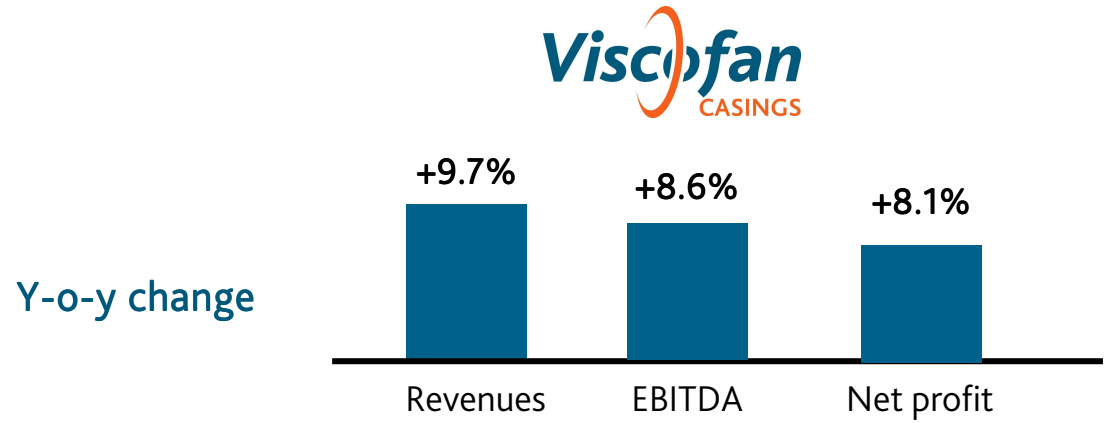
Backed by a sound balance sheet

MM €	2008	2007	% Change.
Non current assets	306.8	299.6	+2.4%
Inventories	156.5	143.0	+9.5%
Trade and other receivables	118.3	104.8	+12.9%
Other current assets	14.8	18.3	-19.2%
Current assets	289.7	266.2	+8.8%
Equity	303.3	295.8	+2.5%
Borrowing and finance leases	53.2	40.3	+31.7%
Other non current liabilities	71.8	74.0	+0.3%
Non current liabilities	125.0	114.4	+9.3%
Borrowing and finance leases	83.3	71.4	+16.6%
Trade and other payables	53.6	44.5	+20.4%
Other current liabilities	31.4	39.7	-20.9%
Current liabilities	168.2	155.6	+8.1%

Total assets and Equity and liabilities:
€596.5MM
+5.4% vs. 2007

Key factors during 2008

- **Significant volume growth in the market,** boosted by emerging areas: Latam, Eastern Europe and Asia.
- **Commercial discipline** orientated to protect value
- **Margin pressure**:
  - Raw materials
  - Energy prices (mainly natural gas)
  - US$ weakness against €
- Poor domestic economy affected especially to IAN Group.





FY 2008

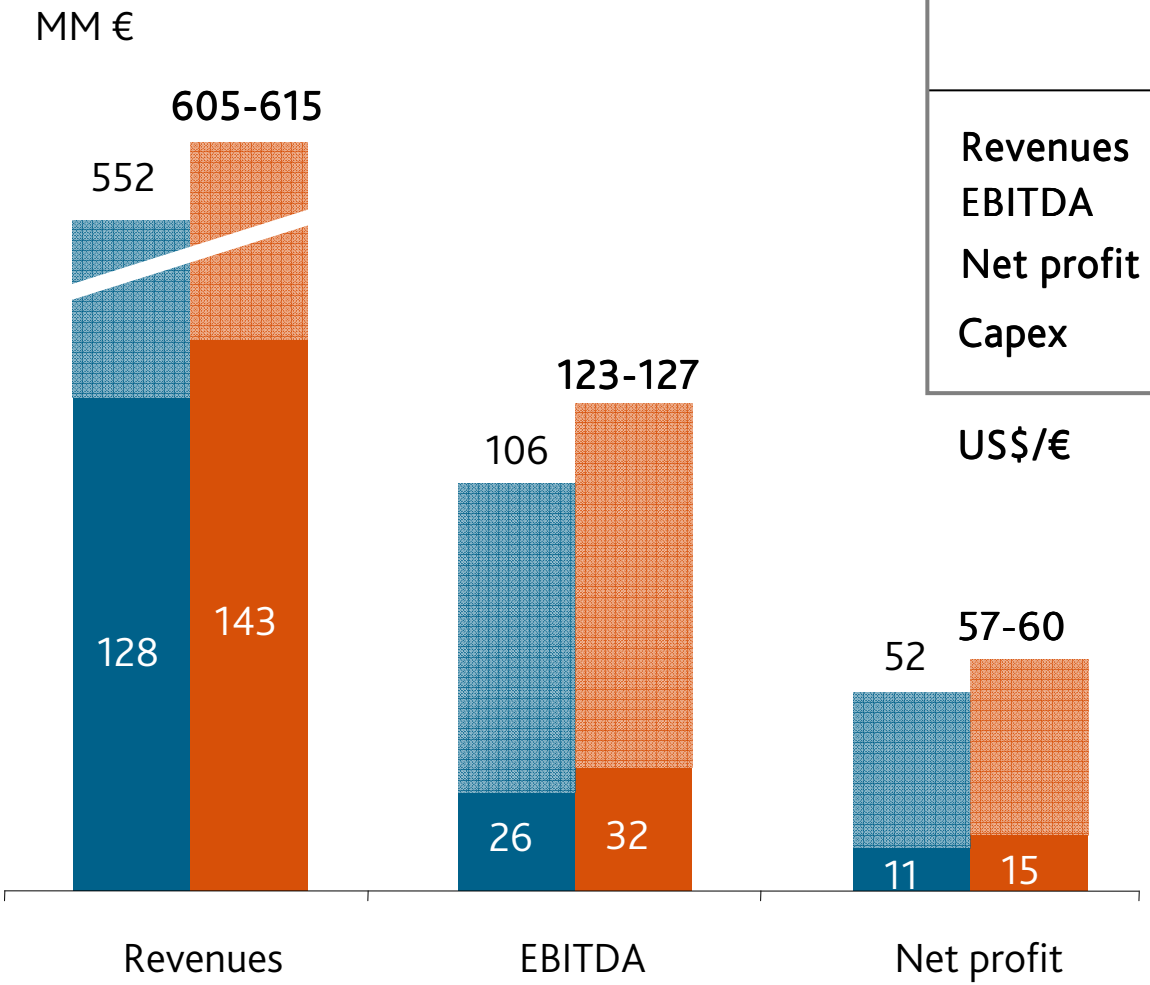


1st Quarter 2009

2009 Trends

- **Economic and credit difficulties** remain in place, affecting especially to Eastern Europe, growth remains in Latam, Asia and North America.
- Margin pressures:
  - **Price of main raw material are increasing**: cellulose, and collagen hides.
  - Weakness of the **currencies** (Brazilian Real, Sterling Pound, Czech Crown…)
- Measures implanted to offset negative impacts derived from the environment:
  - Higher **customer and inventories control**: Commercial discipline and risk management policies
  - Improve **efficiencies** and operational productivities in almost all the production facilities of the Group.
  - **Automating** processes and production improvements that enables the Group to slim the workforce.
  - **Opportunities**: New stage in the cogeneration plant in Spain, and lower natural gas price.
- Spanish economy is worsening, increasing **pressure on IAN Group's margins**.

In this context, we continue to reiterate our guidance for 2009



	% y-o-y Guidance	% y-o-y 1T09
Revenues	10%-11%	12% ✓
EBITDA	16%-20%	25% ✓
Net profit	10%-15%	33% ✓
Capex	<€45MM	
US$/€	1.35	1.30

[1] Guidance on recurrent results



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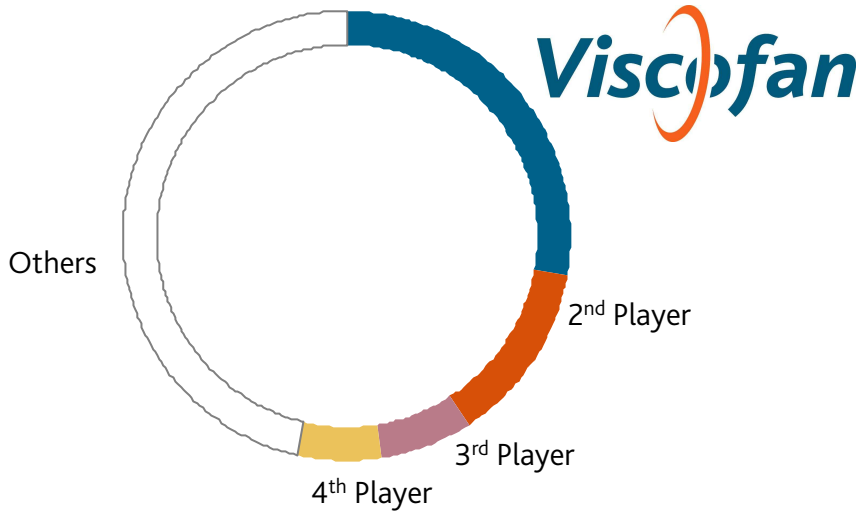
Leadership, scale and diversification

Shareholder remuneration

We have consolidate our leadership in an expansion environment…

Market share



Market Cap

>€650MM

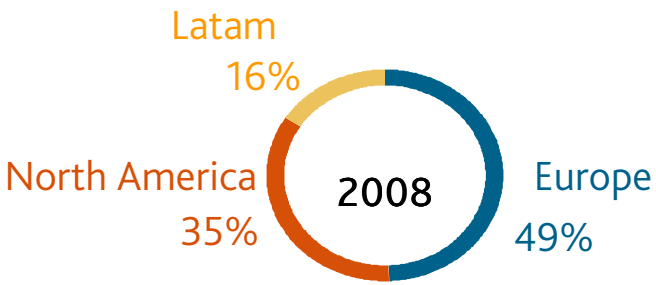
+48%

Market Cap

08 vs. 05

… In a global group, diversified, and with financial stability…

Geographic diversification



Revenues breakdown per origin of sales

Production diversification

UNIQUE producer in the world of the complete family of all casing technologies
(skinless, collagen, fibrous and plastics)

Financial strength

Recovering prices since 2006 in **ALL** casing families

Anticipating the change in the cycle through cost **CONTAINMENT**

Aiming for investments and growth safeguarding the **STABILITY** of the company

… In a market with a huge potential, in which Viscofan is placed in the best positioning to create value

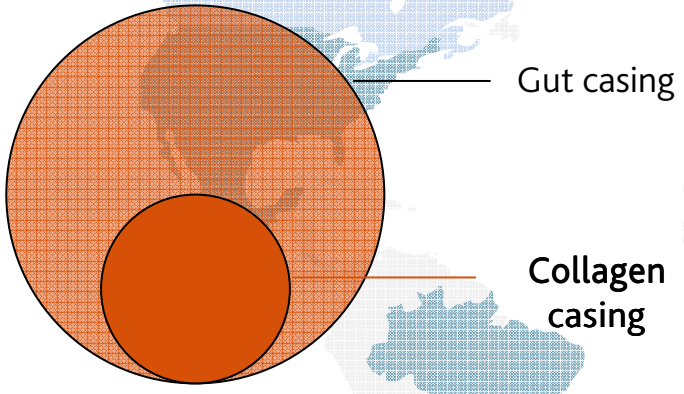
Be aligned with the rest of the Group

Enhance Added value

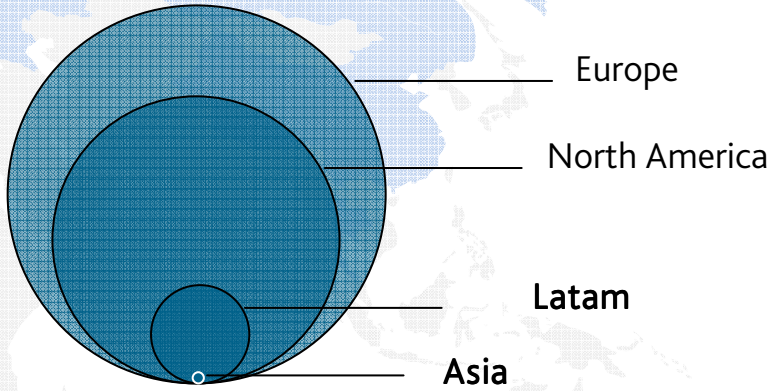
Organic growth

New business

Excellence centres by family



Market size



Expense of artificial casing per habitant (€)

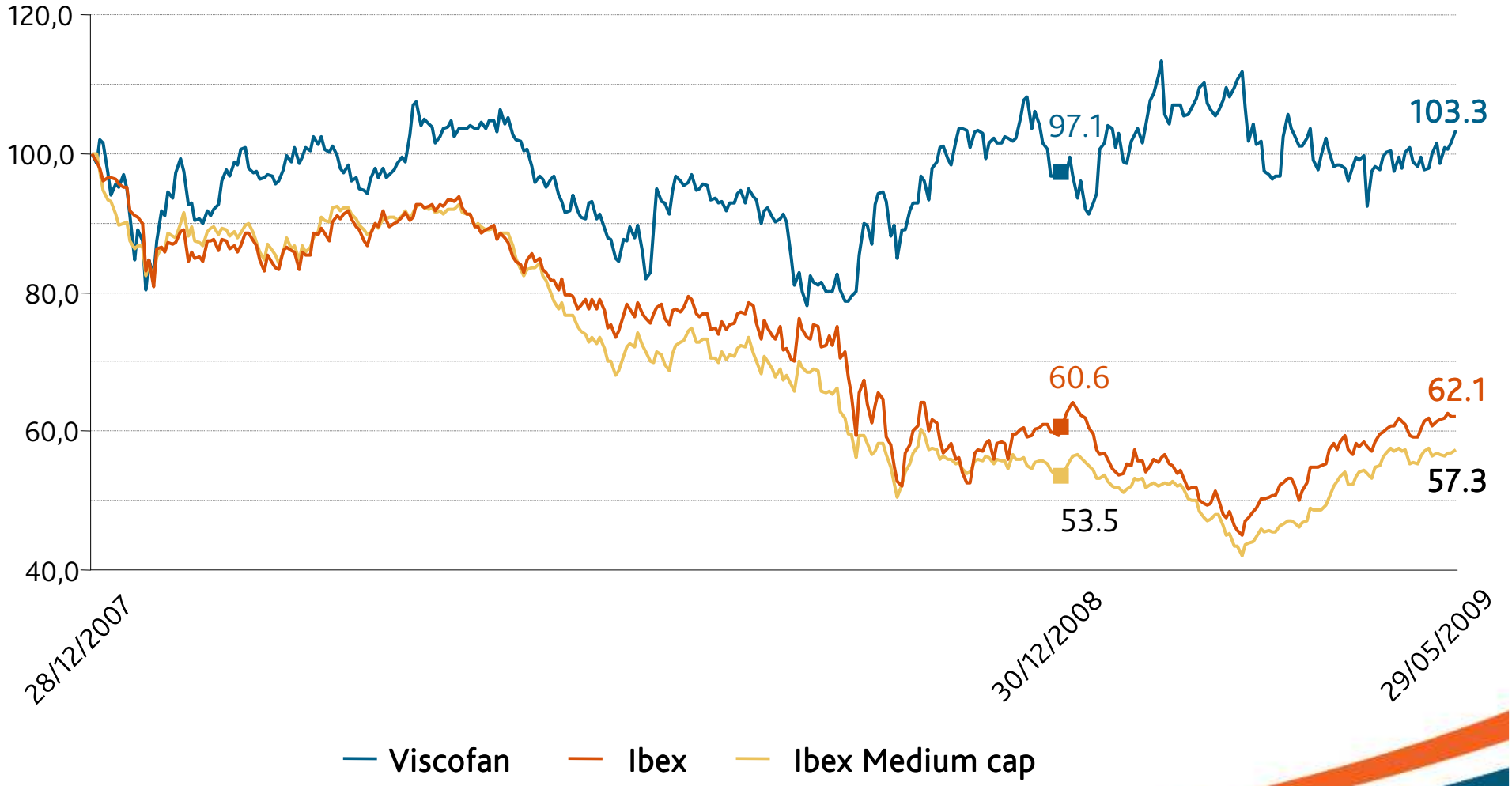


Leadership, scale and diversification



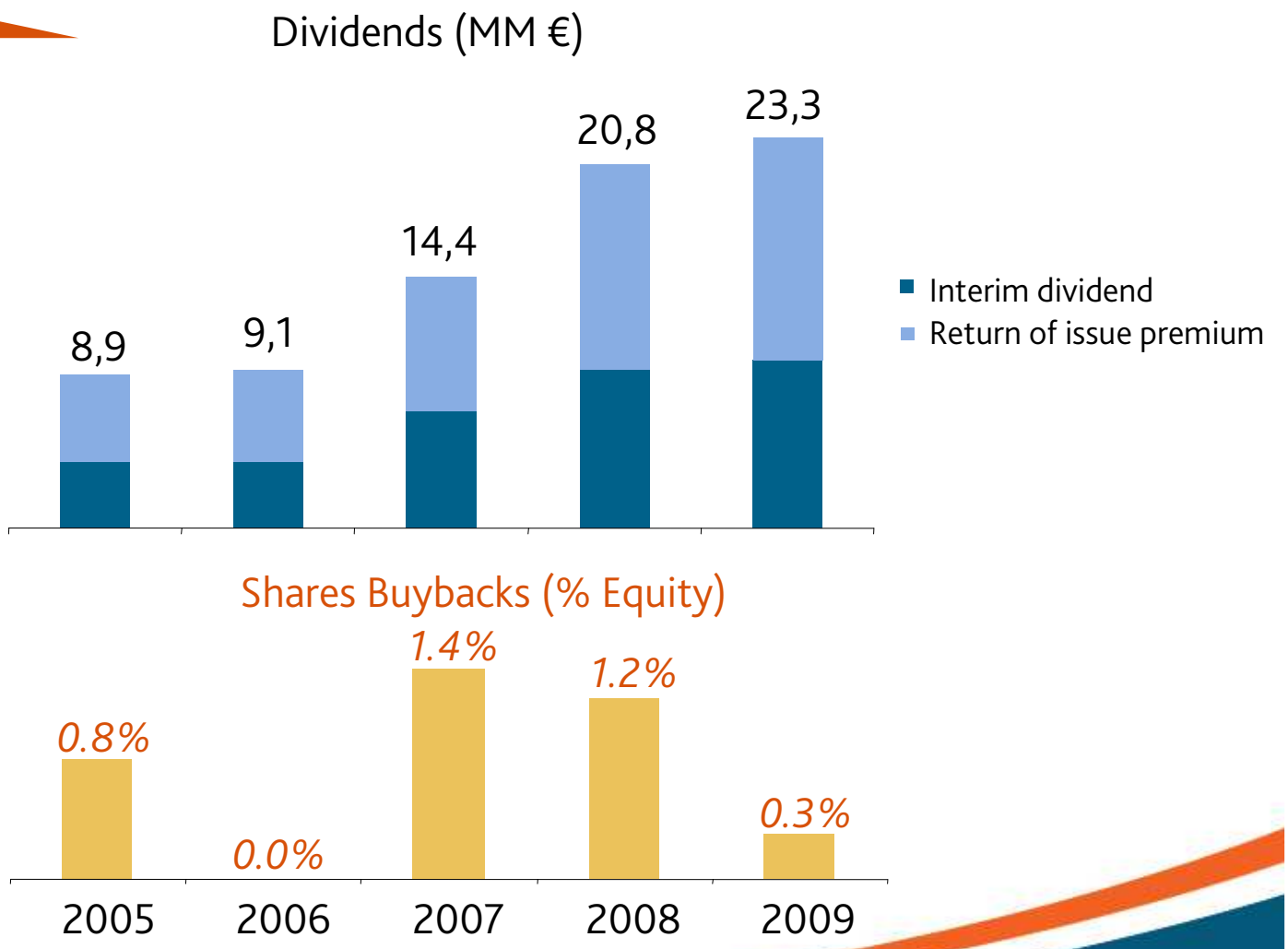
Shareholder remuneration

Solid performance in an environment of high volatility



Remunerating to our shareholders according to profit evolution

+2.1x
2005's
remuneration



To sum up

- ✓ Viscofan is managing successfully the world's complex economic current environment.
- ✓ A growth model that hasn't put on risk the stability of the Company.
- ✓ After a first stage integrating assets, Viscofan has established a new strategy to create value based on its leadership, economy of scale, technology and unique positioning in the market.
- ✓ In a market with plenty of opportunities, as it is showed in its historical trend and growth perspectives.
- ✓ Shareholders are benefiting from the Group's growth, we have increased the dividend per share again, and we have expend more than €25MM on dividends and shares' buyback.

Disclaimer

This document contains additional non-compulsory forward-looking statements on intentions or expectations of the Company as of the date of its publication whose only purpose is to provide further information on perspectives on future performance.

Such forward-looking statements do not constitute any guarantee of future performance and involve risks and uncertainties as well as other important factors that could cause actual developments or results to differ essentially from those expressed in our forward-looking statements.

Analysts and investors in particular as well as any other persons or entities who must take decisions or give advise on investments in the Company should not place undue reliance on those forward-looking statements.

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