The Business of Bio-Energy

From field to finance - commercialising Ireland's potential

15 June 2011

Session 2 Presentations







Programme

Session 2 - David Hourihane, ByrneWallace - Chair

3.50	Donal Murphy, Bank of Ireland, Global Project Finance, Director
4.15	Aidan Corbett, NTR plc, Senior Business Analyst
4.40	John Butler, Duggan Energy, Managing Director
5.05	Oliver Vigano, Schmack Biogas GmbH, International Business Director
5.30	Panel discussion
5.40	Networking reception







Donal Murphy

Director

Global Project Finance

Bank of Ireland





The Business of Bio-Energy ...

A Lender's Perspective







- Bank of Ireland and Renewable Energy
- Sources of Finance for Bio-Energy
- Project Financing for Bio-Energy Projects
- Key "Bankability" requirements
- Looking Forward

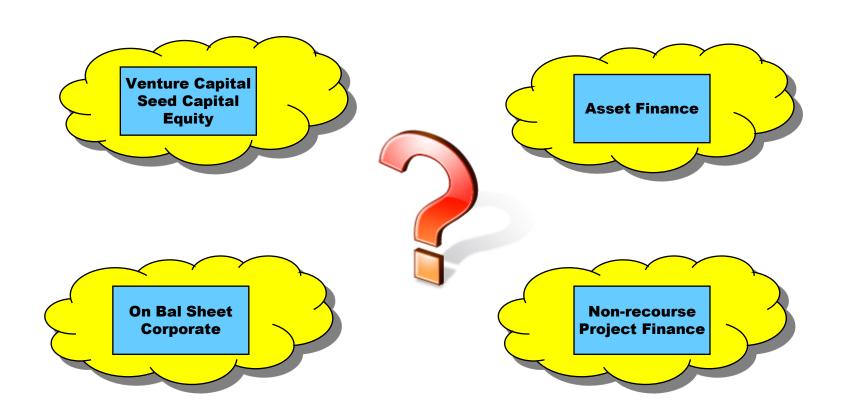
Bank of Ireland – Experience



- Leading Financier in
 - ► Irish Infrastructure and PPP market
 - **▶Irish Wind Farm transactions**
 - **►UK Waste Management transactions**
 - **≻**European Renewable Energy
- Bank of Ireland .. very much "open for business"
 - >c€400m of Project Finance debt provided in Ireland since 2007
- Bank of Ireland .. Renewable Energy Funds

Bio-Energy Sources of Finance





Project Finance Characteristics



Cashflow-based:

- > Cashflows need to be bankable on standalone basis
- > Robustness of sources and uses of cash.. during
 - Construction
 - Operations

Project Specific:

- > Security / recourse to project assets alone
- Ring-fenced spv as borrower
- Non or partial recourse to sponsors/shareholders
- Contractual support from sponsors may be required
- Risk Assessment and Mitigation:
 - > Pass risks to party best equipped to manage them
 - Mitigate any residual risks within project structure
- Off Balance Sheet:
 - > Potential for higher gearing... subject to structure

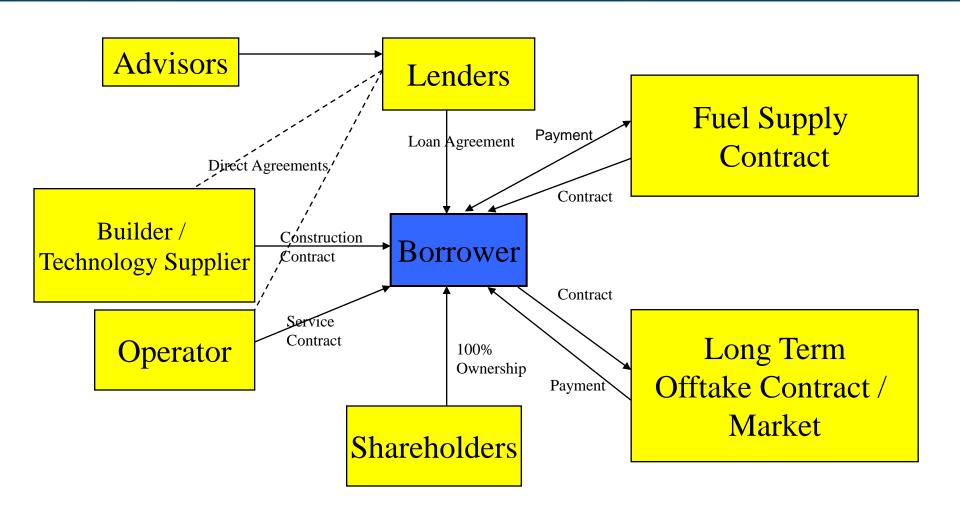




- Highly structured a web of contractual arrangements
- Debt : Equity ratio is important but real emphasis is on...
- Cash Flow
 - Key cash coverage covenants (DSCR, LLCR, PLCR)
 - Sensitivities to downsides
 - Cash Reserving Mechanisms
 - Distribution Lock-up Tests

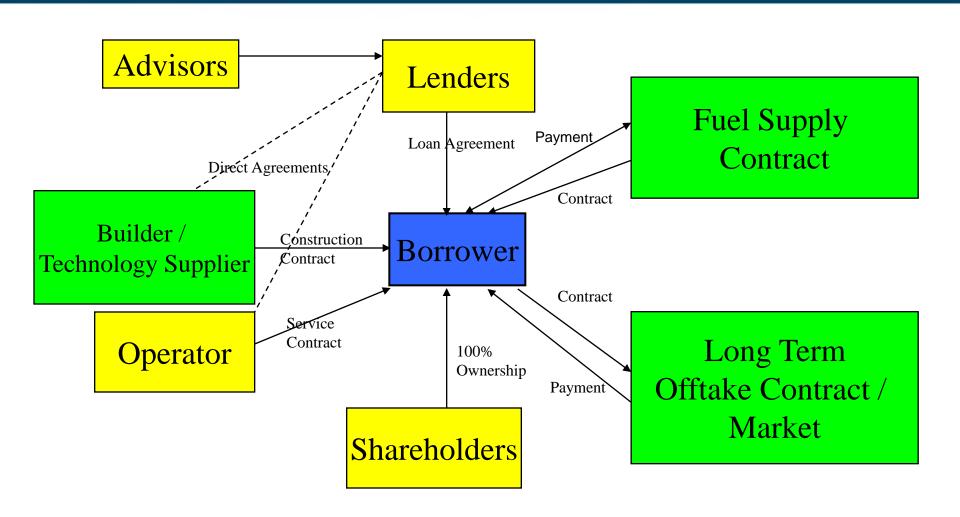
Renewables – and Project Finance structures





Renewables – and Project Finance structures





Technology



- Proven or Update of Proven
- Reputable & creditworthy supplier
- Fixed price, date certain delivery/installation
- Need to interface with construction / operating contractors
- Defined and guaranteed performance obligations
- Ongoing warranty and O&M obligations

All subject to:

- Detailed independent lender due diligence (Lender's TA)
- Downside sensitivity analysis and cashflow implications

Fuel / Feedstock supply contract



- Long term contract, to match/exceed tenor of debt
- Creditworthy counterparty
 - Collateral support <u>may</u> help
- Mitigate price risk price certainty
- Mitigate volume risk guaranteed supply of required amount
- Quality of supply (if relevant)
- Scope for small element of non-contracted supply?
 - Maybe, but impact on cover ratios and debt capacity

Revenue – offtake contract



Energy

- Long term contract, to match/exceed tenor of debt
- Creditworthy counterparty
- Mitigate price risk price certainty
- Mitigate volume/demand risk
- Assignability / "Merchant Case" downside (?)

"By Products"

- Dependency on adjacent facility (?)
 - Creditworthiness
 - Strategic Importance
 - Contractual Commitment
- Third party contracts
 - Revenue or cost for the project price certainty
 - Credit worthiness

....Looking forward



Importance of deal flow

- > to Economy
- to Market sponsors and banks
- > to Environmental goals

Challenges

- Securing long term supply contracts
- > Strength of project counterparties
- Scale of Projects vs Due Diligence Cost/Complexity

Regulatory and Fiscal Environment

- ➤ Supply Side
- ➤ Energy Offtake Side
- Incentives / Disincentives

.....Bio-Energy is a sector with real potential

Contact Details



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Bank of Ireland is regulated by the Central Bank of Ireland



NTR's biofuel adventure

15th June 2011

Aidan Corbett Sr. Business Analyst



- 1 Overview of NTR
- 2 Bioverda our first foray into biofuels
- **3** GPRE thriving during turbulent times in US market
- BioProcessAlgae With an eye on the future

NTR Development History

Pre 1999

Toll Road Pioneer





1999 - 2002

Irish Diversification









2003 - 2005

International Development









2006 →

Further International Development













NTR Development History

Pre 1999

Toll Road Pioneer





1999 - 2002

Irish Diversification









2003 - 2005

International Development









2006 →

Further International Development













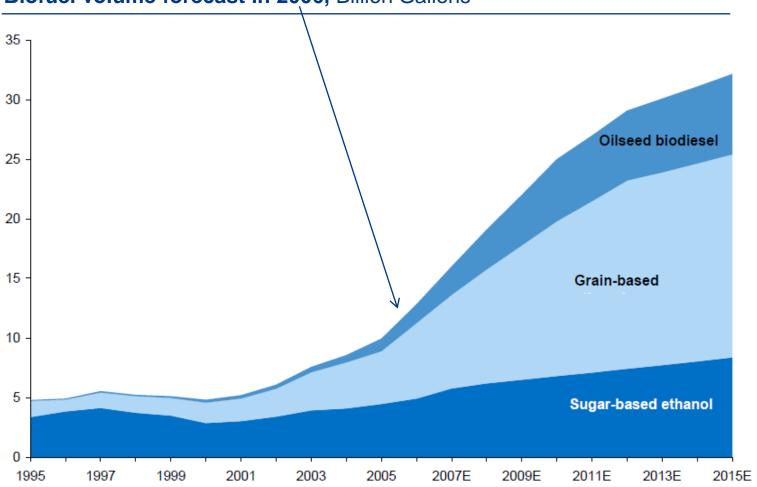


- 1 Overview of NTR
- Bioverda our first foray into biofuels
- **3** GPRE thriving during turbulent times in US market
- **4** BioProcessAlgae With an eye on the future

Bioverda was our first investment in biofuels – based on a vision of a rapidly expanding market . . .



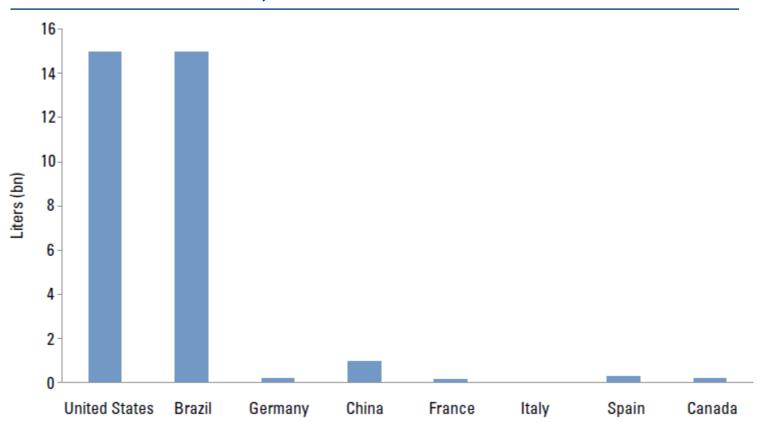
Biofuel volume forecast in 2006, Billion Gallons



... With the US identified as an attractive ethanol market



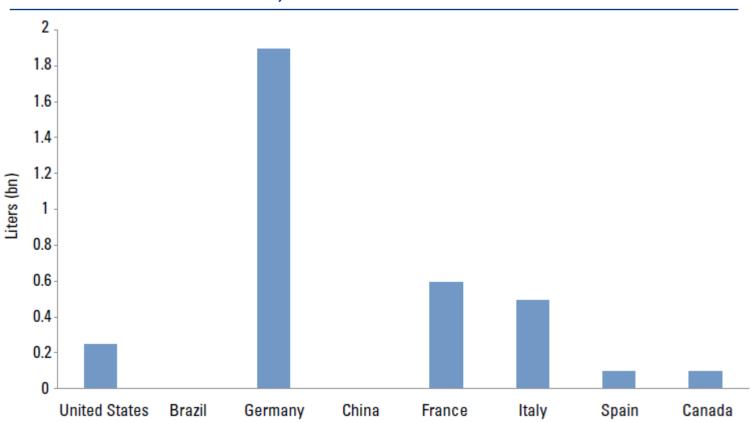
Ethanol volumes in 2006, Billion litres



... And Germany identified as an attractive biodiesel market



Biodiesel volumes in 2006, Billion litres



Bioverda activities in Germany centred on 2 biodiesel production facilities



- Germany initially imposed no tax on biodiesel, giving a 45c per litre advantage over conventional diesel
- This created a large incentive for trucking fleets in particular to begin to use B100 (100% biodiesel)
- Recent increases in oil prices also led to speculation that biofuels were to become a significant part of the total fuel supply

- German biodiesel production grew 17 fold from 2000 to 2006
- NTR invested in 2 biodiesel plants in Germany with over 160m litres of combined production capacity

But like all holidays, tax holidays are not permanent . . .



Tax holidays caused a boom

- At its peak, biodiesel was capturing a whopping 12% of the German fuel market
- Consequently,
 Government lost about
 €3bn in tax revenues in
 2006
- Tax hikes from the German Government began on Jan 1st 2008

End of tax holiday caused a bust

- Tax hikes along with increases imports quickly turned the fortunes of German biofuel producers
- Many trucking fleets switched back to conventional diesel
- Biodiesel accounted for as little as 2% of German fuel market by end of 2008

Market left with reduced demand and excess capacity

- Volumes and prices dropped very quickly from the peak
- Many debt-financed plants were unable to meet interest repayments
- NTR decided to exit
 German biodiesel
 market

Lessons learnt from German adventure



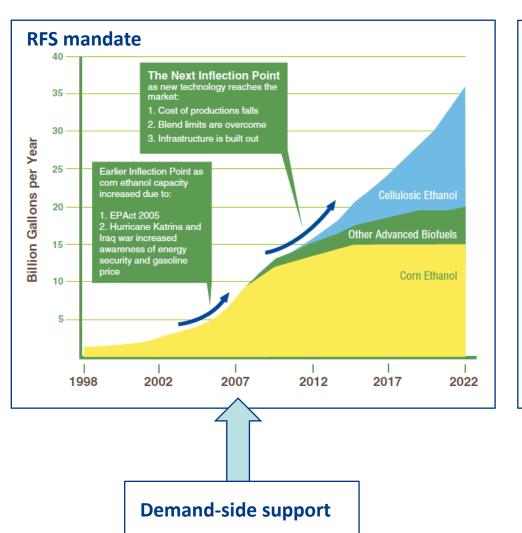
- Just because a market is booming does not mean it will continue to do so – particularly if the boom is driven by regulation
- Try to understand how you will differentiate yourself in a commodity market
- If you are going to spend a lot of money on big capital projects, make sure that you are confident of the regulatory and market environment over a long time period
- Watch out for imports



- **1** Overview of NTR
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US regulatory regime has more durable (supports than Europe





Tax credits and tariffs

- In addition to the mandate, a "blender's credit" exists at 45c per gallon which gave ethanol a cost advantage over gasoline and motivated blender's to use ethanol
- Total cost to the taxpayer is >\$6bn and the subsidy is renewed annually
- Blender's credit can be accessed on both foreign and domestic ethanol – to reduce imports from cheaper countries, a 54 centper-gallon tariff exists on foreign ethanol

Supply-side support

Green Plains at a Glance





Ethanol Production 79.8% of Segment Operating Income⁽¹⁾

Marketing &
Distribution
13.8% of Segment
Operating
Income⁽¹⁾

13 grain elevators with 31 million bushels of grain storage, agronomy services, seed, chemicals, and fertilizer sales



9 dry mill plants located in 6 states within the "corn belt" with ethanol production capacity of 740 MMGY



Expect to market and distribute about 1,000 MMGY⁽²⁾ of ethanol

Expect to produce 100MM pounds of corn oil annually

9 Blendstar facilities provide footprint in key geographic markets with 495 MMGY of throughput capacity



Commodity prices have made GPRE a volatile stock over the past 3 years







This volatility has bankrupted a lot of ethanol producers



"VeraSun Energy, an ethanol producer that failed to foresee a drop in corn prices earlier this year, filed for bankruptcy protection on Friday"

CNET News, Nov 2008

Pacific Ethanol Inc.'s production
– facility units have filed for
bankruptcy protection as they
look to restructure debt loads.
Wall Street Journal, May 2009

"Wisconsin-based Ethanol producer Renew Energy LLC filed for Chapter 11 bankruptcy protection... Renew Energy, which is the state's largest ethanol producer, owns and operates a 130 Mmgy corn-based ethanol plant in Jefferson and a 52 Mmgy facility in Utica, Wis Ethanol producer magazine, Feb 2009

"In April (2009), Aventine Renewable Holdings Inc filed for bankruptcy protection. The company said it had nearly \$800m of assets and nearly \$491m of debts at year end." Reuters, Jun 2009

Meanwhile Green Plains has managed to pursue an aggressive M&A strategy



Announced	Completed	Company	Size	Transaction Type	Consideration
Jan 2011	Mar 2011	Otter Tail Ag Enterprises	\$60M	Scale	Cash/Debt
Sep 2010	Oct 2010	Global Ethanol, LLC	\$174M	Scale	Cash/Debt/Stock
Apr 2010	Apr 2010 Wade Grain & Farmers Grain of Trenton, LLC		\$26M	Scale	Cash/Debt
May 2009	Jul 2009	2 plants in Nebraska	\$121M	Scale	Cash/Debt
Jan 2009	Jan 2009	Blendstar, LLC (51%)	\$9M	Capability/Vertical	Cash/Debt
May 2008	Oct 2008	VBV, LLC	\$383M	Scale/Capability	Cash/Stock
Aug 2007	Apr 2008	Great Lakes Cooperative	\$20M	Capability/Vertical	Cash/Debt/Stock
Jun 2007	Sep 2007	Essex Elevator, Inc.	\$1.5M	Capability/Vertical	Cash/Debt

How has it managed to do this?

...Through developing margin management as a core competency



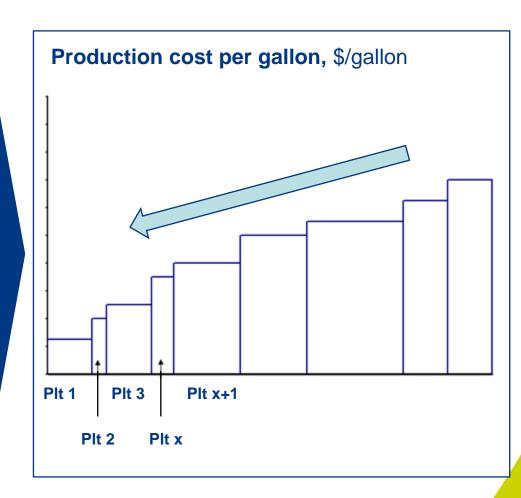
Ethanol Production Summary Financial Results	Q2-09	Q3-09	Q4-09	Q1-10	Q2-10	Q3-10	Q4-10	Q1-11
Gallons Sold (millions)	77.1	107.3	121.8	123.8	130.1	128.9	161.6	172.1
Operating Income (in 000's)	\$2,589	\$14,143	\$28,605	\$29,188	\$15,763	\$17,152	\$35,104	\$19,428
Depreciation & Amortization	5,536	7,472	7,898	7,698	7,863	7,924	9,708	10,713
Total	\$8,125	\$21,615	\$36,503	\$36,886	\$23,626	\$25,076	\$41,034	\$30,141
Per Gallon	\$0.11	\$0.20	\$0.30	\$0.30	\$0.18	\$0.19	\$0.25	\$0.18

- Comprehensive risk management policy
 - Hedge percentages
 - Value-at-Risk limits
- Fundamental focus on operating margin management
- Robust risk management systems requires balanced position
- •Over the last 3 years, the opportunity to lock away EBITDA margins has been present

... And maintaining excellent operational performance



- Develop knowledgeable and motivated workforce
- Leverage production data to optimise plant performance
- Transfer best practices and operational improvements across ethanol platform
- Refine back office support for commodities, marketing, logistics, accounting and performance modelling



Lessons learnt from GPRE



- Understand your commodity exposure
- Do not confuse trading and risk management expertise from the operational expertise
 - But excel at both!!
- Trading and risk management expertise will ensure that you can cope with large commodity price moves and maintain liquidity
- Operational expertise will get your further down the cost curve and provide an additional margin of safety during downturns



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BPA – photobioreactor design that provides higher yields than competition



Competitive advantages of Algae

- Algal production is among the most waterefficient means to grow biomass
- Arable land is not required productivity is 20x greater than high-yielding crops with no need to compete with land used for food and feed crops
- Life-cycle emissions are well below petrodiesel and corn ethanol
- Biomass growth is kept under control.
 Conventional agriculture is a major contributor to nitrate-polluted ground water



Conclusions



- Confidence in the regulatory environment is critical, particularly for long-term capital investments
- Understand your commodity risk and develop risk management as a core competency
- Be sure that you can differentiate yourself from the competition, through superior technology or in a commodities market, superior operations
- Make sure your investors understand the cyclical nature of a business operating in a commodities market
- Watch out for imports!



END

Back to itinerary

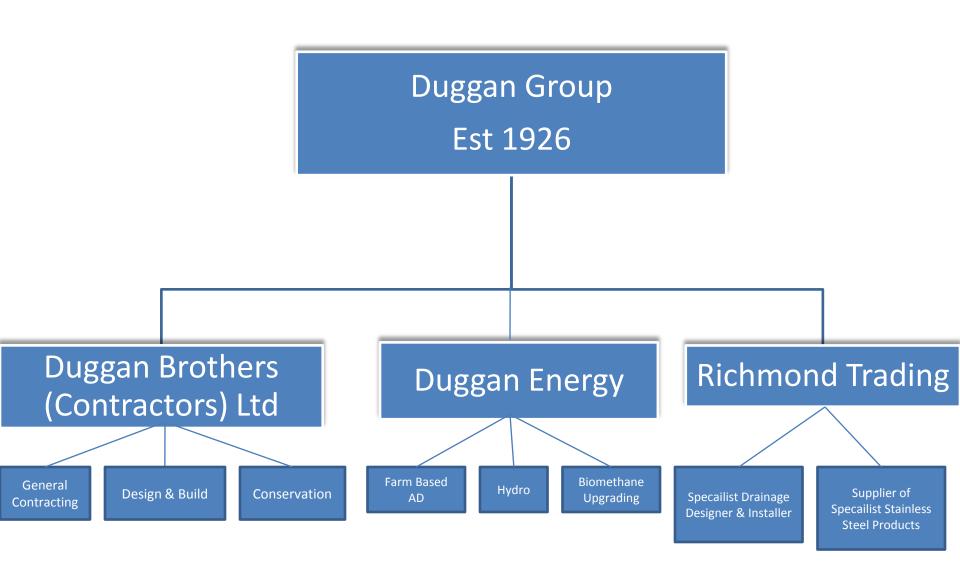


John Butler MCIOB Duggan Energy



Who are we?





Duggan Brothers (Contractors) Ltd



Duggan Brothers (Contractors) Ltd



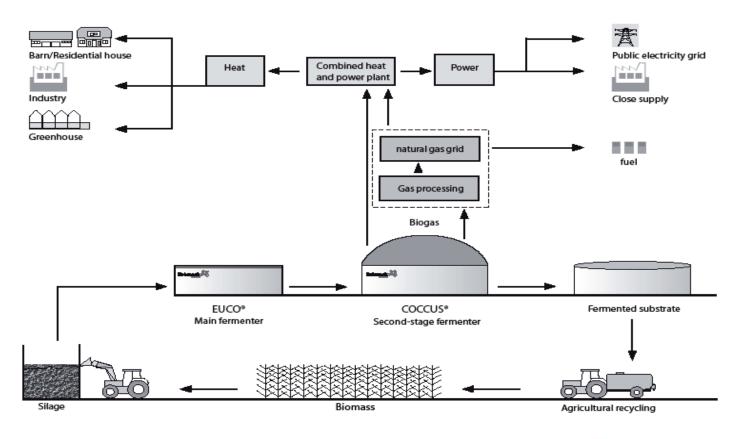
What is Anaerobic Digestion?

Anaerobic Digestion is a technology that enables us to generate electricity and provide heat. This is done using Biogas as the fuel source.

The Biogas is created from one of our most renewable natural resource "Green Grass" in "Digesters" which are farm-based generation plants.

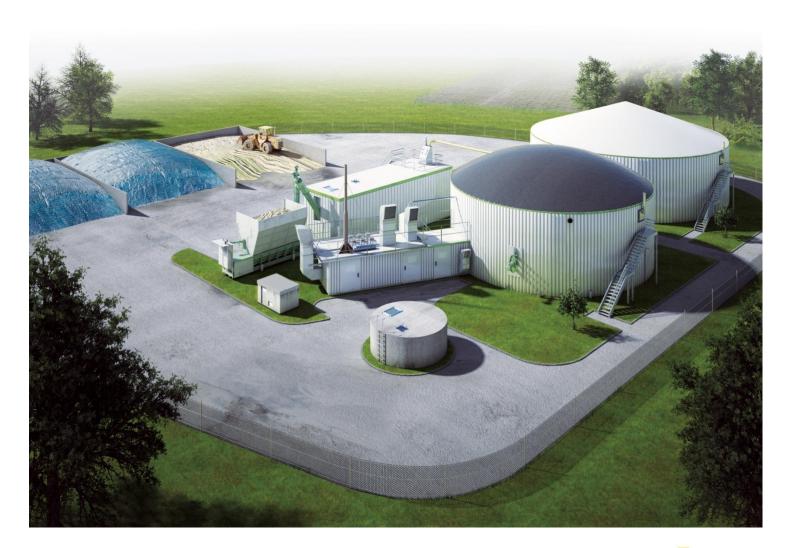


How do you convert grass to gas?





Typical Plant Layout







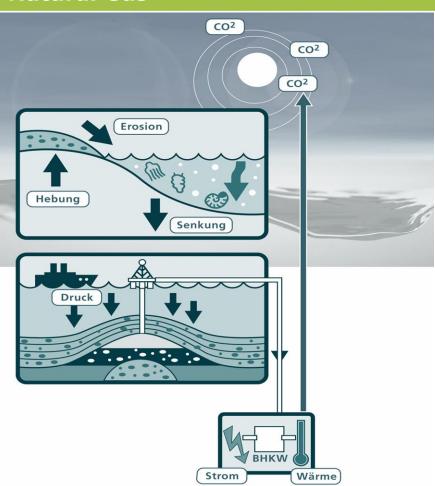




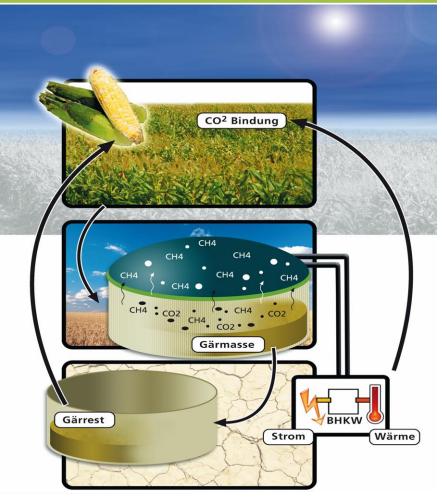


Biogas = Natural Gas

Natural Gas



Biogas





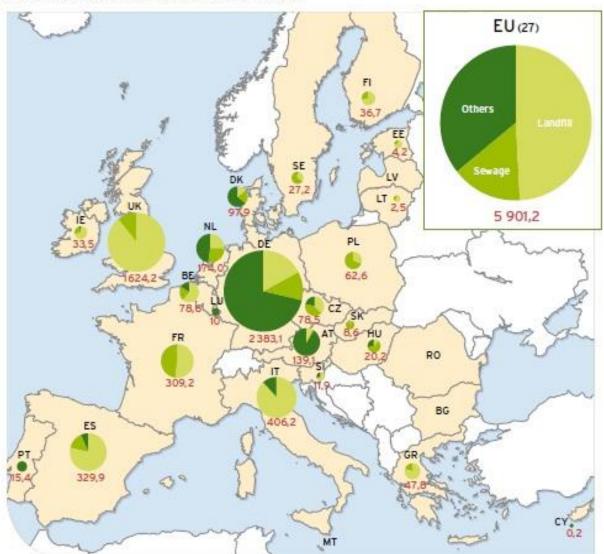
What are the benefits of AD in Ireland?

- It has the potential to create up to 12,000 rural based jobs in the long term,
 especially in areas that are becoming employment blackspots i.e. rural areas.
- It has the ability to supply a proportion of our energy requirements without reducing our current Agriculture output.
- Create a new indigenous industry similar to what our EU neighbours are doing.
- It will reduce our Greenhouse Gas Emissions.
- This industry is not dependent on initial capital investment by the government but a sustainable REFIT scheme similar to other EU countries.
- If it is allowed develop correctly it will have a positive effect on the exchequer.
- The development of this industry will also help address food and organic waste disposal issues.
- AD plants are able to be connected into the Distribution Network. Hence, power generated in an area is used in that area.
- Infrastructural changes to the main grids should be minimal.



Biogas Production in Europe

Primary energy production of biogas in Europe in 2007 (source: Eurobsery ER)





The Problems:

- Currently the REFIT (Renewable Energy Feed In Tarrif) is too low.
- The current price is 12c and we need it increased to 22c index linked for Agriculture Based Plants.
- Ireland is almost unique in not offering a meaningful programme to stimulate this Indigenous Industry



What are the National Benefits?

- Create an indigenous industry that uses feedstocks that are currently not being used to their full potential
- Create Jobs in rural Ireland
- Added incomes for our rural economies
- Reduce waste going to landfills and reduce our Green House Gas Emissions'
- Secure our Energy Supplies into the future



The potential in Ireland to produce home grown electricity from grass

- A 380kw plant will require feedstock to the value of €240,000 per year. This feedstock must be produced locally.
- 1000 plants would add an extra €240,000,000 to the rural economy per annum.
- Currently to make up for our shortfall on the National Grid we have to purchase Fossil fuels from abroad meaning this money is leaving Ireland rather than sustaining local communities.
- A previous study has shown we could sustain up to 4000 plants.



Economic Benefits

- Other economic benefits to the exchequer could be extra corporation tax from the various co-operatives that would be established.
- Manufacturing industry to benefit if mechanical equipment for AD plants is manufactured in Ireland
- Foreign Banks have shown that they would be willing to finance these plants in Ireland if the REFIT was increased. Currently most of them are looking to invest in NI as a result of the ROC's system and that money could be coming here with the right stimulus.
- As said previously if managed correctly AD could have a positive effect on the Exchequer.



Where are the Opportunities for Investors?

In developing Biomethane Plants

In becoming involved in Co-Ops

 In partnering with individual farmers and developing AD Plants on the farmers land



What is Biomethane?





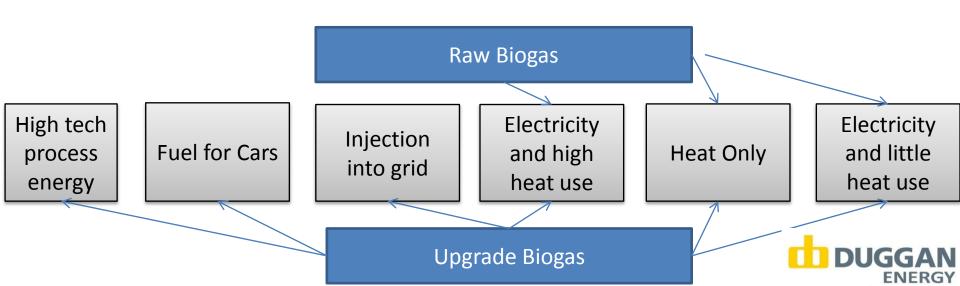
Versatility of Biogas

Biogas

- Production of Electricity and Heat (Co-Generation)
- Prod of Electricity alone
- Production of Heat alone

Biomethane

- Injection into Gas Grid
- Transportation Fuel
- High Tec Process Industry
- Raw material for chemical industry



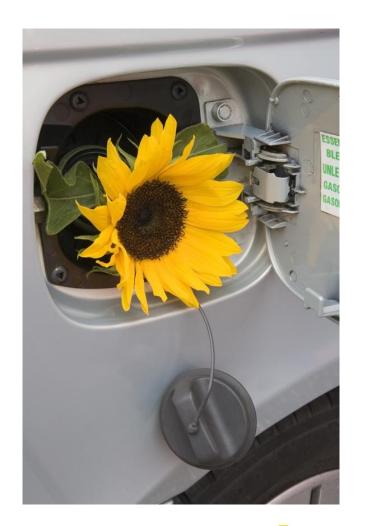
Map of German Biomethane Injection installations





Biomethane in Ireland

- One of the main opportunities is using Biomethane as a transport fuel.
- We currently import approx €6,000,000,000 worth of fossil fuels per annum
- Biomethane could help to drastically reduce this figure by utilising materials that are currently being sent to land fill or released into the atmosphere
- It can also provide us with a secure energy supply into the future.



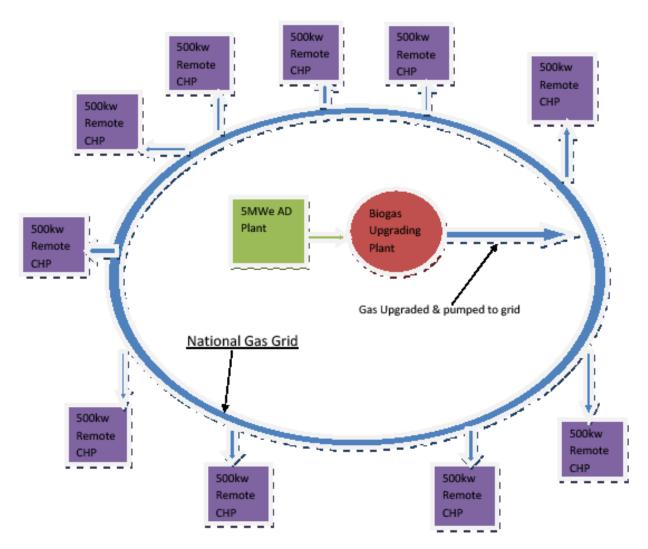


Gas Network Map



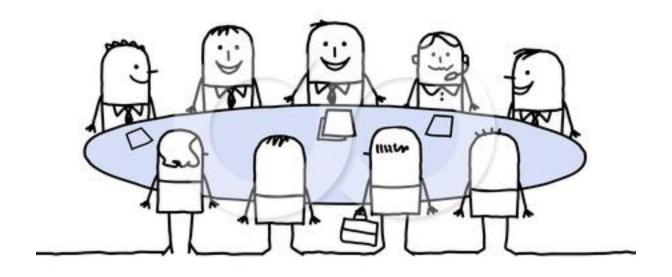


DE Northern Ireland Project





Co Operatives



© NL shop * www.ClipartOf.com/44136



Stoke Bardolph Nottingham

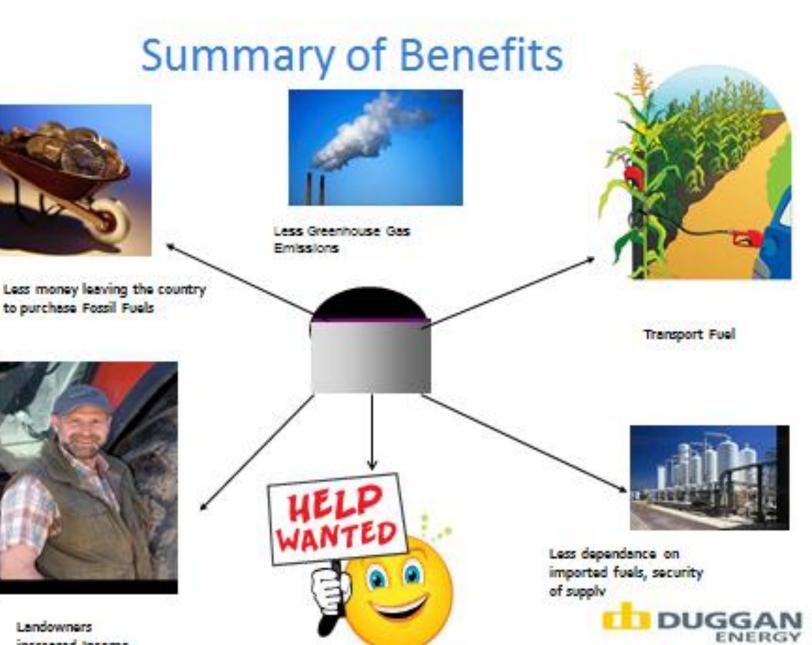




Individual Farmers

- A 500kw plant could cost up to €2m to build
- IF the project is geared at 60:40 the farmer will have to come up with about €800,000
- As most farmers may not have this amount of money available there are a numbers of opportunities for Equity Partners to get involved.
- A plant of this size would generate an income of over €1m if it was built in the North, on electricity sales alone. We are happy to talk to anyone about these opportunities.





Landowners increased Income

Thank You



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Back to itinerary

Schmack Biogas GmbH-Company and Industry Drivers





June 2011

Abertay University

© Schmack Biogas GmbH 22.06.2011

Content









1 The Viessmann Group

2 Schmack Biogas GmbH

3 RE Industry Drivers

AD Industry in D

Content









1 The Viessmann Group

2 Schmack Biogas GmbH

3 RE Industry Drivers

4 AD Industry in D

Schmack Biogas – A Member of the Viessmann Group

Viessmann Werke GmbH & Co. KG



■ Founded: 1917

Headquarter: Allendorf (Eder), Germany

Products: Complete supplier of

heat- and cooling technology

■ Employees: 9,400

Revenue: 1.7 Billion Euro

Share Renewable

Energy: > 25% (in 2008)

■ Export share: 54 %



- Family Owned in the Third Generation
- Sales in over 74 countries worldwide
- www.viessmann.com

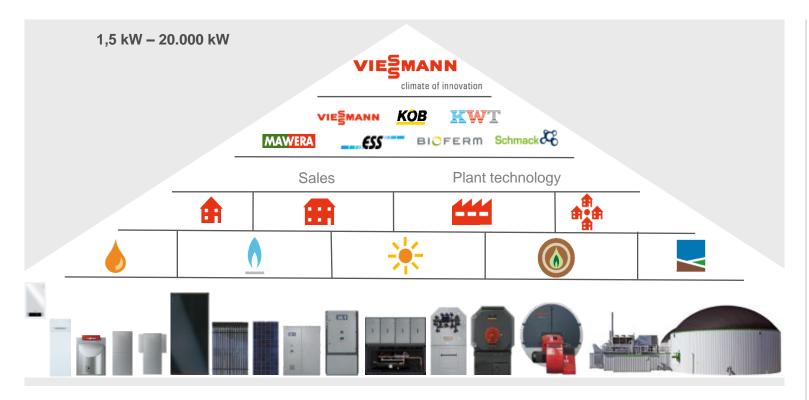
Unternehmenspräsentation

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Complete. Efficient. Sustainable.

The Viessmann Comprehensive Range

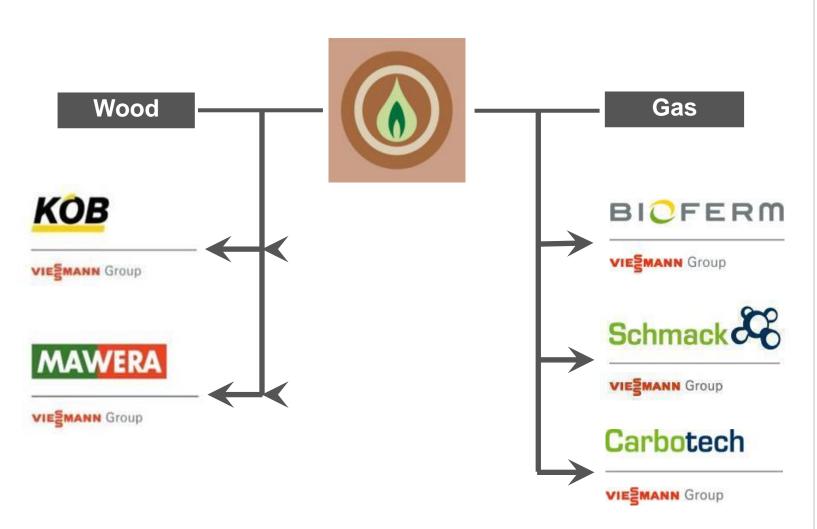




Viessmann: Individual solutions with efficient systems for all energy-sources and utilities

Schmack Biogas – A Member of the Viessmann Group





Unternehmenspräsentation

Ad Plant Systems



Non-pumpable Inputs





BIOFerm Technology (IVC)



Pumpable Inputs







EUCO Titan



COCCUS Titan





Content









The Viessmann Group

2 Schmack Biogas GmbH

3 RE Industry Drivers

4 AD Industry in D

Schmack Biogas in the Viessmann Group





Schmack Biogas GmbH



■ Founded: 1995

Member of the Viessmann

Group as of January 1,

2010

Headquarter: Schwandorf, Germany

Products: Turn-Key

Biogas Technology Biogas Components Biological Service Technical Service

■ Employees: ca. 250



- Constructed over 230 biogas plants to date with ca. 100 MW of installed capacity
- Ulrich Schmack consulted Chancellor Merkel at the Chancellor's Energy Summit
- www.schmack-biogas.com

Unternehmenspräsentation

Schmack Biogas GmbH HQ

Schwandorf (Bavaria), Germany





AD Process Flow Scheme





⊕ Jumack Biogas GmbH

22.06.2011

Scheme of a EUCO Titan Schmack AD plant





- PASCO (dosing station)
- CALIX (reception pit)
- EUCO (high performance digester)
- COCCUS (pit storage digester)
- AIO All-in-One-Module (CHP, system cpontrol and material distibution)
- Transformer station
- SULA (gas-tight fermentation residue store)

PASCO Dosing STATION

Proven Technology – from 5 to 80 m³





EUCO Plug Flow Digester

High Performance Digester Handles up to 15% Dry Matter Substrates





REMEX EUCO-Agitator

Robust Mixing Technology





COCCUS Secondary Digesters

Providing High Gas Yields



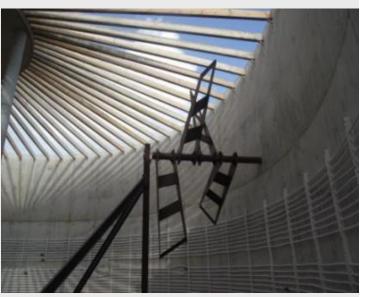


Inner View COCCUS Digester

Robust Mixing in Secondary Digesters



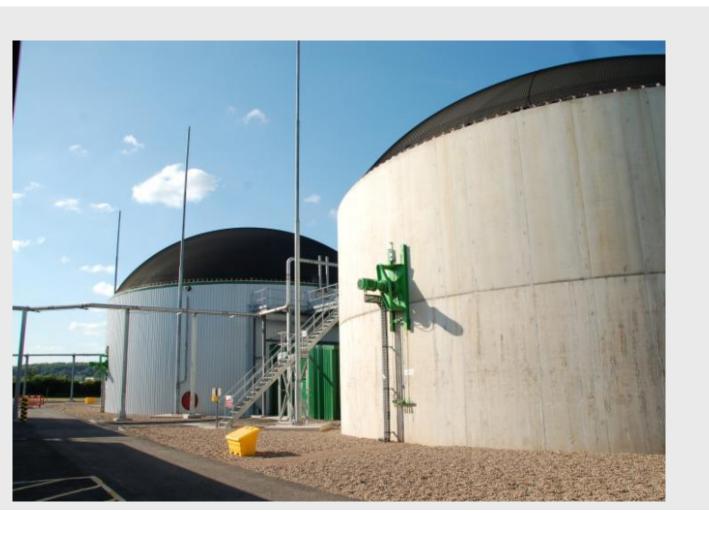




SULA Tertiary Digester

Covered Digestate Storage





Separator

Separation of Digestate (solid/liquid)





Combined Heat and Power (CHP)





Schmack Biogas 1st UK Reference: Severn Trent Water Stoke Bardolph 2MWel Energy Crop AD Plant





Content









1 The Viessmann Group

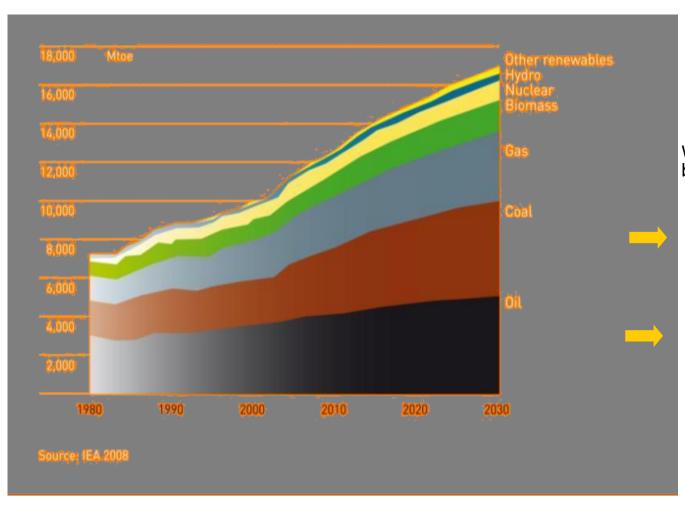
2 Schmack Biogas GmbH

3 RE Industry Drivers

4 AD Industry in D

1st Driver: Rising Global Energy Demand





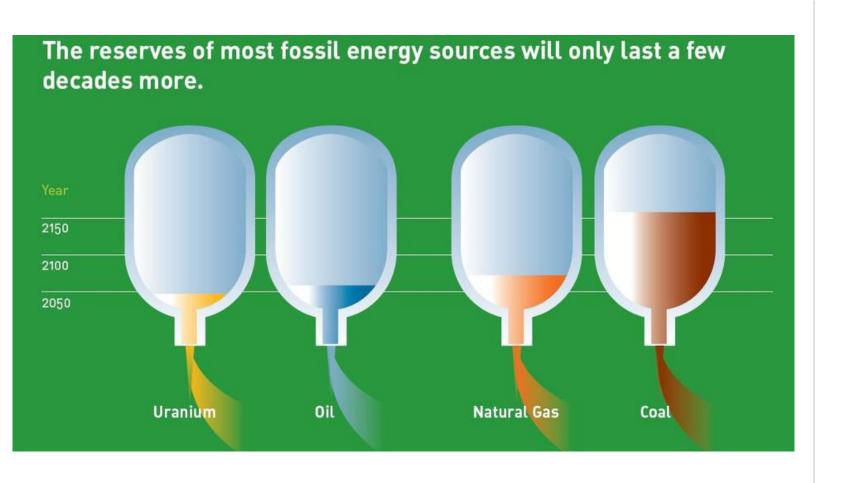
World energy demand expands by 45% between now and 2030

average rate of increase of 1.6% per year

with coal accounting for more than a third of the overall rise

2nd Driver: Limited Energy Resources



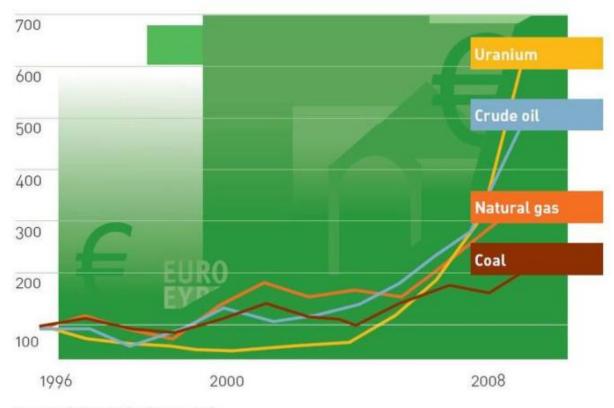


Consequence: Rising prices

Consequence: Rising Energy Prices



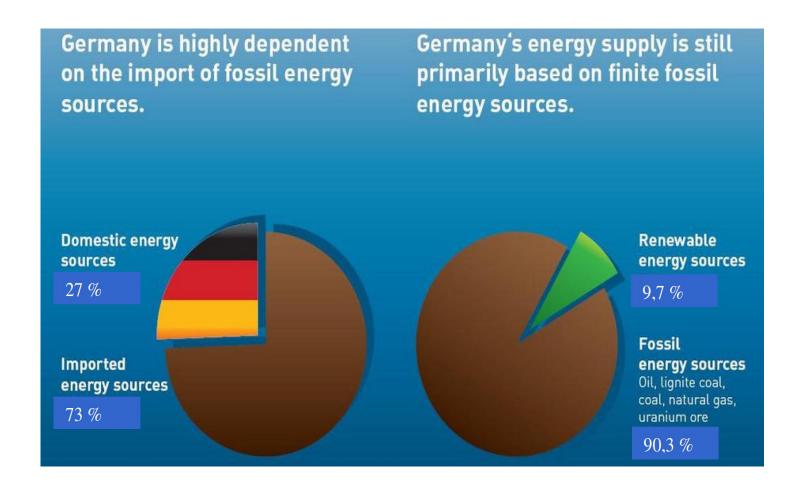
Fossil energy sources are finite—their prices are rising. [Index 1996 = 100]



Sources: BMWi, BAFA, Tecson, UxC

3rd Driver: Germany's Dependence on Imports





Sources: BMWi, BMU

4th Driver: Risks of Nuclear Energy



- No safe final disposal for the hazardous waste
- Danger of accidents
- High risk of weapons-grade plutonium or uranium falling into the wrong hands (see disputes with North Korea and Iran)
- Barrier for further investment in renewable energy: fluctuating renewable energies need flexible power plants – no base load technologies



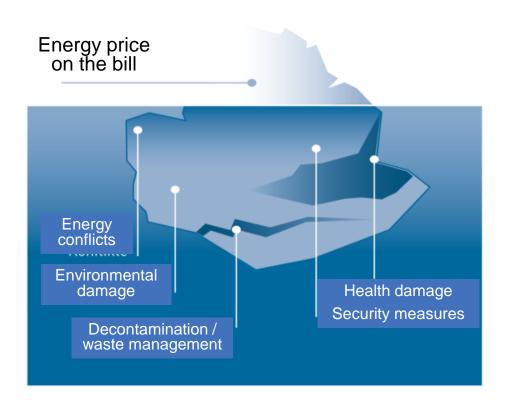


Last week German Government agreed to phase-out the utilization of nuclear energy in Germany by 2022!!

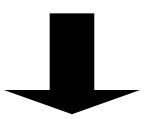
5th Driver: Climate Change



Many costs of our conventional energy supply are hidden under the surface



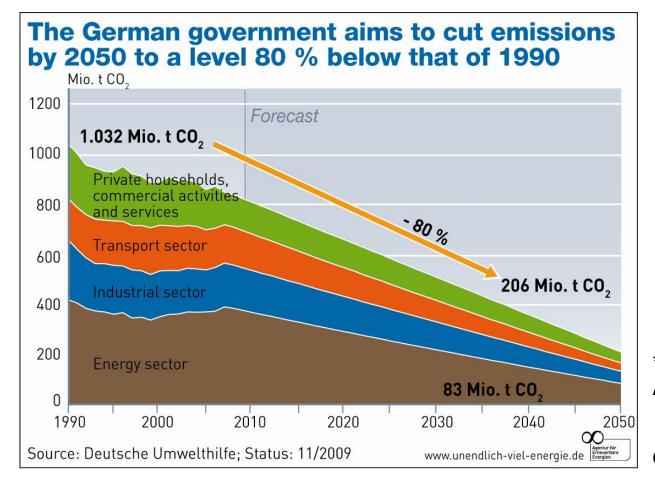
Consequence:
Young technologies need
political and financial support in
order to compensate future
hidden costs



Get RE ready for the market, make technology available and affordable

6th Driver: Latest G8-Target Decision*

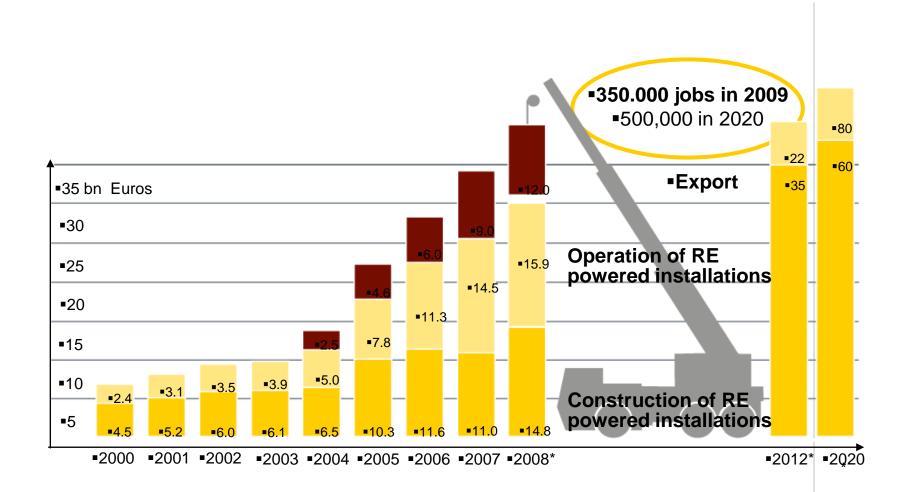




* July 9th, 2009, in Aquila, Italy: 80% reduction of greenhouse gas emissions till 2050

Support for RE establishes an Industry and Ensures Economic Growth (=7th Driver!)





Sources: BMU * Industry forecast

Content









The Viessmann Group

2 Schmack Biogas GmbH

3 RE Industry Drivers

AD Industry in D

German RE Resources Act ("EEG") – The Objective

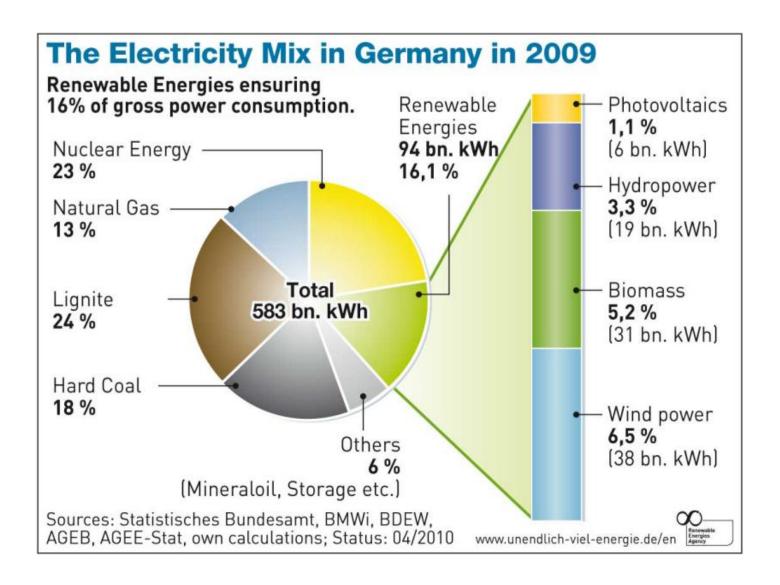


The Purpose of this Act was to:

- to facilitate a sustainable development of energy supply, particularly for the sake of **protecting our climate** and the environment,
- to reduce the costs of the energy supply to the national economy, also by incorporating external long-term effects,
- to conserve fossil fuels
- and to promote the further development of technologies for the generation of electricity from renewable energy sources."

Today RE Delivers 16 % of the Total Electricity Consumption





The EEG 2009



VIESMANN Group

			<=150 kW	<=500 kW	<= 5 MW
1.	Basic compensation		11,67 Cent (+ 1 Cent)	9,18 Cent (unchanged)	8,25 Cent (unchanged)
2.	Clean air – bonus	Old plants	1,0 Cent	1,0 Cent	
	- new	New plants	1,0 Cent	1,0 Cent	
3.	Renewable primary products bonus		7 Cent (+ 1 Cent)	7 Cent (+ 1 Cent)	4 (unchanged)
	- new				
4.	Landscape work bonus - new		2 Cent	2 Cent	
5.	Bonus for > 30 % manure - new		4 Cent	1 Cent	
6.	Bonus for innovative technologies (without Gasinjection)		2 Cent (unchanged)	2 Cent (unchanged)	2 Cent (unchanged)
7.	Bonus for innovative New Plants Depending on the size of t Center Cente		e size of the gas t Cent	e gas treatment 0/1/2	
	Gasinjection)	Old Plants	2 Cent		
8.	KWK- Bonus		0/2/3 Cent (+ 1 Cent)	0/2/3 Cent (+ 1 Cent)	0/2/3 Cent (+ 1 Cent)

Reduction of Greenhouse Gas Emissions (Use of Slurry)



Carbon footprint of Livestock farming can be significantly improved by AD

Avoiding Methane Emissiones(CH₄) by use of slurry in AD plants

Animal	Stock in D (Source: Federal Ofice for Statistics 2008)	CH4-Emissions from Slurry[kg/t animal*a] (Source: Bavarian State Ministry for Agriculture and Forestry 2003)	CH4- Emissions[t/a]	Up to 90 % of CH4-emissions from Slurry can be avoided by use in AD; here assumed: 85 %	Avoided CH4- emissions [t/a] by use in AD	CH4- Climat e- factor	CO2- equivalent [t/a] avoided by using 80 % of the available slurry in AD
Cows	4.200.000	34,5	144.900			25	
Beef	8.800.000	16,2	142.560			25	
Swine	26.700.000	3,2	85.440			25	
Summe			372.900	0,85	316.965,00	25	6.339.300

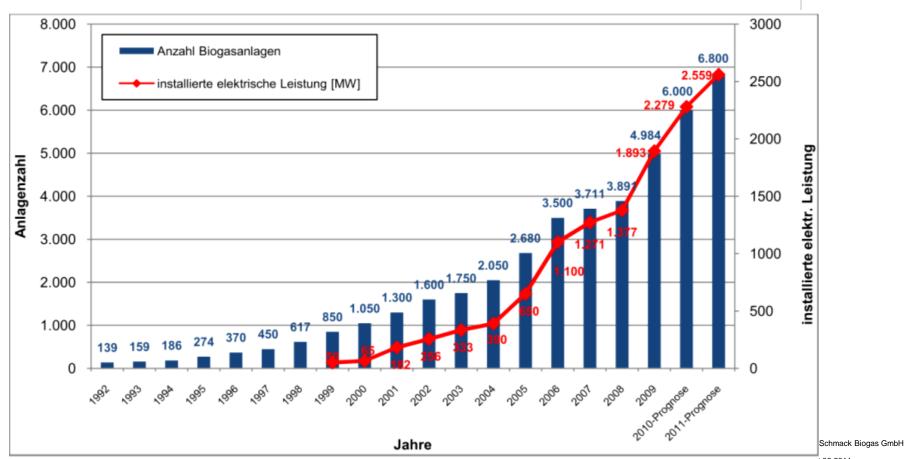
By using 80 % of the produced slurry in D in AD it is possible to avoid a CO₂ equivalent [t/a]

6.339.300

■Today 20 % = 1,3 Mio. t

Number of biogas plants and Installed Power Capacity





___.06.2011

Overview of AD Facts in Germany



Biogas-Branchenzahlen auf einen Blick

	Ende 2009	Prognose Ende 2010	Prognose 2011
Anlagenzahl (davon Einspeiseanlagen)	4.984 (30)	6.000 (50)	6.800 (80)
installierte elektrische Leistung in Megawatt	1.893	2.280	2.560
mit Strom versorgte Haushalte in Mio.	3,5	4,3	4,9
Umsatzvolumen in D in Mrd. €	4,44	4,70	4,71
Arbeitsplätze	16.000	19.000	20.000
Exportrate in %	10	16	23

Thank You





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Back to itinerary

Panel Discussion

David Hourihane, ByrneWallace







Networking reception





