



ABENGOA

Engineering & Construction: A World of Opportunities

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1

Technology & Know-how

2

Discipline

3

Diversification

70 years of experience in successfully carrying out turnkey projects

Energy

- **Power transmission lines**
- **Conventional generation plants** (combined cycle, co-generation, repowering)
- Electrical and mechanical **installations**
- Solar **(CSP)** and hybrid solar-gas **(ISCC)** plants
- **Biofuels** plants



1st International Contractor in T&D

1st International Contractor in Power

1st International Contractor in Cogeneration

1st International Contractor in Solar

(Source: ENR 2011)

Environment

- **Water infrastructures** and **desalination** plants

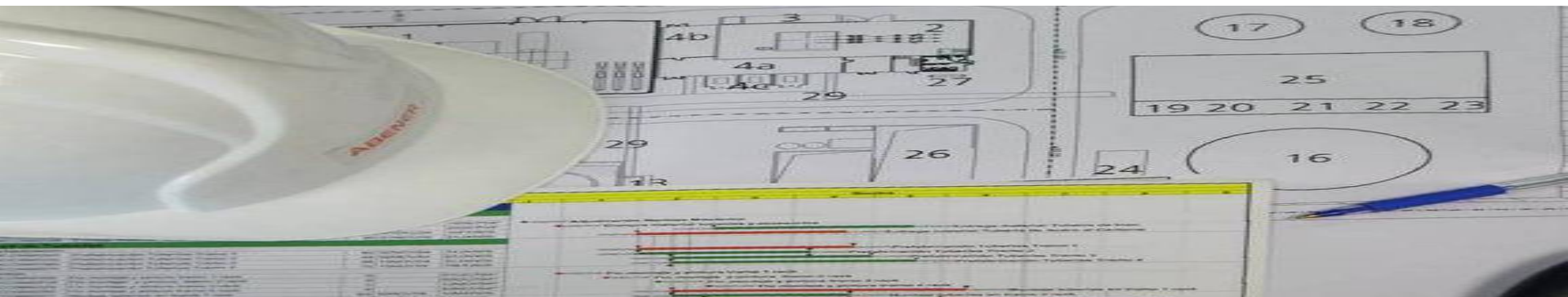


9th Desalination EPC Contractor

(source: IDA Desalination Yearbook 2011- 2012)

Other

- **Industrial plants**



Covering the full EPC and O&M

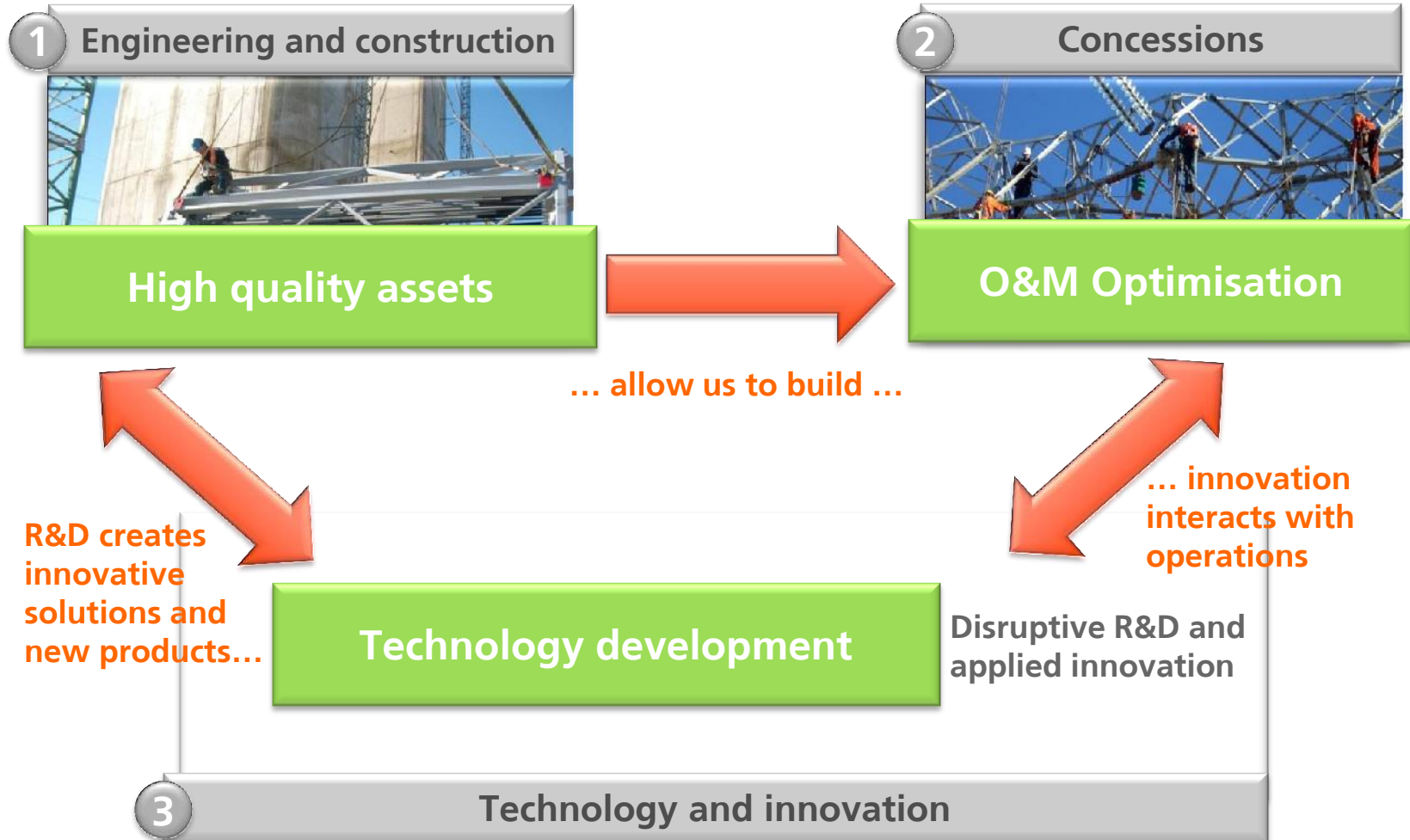
Integration



- **Standardization** of activities through clearly defined procedures
- **In-house capabilities:** Critical activities are executed by own resources or through stable strategic alliances
- **Solid engineering capacities** that enable us to capture growth opportunities:
 - **More than 2,000 highly qualified people.**
 - **Design engineering network** with centres in USA, Mexico, Chile, India, Poland, and Spain.



Integrated business model provides key competitive advantages



**Abengoa's conventional generation power projects represent
an installed capacity of +5 GW**

300 MW Cogeneration Plant (Mexico)



- Location: Mexico
- Amount: 630 M\$
- 1st cogeneration project in a Pemex refinery

Other Examples



- Location: Mexico
- 640 MW Combined Cycle Power Plant.
- Amount: 440 M\$.



- Location: Poland
- 450 MW Combined Cycle Power Plant. & 270 MWt District Heating System
- Amount: 532 M\$.



- Location: Argentina
- 630 MW Combined Cycle Power Plant.
- Amount: 230 M\$.



- Location: Mexico
- 420 MW Repowering Combined Cycle Power Plant.
- Amount: 114 M\$.

Abengoa has built Bioethanol and Biodiesel Plants producing over 2,500 MI/year

2nd Generation Bioethanol from Biomass



- Location: USA
- 380 MI/year from biomass and cereal
- Amount: \$385 M

Other Examples



- Location: Netherlands
- 480 MI/year, 360,000 Ton DDGS
- Amount: 590 M\$
- **Largest Plant in Europe**



- Location: France
- 250 MI/year, 145,000 Ton DDGS
- Amount: 220 M\$



- Location: Spain
- 200.000 T Biodiesel
- Amount: 110 M\$

Abengoa is a pioneer in the construction of CSP & ISCC plants

280 MW CSP Parabolic Through



- Location: USA
- 280 MW CPS Trough Plant with storage
- Amount: 1,632 M\$.
- **Largest solar power plant in the world**

Other Examples



- Location: Spain
- 20 MW CSP Tower
- Amount: 129 M\$.
- **Largest CSP tower in the world**



- Location: Morocco
- Integrated Solar Combined Cycle. 470 MW (20 MW from Solar System)
- Amount: 524 M\$.
- **World's first hybrid CSP Plant.**



- Location: Abu Dhabi
- 100 MW parabolic trough plants.
- Amount: 600 M\$



- Location: South Africa
- 50 MW CSP Tower
- Amount: 370 M\$.

Abengoa has built +26,000 km of transmission lines over the last 10 years

2,410 km Transmission Line



- Location: Brazil
- Amount: 1,024 M\$
- Largest transmission line project in Latin America.

Other Examples



- Location: Peru
- 670 km Transmission Line (220 kV AC)
- Amount: 320 M\$
- Average altitude of 3,000 m over sea level



- Location: Brazil
- 987 km Transmission Line (220 kV AC)
- Amount: + 205 M\$



- Location: India
- 171 km Transmission Line (Direct Current of 400 kV)
- Amount: 12 M\$

Abengoa has built +1.3 Mm³/day desalination capacity

100,000 m³/day Desalination Plant



- Location: China
- Amount: 192 M\$
- "2009 Desalination Project of the Year" (Water Intelligence)

Other Examples



- Location: Algeria
- 100,000 m³/day desalination plant.
- "2006 Desalination Deal of the Year" (Water Intelligence)
- Amount: 232 M\$



- Location: Romania
- Increasing capacity of a water treatment plant (115,000 m³/day)
- Amount: 28 M\$



- Location: India
- 100,000 m³/day desalination plant
- Amount: 130 M\$

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Technology & Know-how

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Diversification

Discipline at bidding phase

Project pre-design

- Complete definition of technical solution
 - Firm proposal from critical suppliers
 - Exhaustive analyses applying Monte Carlo simulation of up to 30 variables like:
 - experience from previous projects
 - country specific factors, etc.
- ➔
- Risk quantification in terms of **budget**, **performance** and **schedule**
 - **Definition of contingencies**



Financial Model

- Guarantee **positive cash-flow**
- Avoid **foreign currency risk** through hedging
- Reduce **collection risk** through non-recourse factoring
- Other insurances to cover **project specific risks**

Contractual Model

- Exactly quantified limits for responsibilities
- Clear definition of acceptable contractual terms

Discipline at execution phase

Monthly report per project

Standardized format including:

- Execution progress
- Schedule, etc.

Report by the **Project Manager**



Critical projects follow-up

- Independent audit & follow-up of the risks detected in proposal phase by **Chief Risk Manager**
- Monthly review of critical projects by CEO & top management

Budget & CF follow up

- Monthly budget achievement review by **independent controller** providing guidance on year end
- Weekly preparation of monthly cash-flow and year-end forecasts

A success story based on discipline

Thanks to ...



our exhaustive risk assessment at bidding phase



the disciplined follow-up and control in execution phase



and the ad-hoc actions in case of any deviations



... we execute our projects complying with budget, schedule and performance

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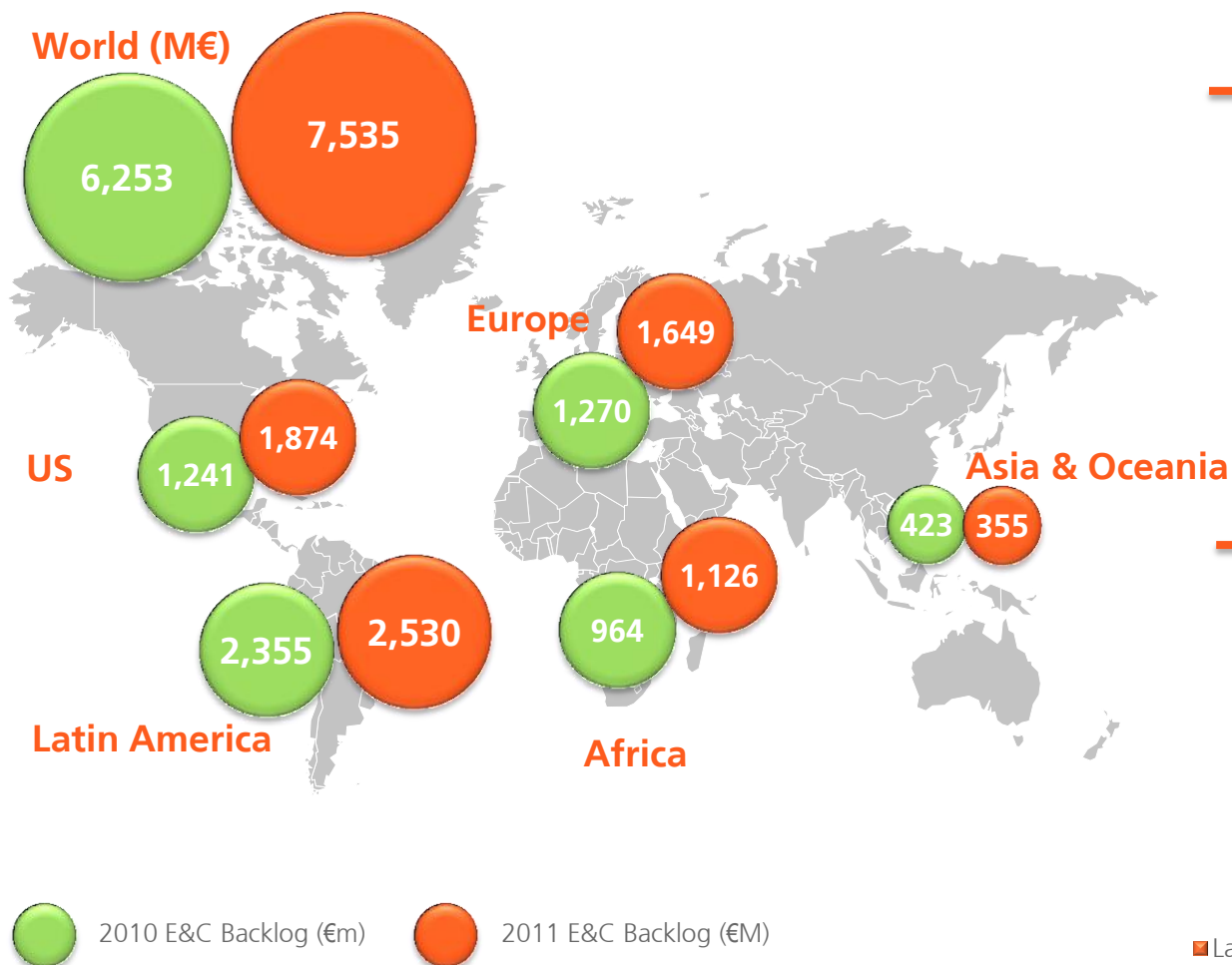
Local presence in 37 countries and 6 design centers, +14,000 people



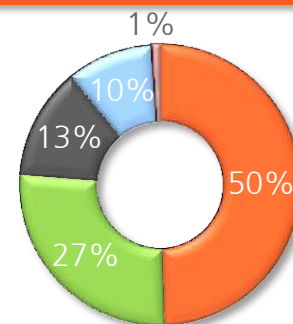
Diversified blue-chip client base across geographies with longstanding relationships



Global scale of Abengoa's present and future

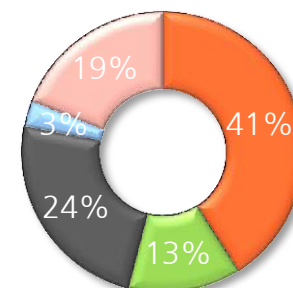


Revenue Split by Geography



2011 Total = 3,526M€

Backlog Split by Geography



2011 Total = 7,535M€

■ LatAm
 ■ Europe
 ■ US
 ■ Asia and Oceania
 ■ Africa

Abengoa continues to see attractive growth opportunities, especially in Latam, Asia & Africa

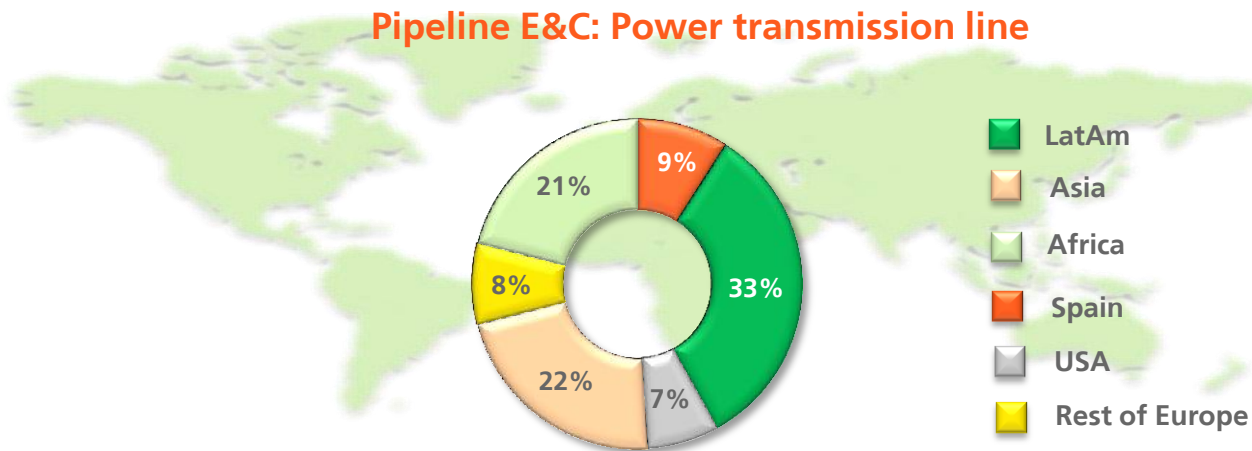


- **Brazil:** Grid expansion of ~**37,000 km** in **2009 – 2019** (investment of ~BRL43.0 B)
- **Peru:** Grid expansion of more than **2,000 Km new lines 2012-17** (investment of ~670 M\$)
- **Chile:** **8 BOT concessions to be tendered between 2011 and 2012** (investment of ~850 M\$)



- **Asia:** Steady economic growth is fuelling a strong increase in energy demand, creating large opportunities
- ~**100 B\$ investments in T&D in India** until 2020
- ~**30 B\$ investments in T&D in Middle East** until 2020

Pipeline E&C: Power transmission line



Our future growth in the power generation business will take place mainly in Latam, Asia and Eastern Europe.



- **Stable Abengoa presence** in Brazil, Chile, Uruguay, Mexico, Peru, Colombia, Argentina
- **Mexico: strong relationship with CFE** (long track record & strong pipeline of projects)

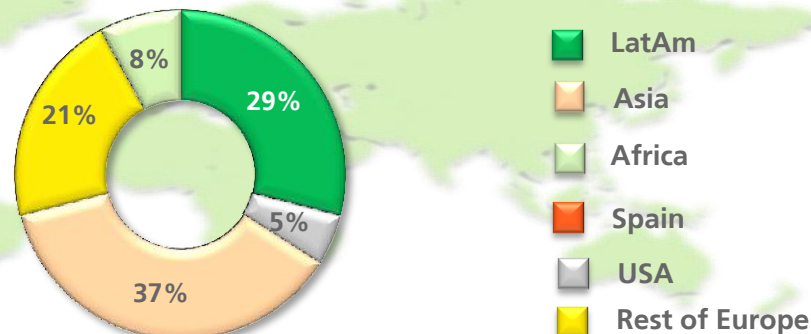


- **Middle East: Significant increase in power demand with special focus on renewables.**
- **North Africa: Huge potential for solar power plants** (national and multinational initiatives, like Desertec, Mediterranean Solar Program, World Bank: CTF)
- **Need for new energy infrastructure with special focus on hybrid solutions** (conventional/renewable plants).



- **Strong need to reduce coal based generation** (focus on gas, biomass, etc.)
- Leverage our local **presence in Poland**
- **Huge opportunities for gas projects in Russia and surrounding countries** due to recent changes in legislation

Pipeline E&C: Power Generation Plants



Environment continues to explore and identify attractive opportunities, especially in Latam, Asia, Africa



- **Mexico:** + 1,200 M€ of potential projects identified
- Opportunities detected in **Chile, Peru, Costa Rica** and **Brazil**

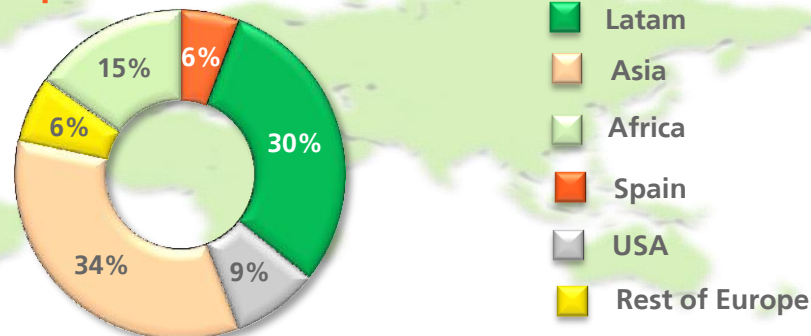


- **India:** A total pipeline of + 2,000 M€ in environment projects
- **Asia-Pacific:** Opportunities identified in **Brunei, Philippines, Indonesia** and **Singapore**.
- **China:** Water Treatment Pipeline of 1,200 M€.



- **Africa:** Opportunities detected in **Morocco, Egypt, Argelia, Nigeria, Ghana, South Africa, Camerun, Rwanda, Namibia, Senegal** and **Angola**.

Pipeline E&C: Environment



**Know -
How**

**Covering the full value chain
with in-house resources for critical activities**

Discipline

**Exhaustive risk management with direct implication at all
levels of the organization**

**Diversifi-
cation**

**Well diversified platform across products and geographies
allows us to tap all strategic markets**

**Enormous growth in 2011 and
backlog increase in 21% despite the
actual macroeconomic situation.**

**Huge growth opportunities in current
and new geographies, +73 B€ of
potential projects already identified.**



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Thank you!

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