Annual Report 2011 Our management model

ABENGOA

Our management

Growth at Abengoa is founded on five strategic cornerstones:

- Creation of **new businesses** that help combat climate change and foster sustainable development.
- A dedicated and highly competitive **human team.**
- Permanent strategy of creating value by generating new options and defining current and future businesses through a structured process.
- **Geographic diversification** in the markets offering the greatest potential.
- Heavy investment in **research**, **development** and **innovation**.

These cornerstones are shaped through a management model based on three core concepts:

- Corporate social responsibility.
- Transparency and rigor in management.
- Fostering of business spirit.



Our management

Our management model is reflected in our three horizons described below:

A balanced set of activities

H1

- > Engineering and construction
- > Transmission lines
- > Solar (tower and trough in Spain)
- > Bioenergy (1st generation)
- > Industrial waste recycling (zinc, aluminum and salt recycling)
- > Desalination and water

H2

- > Solar (trough international and storage)
- > Bioenergy (2nd Generation)
- > New transmission
- > Cogeneration
- > Industrial waste recycling in new geographical
- > Desalination and water reuse in new geographical locations

H3

- > Solar (new technologies and geographies)
- > Bioenergy (Biorefinery, Algae)
- > Energy Efficiency
- > Hydrogen
- > Ocean energy
- > Energy crops
- > Treatment and reuse of municipal solid waste