

## Clients



Abengoa stands out for its solid commitment to clients, **continuing to honor its obligations** despite the difficulties faced in recent months. This is why the clients have stood by Abengoa, demonstrating understanding, support and loyalty towards the company. In fact, this is precisely why one of Abengoa's key strengths is its solid client portfolio worldwide.

Abengoa's ongoing efforts to fulfill commitments made to its clients are paramount to the future of the company. Therefore, in pursuit of its strategy, **Abengoa strives to meet client needs, maintaining a channel of fluid and transparent communication** that helps to achieve more effective management and minimize negative impacts that may be linked to the current situation of the company

Abengoa has tried to minimize the negative impact that undergoing the 5 bis<sup>3</sup> process could create on its activities around the world; although, unfortunately, it was not possible to reach a satisfactory solution in some cases.

As a result of pre-insolvency arrangements, business activity at different phases has been hindered, from the submission of bids to the implementation of projects that had already been contracted. In light of this, projects that were awarded for € 800 M are on-hold, subject to the resolution of the 5 bis situation. In addition, projects valued at € 1,640 M that were already added to the backlog, such as two biomass plants in Gante (France) and Teeside (England), a combined cycle plant in Mexico and a water supply and treatment plant in Colombia, have all been withdrawn.

Meanwhile, given the difficulty of providing tender guarantees, bonds or other securities in certain cases, Abengoa has failed to submit proposals for projects worth approximately € 3,114 M.

As regards the implementation progress of projects already underway, the 5bis period has had a variable impact depending on their size. On smaller works, with lower demand for liquidity, it has been possible to continue constructing and keep delays to a minimum. However, larger projects which are heavily dependent on investment, with a few exceptions, came to a halt during the pre-insolvency arrangement stage. Staff and resources are awaiting reinstatement on works, but the logistics complexity linked to the implementation of large-scale projects means that works cannot be resumed immediately, and an average delay of two or three months is expected for projects that have not been able to continue with planned activity.

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**Note 3** More information can be found in the chapter devoted to "Financial capital".

In order to address this situation, and with the aim of minimizing the impact on business activity, work has been stimulated with two types of clients:

- › **Private developers**, who are provided with technology and expertise. Through exclusivity agreements, the company assists and advises them on the development of projects so that, as soon as they are adequately prepared, they can be implemented.
- › **Partners:** collaborative relationships with business partners have allowed Abengoa to continue taking part in tenders.

In addition, we have established a solid control both in the bid phase and in the implementation of projects, creating a sustainable business model focused on two key elements:

- › Growing in local resources.
- › Being close to clients throughout the entire project (Planning - Awarding).

### Quality remains our focus

Abengoa believes that **honoring its commitments** and striving for the full satisfaction of its clients are the distinguishing features of its projects, products and services; therefore, now more than ever, they continue to be key priorities in its management endeavors.

This way of leading activities is endorsed by accredited entities that certify that the company's management systems comply with international standards such as ISO 9001.

ISO 9001	2015	2014	2013
Companies certified according to the volume of sales (%)	96.40	89.88	96.39

In this regard, each company has implemented a management system to measure and assess client satisfaction, addressing any suggestion or claim as quickly as possible. Claims are meticulously logged and a person in charge is assigned to each of them to find a solution and identify its causes, implementing the necessary corrective measures to prevent its recurrence.

**Claims are handled** via the **Abengoa Easy Management (AEM)** application, the corporate tool to manage any company action plan and log incidents and their corrective actions. In 2015, AEM managed to process a total of 1,027 claims or complaints from clients, 744 of which were settled and 243 are still in the process of being resolved.

AEM was designed in response to the Abengoa's situation, and it helped improve task and staff management, representing significant progress in the management model of knowledge and lessons learnt. This form of standardized management helps obtain consolidated information broken down by businesses, areas of activity, etc., in turn enabling strategic decisions to be made and specific policies to be established so as to promote a culture of excellence and enhance client satisfaction.

Lastly, in line with the continuous improvement cycle, following the analysis of client satisfaction and, along with the study of effectiveness of the corrective actions carried out, action plans are implemented to guarantee a peak level of satisfaction of all Abengoa clients.

In addition to this management tool, Abengoa has two applications to facilitate decision-making and ensure proper monitoring of trade-related issues in real time. **Salesforce and Acción Comercial 3.0.**

The first, which was implemented in 2014, enables the commercial network to optimize their processes, registering the opportunities detected around the world so that all users can stay updated and follow their progression. Acción Comercial 3.0, also available on mobile devices, allows for the daily management of clients and open business processes.