

## 02. Abengoa today



## Where the company is going

After completion of the financial restructuring, Abengoa is currently recuperating the normal course of business. The main guarantee for the success of this stage is the support of financial creditors, thus demonstrating their confidence in the feasibility of the organisation's new business plan.

The restructuring process to which the company is subjected, and which considers injections of liquidity in addition to the required debt restructuring, **will enable Abengoa to re-establish the equity balance** and lend the company the liquidity necessary to recover **market confidence** and enable it to continue with its activity in a competitive and sustainable way in the future.

## Main figures G4-9

	2016	2015 <sup>(2)</sup>	(%) Var
<b>Profit and Loss Statement (€M)</b>			
Sales	1,510	3,647	(58.59)
Ebitda <sup>(1)</sup>	(241)	343	(170.17)
Net profit	(7,629)	(1,213)	528.7
<b>Balance Sheet (€M)</b>			
Total assets	9,914	16,628	(40.38)
Equity	(6,780)	453	(1,596.69)
Net corporate debt	5,986	4,480	33.6
<b>Significant ratios (%)</b>			
Operating margin	(15.9)	9.4	-
<b>Share data (€)</b>			
Earnings per share	(7.40)	(1.35)	448.1
Last quoted price (€ / share B)	0.19	0.19	-
Capitalisation (shares A + B) (€M)	195	202	(3.47)
Average daily trading volume (€M)	5	35	(85.71)

(1) Ebitda and provisions.

(2) Income statement figures restated through the discontinuity of the transmission line activity in Brazil and the Bioenergy operating segment.

## Areas of activity and geographic regions

Areas of activity (%)	2016		2015	
	Sales	Ebitda	Sales	Ebitda
Engineering and construction	90.5	135.4	92.7	49.3
Concession-type infrastructures	9.5	(35.4)	7.3	50.7
<b>Consolidated total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Sales per geographic region (%)</b>				
North America	23.8		19.8	
Latin America (excluding Brazil)	15.8		35.6	
Brazil	6.5		14.3	
Spain	14.1		12.0	
Europe (excluding Spain)	10.6		0.6	
Africa	17.1		12.7	
Asia and Oceania	12.1		5.0	
<b>Consolidated total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

## Pillars of the future

This entire process of restructuring will result in a new business model that aims to support its future growth in two of its main strengths: **excellence** in its technical capabilities and international **positioning**.

Accordingly, in this new stage Abengoa will focus its efforts on **key activities of the organisation**, where it has a solid and consolidated experience:

### Development of energy infrastructures

- › Generating energy in a conventional and renewable way
- › Transporting and distributing energy

### Portfolio of solutions to the integral water cycle

- › Developing processes of water desalination and treatment
- › Building hydraulic infrastructures

### Promoting new horizons of development and innovation

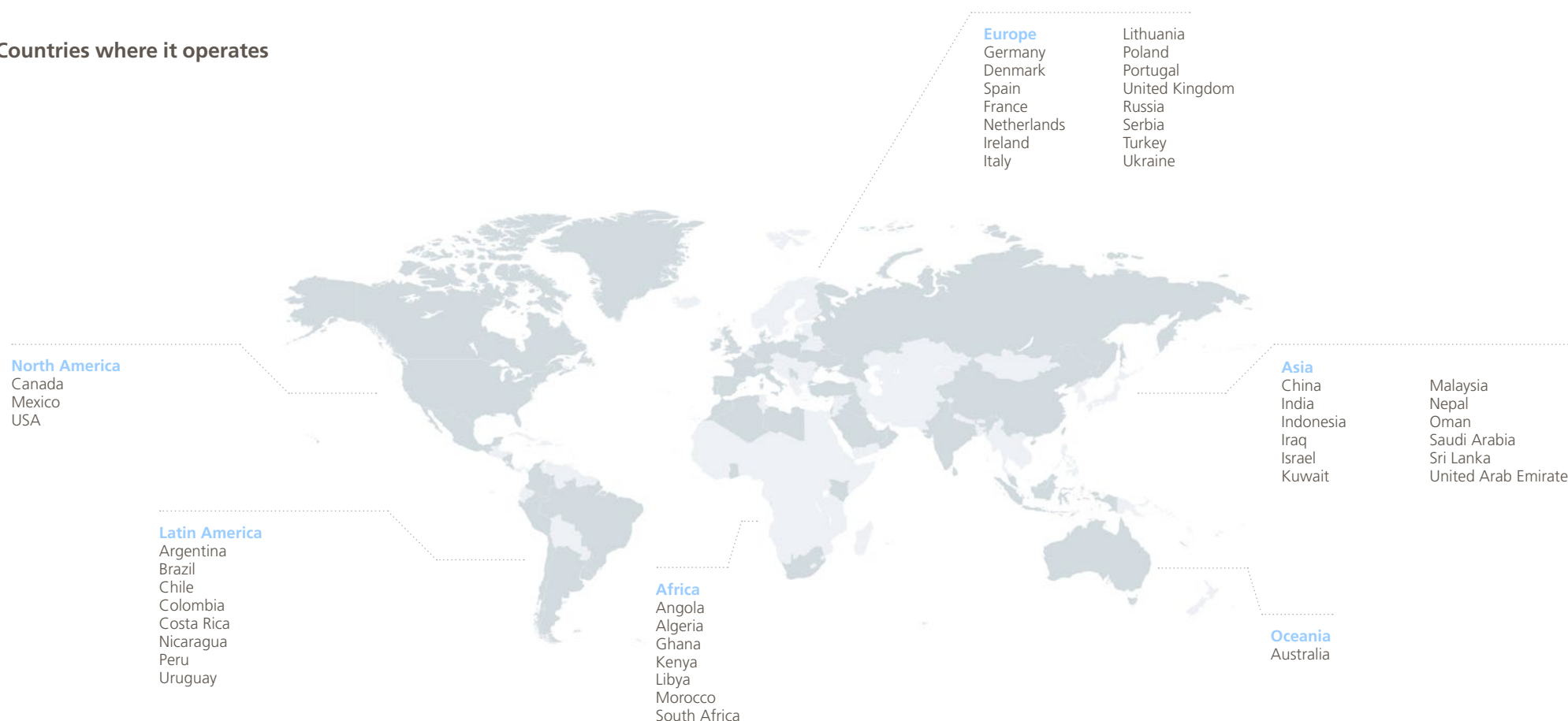
- › Storage of renewable electric energy and new technologies for the promotion of sustainability
- › Energy efficiency and water consumption

Abengoa will continue to focus on **technology and innovation as a competitive advantage**. The work carried out during these years has allowed the company to have and develop leading products worldwide that have kept us in a **leading position in renewable technology**, something that will remain as one of the hallmarks of the organisation.

With its headquarters in Seville (Spain), Abengoa operates in 46 countries through more than 630 companies, subsidiaries, investee companies, facilities and offices.

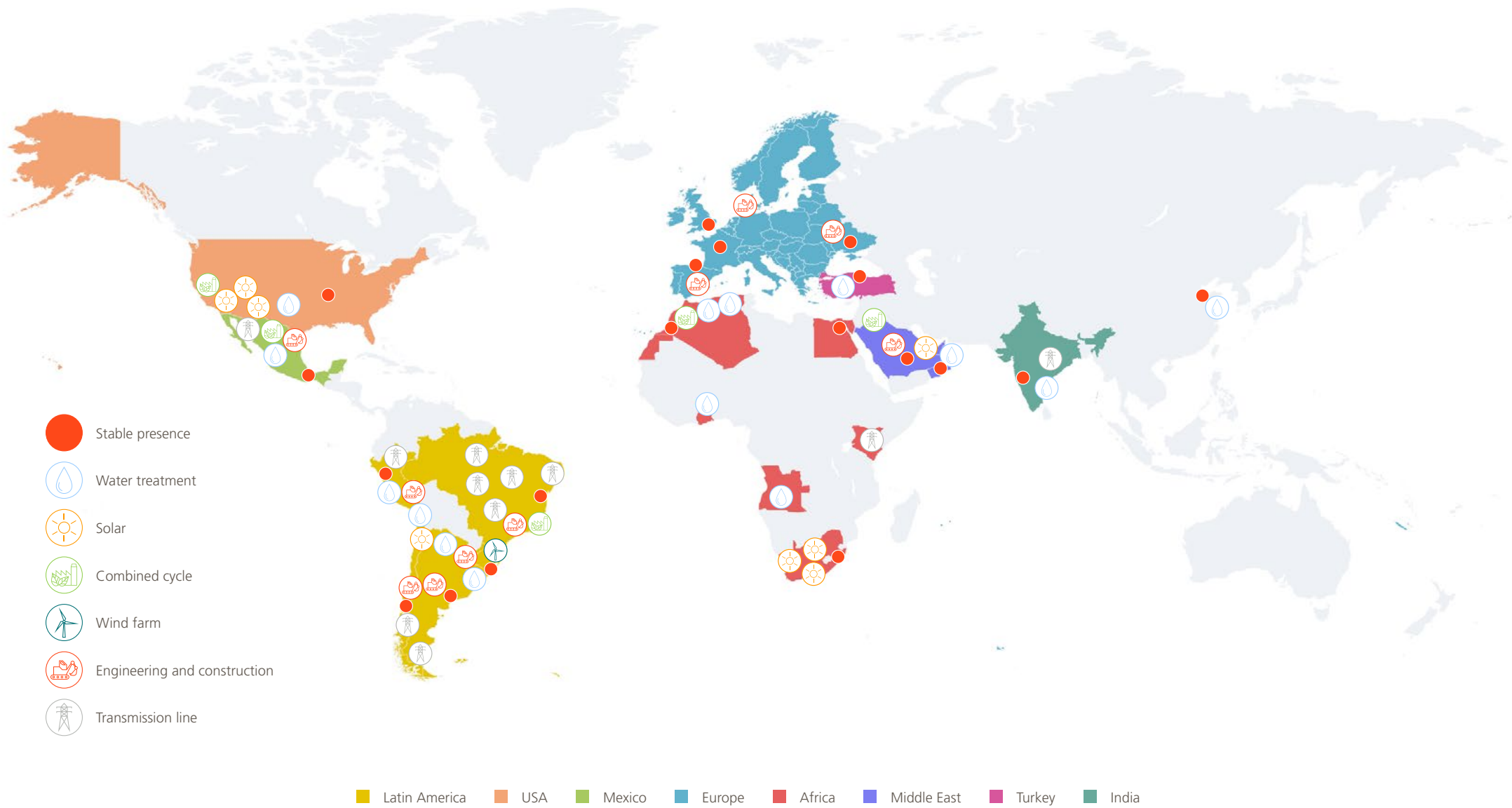
## Map of international presence

### Countries where it operates



### Abengoa's business presence

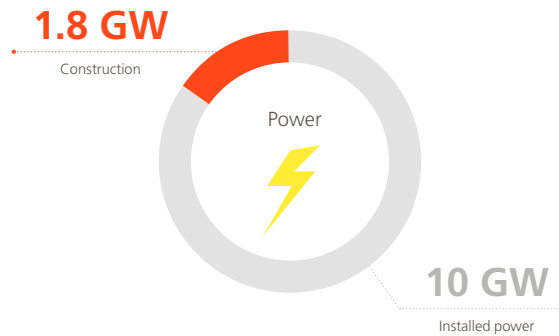
G4-8



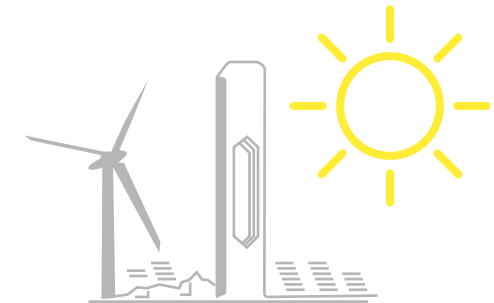
The key performance figures are



Presence in all five continents with a recognized position of leadership in main world rankings (ENR, GWI)



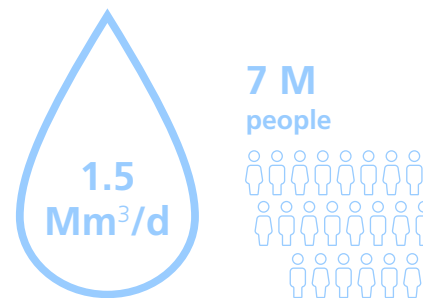
+ 10 GW of installed power and more than 1.8 GW from conventional generation plants under construction



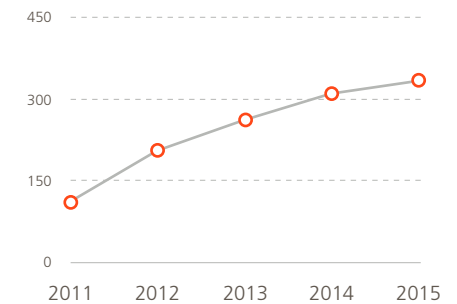
2.3 GW solar power completed and 232 MW from wind power



27,000 km of transmission and distribution lines and more than 330 substations worldwide over the last 15 years



+ 1.5 million of m<sup>3</sup>/day of desalinated installed capacity and 270,000 m<sup>3</sup>/day under construction



332 patents awarded and requested since 2008

## Capacity to adapt to change

Abengoa is demonstrating its capacity to adapt to the new reality. Firstly, the company **will prioritise turnkey (EPC) projects** in the aforementioned sectors, which will enable it to leverage its technical expertise and international presence to execute projects.

However, this does not mean that **concession-based projects** will be dropped altogether, rather they will be dealt with in a different way. In fact, concessions will continue to be a major growth vector, albeit with a **relatively lower weighting** than EPC projects and with smaller equity contributions from the company, which will include partners who allow the company to significantly reduce its stake in the capital.

Another of the vectors of future growth is Abengoa's human capital, which represents a competitive advantage compared to other companies in the sector: **a human team**, committed and capable, **possessing specialised and competitive know-how**.

Lastly, **a significant effort is being made to rotate non-strategic assets and businesses** as an essential part of the deleveraging process, in order to continue generating cash flow through the selective sale of assets that contribute to the debt decrease.

Consequently, the new model being proposed includes management tools and systems that will prevent financial risks and **limit the capacity to finance with corporate guarantees**. Likewise, this model seeks to restore credibility with clients, suppliers, partners and financial institutions, as well as proposing a business model that is less intensive in cash requirements.

## Sustainability remains a core value

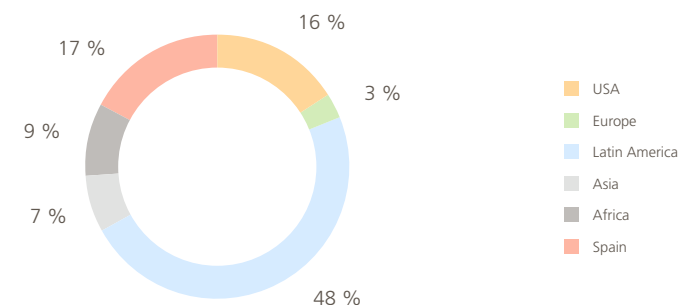
To achieve the targets established in the new strategic plan, it is essential to increase the operational efficiency of the business. We need to adapt the structure to the new reality, which also means operating in a more local way in those markets where we are present.

This implies a greater commitment to local suppliers and communities, as well as a lower environmental impact. Sustainability is and will be a distinguishing element and a priority for Abengoa.

## Operation in sectors with high growth potential

As it has been designed in the strategic plan, the new organizational model is diversified both by activity and by geographic regions, which gives the organisation greater coverage and security in case of business slowdown in some areas and specific geographic regions.

Diversification of businesses by region



Diversification of businesses by activity

