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Annual Report 2011

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“Reliability and excellence in management are our hallmarks”

Product and service reliability and excellence in management are Abengoa’s hallmarks. The company’s ongoing success stems from its ability to introduce products and services into the market that meet and exceed customer expectations.

In order to maintain long-standing customer relationships, Abengoa **builds confidence** through a commitment to key variables, such as **transparency, quality, dedication, integrity**, and the **safety and security** of its **products and services**. Products and services in line with consumer needs, meeting delivery schedules, and suitable after-sales service are all essential. Therefore, the company strives for **continuous improvement of processes** and carries out an ongoing assessment of customer satisfaction.



Our customers

Abengoa's main customer profile by business area is as follows:

Engineering and construction

- Recipient companies of infrastructure design and/or construction services.
- Public administration.
- Private developers.

Concession-type infrastructures

- Public administration.
- Companies that provide support services to industry.
- Electric utilities.
- Industrial companies to which installations or technology are provided.
- Society as the end user of renewable energies.

Industrial production

- Oil companies.
- Petrochemical companies.
- Commercial companies.
- Financial institutions.
- Steel and foundry industries.
- Automobile sectors.
- Construction sectors.
- Chemical industries.
- Pharmaceutical industries.
- Public administrative bodies.
- Research facilities.
- Industrial mining area.
- Cellulose production industry.
- Afforestation, timber industrialization and trading companies.
- Livestock co-ops interested in DDGS.
- Primary zinc foundries.
- Primary aluminum industry.
- Transportation fuel producers and distributors.
- Society as the end user of renewable energy.

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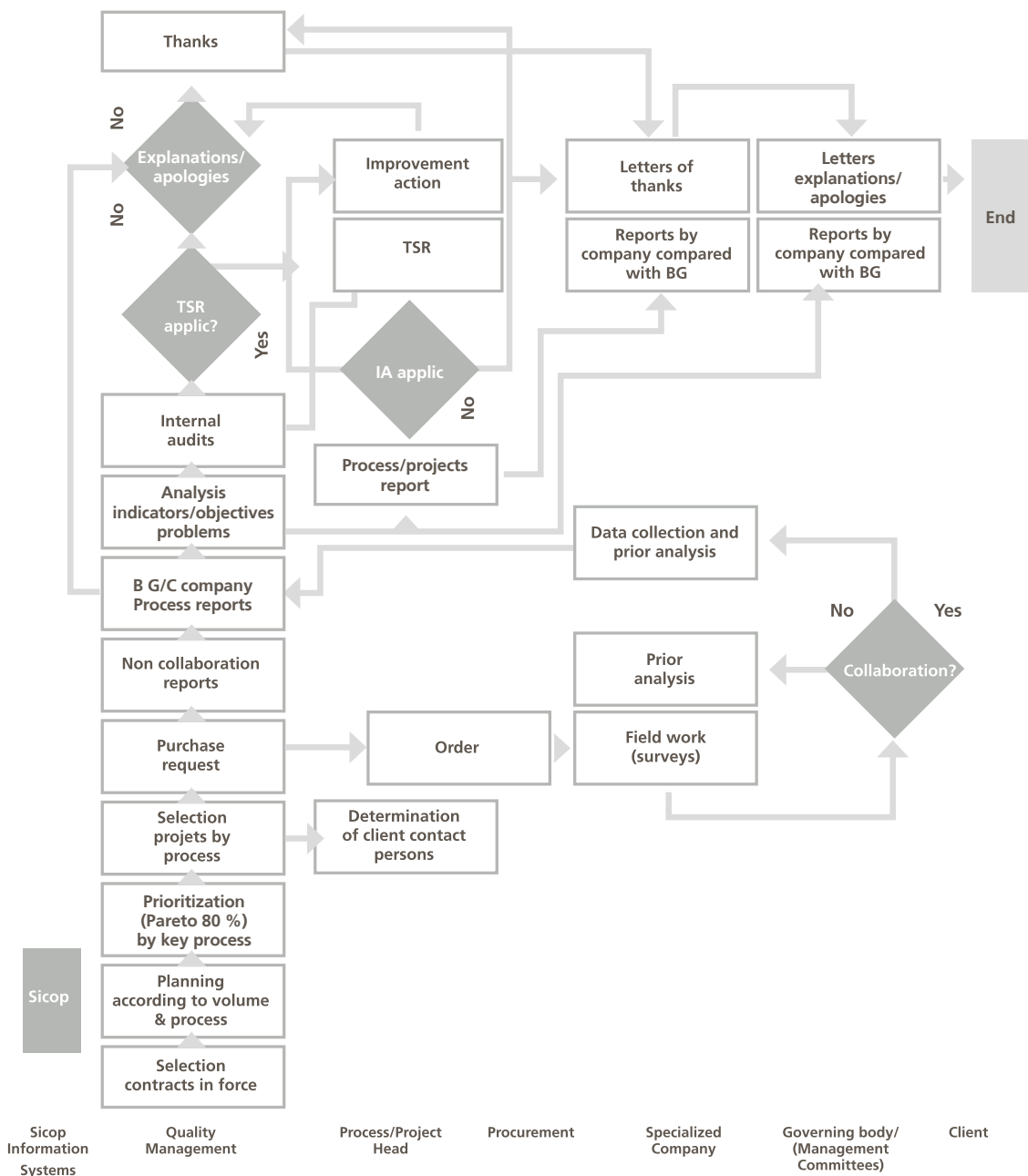
Customers

Customer satisfaction

Achieving customer satisfaction is essential for effective business development. Therefore, apart from the commitment to reliable products and services, systems have to be implemented to enable the company to ascertain **consumers' expectations** and **level of satisfaction**.

Based on the results obtained through these systems, specific **objectives and action plans** are drawn up in order to meet **expectations** and improve **customer satisfaction**. Implementation and smooth functioning of these processes is reviewed and evaluated by means of an annual program of control and follow-up visits.

Flow chart illustrating most common procedure.



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The most widely used **tools** for gauging **customer satisfaction** are the following:

- Customer satisfaction surveys or interviews.
- Questionnaires on internal perception of customer satisfaction.
- Meetings held periodically with customers.
- Handling of claims and complaints.
- Congratulation letters, signing of agreements on agreed levels of quality, and customer assessments.

There were no reports via the reporting channels in place at Abengoa of any fines in 2011 for failure to comply with regulations regarding the supply and use of products and services.

Customer health and safety

Abengoa, in accordance with the requirements imposed by international standards, has a **management system** that focuses specifically on the **ongoing improvement of processes**, and which supports and executes the company's strategy.

This management system ensures that assessment is made of the lifecycle of products and services, as well as the impact on customer health and safety.

There were no incidents reported through Abengoa's reporting channels in 2011 deriving from failure to comply with legal regulations or voluntary codes and relating to the impacts of products and services on health and safety during their lifecycle.

Certification

Abengoa has undertaken to implement and certify the quality management, environmental management, and occupational risk prevention systems in accordance with the international **ISO 9001** and **ISO 14001** standards, as well as the **OHSAS 18001** specifications.

The corporate department of Organization, Quality, and the Environment has the duty to report on the evolution and status of the management systems in the different group companies by means of conducting control and follow-up visits.

ISO 9001

Quality-certified companies, by sales volume (%)	2011	2010
ISO 9001-certified	93.03	95.07
Uncertified	6.97	4.93

ISO 14001

Environment-certified companies, by sales volume (%)	2011	2010
ISO 14001-certified	88.18	86.24
Uncertified	11.82	13.76

OHSAS 18001

Prevention-certified companies, by sales volume (%)	2011	2010
OHSAS 1800-certified	87.53	86.54
Uncertified	12.47	13.46

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In 2011 the number of **quality-certified companies** rose by 2.04 %, while the number of companies with certified environmental systems showed an increase of 1.94 %. The total number of companies with prevention system certification also climbed, in this case by 0.99 %.

Product and service labeling

International regulations and internal specifications require all legal requirements to be identified, as well as any other kinds of requirements that apply to group companies, and to their products and services.

Abengoa verifies compliance with all prevailing requirements on a regular basis, and, in the event of non-compliance, corporate Troubleshooting Reporting (TSR) and Improvement Action (IA) system applications duly record such instances for subsequent control and follow-up.

These requirements include all aspects pertaining to product and service information and labeling, although there were no cases of non-compliance in this regard reported through Abengoa's reporting channels over the course of the year.

Technology equipment and systems issued by Abengoa in the European Union require an **EC Declaration of Conformity and EC Labeling**.

As far as labeling of products related to biofuel production is concerned, there are three different product categories:

- **Bioethanol:** the European product is accompanied by information on **safety and quality** features, as well as information pertaining to product and feedstock sustainability.
Also included are the corresponding safety and security form and waybill. The container is identified in compliance with ADR (European agreement pertaining to highway transportation of hazardous goods) or according to RID specifications in the case of railway transport.
Each batch of bioethanol is accompanied by a **statement on sustainability**, specifying feedstock origin, corresponding greenhouse gas emission savings, and the traceability systems employed from feedstock to bioethanol, among other aspects.
- **DDGS:** bioethanol-produced DDGS (dried distillers grains with solubles) shipped bulk, along with documentation that includes data on the shipper and marketing company, authorized producer's registry number, technical product name, GMO (genetically modified organism) statement, protein, fat, fiber and moisture content percentage, and batch traceability. Information is also included on guaranteed quality systems employed in productive processes to yield the product.
- **Sugar:** produced at bioethanol plants in Brazil, and accompanied by the laboratory analysis demonstrating compliance with contracted specifications (polarization, color, moisture and ashes) and an invoice showing volume and consignment value.

Revenues from the sale of these products accounted for 11 % of total revenues for Abengoa in 2011.

In the case of construction projects, the customer sets down the guidelines and therefore all of the information required for responsible use of the completed project can be found in the documentation accompanying the supplied product or service.

Emissions labeling

Abengoa conveys **its commitment to sustainable development** and to **combating climate change** not only to its supply chain -through the signing of the Corporate Responsibility Code (CSR) and the requirement to report emissions- but also to its customers by engaging them in environmental initiatives.

Reducing greenhouse gas emissions requires a change in production and consumption systems in order to make them more efficient, sustainable and environmentally-friendly. This evolution poses a challenge that must be undertaken by everyone alike: governments, businesses, suppliers, customers, and society at large.

Moving in this direction, Abengoa **will label** of its products and services with the **CO₂ emissions associated** with production in order to share this information with customers while acquiring a commitment to sustainability vis-à-vis the markets.

In 2011 Abengoa held a **“Design the CO₂ label logotype”** contest, encouraging employees to take part in designing the labels that will identify the carbon footprint of all company products and services.

Award-winning label in the “Contest for designing the company’s CO₂ label”.



The contest was organized for the purpose of using the design that best reflects the company in its commitment to sustainability in the face of climate change and rewarding the winning Abengoa employee.

The struggle against climate change is one of the cornerstones underpinning the company’s commitment to sustainability. Measuring emissions and quantifying efforts to reduce them is a task assigned to the company’s businesses, a duty derived from the business model based on consistency between providing innovative solutions for sustainability and the commitment to sustainability and combating climate change.

Marketing communications

Abengoa has not signed up to any standard or voluntary code related to marketing, advertising or other promotional or sponsorship activities. However, the company has a demanding and **stringent internal control procedure** for external communications, which is included under internal company norms.

This **control system** entails the existence of a **chain of internal authorizations** which are ultimately submitted to the company chairman. All heads of the areas involved must authorize and complete the information accordingly, thus ensuring that the resulting communications **neither contravene the company's principles and values** nor violate its Code of Conduct.

There were no reports through Abengoa reporting channels of any claims filed with respect to this matter at any Abengoa company in 2011.

Customer privacy

Abengoa guarantees the **validity, integrity and security** of all information handled by the company, particularly in regard to all aspects of customers' personal data.



With the aim of ensuring security measures associated with communications and information systems, there is a **security policy** statement governing all Abengoa companies and which provides details of an **Information Security Management System** implemented as a tool for fulfilling security objectives, explicitly addressing all matters pertaining to policy, norms and obligations of users of the information systems.

There were no reports through Abengoa reporting channels of any claims filed by customers with respect to customer privacy and personal data leaks at any group companies in 2011.

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2011 milestones

- In 2011 the number of environment-certified companies **went up by 1.94 %**; and the total number of prevention-certified companies increased by 0.99 %.
- In 2011 **164 TSRs¹** from customer complaints were recorded, which entailed “non-quality costs” (costs related to dissatisfaction) totaling 106,549 euros.
- The “Design the CO₂ label logotype” contest was held. Through this initiative, employees were tasked with designing the information label listing production-linked emissions to be attached to all Abengoa products and services.

Improvement areas

The tools used to determine **customer satisfaction** identified the following **areas for improvement** and **opportunities** on which the company should focus efforts:

- Communication channels.
- Transportation logistics.
- Process for handling claims.
- Invoicing process.
- Meeting new customer and market demands.
- Response time in requesting offers and resolving problems.
- Pre-service care.
- Meeting delivery schedules.
- Bureaucracy associated with procurement processes.

All of these issues will undergo rigorous analysis, after which an action plan will be drawn up, including goals, individuals in charge, and human and economic resources, with a view to ensuring enhancement in line with customer expectations.

Future goals and objectives

The results obtained through the tools used to measure customer satisfaction have led to a series of **actions required** to improve the degree of **customer satisfaction**.

Worthy of special mention are the following:

- Customer consolidation based on long-term contracts.
- Forging new financial, technological and business alliances with customers.
- Strengthening existing alliances.
- National and international customer portfolio expansion.
- Improving the project management and planning process.
- Upholding commitment to quality of products and services.
- Anticipating customer needs and expectations.
- Conducting surveys and/or interviews with partners involved in joint projects in order to ascertain their level of satisfaction.