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| <b>Name of the Company</b>   |
| Solarpack Corporación Tecnológica, S.A.  |
| <b>Why did you decide to go public?</b>  |
| <p>Solarpack took the decision to go public in 2018 mainly for four reasons:</p> <ol style="list-style-type: none"><li>1. We acknowledged we needed to grow our balance sheet to be able to properly compete within the solar PV industry going forward. Before going public, Solarpack had not only to reinvest all its earnings in order to grow, but also to rotate the majority of the assets it developed and built to be able to inject the necessary equity for the construction of the new round of projects it had developed. In order to grow our balance sheet, the best way was to keep those projects we were putting in operation, which were good quality assets yielding predictable cash flows at interesting IRR. The combination of this activity (Power Generation) together with the less visible yet highly profitable (Development, Construction and Services) was a very good combination of capital and non capital intensive activities which meant a good value proposition for investors</li><li>2. We had an ambitious business plan that needed funding. Solarpack approached the markets with 510 MW of “Backlog” (contracted projects) to be executed during 2019 and early 2020. Besides, the company had over 1.1 GW of Pipeline and 1.6 GW of Identified Opportunities (projects at early stages of development). The execution of this business plan required capital, specially if the majority of the projects put in operation was destined to be kept in our balance sheet</li><li>3. We believed that being public was the best way to keep and enhance the company’s culture that had taken Solarpack from being a start-up to the company it is today. The IPO alternative versus other possibilities of increasing your company’s capital allows in our view to better keep the vision, the company essence and way of doing things that explain the success of the company. Of course, scrutiny increases a lot when you become public. However, this scrutiny only contributes to increasing excellence at all company levels, so we see it as a positive force to continuously improving how we do things</li><li>4. We wanted to have access to the capital markets in order to be able to tap additional growth opportunities. Being in the capital markets allows you to have quick access to capital in case a good opportunity to accelerate your business plan arises. In a growing industry like ours, having access to the capital markets is a very powerful instrument to make sure that we can profit from the value creation that good opportunities could bring.</li></ol> |

**What has been the reaction from investors, customers, employees etc. following your decision to go public?**

The reaction has been very positive. At the time of the IPO we had an oversubscription of 1.5x in a time where markets were very challenging for an operation like the one we were targeting. The industry, the visibility of our growth plan and our equity story in general overcame those challenges and led to a successful IPO. The behaviour of the stock has been very positive since then and our investors see the value potential of the industry and the company, so they are satisfied with the investment they've done and how it is performing so far.

The reaction of customers, employees and shareholders in general has also been very positive.

Being public has also given us additional visibility, which is always positive for business in general. We receive calls today that we didn't get in the past to participate in tenders or to simply offer our services to clients that didn't know us before.

Becoming public also implies a transparency exercise, which leads to additional trust with counterparties or stakeholders of any kind.

From the human capital standpoint, the visibility, the transparency and the enhancement of corporate governance makes the company a more appealing platform to develop a career path for highly talented professionals.

All in all, we think that the reaction has been positive and we are happy with our decision.

**What have been the benefits of going public to your company?**

I would highlight the following ones:

- Access to capital to execute our short term and long-term business plan
- Access to the capital markets to tap potential growth opportunities in a fast-growing industry to accelerate our business plan
- Visibility to investors, banks, potential clients and stakeholders in general
- Transparency for stakeholders
- Talent retention and acquisition
- Excellence and enhancement of company culture
- Stronger corporate governance bodies and improved processes

### **What were the main challenges in taking your company public?**

The main challenge was the dedication that a process like this requires from the management. 2018 was a year in which the hectic business activity we were living preparing all our Backlog projects had to be combined with a process that requires almost full dedication of an important part of the management. The preparation, the change of auditors, the prospectus approval by the CNMV, the roadshows and the execution of the IPO required strong focus and effort from the management without compromising the day to day business. In an organization like ours where human resources are scarcer than in bigger corporations, this represents a tremendous challenge. Having good advisors and showing vision and determination to achieve the real target behind your decision of going public is key to avoid losing the grip of your business plan, which ultimately is what's most important.

The time of the IPO was very challenging also. October 2018, right before our Intention To Float was one of the worst months in years from the capital markets point of view. The fact that investors liked the industry and the company were key to overcome this challenge.

### **What experience would you want to share with companies that are thinking of going public?**

The tips we would give after living a process like our IPO would be the following:

- Go to the market with a tangible business plan (clear uses of funds)
- Surround yourself with good advisors, for whom you are very important, to help you structure your equity story and push the transaction to success
- Plan the resource allocation ahead of time. It is a long and demanding process and it should not derail your company from its day to day business
- Show conviction and enthusiasm to investors. Avoid extending in time dual track strategies
- Don't try to get the last penny when it comes to pricing. Investors will be your partners going forward and as such you want to share the upsides with them

### **What do you believe are the top qualities of your company?**

We have a profitable growth and balanced risks strategy that has been the pillar of our success. We were funded in 2005 with a very limited amount of capital and, before the IPO, we never did a capital increase. Therefore, in order to grow we were obliged to be profitable to reinvest these profits back into our business.

This strategy is possible thanks to the following levers we consider as fundamental:

- Specialization: we only do, and have always only done, utility scale solar PV projects
- Vertical integration: we cover the full cycle of solar PV projects (development, engineering, financing, construction, operation and maintenance and power generation)
- Geographical diversification: markets tend to be volatile in this industry. Therefore, having a diversified enough footprint without losing the focus allows for a more recurrent business on development and construction
- Deep knowledge of the markets where we are present
- Rigorous approach to investments with clear profitability targets for the different activities and clear risk exposure thresholds

Aside from the above, we believe our organization's culture is defined by the values that were imprinted by the original founders: sense of risk, flat and accessible human structure, exigence, austerity and focus on efficiency. These values together with the agility in the way we do things and make decisions (key for project development) and our hands-on approach to every aspect of the business are key features of Solarpack.

**Where do you see yourselves in 5 years?**

We see Solarpack as a company with a sizeable solar PV generation fleet, well above the 1 GW of installed capacity and with strong presence in markets that will still be in the process of rapidly adding new solar PV capacity. We think that the solar PV industry has a long growth path ahead and we are certain that our organisation, a veteran in the industry, has all the tools to be a relevant participant of that growth.

**Have you had any assistance from the European Union, e.g. funding projects etc.?**

We have not directly. We have worked however with bilateral institutions such as Proparco and KfW, which are institutions that collaborate with the European Union on a regular basis.

**If you had 3 wishes to come true: What should the EU do to encourage more SMEs to go public and to provide ongoing support for listed companies?**

I think that from a regulatory standpoint, MIFID II represents a challenge for SMEs since it imposes restrictions that limit our ability to access research coverage, something that is key to get the attention from the investor community. For SMEs, this is a dangerous vicious cycle that can affect liquidity and access to capital markets in a way that can jeopardize growth.