



The Angolan Economy

The beginning of a new chapter

Research

December 2017

Downturn since mid-2014

Angola's economy has clearly struggled in recent years in the aftermath of the sharp drop in oil prices since mid-2014. The lower proceeds from the oil sector during this period and the need to secure some sort of fiscal deficit adjustment led to a marked decline in capital expenditure levels. This strategy only exacerbated the downturn in economic activity, as public investment remains a key source of growth of the non-oil sector, which now represents nearly 60% of the country's GDP (vs. less than 50% a decade ago). Real GDP growth slowed to 3% in 2015 and was flat in 2016. This compares with an average of close to 10% annually in the previous decade that made Angola one of the fastest growing economies in the world at the time.

Economics

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New president addresses immediate challenges

José Eduardo dos Santos' last term in office ended at the end of September after he was president for nearly four decades. Nevertheless, Mr. dos Santos remains the head of the ruling MPLA party for now. The new president, João Lourenço, hopes to change Angola's fortunes and quickly address its more acute challenges, including (1) reaching economic stability, (2) relaunching vigorous economic growth to create more jobs and (3) mitigating the more pressing social problems. Since taking office, Mr. Lourenço also replaced the heads of the central bank, Sonangol, Endiama (the government-backed diamond company) and the boards of all three state-run media companies as well as the top-management of other public companies.

Six-month Interim Plan

The new government recently announced a set of measures to be implemented in an interim plan over a six-month period (October 2017 to March 2018). In a nutshell, these are intended to (1) continue the fiscal consolidation process, (2) ensure public debt sustainability, (3) consolidate and strengthen monetary and foreign exchange policies, (4) strengthen the local financial sector, (5) improve business environment, productivity and competitiveness of local companies and (6) attract foreign direct investment. It also announced the sale of a 45% stake in Angola Telecom to a private investor, initiating what could be the first of several privatizations of SOEs in 2018.

Growth prospects depend on structural reforms

Economic activity is expected to improve when compared with 2016, as the country continues to adjust to (structurally) lower oil prices and public and private spending recover from recent levels. However, real GDP growth is not forecasted to accelerate much faster than 1.5%-2% annually during the period 2017-18. Angola's economic growth prospects over the long-term will largely depend on the new government's willingness to implement much needed structural reforms. A rebalancing of the local economy away from oil dependence is critical, but other measures are also required to return the country to a more sustainable (and higher) growth trajectory. Although the set of measures recently announced in the government's interim plan is a step in the right direction, it is early to conclude its guaranteed success. The possibility of an IMF-backed assistance program is still mentioned locally on a recurrent basis, but is not a certainty. This would likely bring unpopular (and tough) measures for the local population, including constraints to the public sector wage bill and exchange-rate deregulation that could have a negative impact on inflation levels. However, it would also largely reinforce the new government's commitment to economic change in the country, which would be viewed positively by international investors.

ECONOMIC ACTIVITY

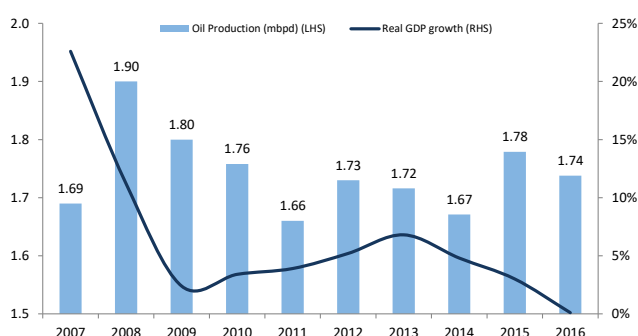
Angola’s real GDP growth has slowed considerably since 2013 in large part due to the marked decline in capital expenditure levels in recent years, namely in those projects included in the government’s Public Investment Program. This strategy to cut public investment levels came as a result of the impact of lower receipts from the oil sector during this period and the need to secure some sort of fiscal deficit adjustment. However, it clearly sacrificed the performance of the local economy, as public investment is the main source of growth of the non-oil sector.

The significant reduction in public investment levels had a strong impact on economic activity in the period 2013-16

Data from the National Statistics Institute (INE) shows that the oil sector registered negative growth rates every year dating back to the previous crisis in 2008, with the exception of years 2012 and 2015. More recently, the sector was mostly affected by operational problems, including the maintenance of oil facilities and equipment, the natural deterioration of oil production fields and the delay of new fields coming on stream. This rather weak evolution impacted overall economic performance since the country remains very dependent on oil.

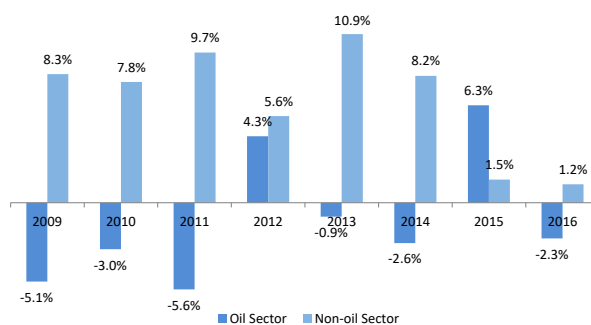
The negative evolution in the oil sector had a marked impact on overall economic activity

OIL PRODUCTION AND REAL GDP GROWTH



Sources: Ministry of Finance and INE.

REAL GDP GROWTH (OIL AND NON-OIL SECTORS)



Source: INE.

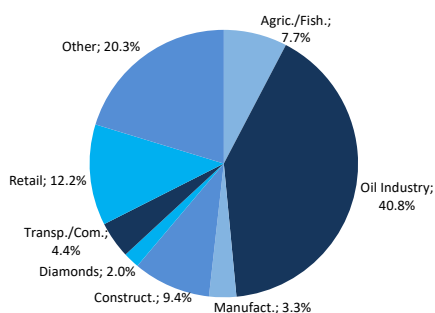
The latest figures indicate that Angola’s oil industry represented just over 40% of the country’s GDP in 2016. It compares with a contribution exceeding 50% about a decade ago. However, one cannot say that this resulted from a clear strategy to diversify the local economy, but that it rather reflects the aforementioned weak evolution of the oil sector in recent years. The sectors that witnessed the biggest rise in their GDP structure contribution include construction, retail and agriculture. Still, apart from retail, these account for less than 10% of GDP.

The oil sector represented just over 40% of GDP in 2016 (vs. more than 50% a decade earlier)

It is also worth noting that Angola’s recent economic performance has led to a decline in GDP per capita during the period 2014-16. According to the IMF, which assumes annual population growth of 3% in the country, GDP per capita stood at US\$ 3,485 at the end of 2016. Although it remains one of the largest in the African continent, GDP per capita is currently down from a peak of just below US\$ 5,000 in 2013.

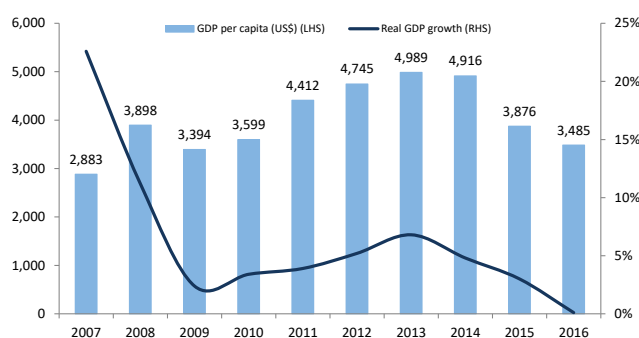
GDP per capita has fallen during the period 2014-16 from a peak of just under US\$ 5,000 in 2013

GDP STRUCTURE (2016)



Sources: INE and Eaglestone Securities.

REAL GDP GROWTH AND GDP PER CAPITA



Sources: INE and IMF (World Economic Outlook, October 2017).

Meanwhile, economic activity is expected to improve moderately this year and in 2018, as oil prices gradually recover and public and private spending increase from the levels of the recent

Economic activity is expected to recover slightly

past. The latest forecasts suggest that real GDP growth will stand at 1.3% this year and 1.6% in 2018. This compares with a near stagnation in 2016. Moreover, the IMF’s current estimates suggest that economic growth is not likely to accelerate much during 2019-22.

during 2017-18

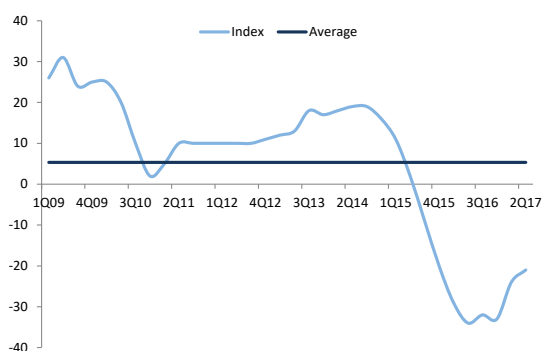
The latest numbers disclosed by the INE also show that, despite remaining near its historical low level, economic sentiment saw an improvement in the first half of 2017 when compared with the latter part of 2016. According to a survey carried out on companies in several sectors, the biggest improvements were recorded in the construction, extractive industry and tourism sectors. The more favorable evolution in the construction sector was due to an increase in the order book and improved outlook on activity levels. Companies in the extractive industry are more upbeat on the outlook of production and export levels for the next three months while those operating in the tourism sector are more optimistic on all fronts.

Economic sentiment improved in the first half of 2017, with companies in the construction, extractive industry and tourism sectors being more upbeat

On the other hand, the survey also showed a decline in the confidence levels of the companies operating in the retail, manufacturing and transport sectors in the second quarter of this year. Companies operating in the retail sector are more pessimistic about their current activity levels as are those companies in the transport sector which also see a weaker outlook for employment. Those companies in the manufacturing industry stated that the current economic environment was hindering their business.

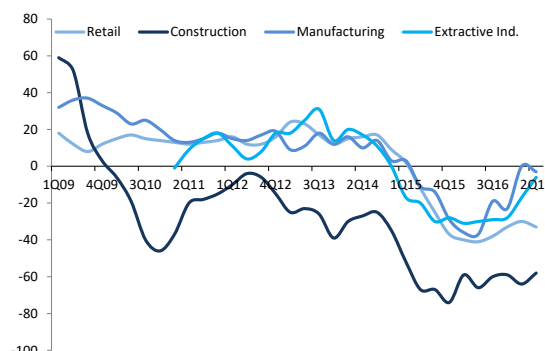
The confidence levels of the companies operating in retail, manufacturing and transport sector declined in the period

ECONOMIC SENTIMENT INDEX



Sources: INE and Eaglestone Securities.

CONFIDENCE INDICATORS BY SECTOR



Source: INE.

INFLATION

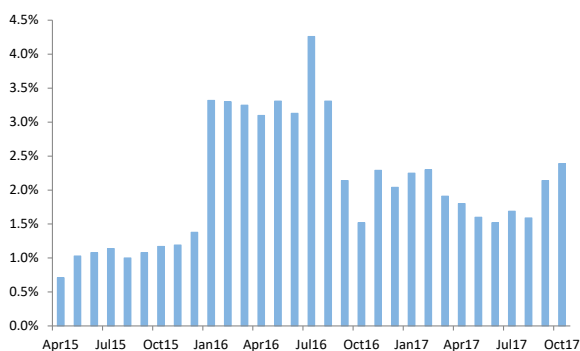
Figures from the INE show that inflation in Angola has gradually slowed this year after surging throughout most of 2016. The national consumer price index (CPI), which was first released in January 2015 after the CPI for the province of Luanda was used as proxy inflation for the country until then, saw the largest monthly increase in July 2016 (4.26%). Several months of the year also recorded monthly changes larger than 3%. This contrasts with an average monthly increase of less than 1% in 2015 and resulted, for the most part, from the strong depreciation of the kwanza, the shortage of foreign currency for the import of goods and services, the gradual adjustment in the prices of certain fuels and public services (electric energy and potable water) and excess liquidity.

Consumer price inflation has gradually slowed this year after increasing significantly in 2016

Monthly inflation has declined to levels closer to (or below) 2% this year with tighter monetary policy from the Banco Nacional de Angola (BNA), the central bank, and greater exchange rate stability. Inflation is also expected to continue to trend downwards. The latest CPI data showed that prices rose 2.39% in October from the previous month, with annual inflation standing at 26.25% (vs. 25.18% in September). This compares with 41.12% in December 2016, which was the highest level in over a decade. Inflation is forecasted to stand at close to 23% by year-end and at about 18% and 15% in 2018 and 2019, respectively.

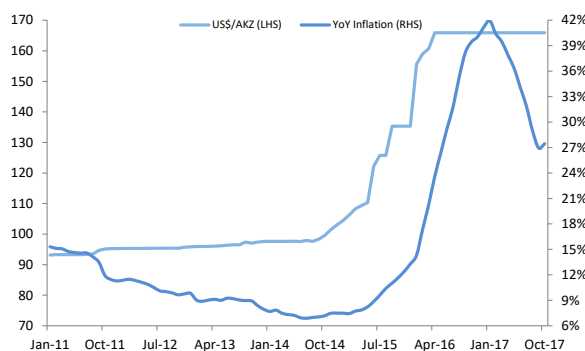
Annual inflation stood at 26.25% in October (down from 41.12% at the end of 2016)

NATIONAL CONSUMER PRICE INDEX (MONTHLY CHANGE)



Source: INE.

KWANZA EXCHANGE RATE AND ANNUAL INFLATION

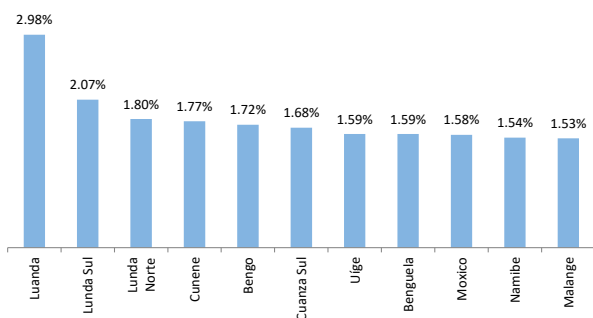


Sources: BNA and INE.

October CPI figures also showed that monthly inflation was highest in the provinces of Luanda (2.98%), Lunda Sul (2.07%), Lunda Norte (1.80%) and Cunene (1.77%). The lowest inflation rates took place in Malange (1.53%), Namibe (1.54%), Moxico (1.58%) and Benguela (1.59%). Unsurprisingly, food and beverages saw the largest price increase (0.86%) and was also the main contributor to the overall change in the national CPI. It was followed by the goods and services, clothing and shoes and health components.

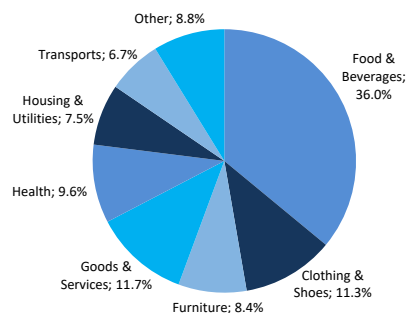
The province of Luanda recorded the largest monthly CPI increase in October

MONTHLY CPI CHANGE BY PROVINCE (OCT 2017)



Source: INE.

CONTRIBUTION TO MONTHLY NATIONAL CPI (OCT 2017)



Source: INE.

MONETARY POLICY

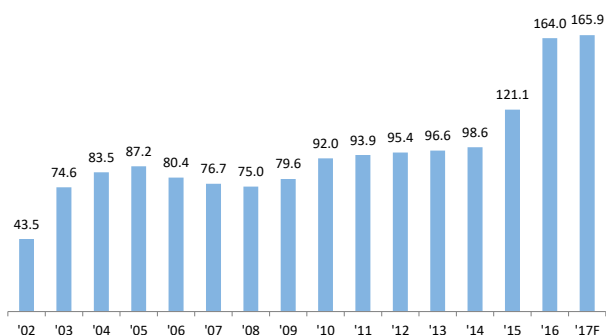
The kwanza exchange rate came under severe pressure during 2015-16 as the sharp fall in international oil prices, particularly since the latter stages of 2014, led to a marked decline in foreign exchange inflows in Angola. The local currency traded at an average of 121.1 against the dollar in 2015 and 164.0 last year, representing yearly depreciations of 22.8% and 35.4%, respectively.

The kwanza depreciated significantly against the dollar during 2015-16

The BNA tried to contain this depreciating spiral of the kwanza, and its subsequent impact on inflation, by tightening liquidity conditions in the country. The central bank raised the BNA rate five times in 2015 by a total of 200bps and an additional three times (+500bps) last year, lifting its reference rate to 16%, a multi-year high. It also raised the banks' mandatory reserve requirements in local currency three times since end-2014, placing the required level at 30% from 15% previously. These tighter monetary conditions still remain in place today, as inflation levels remain elevated.

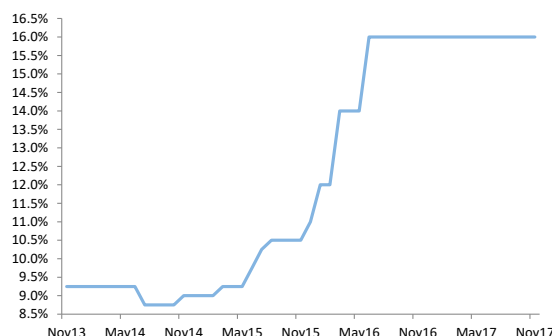
The central bank tightened monetary conditions quite aggressively during this period

AVERAGE ANNUAL EXCHANGE RATE (US\$/AKZ)



Sources: BNA and Eaglestone Securities.

BNA REFERENCE RATE



Source: BNA.

Moreover, the BNA intervened in the foreign exchange market in order to defend the kwanza. This helped stabilize the local currency at around 165 kwanzas to the dollar since mid-2016, but not without having a significant impact on the level of international reserves at the central bank. The latest data shows that reserves fell from US\$ 27.1 billion at end-2014 to US\$ 15.6 billion in August 2017, a sharp decline of 42.4% during this period. Foreign reserves currently represent about eight months of imports, a level that is still considered relatively comfortable.

Foreign reserves at the BNA fell by more than 42.4% since end-2014

Angola also witnessed a foreign currency liquidity squeeze that was further exacerbated by the decision of several overseas banks to cut the supply of dollars coming into the country at end-2015. This resulted in a significant drop of hard foreign currency being supplied to commercial banks. The amount of dollars sold by the BNA to the local banks fell to just US\$ 493 million in January 2016 from a monthly average of US\$ 1,457 million sold throughout 2015, a decline of 66%. The Angolan authorities said at the time that foreign currency was to be used exclusively to facilitate priority transactions, mostly in the oil industry and to secure imports of some basic consumption goods.

The BNA significantly reduced the amount of foreign currency sold to commercial banks at its weekly auctions

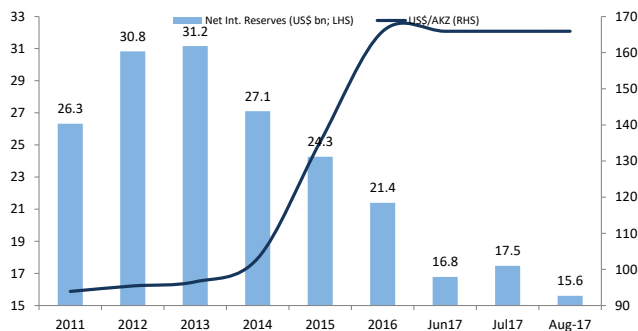
These tight foreign exchange restrictions led to a widening of the gap between the official exchange rate and the parallel market rate, as foreign investors or local market participants tried to repatriate capital or simply pay for imports. The unofficial rate reached a level above 600 kwanzas to the dollar in 2016 and a spread of over 180% to the official rate. This compares with a spread of about 80% in 2015 and 15% in 2014 before the start of the oil crisis. The rate in the parallel market currently stands at near 400 after reaching a level of 340 earlier this year.

This led to a strong increase in the gap between the official exchange rate and the parallel market rate

The BNA also started selling euros to domestic banks at the start of 2016 and, since May, the euro is the only foreign currency sold at its weekly auctions. The latest central bank data shows that the amount of euros sold to commercial banks has averaged around EUR 1 billion per month in the first nine months of 2017.

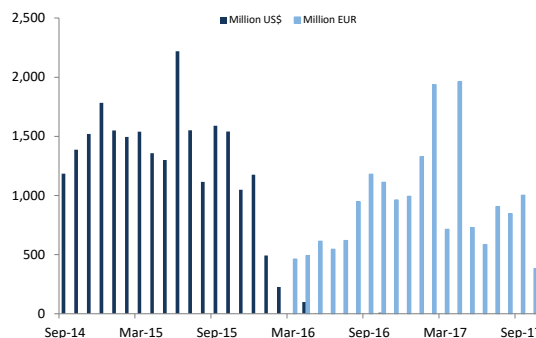
The central bank also stopped selling dollars and has only sold euros to local banks since May 2016

NET FOREIGN RESERVES AND EXCHANGE RATE (US\$/AKZ)



Source: BNA.

FOREIGN CURRENCY SALES TO COMMERCIAL BANKS



Source: BNA.

Overall, the BNA (and its recently reappointed president, José de Lima Massano) faces several challenges ahead. Some of the more relevant ones include (1) improving the regulatory levels

The BNA faces several key challenges ahead

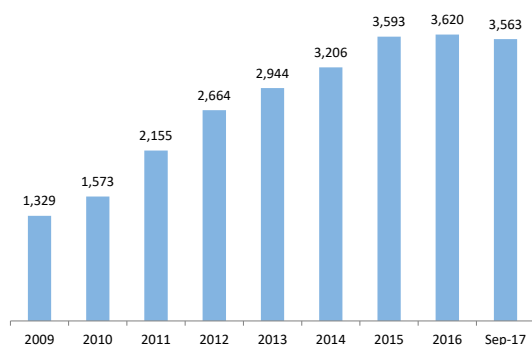
of the BNA and the local financial system to international standards, (2) restoring the normal supply of dollars coming into Angola from correspondent banks overseas and (3) implementing monetary policies that will further reduce inflation levels.

CREDIT MARKETS

Data disclosed by the BNA shows that total lending by the Angolan banking sector expanded at a rapid average annual rate of 18% during 2009-15, reaching AKZ 3,593 billion at the end of the period. Loan growth has since then stagnated or even fallen slightly to AKZ 3,563 billion in September 2017. The breakdown of the loan portfolio by activity sector shows that local banks borrowed more to companies operating in the wholesale and retail sector in September (23.9% of the total) followed by real estate (15.9%), households (13.6%) and construction (12%).

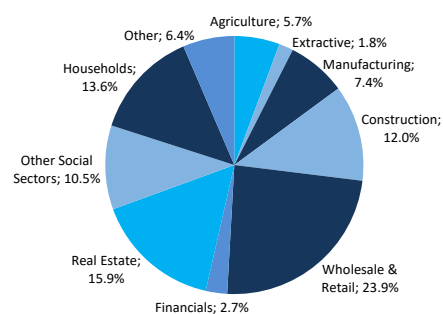
Loan growth by the local banking sector stagnated since the end of 2015

EVOLUTION OF TOTAL LOANS (AKZ BILLION)



Source: BNA.

TOTAL LOANS BY ACTIVITY SECTOR (SEPTEMBER 2017)



Source: BNA.

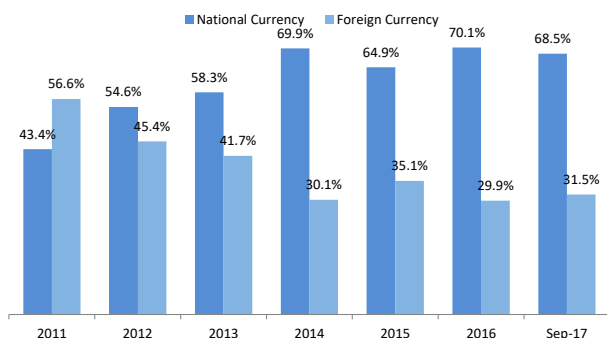
Central bank data also shows that loans denominated in kwanzas have expanded more rapidly than those in foreign currencies in the last few years, as these accounted for 68.5% of the total loan portfolio at the end of September. This compares with a weight of 43.4% of the total in 2011. This evidences the efforts implemented over the years by local market participants to de-dollarize the Angolan economy and more recently the shortage of dollars in the local economy.

Loans denominated in kwanzas have increased more rapidly than those in foreign currency, currently accounting for 68.5% of the total loan portfolio

Moreover, the average interest rate on one-year loans charged by local banks has increased by 325bps from 2013 to the end of June 2017, standing at 16.36%. On the other hand, the interest rate on deposits of the same maturity has declined by only 16bps in the same period to 4.79%. This means that the customer spread (difference between loans and deposits interest rates) has widened to 11.57% from 8.16% in 2013. The higher customer spread in recent years has had an impact on economic activity, as it clearly increased the cost of capital. Also, according to the Angolan authorities, this is further evidence that the local banking sector has characteristics of an oligopoly and needs to be restructured.

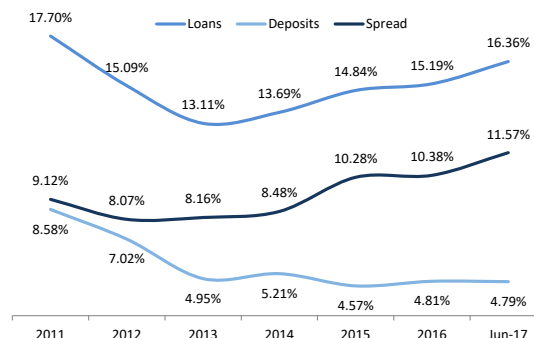
Loan interest rates have risen rapidly in recent years, widening the customer spread and hurting economic activity

EVOLUTION OF TOTAL LOANS BY CURRENCY



Source: BNA.

LOANS AND DEPOSITS INTEREST RATES



Source: BNA.

EXTERNAL ACCOUNTS

The BNA's latest reported balance of payment data relates to 2016 and showed a surplus in the overall balance of US\$ 404 million (0.4% of GDP). This compares with deficits of US\$ 3,036 million in 2015 and US\$ 3,920 million in 2014 (roughly 3% of GDP in both years) that mainly reflect the impact of the significant drop in oil prices since mid-2014 on the country's external accounts. Although oil prices remained low in 2016, Angola witnessed a marked improvement in its current account deficit as the country saw a higher contribution from its trade balance and a significant decline in the services account deficit.

Angola's balance of payments turned into a small surplus in 2016 after a sharp drop in the current account deficit

Export receipts fell by nearly 17% YoY last year, continuing the downward trend witnessed in recent years. This was once again due to lower oil export receipts, which were down 17.3% from a year earlier after an already strong 44.7% annual drop in 2015. Oil exports actually rose 1.4% to 631.5 million barrels in 2016 from 622.5 million in the previous year. However, the negative price effect (the average oil price fell from US\$ 51.4 in 2015 to US\$ 40.6 per barrel last year) outweighed the volume effect. Oil export receipts accounted for 95.6% of the total (vs. about 98% before the start of the oil crisis).

The country's external accounts also received some support from a better trade surplus contribution

On the other hand, as in 2015, imports were also down again last year. This reflected the slowdown in economic activity in Angola as well as the tighter foreign currency conditions in the country. Overall, exports and imports represented 28.9% and 13.7% of GDP, respectively, in 2016. This is significantly lower than the levels recorded in recent years, particularly in what relates to exports.

Exports and imports represented 28.9% and 13.7% of GDP, respectively

It is also worth noting the drop in the financial account surplus (-12.9% YoY), which was led by the sharp decline in net foreign direct investment (-83.5% YoY). This was due to the much lower levels of foreign direct investment in the country (-17% YoY) whereas foreign direct investment outside of Angola rose 52% YoY in 2016 after falling in the previous two years.

Net foreign direct investment posted a sharp decline

BALANCE OF PAYMENTS	US\$ Million					YoY Chg		
	2012	2013	2014	2015	2016	2014/13	2015/14	2016/15
Current Account	13,841	8,145	-3,748	-10,273	-3,071	n.m	174.1%	-70.1%
Trade Balance	47,389	41,916	30,590	12,489	14,548	-27.0%	-59.2%	16.5%
Exports, f.o.b.	71,093	68,247	59,170	33,181	27,589	-13.3%	-43.9%	-16.9%
Oil Sector	69,716	66,902	57,642	31,895	26,366	-13.8%	-44.7%	-17.3%
Other	1,377	1,344	1,528	1,286	1,223	13.6%	-15.8%	-4.9%
Imports, f.o.b.	-23,704	-26,331	-28,580	-20,693	-13,040	8.5%	-27.6%	-37.0%
Services Balance	-21,364	-21,746	-23,276	-16,020	-11,906	7.0%	-31.2%	-25.7%
Income Balance	-12,184	-12,024	-11,061	-6,741	-5,714	-8.0%	-39.1%	-15.2%
Capital Account Balance	4	1	2	6	1	166.0%	282.0%	-90.6%
Financial Account Balance	-7,282	-9,018	-486	6,921	6,029	-94.6%	n.m.	-12.9%
Net Foreign Direct Investment	-9,639	-13,164	-2,331	8,235	1,357	-82.3%	n.m.	-83.5%
In	15,078	14,346	16,543	16,176	13,425	15.3%	-2.2%	-17.0%
Out	-24,716	-27,510	-18,875	-7,941	-12,068	-31.4%	-57.9%	52.0%
Net Errors and Omissions	-2,437	658	312	310	-2,554	-52.6%	-0.8%	n.m.
Overall Balance	4,126	-214	-3,920	-3,036	404	1730.6%	-22.6%	n.m.
Values as a % of GDP:								
Current Account	12.0%	6.5%	-3.0%	-10.0%	-3.2%			
Trade Balance	41.1%	33.6%	24.1%	12.1%	15.3%			
Exports	61.6%	54.6%	46.7%	32.2%	28.9%			
Imports	20.6%	21.1%	22.5%	20.1%	13.7%			
Capital Account Balance	0.0%	0.0%	0.0%	0.0%	0.0%			
Financial Account Balance	-6.3%	-7.2%	-0.4%	6.7%	6.3%			
Net Foreign Direct Investment	-8.4%	-10.5%	-1.8%	8.0%	1.4%			
Overall Balance	3.6%	-0.2%	-3.1%	-2.9%	0.4%			

Sources: BNA and Eaglestone Securities.

Meanwhile, the latest figures from the Ministry of Finance show that export receipts are clearly improving in 2017 when compared to last year. The table below shows that this is solely due to a price effect, as oil exports actually declined in the first nine months of the year. Recall that Angola is currently taking part in the efforts of OPEC and its partners in rebalancing the global oil market by cutting down on production. This agreement has been implemented since the start of the year and is expected to last (at least) until March 2018. It has lifted global oil prices by around 10% this year.

Export receipts are clearly improving in 2017 due to higher oil prices

OIL EXPORTS	Exports		Average Price		Export Receipts	
	Million Barrels	YoY Change	US\$/Barrel	YoY Change	Million US\$	YoY Change
2016						
January	54.7	4.1%	35.9	-39.1%	1,963	-36.6%
February	57.2	0.3%	28.8	-34.1%	1,649	-33.9%
March	48.2	1.2%	30.3	-45.4%	1,458	-44.7%
April	56.3	6.0%	36.1	-30.5%	2,030	-26.4%
May	52.0	-2.8%	39.9	-30.9%	2,073	-32.9%
June	54.1	-0.8%	44.7	-27.7%	2,419	-28.2%
July	51.4	-5.4%	46.1	-23.0%	2,367	-27.2%
August	53.9	-5.5%	43.0	-11.5%	2,318	-16.4%
September	56.1	3.0%	44.6	-0.4%	2,503	2.5%
October	47.4	-13.2%	45.4	-0.5%	2,153	-13.6%
November	51.3	66.4%	47.7	2.5%	2,445	70.6%
December	48.9	-7.5%	44.2	4.9%	2,164	-3.0%
2017						
January	52.3	-4.5%	52.1	45.2%	2,723	38.7%
February	47.3	-17.2%	53.4	85.2%	2,526	53.2%
March	47.5	-1.5%	53.6	77.1%	2,543	74.5%
April	48.6	-13.7%	50.8	40.9%	2,467	21.5%
May	50.5	-2.9%	51.4	29.0%	2,596	25.3%
June	48.5	-10.4%	49.7	11.1%	2,410	-0.4%
July	50.4	-2.0%	45.7	-0.9%	2,299	-2.9%
August	50.0	-7.3%	48.3	12.2%	2,412	4.1%
September	51.8	-7.7%	51.0	14.2%	2,640	5.4%

Sources: Ministry of Finance and Eaglestone Securities.

Data for 2017 also shows that Angola's trade balance recorded a surplus of AKZ 818 billion in the second quarter. It is an increase of 18% YoY and reflects an 8.6% yearly improvement in exporting levels, as imports declined by 3.4% from the same period a year ago. This means that the trade surplus for the first half of the year reached AKZ 1,686 billion, or an increase of 52.7%, as detailed in the table below.

Angola's trade surplus improved by nearly 53% in the first half of 2017

TRADE BALANCE											
AKZ Billion	1Q 2016	2Q 2016	3Q 2016	4Q 2016	1Q 2017	2Q 2017	% QoQ	% YoY	1H 2016	1H 2017	% YoY
Exports	878	1,233	1,412	1,281	1,371	1,340	-2.3%	8.6%	2,111	2,711	28.4%
Imports	466	540	503	515	502	522	3.9%	-3.4%	1,007	1,024	1.8%
Trade Balance	412	693	909	766	869	818	-5.9%	18.0%	1,104	1,686	52.7%
Exports											
China	435	433	565	754	858	705	-17.9%	62.9%	868	1,563	80.1%
Spain	65	46	44	30	50	27	-44.9%	-40.2%	111	77	-30.7%
India	65	79	109	78	89	118	31.7%	49.2%	144	207	43.5%
USA	50	43	87	65	19	35	88.6%	-19.5%	94	54	-42.9%
Italy	15	29	37	37	9	22	154.3%	-21.2%	43	31	-27.6%
Taiwan	30	58	68	48	26	57	119.4%	-1.5%	87	83	-5.0%
South Africa	37	57	67	68	57	44	-22.2%	-23.4%	95	101	6.0%
Other	180	488	436	201	264	331	25.7%	-32.2%	668	595	-11.0%
Imports											
Portugal	67	61	74	99	94	90	-4.5%	47.2%	128	185	43.7%
China	71	54	62	66	58	82	42.0%	51.2%	125	139	11.0%
USA	44	71	63	39	21	42	98.8%	-41.6%	116	63	-45.6%
Brazil	23	21	23	37	30	25	-16.0%	17.2%	45	55	23.1%
South Africa	19	24	29	34	29	31	8.0%	31.6%	43	60	38.6%
UK	18	26	18	21	40	13	-67.3%	-49.3%	44	53	21.7%
France	16	19	19	14	18	14	-21.7%	-27.4%	35	32	-8.3%
Belgium	16	30	23	35	22	21	-7.4%	-30.6%	46	43	-7.1%
Other	191	233	190	170	190	204	7.3%	-12.5%	424	395	-7.0%

Sources: INE and Eaglestone Securities.

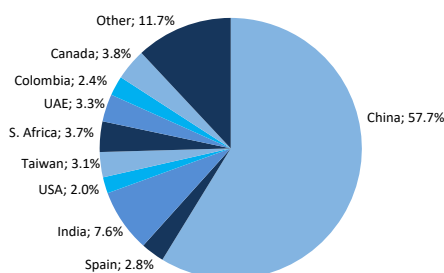
A closer look at the data provided by the statistics office showed that China accounted for well over half of Angola's exports after these surged 80% YoY in the first six months of the year. India's contribution also increased markedly, making it Angola's second exporting market with 7.6% of the total. On the other hand, we note the significant decline in exports to several of the country's main trading partners, namely Spain, the USA and Italy.

China accounted for well over half of Angola's exports

Portugal remained Angola's main supplier in the first half of 2017, accounting for 18% of its total imports, followed by China with 13.6%. It is worth noting that imports from the USA nearly halved in the period and accounted for a more modest 6.1% (vs. 11.5% a year earlier).

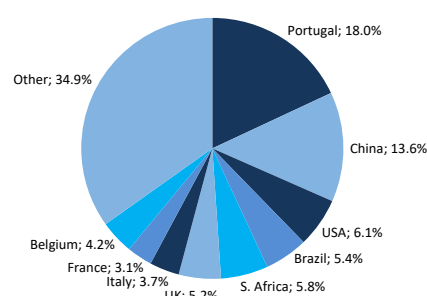
Portugal remained Angola's main supplier

EXPORTS BY COUNTRY (1H 2017)



Sources: INE and Eaglestone Securities.

IMPORTS BY COUNTRY (1H 2017)

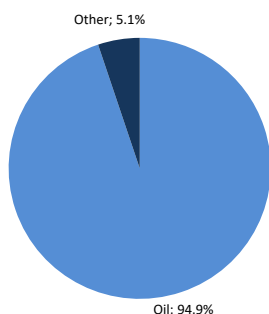


Sources: INE and Eaglestone Securities.

In terms of products, oil continued to represent nearly all of the country’s exports, accounting for 94.9% of the total in the period. This compares with 91.4% in the first six months of 2016. The breakdown of imports by products was more evenly balanced. Machinery represented just over a quarter of the total imports followed by agriculture (13.2%) and chemicals (8.9%).

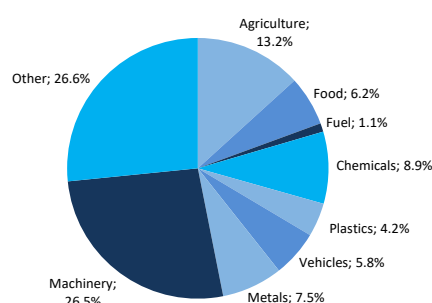
Oil represented 94.9% of Angola’s total exports in the first half of 2017 (vs. 91.4% a year earlier)

EXPORTS BY PRODUCT (1H 2017)



Sources: INE and Eaglestone Securities.

IMPORTS BY PRODUCT (1H 2017)



Sources: INE and Eaglestone Securities.

FISCAL ACCOUNTS

Angola’s fiscal accounts have been hugely impacted by the sharp fall in oil prices since mid-2014. This impact is clearly reflected in the fiscal revenue performance over the last years. In particular, revenues posted an accumulated decline of 40% during the period 2013-16, with oil receipts falling nearly 65% in the period. The sharp drop in oil proceeds was partly offset by an improvement in the contribution of non-oil receipts, which advanced 35% on an accumulated basis in the period. These accounted for 57% of total fiscal revenues last year, significantly higher than the 25% of the total in 2013. It is worth noting the important steps already taken by the local authorities in order to improve the contribution from non-oil revenues, including (1) enlarging the tax base (the introduction of a value added tax is expected in 2019), (2) creating a single revenue administration agency, (3) strengthening tax inspections and (4) better enforcing real estate taxation.

The sharp drop in oil prices since 2014 has had a significant impact on fiscal accounts

The Angolan authorities tried to limit the impact of lower fiscal revenues by also cutting public spending, especially in 2015-16. Again looking at the period 2013-16, total expenditures fell by 32% on an accumulated basis, with current expenditures (accounting for the majority of total spending) down 21%. However, it was the sharp fall of 58% in capital expenditures that had a material impact on economic activity in the country and led to a significant slowdown in real GDP growth after 2013.

The local authorities tried to limit the impact of lower revenues by reducing the level of public expenditures particularly capital spending

Total revenues are expected to see a modest recovery in 2017, as revenues from the oil sector improve from the downfall of recent years. Still, they are estimated to represent a very modest 15.4% of GDP, far below the 40.2% of GDP recorded in 2013. Public expenditures are also

Revenues are expected to increase in 2017, as oil receipts improve, while expenditures are likely to

estimated to increase this year, boosted by an improved performance in both current and capital spending levels. Total expenditures are likely to represent about 20% of GDP, which is nearly half of what it accounted for back in 2013-14.

be boosted by higher current and capital spending levels

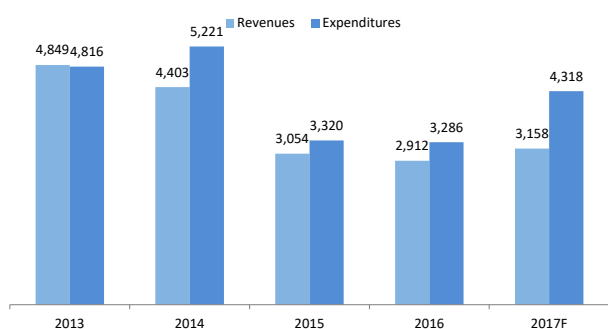
FISCAL ACCOUNTS	AKZ Billion					YoY Chg			
	2013	2014	2015	2016	2017F	'14 / '13	'15 / '14	'16 / '15	'17 / '16
Revenues	4,849	4,403	3,054	2,912	3,158	-9.2%	-30.6%	-4.6%	8.4%
% of GDP	40.2%	35.3%	24.8%	17.5%	15.4%				
Oil Revenues	3,630	2,970	1,575	1,261	1,583	-18.2%	-47.0%	-19.9%	25.5%
Non-oil Revenues	972	1,128	1,158	1,373	1,310	16.0%	2.6%	18.6%	-4.5%
Other Revenues	247	305	321	278	264	23.5%	5.4%	-13.4%	-5.1%
Expenditures	4,816	5,221	3,320	3,286	4,318	8.4%	-36.4%	-1.0%	31.4%
% of GDP	39.9%	41.9%	26.9%	19.7%	21.1%				
Current Expenditures	3,437	3,666	2,802	2,702	3,553	6.7%	-23.6%	-3.6%	31.5%
Capital Expenditure	1,379	1,555	518	584	765	12.8%	-66.7%	12.8%	30.9%
Overall Fiscal Balance	32	-819	-267	-375	-1,160	n.m.	-67.4%	40.5%	209.8%
% of GDP	0.3%	-6.6%	-2.1%	-2.2%	-5.8%				

Sources: Ministry of Finance and Eaglestone Securities.

Overall, the strategy implemented in recent years by the local authorities to aggressively reduce public spending levels in order to partly offset the impact of lower oil receipts meant that the fiscal balance went from a surplus accounting for 0.3% of GDP in 2013 to deficits of 6.6%, 2.1% and 2.2% of GDP in the three following years. However, as mentioned above, this came at the expense of economic growth, which saw a sharp deceleration in the period. For 2017, the local government expects the budget deficit to reach 5.8% of GDP.

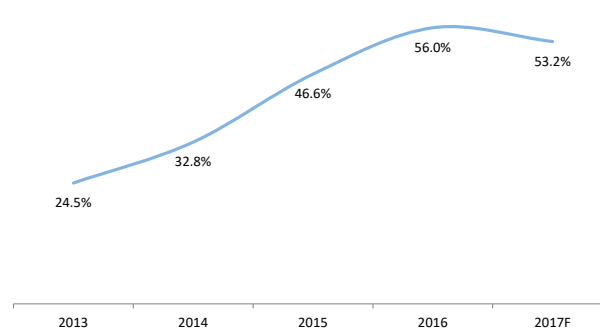
The government expects the fiscal deficit to reach 5.8% of GDP in 2017

FISCAL REVENUES AND EXPENDITURES (AKZ BILLION)



Source: Ministry of Finance.

PUBLIC DEBT (% OF GDP)



Source: Ministry of Finance.

Angola has historically financed the majority of its expenditures with fiscal revenues, most of these coming from the oil sector. In recent years, the local government has also relied on credit markets both at home and abroad for financing. This is evident in the evolution of public debt levels. According to the Ministry of Finance, public debt reached a multiyear high of 56% of GDP in 2016, but is expected to see a slight decline to 53.2% of GDP this year. We believe this mostly reflects the stabilization of the kwanza exchange rate against the dollar in 2017 since more than half of the country's public debt is denominated in foreign currency.

Public debt is expected to decline to 53.2% of GDP this year (from 56% of GDP in 2016)

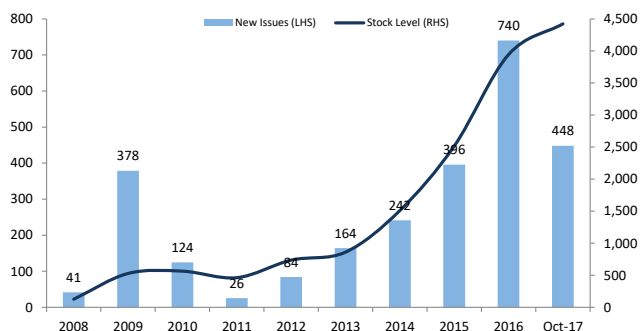
Data from the BNA shows that the issuance of government debt instruments has significantly increased in recent years. Specifically, the amount of treasury notes issued during 2016 reached AKZ 740 billion while the amount of treasury bills stood at AKZ 1,689 billion. This compares with AKZ 164 billion and AKZ 306 billion, respectively, issued in 2013 before the start of the oil crisis. After the amortization of part of these instruments, the total stock level of treasury notes stood at AKZ 3,944 billion and the stock of treasury bills stood at AKZ 941 billion at the end of last year.

The amount of government debt instruments issued in recent years has increased significantly

The latest figures show that the amount debt instruments issued continued to expand at a strong pace in the first ten months of 2017, reaching AKZ 448 billion (treasury notes) and AKZ 1,453 billion (treasury bills). This raised the total stock of treasury notes to AKZ 4,423 billion and treasury bills to AKZ 1,224 billion at the end of October.

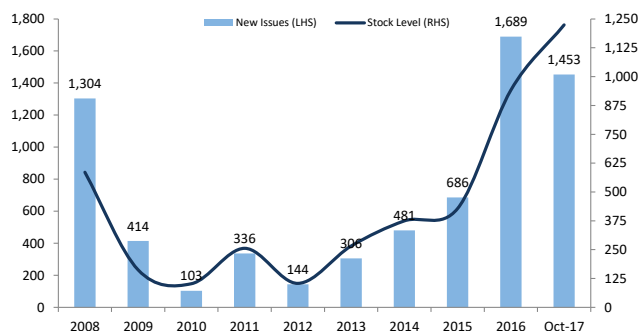
The issuance of debt instruments continued to expand at a strong pace in the first ten months of 2017

TREASURY NOTES ISSUANCE (AKZ BILLION)



Source: BNA.

TREASURY BILLS ISSUANCE (AKZ BILLION)



Source: BNA.

Meanwhile, the average interest rates of treasury bills with maturities of three, six and twelve months issued in the primary market surged in the period from the second half of 2015 until the end of last year. This is evidence of the higher inflation levels in the country during this period and the tighter monetary policy implemented by the central bank. It also evidences the higher risk premium demanded by investors, raising borrowing costs during a period that was rather challenging for the Angolan economy. Interest rates have stabilized in 2017, but still remain at multi-year highs.

The interest rates of the debt instruments issued between the second half of 2015 and the end of last year surged to multi-year highs

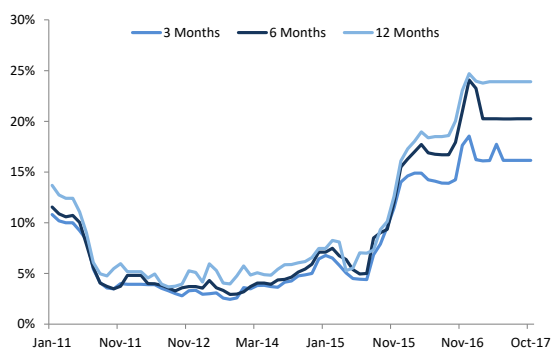
Angola also raised US\$ 1.5 billion in its debut Eurobond issue in international markets at the end of 2015. The Eurobond was issued with a yield of 9.5% and a 10-year maturity. At the time of the issue, the Ministry of Finance stated that the key objectives of the deal included (1) diversifying the external financing sources, (2) establishing sources of long-term financing with international investors, (3) improving the evaluation of rating agencies, (4) building a yield curve and (5) possibly increasing the amount of international reserves.

Angola raised US\$ 1.5 billion in its first Eurobond issue

The yields on Angola's Eurobond reached a peak in late 2015 and early 2016, in line with the yields in other African countries, and were up again at the end of last year. However, yields have kept a downward trend since then and currently trade near 7%. Angola is considering the possibility of another Eurobond issue in early-2018 (possibly in February) for an amount that could reach close to US\$ 2 billion. More information on this operation is only expected to be disclosed at the start of the new year.

Yields on Angola's Eurobond have gradually fallen throughout 2017 after peaking in late 2015 and early last year

AVERAGE INTEREST RATES OF TREASURY BILLS



Source: BNA.

ANGOLA EUROBOND YIELDS



Source: Bloomberg.

DOING BUSINESS

Angola has made some important progress over the years when it comes to making it easier to do business in the country. In particular, the country ranked 175 (among 190 countries) in the overall index of the World Bank's Doing Business report for 2018. This marks an improvement from a ranking of 182 (out of 189) in the previous year. The areas that mostly contributed to this better ranking included (1) starting a business, (2) dealing with construction permits and (3) getting electricity. That said, Angola still lags the average of the countries in Sub-Saharan Africa on all indicators included in this report, as detailed in the table below.

Angola ranked 175 (out of 190 countries) in the World Bank's Doing Business report for 2018

DOING BUSINESS REPORT	Angola				Sub-Saharan Africa	
	2015	2016	2017	2018	2017	2018
Overall (rank)	183	181	182	175	142	142
Starting a business (rank)	174	141	144	134	125	125
Number of procedures	8	8	8	7	7.8	7.6
Time (days)	66	36	36	36	26.4	24.0
Cost (% of income per capita)	118.8	22.5	27.5	17.4	51.4	49.9
Paid-in min. capital (% of income per capita)	20.0	18.9	0.0	0.0	33.8	25.6
Dealing with construction permits (rank)	105	108	111	80	132	129
Number of procedures	10	10	10	10	14.5	15
Time (days)	203	203	203	173	155.6	147.5
Cost (% of warehouse value)	0.5	0.5	0.6	0.5	7.6	9.9
Getting electricity (rank)	167	166	171	165	150	148
Number of procedures	7	7	7	7	5.3	5.3
Time (days)	145	145	145	121	120.4	115.3
Cost (% of income per capita)	660.0	615.0	1,195.7	990.1	3,872.5	3,737.0
Registering property (rank)	166	169	170	172	132	131
Number of procedures	7	7	7	7	6.2	6.2
Time (days)	190	190	190	190	57.0	59.3
Cost (% of property value)	3.0	2.9	3.0	2.9	8.2	7.8
Getting credit (rank)	180	181	181	183	116	115
Strength of legal rights index (0-12)	1	1	1	1	5.1	5.1
Depth of credit information index (0-8)	0	0	0	0	2.6	3.0
Credit registry coverage (% of adults)	1.8	3.3	1.9	1.9	7.1	6.3
Trading across borders (rank)	180	181	183	180	137	137
Time to export: border compliance (hours)	240	240	240	192	104	100
Cost to export: border compliance (US\$)	735	735	735	825	585	592
Time to export: documentary compliance (hours)	169	169	169	169	93	88
Cost to export: documentary compliance (US\$)	240	240	240	240	227	215
Time to import: border compliance (hours)	276	276	276	96	145	136
Cost to import: border compliance (US\$)	935	935	935	1,030	670	687
Time to import: documentary compliance (hours)	180	180	180	180	108	103
Cost to import: documentary compliance (US\$)	460	460	460	460	321	300
Enforcing contracts (rank)	185	185	186	186	131	128
Time (days)	1,296	1,296	1,296	1,296	656.9	656.8
Cost (% of claim)	44.0	44.4	44.4	44.4	44.8	44.0
Quality of judicial processes index (0-18)	4.5	4.5	4.5	4.5	6.4	6.5
Resolving insolvency (rank)	189	189	169	168	123	125
Number of years	no practice	no practice	no practice	no practice	3.0	2.9
Cost (% of estate)	no practice	no practice	no practice	no practice	23.1	22.7
Recovery rate (cents on the US\$)	0.0	0.0	0.0	0.0	20.5	20.3
Strength of insolvency framework (0-16)	no practice	no practice	no practice	no practice	6.3	6.2

Source: World Bank.

According to the World Bank, some of the reforms made by the country in recent years were in the following areas: (1) dealing with construction permits; (2) getting electricity; (3) trading across borders; (4) starting a business; (5) paying taxes; and (6) labor market regulation. In the year ending 1 June 2017, Angola made it easier to deal with construction permits by improving the only application system, get electricity by upgrading Luanda's electrical grid, thereby reducing the time it takes for the utility to complete feasibility studies for new connections and trade across borders by improving infrastructure at the Port of Luanda.

The country has made some important reforms in recent years

Before that, Angola made starting a business easier by eliminating the paid-in minimum capital requirement and also made paying taxes easier and less costly by reducing the frequency of advance payments of corporate income tax and increasing the allowable deductions for bad debt provisions. At the same time, the country made interest income tax a final tax that is not deductible for the calculation of corporate income tax.

The reforms included areas such as dealing with construction permits, getting electricity, trading across borders, starting a business and paying taxes

In terms of labor market regulation, Angola adopted a new labor law that decreased the wage premium for overtime and night work and increased the wage premium for work on weekly

Angola also adopted a new labor law

holidays. The law also extended the maximum duration of fixed-term contracts and made fixed-term contracts able to be used for permanent tasks, reduced severance pay for redundancy dismissals of employees with five and ten years of continuous employment and increased severance pay for employees with one continuous year of service.

Meanwhile, the latest available information shows that the Angolan authorities have approved private sector projects worth US\$ 21 billion from the period of 2016 to the first semester of this year. The head of the *Unidade Técnica para o Investimento Privado* (UTIP), which is agency responsible for dealing with private sector projects in the country, recently stated to the local press that this amount corresponds to 42 projects that already have a signed contract with the UTIP and are currently being implemented in numerous regions of the country. These projects have several implementation stages that vary from 34 to 36 months, depending on the size of the project. Despite the latest economic downturn, the UTIP believes that there continues to be increased interest by the private sector to invest in Angola.

42 contracts worth US\$ 21 billion have been signed with the private sector from 2016 to the first half of this year

In a nutshell, improving the business environment is crucial to strengthen the role of the private sector and to promote economic diversification in the country.

Diversify the economy by improving business climate

INTERIM PLAN (OCTOBER 2017 THROUGH MARCH 2018)

Angola's new government recently announced a set of measures that it plans to implement over a six-month period (October 2017 through March 2018) in order to correct the macroeconomic imbalances and address the challenges that the country is currently facing. These challenges are mainly summarized as the following: (1) reaching economic stability; (2) relaunching vigorous economic growth to allow higher job creation; and (3) mitigating the more pressing social problems in the country, namely in areas like education and healthcare. In this interim plan (denominated "Plano Intercalar"), the local authorities believe that it is crucial to review and update the current state of the economy, and elaborate a credible and efficient plan based on fiscal and monetary policy measures to be implemented during the six-month period.

The government plans to implement several measures over a six-month period to correct the macro imbalances and address the challenges the country currently faces

Among other things, this interim plan aims to (1) continue the fiscal consolidation process, (2) ensure public debt sustainability, (3) consolidate and strengthen monetary and foreign exchange policies, (4) strengthen the financial sector, (5) improve business environment, productivity and competitiveness of local companies and (6) attract foreign direct investment.

The interim plan aims to address topics like fiscal consolidation, debt sustainability and monetary policy

The measures aimed at controlling and improving the efficiency of public spending include:

Measures to control and improve the efficiency of public spending

- Controlling spending on price subsidies;
- Reviewing the benefits of former government officials;
- Implementing a budget optimization plan for diplomatic representations;
- Finishing the registration of public sector employees;
- Reducing the money transferred to non-profit organizations by 50% from 2016 levels;
- Lowering spending on goods and services by 30% from the levels of the 2017 budget;
- Readjusting the tariffs for electricity and water;
- Focusing public investment in those structural projects that are favorable to the local population and promote economic diversification;
- Exploring public-private partnerships (PPPs) in infrastructure projects and the supply of public goods;
- Continuing the regularization process of loans in arrears by the Angolan State;
- Continuing the restructuring process of public companies;
- Reforming the public sector;
- Implementing a medium-term plan to ensure the sustainability of fiscal consolidation;
- Reviewing the institutional and legal frameworks of the existing treasury reserves that are financed by oil proceeds, providing more clarity on how the system works.

In order to increase the level of fiscal receipts, the government plans to:

Measures to increase fiscal revenues

- Increase taxes on alcoholic drinks, night clubs, gaming and lotteries, luxury goods and services provided by foreign entities;
- Raise import taxes by reviewing the exemption regime, regulating the customs debts of public enterprises and eliminating the late regularization regime of customs duties;
- Update the tax exemption framework and optimize the industrial tax regime;
- Implement the necessary actions to start applying a value added tax in 2019;
- Propose the approval of a new customs tariffs regime;
- Adopt a tax collection system for the informal and semi-informal markets.

Regarding public debt, the local authorities announced that they intend to:

Measures to control public debt levels

- Negotiate a debt restructuring plan with the main bilateral partners;
- Prepare a roadshow for a Eurobond issue (likely to be placed in late February 2018);
- Widen the investor base of treasury instruments;
- Review the PPPs Law;
- Gradually reduce the weight of indexed debt instruments;
- Develop and approve a calendar to communicate with market participants;
- Conclude a debt sustainability analysis.

The government also announced a set of measures concerning monetary and foreign exchange policies to be followed by the BNA. These are:

Measures on monetary and foreign exchange policies

- Adopting a floating foreign exchange regime with a range that ensures an inflation target and a level of net international reserves of at least eight months of imports;
- Implementing transitional measures, including (1) free auctions for private operations (travelling, family assistance, education and health), (2) import payments are only made through credit letters and (3) prohibition of money transfers to tax haven destinations;
- Reassessing the coefficient of foreign currency reserves and foreign exchange position of commercial banks relatively to regulatory own funds;
- Implementing an investment program in treasury instruments held by companies in the productive sector.

The measures included in the interim plan that aim to strengthen the financial sector include:

Measures to strengthen the local financial sector

- Implementing a timetable to strengthen the competitiveness and consolidation of the local financial system;
- Improving the relationship with correspondent banks;
- Increasing the minimum regulatory capital requirement of commercial banks;
- Launching the stock market through the initial public offering of reference companies (in our view, state-owned enterprises operating in the telecoms, utilities and services (namely banks) sectors could be the first ones to be listed);
- Evaluating the vulnerability of all banks through different methods and stress tests;
- Implementing the necessary steps to move forward with the issuance of corporate debt instruments and promote the corporate debt market;
- Evaluating the performance of Recredit (company that acquired the non-performing loans of the local banking sector);
- Updating the regulatory and supervision frameworks of the insurance sector;
- Implementing new mechanisms for the supervision of the financial sector.

Meanwhile, the government aims to improve the business environment as well as increase the

The Angolan authorities

productivity and competitiveness levels of the companies operating in the country. In order to do so, it plans to evaluate and submit a proposal for the Competitiveness Law to the National Assembly so that the process of economic diversification is accelerated. It also intends to adopt a new regime for granting visas and residency authorizations that will help to promote foreign direct investment and attract highly skilled labor into the country. Some of the key sectors that the government wants to attract foreign direct investment include agriculture, agroindustry, fishing, manufacturing and mining. Overall, the aim is to improve Angola's rankings for Doing Business, namely in areas like starting a business, resolving issues with the judicial system, combating economic crime and corruption and simplifying the process of registering property.

also want to improve the business environment and increase productivity and competitiveness

The Angolan authorities are also looking to increase the level of exports and replace some of the imports with local production. They plan to lower the cost and bureaucracy of the customs clearance process and conduct studies to reduce harbor tariffs as well as align local prices to international standards. The government also wants to improve the logistics and distribution networks to the country's main agricultural and industrial areas, combat fuel trafficking and approve and publish a new harmonized customs tariff plan.

The government hopes to raise the level of exports and replace some imports with local production

Finally, the government hopes to raise non-oil sector output, namely in areas like agriculture, fishing, hotels and tourism, construction, manufacturing and retail. It also aims to strengthen the activity levels of the oil sector through the revision of existing legislation or the approval of new laws as well as exploration rights of other fields or prospection of new ones.

It also aims to increase output in the non-oil and oil sectors

ANNEX – ECONOMIC FORECAST SUMMARY

ANGOLA ECONOMIC FORECASTS	2011	2012	2013	2014	2015	2016	2017F	2018F	2019F
Gross Domestic Product (annual growth)									
Real GDP	3.9%	5.2%	6.8%	4.8%	3.0%	0.1%	1.3%	1.6%	1.4%
Oil Sector	-5.6%	4.3%	-0.9%	-2.6%	6.3%	-2.3%	0.6%	0.2%	0.8%
Non-oil sector	9.7%	5.6%	10.9%	8.2%	1.5%	1.2%	1.6%	2.9%	2.0%
Gross Domestic Product (current prices, AKZ bn)	9,780	11,011	12,056	12,462	12,321	15,596	20,575	24,660	28,534
Gross Domestic Product (current prices, US\$ bn)	104.1	115.3	124.9	126.8	103.0	95.3	124.0	138.2	140.3
Population (million)	23.6	24.3	25.0	25.8	26.6	27.4	28.2	29.0	29.9
Gross Domestic Product per capita (US\$)	4,412	4,745	4,989	4,916	3,876	3,485	4,401	4,763	4,692
Investment (% of GDP)									
Total Investment	12.9%	14.9%	14.7%	15.3%	9.6%	8.4%	7.8%	6.7%	6.7%
Gross National Savings	25.5%	26.9%	21.4%	12.4%	-0.4%	3.3%	3.1%	2.2%	2.0%
External Sector									
Exports of Goods & Services (annual growth)	-5.4%	3.8%	0.1%	-2.1%	6.7%	2.0%	1.2%	2.2%	0.5%
Imports of Goods & Services (annual growth)	10.1%	8.2%	9.3%	11.4%	-21.7%	-23.1%	18.4%	2.9%	2.0%
Current Account Balance (% of GDP)	12.6%	12.0%	6.7%	-3.0%	-10.0%	-5.1%	-4.8%	-4.5%	-4.7%
Oil Sector									
Production (million barrels)	605.7	633.2	626.3	610.2	649.5	634.4	642.4	643.7	648.8
Production (million bpd)	1.66	1.73	1.72	1.67	1.78	1.74	1.76	1.76	1.78
Price (US\$ per barrel)	110.1	111.6	107.7	96.9	50.0	40.9	48.4	55.0	57.0
Consumer Price Inflation									
Consumer Prices (period average)	13.5%	10.3%	8.8%	7.3%	10.3%	32.4%	30.9%	20.6%	14.0%
Consumer Prices (end of period)	11.4%	9.0%	7.7%	7.5%	14.3%	41.9%	23.4%	17.6%	15.0%
General Government (% of GDP)									
Revenues	48.8%	45.9%	40.2%	35.3%	27.3%	18.7%	17.1%	16.6%	17.2%
Expenditures	40.2%	41.3%	40.5%	41.9%	30.6%	23.7%	23.9%	22.1%	21.2%
Fiscal Balance	8.7%	4.6%	-0.3%	-6.6%	-3.3%	-5.0%	-6.8%	-5.5%	-4.0%
Gross Debt	33.8%	29.5%	32.9%	40.7%	65.4%	75.8%	65.1%	66.0%	67.1%
Foreign Investment and Reserves									
Net Foreign Direct Investment (US\$ mn)	-5,116	-9,639	-13,164	-2,331	8,235	1,357	641	1,250	1,500
Net International Reserves (US\$ bn)	26.3	30.8	31.2	27.1	24.3	20.8	19.0	21.2	22.5
Net International Reserves (in months of imports)	6.4	7.1	8.1	6.2	8.0	10.5	8.8	9.0	9.0
Exchange Rate									
Exchange Rate (period average, AKZ/US\$)	93.9	95.4	96.6	98.6	121.1	164.0	165.9	190.8	219.4
Exchange Rate (end of period, AKZ/US\$)	95.3	95.8	97.6	102.9	135.3	165.9	165.9	190.8	219.4

Sources: Angolan authorities, World Bank, IMF and Eaglestone Securities.

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Disclosures

Eaglestone was founded in December 2011 with the aim to be a committed partner for the development of businesses located primarily in Sub-Saharan Africa and to support the development of renewable energy projects on a global basis.

The company has three business activities - financial advisory services, asset management and brokerage - and currently has offices in Amsterdam, Cape Town London, Lisbon, Luanda and Maputo

Eaglestone is committed to operating and behaving according to the highest standards of corporate governance. Its subsidiary in the United Kingdom is authorized and regulated by the Financial Conduct Authority.

Eaglestone operates with a clear vision and mission to act on behalf of and in the best interests of all its stakeholders, whether they are investors, employees or users of its services.

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