



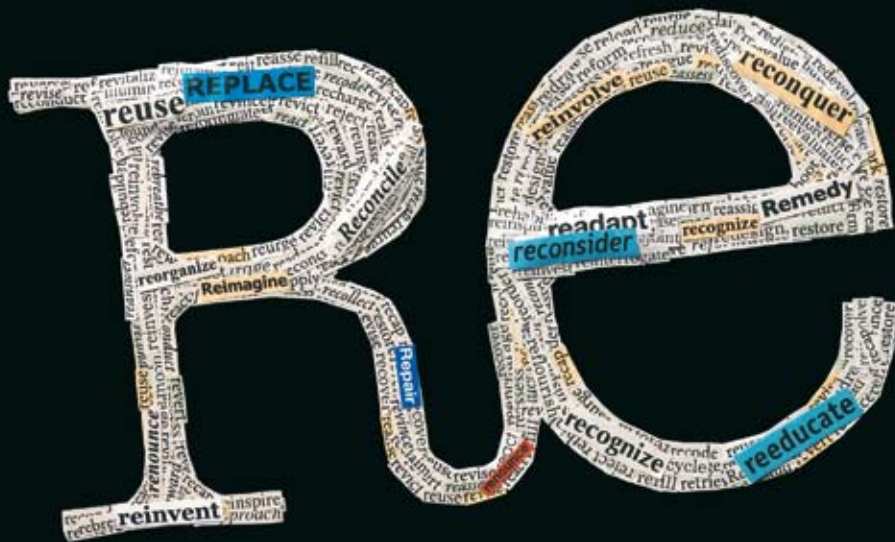
# acciona reports

nº44

autumn/09

NEW COMMUNICATION STRATEGY

One vision,  
one commitment



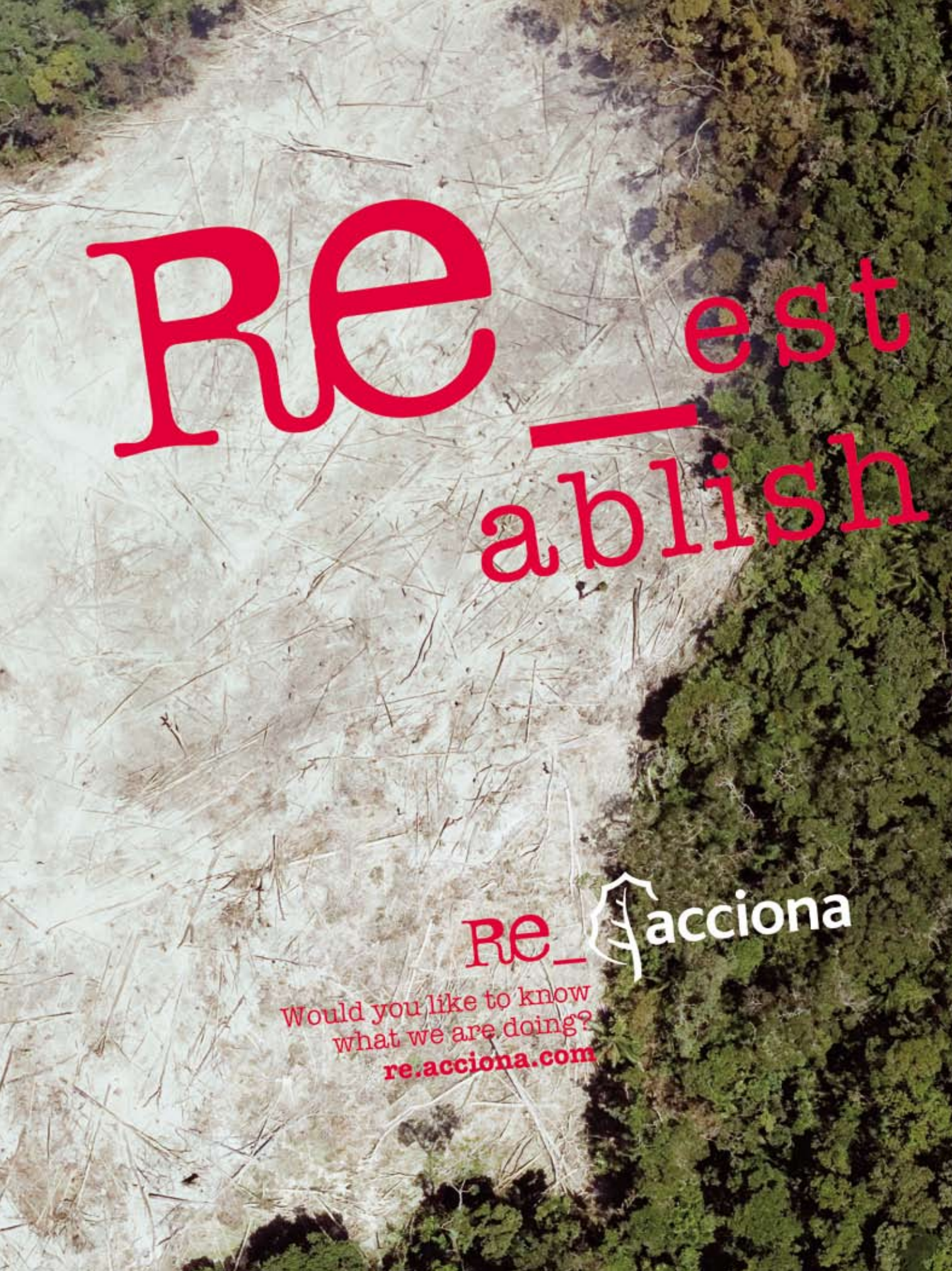
markets

Opportunities for all businesses  
in Latin America

sustainability

ACCIONA breaks more ground  
tackling climate change





## letter from the chairman

**D**ear friends,

We have just launched an ambitious communications campaign using new and different media. Once again, ACCIONA takes on a pioneering role, both in the content of our message and in the way we send it out.

As far as the message is concerned, it is clear that the current context – the economic crisis, climate change and the emergence of new values – makes it ever more necessary for companies to take the initiative, by bringing solutions to problems from a more environmentally-committed, society-based perspective.

Through our work, we are doing everything possible to bring about change.

This social and environmental focus implies that, from the Company, we also encourage institutions, governments and, of course, every one of us as citizens, to give cause for the commitment as part of a common effort.

Our campaign, “Re\_”, is, on the one hand, the public demonstration of ACCIONA’s position, and, on the other, a call for action to raise awareness and involve society in all that we need to do together... and do now!

To get this message across to society at large, we felt that the time had come to break with the advertising methods of the past and only communication in the media, concentrating upon the Internet and new digital media, but with the continued support of traditional print- and outside advertising media.

I hope that this campaign, which I am sure you will be able to identify with, to the point of considering it your own, appeals to you and encourages you to promote our values and our commitment to bringing about a better world.



***“Our new campaign ‘Re\_’ is also a call for action to raise awareness and involve society in all we need to do together... and do now!”***

**José Manuel Entrecanales**  
ACCIONA Chairman & CEO





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our company



**NEW  
COMMUNICATION  
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ACCIONA's new strategy and ground-breaking use of ad media call on society to *re\_flect*.

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markets



**MEXICO, BRAZIL &  
CHILE**

Latin America offers business opportunities for all ACCIONA divisions.

we're \_

autumn/09

nº44

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## NEW COMMUNICATIONS STRATEGY

# Re\_: One vision, one commitment

ACCIONA is redrawing its communications map by inviting society to re\_ACCIONAr (react) to a new strategy and advertising campaign

**“Re\_” reflects ACCIONA’s commitment as a company; it is a call for direct action and social cohesion as a formula to tackle the uncertainties in contemporary society**

Re\_ is a positioning strategy by the Company, a declaration of intent which conceptualizes ACCIONA’s vision, its way of doing things and how it is tackling the future. But it is also a call for action to raise awareness and involve society in all the things we need to do together... urging us to do them now.

“Re\_” is also a revolution in the way of communicating with people, breaking the traditional molds in advertising.

“Re\_” is a form of reinventing and redrawing the communications map, looking to implicate citizens in a creative way.

The key elements? Messages in the street through a series of urban media, a singular commitment to the Internet, social networks and new technologies, as well as an audiovisual clip with incredible special effects, premiered for a single day on television but open to diffusion through the online

community, and which invites us to reflect and react as a collective, as one. “Re\_” is an attitude, a vision, but also reflects a need we have to make ourselves more aware, so that all that we do, we do together.

“Re\_” is also ACCIONA’s commitment as a company: to supply water, energy and infrastructures in a sustainable way. And “Re\_” is the attitude of a team of more than 35,000 people in five continents committed to innovation.

### One message, one commitment

ACCIONA is reinventing its communications to take on board this commitment and vision to make a better world, using ground-breaking tools and a direct and associated language.

The Company is conducting a campaign without precedent, with which it is opening a new front, through a direct call for action and to social cohesion as a formula →



Photo: Niccolò Guasti

## ACCIONA’s commitment to sustainability

ACCIONA committed itself to sustainability in each and every one of its operations and activities four years ago, when it adopted the corporate motto, “Pioneers in development and sustainability”.

It was seen as a daring commitment at the time, since society was not yet familiarized with the concept, a proposal based on a new way of carrying out activities and relating to the environment around us.

Today, this commitment by the Company is public and irrevocable, evidenced by its constant leadership of the Dow Jones Sustainability Indexes over the past three years. But ACCIONA has also assumed the vocation of raising awareness of the need to change models, becoming the only Spanish company to belong to The

Corporate Leaders Group. The basic pillars of ACCIONA’s sustainability strategy are the generation of economic well-being, environmental improvement and responsibility to society. ACCIONA has reaffirmed its commitment, implementing its sustainability strategies in a progressive way outside Spain and adapting its Annual Report to the philosophy of the Triple Bottom Line – economic, social and environmental accounting - for the first time.

**Two basic pillars of ACCIONA’s sustainability strategy are environmental improvement and responsibility to society**

→ for tackling successfully the uncertainties and disillusion in contemporary society. “Re\_” is an open message: optimistic, interpretative and global. It uses the prefix “Re\_”, which signifies “return to”, to intensify, oppose the traditional... and which has the same sense and attitude in all languages. “Re\_” is inspired by the mantra of sustainability (Re\_duce, Re\_use, Re\_

the campaign has come to an end, the “Re\_” message is to be found on all the world’s leading social networks and internet platforms, such as Facebook, Twitter and YouTube, among others. These ground-breaking actions will reach more than 15 million ‘net surfers, generating more than 117 million hits and more than half a million visits to the micro-site, while the spot will be seen more than a million times across a multitude of platforms and online channels. In offline media, we placed more than 200 inserts in general and business-focused print media.

“Re\_” in the future

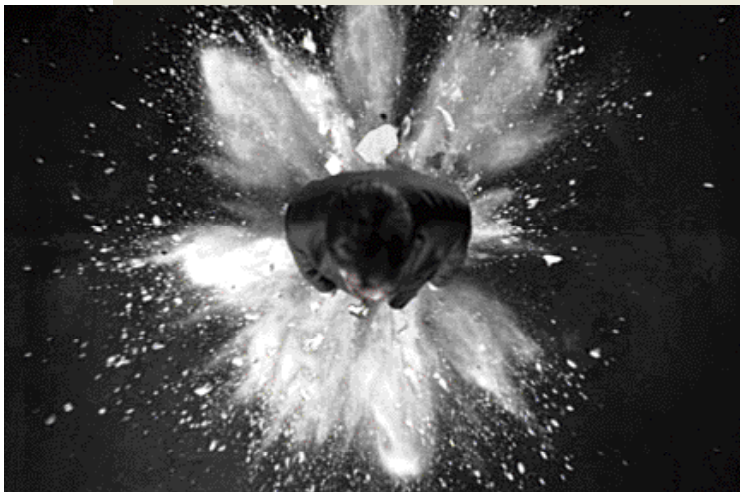
“Re\_” is much more than a conventional campaign limited in time: it is an entire strategy and commitment that will articulate the communication and the Company’s public image in the future. In accordance with the Company’s international vocation, presence and role as a leader, ACCIONA will be carrying out new and striking communication actions during the December 7 and 8 climate change summit in Copenhagen, as well as developing new formulas and content aimed at connecting with society at large in a more direct and intuitive way. ■

Web: <http://re.acciona.com>

Social responsibility and improving the environment are two basic pillars of the Company’s strategy

cycle), but goes beyond that given that it is a prefix for practically all the actions or initiatives that mankind must take to assure a future with future, as is implied by the meaning of over 250 verbs in Spanish and almost 450 in English to include the prefix “re-“. The concept, “Re\_”, is put across using media and advertising channels in a revolutionary way. The message is being disseminated through more than 7,000 street marquees, television (a one-off spot was broadcast on all the main channels on 2 November) and the Internet, where most of the effort has been concentrated. Thus, as well as the specific campaign micro-site, we also developed a landing site to create buzz. Now that this initial part of

Re\_nacer



With a 72-strong team and more than 500 explosive impacts, the new ACCIONA spot emerged more as a piece of video art than a typical advert, the shooting of a film full of special effects, captured at high speed. The first step was to study the explosions, in which directions the pieces flew, their size, the dust they produced. Each one of these details was to influence the final version. The team spent more than a month in total – much longer than the shoot itself – to prepare the action. “Re\_nacer” (Re\_born) was filmed during two days on a Madrid set using three digital Weisscam and Phantom high-speed cameras which allowed high quality

“Re\_nacer” (Re\_born) is the message of the spot, a commitment to overcoming, an attitude, and a call for action



Re\_capacita



↑ A 72-strong team worked on the making of the film, which was shot in Madrid.

shooting at 4,000 frames per second. This is the first time in Spain that a spot of this type has been made. The dummies –mannequins– were created by a 3D process of digitalization of the main actor in the advert, who, by the way, had never done advertising before. He joined the project because he believed in its message. The whole process of making the dummies was carried out with the same precision as making pieces for an Airbus jet. To achieve as realistic an explosion as possible, the 3D scale had to be perfect, leaving no margin for error; such perfection that even the mold for the hands of the mannequins had fingerprints. The music was one of the most difficult parts to finish; after a lot of research, we finally selected “Pure Imagination”, from the original “Charlie and The Chocolate Factory” movie, for its optimistic tone and because its lyrics (from 1971) summed up perfectly the philosophy of the campaign. To finish with, the technique called post-production had one aim: maximum realism.



DOW JONES INDICES  
AN INTERNATIONAL BENCHMARK IN SUSTAINABLE PRACTICES

## World leaders in sustainability

For the third year in a row, ACCIONA leads its sector in sustainable development and has achieved the best results in environmental and social fields.

**T**he Dow Jones Sustainability World Index (DJSI World) and the Dow Jones Stoxx Sustainability Index (DJSI Stoxx) are the international benchmark indices in sustainability and socially responsible investment, and in their annual update they have once again acknowledged ACCIONA's leadership in these fields. What's more, the Company's stock in this respect has scaled positions: it is the best valued in the social and environmental

spheres and obtained a higher total score than in the two preceding years.

### International prestige

After evaluation of all the elements taken into consideration, ACCIONA stood out for the high marks it scored for: operational eco-efficiency; climate change strategy; standards of control applied to suppliers, human resources organization, workplace health and safety policies, and its code of conduct management and ethical channel. The DJSI indices include the most advanced companies in sustainability worldwide (DJSI World) and in Europe (DJSI Stoxx). Their benchmarking in the evaluation of sustainable development policies and corporate social responsibility is vaunted for the thoroughness of the information required, the strict analysis and the system of points awarded, leading to the allocation of "best-in-class" status. The DJSI indices have thus become the catalysts of socially responsible investment strategies. Investment houses from 16 countries take them as the standard for managing some six billion euros annually. ■

### ACCIONA, the first Spanish company to create a sustainability committee

ACCIONA's Board of Directors has given the go-ahead for the creation of a Sustainability Committee, charged with directing and supervising its CSR policy based upon the commitment to sustainability. This makes ACCIONA the first Spanish company with a specific sustainability committee within the Board of Directors, the top governing body. Independent director Fernando Rodès will chair the Committee, which has three other members: independent directors Jaime Castellanos and Consuelo Crespo, and the proprietary director Daniel Entrecañales.

The Committee will take responsibility for identifying and directing sustainability policies, objectives and programmes, and evaluating the way in which they are carried out, periodically reviewing their success in implementation. It will also oversee the preparation of the Annual Sustainability Report and present the policies, objectives and programmes in the area to the Board of Directors.



### COPENHAGEN COMMUNIQUÉ

## In search of a global agreement to stop climate change

The Corporate Leaders Group on Climate Change (CLG), the only Spanish member of which is ACCIONA Chairman & CEO José Manuel Entrecañales, called upon UN countries to adopt concrete political measures to tackle the threat of climate change.

**L**eaders of 30 large companies present in this reflection group, among them José Manuel Entrecañales, delivered the report, The Copenhagen Communiqué on Climate Change, to Ban Ki-moon, Secretary-General of the United Nations (UN). The report contains specific proposals for world political leaders ahead of December's COP 15 summit in the Danish capital.

The document was presented during the UN Leadership Forum on Climate Change, organized by the UN Global Compact office, with the aim of giving political momentum to the Copenhagen negotiations, which will seek to find an agreement to replace the Kyoto Protocol that expires in 2012.

Measures called for in the report include: establishing a worldwide ceiling on greenhouse gas emissions and a mechanism for keeping them down; clear commitments by developed countries on drastic reductions that go well beyond



*The UN Secretary-General holds the report tackling climate change. To his right, José Manuel Entrecañales.*

the world average; and coherent development plans with low emissions in less-privileged countries.

### Basis for action

"The crisis is no excuse for delaying measures, but a motive for moving them forward," said ACCIONA's Chairman & CEO at the presentation of the Report. "If an ambitious agreement is reached that is efficient and fair for the whole

world, Copenhagen will create the conditions for the transformation of the world economy and will send out the signals that companies need if they are to make enormous investments in low-emission products, services, technology and infrastructure," he added. "The climate change problem already has a solution, the policies needed are relatively clear and the transition costs can be managed." ■

**The CLG's report calls for a worldwide ceiling on GHG emissions and drastic reductions well beyond the average in developed countries**

ACCIONA AND SOCIAL NETWORKING

# Information and interaction, key elements of ACCIONA's digital strategy

ACCIONA is moving forward its digital communications strategy by opening a new multimedia Press Room and immersing itself in the world of the blogosphere and social networking.



↑ ACCIONA's blog.

Just having an Internet presence is no longer enough: it is now necessary to belong, listen, interact and take part. On the basis of this premise, ACCIONA has launched a Press Room on its corporate website ([www.acciona.com](http://www.acciona.com)) containing new multimedia content (audio and video) and documents and photos to download. Not only that, though: the user can follow news, and share it, on social networks such as Twitter, Technorati, Facebook, Menéame and Delicious, or in various external and Company blogs, and receive email alerts, sign up for ACCIONA's RSS Channel or register for the ACCIONA Channel on YouTube. The Company's Internet communications strategy also provides

for the creation of blogs and microblogs – with three Twitter accounts – in which the Company will give its opinion and respond to and interact with different stakeholders such as clients, shareholders, suppliers, journalists and employees. This initiative is part of ACCIONA's commitment to transparent information and honest dialogue in order to attend to, and collaborate and share content and services with, its stakeholders. Convergence of new technologies and the qualitative growth of social networks have presented us with a scenario full of possibilities, opportunities and important challenges. ■

➤ information: [www.acciona.com](http://www.acciona.com)



## The new virtual Press Room: a far cry from the corporate info pack

The new ACCIONA Press Room has all the Company's information in digital form, from the latest news to all kinds of multimedia content. Corporate information takes on a whole new meaning at: [www.acciona.com/pressroom](http://www.acciona.com/pressroom)



campusvirtual

## An open training space

Part of Interacciona, the new Campus Virtual offers a learning space to all ACCIONA professionals, with more than 1,000 resources in different formats.

With its virtual classrooms, reports, videos, audio and image resources, the new Campus Virtual stems from the desire to build a common place for collaboration and learning for all ACCIONA's professionals. Accordingly, it has been structured into four thematic channels – competences, languages, functional and technical – which allow easy access to information and all business knowledge. The key elements? Specialized content, available 24/7 every day of the year, and collaboration with prestigious business schools, such as Spain's Instituto de Empresa (IE) and EOI, and top firms such as PriceWaterhouseCoopers, Deloitte and Mercer.

### Specialized content

The Competences Channel offers a multitude of resources which aid

employees to develop and hone their skills, such as manuals from face-to-face courses organized for the different ACCIONA businesses, 30-minute e-learning courses, related articles, and so on. The Campus Virtual also includes an extensive range of resources for learning Spanish in the Languages Channel. Material focused on day-to-day business vocabulary is available, with a wealth of audio and video resources. Summaries from management books, manuals and all kinds of information from Company support areas can be found in the Functional Channel, which also has multimedia business case studies. Technical content can be found on a dedicated channel, with a forum for specific knowledge for each business area: Water, Infrastructure, Energy, etc. ■

➤ information: [interacciona.acciona.es](http://interacciona.acciona.es)

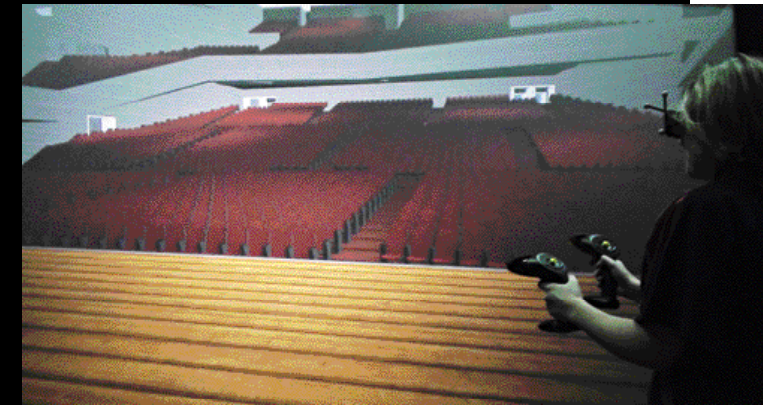
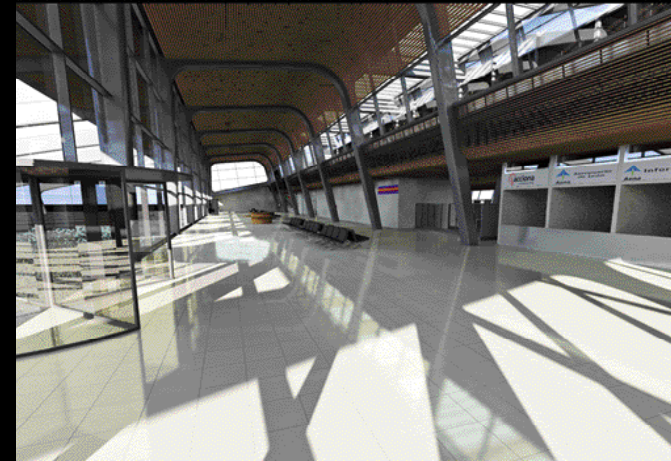
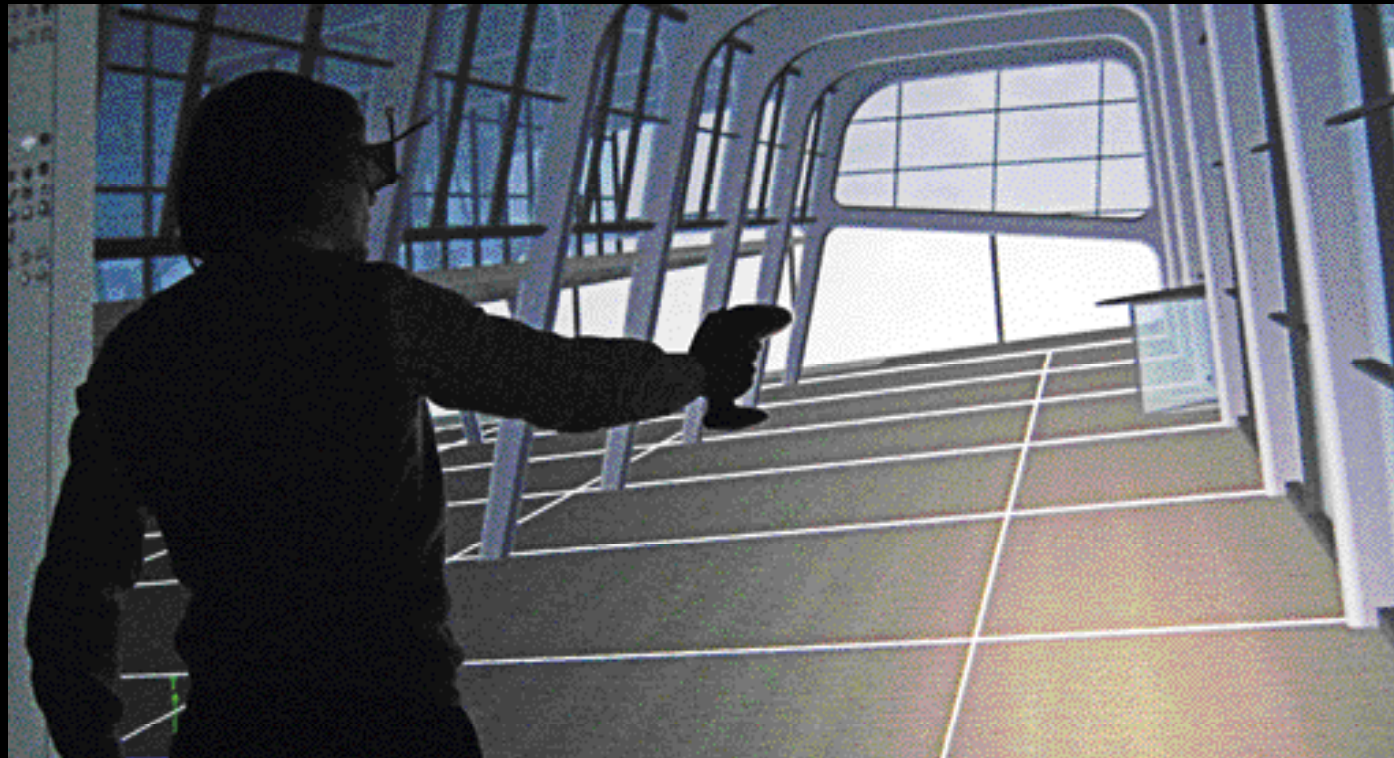
The English version of the new CampusVirtual will be available as of January 2010



TECHNIQUE ADDS TIME AND BUDGET VARIABLES TO 3-D

## Virtual construction

ACCIONA's R&D and Innovation Technological Centre is pioneering the adoption of a 5-D modeling system for managing and optimization of any project.



Virtual reality allows us to navigate through the hidden parts of buildings, visualizing errors, filtering information and evaluating various modifications in their construction



ACCIONA's R&D and Innovation Technological Centre has a visualization and virtual reality lab with panoramic screens which reproduce three-dimensional models and will complement the BIM system.

building Information Modeling (BIM) promises to be a revolution in the way ACCIONA Infrastructure and ACCIONA Real Estate work. "It is a technological leap forward, since in actual fact it manages five dimensions: the three physical ones, measurements and the budget associated with the work," explained Fernando Blanco, head of Visualization and 3-D Modeling. BIM reproduces the complexity of a real project from the first stages of design. Engineers, architects and works and production directors are able to visualize each constructive element in the three-dimensional model, testing its function and trying out alternatives. But the beauty of this system is that it also includes data on the economic impact of each option, as well as the time, machinery and personnel required for the job.

### Intelligent system

BIM automatically readjusts other parameters when any modification is produced in the project (for example,

the size and placement of a beam, solar panel, window, etc.). This allows us to know at any moment the resources being used, warns of any error (in measurement or in the compatibility of two structures) and facilitates total control over costs. "It is an integrated system which will link all departments—design, quality, engineering, etc.— so that they work interactively in a single project file and share its evolution in real time," said Fernando Blanco. The benefits as far as savings in time and investment

promise to turn the system into a strategic competitive advantage for ACCIONA. Independent studies show that, in the design phase alone, BIM can achieve a return on investment (ROI) of 50%. The tool has already been applied to existing jobs, such as the new terminal at Spain's León Airport.

### Futuristic tools

The system is likely to be completed within two years and new futuristic tools will be added progressively,

such as virtual 3-D visualization on a stereoscopic, panoramic 3 x 5 meter screen, allowing navigation through the hidden parts of each project and which trains personnel by simulating machine management. According to Blanco, "BIM adapted to ACCIONA's work methodology anticipates the evolution of the market. In the US, we have already submitted tenders with BIM models." It is just a matter of time before ACCIONA makes this common practice in the rest of the world. ■



# ACCIONA strengthens its renewables offering to all types of clients

New business strategy optimizes Company's leadership as global service and product supplier.



## Diversity of clients

ACCIONA Energy's new business strategy is aimed at the following clients:

- **Financial investors** who wish to carry out renewable energy projects.
- **Electricity utilities** who want to increase the quota of clean energy in their generation mix.
- **Industries** which decide to produce or acquire their own energy.
- **Governments** who must implement renewable energy development plans.
- **Other entities** seeking partners or suppliers to carry out their projects.

**a**CCIONA is preparing a strategic leap in renewable energies by using 20 years of experience and innovation at the global level as a launching pad to increase its offering to all types of clients. The company is to increase the efficiency and capacity of its projects in the most important renewable energies, across the value chain, to adapt to the different needs demanded by the market –from financial investors to electricity companies, all industrial sectors and government bodies. Counting to the middle of this year, ACCIONA Energy was responsible for building clean and sustainable energy installations with a generating capacity of 8,429 MW. Nearly a fifth of this figure

(18%; 1,554 MW) was installed to client orders. In wind power, the 1,472 MW installed for clients represents 20% of the total and, in solar photovoltaic, no less than 58%.

### More services and assets

The Company also manages the operations and maintenance of installations for clients in wind farms in numerous countries, amounting to 1,747 MW of power. It also commercializes renewable energy produced in Spain for different companies. To these activities, ACCIONA Energy adds its own projects aimed at increasing its renewable energy assets. ■

## Strong points of the new strategy

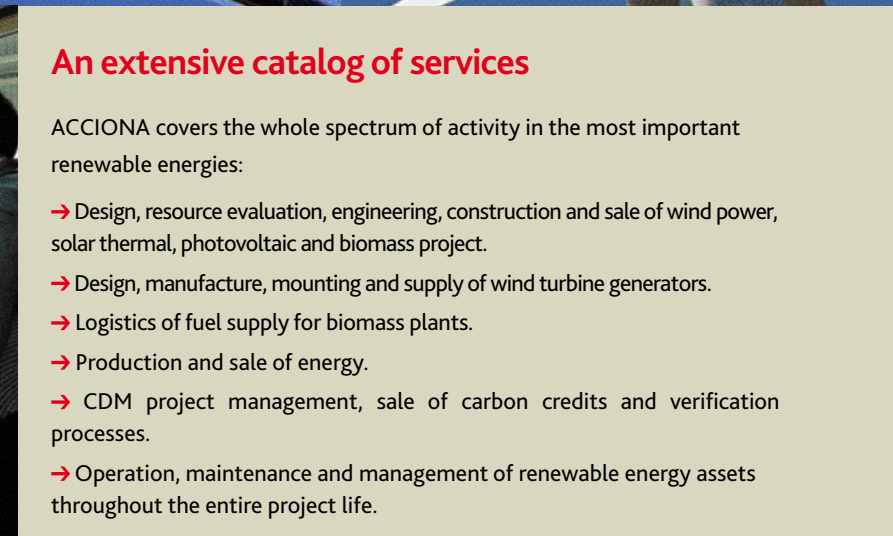
A number of competitive factors make ACCIONA Energy the leading supplier of renewable energy services and products worldwide:

**MORE EXPERIENCE.** A 20-year track record in the sector, with a team of near on 2,000 professionals and almost full availability (99%) of the assets it operates.

**PRESENCE IN MORE COUNTRIES.** Operating installations in 14 countries on five continents: Spain, the United States, Canada, Mexico, Germany, Italy, Portugal, Greece, Hungary, France, Australia, South Korea, India and Morocco. Additional projects in another six: the United Kingdom, Poland, Chile, Slovenia, Costa Rica and Croatia.

**IN MORE TECHNOLOGIES.** Wind power, solar thermal, photovoltaic, biomass, hydroelectric, biodiesel and bio-ethanol.

**IN ALL THE VALUE CHAIN.** From the design and manufacture of wind turbine generators to the development of projects, turnkey construction of installations, operation and maintenance, and energy commercialization.



## An extensive catalog of services

ACCIONA covers the whole spectrum of activity in the most important renewable energies:

- Design, resource evaluation, engineering, construction and sale of wind power, solar thermal, photovoltaic and biomass project.
- Design, manufacture, mounting and supply of wind turbine generators.
- Logistics of fuel supply for biomass plants.
- Production and sale of energy.
- CDM project management, sale of carbon credits and verification processes.
- Operation, maintenance and management of renewable energy assets throughout the entire project life.





PUSH FOR INTERNATIONAL EXPANSION

# ACCIONA connects its two biggest wind farms to the grid

Waubra (192 MW) in Australia and Eurus (250 MW) in Mexico have been brought on line.

This year represents a milestone in ACCIONA Energy's policy of diversification and international expansion with the commissioning of the largest wind farms it has constructed to date. It is testament to the Company's reliability in designing, installing and operating ever-larger projects. Built to a budget of 268 million euros, the 192 MW Waubra wind farm is located in the Australian state of Victoria and consists of 128 1.5 MW wind turbine generators of ACCIONA Windpower technology. The first of the WTGs were connected to the network in March and the facility has been operating fully since August. ACCIONA Energy also operates the 66 MW Cathedral Rocks farm in South Australia, in which it has a half share, and has a further several hundred MW under construction in Australia. Even bigger than Waubra is Mexico's Eurus wind farm, with its 167 ACCIONA Windpower WTGs, capable of producing 250.5 MW, the record for

a company in a single installation and equivalent to the annual consumption of a city with half-a-million inhabitants. The park is located in the district of Juchitán de Zaragoza (Oaxaca) and is the biggest in Latin America, with an investment of 375.4 million euros. The first generators began to supply electricity in February and assembly was completed in November. ACCIONA Energy currently has several other wind power projects under development in Mexico.

Environmental advantages

Production from Eurus is for industrial needs. It aims to cover around 25% of the energy demand from Cemex cement plants in Mexico, in line with a supply contract signed by the manufacturer and ACCIONA Energy. The decision to employ electrical energy from Eurus in such a high percentage brings with it environmental advantages, saving the emission of 600,000 metric tons of CO<sub>2</sub> per year. ■

ACCIONA Energy is expanding its operations in Australia, with hundreds of MW under construction, and in Mexico, where it is behind several wind power projects

**Waubra**  
Australia  
→ Generation capacity:  
**192 MW.**  
**128** 1.5 MW wind turbine generators  
→ Technology: ACCIONA Windpower  
→ Budget: AUD 460 million  
(EUR 268 million)

**Eurus**  
Mexico  
→ Generation capacity:  
**250,5 MW.**  
**167** 1.5 MW wind turbine generators  
→ Technology: ACCIONA Windpower  
→ Budget: USD 550 million  
(EUR 375.4 million)



Eurus wind farm is the largest in Latin America and the biggest built so far by ACCIONA Energy.





- ← **Paraguáná Plant**
- Generation capacity:  
75,000 m<sup>3</sup> a day
  - Supply:  
30% to refinery,  
70% to population of 350,000
  - Construction stage:  
Pre-treatment and reverse osmosis plants; fitting of electro-mechanical equipment

MAKING PROGRESS IN LATIN AMERICA

# Venezuela's first reverse osmosis desalination plant

ACCIONA Agua is building a reverse osmosis (RO) desalination plant on the Paraguáná Peninsula to supply the necessary volume of water for the operation of an oil refinery and to a population of 350,000.



In summer 2008, ACCIONA Agua was selected by Petróleos de Venezuela S.A. (PDVSA) to design and build the Paraguáná Refining Center desalination plant on the Paraguáná Peninsula. After an international bidding process, ACCIONA Agua began the first RO desalination plant in Venezuela and one of the biggest in Latin America, a project with an investment of 326.33 million Venezuelan bolívares fuertes (108.4 million euros). The plant has a volume of water of 800 liters per second (some 75,000 cubic meters per day), which makes it one of the largest in Latin America and the sixth-biggest by size in ACCIONA Agua's project portfolio. The plant's capacity will allow it to supply (at standard consumption levels) a population of about 350,000 inhabitants.

**Mixed use**  
The project is innovative, and not just because of its technological specifications: it is part of Petróleos de Venezuela's resource optimization

and management excellence programmes, and one of its objectives is the sustainable socioeconomic development of the Paraguáná Peninsula, situated in the extreme north-east of the country, one of the driest regions of Venezuela. This also assures the mixed character of the facility's usage. About 30% of the volume is destined for the operation of the Cardón Refinery, while the other 70% goes to supply water to the distribution network. The Venezuelan administration wants the supply of this water to help stimulate alternative economic activities in the country, such as agriculture and tourism. Experience with this plant will also serve as a development model for future projects in other regions of the country. ■

## World leaders

The Paraguáná Refining Center desal plant is being built to deadline as agreed with the client. Over 70% of the design phase is now complete and the pre-treatment and RO plant works and installation of electromechanical equipment are on schedule. **State-of-the-art technology.** The project is testament to the international leadership of ACCIONA Agua in RO desalination technology and high production capacity plant. It also benefits from collaboration with the engineering teams at Petróleos De Venezuela S.A. and is, as such, the Company's first large desal project in Latin America, where there is just one other such plant, in Peru, with a much lower capacity. ACCIONA is currently building some of the largest desalination plants in the world – in Spain, Australia and the UK. Its 70 plants currently in operation produce 1.3 million cubic meters of water a day and supply more than five million people.

The plant will be one of the biggest of its kind and will contribute to the industrial and sustainable socioeconomic development of the zone



ACCIONA AGUA TO OPERATE ALGERIAN UNIT FOR 25 YEARS

# Fouka desal plant, near Algiers

The RO desalination plant, with a reverse osmosis system, is almost finished and will generate sufficient volume to supply half-a-million people.

The works are advancing to schedule and the engineering installation is practically complete, while the construction works are over 70% done. Overall, the construction phase of the contract is 80% fulfilled and the plant will supply its first water in spring of next year. ACCIONA Agua took on this project in Fouka, in the province of Wilaya de Tipaza, a few kilometers from the capital Algiers, with the Canadian company SNC Lavalin and its reverse

osmosis technology will produce 120,000 cubic meters per day to guarantee the supply to 500,000 inhabitants in the Zeralda zone and in the western part of the Algerian capital. **Investment in desalinated water** The Algerian government considers investment in desalination as strategic capital for the development of the country and began building several plants about a year ago.



The reverse osmosis system will support a capacity of some 120,000 m³ a day.



As well as design and construction, ACCIONA Agua will also operate the plant for 25 years, which represents business worth 819.2 million euros. Of all the desal plants the Algerian government commissioned last year, Fouka is the most advanced as far as construction is concerned. The works employs 100 employees, 80% of them local. ■

**The Fouka plant will guarantee water supply to part of the population of the Algerian capital and its metropolitan area**

## ACCIONA Agua to build a DWTP in the Dominican Republic



INAPA, the Dominican Republic's national drinking water and sewerage authority, has awarded ACCIONA Agua a contract to build and put into operation a drinking water treatment plant (DWTP) in Peravia with a capacity of 86,400 m³ per day. The project also includes the works for a 17.5km adduction line to capture water from the Valdesia dam and a water supply network for surrounding populations. The 74 million euro contract is to be completed in two years. As well as the DWTP and adduction line, ACCIONA Agua is to build various conduction lines, a pressure piping line, six new regulating deposits and a pumping station.

## New water treatment techniques save up to 35% in energy

Savings in energy consumption, which can be obtained through current plant equipment modifications and process optimization, “can reach up to 35%”, said Manuel Fariñas, Head of R&D and Innovation at ACCIONA Agua, speaking recently at the New Water Infrastructure Projects conference organized by Spain's Intereconomía media group and sponsored by ACCIONA Agua. The expert cited various audits carried out by the independent US organization, Electric Power Research Institute (EPRI), corroborating this figure. According to Fariñas, “sustainability does not only demand that energy be renewable – it is also essential to use it in an efficient way.” Techniques for achieving eco-efficiency of plants are focused upon raw water pumps and, above all, upon treated water, treatment processes and lighting. It is important to make an appropriate selection of pumps and compressors, and to install adjustable speed drives and high-performance motors. ■



SUCCESS IN CAMARILLAS (MURCIA) AND PAJARES (LEÓN)

# ACCIONA finishes drilling three tunnels with pioneering technology

The new infrastructures will help optimize the rail layout and have been constructed in record time. The use of cutting-edge tunnel-boring machines also improved on-site safety

**a**CCIONA Infrastructure has concluded the drilling of three tunnels, using the latest generation tunnel-boring machines, allowing greater safety during the construction phase and shorter completion times. The first of the tunnels is situated on the Camarillas variant and forms part of the new layout for the railway line connecting Madrid and Cartagena, via Albacete and Murcia. Once finished, this 26.8 km stretch of infrastructure (located between the districts of Hellín in Albacete and Cieza in Murcia) will improve the quality of the rail service on the line by cutting out level crossings, reducing the journey by 17 km with respect to the previous layout and allowing high-speed train traffic.

The drilling of the tunnel was carried out in just 140 days using a tunneling machine equipped with a mixed cutting wheel, comprising disc cutters and soft ground tools, and earth pressure balance shields, a system which makes for increased operator safety (see picture).

The second project, in Pajares, León, involved the construction of two twin tunnels of 8.5m diameter and 10.676 km in length, 7.667 km of which was drilled with tunneling machines and 3.009 km by conventional methods. The descending gradient of the tunnels, from León towards Asturias, is to be 1.685%. ■

## The works, by the numbers

- Length: 2,350 m and 10,676 m
- Technologies used: Tunnels with mixed cutting wheel and conventional methods
- Diameter 8.86 m and 8.5 m



↑ The tunneling machine used in Camarillas has a mixed cutting head.



## MADRID-BARCELONA HIGH SPEED RAIL LINK

### Riudellots Viaduct

The structure crosses the AP-7 motorway in the municipality of Riudellots de la Selva (Girona) and incorporates the high-speed rail link between Madrid and Barcelona. ACCIONA Infrastructure designed the viaduct with a single deck of two arches, a length of 106m and a constant width of 15.7m. The viaduct weighs 1,500 metric tons and its thrust is carried by two suspended elements, which were installed in just one-and-a-half days (at the rate of 8 m per hour) and without affecting motorway traffic.

## 2009 Awards for Works Management

ACCIONA Infrastructure acknowledges best practices in its works. The Quality and Environmental Award went to the Las Rozas Business Center building; the Civil Works Award to the La Risca Solar Thermal Plant; the Prevention Award was given to the Valencia Fine Arts Faculty; and the Management Award to the Izvor-Vélez de Benaudalla highway.

## ACCIONA's Liquefied Natural Gas storage caisson moors

The LNG caisson, S/S Dukham, built by ACCIONA Infrastructure to store the fuel, has successfully completed its tests to moor with the Adriatic LNG Terminal. In just one day, it completed the connection of its 17 lines with the platform and loading-arm system, casting off and refrigeration tests.

↓ The Liquefied Natural Gas caisson moored to the Adriatic LNG Terminal



## Social Insertion Center with sustainable architecture

The recently opened of the ACCIONA-built Melchor Rodríguez García Social Insertion Centre in Alcalá de Henares (Madrid), is a model of sustainable construction. It has control systems for dust and particle emissions, noise and vibrations, energy optimization in lighting and temperature, and solar collectors.



# Latin America: business opportunities for all ACCIONA divisions

Most Latin American countries demonstrate sufficient stability and development for the planning of large infrastructure projects. Mexico, Brazil and Chile are leading examples.



| KEY:           |                         |
|----------------|-------------------------|
|                | Headquarter             |
| Energy         | Wind Farm               |
|                | Hydroelectric Station   |
| Water          | Water Treatment Plant   |
| Real Estate    | Real Estate Development |
| Infrastructure | Road                    |
|                | Hospital                |
|                | University              |
|                | Conference Center       |

### MEXICO

The fourth-largest American economy (after the US and Brazil) is starting to make long-term investments in renewable energies and development. ACCIONA corresponds to this profile and all its divisions bid for contracts and participate in public calls for tender, including for projects which are pioneering in social benefits, such as the management of public universities. Next objectives: geothermal power stations, wind turbine generators, hospitals and water treatment plants.

One of the positive effects of the crisis is that it is putting to rest numerous clichés. For example, that less developed countries always suffer more in returning to boom cycles. Latin America is precisely one of the regions which have to date refused to buckle and, in effect, some countries promise to come out of it stronger. “The reasons are complex and it is dangerous to generalize, but many countries maintain rates of growth in spite of the crisis or have decelerated at a moderate rate. We are living at a historic moment, not only for growth and availability of reserves, but also for the maturity of public opinion which pressurizes governments with more efficiency so that they invest with continuity and responsibility in large sustainable development projects,” explained Osvaldo Puccio, ACCIONA’s executive director for Latin America.

**Business philosophy**  
The projects discussed include transport and communications infrastructures, city and town planning, water projects, strategic harnessing of renewable energies and a range of private projects such as port development or those developed by the mining industry, among other sectors. “ACCIONA has a state-of-the-art



### BRAZIL

The leading economic power in the region is also an example of emerging stability, combining social development policies and poverty reduction with skilful market strategies. ACCIONA is adapting itself to the principal needs of the country, given its enormous size and complicated terrain: real estate and transport and communications infrastructure. The Company is also building roads, motorways, housing, hospitals and water treatment plants.

### CHILE

Chile is key to ACCIONA’s consolidation. The Company has carried out a larger portfolio of works. Firm institutional support for renewable energy and socioeconomic development have resulted in public calls for strategic projects, including six wind farms, two hydroelectric stations and desalination plants, as well as motorways and hospitals.

offering, standardized in all these areas, and develops emblematic projects. In others, it aims to win concessions. But it also applies a business philosophy that is sensitive to the social reality and criteria of sustainable development, bringing it credibility and enabling it to carry out its plans,” said Puccio. “Diversification of its activities, a flexible negotiating approach and its capacity for innovation play a key role in finding financing mechanisms for projects of such scope. “ACCIONA has intelligence, imagination and sufficient structure to take on this challenge and also has great desire to employ these

capabilities, with added value through synergies from the symphonic effort that such diverse projects generate. And the authorities, partners and clients in the region, clearly perceive this,” he added.  
**Commitment and permanence**  
ACCIONA’s presence in Latin America goes back four decades, which demonstrates “a desire for permanence and deep respect for the idiosyncrasy of each society: Mexico, Brazil and Chile... but also Peru, Colombia and other countries, markets which welcome our commitment with affection and interest.” ■

Mexico, Brazil and Chile are three strategic bases for Latin American expansion by ACCIONA – markets of the present and, above all, the future



# Electricity demand on the up

Although Mexico is going through a difficult period, the country is keeping up its effort to drive growth in electricity consumption at least until 2016.

## Mexico by the numbers

- GDP: 728.849 billion euros
- GDP growth: 1.4% (2008), -4.4% (2009, EIU est.)
- Population: 110 million
- Exchange rate: 1 EUR = 17.158 Mexican pesos

→ ACCIONA Real Estate development in Acapulco

mexico has several fronts open at the same time. Low oil prices and reductions in imports from the US automobile sector, and one-off problems such as the drop in tourism following the swine fever outbreak, are all having an effect. Some key sectors for ACCIONA, however, such as real estate or electricity generation, maintain a healthy outlook, sustained in part by long-term government projects. Consumption has grown above GDP in the past few years and Mexico's Energy Ministry forecasts an increase in demand of 4.8% a year to 2016, which suggests an installed capacity increase of 16.3 GW. The Ministry and the Federal Electricity Commission

(CFE) are driving a change in thinking towards renewable energies to reduce dependency upon fossil fuels. The state of Oaxaca is a pioneer in projects such as the Eurus wind farm, the biggest in Latin America, built and operated by ACCONA Energy.

### Target of 26%

Despite the economic outlook, support for clean energies is a strategic policy for the Mexican Government. President Felipe Calderón reaffirmed his proposal, at the beginning of October, that 26% of all energy consumed in 2012 should come from renewables. For now, said Calderón, all CFE projects would be directed at fulfilling this objective. ■



San Luis de Potosí University, where ACCIONA manages Phases 1 & 2.

## ACCIONA IN MEXICO

Total workforce:

262

ACCIONA Energy: 33  
ACCIONA Infrastructure: 186  
ACCIONA Real Estate: 43

Offices:  
The three divisions have headquarters in Mexico City

### ACCIONA INFRASTRUCTURE

Managing Phases 1 & 2 of San Luis de Potosí University (the first state university in Latin America to be run under a concession regime), the Campeche XXI Convention Center, Ciudad del Carmen Convention Center (opened in the summer) and El Bajío Hospital. It is currently building hospitals in Tecate, Mexicali, Campeche and Veracruz.

### ACCIONA ENERGY

Built the 250 MW Eurus wind farm, the largest in Latin America, in Oaxaca state, which reached its full operating load this November, supplying renewable energy to the cement plant owned by multinational CEMEX.

### ACCIONA REAL STATE

Completed three residential projects in Mexico City and one in Acapulco.





BRAZIL

Brazil  
in figures

- GDP:  
879.1 billion  
euros
- GDP growth:  
1.8% (2009 -  
EIU est.),  
3.5% (2010 -  
IMF est.)
- Population:  
184 million
- Exchange rate:  
1 EUR = 2.85  
Reais



# Committed to clean energy and infrastructure

Brazil continues to grow despite the worldwide recession, partly thanks to its self-sufficiency in energy. An enormous market for all kinds of projects.

**b**razil is the region's most powerful country and is strategically important for ACCIONA as all its divisions expand in Latin America. The current emphasis for ACCIONA in Brazil is on real estate. Political stability, the creation of sustainable development models and energy self-sufficiency are the pillars of Brazil's economic health despite the crisis. In 2006, when it was already one of the world's principal producers

of hydroelectricity, it succeeded in becoming self-sufficient in oil and derived products for the first time in its history.

**Sustainable future**

Brazil is also strong in renewable energy sources (e.g., the ethanol which fuels most cars) and they provide 45% of total consumption, much higher than the global average. In 2008, the government

approved three large funds, coming to a total 1.63 billion euros, to increase the share of clean energy. According to a UN study, the Brazilian government dedicated 7.3 billion dollars last year to clean energy projects, more than all the other Latin American countries put together. Its terrain and geography, however, make Brazil a country constantly catching up in all types of transport and communications infrastructure. ■



BR-393 Highway, in  
Rio de Janeiro.



ACCIONA  
IN BRAZIL

Total workforce:  
**180**

ACCIONA  
Infrastructure: 167  
ACCIONA Real Estate,  
ACCIONA Forwarding  
& Iberinsa: 13

**Offices:** All headquartered  
in Sao Paulo

**ACCIONA AGUA**  
Implementing a system to use biogas in  
the Arrudas sewage plant, in Minas Gerais  
state.

**ACCIONA INFRASTRUCTURE**  
Carrying out restoration and  
improvement works on the BR-393  
highway in Rio de Janeiro. Iberinsa was  
also awarded a feasibility study under  
the Spanish FEV scheme (financing for  
feasibility studies for projects by Spanish  
companies abroad) for a project in Minas  
Gerais.

**ACCIONA REAL ESTATE**  
Acquired a significant portfolio of land  
in several cities. Carried out a project in  
Guaruja for two skyscrapers comprising  
104 apartments, another in Penedo (Rio  
de Janeiro) for 496 residential properties,  
and the Betim development of 1,300  
homes in Minas Gerais.



CHILE

# Political and economic stability

The Chilean market is solid and reliable, with a firm commitment to clean generation of electricity.

## Chile in figures

- GDP: 113.7 billion euros
- GDP growth: 3.2 % (2008) -0.8 % (2009, EIU est.)
- Population: 16.8 million
- Exchange rate: 1 EUR = 790.597 pesos

The Andean country enjoys the most stable business environment in Latin America, which allows ACCIONA to offset the risk factor for other projects in the region. This virtue, and the solidity of its public finances (including the ability to apply anti-cyclical policies), accounts for such a moderate deceleration in growth this year and the optimistic outlook that Chile will overcome the crisis in a relatively short space of time. Chile is the main copper exporter in the world, but produces very little in the way of hydrocarbons and in recent years has had to import more energy resources to support its economic growth. Thus, the importance of electricity generation,

currently shared between thermal power stations (61.8%), hydroelectric (38%) and wind power farms (0.2%).

**Government support**

The country has taken seriously the need to reduce its dependence upon oil. Since 2006, its project to double renewable energy generation by 2010 has advanced. From next year, 5% of energy obtained in Chile will come from clean sources. It has also just opened a Renewable Energies Center aimed at developing the excellent geographical and climatic conditions for wind, solar and geothermal power generation, as well as the associated industry of products and services. ■



## ACCIONA IN CHILE

Total workforce:

84

ACCIONA Energy: 5  
ACCIONA Infrastructure: 79

**Offices:** The two divisions share a headquarters in Santiago de Chile



The Central Coastal Road Network at Valparaiso.

### ACCIONA AGUA

Four sewage treatment plants installed in V Region, Ciudad de Osorno, Temuco and Valdivia. ACCIONA Agua is also studying new business opportunities for desalination plants in II and III Regions, both through private initiatives and public bidding processes.

### ACCIONA INFRESTRUCTURE

Two motorways under concession regimes: 23km of the Americo Vespucio South bypass in Santiago de Chile, and 87km of roads and motorways belonging to the Central Coastal Road Network in Valparaiso. It has just completed Endesa's Ojos de Agua hydroelectric power station in Rio Grande and carried out works on another road in Concepcion.

### ACCIONA ENERGY

ACCIONA Windpower has supplied 40 wind turbine generators to Endesa for its Canela II wind farm, due to open this November. The company has other projects in various stages of development.



Americo Vespucio highway in Santiago de Chile, operated under concession by ACCIONA.



H.A. BARCELÓ, TOP SPANISH WINERY AMONG THE 100 BEST WINE-GROWING COMPANIES IN 2008-09

## Wine & technology, a winning combination

Be it satellite analysis of vineyards, sensors for controlling humidity and watering, or micro-fermentation deposits... technology is the main ally of H.A. Barceló wines

### Sensor-based irrigation control optimizes grape quality, allows correct use of water resources and benefits the environment

The Group H.A. Barceló has just been awarded international recognition for its methods of balancing traditional wisdom with technological innovation as applied in all its processes. It has been named top Spanish vineyard in the 100 Best Wine-Growing Companies in 2008-2009 ranking. The Group's investment in R&D and Innovation, devoted specifically to its terrains in La Rioja and Catalonia, plus its team of professionals charged with adapting innovations to

the personality of each wine, are the pillars of this success. "We apply technology at every stage: vineyard, cellar and logistical processes," explains Phillippe Dardenne, the H.A. Barceló's Chief Oenologist and Director of Quality. "The R&D and Innovation area is very wide-ranging and represents the fundamental base of the way we carry out our new launches on the market, including the packaging. Our products reflect this permanent quest for maximum quality." This kind of quality does not fall from the

sky, even if its management begins there! One of the most sophisticated tools of the company is the analysis of the vines by an earth observation satellite, which localizes zones with homogeneous characteristics in the vine. "In this way we can plan the grape harvest selectively, grouping the grapes with similar characteristics for the making of wines," Phillippe Dardenne explains.

#### Water use

The renowned Spanish author Miguel Delibes once remarked that farmers in Spain's Castille region had looked at the sky so much, they appeared to have raised it; irrigation management is another key factor for reducing the uncertainty and dependence upon the climate. H.A. Barceló applies specific sensors, both to the stems of the vines (dendrometers) and to the soil hosting the crop (humidity sensors), which allow the watering to be programmed according to the needs of the plant and the capacity of the soil to retain water in real time (integrated real-time management). "Irrigation control helps us to work in three dimensions: vine quality; economics of water use, and; environmental protection, of utmost importance today given the pressure

of climate change," added Dardenne. "Hydrological stress, due to drought and/or heat, can cause significant loss of quality and performance in the grape. This problem can be minimized, even eliminated, through good irrigation management and the responsible use of water."

#### Technological innovation

Innovation plays a part along the chain, from the vineyard to the bottle. The optimization of the use of technological tools results in a spiraling model of continuous quality improvement. Once harvested "the grapes pass through the most modern and complete automatic selection tables on the market", throwing out substandard fruit, and selecting the best-quality grapes. To conserve and enrich their properties, the company has installed special micro-fermentation deposits to harness wines of greater vintage.

According to Phillippe Dardenne, "the reduced size of these deposits allows us to reach two priority objectives for the company: on the one hand, to adapt the volume of the tank to the size of a piece of land to be able to work with small vineyards without losing their special nature, bringing out all their potential and personality; and, on the other, to ferment in a very careful way, with absolute respect for the grape, to obtain the greatest expression from the native soil and variety of fruit". ■



### New launches

The R&D and Innovation policy of Bodegas H.A. Barceló also applies in the development and launch of products and their packaging design. This, for example, was the case for two wines launched in 2009: the Viña Mayor rosé 2008, whose Denomination of Origin (D.O.) is Ribera del Duero; and Viña Mayor fermented in cask, D.O. Rueda, both of which were very well received by the market. The brand's flagship rosé wine, Peñascal, was similarly revamped with a new image for its whole range: the new bottle has a fresher, more energetic and attractive look, while the 'Peñascal Fresh' line is aimed at younger consumers. As its name indicates, it is very fresh and fruity, adapted to the palate of new wine drinkers. Glorioso Crianza has also had a makeover, with a new type of bottle and label, to fit in with current trends. In-depth market research market showed that this new, burgundy-bottle format (typical of the great wines from Rioja Alavesa) was a hit with consumers. There is a newcomer to H.A. Barceló's range of iconic wines too: Cosme 1894 (D.O. Ca Rioja), due out this Xmas, is a top-quality wine, with grapes selected from aged vines planted at altitude and produced in micro-fermentation deposits and in 500-litre French oak casks.



# We're Re\_

**Re\_ is our attitude and our commitment.**

From each of the 35.000 people that with our work and effort contribute to developing

the solutions the world needs. **We are all Re\_**

It is an invitation for the rest of the planet to do what has to be done, together.

But, above all, it is our project. Of each one of us.

Re\_  acciona