



acciona

reports

nº45
winter 09/10



2010-2013 Strategic Plan

markets

Opportunities for ACCIONA
in United States

water

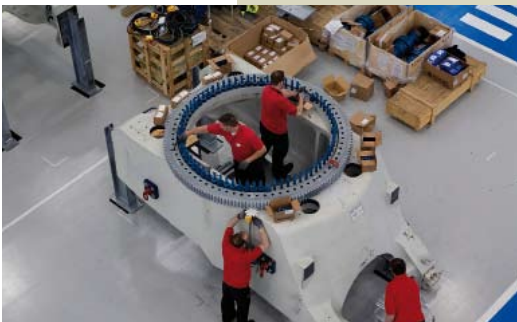
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Dear friends,

Allow me to dedicate this letter to underlining the importance of the 2010-2013 Strategic Plan, which we recently presented to analysts and investors and on the occasion of our Annual Executives Meeting. I would like to begin with a message of faith in the future: we are more than ready to meet the challenges laid out in our Plan thanks to the dynamism, technical skills and capability and the drive of all of us who make up ACCIONA.

Among the basic ideas which hold together the four-year Plan, and which already form part of our identity and long-term vision, I would like to highlight the following: our capacity for innovation and our ability to adapt to changing circumstances, our sustainable vision of business, the permanent quest for profitability common to all of our projects, and our global focus.

ACCIONA is effectively a **company** devoted to promoting economic development, social progress and environmental balance in the societies in which we operate. This is our real sector of activity. We are neither only a Construction company, nor just an Energy company, nor solely a Water company. We are a company which brings solutions all of the major challenges faced by modern society in these three areas, as well as in others. And we do it by delivering innovative products and methods and through the application of our philosophy of social responsibility.

Profitability is a permanent feature of all of our undertakings, and profitability, united with the principle of sustained growth, is the key aim of all trading companies. But, without economic development, social progress and environmental balance, it is impossible to achieve profitability. This is why these three elements together form the Triple Bottom Line of ACCIONA accounts, and stand as the fundamental challenges facing society today and, as such, are the most important business opportunities for our company.

Finally, these challenges and opportunities are on a global scale. They transcend borders and, therefore, our target market is also global.

We have prepared a realistic and prudent Strategic Plan around these ideas. It envisages strong growth, with a sound financial structure. It consists, in short, of identifying and exploiting the enormous business opportunity signified by the change in energy model and the obligatory reduction in climate footprint in developing countries and developed ones. This opportunity we owe to technological efficiency. ACCIONA is today tackling this exciting, historical challenge, and the Company is assuming its customary responsibility to show others the way.

José Manuel Entrecañales
ACCIONA Chairman



***"We know
how to exploit
the enormous
opportunity
represented by
the change in
energy model
and reduction
of the climate
footprint"***

A realistic and prudent Strategic Plan for strong growth based on a solid financial structure

→ ACCIONA to increase annually:

- revenue by 14%,
- operating profit by 22%,
- pre-tax profit by 45%

→ The Strategic Plan foresees investment of 6.5 billion euros

→ The debt ratio is to reduce by 40% and will fall from 6.4 x EBITDA in 2009 to 3.8 times in 2013

→ Innovation, environmental and social objectives include:

- 400 million euros investment in R&D&I;
- increase of 100% in avoided CO₂ emissions to 16 million metric tons;
- contribution of equivalent of 5% of annual dividend to social action projects

→ Growth vectors:

- increase in installed capacity by 2.74 GW during the period
- 2 billion euros investment in infrastructure
- development of the water business based upon its model of end-to-end solutions provider

→ The main strategies included in the Strategic Plan are the:

- unity of the Company's business
- pursuit of profitability
- globalization of its business
- financial deleveraging
- and sustainability as the strategic hub of the Company's activities

↓ José Manuel Entrecanales during the presentation of the Strategic Plan.

aCCIONA's Strategic Plan, presented on March 1st, envisages significant growth for the main economic variables, which will require significant investment during the 2010-2013 period. Specifically, the Company plans to invest a total of 6.5 billion euros and reduce its debt ratio by 40%, from 6.4 x EBITDA to 3.8 times. The sound financial structure will allow the Company to increase revenues by 14% per year – rising to 11 billion euros at the end of the period – operating profit by 22%, up to 2.3 billion euros, and pre-tax profit by 45% to 950 million euros.

Expansion & innovation

The Company is to continue its international expansion in those countries with potential for growth. The eleven strategic countries for ACCIONA are: the United States, Canada, Mexico, Colombia, Brazil and Chile in the Americas; Poland and Italy in Europe; the United Arab Emirates and India in Asia; and, finally, Australia. In all these markets, the company wants to respond to the permanent and growing demand for water, infrastructure and energy. It is to install the main divisions of

ACCIONA in these countries and means to be there for the long term. ACCIONA is also to broaden its objectives in innovation, investing 400 million euros in R&D and Innovation up to 2013 (practically a four-fold increase on the figure for the past four years), and will become a business benchmark in its strategy to tackle climate change, implementing a Sustainability Master Plan through which it will increase avoided CO₂ emissions by 100%, to 16 million metric tons. Other commitments will include, according to the Plan, devoting >



“ACCIONA’s business model is the best response to the major present and future challenges facing society and guarantees our growth and profitability.”

José Manuel Entrecanales, ACCIONA Chairman & CEO

ACCIONA 2010-2013 STRATEGIC PLAN

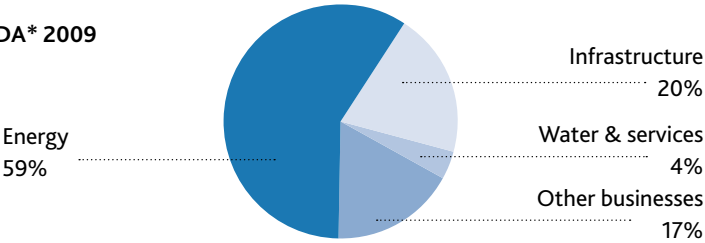
> the equivalent of 5% of the annual dividend to social projects.

Heavy investment

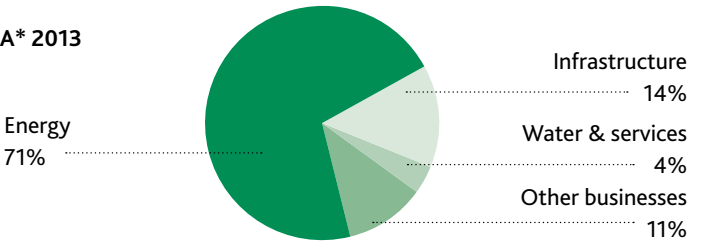
By business area, in Energy the annual average investment will be approximately 1 billion euros, such that the installed capacity will increase during the period by 2.74 GW. Revenues will, in this way, multiply by nearly three and EBITDA by two-and-a-half. As far as Infrastructure is concerned, the Strategic Plan also envisages strong investment intensity:

Contribution by business (%)

EBITDA* 2009



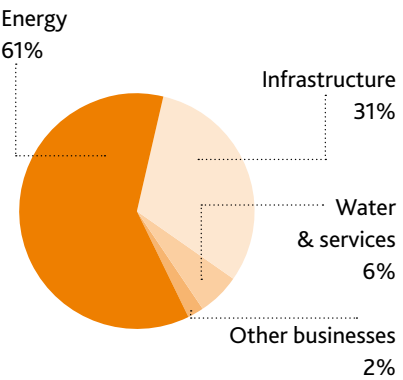
EBITDA* 2013



2 billion euros. The main growth vectors will be international markets and growing forms of public-private partnerships. Sales from this area are planned to reach 5 billion euros in 2013, while EBITDA will be over 300 million euros. In ACCIONA’s water business, the world leader in desalination technology, treatment and end-to-end management, it is planned that sales will double over the next four years to 950 million euros. EBITDA will rise to around 90 million euros and the company

will invest some 400 million during the period. With these parameters, the 2010-2013 Strategic Plan will demonstrate the sense of unifying the businesses of the company, the achievement of profitability as a priority and the capacity to take on projects across the globe. José Manuel Entrecanales, ACCIONA Chairman & CEO, commented: “ACCIONA’s business model is the best response to the major present and future challenges facing society and guarantees our growth and profitability.” ■

Investment



Total 6.5 billion €
Annual average 1.62 billion €

Strategic Plan step by step

Concept	2009	2013	Millions of euros	Variation (%)	Annual average increase (%)
Revenues	6,512	11,000		↑ +69	↑ +14
EBITDA*	1,043	2,300		↑ +121	↑ +22
BAI**	215	950		↑ +342	↑ +45

Debt reduction

	2009	2013	Number of times
Net financial debt/EBITDA*			6,4 3,8
NFDR ***/EBITDA* (with recourse)			4,0 1,1
Non-recourse debt			86 % in 2013

*Gross operating profit **Pre-tax profit ***Net financial debt with recourse

ACCIONA GETS HANDS ON AT COP15

Tackling climate change

ACCIONA put forward a raft of measures to encourage the full-hearted commitment of politicians and governments, the business community and civil society.



↑ The Re_ campaign took to the streets, parks and squares of Copenhagen. Its multimedia installation in the capital's Kultorvet Square broadcast citizens' opinions for three days to a worldwide audience.

during the Business Day (11 December), ACCIONA Chairman & CEO, José Manuel Entrecanales, called on Summit delegates to agree to the following:

- Binding, scientific objectives, with the necessary measures to eliminate GHGs worldwide.
- Emissions reduction plans adapted to the development of each country.
- A credible measurement, notification and verification system for emissions.
- A stable emissions trading market.
- Policies which provide an incentive for energy efficiency and the widespread use of renewable energies.
- Policies protecting intellectual property in order that clean technologies can be created and transferred.

■ A review of the Clean Development Mechanism (CDM). The Business Day was organized by the World Business Council for Sustainable Development. ACCIONA is the only Spanish company on its Executive Committee. The Company also sponsored a multimedia space which broadcast interviews with citizens in Kultorvet Square, where they talked about their expectations of the Summit, and, through connections with other countries, used an online 'barometer' to allow people from across the world to express their opinions. The launch of the Re_ campaign used both the streets and the Internet (YouTube, Twitter, etc.) to disseminate sustainability messages worldwide. ■



THE MUSIC OF SOLIDARITY GOES FROM STREET TO STAGE

Thousands of people pulsate to the beat of the Playing For Change concerts



Playing For Change is a ground-breaking idea, born out of solidarity, which brings together unknown but talented street musicians from 15 countries. Their first tour, sponsored by the ACCIONA Re_ campaign in Spain, included two concerts in Seville and Madrid. Thousands heard covers of hits such as

Stand By Me by artists such as Clarence, Titi and Grandpa Elliott, and favorites by established musicians such as Kiko Veneno, Pitingo, Rosario and Antonio Carmona who made guest appearances. Proceeds from the concerts are to go to music schools in India, Nepal and Ghana, among other countries. ■

ACCIONA gets across its Re_ message in schools

Practice what you preach! The Company is reusing hundreds of posters from its Re_ campaign and providing teachers and Primary and Secondary pupils and students with them so that they can work on the values, attitudes and practices that sustainability implies. Re_ is a prefix common to hundreds of verbs (250 in Spanish, 450 in English), which define social and individual actions, knowledge and use of which can help propel society to a sustainable future. Verbs such as: reinvent, reuse, retrain, remedy, etc. The posters selected were part of the campaign to raise awareness using the media, public places and the Internet to get the sustainability message across and were prominent in Copenhagen. In some Spanish Regions, the initiative is being held to coincide with ACCIONA's Sustainability Workshop, which shares the same objectives. ■



US APPROVES CLEAN ENERGY

The way to a renewable future

The United States government has taken a firm step towards adopting renewable energy as a way of creating employment and business opportunities, as well as speeding up change of its energy model and tackling climate change. Already established in the country, ACCIONA is ready to benefit from and simultaneously stimulate this process in what is a hugely important market.



US at a glance

- GDP
14,6 trillion dollars (2010 Forecast)
- GDP growth (IMF Forecast)
2.7% (2010)
2.4% (2011)
- Population
308.5 million
- Currency
Dollar:
1.4 euros
- Wind power capacity:
35,000 MW
+40% in 2009

the US economy is recovering. GDP leapt by 5.7% in the fourth quarter of 2009 and the IMF forecasts 2.7% growth for 2010, after almost one-and-a-half years in recession. The background to the debate lies in the need to change the country's energy model. The Obama administration is totally committed to this change, having put forward various legislative proposals to ensure that 15% of energy is "clean" by 2025; today this figure is just 3.4%. The Economic Stimulus Act heavily funds subsidized

and co-financed potentially fiscally-exempt projects. And the harvest is bearing unexpected fruit, in that the wind power market, against all expectations, grew almost 40% in 2009. When the economic recovery is complete, experts calculate that the renewables sector will grow from 15% to 25% each year.

More stimulus initiatives

There is other legislation, too, such as the Clean Energy and Security Act (passed by Congress and awaiting



Red Hills wind farm, built and operated by ACCIONA Energy in Oklahoma, the first in the United States approved according to the demanding international Voluntary Carbon Standard requirements.

Senate approval), which establishes a general framework for emissions reduction and the strategic switch to sustainable sources. Despite political reticence, few doubt that this path has crossed the point of no return. ACCIONA is positioning itself to drive forward this process in all energy, infrastructure and water treatment sectors. It also has an institutional presence as the first Spanish company to chair the World Business Council for Sustainable Development. ■

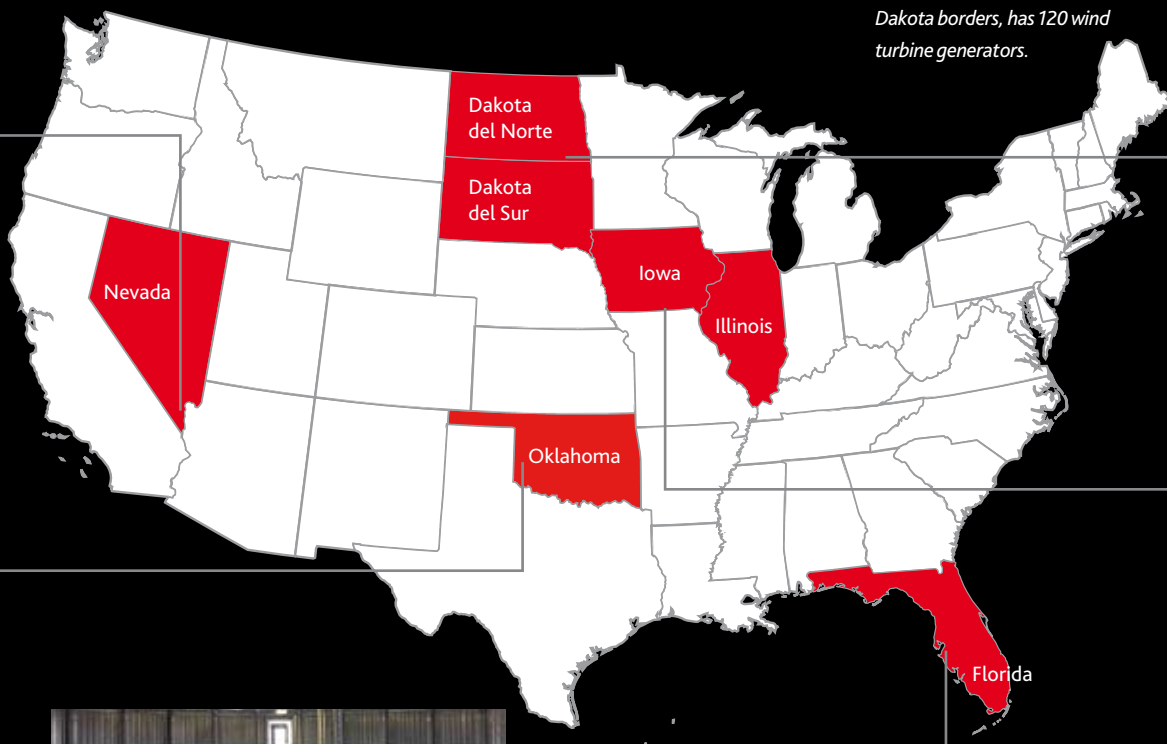
ACCIONA Infrastructure is studying various public-private collaboration activities, while ACCIONA Agua is tendering for large desalination plant projects



↑ Nevada Solar One concentrating solar power plant is one of the biggest in the world.



← Red Hills wind farm, in Oklahoma, is the first VCS-accredited facility in the US Oklahoma.



→ The Tatanka farm, astride the Dakota borders, has 120 wind turbine generators.



← Tampa Bay reverse osmosis desalination plant, the biggest seawater plant of its kind in the US.



↓ West Branch manufacturing facility, in Iowa, can produce 400 turbines a year.



ACCIONA IN THE US

Total professional workforce:

313

286 in ACCIONA Energy
27 in ACCIONA Agua

Offices:

ACCIONA Energy: Chicago (IL),
Boulder City (NV) and West Branch (IA)

ACCIONA Agua: Solana Beach (CA)

ACCIONA ENERGY

The company has five wind farms operating with a total capacity of 490 MW and investment of 647 million euros, located in the states of Oklahoma, Illinois and North and South Dakota. The **Red Hills** (Oklahoma) farm was the first in the US to be certified and registered according to the requirements of the Voluntary Carbon Standard (VCS), a standard index for the internationally-recognized approval of voluntary carbon trading rights.

ACCIONA Energy has a wide portfolio of wind power projects in different

phases of development, spread across 19 states, including Kansas, Oklahoma, Texas, Wisconsin, South Dakota, Iowa, Pennsylvania, New York and California. ACCIONA has supplied **turbines** with a total capacity of 210 MW for two wind farms and is completing the supply of 268 MW for a third in Montana, owned by NaturEner, the Spanish energy developer.

Elsewhere, ACCIONA Energy built, and operates, one of the biggest concentrating solar power (CSP) plants in the world in 191 million dollar **Nevada Solar One** facility, in Las Vegas,

which has 64 MW installed capacity. The plant, inaugurated in June 2007, has expanded by 2 MW through 7.2 million euros of extra investment.

The company is currently studying a host of opportunities to build solar **thermal and photovoltaic** (PV) plants in southern states. ACCIONA Solar Power, together with Clark Energy Group, won a tender in July last year called by the US Army Corps of Engineers to build 500 MW of PV and CSP solar plants in Fort Irwin, California. The contract is to be carried out between 2012 and 2022,

with an estimated investment of 1.44 billion euros. ACCIONA Energy also designs and constructs wind turbine generators at its manufacturing facility in **West Branch**, Iowa. Operational since 2008, the plant has a production capacity of 400 turbines a year. The Company is also looking into possible sites near to the facility where it can install four 3 MW prototype turbines before producing them on a larger scale.

ACCIONA AGUA

ACCIONA Agua built and operates the Tampa Bay reverse osmosis desalination plant, the biggest such seawater plant in the United States. The facility, which took Global Water Intelligence magazine's 'Desalination Plant of the Year' award, covers over 10% of water needs in Tampa city. The company also has an R&D pilot plant in the city of Monterey, in California, built for the California American Water company. And it is tendering to build and operate another desalination plant for underground water in Hialeah, to supply Miami city.

PARTICIPATION IN VARIOUS CENIT PROJECTS

ACCIONA ranks among the EU’s top R&D & Innovation investors

The Company invested €92.2m in 2009, up 30% on the previous year.

For ACCIONA, innovation is one of the cornerstones of the Company. According to the annual European Commission ranking of companies with highest investment in research and development and innovation (R&D&I) in 2008, ACCIONA came sixth nationally, climbing three places, and 213th in the European Union, up 100 places.

ACCIONA is also leader in:

- R&D&I investment among Spanish constructors, with a commitment of 71.3 million euros (it is second among EU constructors), and;
- Innovation intensity in the European electricity and construction sector, with a ratio of Research & Development & Innovation investment to EBITDA of 6.7%.

EUROPEAN COMMISSION R&D&I RANKING			
Company	EU Ranking	Spain Ranking	R&D investment
Telefónica	40	1	668.00
Indra Sistemas	103	2	166.34
Almirall	169	3	98.20
Repsol YPF	183	4	83.00
Iberdrola	206	5	73.10
ACCIONA	213	6	71.30
Zeltia	242	7	58.09
Fagor Electrodomésticos	247	8	56.00
Industria de Turbo Propulsores	267	9	50.00
Abengoa	336	10	33.54
Gamesa	345	11	32.06
Ebro Puleva	635	12	11.58
Cie Automotive	637	13	11.51
Amper	646	14	11.11
Obrascon Huarte Lain	666	15	10.66



ACCIONA is engaged in several CENIT research projects.

This only goes to confirm ACCIONA’s desire to be a technological benchmark in its sector.

Particular proof comes in the participation of the Company in four of the 18 new CENIT projects in Spain, designed to promote cooperation between companies, universities and administrations to drive forward research and development. Projects won by the Company include:

Efficient & Intelligent Technologies Directed at Health & Comfort in Internal Environments - TECNO – CAI. Its aim is to improve comfort and healthy conditions in buildings through new systems, technologies

ACCIONA is to invest 23 million euros towards its participation in four CENIT projects

and materials, involving an intelligent control platform capable of detecting and controlling critical environmental parameters by intelligent data processing.

Sustainable Biorefinery – BIOSOS. A project that sets out to develop plant resins as construction materials.

Research and Development of New Energy Generation Technologies Based Upon Thin-Film Photovoltaic Laminates – ATON. Focuses upon the

architectural integration of thin-film photovoltaic solar solutions.

OCEANLIDER - Offshore renewable technologies. Along with the company Iberinco, ACCIONA Energy is developing floating measurement devices for offshore wind power resources.

The Company is to invest more than 23 million euros over the next four years to carry out these projects. In all, ACCIONA is currently involved in 12 CENIT projects. ■

IN LOECHES, MADRID

A sustainable compost plot that can generate 158,400 MWh of energy

Operated by ACCIONA Infrastructure and ACCIONA Agua, the facility will produce the equivalent of electricity for municipalities with 45,000 residents.

The regional president of Madrid, Esperanza Aguirre, opened a sewage plant in Loeches (Madrid), constructed by a Temporary Joint Venture between ACCIONA Infrastructure and ACCIONA Agua. The investment in the facility came to 45.8 million euros and was financed by Canal de Isabel I and funded by the European Union. ACCIONA is to manage the plant for a further six months, with a possible extension to one year. The sewage sludge treatment unit, which has a compost plant and a thermal drying unit with cogeneration facilities, will recycle 155,000 metric tons of sludge per year from 14 plants across the Madrid region. Moreover, the drying process will generate up to 158,400 MW/hr of energy a year for the plant itself and

for a number of Canal installations, bringing energy savings, protecting the environment and encouraging the sustainable use of resources.

14,900 metric tons a year of compost
The treatment unit consists of a compost plant made up of 18 tunnels for processing sludge and another for drying it. The compost –a product obtained in this process– is formed through the even mix of three parts of the sludge remains and is mainly used as fertilizer in gardens, agriculture and landscaping. The plant is able to produce up 14,900 tonnes a year of compost. The installation of a second thermal dryer, made of two lines, will see capacity rise to 105,000 metric tons a year (300mt/day), most of which will go to agriculture as fertilizer. ■

The installations will recycle more than 155,000 metric tons from 14 sewage plants in the Madrid region



Self-sufficiency and emissions reduction

The energy generated from the drying plant at Loeches is used to supply part of the Canal de Isabel II installations, with a view to saving energy and leading to a more sustainable use of resources.

This amount of energy is equivalent to that consumed by 45,000 residents a year, added to the 113,000 MWh of electricity per year obtained from ACCIONA-owned mini-hydroelectric plants, making Canal de Isabel II the region's biggest electricity producer.

The self-sufficient plant, which functions with two cogeneration motor-generators, will use natural gas as fuel, reducing the CO₂ emissions to the atmosphere by at least 25%, compared to those produced by petrol products per unit of energy produced, or 40% less than coal.

The commissioning of this plant was a gradual process. The sludge composting began first, whereas the sludge drying plant came into operation with the start up of the three motor-generators.



The plant has a thermal drying unit fired by cogeneration.



Madrid's Regional President Esperanza Aguirre with José Manuel Entrecanales and other guests at the opening of the Loeches facility.



ACCIONA stand in the Congress. Visitors had the opportunity to taste desalinated water from the Mediterranean from the Jávea plant.

IDA WORLD CONGRESS (DUBAI)

ACCIONA explains its world leadership in desal technology

During the technical sessions held at the International Desalination Association Congress (IDA World Congress) in Dubai in November, ACCIONA Agua representatives spoke at length about the need to evolve towards more sustainable desalination models. The example given to illustrate this vision was the Beckton desal plant on the Thames Estuary, which the company is almost ready to complete and will soon begin to supply water to around half a million Londoners.

Energy savings and sustainable desalination

Under the slogan “Desalination for a better world”, the company’s talks centered on the environmental associated energy impact of desalination and water reuse. In this framework, under the title “Another vision for the desalination plant in Beckton, London” Julio Zorrilla, Director of National Construction at ACCIONA Agua, explained the technological aspects of the Beckton plant, one of the projects with the highest sustainability indices thanks to the significant energy savings guaranteed by its treatment system. ■



ACCIONA WINS FIRST TENDER IN 2010

Contract for Operation and Maintenance at Andorra WWTP

The Waste Water Treatment Plant (WWTP) in Andorra has a capacity of 35,300 cubic meters per day and serves a population equivalent of 100,000. The contract, awarded under the Principality’s Environmental and Land Planning Act, is split into three phases: one up to 2012; a second with two renewable extensions and a third with annual extensions up to 15 years each. ACCIONA adds the first contract in 2010 to others which were won in 2009 in Brazil and Spain (Seville and Calatayud). ■

Construction now under way at San Salvador dam

ACCIONA Infrastructure has begun construction of the San Salvador dam in Huesca. The work will affect the municipalities of Albalate de Cinca, Belver de Ganced and Binaced, although the benefits of the work were felt by the whole irrigable region from the Aragon Canal to Catalonia, and in the provinces of Huesca and Lleida. The dam is to be incorporated into a large system that will improve the exploitation of irrigated surfaces and will take water directly to 23,000 hectares of the Canal to store excess water from the nearby Barasona dam in winter and spring.

INVESTMENT OF 500 MILLION EUROS

ACCIONA Agua to build and operate the biggest WWTP in the world in Mexico

The installations will treat sewage from more than 10 million habitants, reusing water from 80,000 hectares of irrigated lands.

The Mexican Government and its National Water Commission (Conagua) held a call for tender last December for the construction and operation of what will be one of the world’s largest sewage treatment

plants. The facility will be located in Atotonilco – in the Mexican state of Hidalgo – and is to be built by a consortium including ACCIONA Agua and other reputable local and international firms.

The Atotonilco Waste Water Treatment Plant has a nominal capacity to treat an average 35 cubic meters a day and a maximum of 50 cubic meters a day, including the final evacuation of solid waste and sludge. The facility will feature a cogeneration plant, so that the biogas emitted can be used to save energy elsewhere.

It will purify the water from 10,500,000 inhabitants and will reuse it to irrigate around 80,000 hectares of land.

Investment will come to around 500 million euros and the contract to

The Atotonilco Waste Water Treatment Plant plant allows maximum energy saving thanks to its biogas cogeneration system

service and operate the plant will run for 25 years.

This latest contract brings ACCIONA Agua’s total in 2009 in Latin America to three. A total of 2.5 million people across the region now get their water from the world’s best water treatment company. ■



Location of WWTP and the hospital, the contracts for which the Mexican government has awarded to ACCIONA.

World leadership

The plant, which will be the biggest of its kind in the world, and will provide jobs for some 2,000 people, will treat wastewater from the Mexican Valley (Mexico DC).



ACCIONA Infrastructure to build its sixth hospital in Mexico

The 236-bed Sustainable Regional General Hospital, in the municipality of Metepec (Mexico City state) will take up a surface area of 323,500 square meters. State investment amounts to 32 million euros.



The sculpture is 93 meters high and weighs 572 metric tons.

A new icon on Madrid's cityscape

The Caja Madrid monument inaugurates a new and spectacular skyline for the capital. The main piece in the work is a vertical mast formed by a cylindrical nucleus two meters in diameter, built with steel of various thicknesses, from 80 mm at the base to 25mm at the peak. Some 493 gilded bronze, 7.7m-high, tilted slats and ribs have been fixed onto this shaft, grouped into 12 sections the length of the monument, each of them formed by 42 gilded bronze bars bound together at their ends with those adjacent, above and below. Operational devices are situated inside the shaft, as is a stairway to the top.

The whole surface of the monument, formed by these bars, makes a gentle, tilted movement transmitted by and linked to the ends of the ribs, resulting in an apparent rising, wave-like movement the length of the shaft. The device incorporates 126 hydraulic mechanisms which give the monument its different movements and speeds, and it also has electrical installations for lighting and motorization. ■

DESIGN BY SANTIAGO CALATRAVA

A new colossus for the northern entry to Madrid

Carried out by ACCIONA Infrastructure, it is the architect's first sculptural work in the Spanish capital. The monument is a gift to Madrid from the Caja Madrid savings bank, donated through the City Hall.

The monument is the first such work by the internationally acclaimed architect Santiago Calatrava in Madrid and is a gift from Caja Madrid to the city commemorating the bank's 300th anniversary. Located in the Plaza de Castilla, looking down the Paseo de la Castellana, the colossal structure has become one of the most emblematic works in northern Madrid. Made and installed by ACCIONA Infrastructure, this is

a gigantic, 93 metre-high, steel and bronze cylinder, two meters broad inside and weighing 572 metric tons. Anchored upon a steel tripod astride the Paseo de la Castellana road tunnel, its base is made up of a truncated cone whose crown rises six meters above the square. Santiago Calatrava himself defined the monument as a work which "bridges architecture, sculpture and engineering."

ACCIONA Infrastructure obtains certification for international OHSAS standard

ACCIONA Infrastructure has obtained certification for the international OHSAS standard, 18001:2007, which establishes a series of requirements and control mechanisms related to workplace health and safety. The certification recognizes a top-class workplace health and safety system, operational across all levels of hierarchy of the organization and its practices. The certification also implies the use of various health and safety methodologies and tools, and foresees activities which will improve the image of the Company so that all stakeholders (customers, authorities, society, etc.) can verify its commitment to the health and safety of workers. At the strategic level, obtaining the OHSAS certification palpably demonstrates the innovative focus and vision ACCIONA Infrastructure has for its future. It will help gain new projects, customers and business partners at the international level and reflects the Company's compliance with laws and regulations in the sector.

BUILT BY ACCIONA INFRASTRUCTURE

Aragon's Grand Prix circuit opens its doors

The track is approved for car and motorbike Grand Prix such as Formula 1 and Moto GP.

The new Aragon Motorland racing circuit in Alcañiz, Teruel –built by ACCIONA Infrastructure and several partners– is now open to the public. The facility includes a number of annexes and meets the requirements of the Formula 1 and Moto GP authorities for top-flight events. ACCIONA Infrastructure has also built different operational and service buildings adjoining the track, such as a control tower, executive boxes, press center, cafeteria and medical facilities. The work took 20 months.

Multidisciplinary venue

The racing track has a total length of 5.34 km and width of 12 meters. Eight right-hand and 10 left-hand bends make for a highly technical design in which, at an average estimated speed of 214.5 km/hr, a lap can be completed in just 89 seconds. The track was conceived by one of the best-known designers of racing circuits in the world, Herman Tilke, with technical advice from Spanish driver Pedro de la Rosa, and satisfies all the requirements of the FIA (Fédération International



de l'Automobile) 1-T standard. The circuit is ideal for all official automobile racing categories. Aragon Motorland can thus be used by Formula 1 teams for training and is perfect for vehicle testing by automobile manufacturers. The track's straight, at 1.72 km, is technically equipped to become one of the best in Europe for aerodynamic testing.

Minimum environmental impact

Instead of using the conventional metallic structure for stands, ACCIONA Infrastructure has carved out natural galleries from the hillside, creating woodland areas

for shade and employing wooden, railway sleeper-like steps, to achieve a better integration of the complex with the environment. It has also transferred olive trees affected by the building of the motoring area in order to retain the environmental equilibrium of the space. ■

The track is a first in incorporating landscape and its design meets all FIA criteria

Aragon Motorland

The Aragon Motorland complex, 5 km from Alcañiz (Teruel province, Spain), covers a total of 350 hectares and, as well as featuring a Grand Prix track, has a recognized go-kart circuit for international races and several dirt tracks for car rallying, motocross and super-bike trials. The venue also has a specialized technological park, and a shopping and leisure centre is planned.

The track in figures

- Length: 5,345 m
- Main straight: 1,726 m
- Budget: 50.5 million euros



→ JOAQUÍN MOLLINEDO

Chief Innovation & Sustainability Officer - ACCIONA

“Companies will soon have to be sustainable to be profitable”



HIS PROFILE

A law graduate from Madrid's Complutense University, Mollinedo spent 12 years as an attorney in various government departments and was Professor of Public Law at the Carlos III and San Pablo universities (both in Madrid). Between 1998 and 2007, he was Director of Institutional Relations and Secretary-General of Orange, and until September 2008 Secretary-General of the Vocento Group. Prior to his current post, Mollinedo was ACCIONA Energy's Director-General for Corporate Resources.

Commitment and responsibility are the two words which come to mind when talking to ACCIONA's new Chief Innovation & Sustainability Officer. It is his department which maps out and oversees the paths to follow in fulfilling one of the main objectives driving the Company.

Q. What does sustainability signify for ACCIONA's operations?

A. It is an essential strategic commitment, understood as a differentiating competitive factor, the creation of value and profitability. The content and strong points of our main businesses naturally lean towards sustainable objectives and efficient collaboration in overcoming a challenge which goes beyond the limits of our own Company: to improve life on the planet. The challenges facing the environment and the social demands will become increasingly exacting and the authorities will respond with even stricter regulations. Those companies which best prepare to face up to these challenges will be, at the end of the day, the winners. In a few decades' time from today, companies will have to be sustainable to be profitable – or they won't survive. ACCIONA must continue on this competitive route and lead

the next transformation of the needs of sustainable development in an innovative and technologically advanced way.

Q. How, specifically, is sustainability managed in our Company?

A. It's already five years since ACCIONA concentrated its strategy upon a clear orientation towards sustainable development at the international level. The new impulse we mainly want to focus upon now affects organizational and management aspects which improve the efficiency of our sustainable performance. Establishing the Sustainability Committee, which reports to the Board of Directors of the Company, and creating the Directorate-General of Innovation and Sustainability, form a large part of these efforts. We also intend to launch, disseminate and implement a Sustainability Master Plan, which, in the framework of the strategic and business plans, will determine the policies, work lines and sustainability action plans to be carried over the next few years in order to present Triple Bottom Line accounts.

Q. What are the main axes of ACCIONA's sustainability policy? What is the role of the professionals in the Company?



“ACCIONA's professionals are the pillar upon which the sustainability of our project rests”

A. We have defined five main areas of action: the Environment, People, the Business Value Chain, Society at large and Innovation. In each of these areas, the objectives we want to achieve are defined, as well as the commitment that needs to be made in the coming years, in the short and medium term, in a way that they can be measured, reported upon and verified, and the necessary management tools will be established to this end. In any case, the Company's professionals form the fundamental pillar upon which the

sustainability of our projects is based; their responsible commitment and participation in the planning and development of sustainable operations at all levels of the organization are the best guarantee of success.

Q. What roles are played by socially responsible policies, environmental and quality management, and innovation, as part of the sustainability framework?

A. These are three critical elements of our sustainability model. In the area of Social

Responsibility, our activity centers upon, on the one hand, the measurement of the social and environmental impact of our business, and also in the planned organization of our social contribution. The main challenge as far as quality and the environment is concerned, is to transform our commitment to economic and operational profitability and value creation, while reducing the costs of that which does not provide quality. And, finally, as far as innovation is concerned, we have to be able to identify and quantify an effective return from our research and development, as well as practicing innovation, not just from a strictly technological respect, but also at the operational level, and beyond through the development of our own new sustainable business models.

Q. What room is there for synergies within the group in preparing a global sustainability strategy?

A. It is vital that the sustainable development vision runs across the board and in depth throughout the Company in order to turn ACCIONA's sustainable style into a differential element exclusive to the Company compared to our competitors, and is based upon the range of knowledge and skills at our disposal, and which are unique and very difficult to copy. To benefit from synergies within the group, the processes need to be developed in a much more coordinated and efficient way, and resources must be applied better. They will therefore be very firmly influenced by the achievement of sustainability objectives by the Company. ■

ACCIONA increases electricity production from renewables by 45% in 2009

The Company avoided the emission of 8 million metric tons of CO₂. Generation from renewable sources grew by 30% in Spain and by 105% overseas, delivering to a population equivalent of 2.4 million.

Wind power technology generates 89% of renewable electricity, followed by hydro, with 8%

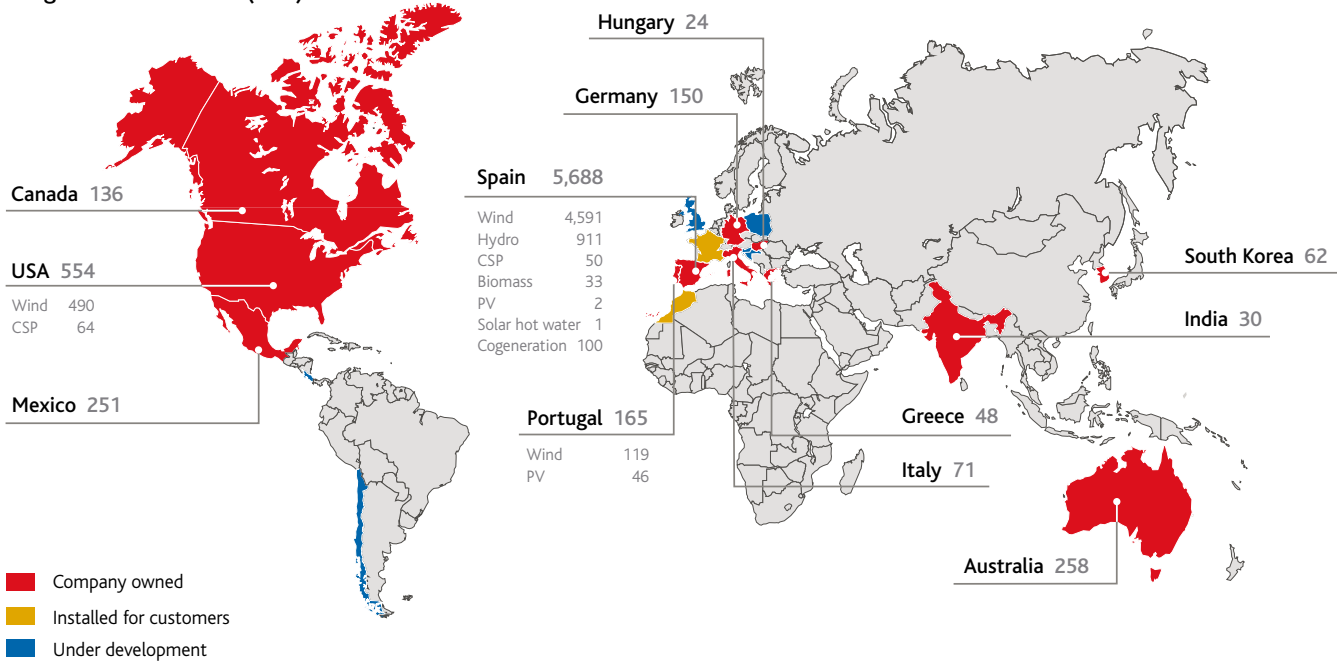
growth in renewable electricity production last year (44.6%) came to 12,968 GWh (13,569 GWh if we include cogeneration facilities). This figure –equivalent to supplying 2.4 million people– avoided emissions of 8 million metric tons of CO₂, (the main greenhouse effect gas and the cause of climate change), the equivalent of the carbon sink capacity of 400 million trees.

Breakdown by country

Almost 73% of renewable production by ACCIONA Energy was generated in Spain, 10.3% in the US, and the rest in Australia (4.4%), Canada (3%), Portugal (2.1%), Germany (2%), Mexico (1.8%) and South Korea (1.3%). The other four countries where ACCIONA operates –Italy, India, Greece and Hungary– accounted for percentages

ACCIONA´s renewable energy capacity

Figures at 31.12.2009 (MW)*



* In countries with unspecified technology, all the installed capacity is wind power. ACCIONA also has 100 MW in cogeneration in Spain.

Owned MW: 7,337 **MW attributable to the Group: 6,455**
Total installed MW: 8,892

ENERGY AND ENVIRONMENTAL BALANCE OF ACCIONA ELECTRICITY PRODUCTION, 2009			
	Production (MWh)	Emissions avoided (metric tons)*	Equivalent consumption (population) *
Spain (renewable)	9,437,792	5,190,786	1,770,851
Spain (cogeneration)	601,164	175,540	
USA	1.334.565	1.048.968	107,461
Australia	564,782	482,300	55,858
Canada	384,527	278,518	25,131
Portugal	268,408	161,638	59,461
Germany	258,830	213,056	40,531
Mexico	227,331	141,710	124,701
South Korea	164,114	102,424	21,336
Italy	102,784	59,497	19,585
India	100,542	93,504	157,343
Greece	78,314	61,404	16,616
Hungary	46,297	27,721	14,021
TOTAL	13,569,450	8,037,066	2,412,895

* Emissions avoided depend upon the emission factor of each country as a function of its energy mix and equivalent consumption, and the ratio of electrical demand per capita.

of less than 1% of total production. Renewable generation in Spain (9,438 GWh) grew by 30%, and by 105% internationally (3,530 GWh).

Importance of wind power

By technology, wind power (11,551 GWh of the total production) represented 89% of the Company's renewable electricity generation. Eight per cent (1,037 GWh) corresponded to hydro, 1.3% (163 GWh) to biomass, 1% (125 GWh) to solar thermal and 0.7% (94 GWh) to PV solar.

In the data for 2009, six months of production from the wind farms

and hydro stations acquired from Endesa are included, as a consequence of the agreement for ACCIONA to sell 25% of its shareholding in the company. This operation contributed to increase wind power production (38.4%) and hydroelectric (341%) in the fiscal year. Production in 2010, with similar energy resources, will be slightly higher for a full year from the assets acquired and from others plants that began supplying in the second half of 2009.

Over 2,500 MW added

Renewables installed capacity owned by ACCIONA Energy grew to

2,567 MW (488 of them installed by the Company and 2,079 acquired), coming to a total of 7,337 MW, 54% more than the previous year. Wind power installation contributed 1,665 new megawatts (+36.5%), distributed over 213 wind farms. In hydro, 852 MW were added (+341%) in 2009, giving a total of 911 MW, in 79 stations, by the end of the year. ACCIONA also connected a new 50 MW solar thermal station to the Spanish grid, and had accumulated a total of 114 MW from this source by the end of the year (+78% compared to 2008 data). ■



The Prince and Princess of Asturias, accompanied by various delegates, visit the ACCIONA stand at the Summit.



ACCIONA AT THE FOREFRONT

Abu Dhabi Energy Summit

The Company puts forward its sustainable development proposals in Energy, Infrastructures and Water.

aCCIONA showcased, at the World Future Energy Summit (WFES) in Abu Dhabi, its global offering of products and services in the areas of Energy, Infrastructures and Water. The Company's stand was visited by Their Royal Highnesses the Prince and Princess of Asturias, Don Felipe and Doña Letizia, who were received by the ACCIONA executives, Frank Gelardin (Head of International), Alberto De Miguel (Director General for Business – Energy Division) and Adalberto Claudio (International Director General, ACCIONA Infrastructure).

During the tour, the Prince and Princess recognized the developments carried out by ACCIONA in different renewable energies and took a close look at the AW-3000 wind turbine generator. Prince Felipe showed interest in the logistics of transport of the wind turbines and the process of manufacturing the blades of the machines, as well as recalling the visit he made to ACCIONA's straw-fired biomass fuel plant at Sangüesa (Navarre). ACCIONA was also present in Abu Dhabi with representatives and messages about Infrastructures and Water, allowing visitors to visualize its global offering of products and services as a diversified Company. ■

ACCIONA demonstrated its global vision for products and services at the stand, putting forward the strategy of its commitment to development and sustainability

PAN-EUROPEAN RESEARCH

ACCIONA leads the MARINA project

The initiative studies mechanisms for the feasibility of integrating, on a single offshore platform, energies such as wind power, tidal power, wave power and oceanic currents.

aCCIONA Energy is to lead a European research consortium dedicated to establishing the technological basis for making viable and competitive the integration, in the same deep-water offshore platform, of a range of renewable energies such as wind-, wave- and tidal power and oceanic currents. The MARINA project (Marine Renewable Integrated Application Platform) has a total of 12.8 million euros, co-financed by the European Commission under the 7th Research Framework Program to the tune of 8.7 million euros.

More than 30 researchers from 17 EU institutions, coordinated by ACCIONA, will study until June 2014 a multitude of aspects designed to contribute to the forecast boom in offshore wind power, driving its integration with other renewable marine technologies in platforms situated in deep water (over 40 meters). This would substantially increase the potential use of renewables at sea



and would generate synergies needed to favor the economic feasibility of this type of installation. There are currently 2,056 MW of offshore wind power installed in Europe – mostly off the United Kingdom and Denmark – but it is forecast that this could rise to 150,000 MW by 2030. ■



Three experts taking part in the MARINA project. From left to right: Jorn Paus (Statoil), Raúl Manzanar (ACCIONA) and Jan Erik Hanssen, pictured in front of the only floating wind power turbine so far built in the world, in Norwegian waters.

An international consortium for a pioneering project

Companies: ACCIONA Energy (coordinator), Dong Energy (Denmark), Statoil (Norway), Technip (France), Progeco (Italy), Corrosion & Water Control (Netherlands), Bureau Veritas Netherlands, and 1-Tech (Belgium).
Universities: NTHU (Norway), Edinburgh (United Kingdom), Cork University College (Ireland), École Central de Nantes (France), National and Kapodistrian University (Greece) and Algarve University (Portugal).
Technology Centers: Tecnalia Robotiker (Spain), Riso DTU (Denmark) and Fraunhofer IWES (Germany).

PROFESSIONAL INSPIRATION

Your path to growth

The ACCIONA Careers Guide offers professional development for all employees.

Thanks to this Guide (created by the Human Resources department as part of its campaign, Your Path to Growth), all ACCIONA professionals, independently of their position, activity, company, line of business and country in which they work, can find out which development options ACCIONA offers them and plan the best path for their employment possibilities in harmony with their personal life.

The Careers Guide includes a new resource called "Role", which brings together job posts with similar characteristics in objectives, responsibilities and competencies. Each professional is assigned a Role indicating precisely which professional level they are at and what development they can expect according to their performance, the capacities they demonstrate and the needs of the business in the short and long term.

Families and Collectives

To reflect the wide variety of professional profiles in ACCIONA, the Role has been structured into two elements: 'Family' activity and the 'Collective'. As a result of this combination, a Role emerges for each person. All employees will have a conversation with their line manager in which they will be able to find out what their assigned Role is, as well as the content



of the Careers Guide, which contains all the possibilities in ACCIONA. Further along the line, new initiatives will be launched in connection with the development of personnel, such as the new Performance Evaluation Tool, which will help manage the growth of people via a system of identification of objectives to be achieved during the year. ■

ACCIONA employees will have the opportunity to grow according to their performance, capacities and the needs of the business



A panoramic map of each path, reflecting the specific options for professional development in ACCIONA.

NEW ACCIONA EMPLOYMENT CHANNEL

Re_inspire yourself

The corporate website (www.acciona.com) now features the Employment Channel, an interactive space, with support from social and professional networks, to communicate directly with professionals and students and offer them the best employment opportunities.

Alongside our Re_ campaign, this new channel sets out, among other things, to Re_inspire the employees of the future. "We want to provide inspiration for students and professionals so that they know the ACCIONA project, get close to us and join in. We want to become a benchmark employer," explains Gerardo Lara, the Company's Labor Market Director.

The service allows users and job applicants to send in their CVs and to forward job advertisements to friends and contacts. The users can also become active as followers of ACCIONA Employment in the best known social and professional networks, such as Twitter, LinkedIn and Facebook, to receive up-to-date information about new vacancies. "This allows instantaneous, two-way, direct communication with candidates through their usual social

network," says Rafael Rodríguez, internal communications and Internet manager.

Another online resource which enriches the Employment Channel through interactive communications is ACCIONA's Human Resources Blog, which caters for all professionals interested in the Company and its sectors of activity. The



Employment Channel also offers users self-evaluation tools, information on ACCIONA's participation in employment forums, job search advice, information about the Company's selection process, etc. Various ACCIONA employees have also collaborated in recording videos, where they explain their professional experiences. According to Héctor Salvador, head of ACCIONA Infrastructure's UTE (temporary joint venture) department, "It is very gratifying to try to transmit to future colleagues a personal impression of ACCIONA, and also to inspire them about their work capabilities and professional development in a company that is focused and different." ACCIONA has a workforce of more than 35,000 employees in five continents. ■

other activities



Information and reservations:

www.habarcelo.com
(Wine Tourism section)

■ Bodegas y Viñedos Viña Mayor:
Tel: (+34) 983 68 0461
Email: rrpp@vina-mayor.com

■ Bodegas Palacio y Hotel Restaurante Cosme Palacio:
Tel: (+34) 945 600 151
Email: rrpp@bodegaspalacio.es

Free visit to the cellars for ACCIONA employees



The world of wine at first hand

Grupo H.A. Barceló offers wine-lovers guided visits and special tasting sessions in its famous cellars. It's the chance to get a close-up look at the production of the red nectar.

grupo H.A. Barceló, a great wine-producer, promotes its wine tourism with one aim in mind: each visitor to the winery is introduced first-hand to the traditions, knowledge and innovation that form part of the winemaker's art. For this, Bodegas Palacio and Bodegas & Viñedos Viña Mayor (D.O. Rioja and D.O. Ribera del Duero, respectively) lays on guided visits and wine-tasting courses. The guided visits transmit all the nuances in the long journey of a

wine, from the earth to the palate. Accordingly, visitors are invited to look around the vineyards, preparation facilities, the cellars, and the cork and bottling plant, with thorough yet easy-to-understand explanations of each of these activities.

Know your wine

The specialists at Bodegas Viña Mayor also bring visitors up-to-date on new technologies and offer a

spectacular light, image and sound projection in the cellars where the barrels are stored. Visits are available every day of the week and last for about an hour.

The team of wine experts and the Group's PR staff are particularly careful to ensure that the tasting courses are carried out in specially adapted installations, which is essential to the success of wine tourism. Bodegas Palacio and Bodegas Viña Mayor tailor the tours and tasting courses according to visitors' prior knowledge of wines, catering for beginners and seasoned experts alike.

The Bodegas Palacio wine tourism package includes the Hotel Restaurant Cosme Palacio, the old vineyard, set in a building that goes back more than a 100 years, which has been awarded, by an international jury, the "Best of" Prize for Winegrowing tourism in the "Accommodation" category.

For those who desire total immersion in the world of wine, H.A. Barceló offers a weekend package (two nights) in the Bodegas Palacio with a beginners' wine-tasting course, or a wine-tasting stop-off (one night in the week) that includes also guided visit to the facilities. ■

Secrets of wine-tasting: time and memory

- Wine-tasting is not just about distinguishing the good from the bad, but knowing how to appreciate the particular qualities of each wine.
- Tasting is not drinking, but sensing.
- Tasting is more than just trying a wine.
- It is more about art than science.
- It is about curiosity.
- One shouldn't be intimidated by tasting; it only needs concentration and senses and is in everyone's reach.
- Personal taste is formed over time.
- Wine-tasting is based upon apprenticeship, good education, trying different types of wine and remembering their characteristics. Memory is fundamental: wine-tasting is the art of comparison.

H.A. Barceló tailors its wine-tasting courses to visitors' knowledge

