



acciona reports

'LUZ EN CASA'

Solidarity project brings light to Peruvian homes

SUSTAINABILITY MASTER PLAN

Road map proves our worth as sustainable development pioneers

AUSTRALIA

ACCIONA
pushes on
in a strategic
market

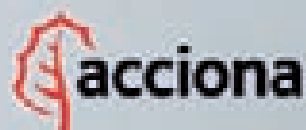




A SUSTAINABLE GROWTH MODEL

Creating value, building infrastructures, using alternative energy sources, guaranteeing the availability of and access to water for everyone through a firm commitment to R&D and sustainability in all of the fields where we operate. This is our challenge, our business model, our path, our response.

www.accionna.com



“We have a corporate project based on sustainable business, with its sights permanently set on international expansion and innovation”

As 2010 draws to a close, this is a good moment to look back and weigh-up the year's events and achievements. Thus, each page of our magazine reflects a corporate project based on sustainable business, with its sights permanently set on international expansion and innovation.

Our solutions are acquiring benchmark status thanks to their standards of innovation and sustainability. The awarding of the Northern Link project, in Australia, and the Windsor Essex Parkway, in Canada, come as confirmation of ACCIONA's ability to offer differential values that make us a world-class competitor. In the case of Northern Link, the achievement goes beyond the actual considerable value of the project and comes as a boost to the combined expansion of the Company's three core business areas: infrastructure, renewable energy and water. Our ongoing energy and water operations in Australia have played an important role in opening the doors to the infrastructures market. And, without a doubt, our knowhow has been a passport to success.

Our firm commitment to alternative formulas that help to overcome the problems of providing basic services to society takes shape in our strategy. Biomass as an energy source is giving rise to expectations of a new way of making the most of resources; eco-efficient architectural design in airports, residential buildings or walkways blends innovation, aesthetics and functionality; and basic research and application give rise to 'new waters' to ease water stress. These, and many other solutions, come together in an integral and integrated service offering aimed at enhancing the quality of life.

Social commitment is unquestionable for ACCIONA. Our Sustainability Master Plan lays out our relationship with the world around us and draws up a road map for what we want to be and how we want to interact with others. Projects such as ACCIONA Microenergía (ACCIONA Micro-energy) in Perú trace a path towards supportive progress, helping to diminish inequalities and aiding communities most in need; and our Climate and Employee Engagement Survey gives us guidelines for bringing cohesion to and improving our team.

All in all, we remain faithful to our project, exploring new territory with the imagination and enthusiasm required for improving reality - for ourselves and for the world around us.

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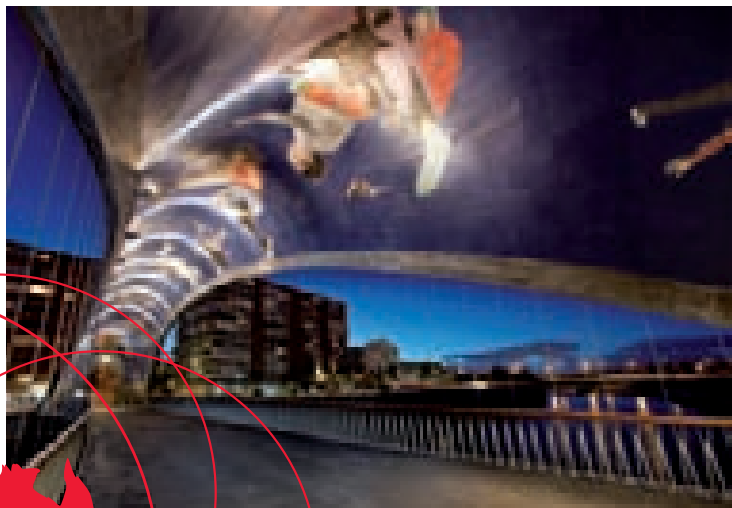
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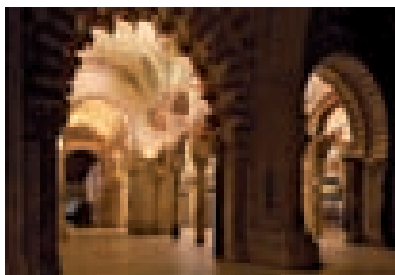
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Close up

Arctic Ocean

We've come to a land down under

The term 'trifecta' is typically used in horseracing, but at ACCIONA it describes the successful presence of three divisions in a strategic country.

Pacific Ocean

Indian Ocean

ENERGY

WATER

INFRASTRUCTURE



ACCIONA has achieved the trifecta in Australia with established projects in renewable energy, a water project under construction and the newly awarded Northern Link infrastructure project in Brisbane. This is just the beginning. The social needs of Australia align with the Company's core businesses and represents a market of enormous opportunity for ACCIONA.

Australia is the only major economy to have avoided a technical recession during the global economic crisis and is expected to grow by 2% in 2010 up from 0.9% in 2009. The economy has weathered the crisis well and is moving onward and upward. This has meant that the business environment in Australia has been relatively stable resulting in positive movement for ACCIONA.

ACCIONA already owns and operates Waubra wind farm in the state of Victoria and is a 50% JV partner in Cathedral Rocks in the state of South Australia together totaling 258 MW. Meanwhile, a new 46.5 MW wind farm is under construction near Gunning in the state of New South Wales. Waubra was a landmark project for ACCIONA in that it is the largest wind farm in the Southern Hemisphere, the second largest in ACCIONA's fleet of wind farms and the first in Australia to use ACCIONA Windpower wind turbine generators. ►



Waubra wind farm is the largest facility of its kind in the Southern Hemisphere. ACCIONA has just won a DCOM contract for the Northern Link Tunnel (Brisbane).

facts & figures



Total Area: 7,686,850 square kilometres

Population: 22,524,703

Unemployment Rate: 5.4%

Inflation: 4.1%

GDP: AUD 1,015 million

Per Capita GDP: AUD 47,400

Interest Rates: 4.75%

Official Language: English

Currency: Australian Dollar (AUD)

Current Exchange Rate: AUD 1.4 = 1 euro

Political and Administrative

Form of Government: Constitutional Monarchy

Prime Minister: Julia Gillard

ACCIONA Total Investment in

Australia: AUD 650 million

BRETT THOMAS, AUSTRALIA COUNTRY MANAGER

“We have a unique opportunity to differentiate ourselves in Australia”



As a Spain-based company, how does ACCIONA compete in the Australian market?

We position ACCIONA as a global company which brings a proud Spanish heritage with unique expertise and deep experience to projects around the world.

There are a number of similarities between the way that Australians and the Spanish do business – for example, the emphasis on building relationships and a no-nonsense approach to getting the job done – that helps us compete here.

Governments here have an appetite for new international players in relevant Australian markets.

They recognise that there is a lot of expertise off shore and that companies like ACCIONA stimu-

late competition. As a new entrant into the market, we want to bring innovative ideas to the market – particularly in the way that projects are bid and the delivery approach to construction. But we have found clients very receptive to our ideas about lowering bid costs and streamlining programs to deliver high quality outcomes over a shorter period of time.

How do you see ACCIONA's presence changing now that all three divisions are represented in the country?

We have a very broad scope now in Australia; all three divisions have active projects, and we have a presence in four of the country's six states. With guaranteed revenue streams ranging from 14 to 25 years across the business lines, we have made significant progress in building a strong base.

With three offices – in Melbourne, Brisbane and Adelaide, we are building brand awareness and relationships with governments, industry clients, suppliers and partners that will assist all three divisions with their growth. We can also benefit from sharing resources, gaining efficiencies in business processes and organisational structures.

Any other insights you can offer as the Country Manager of Australia?

Australians are starting to discover Spain – not just in terms of business but also its culture and history. And so there is a lot of interest in ACCIONA – who we are, what we do and how we do it. When I talk about the family history and ownership of ACCIONA, the transition of the company over 150 years, the diversity of our business and our passion

“We have a very broad scope now; all three divisions have active projects”

for innovation and sustainable solutions, people are genuinely amazed.

So we have a unique opportunity to differentiate ourselves in Australia. We can do this by building our brand and integrating ACCIONA's broader sustainability and innovation platform into our offer in Australia.

We need to shift from a product focus to true delivery of social solutions based on our global expertise – fine-tuned for success 'down under.'



ACCIONA sharing in a 'smoking ceremony' to celebrate the aboriginal heritage of the Waubra wind farm. Broad community engagement and the utmost respect for the environment are central to Company operations.

The ACCIONA Energy team in Australia has developed a strong project portfolio that includes over 2,100 MW of wind and solar projects.

ACCIONA Agua entered the Australian market in 2007 working closely with United Utilities Australia on joint-bid projects. Early bidding efforts brought knowledge and refinement to Australian bids that ultimately resulted in the successful bid for the Adelaide desalination plant in the state of South Australia with the Adelaide Aqua consortium. The first

of the two phase project is expected to be complete in 2011.

ACCIONA Agua's team down under will use the Adelaide plant as a launching pad for more successes in the country. The company's two shortlistings, first as part of the Helena Water consortium, for the design, construction and operation of the Mundaring drinking water plant, near Perth, and second as part of the Metro Aqua consortium for the integrated management of water in Adelaide are a tribute to sound processes and the Company's international track record.

WHAT MAKES AUSTRALIA SUCH A GOOD PLACE FOR ACCIONA TO DO BUSINESS?

- A strong economy and banking system.
- The Global Financial Crisis has had little impact there.
- Has the third largest volume of funds under management in the world, which provides strong access to both governmental and institutional funds.
- A very good investment profile: low sovereign risk, high credit ratings, a transparent legal system and a stable regulatory environment.
- Government plans to invest in social infrastructure, water projects and renewable energy programs.
- Tight employment market, though ACCIONA has a good flexible workforce that is receptive to skills transfer.
- A good beachhead from which to expand into Asia-Pacific.

New motivation and confidence

After winning the Northern Link Project, ACCIONA is taking a moment to celebrate its trifecta in Australia, but the celebration also marks the beginning of more hard work ahead. With established activity in each of ACCIONA's primary divisions, the Company now moves forward in the Australian market with new motivation and confidence. ►



The Adelaide desalination plant is a showcase of innovative technology, based on sustainability design principles.

ACCIONA's Australian presence now resembles that of the corporation and like the corporation, the divisions become more than the sum of their parts. Each division begins to build a reputation and sustainable identity that the others can begin to leverage for their own business development gains. This is the international strategic plan at work and succeeding.

But Australia is more than just an end – it's also a beginning. It's the beachhead for entry into the Asia-Pacific region.

The Adelaide desalination plant – a flagship project

ACCIONA has become a recognized player on the Australian water market in record time. "We see much more client involvement. The aim is to achieve excellence. The high

I WAS THERE

Waiting for the Final Word in Brisbane



FERNANDO FAJARDO
Executive Director
ACCIONA Infrastructure
Australia

On 20 September, 2010, Transcity partners paced nervously and played cards in a secured room without communications, in Brisbane, Australia awaiting the City Council's decision on the landmark Northern Link tunnel. That team – dubbed team Y in the highly secretive process - included ACCIONA's Australian Country Manager, and members of the Infrastructure team and their partners BMD Group and Ghella. The complementary nature of the Transcity partners was a winning hand. ACCIONA Infrastructure has built, over

the past 10 years, more than 100km of tunnels, and as a significant portfolio of transport infrastructure concessions that allows the Company to provide a valuable input through all the phases of the project.

"Our Italian partners, Ghella, are major tunneling specialists and have worked with us in past projects, while BMD Constructions brings strong local knowledge and an excellent reputation", points out Fernando Fajardo, Executive Director ACCIONA Infrastructure Australia.

The ACCIONA-led group waited with anticipation

and reserved confidence. In a nearby room, a competing joint-venture of three companies was waiting, hoping for the same good news. After nearly two years of careful preparation, partnership and submissions, the hard work of bidding on a 1.5 billion Australian dollar project had culminated in this moment. One of the two groups would have the honor of designing, constructing, operating and maintaining the 4.3km tunnel which is expected to serve more than 34,000 vehicles a day, when completed.

Australia is a good beachhead from which to expand into the Asia-Pacific region

standard and detailed requirements of clients start in the prequalification phase of each project, and continue in the bid stage", explains José M^a Ortega, Country Director for ACCIONA Agua in Australia & Asia Pacific.

As a flagship project, the Adelaide desalination plant constitutes the Company's letter of credentials.

"The Adelaide plant is the first desalination plant in the world, of this size, that uses membrane based

pretreatment before the seawater goes into the reverse osmosis (RO) stage. This process substitutes other treatments like sand filtration and filters the water such that only particles below 5 microns go to the final RO filtration. The RO configuration is also very innovative: it includes 2 passes to achieve the water quality required by the client."

The sustainability principles applied in the design also helped to make Adelaide Aqua's bid a winner. "Our proposal presented the lowest overall energy consumption, which was achieved by an innovative design developed by ACCIONA Agua. In this project the seawater has to be pumped to a 52 meter height to reach the plant and this requires a lot of energy. But we have minimized this by fine-tuning the ability of the plant to maximize the

amount of fresh water obtained from the incoming seawater, achieving substantial overall energy consumption savings. We also use residual water pressure after the RO to decrease the energy needs of high pressure pumps. Lastly, using the plant's elevation to an advantage, we designed an outfall system equipped with a turbine to recover some of the energy of the brine flowing downhill and back to the sea." concludes Ortega. ■

ONLINE INFO



» www.accionacom.au

After a three hour wait the news arrived. The ACCIONA-led group had been awarded the contract, officially launching ACCIONA Infrastructure into the Australian market. The following day brought the hard work of moving the project forward and preparing for the four-year construction project that lay ahead. "Now, our priority is to work as a team making a strong Joint Venture. Developing a strong relationship with the client is also very important, so we are showing them how we can put together our dif-

"We offered a very smart design, minimizing impacts on community and maximizing value for money"

ferent cultures in order to deal with the challenges and priorities of this big contract, achieving milestones on time and liaising successfully with the community and stakeholders," underlines Fajardo. But, what exactly was the winning factor in being awarded the Northern Link Project? Fajardo has no doubts. "We made a very competitive offer based on a very smart design: excavation works without affecting traffic, creative urban design that compliments the nearby botanic gardens, alignment with the Brisbane

City Council Master planning goals... all this made the difference. It minimizes impacts on community and maximizes value for money." "We also made an alliance with the most important subcontractors and some innovations in the Mechanical and Electrical solutions during the tender phase," said Fajardo. "That was exactly what the Australian market was looking for, new ideas adding value to the project, making possible for our bid to come in under budget."

Sustainability road map

The Sustainability Master Plan 2010-2013 is the road map which identifies commitments and concrete objectives to consolidate the differential value of ACCIONA.

Avoid 15 million metric tons of CO₂ emissions... 400 million euros of R&D investment in three years... allocate the equivalent of 5% of the dividend to social action...

ACCIONA's Sustainability Master Plan (PDS) is based upon some cherished principles and purposes and manifests itself in concrete commitments and objectives which can be measured and evaluated. With the goal of contributing to

satisfying today's needs without putting in danger those of the generations to come, the Master Plan details six operative plans which are the work programmes for the 2010-2013 period in Innovation, Environment, People, Relations with Society, Value Chain and Good Governance.

The Road Map is complemented by six tools and is part of the Company's Strategic Plan to give it an additional profile. ■

OPERATIVE PLANS

INNOVATION

Develop new sustainable technologies in infrastructures, energy and water that help to increase competitiveness through strategic planning, a commitment to R&D investment and a rise in the number of patents registered.

- Introduce innovations operative in 10% of the Company's principal processes.
- Invest in R&D to the tune of 400 million euros in the 2010-2013 period.
- Double the portfolio of registered patents with respect to 2009.

ENVIRONMENT

Fully integrate the environmental variable in decision-taking and the operational aspect of businesses with the object of reducing the climate footprint, the impact of ACCIONA's activities in the environment in the areas of energy, water, biodiversity and resources.

- Increase the ratio of environmental efficiency to 10%.
- Reduce CO₂ emissions by 10% with respect to 2009.
- Improve the emissions avoided by up to 80%.
- Double avoided emissions in 2013 with respect to 2009 to reach 15 million metric tons of CO₂.

SOCIETY

Integrate the social dimension in decision-making, evaluating the social impact of projects to contribute to the development of the communities in which we operate.

- Calculate the social impact of projects in the community, in a way in which it becomes an additional variable in the evaluation of projects.
- Establish a Volunteers' Plan to promote the involvement of ACCIONA's professionals.
- Allocate the equivalent of 5% of the annual dividend to social action plan initiatives.

The Plan flags up objectives such as investing 400 million euros in R&D & Innovation, avoiding 15 million metric tons of CO₂ emissions and allocating the equivalent of 5% of the dividend to social action

PEOPLE

Improve ACCIONA's commitment to its employees by including sustainability content in the training model with the objective, from 2013, of making part of the remuneration of the management team linked to the achievement of ACCIONA sustainability objectives.

- Develop a sustainability training platform for ACCIONA professionals.
- Integrate people with disabilities to up to 3% of the workforce.
- Increase the quota of social employment by 10%.
- Establish a single Workplace Health and Safety model for all countries.

GOOD GOVERNANCE

Convert ACCIONA into a benchmark of integrated and responsible performance in the markets in which it operates.

- Reinforce the Internal Code of Conduct through measures of dissemination and professional training.
- Progressively improve qualifications in corporate government practices.

THE VALUE CHAIN

Extend the sustainability commitment to providers and clients through the dissemination of ethical principles in the supply chain, creating a rating of suppliers and elaborating a catalogue of sustainable products for customers.

- Integrate environmental and social requirements in developing processes, operations and key projects.
- Catalogue of sustainable solutions for clients in each business.
- 65% of suppliers will have a sustainable development rating.
- Develop a platform of knowledge management to share and reuse experiences in distinct business areas, functions and geographies.

TOOLS

The Plan has six work methodologies whose implementation and development will drive the operative plans and their results.

Stakeholder engagement

Mechanisms for consulting with all those whose opinion count and should count with respect to the impact of ACCIONA activities in all fields.

Identification of best practices

Set up an Observatory to allow the identification of sustainability initiatives which lead to an opportunity to improve the organization.

Dissemination and leadership plan

Not only should we be sustainable, but the message should be sent out and an example should be set through internal and external communication channels and participation in institutions and forums.

Evaluation system and presentation of sustainability results

Appoint a Manager to draw together indicators from the management of the Plan. Preparation of quarterly reports of key environmental and social indicators similar to those offered in the economic field.

Management system and updating of sustainability

A procedure which assures the annual review and updating of the Plan to ensure the fulfilment of the sustainable development commitments the Company has specified.



Analysis of sustainability risks

Inclusion of risks related to the environmental and social impact in the risk map that identifies threats to the Company's activity.

JOSÉ LUIS BLASCO. KPMG*

A better future is possible



It is certain that the sustainable concept will not change the world, but it helps us understand why the development of new infrastructures, energy sources or water management demand a new management focus capable of attending to the present efficiently and making possible the future. By luck or not, this is not at the reach of all companies. Only those who really understand their role in society and are capable of integrating new responsibilities will enjoy the confidence necessary to take them to success. To develop sustainable advantage in a consistent way, you also need vision,

leadership and ambition. Distributed and consistent leadership is necessary to orient a big organization in the direction of this opportunity, as is the ambition to dispose of a tool with commitments and concrete targets, creator of the capacities needed to make it a reality.

ACCIONA's Sustainability Master Plan, in my opinion, has both qualities. Now it has achieved the task, by no means easy, to know how... it finds itself closer to attaining it.

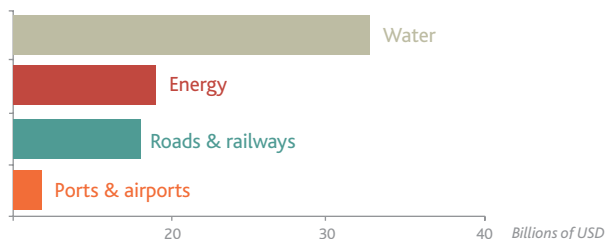
* Climate Change and Sustainability Partner, KPMG.

Con-science

URBAN DEVELOPMENT

Building and transforming cities

Urban development will lead to business opportunities, since it is calculated that from here to 2030 it will be necessary to invest 40 billion dollars in urban infrastructure worldwide.



Vision 2050: The new agenda for business. World Business Council for Sustainable Development.

ACCEPTING THE NOBEL PRIZE FOR PEACE

Barack Obama speaks out

"Development rarely takes root without security; it is also true that security does not exist where human beings do not have access to enough food, or clean water, or the medicine they need to survive. (...) It is also why the world must come together to confront climate change. (...) There is little scientific dispute

that if we do nothing, we will face more drought, famine and mass displacement that will fuel more conflict for decades. For this reason, it is not merely scientists and activists who call for swift and forceful action – it is military leaders in my country and others who understand that our common security hangs in

DEVELOPMENT IS MUCH MORE THAN GDP

For many years now, the United Nations Development Programme (UNDP) has published its Human Development Report (HDR) in which it measures the development and well-being of countries. For this, it focuses, as well as on GDP per capita, upon indicators such as literacy and sustainability. <http://hdr.undp.org/en/>



BAN KI-MOON
UN Secretary-General

“

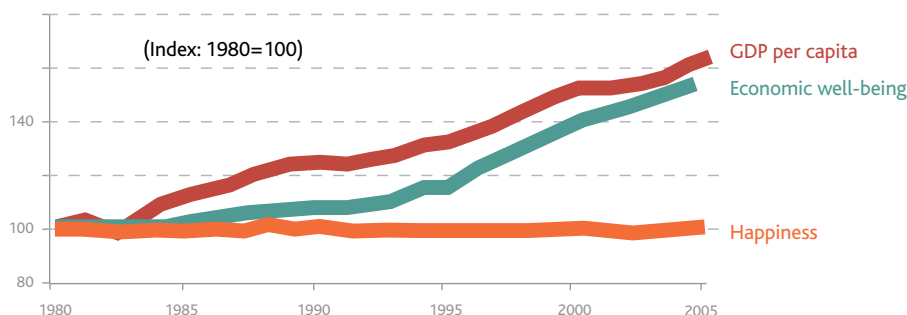
"Now, when governments are not moving – when the train has hit the buffers in our talks on climate change or other issues – Europe can be the locomotive, driving it forward. (...) Now is not the time for simply delivering speeches, (...) this is the time for delivering action. (...) We can tighten belts without closing our eyes to common challenges."

”

Speech to the European Parliament. Strasbourg, 2010.

Wealth does not bring happiness

A study carried out in the United States, which sets out to analyse the relation between GDP per capita, economic well-being and happiness, was conclusive: wealth and well-being might go hand in hand, but not happiness.



Deutsche Bank Research, Measures of Well-being, 2006 / Vision 2050: The new agenda for business. World Business Council for Sustainable Development.

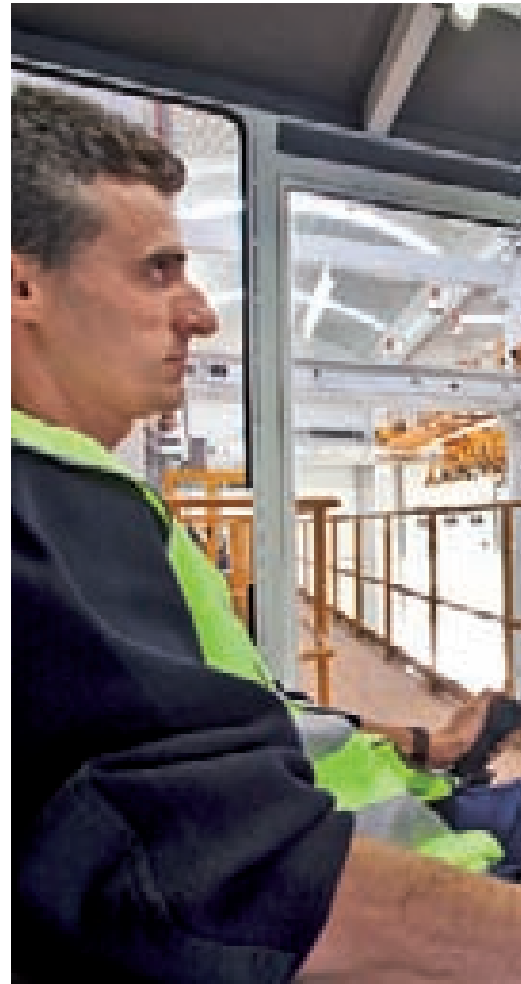
Biomass, the energy alternative of the future

Commissioning of the Briviesca and Miajadas plants in Spain give ACCIONA a sound base to develop this market of the future.

Where wind and photovoltaic and, more recently, solar power, are undergoing exceptional development in Spain, the same cannot be said yet of biomass, which has failed to reach the objectives of implementation plans. The last such Spanish plan, the 2005-2010 Renewable Energies Plan, or PER, foresaw the

installation of 1,317 MW of biomass facilities by the end of this year, yet only 591 MW will be in place, 55% short of the target.

ACCIONA is one of the pioneers in building biomass facilities in Spain. The opening of the Sangüesa plant was a milestone since it was the first straw combustion one in the south of Europe. The experience acquired in the construction



BRIVIESCA Straw-burning energy

The Briviesca station came on line at the start of September 2010 and is the first straw-fired plant in Castile & Leon. It will consume more than 100,000 metric tons of the material a year. To guarantee the supply of the fuel, ACCIONA signed over 100 long-term contracts with growers and companies within a radius of 75km around the installation. EREN, the regional public entity, has a 15% share in the plant and has been closely involved in the forming and development of the project.





Advantages of biomass

- Renewable production that avoids imports of fossil fuels.
- Reduction of CO₂ emissions with respect to conventional stations.
- Doesn't emit the sulphurous oxides responsible for acid rain, nor sulphur or nitrogen pollutants of any kind.
- Guarantee of supply to the grid given production is not subject to climate conditions.
- Job creation in rural areas.
- Additional revenue source for farmers.
- Gathering and use of normally disregarded materials.

MIAJADAS

Spain's first mixed biomass plant

The plant at Miajadas, commissioned in November 2010 with dual herbaceous and wood biomass, will consume 120,000 metric tons of this material per year, 70% of which is herbaceous, mainly maize and 30% forestry products such as oak, olive and fruit tree branches, as well as some residual waste. ACCIONA has promoted the growing of energy crops exclusively to supply the plant, signing contracts with 100 growers. The new technology used has seen Miajadas become part of the Enercorn R&D project included in the European Union's 7th Framework Programme.



and operation of the station and management of the logistics needed to supply raw material – key to the success of the project – has allowed the Company to launch new initiatives and there are five plants operating today.

The Company has just commissioned, in the last four months of 2010, installations at Briviesca (Burgos province), and Miajadas (Caceres), both generating 16 MW. With those, ACCIONA now has an installed biomass capacity of 65 MW in Spain, a market share of 11%.

The two plants together represent an investment of around 100 million euros. Combined production will be some 256 million kilowatts an hour, equivalent to supplying 80,000 homes, which will avoid the emission of 246,000 metric tons of CO₂ from coal stations per year. In terms of employment, each station created 300 jobs during construction and represents 100 direct or induced posts now it is in the operational phase (25 at each plant).

ACCIONA has five other projects being developed which will generate another 82 MW – two in Castile-La Mancha (at Alcázar de San Juan and Mohorte); two in Castile & Leon (Almazán and Valencia de Don Juan) and one in the Valencian Region at Utiel. ■

ONLINE INFO



» <http://tv.accionacom.com>

ACCIONA is an outstanding benchmark in developing biomass plants in Spain

The process – transforming straw into electricity



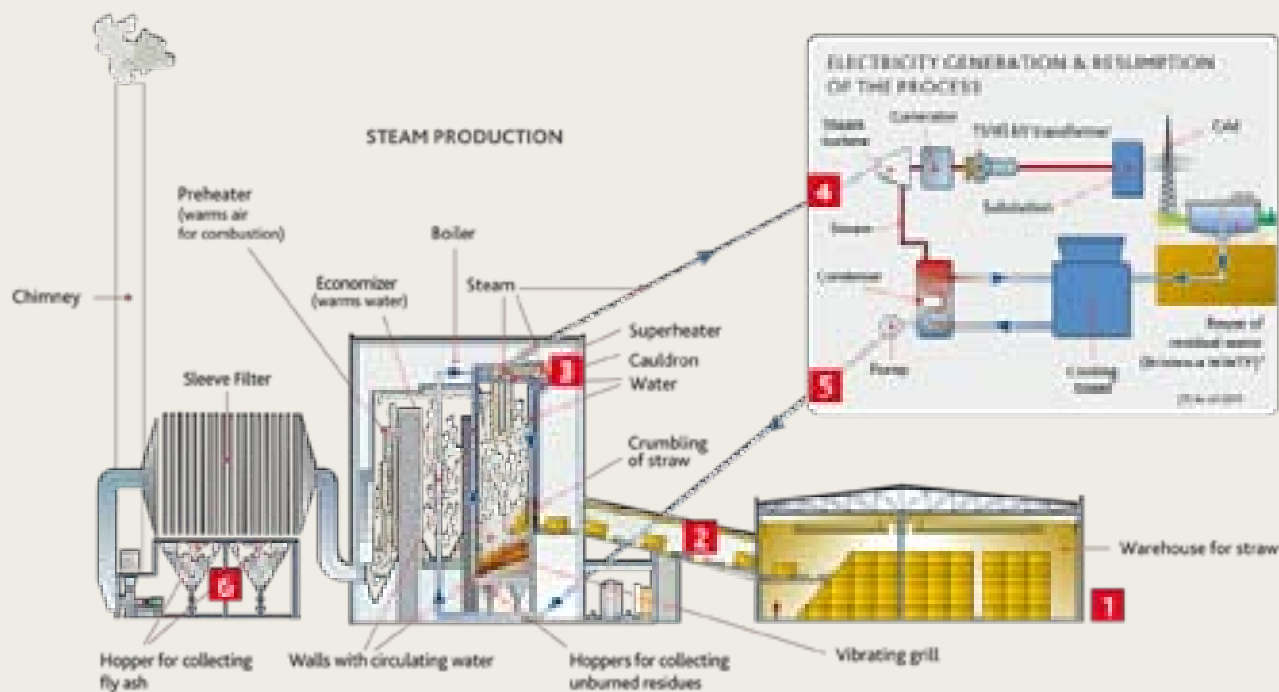
1. RECEPTION & UNLOADING OF STRAW

The straw bales arrive in trucks and are unloaded by crane bridges which weigh them and measure their humidity before depositing them in the warehouse, which can store enough straw for three days at full load.



2. FEEDING THE BOILER

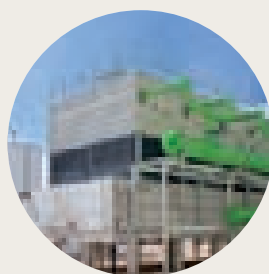
A conveyor belt automatically delivers the bales to the boiler. Crumbled beforehand, they fall on to a vibrating grill that favours combustion and evacuation of unburned elements.



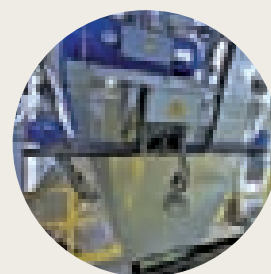
3. PRODUCING STEAM
Combustion of the straw heats water, circulating through tubes in the walls of the boiler, and converts the water into steam.



4. ELECTRICITY GENERATION
Superheated steam at 520°C moves a turbine connected to a generator, producing electricity at 11 kilovolts which is then transformed up to 45 kV for its delivery to the grid.



5. CONDENSATION AND REINITIATING THE PROCESS
Water vapour used in the turbine passes to back to water in the condenser. This water is cooled down by a cooling tower and the resulting water is returned to boiler in a closed circuit to reinitiate the process.



6. RECOVERY OF RESIDUES
The unburned residues at the bottom of the boiler are transferred to an authorized tip and the fly ash is retained by a sieved filter for it to be used for agricultural fertilizers.

ACCIONA heads EU eco-efficient building project

'Clear-up' is the name of an R&D and Innovation project researching into materials and new technologies that sets out to reduce energy consumption in buildings and improve the quality of the air inside. ACCIONA Real Estate represents Spain in this initiative, which forms part of the European Union's 7th Framework Programme.



We spend 90% of our time inside buildings. Making sure homes and offices are comfortable, without paying a high price in economic or environmental terms, is a challenge which has brought together companies that specialize in construction and technology.

The 'Clear-up' project plans to achieve a 38% improvement in energy efficiency in buildings, providing its occupants with a feeling of well-being, health, comfort and productivity. Solutions are being designed as much for renovations of already-existing buildings as for new buildings, yet always taking into account the life cycle of the building and considering the economic profitability and satisfaction on the part of the user as main premises.

Research lines

The main research lines of the project are:

- Electrochromic windows which reduce thermal changes and the need for artificial light.
- Walls with photocatalytic materials for cleaning air.
- Insulation with vacuum and air

ELENA GALLO CAMPOS
R&D and Innovation Manager
ACCIONA Real Estate

“

This project is another contribution by the research line which ACCIONA Real Estate is carrying out within the framework of eco-efficient building, and projects the image of the Company as being committed to sustainability at the international level.

Through 'Clear-up', ACCIONA is leading a key project for the European Commission, where it has had the opportunity to share its knowledge and experience in the area of R&D and Innovation with other leading companies in the sector.”

”



*University Campus
Residence, Cadiz, Spain*

chambers, and phase change materials (PCMs).

- Monitoring and control via internal air quality and air conditioning sensors.

Three-stage project

'Clear-up' is divided into three big stages: research, testing and final demonstration. ACCIONA Real Estate will lead the third stage and be responsible for integrating all these new components into one of its buildings and demonstrating their validity. The building chosen for this pilot test is the University Campus Residence in Cadiz, Spain. This complex, once the components have been built into it, will be monitored for a year to demonstrate the energy savings achieved.

The 'Clear-up' work team is formed from five universities, five research centres and eight companies, including Siemens, Saint-Gobain, Bouygues and Italcementi. A multi-disciplinary and international team, therefore, with ACCIONA Real Estate the Spanish representative. ■

'Clear-up' plans to achieve a 38% improvement in energy efficiency in buildings

Timeline

- 'Clear-up' is presented to the COP 15, the Climate Change Summit held in Copenhagen, Denmark, in December 2009.
- Distinguished by the European Commission as the *Best Project for Energy Efficiency in Buildings* and exhibited at the Valencia Conference, *From Economic Recovery to Sustainability*, organized by the European Presidency in April 2010.
- Presented at the 2010 World Expo in Shanghai in the week dedicated to EU science and technology, at a seminar on the best cities for energy efficiency.

ONLINE INFO



- » www.clear-up.eu
- » <http://tv.acciona.com>

Take-off for Alicante and Leon

More than 8,000 passengers an hour will soon be using the recently-expanded airport installations at Alicante and Leon, Spain. Functionality, aesthetics and sustainability were the priorities in design and execution of the projects.

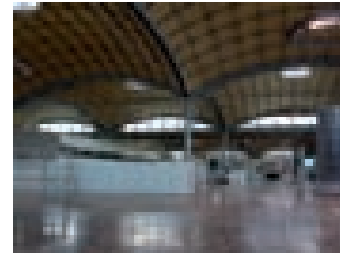
The need for air travel that is increasingly decentralized has led to Alicante and Leon raising the capacity of their airports to respond to the needs of their passengers and airplanes as forecast for the years to come.

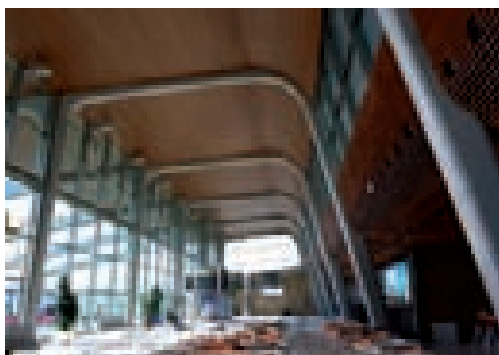
The enlargement of Alicante airport, which includes a new processing area, dock and car park annexed to the old terminal, will allow at least a doubling of passengers using the airport every year with installations prepared so that up to 42 planes an hour can take off.

In figures

ALICANTE TERMINAL

- Capacity to host **7,560 passengers each hour**.
- Surface area of **333,500 m²**.
- Will offer **4,139 parking places** and 62 berths for buses.
- The highlights are a check-in area with a roof formed by vaults. The design and building displayed innovation by replacing its spherical surface with a similar-looking pseudo-spherical one which allows better safety and constructive facility.





In figures

LEON TERMINAL

- Capacity to host **520 passengers each hour.**
- Surface area of **52,000 m².**
- Will offer **295 parking spaces** and 4 berths for buses.
- Space characterized by curved wooden roofs, marble floors and walls covered with large ceramic tiles.

For its part, the installations at the new terminal of Leon's Virgen del Camino airport has quadrupled the capacity to 520 passengers per hour, tripled passenger spaces and doubled those available for aircraft. The figures for both projects speak for themselves. In the case of Alicante airport, the equivalent of 193 Olympic swimming pools full of concrete was used, and electric cable which would cover the distance between Alicante and Norway. The surface of marble used could cover 14 football pitches, whereas in Leon Airport just the surface destined for aircraft would occupy the equivalent of 5,970 stadia.

Efficient consumption

To tackle these expansions, however, ACCIONA has not only looked for attractive and functional design, it has opted decidedly for the optimization of energy consumption

during the useful life of the installations, such that it has been necessary to take in the special requisites of an airport and the climate of each zone. In this way, the Company has opted to take advantage of the natural light, using glass in the large areas of the airport. At the same time it has strengthened the thermal insulation of the opaque parts of the building and employed the most thermally efficient materials.

The work of almost 2,000 people on the project has made the expansion of Leon airport possible and it has functioned since the beginning of October 2010, while that at Alicante is at the final stage of tests. ■

ONLINE INFO



» <http://tv.acciona.com>

Model walkways

Technologically advanced material pleasing on the eye distinguishes the three walkways built by ACCIONA on the Manzanares River in Madrid. More than one million people are benefiting already from these new infrastructures which improve pedestrian mobility at the same time as making up an aesthetic reputation for the 'Madrid Rio Project'.

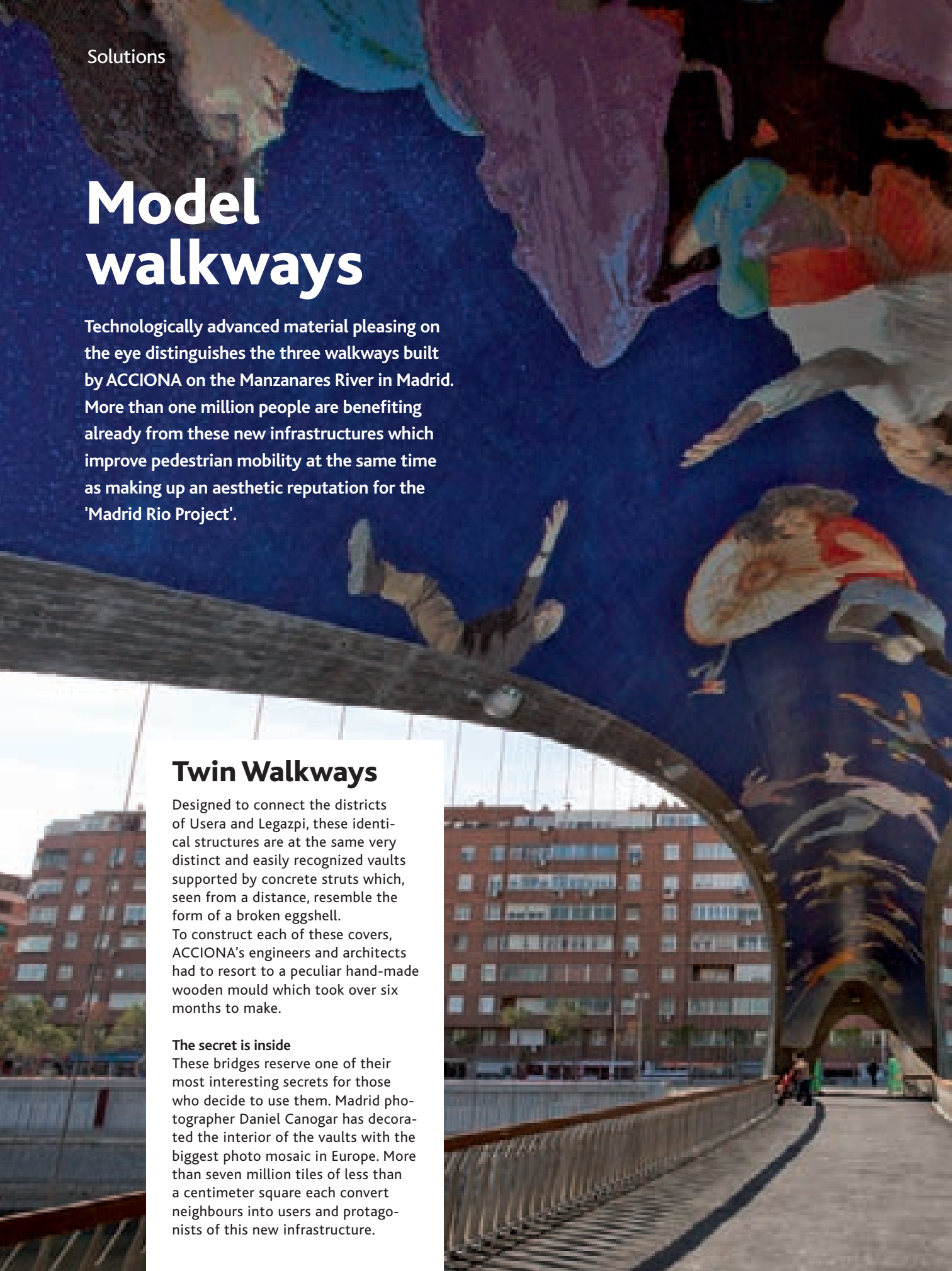
Twin Walkways

Designed to connect the districts of Usera and Legazpi, these identical structures are at the same very distinct and easily recognized vaults supported by concrete struts which, seen from a distance, resemble the form of a broken eggshell.

To construct each of these covers, ACCIONA's engineers and architects had to resort to a peculiar hand-made wooden mould which took over six months to make.

The secret is inside

These bridges reserve one of their most interesting secrets for those who decide to use them. Madrid photographer Daniel Canogar has decorated the interior of the vaults with the biggest photo mosaic in Europe. More than seven million tiles of less than a centimeter square each convert neighbours into users and protagonists of this new infrastructure.



Almuñécar Walkway

A walkway 43 metres in length long and 5 wide, formed from a single carbon and resin fibre beam, which rises over the river without any intermediate support. This is the Almuñécar footbridge, the longest in the world made with these elements.

This new material weighs ten times less than those used conventionally, which has allowed the cost of moving it and putting it in place to be reduced. But the most important innovation offered by the composite is that it doesn't suffer from the phenomena of corrosion or deterioration caused by the passage of time and atmospheric conditions; this means the bridge's life is lengthened and investment in maintenance is less.

In record time

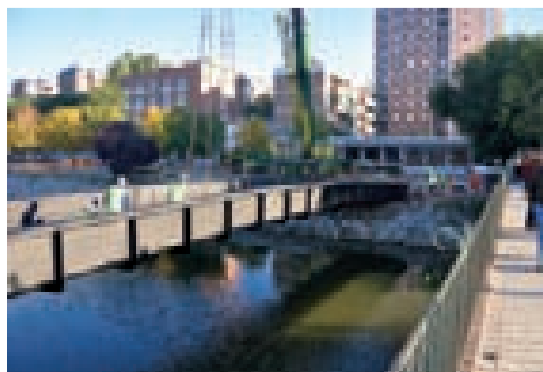
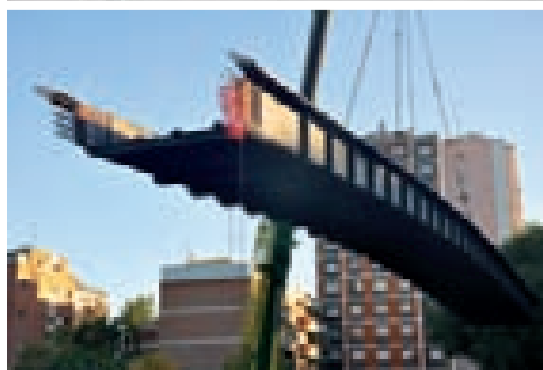
But the materials used are not the only novelty: the construction processes also claim a milestone of their own. The challenge demanded that the enormous platform of the walkway be placed in the least time possible and without using temporary supports in the bed of the river.

The process didn't pass unnoticed by neighbours in the zone, who witnessed how a civil engineering work could be completed in less than 24 hours thanks to the labours of research and development done by ACCIONA's R&D professionals. Like handling a giant piece of Lego, a crane placed the footbridge on its final anchorages on both banks of the river, ready for use by pedestrians and cyclists alike.

ONLINE INFO



» <http://tv.acciona.com>



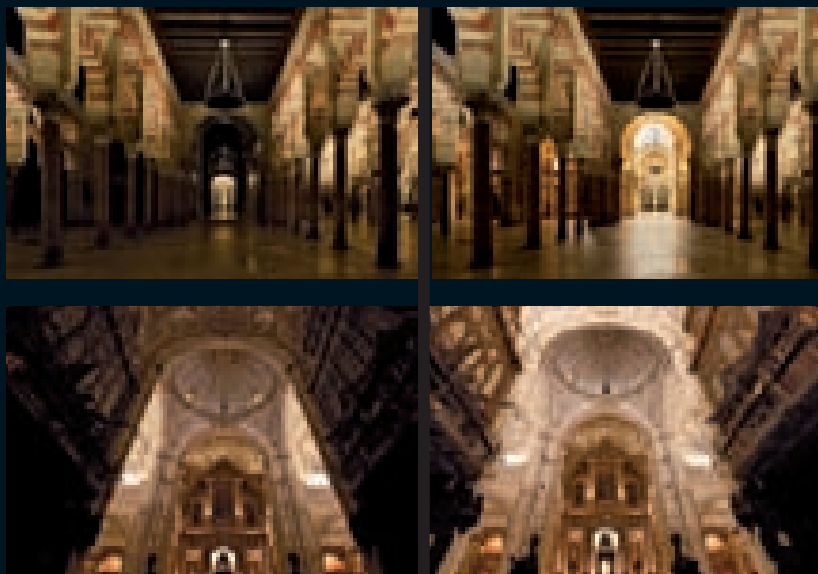
Magic of a night-time visit to 'El Alma de Córdoba'

GPD has designed and produced this magic tour which since October 2010 can be made in Cordoba's mosque-cathedral, a monument declared a Unesco World Heritage site in 1984.

“Man has always sensed the mystery of God, a longing which, in all cultures, has driven the creation of sacred spaces. At the time, the city of Cordoba in Spain erected a temple whose origin is lost in the memory. Symbol of splendour, splendour of the symbols...”

This is how 'The Soul ('Alma' in Spanish) of Cordoba' begins, a night-time guided visit, to be kept on permanently, which GPD has commissioned recently in the Andalusian city. It was officially opened by their Royal Highnesses, the Prince and Princess of Asturias.





The project was conceived as a 'turnkey solution', in which GPD offered an end-to-end service including the artistic proposal, technical project, audiovisual production, composition of the sound and, in effect, the articulation of each and every piece that forms the visit.

During the tour, visitors relive through light and sound the different historical phases of the building of the monument. To illuminate it, the most modern LED systems have been used, giving a greater capacity of

control and reduced consumption. The presentations can be heard through a system from which eight languages can be chosen and the sound contains a careful selection of early medieval songs of Alfonso X the Wise to instrumental Renaissance music passing by Visigoth rites and Andalusian Mudéjar music.

All the work has involved improving the monument's technology so that such an installation is less damaging, less visible and more versatile. ■

WHAT THE MEDIA SAID:

ABC Sevilla

“

The nocturnal visit dazzled the authorities...nothing is strident, nothing loud, nothing is left to chance in this tour full of good taste, measure, delight...

”

El Día de Córdoba

“

A surprising visit... the nocturnal tour of the interior of the mosque-cathedral takes into account the values of the building and offers a different dimension of a monument that marries various cultures.

”

Diario de Córdoba

“

'El Alma de Córdoba' ... is a marvellous tour of this historical legacy.

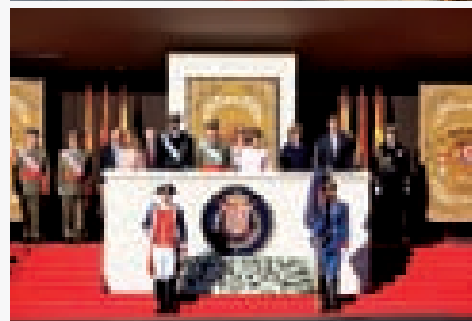
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GPD

A fresh look for National Day celebrations

GPD has been responsible this year for the design, construction and mounting of events for the Spanish National Day celebrations. The Day's traditional military parade was held on 12 October in Madrid's emblematic Paseo de la Castellana avenue and for which GPD won the contract to redesign the Royal Grandstand. One of the main objectives was to provide greater visibility for dignitaries, especially for the air display.

GPD also designed another four grandstands for authorities, journalists, institutions and guests.



JOSÉ MIGUEL DIÉGUEZ
Catalonian Water Agency *

“At La Tordera, we have applied the most advanced technologies to recuperate energy from the water”

Why was the La Tordera desalination plant expanded?

The drought experienced in Catalonia between 2007 and 2008 gave rise to an opportunity which allowed actions planned by the Catalanian Water Agency to move forward and develop, and which will help reduce the water deficit of the internal basins and assure supply in periods of drought. One of these actions has been the expansion of the desalination plant at La Tordera, which will double in capacity.

Will it expand the geographical coverage of La Tordera?

The plant came on line in 2002 with the aim of supplying several districts of the northern Maresme, Tossa de Mar, Lloret de Mar and Blanes, which got their water from the La Tordera aquifer. Thanks to this installation, the good condition of the subterranean water mass was preserved; it was being very over-exploited at the time. Expansion, together with the distribution system connecting this plant with the Ter drinking water plant, will also allow the contribution of new sources of water to the Barcelona area and its five million inhabitants.

What technological innovations distinguish the expansion project?

The most advanced energy recuperation technologies have been incorporated. Specifically, it has been decided to use pressure interchangers instead of the Pelton turbines coupled to the axis of the turbo-pumps. In this way, it is hoped that energy consumption will be cut by 0.3kWh for each cubic metre of water produced.

The most notable modification is the substitution of seawater capture by wells to take it from the open sea. This inspired the redesign of all the pre-treatment and the requirements of the osmosis process. The inlet is at more than 800 metres out to sea and 25 metres down, allowing its protection from the usual sea storms, at the same time ensuring a certain stability in the physical and chemical parameters of the water. The new capture work will be able to serve this desalination plant and a second, Tordera 2, which is planned for the same area and which will have a maximum production capacity of 60hm³.



ACCIONA Agua designed, built and financed the La Tordera plant. It was recently expanded to double its productive capacity to 20hm³/year (a volume of 57,600m³/day), delivering drinking water to an equivalent population of over 500,000.

What does ACCIONA Agua contribute to the Catalanian Water Agency in the development and execution of its projects?

ACCIONA Agua brings long experience and recognized worldwide prestige in the design, construction and operation of hydraulic installations. Its international presence is also one of its main added values in that it allows it to take on solutions based on the most innovative trends and of an efficiency which contrasts with projects underway in other places. This means it uses the most efficient technologies, as is only too clear in La Tordera's expansion, which benefits from the best advances in the sector.

* Director (Supply Area), Catalanian Water Agency.



Water for the 22nd Century

The R&D Centre at El Prat de Llobregat, Barcelona, is researching and refining technologies which will make it possible to increase the amount of available freshwater so that it meets our needs – into the next century as well as this one!

Just 2.6% of all the water there is on the Earth is fresh water. Of this, it is calculated that around 2% is trapped in the polar ice caps, leaving us with less than 1% of drinking water at our disposal. How can we reach more water? This challenge alone would

fill up even the most ambitious innovation agenda. Yet, if added to this one considers the aim of minimizing resource consumption, the quantity of residues generated and a firm commitment to protect the environment, the research work to be done multiplies fast.



Minimum consumption, maximum efficiency

Reducing energy needs in water treatment is an objective which produces a double impact: in costs, and in the fight against climate change. This challenge is taken up in all and each of the plants. It has had substantial successes, such as at the Arrudas wastewater treatment plant in Brazil which, through technology transfer, will save 1.5 million euros per year in energy consumption costs and avoid the emission of 6,400 metric tons of CO₂ annually. Synergies with the rest of the Group also point to an emerging market in electricity supply to water treatment processes from renewable energy sources.

Innovation at ACCIONA Agua is at the service of all its installations. It has to be: there are no two plants the same, since the water processed is never the same. Such a wide range of factors make for a 'tailor-made' solution to each project.

The nerve centre which gives support to this process is the laboratories at El Prat de Llobregat, Barcelona, where water is analyzed, the most appropriate membrane systems are tested and pilot installations are designed to contribute fundamental data to establish the final parameters of the plant under development. The contribution of the laboratories does not stop here, though. Once the plants are operating, the labs'

diagnostics allow maintenance and functioning to be optimized.

ACCIONA Agua's R&D and Innovation Centre is also working at the forefront of innovation and research. There are three main axes from which the projects spring: improvements in desalination projects; efficiency and savings in energy consumption; and the broadening of applications for reused water, while improving its quality.

Desalination, solution of the future

Desalination by reverse osmosis, where salt or brackish water is filtered by a series of membranes which separate the salts, has become the clearest alternative for obtaining



drinking water. Many of the innovations which are incorporated in current designs have been developed by ACCIONA Agua, such as the use of specific filters and techniques for highly contaminated water, brine dilution systems to avoid coastal deterioration, and seawater capture systems using horizontal perforations. One of the present lines of work is desalination at high sea, which would permit a 20% reduction in the costs of the operation. The role of vanguard technology in the use of membranes has allowed ACCIONA Agua to translate this use to other segments, such as sewage treatment, as in the Sureste WasteWater Treatment Plant (WWTP) in

Grand Canary, or the Campo Las Dalias WWTP in Almeria, which reuse the cleaned-up water for watering.

New water: more applications for reused water

A new generation of ultra-filtration and microfiltration membranes offers greater effectiveness, reduced costs and a better quality of sewage water for its reutilization. ACCIONA Agua's own solutions have created a new brand – 'new water'TM – treated for reuse by own technology.

Reducing the waste generated to the minimum and its neutralization is another of the axes of improved technology, contributing to the virtue of lowering environmental impact. ■

Innovation for 50 million users

ACCIONA Agua designs, constructs and operates drinking water, sewage treatment, desalination and water reuse plants, as well as offering Integrated Water Cycle Management services.

Over 50 million people in 20 countries benefit from these services.

ONLINE INFO



» <http://tv.acciona.com>



Reaching to the skies for innovation

Three new ACCIONA projects have joined the portfolio of Cénit, the Spanish national research programme. At the same time, the European Union has recognized the R&D investment effort by the Company.

The Cénit programme was launched in 1996 as one of the axes of the Spanish innovation system realized using public-private collaboration. Now 91 projects have been developed under the Cénit umbrella, with a total of 1,253 participating companies and 1,589 research groups from universities, public research bodies and technological centres.

The most recent version of the programme has selected three initiatives in which ACCIONA is present, favouring a technological breakthrough and qualitative leap towards the future. They add to the 13 projects obtained by the Company in previous calls for tender. ■

TRAINER

Regeneration of materials

17.7 million euros.

AIM

Develop materials which regenerate autonomously and automatically — without human intervention — after suffering damage, recuperating their functional properties.

APPLICATIONS FOR ACCIONA

Regeneration of cracks in concrete due to rehydration through environmental humidity; bitumen modified by regeneration of asphalt; and the development of new compound materials with more useful life.

TARGET

Production of composites

29.5 million euros.

Develop integrated production systems, in situ and on line for the efficient manufacture of pieces using compound materials.

New materials for civil engineering with improved qualities and a monitoring system integrated in the material which allows continued checking, including in production systems.

AZIMUT

Offshore wind energy

25.2 million euros.

Development of technology for high-output offshore wind turbine generators which will allow a reduction in costs and consequent fall in the price of the energy produced.

Development of offshore generators and floating solutions, and deepening of the business model for marine energy taking into account technical, technological and economic viability.



Investment effort endorsed by European Union

The annual R&D and Innovation ranking prepared by the European Union, the R&D Industrial Scoreboard, has come up with worrying conclusions. R&D investments by European companies fell on average by 2.6% during 2009.

In this context, the data collected by the Report endorse the investment effort made by ACCIONA. It is the top European company in the electric and construction sector in terms of innovation intensity (R&D & Innovation investment/Ebitda) and in percentage over sales (R&D & Innovation investment/sales), measured for comparable companies with sales over one billion euros.

In absolute terms, ACCIONA is also the top Spanish company in the fields of energy and construction.

As a result of this effort, ACCIONA has moved up the general table to 184th from 213th position in 2009.

R&D Investment Ranking, 2010

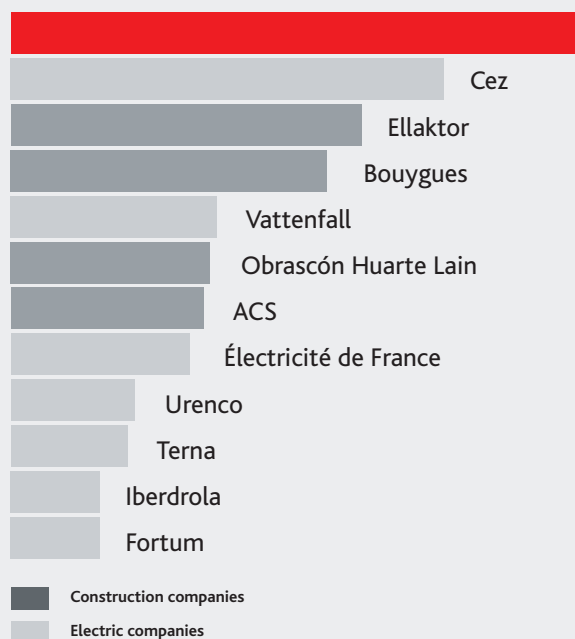
Spain

COMPANY	R&D INVESTMENT <i>Millions of €</i>
Banco Santander	856.2
Telefónica	777.0
WAM Acquisition (Amadeus)	250.6
Indra Sistemas	175.0
Almirall	133.3
ACCIONA	92.2
Iberdrola	90.5
Abengoa	89.7
Repsol YPF	75.0
Fagor Electrodomésticos	69.5
Zeltia	54.1
Industria de Turbo Propulsores	50.0
Gamesa	41.9
ACS	40.0
Obrascón Huarte Lain	21.4

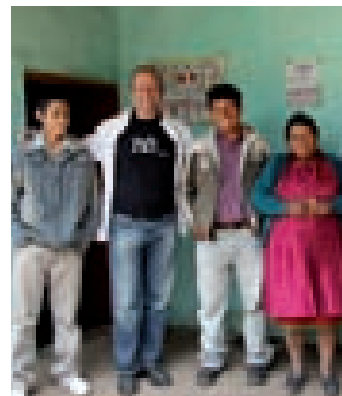
Source: R&D EU Industrial Scoreboard 2010. European Commission.

% Investment over Ebitda, 2009

EUROPE



Source: R&D EU Industrial Scoreboard 2010. European Commission.



The light of life

ACCIONA Microenergy has launched a new enterprise in Peru to give 3,500 underprivileged families access to electricity through domestic solar photovoltaic systems.

The project, 'Luz en casa' ('Light in the Home'), is to install domestic photovoltaic systems (DPS) in areas where the conventional electricity grid doesn't reach. This will be to the benefit of 3,500 families — some 15,000 people — in Cajamarca, a region in northern Peru, some 900km from the capital, Lima. "The region is spectacular, inaccessible and with really hard living conditions," reported Ernesto Miralta, one of the ACCIONA volunteers who travelled there to help with the work.

'Luz en casa' has led to ACCIONA Microenergy Foundation creating a social enterprise, Perú Microenergía.

Julio Eisman, ACCIONA Microenergy Foundation's Director General, affirmed that the ultimate goal of the project was to fight against poverty by changing living conditions through access to modern energy services. "It consists of installing some solar panels, a battery which stores energy, a socket and some low-consumption light bulbs or spots so that, during four hours per day, houses which, up to now, had to light themselves with candles or kerosene lamps can have electricity," he said.

Perú Microenergía was created in 2009 by ACCIONA and constituted to deliver electrical energy via

**ACCIONA
Microenergy
Foundation
is leading the
solidarity project**

I WAS THERE

Proud to be a 'messenger of light'

Cajamarca was a both a gift and an experience of which to be proud. After a half day's journey in a four-wheel drive, we just about had time to visit three houses with the solar panels in operation. Despite the reserved and wary nature of the Andean people, by the end all were showing their gratitude to the 'mensajeros de luz' (messengers of light) who had changed their lives. To go from candles and kerosene lamps (which are prohibited) to light bulbs, meant that children could study at night, craftsmen could work their stone after seven in the evening, and the women could embroider or work inside their homes beyond the usual night-time obscurity. All in all, life goes on after the sun has set. Also, with a socket in the house, albeit of low power, they are now able to watch (black-and-white) television or recharge their mobile phones (although there is no electricity from the grid or tap water, cell 'phone coverage is virtually total!). All matters of globalization — and the creation of necessities.

ÁNGEL LEDESMA

ACCIONA Infrastructure



Ernesto Miralta
ACCIONA Installations Services

“

Cajamarca is a spectacular and inaccessible place and its inhabitants have really hard lives. With the introduction of quality solar systems, their quality of life has improved no end.

”

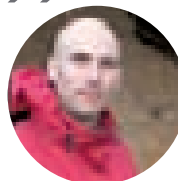


Fernando Justo
ACCIONA Facility Services

“

Taking advantage of the summer holidays, I answered the call for volunteers that ACCIONA Microenergy made and was seconded to Peru to help in a project in which I had already participated in from Spain.

”



Raimundo Fdez-Villaverde
ACCIONA

“

Children's education is a priority for the communities where we are settled. Conditions for doing their homework improve substantially when having electric light at home.

”



Above, the ACCIONA Chairman, José Manuel Entrecañales, inaugurates the 'Luz en casa' project in Cajamarca, accompanied by regional and local authority officials. Together they visited some of the homes which already can count upon electricity thanks to the initiative. He highlighted the importance of having renewable energies as the source of energy supply and the need to explore methods that contribute to making them accessible, in order to turn them into a lever of development.

Domestic photovoltaic systems

'Luz en casa' consists of the installation of domestic photovoltaic systems (DPS) in areas where the conventional electricity grid does not reach and is not foreseen for the coming years.

Benefiting 3,500 families

The initial aim is to benefit 3,500 underprivileged families – some 15,000 people – in the region of Cajamarca, northern Peru.

Fully guaranteed

Perú Microenergía guarantees the correct functioning of the photovoltaic systems and the replacement of their components during the useful life of the project.

Clear improvement

Peru is the country with the second worst electrical coverage in Latin America, and Cajamarca is the Peruvian region with the lowest electrification rate.

domestic photovoltaic systems (DPS) to isolated rural areas not covered by the national grid using a model of payment for sustainable and low-cost service. After installing ten DPS as demos for the local population last August, a further 600 ACCIONA-financed systems were installed and there are plans to install more in the coming months.

Under the legal formula of a non-profit association, Perú Microenergía provides the user with the service and receives in turn a fixed monthly payment, which then is reinvested in the maintenance, repair and replacement of components, guaranteeing the system's sustainability over time.

More than 40 ACCIONA volunteers have so far taken part in the project, working indispensably to ensure its success, with some travelling to the region to undertake support tasks.

They have been able to experience at first hand the happy faces of a humble and grateful people, especially those of children, who until now have done their homework by poorly lit candles. ■

ONLINE INFO



» www.perumicroenergia.org
» <http://tv.accion.com>

Caring for the climate

ACCIONA has become a member of the Steering Committee of Caring for Climate, the United Nations business platform against climate change.

Caring for Climate is the joint platform of the United Nations Global Compact and UN Environment Programme launched in 2007, by UN Secretary-General, Ban Ki-moon, with the aim of mobilizing a critical mass of business leaders to implement climate change solutions and in this way put pressure on governments and political institutions.

The Steering Committee is formed by executives of 11 companies from diverse economic sectors

and geographical areas. Its mission as advisory body will be to give momentum to strategic, operational and financial development of Caring for Climate initiatives. As well as ACCIONA, the companies represented on the Steering Committee are: CEMEX, China Mobile, The Coca-Cola Company, Deutsche Telekom, The Dow Chemical Company, Eskom, Fuji Xerox, Novo Nordisk, Seikem Group and Tata Steel. Some 400 companies from 65 countries are taking part in the initiative.



ACCIONA EMPLOYMENT CHANNEL WINS TEA CEGOS AWARD FOR SOCIAL NETWORK INNOVATION



ACCIONA's Employment Channel has come away with one of the 2010 Prizes for Best Human Resources Practices for its innovation in social networks in the 'Selection and Integration' category. "Our aim with the Employment Channel was to establish a different, innovative relationship with our future candidates," commented Dolores Sarrión, Assistant Director General for Corporate Resources at ACCIONA. The channel, Canal Empleo, as well as having sections presenting the Company and advertising vacancies worldwide, features a candidate perception test and a test for compatibility with ACCIONA's culture, and stands out for its interaction with social networks. This is not the first award ACCIONA's Employment Channel has received. Since it launched in March 2010, it has also been recognized by the 2010 *Capital Humano* Awards.

JORGE RUSSEL-TRUE: RECOGNIZED FOR SOCIAL WORK

Jorge Russel-True, ACCIONA Airport Services Delegate at Ibiza Airport, has received a 'Special Mention' award, by *Fundación Integra*, in recognition for his work on integrating people with risk of exclusion.

ONLINE INFO



» <http://employmentchannel.acciona.com>



PHILIPPE DARDENNE, DIRECTOR OF QUALITY AND
CHIEF OENOLOGIST OF GRUPO H.A. BARCELÓ

“It takes a great
deal of passion
to produce
a good wine”

With Philippe Dardenne we enter inside a passionate world as we discover the secrets of oenology and the excellent wines made by the Group.

“I am proud to create highly expressive wines, with an abundance of character, elegance and personality”

What does a wine expert such as you do in a company like ACCIONA?

That the Grupo de Bodegas Hijos de Antonio Barceló belongs to ACCIONA allows me as an oenologist to work in one of the 15 biggest wine groups in Spain, and at the same time in one of the leading companies in infrastructures and renewable energies that is a pioneer in sustainable development.

As Technical and Chief Oenologist, along with my team of oenologists in each of the five ‘bodegas’ of the Group, I supervise all the processes in the preparation of the wines, from management of the vineyards to the vintage of the products.

ACCIONA’s values are also those which impregnate Grupo H.A. Barceló: the search for excellence; focus on the long term; orientation towards the customer; and preoccupation for the environment.

My mission, from day to day, is that the best possible wines are made each year in the four ‘Denominaciones de Origen’ in which we are present, i.e. DOC La

Rioja (Bodegas Palacio); DO Ribera (Bodegas Viña Mayor); DO Rueda (Caserío de Dueñas); and DO Toro (Bodegas Anzil). Also, there are the wines in the Tierra de Castilla y León region, without forgetting our special wines, the flagship of which is the Peñascal Rosado de Aguja.

How is the exercising of your profession affected by working in ACCIONA?

Caring for the environment is applied as much to the vines as in the rest of the facilities, and is an important principle when working. For instance, we use a system of remote detection in the vines, images taken by satellite which shows the photosynthetic activity and the quantity of biomass in the vine. This allows us to control the watering by trickling, which means important water savings and allows us to use resources efficiently. At the end of the day, what we are looking for is the optimum management of the vines and maximum quality in our wines. ►

PERSONAL VIEW

Your favourite wines?

The red Viña Mayor Gran Reserva 2002, from Ribera del Duero, and the new icon wine, Cosme Palacio 1894, from the 2007 season, fascinate me.

Do you have a particular dream or professional desire?

Yes, I’m very clear on that: to produce two harvests a year.

How did you decide to dedicate yourself to oenology?

I think, at the beginning, it can be said that my culinary-oenological education came mainly from a family environment inclined to good cuisine and good wine. Secondly, I would say from my enjoyment of nature, and hence of agriculture, which led me to study agronomic engineering. Once I was on this career path, the only specialty that moved me emotionally was viticulture and oenology.

The best the profession has to offer?

The friendliness and cordiality with the people who work in the world of wine, although it’s very competitive. Respect and coexistence, above all, since they help and motivate teamwork to produce the best results.

What don’t you like about the profession?

I don’t see a negative side. The important is to have a vocation and be very passionate about it to elaborate a good wine.



Could you highlight an achievement of which you feel proud?

Undoubtedly, the creation of highly expressive wines with an abundance of character, elegance and personality in each DO, including also the wines of Tierra de Castilla y León, thanks to the support, dedication and commitment of the team of very highly qualified oenologists around me: Roberto, José, José Vicente, Germán and María Ángeles. Many of these wines are nationally and internationally recognized, with the best prizes and scores, which gives us much satisfaction to observe that the effort is rewarded.

Do you have a project in mind that you would like to get moving?

A special project which I would like to carry out is the elaboration of an ecological wine in our land in DO Ribera del Duero, in the vineyard that surrounds Bodega Viña Mayor. It will be a project where we experiment with management techniques in the vineyard and with the fermentation of the wine to prepare a product of high quality according to a system of ecological certification.

Finally, what is your biggest challenge now?

Over the past few years, we have invested a lot in new technology and at the Quality Department we have researched how we can improve many aspects. One of my biggest professional challenges is to elaborate some exclusive iconic wines which support the complete range of our wines by being internationally and national recognized at the highest level. This is not easy, because the quality of the wine has to be of the highest order, but I am excited with the challenge. ■

JEWELS IN THE CROWN OF GRUPO H.A. BARCELÓ: EXCLUSIVE SAMPLING NOTES

Cosme Palacio
Reserva Privada 2005
D.O. Ca. Rioja.
 Tempranillo.
 18 months in French oak barrels.
 28 months minimum in bottle.
 Intense in the mouth, structured, expressive, with nerve and a final duration of excellent complexity.
94 Points
Guía Repsol 2010.

Secreto Reserva 2005
D.O. Ribera del Duero.
 Tempranillo, grapes selected from old vines.
 18 months in new French oak barrels.
 Excellent example of a mature grape, majestically integrated in an elegant wood.
 As with all exquisite wine: in very limited production.
94 Points
Wine Spectator 2010.

The 2010 wine harvest

Philippe Dardenne gives his thoughts on the 2010 harvest:

"Overall, we can say that in Castile & León the spring was rather unsettled, with levels of humidity and rain higher than the normal. On the other hand, summer was very good, with lots of sun and without being excessively hot, which favoured a slow maturity of the grape, bringing a lot of freshness and good acidity. In La Rioja, in the Alava region, spring was less humid than in Castile & León and during the summer there were also magnificent conditions for maturity. Briefly, from what can be assessed and sampled of the 2010 harvest, the qualitative results tend to excellence in Alavés Rioja and Ribera del Duero, and very good in the rest of Castile & León."



Engaged and proud

The 2010 Climate and Engagement Survey is a reflection of the professional environment at ACCIONA as well as being a diagnosis to make improvements.

Why is it important to conduct a Climate and Engagement Survey? Because knowing the opinion of the employees about the working environment helps bring about internal improvements – and a happy worker is a better one.

More than half (52%) of the ACCIONA workforce contributed to conduct this diagnosis of the Company's working environment, 11 points more than the last survey carried out in 2007, giving a reliability of 95%. The results illustrate a team whose members declare themselves to be proud to work at ACCIONA and engaged with the Company.

The best valued categories are those relative to engagement, sustainability, work organization and relations with managers.

What next?

During November work teams were set up in the different divisions to define improvement plans and put them into action.

The focus categories include:

Training:

- New training models in competences, technical training, functional and languages.
- More people with access to virtual training.

Development:

- Extend performance evaluation to all businesses.
- Improve the communication of opportunities for internal mobility.
- Promotions policy.

Internal communication:

- Development of new channels.

The Top 5

The five questions with more than 85% of favourable responses were:

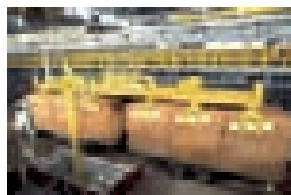
- I feel personally committed to the results I have to obtain.
- I am prepared to invest voluntarily an extra effort in my work.
- My boss treats me with respect.
- In my daily activity, I try to reflect, as far as I can, ACCIONA's commitment to sustainability.
- I feel proud to work at ACCIONA.

News round-up

ACCIONA Energy is investing **85 million euros** in its fourth wind farm in New Brunswick province, Canada. The installation will have **45 MW of power** from 30 **ACCIONA Windpower** wind turbine generators (WTGs) of 1.5 MW each.



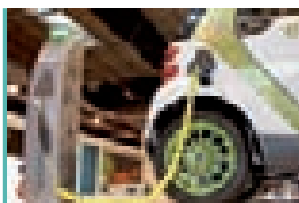
Record increase in renewable production by ACCIONA in the first quarter of 2010: total generation was **9,737 GWh** (millions of kilowatt hours), 73% more than in 2009.



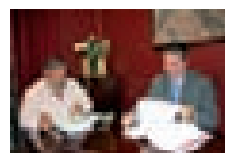
ACCIONA's second **straw-fired biomass plant** begins operating at Briviesca in Burgos, Spain. Costing 50m euros and supplying 16 MW, it consolidates ACCIONA as the No.1 benchmark in using agricultural herbaceous biomass to generate electricity.



Canal Empleo, the ACCIONA Employment Channel, is **recognized by Tea Cegos** for its commitment to social networks in the *Selection & Integration* category, picking up one of the 2010 Best Human Resources Practices awards.



ACCIONA is to support the drive for **energy efficiency and mobility** by installing recharge points for **electric vehicles** in 14 centres managed by Unibail-Rodamco in Spain.



ACCIONA Agua obtains a 25-year concession for the **Villarrubia de los Ojos integral water cycle** in Ciudad Real (Castile and La Mancha Region, Spain).

AUGUST

ACCIONA is participating in **three projects in Cénit**, the Spanish research programme. **With an investment of 25 million euros**, the projects are led by ACCIONA Infrastructure and ACCIONA Energy and concern research in intelligent technologies.



Bodegas Palacio wine succeeds in the UK and US. The 2007 red, *Cosme Palacio 1894*, and *Cosme Palacio Vendimia Seleccionada 2007* are in the **Top 119 Spanish wines in the New Wave Spanish Awards 2010**. And the company was awarded the **Gold Medal** for its *Glorioso Crianza* in Canada and scored more than 90 points from Robert Parker for *Cosme Palacio* and *Bodegas Palacio Special Reserve*.

SEPTEMBER

ACCIONA wins a contract to build the **Northern Link tunnel in Australia** for 1.1 billion euros. It's the first infrastructures contract for ACCIONA in the country.



ACCIONA receives the **World Finance prize for Best Corporate Governance in Spain in 2010**.

ACCIONA Energy is to install the **first recharge network for electric vehicles** in the streets of Pamplona (Navarre Region, Spain).



ACCIONA strengthens its presence in Italy with a contract to manage water treatment in Sardinia. Its efficient approach will reduce energy consumption by 25%.



The ACCIONA Chairman inaugurates **the Luz en casa programme** in Cajamarca, Peru, developed by **the ACCIONA Microenergy Foundation** through *Perú Microenergía*.

Windsor Essex Mobility Group, a consortium in which **ACCIONA holds a 33.33% share**, is to build and manage a road project in Ontario province, Canada. Plans for the **Windsor Essex Parkway** include an 11km motorway on a concession basis, service roads, 1.2km² of green zones and an environmental action programme.



ACCIONA inaugurated its bio-mass plant at Miajadas, Cáceres, an installation of 16 MW, **the first in Spain** designed to use mixed raw material – herbaceous agricultural and wood waste.

The La Chira Consortium, formed by ACCIONA Agua and the Peruvian company Graña Montero, has been selected by Peru's Agency to Promote Private Investment to **construct, design, finance, operate and maintain** the La Chira waste water treatment plant and underwater discharge pipeline south of Lima.

OCTOBER

ACCIONA joins the **Steering Committee of Caring for Climate**, the joint platform of the UN Global Compact and UN Environment Programme, set up to strengthen the role of business in the strategy against climate change.

ACCIONA closed the first nine months of 2010 with an Ebitda (gross operating profit) of **813m euros, 17% more than over the same period in 2009**. Group revenues to end-September were 4.57 billion euros, down 2.8%. Net profit was 101m euros, 3.3% down in comparative terms, without taking into ac-



count the result of discontinued activities corresponding to the Group's stake in Endesa.

NOVEMBER

ACCIONA Energy has brought on line the 50 MW **solar thermal plant at Majadas de Tiétar** in Cáceres (Extremadura Region, Spain).

ACCIONA Energy has strengthened its presence in India by starting construction work on a **third wind farm** there. Tuppadahalli will enter into service in 2011.