



# acciona

## reports

### CLOSE-UP

Large clients trust  
in ACCIONA's 100%  
renewable energy

### SOLUTIONS

Integrated water  
supply and drainage  
services from  
ACCIONA Agua



### GENERAL SHAREHOLDERS' MEETING

# A long-term vision

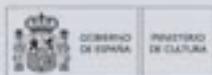


**THE PRADO MUSEUM  
TAKES TO AUSTRALIA  
FOUR CENTURIES OF  
SPANISH HISTORY WRITTEN  
IN BRUSHSTROKES**

*"The Spanish Portrait" (1550-1900)*

ACCIONA collaborates with Madrid's El Prado museum to organize  
the largest ever display of Spanish painting outside of Spain.

Queensland Art Gallery. Brisbane, Australia.  
July to November 2012



MUSEO NACIONAL  
DEL PRADO

ART  
EXHIBITIONS  
AUSTRALIA



## *A long-term vision*

**N**ever have we lived in such uncertain times. And that applies from an economic, political and social perspective. What's going to happen? A question like this can induce fear. But let's stop for a moment, and ask another one in its place: What would we like to happen? Responding positively to the second question is to take up the reins of our destiny and confront head on the great challenges we face, and must help solve, with long-term vision. It is companies which are capable and duty-bound to lead in this respect – and, in ACCIONA, we have the necessary sense of duty.

In the shadows of our potential future, the world's resources are all used up, and the planet is worn out. One of the initiatives to dispel those shadows is to design an environmental energy model that necessarily has to use renewable energy. And there are arguments for such initiatives. Some companies, like Adif, Acuamed, AENA, Banco Santander and Metro de Madrid, see it this way, and they've decided to get their electricity from ACCIONA, which guarantees power produced by 100% renewable sources.

By looking ahead into the future we can also: guarantee sustainable health care services, uniting public and private funding, as in the Royal Jubilee Hospital in Canada; make cities more livable by, for example, transforming tarmac into gardens, as in our story in this issue about how the rerouting of the M-30 motorway in Madrid has led to 200,000m<sup>2</sup> of new parks and gardens for the use and enjoyment of the people of Madrid; or prioritize, over volume of water billed, in the water management market.

Long-term vision has a multiplier effect on indisputable scientific advances, such as the new material used in the Cuenca footbridge. The long view is the pillar on which balanced development is achieved, amply demonstrated by the project to generate fresh water from salt water in Chile's Atacama Desert.

To be able to raise one's head and see the horizon requires creativity, as shown by GPD who can take a one-dimensional account of a story and transform it into a thought-provoking tale captivating audiences. It also requires a curiosity for bringing together different cultures and understanding the world, as evidenced by the journey of 100 or so works of art from the Prado Museum to Australia; and the empathy to think about people when a company is managing its professional talent.

A future vision has real value when the attitude is adopted - and the decision taken - that, come what may, we can change this future for the better.

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# Ten arguments in favor of renewable energies

Debate over the energy model can constantly be heard on the street: advantages and disadvantages of gas, coal and oil, the nuclear controversy, the viability of renewables... Among the torrents of arguments, here are 10 to that explain the vital role of clean energies within a sustainable economic model.



## A REAL ALTERNATIVE

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Renewables are not a project for the future or an experiment – they are already a reality and production from them, and their range, will steadily increase. According to the World Wind Energy Association, world installed wind power capacity had reached nearly 200,000 MW by the end of 2010, equivalent to 200 nuclear power stations and capable of producing 2.5% of the global electricity demand. In Denmark, wind power already covers 21% of electricity demand and in Spain and Portugal, 18%.



## THEY'RE CLEAN

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Renewables produce energy without releasing greenhouse effect gases (GHG), making them an indispensable ally in the fight against climate change. Governments are looking to advance in this direction due to international commitments such as the Kyoto Protocol, signed by 200 countries and which has the goal of reducing emissions by 5% between 2008 and 2012 (on 1990 levels). Supranational policies are also being applied, such as the objective framed by the European Union: that this reduction reaches 20% in 2020. Recently, the European Commission said it would like to reduce such emissions by between 80% and 95% by 2050 (compared to 1990 levels).



## INEXHAUSTIBLE

This is why they're known as renewables! Fossil fuels such as coal, oil and gas do not replenish themselves, whereas sun, water and wind are sources of energy that is always available.



## SAFE

Renewable energy generation does not pose risks for people or the environment, which is an advantage with respect to the doubts expressed over the safety of nuclear energy or the concern for pollution associated with fossil fuel use.



## AVAILABLE EVERYWHERE

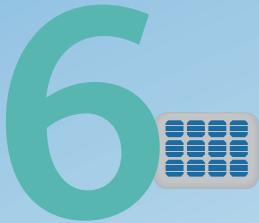
Water, wind and the sun are energy sources that are available the world over. That means that the capacity for generating enough and a variety of renewables comes from indigenous supply base for any country

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» [www.accionia.com/pressroom/indepth](http://www.accionia.com/pressroom/indepth)



## REDUCING ENERGY DEPENDENCE

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As an indigenous resource, they eliminate the need to import fossil fuels from countries rich in gas, and oil. The need to import energy raw materials implies economic, and even strategic, costs. High dependence on energy from abroad can produce supply uncertainty due to political and economic problems in supplier countries.



## AVOIDING GEOPOLITICAL CONFLICT

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Disputes over the control and ownership of raw materials, which exist in a small number of countries, are one of the main causes of territorial and geopolitical conflicts. Quite the opposite, renewable energies are a distributed resource.



## OFFSETTING ECONOMIC UNCERTAINTY

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The cost of renewable energies is foreseeable and can be planned for solely on the basis of the necessary investment to exploit them - and not the cost of the raw material. Fossil fuels, especially oil, are subject to large fluctuations which result in speculation in the markets and upset any planning.



## CREATING WEALTH AND JOBS

Renewables are sources of wealth since they avoid imports and, as such, external payments. Having a basic raw material, such as energy, is a good basis for the competitiveness of industry. By nature, renewable energies boost development in rural areas, favoring a better territorial structuring of the countryside, and can act as an industrial and technological motor in the economy. At the end of the day, all this provides the conditions for job creation.



## THEY'RE NOT MORE EXPENSIVE

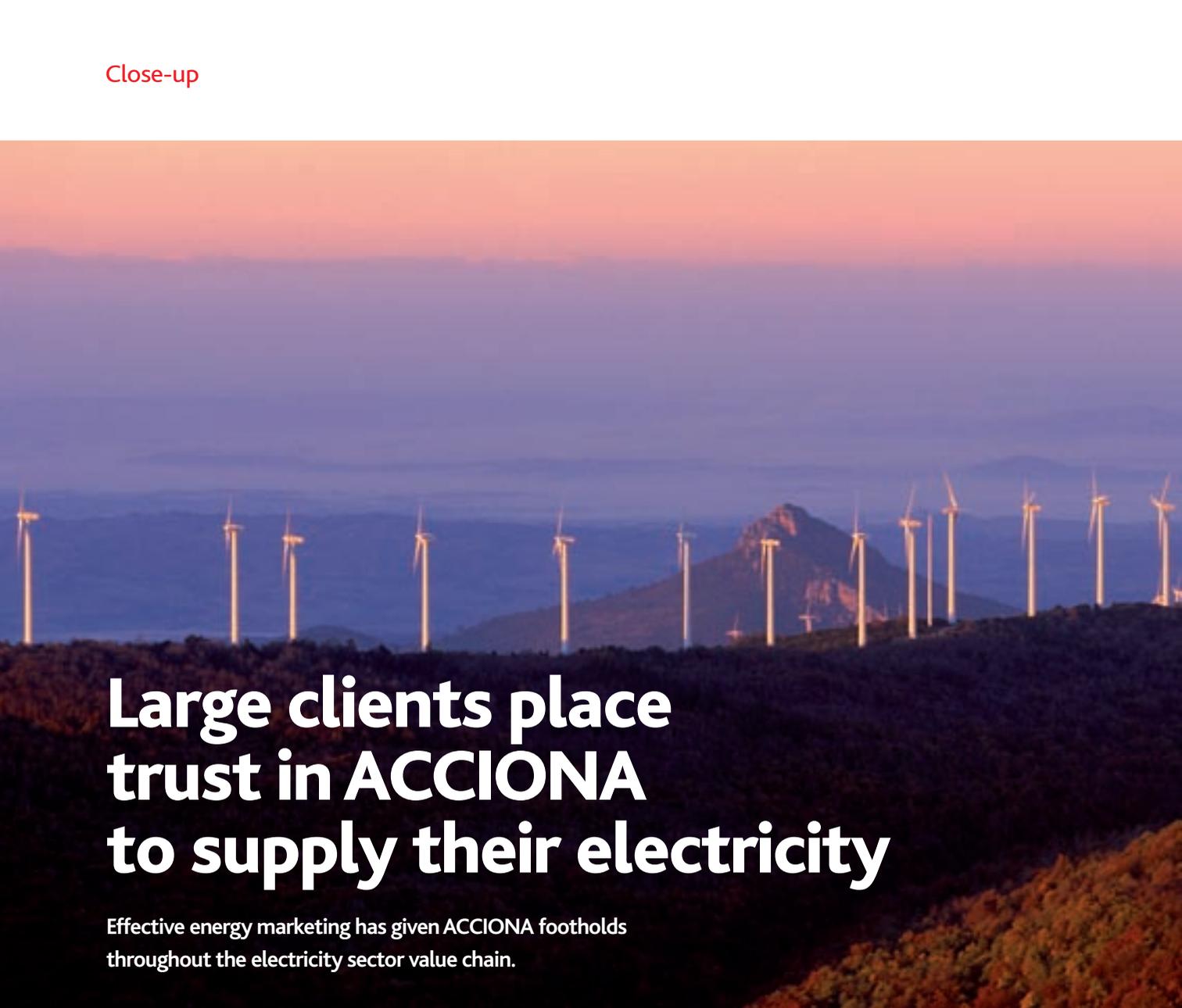
Sun and wind are available without cost, although investment and efficient technological development has to be carried out to make use of them as energy sources. The present economic model is based on fossil fuels, with a cost structure that penalizes its environmental effects and it is not transparent in the payment of subsidies. Mature renewables technologies, such as wind, would, in fact, already be competitive or even cheaper if all of their environmental costs were internalized.

### Spain sets an example

Spain has been a pioneer in promoting renewable energies via the regulatory framework. This commitment has borne fruit, converting renewables into a real alternative for reducing energy dependence on other countries (although it is still over 80%) and creating export technologies and industries

- ▶ Renewables in Spain in 2010:
  - Met 32.6% of electricity demand;
  - Avoided nearly 32 million metric tons of CO<sub>2</sub> emissions;
  - Avoided 4 billion euros of imports;
  - Cut the trade deficit by around 8.5%.
- ▶ Wind energy already meets the electricity needs of 10 million homes.
- ▶ The renewable energies sector has created nearly 100,000 jobs in Spain.
- ▶ Two Spanish companies are among the five biggest wind power asset operators in the world, and three are among the five largest in the solar thermal sector.





# Large clients place trust in ACCIONA to supply their electricity

Effective energy marketing has given ACCIONA footholds throughout the electricity sector value chain.

**L**arge corporations from many different sectors have signed contracts with ACCIONA for energy supplied 100% from renewable sources.

From railways to airports, desalination plants and financial services entities, top companies are convinced by a new and promising business area created by ACCIONA which completes its presence in the energy sector value chain.

Global leader in development, construction and operation of renewable energy installations, ACCIONA has also become an important distributor in the Spanish electricity market, with planned sales to final clients of some 1,000 Gigawatt-hours (GWh) this year, a figure which will increase significantly during the years to come.

The 100% renewable origin character, certified by the Spanish National ►



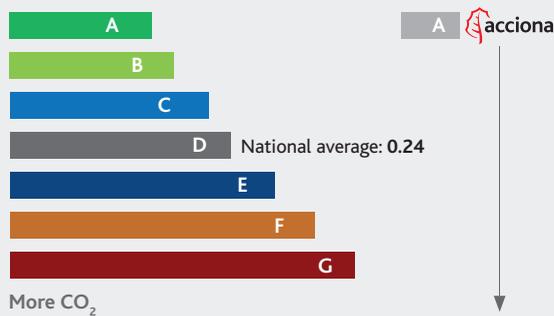
*ACCIONA supplies energy sourced 100% from renewable energies, which the Spanish Energy Commission has certified Level 'A' for its zero CO<sub>2</sub> emissions*

## Clean Energy

Electricity supplied by ACCIONA is produced without emitting carbon. For this, the Spanish Energy Commission (CNE) has conferred upon it the Level 'A' in CO<sub>2</sub> emissions (equivalent to zero), well below the national average (Level 'D') which was situated at 0.24 kg of CO<sub>2</sub> for each kilowatt-hour generated.

### Carbon dioxide emissions\*

Less CO<sub>2</sub>



More CO<sub>2</sub>

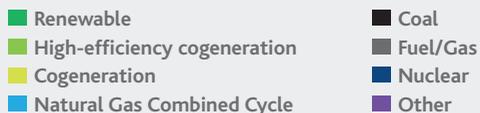
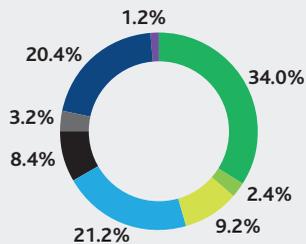
(\*) In kg of CO<sub>2</sub> per kWh

0

### Origin of electricity, 2010

Production mix, Spanish electricity system

Production mix, ACCIONA



Source: CNE



## ADIF, Spanish rail infrastructure administrator

- **Objective:** Electricity supply for certain railway services representing over 70% of the Company's electrical consumption in 2012: High-speed (AVE) lines linking Madrid-Barcelona, Madrid-Seville, Madrid-Valladolid; suburban network junctions at Madrid North, Madrid South, Barcelona North and Barcelona South; the Avila-Galicia-Asturias, Medina-Basque Country and Alcázar de San Juan-Andalusia lines; supply to buildings, stations and other ADIF facilities.

- **Estimated consumption:** 2,114.8 GWh.
- **Supply period:** year 2012.
- **Estimated value:** 162m euros.



## Madrid Metro

- **Objective:** To supply various installations of the network operating company for Madrid metro, among them those situated in the Cerro de la Plata and Nuevos Ministerios areas.

- **Estimated consumption:** 105 GWh.
- **Supply period:** year 2011.
- **Estimated value:** 7.4m euros.



## Santander Group

- **Objective:** To supply electricity to several Santander Group operational centers in Spain, among them the Boadilla del Monte Financial City in Madrid region, the Group's central services HQ, and the Banesto Complex in Mesena Street, Madrid.

- **Estimated consumption:** 160 GWh.
- **Supply period:** one year, from 1 July 2011.

► Energy Commission (CNE), is a differential factor in our product, especially attractive to a growing number of clients aware that reducing their ecological footprints will also have a positive impact on their reputations among consumers.

### Much more than electricity

The contribution of ACCIONA is not limited to supplying electricity. It also includes a wide range of additional services aimed at optimizing the consumption of our clients, monitoring this and detecting possible opportunities for improvement, proposing

savings and efficiency measures, and when possible managing these to reduce costs.

With its presence in the energy marketing business, ACCIONA is making the final step towards becoming a vertically-integrated electricity company, obtaining better brand visibility with clients, covering price risk in the Company's generation portfolio, and thus contributing revenue stability, switching away from electricity market fluctuations, and generating synergies with other Group activities to contribute new business opportunities. ■

INFO ONLINE



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 » [www.acciona-energia.com](http://www.acciona-energia.com)



## AENA, Spanish Airports & Navigation Area

- **Objective:** supplying electricity to new airports on the Canary Islands: Grand Canary, Gando (Grand Canary), North Tenerife, South Tenerife, Fuerteventura, Lanzarote, La Palma, El Hierro and La Gomera.
- **Estimated consumption:** 215 GWh.
- **Supply period:** two years, from 1 October 2010.
- **Estimated value:** 15.5m euros.



## ACUAMED, Aguas de las Cuencas Mediterráneas

- **Objective:** Electricity supply to all desalination and drinking water plants, and other facilities managed by the state ACUAMED company, up to a total of 109 supply points in the provinces of Castellon, Valencia, Alicante, Murcia, Albacete, Almeria, Malaga and Madrid. The most important installations are desal plants at Carboneras and Bajo Almanzora (Almeria), Torrevieja (Alicante) and Aguilas (Murcia), as well as the company's HQ in Madrid.

**Estimated consumption:** 274 GWh.

**Supply period:** one year, from 1 July 2011.

**Estimated value:** 24.1m euros.



## Telefónica

- **Objective:** To supply electricity to a total of 47 points corresponding to different Telefónica and Telefónica Móviles facilities in Spain. These include its Madrid data processing center in Juan Camarillo Street.
- **Estimated consumption:** 246 GWh.
- **Supply period:** year 2011.
- **Estimated value:** 13m euros.

## Other clients

- Various shopping malls belonging to the Cório Group: Maremagnum (Barcelona), Torreldones and Sexta Avenida (Madrid).
- Large industrial clients from the paper, plastics and health care industries.
- ACCIONA buildings: Corporate HQ in Madrid and ACCIONA Energy central offices in Navarre.
- Several seawater desalination plants, built and operated by ACCIONA Agua, such as Tordera, Jávea, Grand Canary, Alicante, Almeria and San Pedro de Pinatar.

*ACCIONA offers additional services to optimize the amounts clients consume*



# Long-term vision

**"Companies must assume leadership in the pursuit of the balanced development of society; it is a need and a responsibility and also offers opportunities."**

The importance of the business sector as an agent for social change was the theme of the speech given by ACCIONA Chairman José Manuel Entrecanales to the Company's General Shareholders' Meeting in June. The role of companies was to design a more environmentally and geopolitically sustainable energy model, returning to the path of economic growth and

ensuring balanced development and progress.

Mr Entrecanales expressed his belief that "companies are duty-bound and need to exercise leadership in the pursuit of the balanced development of society - and they need to take the long view". He pointed out that "ACCIONA is well-positioned because our shareholder stability allows us to plan long-term, and this is not only an asset for

the Company but also one of our main competitive advantages", referring in this sense to "the desire and the intention of permanence of the Company's two shareholders of reference".

### Future strategy

He went over the Company's positioning and strategic lines of action for future growth, and highlighted the 70% growth in the Infrastructure division's public works portfolio, focused primarily on Poland, Canada, Brazil, Australia and Chile, and which has offset to a great extent the considerable dip in the portfolio for Spain. Mr Entrecanales also pointed out that the cuts foreseen in public investment will mean that business strategy will remain focused on ACCIONA's thrust for internationalization, "with particular emphasis on ACCIONA Engineering, industrial infrastructures and private clients". ACCIONA Agua has also played a relevant role as a driver of ACCIONA's

international expansion efforts: the water services arm's international activity went from 12% in 2007 to 51% in 2010. In this market, he warned that "the economic crisis is very seriously affecting pending investment in the Spanish water sector", which would come as a serious stumbling block to the much-needed improvements in purification levels.

Moving to Energy, Mr Entrecanales placed particular emphasis on ACCIONA's position as the world's No. 3 renewable energy operator, with a total installed capacity of 7,587 MW, and stressed renewables' key role in the energy model and their contribution to economic growth. ACCIONA's Chairman & CEO called for "immediate action and the adoption of long-term policies and stable regulatory frameworks aimed at exploiting everything that energy efficiency and renewable energies have to offer". ■

*Business strategy will continue to focus on internationalization*



### New director

The GSM appointed Sol Daurella as Independent Director and accepted the decision of another Independent Director, Lord Tristan Garel-Jones, to step down from the Board. It also re-elected Belén Villalonga as Independent Director. The ACCIONA Board is now made up of 13 directors, eight of whom are independent. The introduction of good corporate governance practices was also approved, including the individual assessment of each Board Member and giving the GSM a consultative vote on the Company's compensation policy: Changes to the Company's Corporate Bylaws were made to bring them into line with recent legal changes and the Company's current Shares and Options Plan for Executives was extended for another fiscal year.

### Shareholder stability

ACCIONA's General Shareholders' Meeting gave the go-ahead to the absorption merger of Grupo Entrecanales and its subsidiaries, a move aimed at increasing transparency in the share structure.

The Shareholders' Meeting also endorsed the Company's results and their application, which includes an FY2010 dividend of 3.1 euros per share, an increase of 3% on the year before.

#### INFO ONLINE



- » [www.acciona.com](http://www.acciona.com)
- » [www.acciona.com/shareholders--investors](http://www.acciona.com/shareholders--investors)
- » <http://tv.acciona.com>

# Setting new hospital standards in Canada

Ready to tend to the needs of nearly 800,000 people, the modern Royal Jubilee Hospital in British Columbia points the way for privately managed public services.

**T**he Royal Jubilee Hospital is the first hospital project developed in Canada by ACCIONA and its partners – Innisfree and Lark – under the concession model. From the signing of the contract for the hospital and for another 30 years or so, the concession company – ISL Health – has assumed the commitment of designing, building, financing, operating and maintaining an infrastructure whose aim is to facilitate the provision of healthcare services to the people of Victoria, the capital of British Columbia.

## **The challenge**

The Vancouver Island Health Authority (VIHA) opted for this model after carrying out an associated economic study which compared ►



## The project in figures

- 37.000 m<sup>2</sup> of built surface area.
- 500 beds.
- 3.000 metric tons of steel.
- 22.000 m<sup>3</sup> of concrete used in the construction.
- Over 450 WI-FI antennas.



## technical file

### Location

Victoria, British Columbia, Canada.

### Client

Vancouver Island Health Authority (VIHA).

### Contractor

ACCIONA Infrastructure Canada (63%) and Lark Group (37%).

### Type of contract

Administrative concession (design, construction, financing, operation and maintenance).

### Duration of contract

32 years, 5 months.

### Total project cost

C\$ 348 million.

### Main characteristics

The concession includes construction and later operation of an eight-storey hospital tower with a built surface area of 37,000m<sup>2</sup>. The building has 500 beds and 83% of its bedrooms are individual. It will attend to medical-surgical and mental health patients.

### Construction schedule

2008-2010.

### Move-in date

13 March 2011.

### Reference population

752.000.

### Operation

ACML (maintenance) and ACCIONA Facility Services (cleaning).

### Awards

- Best International PPP Project – 2010 Public Private Finance Awards, UK.
- Silver Award – Canadian Council of Public Private Partnerships, 2008.



**EDUARD RIUS**  
*Director, ACCIONA  
Hospital Services*

“ We can be proud of having built a hospital in Canada that has LEED Gold certification and an evidence-based design. It is an environmentally-responsible building, friendly to patients and professionals alike. This challenge has been made possible by the collective knowledge and capabilities of a great team. We are also happy to be able to state that this hospital reflects the basic principles of our Company: social well-being, sustainable development and value creation.

”



**MICHAEL DE JONG**  
*BC Minister  
of Health*

“ The new hospital focuses on patient care, staff engagement and the environment. This state-of-the-art facility provides an effective and positive healing environment that will benefit Vancouver Island residents for years to come.

”

## Eco-efficient measures

ACCIONA has committed itself to adopting Pacific Green Standards, which result in excellence both in design and respect for the environment. Sustainability is also guaranteed by LEED Gold certification for the project which means that the building blends in with its surroundings, from construction phase to operation. These are some of the landmarks achieved in relation to this certification:

- ▶ Washing system for construction trucks to prevent spreading dirt on public roads.
- ▶ High level of energy efficiency.
- ▶ Landscaped roof with thousands of plants which filter rainwater.
- ▶ Water retention systems which reduce erosion and sedimentation, water reuse management.
- ▶ Xeriscape-designed gardens which do not need supplementary watering.
- ▶ Enhancement of landscaped areas with art works.
- ▶ Garden irrigation pumps with autonomous operation, electricity being supplied by wind turbines.
- ▶ Maximum air quality inside the building.
- ▶ Maximum use of natural light.
- ▶ Adaptation to alternative transport means (bicycle areas).
- ▶ Acoustics designed to create silent and restful environment.
- ▶ Reduction of volatile organic compounds.
- ▶ During construction, a competition was held for children to decorate the enclosure fence.

## ACCIONA's strengths in the concessions market

- 1 Wide experience of hospital construction.
- 2 Solid reputation in concessions management.
- 3 Assumption of risks: fixed deadline and price.
- 4 Provision of non-welfare services through subsidiaries or partners.
- 5 Long-term vision.
- 6 Efficiency of management of non-welfare services allowing the client greater concentration on core health care services.
- 7 Quest for, and integration, of most adaptable and sustainable architectural and engineering solutions.
- 8 Energy efficiency solutions for the hospital environment.

## ACCIONA Facility Services has gained its first international contract here

► the concessional model with that of conventional construction. The planned work has continued to prove challenging: to raise, on a congested site, a new building replacing, modernizing and centralizing the hospital zones of the center, which until now had been shared between seven distinct blocks.

The project has been performed according to well-defined principles: attain the best geriatric care,

create, at the same time, an attractive center to work in for health care staff, and resolve all the challenges that arise with the development of an infrastructure of these characteristics in a sustainable way, as you would expect of a hospital fit for the 21st Century.

This concession also led to ACCIONA Facility Services' first international contract as a services provider. ■



*ACCIONA has built a new integrated, modern and sustainable center on the precincts of the old Royal Jubilee Hospital in the Canadian city of Victoria.*

### Design principles:

The Royal Jubilee Hospital has been designed with future generations in mind. It will be able to adapt to future needs, including new methods and treatments.

The design was based on the following principles:

- 1** **With the oldest patients in mind.** Large rooms, comfortable for patients and their families; natural light, fresh air and noise reduction; a mechanized system of mobility guaranteeing patient autonomy.
- 2** **Respect for the environment.** 40% more energy efficient than any other hospital in the region.
- 3** **Creating the best possible working environment.** The design allows the observation of each patient from the nursing desk; over 1,400 wash basins, including one in each room; a gymnasium for staff and spacious relaxation areas.

#### INFO ONLINE



- » [www.accionna-infraestructuras.com](http://www.accionna-infraestructuras.com)
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# Asphalt of Madrid's M-30 turned into a park

ACCIONA is helping to improve the environment in the heart of the Spanish capital by planting over 6,500 trees, 130,000 bushes and 44,000m<sup>2</sup> of parkland which needs very little water.





© Alberto di Lodi / EL MUNDO

**D**evelopment and landscaping of the area freed by excavation works for the M-30 ring road, part of the Madrid Río project, have added 195,014m<sup>2</sup> to Arganzuela Park and improved quality of life for residents.

The landscaping, carried out by ACCIONA Environment, has followed the Company's sustainability principles through an automated control system which allows programming, monitoring and management of watering from a central location. Operation and duration of the irrigation is adjusted automatically according to climatic conditions.

#### **A large urban forest**

More than 6,500 trees—no less than 18 different species—have been planted along the near five kilometers of walkways and paths and in woods adjacent to five playing, sports and cultural areas. The plantations together cover a green area of some 685,000m<sup>2</sup> of urban forest. This means the generation of 685 metric tons of oxygen a year and the net absorption of 171 metric tons of CO<sub>2</sub> a year, the equivalent of emissions from 727 vehicles per day. ■

*The trees planted will generate 685 metric tons of oxygen a year*



## **A giant lantern**

Designed by Dominique Perrault and built by ACCIONA Infrastructure and its partners, the Arganzuela bridge divides into two arms which total 278 meters in length. It is one of the final links in the Madrid Río project. The bridge comes together over a square with vantage points in the park itself. Two rising spirals and the mesh covering them, shining by day and illuminated at night, are its distinguishing features

#### **Shade by day, light at night**

The work consists of two footbridges: one with a span of 116.65 meters between supports (measured between each axis of support) which passes over the River Manzanares; and another with a span of 96 meters between supports which stretches over Arganzuela Park. The main structure is made from steel and partly surrounded by a metallic mesh which makes for a walkway in shade during the day and is transformed into a luminescent feature by night, a kind of outsize lantern.

#### **INFO ONLINE**



» [www.accionamedioambiente.es](http://www.accionamedioambiente.es)  
 » [www.accionainfraestructuras.com](http://www.accionainfraestructuras.com)  
 » <http://tv.accionacom>

# An innovative record setter

Cuenca premieres a ground-breaking walkway across the Jucar River: the longest stressed ribbon bridge in Spain and eighth in the world.

The city of Cuenca in central Spain has welcomed a sustainable solution reducing by 20 minutes the walk between the city center and the university campus and General Hospital.

The solution has been provided by ACCIONA Infrastructure: a stressed ribbon bridge for pedestrians and cyclists, 216 meters long and 3 meters wide. This kind of footbridge is a type of suspension bridge, where the slope configured by the cables gives



**JAVIER AYALA**

*Head of Linear Works & Structures*



The walkway is a very complete R&D and Innovation project in which the Engineering Department has had the opportunity to collaborate. The carbon fiber cables and aerodynamic behavior were tested in a thorough study of

the vibration from pedestrians. The structure was totally overloaded and tested, fitting it with instruments to analyze not just its present behavior but what it would be in future.



the deck catenary arches between supports. It is supported by 16 cables made from carbon fiber and has a 25cm concrete deck, paved with recycled tires and beams composed of 48 prefabricated keystones.

**New technology**

The bridge is made from innovative composite materials: glass and carbon fibers in a matrix of polymeric resin combine in a structural design using the excellent properties of

these materials. Thanks to this technology, the footbridge spans 72 meters between each support and each cable supports a load of 100 metric tons.

The advantages of composite materials are in their high performance, reduced weight, construction speed, ease to work with and transport, and their inalterability and imperviousness. They don't need maintenance, nor do they rust, corrode or deteriorate with time. ■

*In figures*

**CUENCA FOOTBRIDGE**

- Dimensions: **216m long, with three spans between supports of 72m each, width of 3m, beam thickness of 25cm.**
- Foundations: Each support has four alignments of **seven inclined micropiles of 200mm diameter. 1,547m of micropiles** are fitted in total.
- Paving: **2,500 end-of-life tires** were reused to make the bridge; granulated and resin bound in situ.

**INFO ONLINE**



» [www.acciona.com/pressroom/indepth](http://www.acciona.com/pressroom/indepth)  
 » [www.acciona-infraestructuras.com](http://www.acciona-infraestructuras.com)

# The best partner for water management

ACCIONA has become the ideal partner for complete water supply and drainage services, from which over 2.5 million people already benefit.

There are still 1.2 billion people in the world who do not have drinking water in their homes,” commented Manuel Navarro, Head of Operations and Maintenance, Services and Desalination at ACCIONA Agua. Indeed, if we are to begin to reduce this worrying statistic, it is increasingly necessary that private companies and public administrations collaborate. It consists of managing the complete water cycle, a field in full development and in which ACCIONA Agua has much to say.

ACCIONA Agua is now providing full supply and drainage services to more than 2.5 million people in just under 100 Spanish municipalities, between them cities and towns such as Madrid, Valencia, Soria and Getafe (in the Madrid region).

In foreign markets, there is great potential now that the building of water infrastructure is another path for entering integrated water cycle management. Manuel Navarro points to various markets in Latin America – Mexico, Brazil, Colombia and Chile – and the Middle East,



*Sustainability  
in the water cycle  
means collecting  
the minimum  
volume of water  
and returning it  
to nature in the  
best condition*

Italy, Portugal and Australia, as some of ACCIONA's main targets. In the latter case, completion of the plant in Adelaide and participation in other top projects, such as the drinking water plant at Mundaring in Perth, has transformed ACCIONA Agua into one of the market leaders.

**Made-to-measure service**

So, what are the big competitive advantages that make ACCIONA the ideal partner in a water management project? On the one hand, it has an R&D & Innovation laboratory in

Barcelona that is expressly dedicated to water, a world leader in research on reverse osmosis membranes for desalination. On the other, it has a highly competent team of professionals designing water infrastructure and its management.

And, above all, "ACCIONA can operate in all the stages of the water cycle, providing a service according to the needs of the client, usually the public administration. The obligations of the companies in the sector are to inform and educate citizens to use only the water they need," explained ►

## The length and breadth of Spain\*

PLANT	POPULATION (inhabs.)
Saneamiento de Valencia	807,200
Subcuenca Viveros y China A (Madrid)	803,300
Somajasa (34 municipalities in Jaen)	258,786
Costa Tropical de Granada	201,256
Molina de Segura (Murcia)	62,407
Soria	39,215
Manzanares (Ciudad Real)	25,501
Pilar de la Horada (Alicante)	21,421
Archena (Murcia)	18,208
Osuna (Seville)	17,813
Andraxt (Mallorca)	15,000
Toro (Zamora)	9,850
<b>TOTAL + 85 MUNICIPALITIES</b>	<b>2.527.074</b>

\* Main Spanish locations where ACCIONA provides integrated supply and sanitation services.

- Mr. Navarro. The three essential elements in water supply services are quality, quantity and continuity, he says. ACCIONA Agua stands out in the water treatment sector, which embraces treatment of drinking water and wastewater, and desalination, in which it is a world leader. These activities currently make up two-thirds of revenues. But, in the mid-term, expansion will focus on management of drinking water services to the home.

### The challenges

In the private sector management of water, two models coexist: administrative concession and mixed company (the service's public incumbent partnering with a private operator). ACCIONA Agua adapts to either

## An oasis in the desert

ACCIONA Agua is to build and operate a desalination plant in Chile's Atacama Desert. The plant will have an initial capacity of 17 million liters per day, which could be stepped up to 52 million l/d.

The Company is to take charge of the design, construction, commissioning and operation during the next 20 years of a seawater desalination plant in Copiapó Valley in Atacama's Region III. The plant will use reverse osmosis technology and is subject to the most demanding environmental and quality standards.

The project represents an investment of 45 million euros and it is slated for start-up in early 2013. The commissioning of a desal plant in the area has an important significance since the Atacama





**MANUEL NAVARRO**  
*Head of O&M, Services  
 and Desalination  
 at ACCIONA Agua*

“

The key to the business is innovation as a differentiator with respect to the competition.

”

model. Following the municipal and regional elections held recently in Spain, a scenario is beginning to emerge in which new opportunities for business are appearing, said Mr. Navarro. This comes as a result of the need to reduce the public deficit, which demands efforts on finances and efficiency in management.

“We do not sell water,” he reminded, “we provide a service. This means the Company’s profit is not obtained by promoting the consumption of water, but its sustainable use and efficient management. Sustainability in the water cycle means collecting the minimum volume of water from the environment and returning it to nature in an equal or better condition.” ■

INFO ONLINE



- » [www.acciona.com](http://www.acciona.com)
- » [www.acciona-agua.com](http://www.acciona-agua.com)



Desert – which is rich in mineral deposits – is considered to be one of the driest on the planet. The desert is situated in the north of Chile and the south of Peru, between the Loa and Copiapó rivers, in the region of Antofagasta and in the north of Atacama region. Framed by the Andes mountain range and the coast, it extends for some 105,000km<sup>2</sup>.

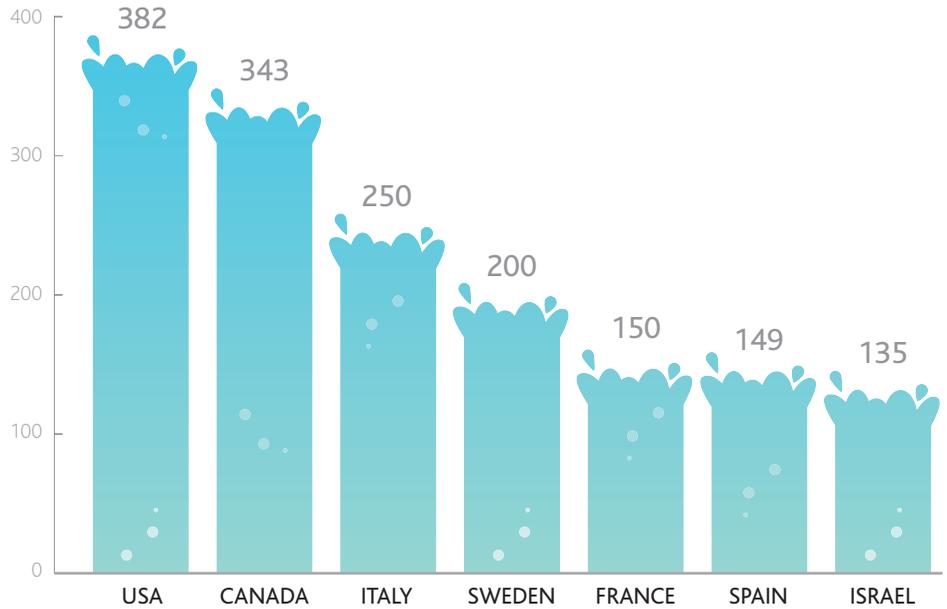
**Consolidated presence**

There are more than 60 mining operations in the valley and they are the main driver of the local economy. At the regional level, mining is responsible for almost 50% of GDP.

The project consolidates the presence of ACCIONA Agua in Chile and allows the Company to extend its spectrum of activities to water treatment for mining operations.

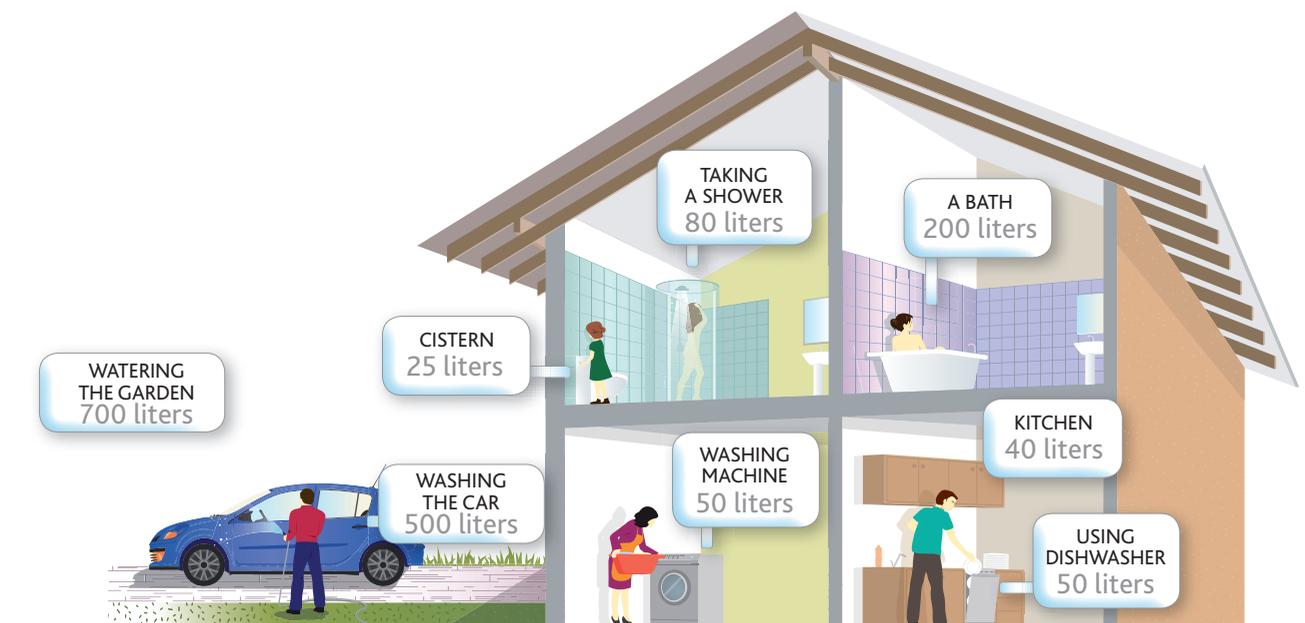
# Con\_science

## Average consumption of water per day (per inhabitant)



Source: environment Canada

## Daily Water Consumption in Spain (Average water used per inhabitant: 148 litres)



Source: cienciapopular.com

*Wind power will allow savings of 23.7 billion euros in fuel in 2015 and in 2020 this figure will grow to 87 billion, says the International Energy Agency*



**EDWARD WILSON**  
*Professor Emeritus at Harvard University*

“

Human nature is used to dealing with short-term problems, but we must understand that we have to tackle medium and long-term problems to avoid serious consequences. The effort to care for biodiversity is feasible: it would cost just one thousandth of world GDP.

”

**AVERTING PLANETARY CATASTROPHE**

**Towards a green economy**

The UN is sounding the alert over the urgent need to bring about a complete restructuring towards a green economy to avoid catastrophic climate change consequences. The organization made the call via its 2011 World Economic and Social Survey in which it states that governments and private sector actors must take economic decisions that focus on strengthening environmental sustainability instead of putting it in peril. The transformation should take place in the energy, agricultural

production and technology fields, to improve protection against natural disasters, the UN says. Humanity is on the verge of going beyond sustainability limits by warming the Earth, the report points out, losing biological diversity, upsetting the nitrogen cycle balance and imposing other effects related to ecosystem sustainability. "A comprehensive global energy transition is urgently needed in order to avert a major planetary catastrophe," concludes the report.



“ *The world is a dangerous place. Not because of the people who are evil; but because of the people who don't do anything about it.* ”

**ALBERT EINSTEIN**

# Community commitment

The Oaxaca Community Investment Plan contributes to social and economic development in Juchitán de Zaragoza, Mexico, home of the Eurus Wind Farm.

**A**CCIONA is developing a more sustainable business model by acting as a protagonist in the social development of communities in which it operates. For this reason, and within its Social Action Plan, the Company has created a Community Investment Plan whose objective is to contribute actively by providing momentum to and improving their socioeconomic systems. The aims of its activities are the generation of economic well-being, environmental improvement and corporate responsibility.

## **The program in Oaxaca**

The best example you could come across is in the municipality of Juchitán de Zaragoza in Oaxaca, Mexico, where the Eurus wind farm has been built. Here, 260 families have directly benefited through four lines of activity: environment, education (culture, sport and health), productive project development and community infrastructure.

The Community Investment Plan establishes a program with objectives, costs, timelines and stakeholder participation. ■





## What we're already doing

### Eco-efficient community centre

A community space is being built to encourage self-employment and provide education and awareness in the environmental field and renewable energies.

A Sustainability Workshop for children and young people is being installed to this end.

### Promoting training

Working alongside the Istmo University, ACCIONA is contributing to the development of the wind energy sector in the region through activities such as the creation of human value and the development of small-scale wind power technology. This project has benefited seven students, in the form of grants, and 20 engineers in the region.

### Support for sport

Donations of sports equipment have been made to children, young people and adults to strengthen sporting activity in the community and contribute at a state level to uncovering new talent.



### Boost for culture

The Traditional Needlework Workshop has given momentum to gender inclusion and fairness in culturally productive activities, strengthening and developing the skills of 41 local women in this technique. Some 35% of participants obtained a certificate from Oaxaca State's Institute for Employment Qualifications and Productivity (ICAPET) on attaining the three levels required.



### Job creation

With financing from ACCIONA and CEMEX, members of the local community committed to creating a cooperative to make concrete posts to fence in the Eurus wind farm. The initiative generated 20 direct jobs at competitive rates of pay. During the first nine months, the productive group was supervised by ACCIONA. Now it is completely managed by the community and has orders from ACCIONA Infrastructure to enclose the Oaxaca II, III and IV farms.



### Health care

With the support of ACCIONA and the community association MEXFAM, using a hybrid value chain, personal health care action was encouraged among women and young people in Istmo de Tehuantepec for the prevention and timely detection of cervical and uterine cancer, unplanned pregnancies and HIV transmission. This year, more than 500 women and young people have benefited from the program in five communities in the region. The aim is to reach 3,000 women and young people by November 2012.

## Volunteer programs

### The "Green ACCIONA" Project:

Environmental and reforestation campaigns through talks on the importance of reforestation to 644 students in six educational centers. 600 trees were adopted between 24 November and 3 December. For this initiative, ACCIONA had the support of 36 corporate volunteers, 122 community volunteers and seven volunteers from our strategic partners.

### The "Improving My School" Project:

Creation of a constructive relationship between ACCIONA and its surroundings by involving collaborators and neighbors in improving La Venta Primary School. Thirty-eight volunteers from ACCIONA and 179 volunteers from the community took part in the project.

INFO ONLINE



» <http://tv.accionacom.com/>

BORIS MICKA, DIRECTOR OF MUSEUMS

AND EXHIBITIONS AT GPD

*“Creativity is inexhaustible if one can maintain the spirit of a child”*

Carpenter-turned-architect Boris Micka has dedicated 30 years to design, culture and art. Innovative, practical and willing to discuss, he has created a whole new school in European museology.





### **Is creativity exhaustible?**

First, you would have to define what creativity is within our profession. For me, it's the ability to see projects from a new angle, an almost childlike capacity not to be tied to the usual or predictable. Understood in this way, creativity is inexhaustible so long as one can maintain the spirit of a child.

### **Why does GPD stand out in its sector?**

GPD has its style and is faithful to it: a style where honesty and truthfulness combine with a modern vision and research of new technologies. With the passage of time, this formula has created a hallmark which is the guarantee of quality, professionalism and innovation. GPD belongs to a small group of companies at the global level which are considered to be essential in our sector. But all this does not guarantee enough work and, for this reason, we are constantly trying to open up new markets, offer new services, improve our work and make it more efficient. ►

## **PROFILE**

Architect Boris Micka, born in 1962 in Kroměříž, in the former Czechoslovakia (now belonging to the Czech Republic), is director of the Museums and Exhibitions Department of General de Producciones y Diseño (GPD) in Seville since 1994. He changed the concept of museums in Spain in 2002 with the design of the Alicante Archaeological Museum (MARQ) which won the European Museum of the Year Award in 2003.

Since then his museology has set trends in Spain and Europe, where centers and exhibition spaces have acquired new communication forms.

Year after year, Micka takes part in conferences, gives classes at different universities and writes articles for specialized publications in the sector.

► **What does GPD offer to the ACCIONA Group stable, internally and externally?**

GPD's work is intrinsically linked to spaces in museums and cultural complexes. ACCIONA Infrastructure is one of the most logical partners for our Company at the domestic and international levels. At the same time, all parts of the ACCIONA Group make use of our services in their presentations, mounting of stands and organization of events.

**How did you get from Expo '92 in Seville to revolutionizing the concept of museums in Spain and Europe?**

Expo '92 was revolutionary in itself. The technology, the formulas for cultural management and exhibition concepts we applied that year were very advanced for their time. The knowledge acquired and experience gained served us as a trampoline to

bounce into the world of exhibitions, museums and events with enormous force and without fear of breaking the established formulas. This style has become, with the passage of time, GPD's modus operandi.

**How is GPD situated on the international stage?**

GPD has already got an image at the international level. But, also, after taking part in numerous Expos (where we have been awarded several gold medals) all over the world, after building exhibitions and museums in Paris, Istanbul, Athens, Cairo, New York, Marrakesh, Shanghai, etc., we still have a huge job ahead of us. The cultural market is currently suffering from big cutbacks and this is why every day it is more difficult to come across big and interesting projects. We must also make good our plans to disembark in Latin America, where until now we have only carried out one project.

## Ongoing project

"The current project is the Museum of Navigation in Seville. In a sense, it's symbolic for GPD that this is situated in the old Expo '92 Navigation pavilion, the same one in which the company began; also because this museum (all being well!) will be the first large installation we build in Seville. The exhibition will explain the evolution of navigation throughout the past millennium, with special focus on the human factor. We will try to enter into the minds of the people who, centuries ago, abandoned their homes to cross the Atlantic and will look for similarities with the world today. The centre of the installation consists of a huge luminous wave of 1.200m<sup>2</sup>, made up of 15,000 LEDs. This equipment will form an immense screen and visitors will be able to interact with it from different points of the tour.

You're invited to visit the museum from December this year onwards!"

## PERSONAL VIEW

**Your favorite museums?**

I really enjoy old museums where the real concern is to disseminate knowledge combined with a high level of craftsmanship. Examples are the British Museum, in London, and the Battle of Stalingrad Museum. Of the new spaces, I should mention the Neues Museum of David Chipperfield in Berlin.

**Do you have a dream or professional desire you can share with us?**

I believe we all have a desire for the cultural projects market to recover and that its management be in the hands of professional teams who are prepared, committed to quality and dialogue, and the most important values for the development of society.

**Why did you choose architecture?**

I began by carpentry. Then I studied furniture and interior design. Finally I became an architect specializing in exhibition design and scenographies. I can say, though, that since I was 14, I've been trying to combine materials and objects with the aim that something useful and beautiful comes out of them.

**The best thing about your profession?**

To be able to express oneself and communicate with people.

**And the worst?**

You're absorbed in it to the last drop.



*“We must make good our plans to disembark in Latin America”*

INFO ONLINE



» [www.gpdexpo.com](http://www.gpdexpo.com)  
 » [www.gpdsa.es](http://www.gpdsa.es)

**What was the most complex project you have undertaken?**

For me the most challenging project up to now was the Saudi Arabia pavilion at the 2010 Shanghai Expo. It was an intense and very personal work. The complexity of presenting Arab culture to the Chinese public demanded, on my part, immersing myself in both cultures to a hitherto unusual degree. At the same time, the record-breaking projection screen size (1,600m<sup>2</sup>), the world’s

biggest audiovisual interior, added endless technical problems which we were able to resolve only thanks to our capacity to coordinate various teams from Europe, Asia and America simultaneously. It was enormously satisfying that the pavilion received the Best Pavilion Gold Medal for this Expo; thanks to that it remains, with the China Pavilion, the only permanent trace of the Universal Exposition in the city. ■

# People who think about people

Behind each ACCIONA project there's a team of people capable of carrying it out successfully. The Human Resources Department's work is - to think about them.

The Human Resources Department's main objective is to ensure that ACCIONA can count upon the people it needs to tackle its challenges and, at the same time, offer employees opportunities to grow and develop in the Company.

**The Human Resources strategy is founded on four pillars:**



## THE RIGHT PEOPLE IN THE RIGHT PLACE

When people feel they have the necessary knowledge and skills to carry out their work in the optimum way, that's when we can best come in and help them obtain more satisfaction. To this end, ACCIONA carries out initiatives to draw talent and provide the necessary training. It has also launched an internal mobility program. The point, in short, is for all professionals involved to feel like they are the right people in the right place.



**SONIA OLIVER RODRÍGUEZ-LOSADA**  
*Administration Manager, A2 T2, Concessions Company.*

“

I think being able to opt for other posts is an excellent opportunity which ACCIONA is offering to its employees. In my case, it's been positive, since it has allowed me to get a broader vision of the business.

”



**FERNANDO URIÓ GIL**  
*Hydro staff, ACCIONA Energy.*

“

New technologies used in training (virtual classrooms, video classes and forums) allow you to learn in an innovative, different way, combining the work agenda with training.

”





## THE BEST EXECUTIVES, MANAGERS AND DEPT. HEADS

The task of leading people so that they achieve the objectives of the business in a global marketplace is increasingly complex. To strengthen this area, processes and programs are being developed to support our senior managers so that they can tackle the new challenges and establish themselves as the best leaders. By providing the finest executives, managers and team leaders, we encourage each of our professionals to contribute all they can to the value of the final product, by helping them to take risks, overcome obstacles and create a context that fosters international, multicultural innovation.

### LUIS CASTILLA

*Chairman, ACCIONA Agua.*



One of the most complex challenges our senior managers must carry out (whether they are expatriates or local hires) is the integration of multicultural teams as our Company takes root in new countries. As well as the traditional business, marketing and organizational responsibilities, etc., they have to

make a special effort, and have an open mind, to help professionals from different countries, and especially different cultures, gel together and work in a closely-knit team. Achieving this will be, without any doubt, the decisive factor in establishing ACCIONA's consistent and lasting presence in a place.



## SOCIAL RESPONSIBILITY WITH PEOPLE

ACCIONA has introduced integration policies and diversity into its strategy.

The prevention of occupational risks is another area in which we have a strong commitment.

Proof of this is that during 2010 we reduced our accident rate indicators between 20% and 50%.

### MARÍA DEL MAR MEDEIROS

*Director of the Inserta program, ONCE Foundation*



To support ACCIONA in its projects to incorporate people with disabilities into the corporate world has been a very rewarding experience

and, above all, innovative. Projects such as the Familia Plan are an example of the Company's sensitivity to employees and their families.



*Our vision consists of developing the capacities of the Organization and the people within it to compete sustainably in a global environment*



**EFFICIENCY SUPPORTED BY TECHNOLOGY**

Thanks to technology, processes are being automated, saving time and gaining quality and efficiency. Through the corporate intranet – interacciona – we offer more useful and accessible services to employees.

If there is an aspect in which ACCIONA is at the cutting edge, however, it is in the use of social networks to identify the best candidates. Its presence in the main platforms allows it to attract talent in any part of the world, and to specialize and segment offers as well as maintain a fluid dialogue with the users of these channels.



**FÉLIX GONZÁLEZ YAGÜE**  
*Mining Infrastructure Manager,  
 International Construction,  
 ACCIONA Infrastructure*

“ In my case, ACCIONA located my profile via a professional social network. I believe that ACCIONA's active presence in these channels gives it a differentiating element.

”



**2011-2013 Human Resources Strategy**



**INFO ONLINE**



- » [www.acciona.com](http://www.acciona.com)
- » [www.acciona.com/social-media](http://www.acciona.com/social-media)
- » <http://employmentchannel.acciona.com>

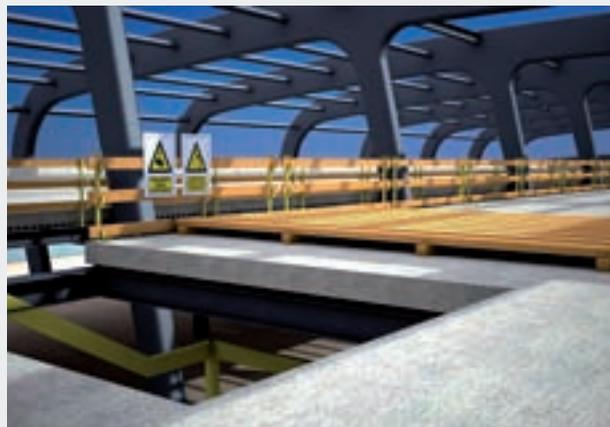
## Virtual reality Vs. true risks

Each workplace risk is accompanied by a prevention system which consists of avoiding risk or of minimizing its consequences. With the aim of protecting workers, ACCIONA has an education, supervision and training plan. And here is where new technologies become important, and their potential for developing new training techniques to ensure that the prevention plans are effective.

### Virtual environments

The 3D Visualization and Modeling Group, formed by the Innovation and the Workplace Risk Prevention departments of ACCIONA Infrastructure, is designing a virtual reality simulator that creates risk environments which it would be difficult to test practically.

It consists of a specific tool, in which spaces, objects and situations, and the interactions which produce them, can be modeled. It will allow staff to "live" various situations and evaluate the consequences of poorly-managed prevention policies. Meanwhile, they learn the correct procedures. Various technologies and techniques have been incorporated into this project with one end goal: to work in safer and healthier environments. This initiative was recognized with an "Innovation in Prevention" award from Laboralia, a bellwether forum in this field.



*ACCIONA Infrastructure has developed 3D virtual risk environments to test possible emergency situations.*

## New Occupational Risk Prevention Awareness Plan Designed by ACCIONA Infrastructure

Plan 100 is one of a set of activities implementing the strategic approach of ongoing improvement. The plan's main task is to boost communication systems to keep the organization alert to everything having to do with occupational risk prevention, no matter what the current accident indices are showing.

Plan 100 aims at making a mental and social impact that will reinforce the preventive side of occupational risk management.

It will involve action especially during periods of low accident rates and severe accidents.

It will be activated at different times scheduled by zones, divisions and countries. There will be 120 days between actions. Plan 100 will feature a simultaneous campaign targeting all the companies and geographical areas where ACCIONA is present, starting at ACCIONA Infrastructure.



# A portrait of Spain in Australia

Around 100 works from the Prado Museum in Madrid are to be exhibited at the Queensland Art Gallery in Brisbane.

The event represents a journey through the history of Spain from the 16th to the early 20th Century.

The exhibition *Portrait of Spain: Masterpieces from the Prado* will be on show from summer 2012 at Brisbane's Queensland Art Gallery, gathering together 80 canvases and 20 works on paper to synthesize the

history of Spain and Spanish art from the 16th to the early 20th Century.

#### **Support for internationalization**

ACCIONA is promoting the show as a Benefactor Member of the



## Art forever

The Company has been a Benefactor Member of the Prado Museum since 2007. Thanks to ACCIONA's patronage, the museum organized retrospectives of Joachim Patinir and Francis Bacon in 2007 and 2009, respectively. ACCIONA also collaborated in the organization of contemporary art activities in the Prado, such as the performance of Paso Doble by Miquel Barceló in the Casón del Buen Retiro, now the Prado's Study Centre and Library, to celebrate the conclusion of a major reform of this building. ACCIONA was also involved in the presentation of US artist Cy Twombly's Lepanto series.

Prado Museum's International Exhibitions Program, "Prado International". The event allows ACCIONA to act as a unique ambassador for Spanish culture in Australia, a country in which the Company has established a longstanding presence in the fields of infrastructure, renewable energy and water management.

*Portrait of Spain: Masterpieces from the Prado* will be the Prado's first-ever exhibition in Australia and marks a major milestone in the Spanish gallery's program of internationalization.

### A look back through four centuries of Spanish painting

The exhibition has been organized with the scientific supervision of the Prado's Head of Conservation of Spanish Painting up to 1700, Leticia Ruiz, and thanks to the efforts of Art Exhibitions Australia, a not-for-profit organization which has been behind major art shows in the country before, in collaboration with high-profile international museums.

The exhibition includes works by famous artists such as El Greco, Ribera, Zurbarán, Velázquez, Murillo, Valdés Leal, Carreño, Paret, Van der

Hamen, Meléndez, Goya, Vicente López, Federico de Madrazo, Rosales, Fortuny, Beruete and Sorolla. Also on display are non-Spanish painters who set up their workshops in Spain or who had a major influence on Spanish painting, including Titian, Anthonis Mor, Rubens, Luca Giordano, Houasse, Tiepolo and Mengs. ■

INFO ONLINE



» [www.accionacom/pressroom](http://www.accionacom/pressroom)  
» [www.accionacom.au/](http://www.accionacom.au/)

# News round-up



ACCIONA unites design and innovation for the first **walkway built from carbon fibers**. It will cross a 72 meter stretch of the Júcar River in Cuenca, Spain, support **100 metric tons** and be less than **30cm** thick.

ACCIONA inaugurates its second Concentrating Solar Power plant in Extremadura, Spain. The 50 MW **Majadas de Tiétar** facility in Caceres, will generate clean electricity for use by the equivalent of **30,000 homes**.

ACCIONA Microenergy Foundation, Energy Without Frontiers and the Engineers' Foundation of Spain's Catholic Institute of Arts and Industries (ICAI) commit to developing the **Cajamarca Community Electricity Project**, which is to take renewable energy electricity to **40 community centers in isolated rural areas in Cajamarca**, Peru.

ACCIONA Infraestructure receives the JEC Composites "**Innovation in Composite Materials**" Award, in the civil engineering category, for its **Almuñécar Footbridge** over the Manzanares River in Madrid.



ACCIONA Agua is distinguished in the **GW Awards** for "Deal of the Year" and "Best Desalination Plant". The distinctions recognize the PPP **financing model** used for the WWTP at Atotonilco (Mexico), and the **technological and environmental advances** implemented at Beckton desalination plant, UK.

ACCIONA wins the **Infrastructure Journal magazine** award in the **Sponsor of the Year** category for the financing of large infrastructure, energy and water projects worldwide.

ACCIONA Real Estate presents its new range of luxury apartments in Acapulco, Mexico, **Phase II of PlayaMar Tres Cantos** development at Diamante Beach, one of the city's fastest-growing areas.



## MARCH

The José Entrecanales Ibarra Foundation recognizes the **engineer Giovanni Lombardi** and two cooperation projects in **Ethiopia and Nepal** in its second **Civil Engineering and Development Cooperation Awards**.

ACCIONA, **the only Spanish company** in the **FTSE4Good** sustainability index, agrees with the decision of its advisory committee to establish **ever exacting inclusion criteria** in the **social, environmental and corporate governance fields**.



## APRIL

ACCIONA Agua obtains **Integrated Quality and Environmental Management System** certification for all its activities.



ACCIONA Trasmediterranea's ferry, "Juan J. Sister", is awarded the **"Most Important Vessel"** prize by Málagaport, the grouping which promotes Malaga port.

ACCIONA sells two concessions in Chile to Atlantia for **293 million euros**, divesting of its **50% stakes** in the **Vespucio South Motorway**, the **Central Coastal Road Network** and their operating company.



ACCIONA Agua announces it is to build and operate a **desal plant in the Chilean Atacama Desert**. It will have an initial capacity of **17 million liters** per day rising to **52 million l/d**.



ACCIONA brings on line its fourth wind farm in Canada. **The 45 MW Lamèque park**, New Brunswick province, will supply energy for use by the equivalent of **8,000 homes**.

ACCIONA promotes the **"Portrait of Spain" exhibition** in Australia, which includes 100 or so paintings from the **Prado Museum in Madrid**. The exhibition, *"Portraits of Spain: Masterpieces from the Prado"*, is to be held at **Brisbane's Queensland Art Gallery** from summer 2012.

ACCIONA is named in the **Top Ten companies people most like to work for** in Spain. It lies **seventh in the general ranking** and **second** among engineering firms, according to a 2010 study by Jobandtalent.

ACCIONA obtains net attributable profit of **56 million euros** in Q1 of this year, **53.1% up** on the same period last year.



ACCIONA Infrastructure takes part in the **hospital project** at San Pedro hospital in Logroño, Spain, focusing on smart control of **energy efficiency** in hospitals.

The General Shareholders' Meeting approves **recomposition of the share structure** to improve transparency and appoints **Sol Daurella** as an Independent Director.

## MAY

Lugo WWTP, built by ACCIONA Agua for Spain's Northern Hydrographical Confederation, is a runner-up in the **San Telmo Award for "Best Civil Engineering Work"** to have been finished during the past year in the Autonomous Region of Galicia.



ACCIONA sells its car parks portfolio for **190 million euros**. The Company divests of **17,147 places** in **30 car parks** operating in Spain, Andorra and Brazil.

Association for the Promotion of Bahía de Cádiz Port honors ACCIONA Trasmediterranea with the **2010 Gades-Port Award**, recognizing the Company's long history using the port.

## JUNE

ACCIONA receives the **"Equality in the Company"** prize from Spain's Health, Social Policy and Equality Ministry, recognizing the Company's efforts to introduce actions and measures **facilitating personal-professional life balance**, and securing **equal treatment and opportunities** in the selection and career promotion of men and women.



## **WE BUILD THE FOUNDATIONS OF THE FUTURE**

As a world-leading company, we face the challenge of some of the largest and best-known infrastructure projects on a daily basis. We address these daunting challenges using innovative processes and new materials.

Because we believe that respect for the environment is not only an end but also a means.

INFRASTRUCTURE COMMITTED TO THE FUTURE.

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