

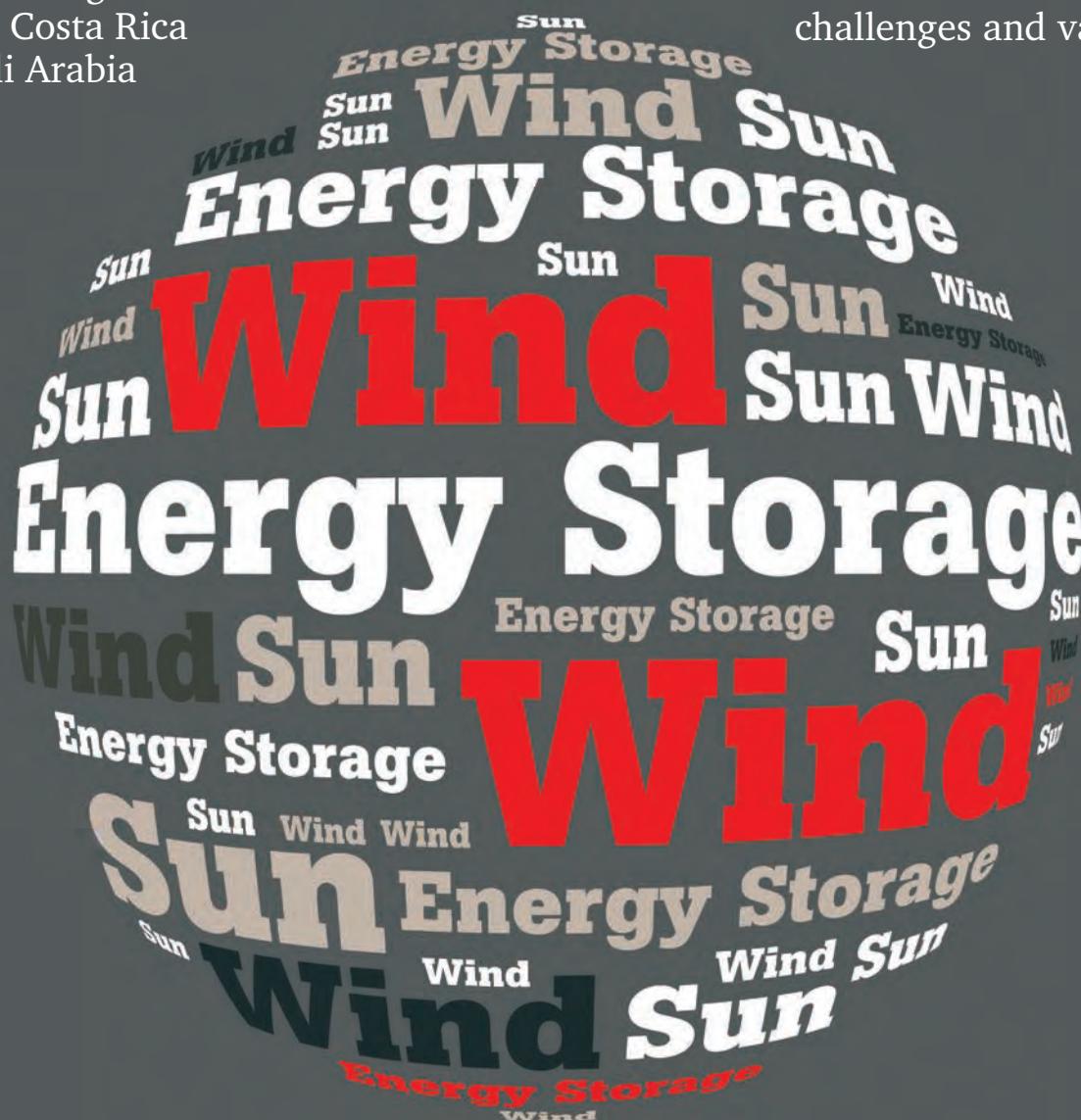


MARKETS

Growing stronger in Morocco, Costa Rica and Saudi Arabia

INNOVATION

New ideas, challenges and values



SOLUTIONS

ACCIONA leads the way in energy storage

GPD

*DISTINGUISHED WITH THE
2nd "BEST EUROPEAN CULTURAL EVENT" AWARD*



GPD's 2011 multimedia audiovisual spectacular show marking the 8th Centenary of Santiago de Compostela Cathedral, in Spain, has earned the company no less than six distinctions in the latest European Best Event Awards. As well as coming away with the "Best European Cultural Event" Award, the highly acknowledged spectacular climbed to 3rd place in the table of Best European Event and claimed winning positions in various technical excellencies categories.



Best Event per Category:

. 1st Prize, Best Cultural Event

EuBEA Award 2012:

. 3rd Prize, Best European Event

Best Event for Technical Excellence:

. 1st Prize, Best Audiovisual Production

. 1st Prize, Best Location

. 2nd Prize, Best Direction

. 2nd Prize, Best Staging



General de Producciones y Diseño

an  **acciona** Company

Ready to take on risk

Fear is not an option—we need to overcome it. But that doesn't mean we mustn't take risks; we need to feel confident enough to make decisions. The ability to successfully gauge risks that affect ACCIONA's activities has enabled us to stay one step ahead of events and avoid those risks, and to take on strategic commitments without wavering.

We're firmly behind renewable energy storage because it's going to be the right way to increase the grid integration of renewables. And we know that geographical diversification, despite a number of teething problems, is a winner. That's why we're taking a chance on moving into new countries with an offering that we are convinced is competitive and the right step towards managing their resources. Costa Rica, Saudi Arabia or Morocco have all been receptive and have joined our list of clients in several of our business lines. But our contribution to countries where we are operating is not only of the commercial type: we can also offer our innovative drive, our methods for mitigating environmental impacts or the seed of an enterprise that is self-financing and lights up homes in some of the remotest corners of Peru.

We all know that one of the greatest threats to any large company or institution is not being able to live up to what society expects or demands of it, to appear to be insensitive to its concerns. ACCIONA's policies on commitment to diversity and the integration of the differently-abled take us closer to reality and help us to improve on it. And by being in tune with social networking we share the concerns and interest of people on the street and we learn each day.

We are not averse to risk-taking. From the extreme risks involved in the Vendée Globe, a grueling lone, non-stop, unassisted yachting event on board the ACCIONA 100% Ecopowered; to the day-to-day risks inherent to ensuring the water supply for more than five million inhabitants in Spain's Barcelona municipal area and the surrounding municipalities in our role as operators of Barcelona's Aigües Ter Llobregat water services.

Contents



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Editorial

3

*Ready to take
on risk*

MORE INFO



Solutions

ACCIONA awarded the management contract for Aigües Ter Llobregat

6-7

ACCIONA Agua will manage the Ter Llobregat upstream water supply and carry out network improvements.

Markets

A new construction project in Morocco

8-11

ACCIONA is to build one of Africa's biggest solar thermal power stations.

Markets

ACCIONA strengthens its position in Latin America

12-15

The Company is to lead Costa Rica's wind power and sewage treatment development.

Desalinating water in Saudi Arabia

16-17

ACCIONA's first contract in Saudi Arabia involves the construction of a seawater desal plant in Al Jubail.



Close-up We innovate... 18-19

... to be more competitive, develop strategies, create, stay ahead of change, gauge our strengths and achieve results.

ACCIONA puts innovation at the heart of its international expansion 20-21

A look at five of the Company's many overseas projects.

Solutions Storing the wind and sun 22-25

ACCIONA leads the way in wind and solar power storage technology.

Environmental challenges 26-29

The Company is engaged in three environmental protection projects in Canada, Costa Rica and Spain.

Sustainability A social microenterprise project reaches consolidation in Peru 30-31

ACCIONA Microenergy Peru takes electricity to isolated rural communities.

Con_science 32-33

ACCIONA is a component of several sustainability indices that measure the Company's levels of quality management and transparency.

Spotlight on... The Everest of the Seas 34-35

The ACCIONA 100% EcoPowered is the only zero-emissions vessel taking part in the Vendée Globe ocean crossing.

People Interview: Isabel Ramis 36-39

ACCIONA maintains an active internet 2.0 presence and has more than 30,000 followers on the social networks.

People Diversity, commitment and responsible hiring 40-41

Bringing differently-abled people into the workplace and providing equal opportunities stand among ACCIONA's main priorities.

News round-up 42-43

ACCIONA ranked fifth-best company to work for in Spain.



ACCIONA awarded the management contract for Aigües Ter Llobregat

ACCIONA Agua has obtained a 50-year concession for the management, running and network improvements of the Ter Llobregat upstream water supply.

The Generalitat de Catalunya [Catalonian Regional Government] has awarded a consortium led by ACCIONA and the Brazilian investment bank BTG Pactual the management concession for Aigües Ter Llobregat, the company that manages the upstream water supply for Barcelona

(northeastern Spain), the city's metropolitan area and nine nearby districts, serving a total population equivalent of nearly 5 million inhabitants.

The upstream water supply covers initial water capture (from the rivers Ter and Llobregat and desalination plants) and its storage in municipal

tanks, from where the local water authority or concessionaire of the upstream water supply distributes the water directly to end-users.

The winning consortium is led by ACCIONA Agua (39%) and the Brazilian investment bank BTG Pactual (39%) and includes several minority stake companies representing private investors. The 50-year concession includes the management, running and improvement of facilities that make up the Ter-Llobregat supply network,

“We’ll be working shoulder-to-shoulder with the Catalanian Regional Water Authority to continue to deliver top-class service and come up with tech solutions that the water cycle in Catalonia”

including water treatment, storage and transport. The expected fees come to 995.5 million euro, of which 298.6 will be paid on the signing of the contract and the remainder (696.8 million euro) will be paid in 50 annual installments.

ACCIONA Agua president Luis Castilla says: “The contract is a source of pride for ACCIONA Agua. Our company will be applying at ATLL all of its decades-long proven track record and experience gleaned from projects carried out on the five continents. We’ll be working shoulder-to-shoulder with the Catalanian Regional Water Authority to continue to deliver top-class service and come up with tech solutions that benefit the water cycle in Catalonia”. ■

ONLINE INFO

- » <http://tv.acciona.com>
- » www.acciona.com/pressroom
- » www.acciona-agua.com



Facilities covered by the contract

- **River Ter Drinking Water Treatment Plant (DWTP)**; capture towers at the Sau and Susqueda reservoirs; El Pastoral bypass installations, and the conduit to the treatment station.
- **River Llobregat DWTP**, River Llobregat DWTP, located in the municipality of Abrera, including the Reverse Electrodialysis Desalination (RED) facility and the capture and pumping facilities of water from the River Llobregat.
- **Seawater Treatment Facility (SWTF)**, River Llobregat.
- **SWTF**, Tordera.
- **DWTP**, Llosa del Cavall.
- **Distribution station**, from La Trinitat to Barcelona 70,100 meter levels and pumping station to 200 meter level.
- **Distribution station**, Font Santa I3-01.
- **900 km** of conduits and arteries.
- **PV Solar facilities** for electricity production for the Ter-Llobregat network.
- **Delivery tanks** of desalinated water from the Tordera SWTF to the Palafolls and Tossa-Lloret DWTP.



Morocco renews its energy sources

ACCIONA is to build and commission one of Africa's biggest solar thermal power stations in the Sahara. The facility will have 160MW maximum installed capacity and planned investment is over 500 million euros.

Morocco is committed to an intense economic modernization process with the goal of fostering growth in three sectors in which ACCIONA is leader: infrastructure, water treatment and renewable energies.

The country has done its numbers and the conclusion is clear: it needs to reduce its energy dependency. Energy demand is growing at 6% per year. From 2011 to 2020, primary energy consumption is to double and electricity use will multiply threefold. The situation has led Morocco to set an ambitious but feasible objective: it wants to become the benchmark for renewable energy in North Africa.

By 2020, it is to install 2,000MW of clean energy, increasing the percentage of solar energy to 14% of the total, saving one million metric tons of oil equivalent (toe) in fuel and avoiding the emission of 3.7 million metric tons of CO₂ per year. To meet this aim, Morocco is to create 50,000 jobs and mobilize investment worth 12.35 billion euros.

With these shared objectives, ACCIONA has returned to the

Alaouite kingdom in force. Indeed, ACCIONA Infrastructure has won, with partners, the biggest contract ever obtained by a Spanish company in Morocco – to build and put into operation Africa's largest solar thermal plant, in the Sahara.

ACCIONA Agua

In addition, Morocco's National Office for Electricity and Drinking Water (ONEE) has awarded an ACCIONA-led consortium—including EMT, a Moroccan company—the Design, Build and Commission contract for a 56 million euro drinking water plant with a capacity of 5 cubic meters/day. The plant will be located in the municipality of Oum Azza, some 30km east of Rabat, and will strengthen the drinking water supply for a part of the country with the largest population growth, with a current population of five million inhabitants. Construction is expected to take 27 months to complete and the new plant will satisfy the region's water needs until the year 2030. ▶

in figures



Surface area: 446,550 km²
Population: 32,000,000
Unemployment rate: 8.1%
Inflation: 2%
GDP: US\$ 100.35 million
GDP per capita: US\$ 3,086
Interest rate: 3%
Language: Arab, Berber, French
Currency: Moroccan dirham
Exchange rate:
€1 = mad11.347
Political organization:
Constitutional monarchy
Head of state:
Mohammed VI of Morocco
President of government:
Abdelillah Benkirane



PORTUGAL

SPAIN

ATLANTIC OCEAN

MEDITERRANEAN SEA

WHARF AT TANGIER

TETOUAN AIRPORT

AL WAHDA DAM

MECHRA-HOMADI DAM

Rabat
OUM AZZA DRINKING WATER PLANT

CONTAINER TERMINAL CASABLANCA PORT

Morocco

OUARZAZATE SOLAR THERMAL COMPLEX

MINERAL LOADING BAY

SMARA AIRPORT

1 SECOND RUNWAY AT TETOUAN AIRPORT. 1952-1954.

Length: 1,700m. Width: 60m.



2 MECHRA-HOMADI DAM ON THE MOULOUYA RIVER, NOVEMBER 1958.

Type: curved-gravity concrete dam. Height: 57m. Length: 215m. Volume: 243,000m³.



3 MINERAL LOADING BAY FOR FOSBUCRAA, EL-AAIÚN, WESTERN SAHARA. 1966-1969.

The project was conceived to process up to 13 million metric tons of phosphates per year and consists of a 3.3km-long pre-stressed, post-tensioned concrete pier.



4 AL WHADA DAM ON THE OUERGHA AND AOUYAR RIVERS, M'JAARA. 1997.

Height: 88m. Coronation length: 2,600m. Type: loose material. Reservoir capacity: 380,000m³. Dam volume: 26,400,000m³. In 1997, it was the biggest dam in Morocco and the second largest in Africa after Aswan, Egypt.



The solar thermoelectric/CSP plant at Alvarado, Badajoz, Spain. The solar thermal plant ACCIONA is to build and commission in the Sahara will be one of Africa's biggest, with 160MW installed capacity.

► **ACCIONA in Morocco**

ACCIONA is no newcomer to Morocco. ACCIONA Trasmediterranea ships and ferries connecting southern Spain with North Africa have long been a familiar sight for Morroccans. And the Company first arrived in the country back in the 1940s to carry out a number of iconic infrastructure projects, such as the extension of the wharf at Tangier port and the construction of the Mechra-Homadi dam and Smara airport at El-Aaiún. Since then, it has performed over 70 projects of all kinds in the country: port and hydro works, roads, airports, dams, a hospital, educational centers and industrial complexes. Among the most emblematic projects to have been carried out, the second runway at Tetouan stands out, alongside Al Wahda

dam, the new container terminal at Casablanca port and the gas pipeline between Spain and Morocco.

Solar thermal complex

Continuing this successful collaboration, in 2012, the Moroccan Solar Energy Agency (Masen), a government body, chose the Saudi company Acwa Power, whose partners include the Spanish firms TSK and Aries, as Preferred Bidder for the development of the first phase of the Ouarzazate Solar Thermal Complex. The group of companies taking part in the project includes a 100%-Spanish consortium formed by ACCIONA, TSK and Sener, in the role of EPC (Engineering, Procurement and Construction) contractor. This consortium will be responsible for the building and commissioning of the power station.

The Solar Thermal Complex is sited near the city of Ouarzazate, which lies at the feet of the Sahara Desert and Atlas Mountains. Its remote location will make use of magnificent solar and environmental conditions. The facility will have an installed capacity of 160MW and investment of over 500 million euros. The technology will consist of SENERtrough cylindrical-parabolic collectors and a molten salts storage system which allows electricity to be generated in the absence of solar radiation. The basic technology for solar collection at the plant is to be 100% Spanish solar radiation. ■

ONLINE INFO

- » www.acciona-infrastructure.com
- » www.acciona-engineering.com

Markets



One foot in Paradise

Three contracts in renewables, water and infrastructure, have opened the door to Costa Rica, a country whose distinguishing feature is environmental respect.

Costa Rica enjoyed more political stability than any other Central American country during the second half of the 20th century. Economic liberalization and free trade, the country's commitment to hydroelectric power and its quest for clean energies – given its lack of oil resources – have been key factors. The percentage of energy coverage has risen to 98.6% of the territory, a statistic comparable with developed countries. Even so, Costa Rica's government aims for supply to come solely from renewable energies from 2017 onwards. This is one area where ACCIONA has started to make headway.

Wind farm

ACCIONA Energy is to install a 49.5 MW wind farm at Chiripa in the municipality of Tilarán, in the north-west of the country, in 2013. It will consist of 33 x 1.5 MW, 77m-diameter rotor, wind turbine generators manufactured by ACCIONA Windpower.

ACCIONA is to undertake the installation thanks to having been awarded a public tender held by the Costa Rican Electricity Institute (ICE) for the purchase of electricity from a wind power station of up to 50 MW. The Company replied to the call for tender via a company in which it has a 65% stake, the other 35% being held by a local

The Costa Rican government wants renewable energy to supply all the country's power from 2017

partner, Grupo Ecoenergía. The award involves the signing of a 20-year electricity sales contract (Power Purchase Agreement, PPA) and the installation of the wind farm under the BOT (Build, Operate and Transfer) formula. This is where the developing company designs, builds and operates the farm for the 20 years the PPA is in force and, once the period is over, ownership of the installation is transferred to the Costa Rican Electricity Institute. The wind farm at Chiripa, located in a zone of outstanding wind resource, represents an investment of over 90 million euros. It will produce over 200 million kWh in an average year and will help give a firm boost to the incipient Costa Rican wind power program, which at the end of 2011 counted 192 MW in installed capacity. And the Chiripa installation allows ACCIONA Energy to incorporate a new country in its internationalization strategy.



in figures



Surface area: 51,100 km²
Population: 4,301,712
Unemployment rate: 6.5%
Inflation: 4.4% (2011)
GDP: +4%
GDP per capita: US\$ 7,468
Interest rate: 10.75%
Official language: Spanish
Currency: Costa Rican Colón
Exchange rate:
 1€= CRC655.26
Political organization:
 Presidential republic
President of government:
 Laura Chinchilla

*ACCIONA is
to build the
biggest sewage
treatment plant
in Costa Rica*



Sewage treatment

Another of the big challenges Costa Rica has to meet, in order to grow economically, is the improvement of its sewage treatment network. Sewage treatment in the country has only reached about 4% and the network covers just 27%. ACCIONA Agua is to bring solutions, one of which is to build and operate Costa Rica's largest sewage treatment plant. The project is valued at over 35 million euros and will give coverage to more than one million people in the metropolitan area of the capital, San José.

Los Tajos Waste Water Treatment Plant (WWTP) is at the heart of the first stage of the Environmental Improvement Program for San José, an operational program which also includes the rehabilitation and extension of the network of sewers and secondary drain networks to over 360 km. With this, the quantity of untreated sewage will be reduced from 20% to 0.1% at national level.

The total investment foreseen will come to US\$ 290 million. In the second stage, the Improvement Plan is to clean up the basin of the Tárcoles River, lowering the

risk to public health and possible contamination of the region's aquifers, as well as readying the city for the growth foreseen for the coming years.

Costa Rica, "Life's Great"

This is the slogan (from the Costa Rican greeting, Pura Vida) of a country which celebrates its extraordinary nature as one of its most precious treasures. Eco-tourism is one of the main sources of wealth for Costa Rica, representing over 60% of GDP. In this context of respecting the environment, ACCIONA Engineering has received the assignment to edit a Study of the Environmental, Economic and Social Impact of the New International Airport for Brunca Region, an area familiar to the Company since taking part in its sustainable development strategy in 2005. ■

ONLINE INFO

- » www.accion-a-agua.com
- » www.accion-a-energy.com
- » www.accion-a-infrastructure.com

Other ACCIONA projects in Latin America

- Four wind farms operating in Oaxaca state, Mexico, totaling 556 MW (half of national installed capacity).
- Wind turbine generator casing manufacturing plant in Brazil.
- Renewable energy projects being awarded or at the presentation stage for tenders in Chile.
- Renewable projects currently being studied in other Latin American countries.
- Construction of Venezuela's first reverse osmosis desalination plant.
- Engineering support and maintenance for the WWTP at Arrudas, Brazil.
- Construction of Drinking Water Treatment Plant and aqueduct at Peravia, Dominican Republic.
- Construction and later operation of the world's biggest WWTP at Atotonilco, Mexico.
- Construction of Caracol WWTP, complementary to the one in Atotonilco.
- Construction and later operation of the Bello WWTP at Medellin, Colombia.
- Construction and later operation of the first desalination plant for mining in Atacama, Chile.
- Construction of WWTP in Ibarra, Ecuador.
- Construction of two WWTPs and a desal in Peru.
- The Ruta 160 roadway and the Chuquicamata mine in Chile.
- Açú 'super port' in Brazil, one of the world's biggest ports and South America's largest.
- Baja California II power station, Mexico.
- Cusiana gas pipeline and Apiay-Monterrey oil pipeline, Colombia.
- Hospital in Chiriqui province, Panama.



Oaxaca, Mexico



Açú 'super port', Brazil



Los Tajos WWTP, Costa Rica



Water from the sea to conquer the desert

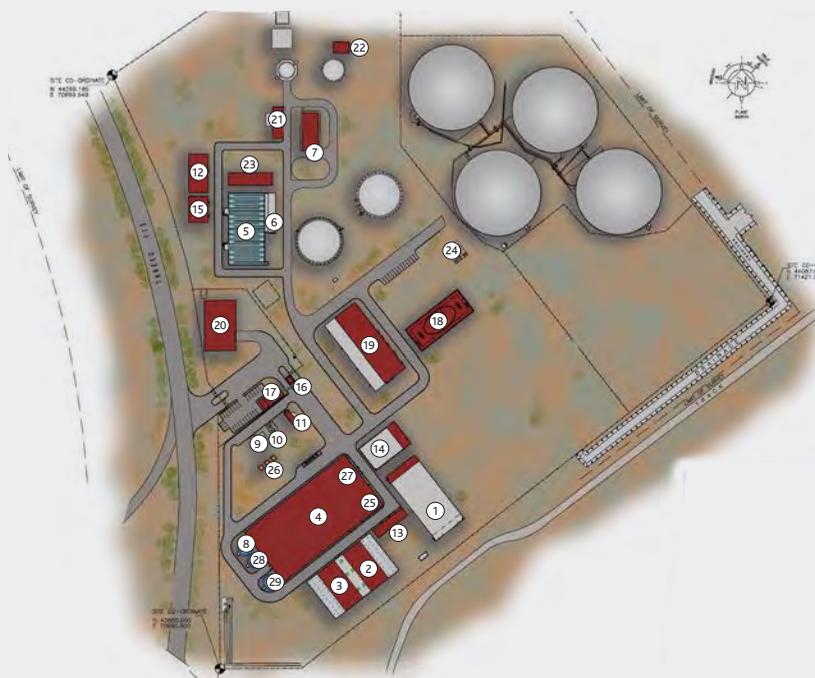
The future desalination plant in Al Jubail, a city located in Saudi Arabia's Eastern Province, will ensure the city's development by doubling the capacity of the area's five existing desal facilities.

Saudi Arabia's Marafiq Power & Water Utility Company for Jubail & Yanbu, has awarded ACCIONA Agua – in consortium with the Saudi group, Bin Laden, considered one of the world's biggest construction companies – the Build, Design and Commission contract of a seawater desalination plant at Al

Jubail, in Eastern Province.

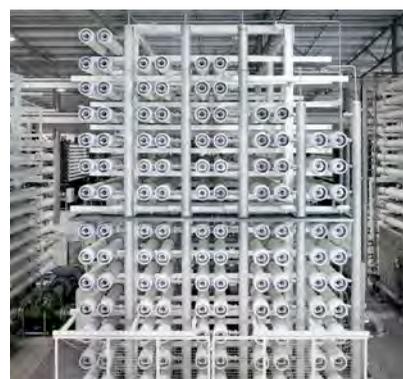
The plant will serve both the city of Al Jubail and its associated industrial complex on the Persian Gulf coast. It is the first contract ACCIONA Agua has obtained in Saudi Arabia.

Construction is to begin in the weeks to come and the plant is to begin operating at the end of 2014.



Operational diagram for Al Jubail plant

- | | |
|--|---|
| 1. Seawater pumping station | 18. Control centre building |
| 2. Dissolved Air Flotation (DAF) | 19. Electrical substation SS01 |
| 3. Filtered water pumps | 20. Sewage pumping station (current) |
| 4. Process building | 21. Switchgear building (current) |
| 5. Chlorine contact tank | 22. Irrigation pumps building (current) |
| 6. Drinking water pumping station | 23. Chlorination house |
| 7. Drinking water pumping station (current) | 24. Firewater tank |
| 8. Permeate tank | 25. Local control building (LCB) - SWRO-4/Seawater Reverse Osmosis-4 |
| 9. Lime clarifier | 26. Sulfuric acid tanks (SWRO-4/ Seawater Reverse Osmosis-4) |
| 10. Lime preparation and storage tanks | 27. Electrical substation SS02 (SWRO-4/Seawater Reverse Osmosis-4) |
| 11. CO ₂ tanks | 28. Ultrafiltration (UF) neutralization tank - SWRO-4/ Seawater Reverse Osmosis-4 |
| 12. Chemical products store | 29. Ultrafiltration (UF) filtered water storage tank - SWRO-4/ Seawater Reverse Osmosis-4 |
| 13. Daily dose chemical products house (SWRO-4/Seawater Reverse Osmosis-4) | |
| 14. Brackish water pumping station | |
| 15. Workshop | |
| 16. Entrance building | |
| 17. Security building | |



Capacity will be 100,000m³ per day, double the combined output from five other desalination plants already operating there.

Al Jubail, an industrial city, already has two MSF (Multistage Flash Desalination) and three reverse osmosis plants operating, with a combined capacity of 84,000m³ per day.

The MSF facilities use water from the Arabian Sea for desalination and drinking water production, whereas the reverse osmosis plants source from 12 wells in the Al Jubail area.

Together the plants are to supply a strong and growing demand for water in the province. ■

ONLINE INFO

» www.acciona-agua.com



We inno

i+

...TO BE MORE COMPETITIVE

«YOU CAN'T EXPECT DIFFERENT RESULTS IF YOU KEEP DOING THINGS THE SAME WAY» (ALBERT EINSTEIN).

Competitiveness and Innovation: these are the major challenges of our times. We live in a global environment, and we are under considerable pressure from the markets, our customers and diminishing margins. The only way to meet our objectives is by being competitive. The real drivers for change are adaptation to this new era, continuous improvement as a strategic vector, access to new technologies, and innovation as a tool to improve our positioning.

// ACCIONA fosters investment in Innovation and set aside 93.6 million euro in 2011.

2i+

... TO DEVELOP OUR STRATEGY

«KEEPING STILL IN AN EVER-CHANGING WORLD IS THE FASTEST WAY TO GO BACKWARDS» (SYNECTICS).

At ACCIONA, innovation is required to respond to a strategic need and, accordingly, it has to be an integrated part of the Company's overall vision, not only in the short-term, through continuous improvement and initiatives based on existing business, but also in the long run through initiatives on potentially new business models. The strategy applies across the entire organization, to all Company areas, and calls for the participation of senior management, employees, technological centers, customers, suppliers and other stakeholders in order to turn ideas and innovation into continued value and results.

// ACCIONA drives innovation in its business by doing everything to encourage the exchange of information and knowledge between its technological centers, international implementation of innovation and technology transfer.

3i+

... TO CREATE

«THINK, ACT...AND MAKE MISTAKES— ABOVE ALL MAKE MISTAKES» (ANON.).

In order for an innovative idea to create value, we need, first of all, to craft and instill a specific culture that recognizes and rewards passion, participation and freedom of ideas. An innovation-focused organization comes about when there are rewards for thinking out-of-the-box, and looking beyond existing boundaries and stumbling blocks.

Innovation is all about turning ideas into continued value and results for business. It is not something that companies should engage in only occasionally—innovation requires structure in terms of both process and management, combining intuition and method.

ACCIONA has stepped up its quest for the creative application of innovation by channeling internally, through the "IMAGINNE" platform (and its rewards for the best proposals from our employees), implementations through technology transfer and the best projects created by our technology centers.

// ACCIONA is committed to Open Innovation, combining internal and external knowledge in order to roll-out innovative projects.



ovate...

4i+

... TO STAY AHEAD OF CHANGE

«A JOURNEY OF A THOUSAND MILES BEGINS WITH A SINGLE STEP» (LAO TSE).

Innovation needs to take the long view, striking a balance between short-term improvement or change-oriented initiatives and disruptive innovation, ventures with short-term returns and ones with long-term benefits, or those based on existing business and innovations based on possible new business. We start by using a short-term approach, but only to meet long term objectives.

Doing things repeatedly and working in multidisciplinary teams helps to enhance existing projects and generate other more innovative ones, giving full rein to talent and capacity for thought.

// ACCIONA sees knowledge as a key component for identifying, studying and selecting technologies and providing support for the decision making process affecting other Group business and companies. The Technology and Competitiveness Observatory is the tool we use to monitor technological advances and to carry out competitive analysis and prospection.

5i+

... TO GAUGE OUR STRENGTH

«MEASURE WHAT CAN BE MEASURED AND MAKE MEASURABLE WHAT CANNOT BE MEASURED» (GALILEO GALILEI).

Thanks to a system of ratios and indicators for gauging innovation, ACCIONA keeps tracks on its progress and compares the Company with others. Measuring the results of innovation is the only way to gain an accurate view of how much progress is being made and the returns being obtained, as well as a providing a guide for setting new targets and planning how to achieve them.

// ACCIONA promotes the use of metrics as a means of systematically evaluating its performance in all innovation-related processes to help introduce possible improvements and achieve excellence. It is a clear road map traced out by the Sustainability Master Plan (SMP) which sets the objectives that need to be met.

6i+

... TO ACHIEVE RESULTS «MADE FOR THE WORLD».

Innovation should focus on the areas directly affecting customers—they are, after all, any company's reason for being. The customer should be in the cross-hairs of innovation and its strategy in an effort to deliver satisfaction and value for both parties.

Our customers not only expect us to attend to their needs and demands—they also want our activity to be sustainable as regards people and the planet. That's why Innovation and Sustainability go hand-in-hand, with a clearly defined three-fold objective: increase Company results, ensuring a minimal impact on society and the ecosystem.

// ACCIONA focuses innovation on the study and research of the strategic areas of its business, giving priority to technological developments capable of delivering competitive advantage, continuous improvement and customer satisfaction, while protecting the environment, with the three-pronged objective of meeting the so-called Triple Bottom Line of People, Planet and Profit.

Innovation, a key factor in ACCIONA's international expansion

Innovation is the capacity to apply ideas and creativity to any activity or project, and in any location or process, to generate value in a company. This is a trait ACCIONA is synonymous with and applies across-the-board at international level. The following are just some of the many projects we are carrying out:

- Adelaide desalination plant, Australia: development of innovative processes involving reverse osmosis desalination techniques, consisting of ultrafiltration pretreatment, boron elimination and energy recovery.
- Açú port, Brazil: floating concrete caissons used for the first time in Latin America for port and shallow-draft dock construction on low-consistency terrain, via the sliding caisson-floating dock system.
- Oaxaca wind farm

complex, Mexico: novel foundations developed for installing wind turbine generators with 80m towers in areas of high seismicity and on clayey ground.

- Beauharnois bridge (NA-30), Canada: with the aim of improving the project's processes, the incremental launch of steel boxes in mixed bridges with special elevations has been optimized.
- Copiapó desalination plant, Chile: desalination processes differ from location to location, since water, as a living entity, has different characteristics everywhere. At the Copiapó desal plant, sudden accumulations of seaweed in the inlet area occur; a compact, simultaneous flotation and filtration system has been developed to counteract them. ACCIONA is currently working to extend innovation throughout its businesses and the

Organization as a whole, as it expands internationally to satisfy internal and external clients.

Learn more, do more and be more together

In any economic activity, and in a global world, innovation is fundamental to the internationalization process we are experiencing. New ideas and challenges arrive all the time, and we have a growing number of projects abroad, all bringing with them new needs for innovation and technology transfer. ■



Investment

93.6 M€

Innovation

35.8 M€

Infrastructure

28.6 M€

Wind energy

22.6 M€

Water

6.6 M€

Other business

PREMISES

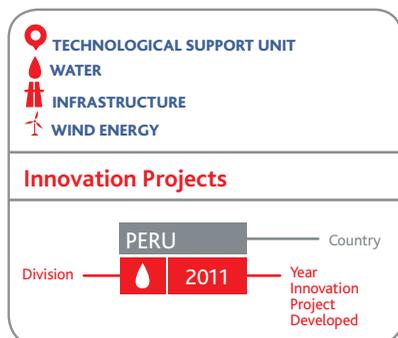
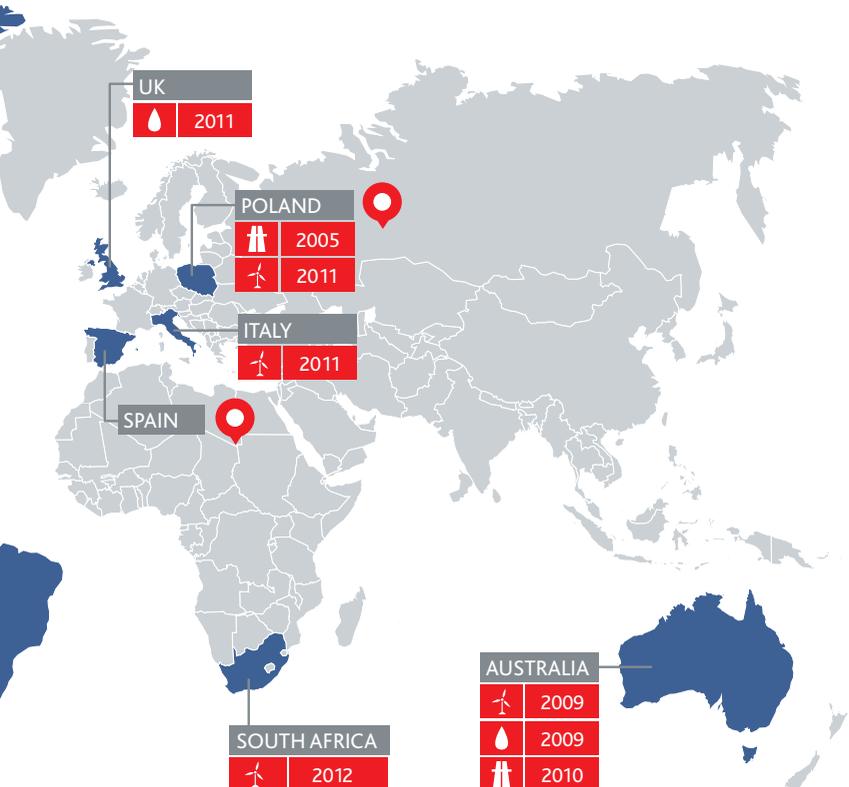
- **Innovation** needs of the business.
- Search for **new opportunities**.
- Countries **ACCIONA** present in.
- Strategic **agreements**.

OBJECTIVES

- Business support.
- Satisfying our clients.
- Value creation.

ONLINE INFO

» www.acciona.com/sustainability/sustainability-master-plan/innovation





Storing the sun and wind

Imagine what would happen if we could not store water, wheat or oil for when we needed them. It hardly bears thinking about. Electricity, however, is one essential commodity we cannot keep – at least in large quantities. We have to use what we produce at the time. Yet, in future, this could change. Growth in renewable energies is driving an unprecedented amount of research into electric storage technologies that can compensate for the intermittent nature of the sun and wind. ACCIONA is taking part in this effort with pioneering initiatives and projects.

The electricity grid only supplies the energy it consumes at any moment. That fact calls for complex technical procedures for which so-called system operators have responsibility and in Spain this is taken care of by the Spanish Electricity Grid (REE, Red Eléctrica de España).

In a conventional system, the balance is maintained mainly by manageable power stations, such

as natural gas combined cycle and hydroelectric, which can be regulated to adapt to the electricity production required by demand at any moment.

But the large-scale incorporation of renewable energies – which are non-manageable – such as wind or solar power, variable by nature and difficult to predict, have led to a shift in scenario: all the players responsible for electricity genera-

Why store?

Storing electricity generated from solar or wind power could be incredibly useful, by:

- 1 Improving the technical integration of photovoltaic and wind power into the grid.
- 2 Guaranteeing power despite sudden changes in wind or solar radiation.
- 3 Moving electricity supply to where consumption is high.
- 4 Allowing renewables to provide complementary services to the grid (currently only performed by conventional energies).
- 5 Advancing us towards a more decentralized (distributed), intelligent and renewable electrical system.
- 6 Avoiding network saturation and increasing efficiency.
- 7 Increasing the quality and security of electricity supply.



How can it be done?

There are diverse technologies for storing electricity. Total installed storage capacity in the world today stands at 130 GW: 99% of it corresponds to hydroelectric pumped storage power stations. But other technologies will grow over the coming years, such as chemical batteries or compressed air technologies. A further 330 GW of storage capacity is forecast by 2030, which will need an investment of 280 billion euros, half to be spent on batteries. Other options include supercondensers, inertia wheels and magnetic superconductivity.

tion and supply are now involved in a huge technological effort aimed at maintaining the stability of the grid and security of supply.

So far, this effort has focused mainly on improving the technology of wind turbine generators, as well as developing operational and control centers. ACCIONA, with its Renewables Control Center (CECOER), was a pioneer in that respect. Thanks to such initiatives, the wind in Spain covers over 60% of total electricity demand at some moments, unthinkable just a few years back.

But our capacity for innovation allows us to be yet more ambitious. Now we have the emergence of electrical storage systems which are

coming to the fore as an indispensable ally for renewables. If we can store the sun and wind – or, strictly speaking, the electricity produced from these sources – and use them as a function of demand, then the penetration of clean energies in the grid system will be facilitated enormously, to previously unimaginable levels.

Now new technologies are maturing fast to commercialization. The challenge is to make storage efficient and profitable. ACCIONA is taking very important steps forward in this field (see the ILIS project) and is alert to the evolution of these technologies so it can apply them to improve the efficiency and profitability of its facilities. ►

Storage pioneers

ACCIONA is the first company in Europe to use batteries in the operation of a fully-commercial photovoltaic plant.

ACCIONA Energy has carried out the first experiment in Europe to incorporate batteries into the operation of an industrial-size photovoltaic plant. It did so in the framework of the ILIS (Innovative Lithium-Ion System, to manage multi-MW solar plants) project.

The accumulators used allowed engineers to smooth power fluctuations in photovoltaic production, storing, or complementing, the electricity being drawn from fields of solar panels. This also makes it possible for the plant to respond to instructions from grid operators to regulate power output, thus facilitating management of the electrical system.

The new facility is operating satisfactorily in ACCIONA's photovoltaic plant at Tudela in Navarre, northeastern Spain. It includes a system of latest-generation lithium-ion batteries of 1.1MW power and 560kWh of electricity, supplied by the French hi-tech battery manufacturer, Saft Groupe.

ACCIONA has developed efficiency strategies for managing the photovoltaic plants with storage, using batteries both to modulate the plant's output and provide complementary services to the electrical system.

The success of the initiative, which forms part of the European low-carbon



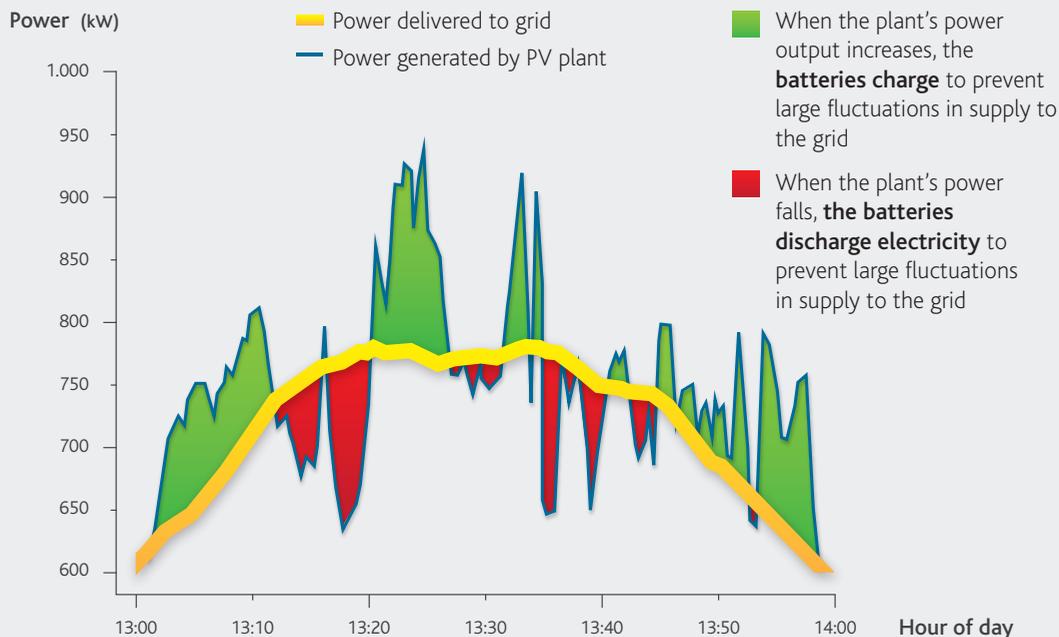
network, Eurogia+, allows ACCIONA to take the lead in photovoltaic projects which must comply with advanced connection requirements. It positions the Company as a reference for large photovoltaic facilities, as the technology is readied for worldwide expansion.

The next challenge for ACCIONA is to incorporate the results of the project in the Company's commercial offering for photovoltaic while also transferring the acquired know-how to the wind power sector. ■

ONLINE INFO

» www.acciona-energia.com/innovation

How batteries smooth out photovoltaic production (ILIS Project)



The graph shows an example of production, on a cloudy day with sunny intervals, at Tudela Photovoltaic Plant (Navarre, northeastern Spain).

Other fields of innovation

ACCIONA is also researching other fields related to storage and incorporation of renewables into the grid, such as:

Wind power

Analytical, simulation and decision-making help is being developed to allow optimum storage systems to be applied to wind farms in different conditions and markets, from both economic and energy perspective.

REserviceS project

European consortium, in which ACCIONA participates, analyzing technical and economic aspects of complementary services provided to the grid by wind and photovoltaic facilities, with the aim of establishing a reference base and recommendations for regulatory policies.

Grid issues stricter connection requirements

The growing penetration of wind and solar energy has seen grid operators increase the technical requirements to integrate these technologies into the system.

This they do to guarantee the stability of the systems and security of supply.

This is not just the case for countries with a high renewables quota – such as Denmark and Germany – but also for others with less interconnected networks - the United Kingdom and Ireland – and emerging markets such as South Africa, and other countries including the US, Mexico, Australia, Croatia and Poland. A new version of the Spanish grid's operational procedures is

being drawn up (REE PO12.2) to place special emphasis on wind power generation. ACCIONA has taken an active part in its preparation.

We are also participating in a project to draft network codes proposed by the operators via the European Network of Transmission System Operators for Electricity (ENTSO-E). Compliance with the new codes will be compulsory in all European electricity systems.

The new requirements generally refer to very technical aspects, such as overcoming voltage fluctuations, back-up for subsequently recovering the system, and frequency control.



Meeting environmental challenges

The Company is working actively on three environmental projects in Canada, Costa Rica and Spain. They set out to meet the challenge of environmental protection and intend to protect threatened species and spaces.

The fight on climate change and the need to protect the environment are two essential drivers of ACCIONA's environmental strategy. One of the inherent features of this philosophy is the end-to-end treatment of the Company's impact on the environment, firstly by adopting a preventive approach, then correcting unavoidable impacts and finally offsetting residual effects. To achieve this, we go to great lengths to ensure that our actions always lead to the overall and measurable improvement of the natural surroundings.

At ACCIONA, we are also convinced that the conservation and responsible use of our natural heritage and biodiversity are not only ethically binding, but also an indispensable prerequisite for global sustainability. Environmental preservation is beyond all question, and to underline this we'd like to take this opportunity to present three initiatives that face the challenge posed by environmental preservation.

Windsor-Essex Parkway (Canada)

When ACCIONA Infrastructure, as part of a consortium, was awarded a build contract for a new roadway between the cities of Windsor (Canada) and Detroit (USA), the project

On the facing page, restored and regenerated wildlife habitats declared of interest in the EU. Recovered bog land (Spain). Right, snakes were radio-tagged for control and monitoring purposes. The picture shows an Eastern Fox snake (Canada). Below, regenerated primitive ecosystems, such as Canada's wetlands, are of enormous environmental value.



brought with it a number of technical and environmental challenges. The project is a complex one and requires measures aimed at protecting biodiversity and for maintaining and improving a number of environmental factors before the work actually gets under way. It involves

taking action to save local endangered species and reproduce the most relevant wildlife habitats in the so-called wetland areas, which are of enormous environmental value and which have been on the wane across North America over the past few hundred years. ►

Solutions



Above left, an aerial view of the site of the future airport in Costa Rica. Above right, a Bare-throated Tiger Heron (*Tigrisoma mexicanum*), found widely throughout Costa Rica. Left, a mangrove on the Sierpe River (Costa Rica). Below left, the Eastern prairie white fringed orchid (*Platanthera leucophaea*) is one of several orchids to be found in Canada's wetlands, and, on its right, examples of regenerated plant life: the common sundew (*Drosera rotundifolia*) and the spoonleaf sundew (*Drosera intermedia*) two endangered carnivorous species (Spain).



► We're currently busy working on reproducing local native flora, with a view to increasing their presence. But fauna is important too, and one of our prime objectives is to protect two endangered serpent species, namely the Eastern Fox Snake (*Elaphe gloydi*) and Butler's Gartersnake (*Thamnophis butleri*), by replicating their habitat and carrying out

control and monitoring activity. Accordingly, we've set up a rescue, capture and relocation system and a number of snakes have been radio-tagged. All the snakes captured are resettled beyond the radius of the construction site. One of the most outstanding actions involved setting up special hibernation points where these endangered snakes can spend

the winter months. Local residents are taking part in efforts to increase local flora by recovering ages-old customs and traditions. Information sessions are held locally, specific dossiers are published to provide information on progress and outline the environmental values that the project is seeking to protect. There's even a website (updated daily): <http://www.weparkway.ca>.

Environmental Impact Study: Brunca International Airport (Costa Rica)

ACCIONA Engineering, in partnership with the local company INFOR-EST, is drafting an Environmental, Economic and Social Impact Report on the new International Airport planned for the region of Brunca, in Costa Rica. The airport's potential impact on the region calls for detailed knowledge and extensive experience in evaluating the environmental consequences. The local surroundings make it hard to carry out this study. The site of the new airport is between the Diquis Delta, made up of the Rivers Sierpe and Térraba. Not far is the Térrabe-Sierpe National Wetlands Park (a Ramsar Convention listed site), one of the Central American Pacific region's most important

mangroves. The proximity of the protected spaces and the abundant local birdlife need to be considered closely when it comes to managing the airport's surrounding area. One of the major challenges will be to successfully manage the affected territory, enhancing the conservation of biodiversity while ensuring air traffic safety.

The regional and local socio-economic variable is another fundamental aspect that needs to be considered; tracking aircraft noise and exhaust emissions levels and gauging the impact on the territory of changes in land use.

Restoration of bog land and creating wetlands (Spain)

Bogs are a kind of acidic wetlands where organic material has accumulated. The UE has given them "Community Interest" and "Priority" status. They are important because they carry out a number of important environmental functions: they regulate climate change, hydrological conditions, water quality and erosive processes, and they important for ensuring biodiversity.

In the central Spanish province of Burgos, ACCIONA Environment Services has restored bogland in Basconcillos del Tozo and wetlands

in Úrbel del Castillo, thus helping to recover singular wildlife habitats of great importance to local biodiversity. To achieve this required a number of measures: building a one-hectare laguna by recovering a formerly floodable space; recovering a major, 13-hectare expanse of bog land; creating several lagunas along the course of the River Úrbel, recovering an extension of bog land and improving the area surrounding La Piedra.

Old orthoimages were used to analyze the local orography and hydrological conditions, which showed how the recovery of the bog lands had helped to restore the original water flow, which, in turn, helped to regenerate local plant life, in particular two endangered species: the common sundew (*Drosera rotundifolia*) and the spoonleaf sundew (*Drosera intermedia*). In addition, pools were created to recover local wildlife and to improve local livestock farming conditions. ■

ONLINE INFO

- » www.weparkway.ca/
- » www.flickr.com/photos/weparkway/sets/

A social micro-enterprise project in Peru reaches consolidation

ACCIONA Microenergía Perú [ACCIONA Microenergy Peru] continues to strengthen its economic sustainability thanks to a project aimed at long-term electricity supply and for which there are plans to acquire 1,700 new Domestic PV Solar Systems.

Set up in 2009 through the ACCIONA Microenergy Foundation, ACCIONA Microenergy Peru (AMP) continues to take great strides towards using Domestic PV Solar Systems (DPVS) to provide basic electricity services for remote rural townships in Peru for which there are no foreseeable plans of connection to the country's national grid.

In 2012, AMP continued to take steps towards economic sustainability and pushed on with its "Luz en Casa" (Light in the Home) project by adding a further 700 DPVS to the 600 units that it has been running since 2010. Help from ACCIONA Corporate Volunteers who travelled to Peru's Cajamarca region was a key factor in preparing for and installing the new units.

In May of this year, the Peruvian government gave AMP the country's very first rural PV-based electricity

concession, consolidating the AMP's footing as an energy provider. ACCIONA Microenergy Peru plans to receive further concessions for supplying electricity in the Cajamarca region

Solid and long-lasting

Later on this year, in August, the Inter-American Development Bank (IDB) gave the go-ahead to a loan worth roughly one million US dollars for the purchase of 1,700 new Domestic PV Solar Systems. As an additional measure, the IDB later approved a 300,000 dollar subsidy for technical assistance for work to bring the 1,700 new DPVS units into operation in 2013.

Thanks to this financing, more than 3,000 families will have electricity in 2013 and AMP will achieve economic sustainability balancing income and expenditure. The fact that no additional guarantees were asked for, apart



ONLINE INFO

» <http://tv.accionacom>
» www.accionacom/pressroom



AN AWARD FOR INNOVATION

The ACCIONA Microenergy Foundation's "Light in the Home" program was among the winners of the III SERES Foundation Awards. The panel of judges emphasized the innovative character of this social initiative and its seamless connection with ACCIONA's strategic business lines.

from the project's future financial flows, shows that the project is seen to be both solid and sustainable in the long run.

In short, 2012 has been a year of consolidation for the AMP's innovative social enterprise model based on renewables-based electricity at highly affordable rates for local peasants, many of whom live on or even under the bread line. Moreover, a regulatory framework is in place that takes these factors into account and makes it possible for the project to be economically sustainable over the long term. End-users take an active role in the project in the shape of PV Electrification Committees (PVEC), in which committee members are elected among the beneficiaries themselves. The PVECs work alongside the AMP on regular inspections of the units, billing, DPVS safety and engagement between the AMP and its beneficiaries. ■

// Sustainability Indices

The economic, social and environmental aspects of companies' activities are tracked and analyzed by a number of specialist agencies and organizations. The results and conclusions are, more often than not, published in the shape of specific indices and reports. These indices are used by socially responsible investors (SRI), a kind of investor who, in addition to other traditional financial criteria, applies social, environmental or corporate governance factors when it comes to making investment decisions.

The fact that ACCIONA is present in this kind of "blue-chip" sustainability index reflects the trust placed in the Company by institutional investors who see sustainability as a reliable indicator of the quality of management and the degree of transparency in the Company. The following are just some of the indices in which ACCIONA was a component in 2012:



// DJSI. The 2012 yearly review resulted in ACCIONA's sixth consecutive year in the Dow Jones Sustainability Index (DJSI World and DJSI Europe). Moreover, the Company came away with a higher overall score, confirming its ability to continue to lead the way in integrating sustainability practices into its activities. The DJSI brings together an array of companies that carry out the world's best social, environmental and corporate governance practices.



// FTSE4GOOD. Following FTSE4GOOD half-yearly evaluation in September 2012, ACCIONA continued

among the components of this sustainability index. This year, however, the evaluation criteria were opened further to cover supply chains, regardless of sectors. FTSE4GOOD companies meet stringent social and environmental criteria and stand out for their good practices in sustainability.



// MSCI. ACCIONA is part of the MSCI World ESG* Index and the MSCI Europe ESG Index which brings together companies that score highly in environmental, social and corporate governance aspects compared with other companies in their respective sectors.



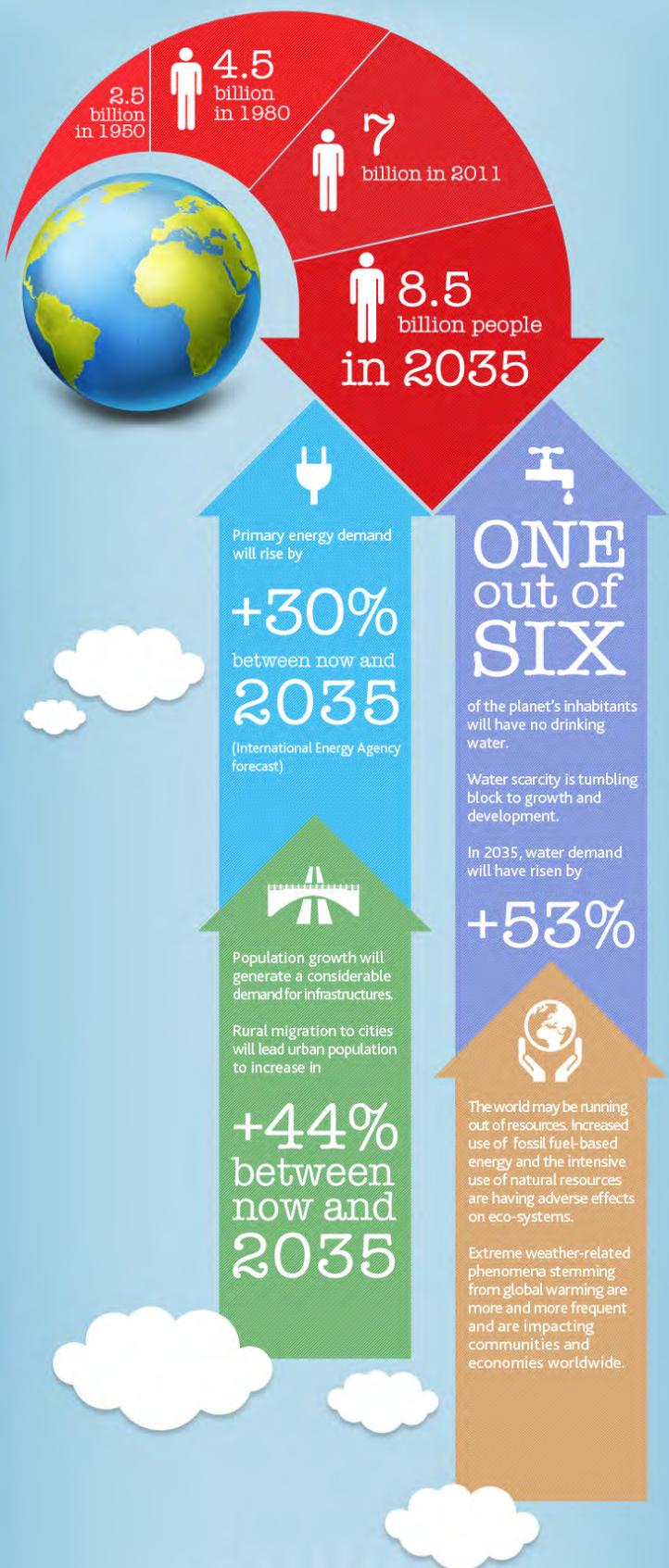
// STOXX. ACCIONA has been selected as a component of the STOXX Global ESG Leaders Index, STOXX Global ESG Environmental Leaders Index and the STOXX Global ESG Governance Leaders Index. It is also included in the STOXX Sustainability Index which acknowledges companies that lead the way in sustainability in Europe and Euro-zone. Companies are selected on the basis of both general and sector-specific criteria.



// CPLI. ACCIONA was included in the 2011 Carbon Performance Leadership Index (CPLI) Europe 300 de 2011, compiled by the Carbon Disclosure Project. The index brings together companies that stand out for their efforts and initiatives to mitigate climate change.

* ESG is short for Environmental, Social and Governance.

// The planet in figures



// eventossostenibles.com

GPD's Events Department has just launched a new blog (eventossostenibles.com) aimed at promoting all kinds of sustainable practices in the sector, as well as events organized on the basis of sustainability criteria. GDP intends to use this new channel to enhance its commitment to sustainability, a commitment that has led the company to implement a new carbon-neutral events model.

The main objective of a sustainable event is to minimize its negative impacts, reducing as far as possible its carbon footprint and seizing opportunities capable of bringing benefits to the environment and surroundings in which the event takes place.

Carbon-neutral events are those that reduce considerably their carbon emissions by ascertaining what causes them, implementing environmental action plans (preventive and corrective) and offsetting emissions that are produced unavoidably.



// Taking care of endangered bird species

ACCIONA has installed 500 nesting boxes across its facilities in Spain in an effort to help increase the population of endangered birds of prey which is diminishing gradually as a result of ever-decreasing nesting locations and their increasing exposure to birds who prey on them.

For ACCIONA, conservation and the responsible use of our natural and biodiversity heritage area not only an ethical commitment, but also an indispensable prerequisite for global sustainability. These endangered avian wildlife species play a fundamental role in the eco-system and the food chain.

In the making of the nesting boxes, ACCIONA has received the aid of the Prodis Foundation's Special Employment Center, a special not-for-profit institution aimed at bringing intellectually disabled youngsters into the work place and ensuring their social integration.



The Everest of the seas

The ACCIONA 100% EcoPowered has set sail in the Vendée Globe race. It's the first and only zero-emissions sailboat to take part in this lone, unassisted, round-the-world, non-stop sailing event.



The Vendée Globe is the most grueling event on the sailing world's sports calendar. Held once every four years, it's easy enough to grasp how the event works, but extremely hard to carry it out: the boats set sail from the French seaport of Les Sables d'Olonne, go out into the North Atlantic, leave the Antarctic to starboard and round three great capes before turning around and heading for home after a lone, unassisted, round-the-world, non-stop journey around the globe.

To take on this challenge, ACCIONA and a large team of professionals engaged in considerable research and development, and came up with clean-tech systems that go beyond the realms of sporting competition and show that eco-efficiency and new energies help to make a better world.

It's taken two years of research and hard work in the pursuit of environmental sustainability, in the shape of a sailboat that meets the most demanding ocean racing standards, as we'll see from its participation in this event.

A tireless sailor and energy manager

This challenge is not for anyone and everyone; the Vendée Globe is extremely hard and the physical and mental demands made on the lone yachtsmen who take part are



exceptionally tough. ACCIONA's project brings an additional demand: skipper Bubi Sansó also has to be a good energy manager as he'll be managing the ACCIONA 100% EcoPowered's natural energy power sources to keep the vessel going throughout the more than 90-day journey out at sea. Before setting out, Sansó informed us that "the boat and I are both in peak condition and ready for the off. The energy systems are totally reliable and we've got many ways of showing that the vessel can be 100% eco-efficient in an event like the Vendée Globe. I've no doubts at all about the energy system."

Javier Sansó and his IMOCA 60, the ACCIONA 100% EcoPowered, are the only Spanish participants in the event. This is the seventh Vendée Globe, and only one Spaniard (José Luis de Ugarte, in 1992/93) has crossed the finishing line since it was first created.

This sailing event is an extremely tough one. The numbers speak for themselves: of the 29 sailboats that started off in 2008-09, only 11 crossed the finishing line. Good sailing! ■

ONLINE INFO

- » www.tv.acciona.com
- » www.accionasailing.com
- » www.acciona.com/pressroom



ISABEL RAMIS, MARKETING ONLINE

AND DIGITAL COMMUNICATION, ACCIONA

“Social networking is the here and now”

Everyone's talking about social networks and calling them a challenge for the future. But ACCIONA's been involved with them for the past three years and turned them into something real and present.

What are your functions at ACCIONA?

As part of the ACCIONA Global Brand and Marketing team, I have two main roles (among other functions), namely to implement the Company's corporate marketing strategy and to manage our online reputation and

positioning. We use our website and the social networking sites to convey in the best possible way who we are and what we do. To do so, we analyze our online reputation by monitoring everything that's said about us on the 'net. In addition, we compiled a manual on how to use social

networks and we provide in-house training to show our employees how to reinforce the messages we send out on social networking sites.

How does ACCIONA benefit from social networking?

Social networking has become an indispensable tool for our marketing and communication strategy. It enables us to engage with our stakeholders in a direct and transparent way, and it makes for two-way communication, with no middlemen to worry about.

We first embarked on this three years ago, when we were pioneers in our sector. Since then, the world's leading companies have followed suit; they also realized the tremendous potential of these new communication media.

This is hardly surprising when you think that 75% of America's online population logs on daily to social networking sites and that a tweet from Lady Gaga reaches a larger audience than one from The Wall Street Journal, US Today and The New York Times put together.

How is ACCIONA present in social networking?

Right now, we are capable of sending out a message, in real time and cost-free, to the more than 33,000 people who follow us regularly on our net-

PROFILE

Isabel Ramis is a young journalist dedicated to Online Marketing and Digital Communication. She graduated from Spain's University of Navarre, and the first seven years of her professional career were spent at PricewaterhouseCoopers' communication department. Later, she worked in digital communication as an Account Manager at a number of PR agencies, including Ketchum and Weber Shandwick, where she worked with tech sector clients such as Windows Mobile and Recovery Labs.

Today, thanks to internet, Isabel combines her two overriding passions: corporate communication and promoting bikes as a means of transport. She has her own her blog (mueveteenbicipormadrid.blogspot.com) in which she doggedly pursues her sole objective: "To turn Madrid into a city where bikes rule!" Earlier this year, her campaign won Madrid City Council's "Muévete Verde 2012" ["Getting around on Green"] Award.



Thanks a lot for moving around Madrid by bike.

ACCIONA has more than 33,000 followers on its social networking sites

works. Information comes in almost every day on how they see the Company, and we can gauge the impact of our communication campaigns; not so long ago, we could only do this through market research studies.

Thanks to our presence on professional social networking platforms, like LinkedIn (which registers one new user every second), we increase our visibility and brand awareness as well as making real contacts for future projects.

Employees who use social networking sites for professional purposes increase their chances of positioning themselves as experts in their fields, and the acknowledgement reflects on the Company overall. ▶

STRICTLY PERSONAL

Your favorite blogs/videos?

There's a blog I'd recommend: <http://elartedepresentar.com>. It's full of tips on public speaking, as well as videos on "The New Work Paradigm" and Steve Jobs' address to an audience at Stanford University (they're both available on YouTube).

A dream or a professional wish you'd like to share with us?

I'd love to improve the working environment wherever I go and take on new challenges...I'm passionate about it.

Why do you like social networking?

I like the fact that you're not hemmed in by boundaries, social status or hierarchies. You become aware that, despite being just one more person, you can make your mark on the surroundings.

The best thing about your profession?

Contact with people.

And the worst thing?

Falling into the trap of believing social networking and online reputation are just passing fads. Deep down, there's nothing new about it: people have always been concerned about their reputation, how society sees them. Online reputation is simply an evolved way of meeting that need.



► There's a fine line between the private and the professional... What's the best way for ACCIONA employees to use Twitter?

Using Twitter for professional purposes helps you make a name for yourself as an expert, get to know other people with similar interests or find relevant information. I think that's what makes it worthwhile.

Twitter's also there to help you keep in touch with friends. But you should bear in mind that a tweet can become public information, so you need to exercise responsibility and caution and

use common sense. If in doubt, don't "go public"—you might be sorry later on! And be sure to mind your language: insults or potentially defamatory statements can have serious consequences offline. If in doubt, ACCIONA's Code of Conduct includes a section called "Corporate Brand and Reputation" (Section 4.7): it will help set you straight on the Company's policies regarding the use of information. ■

ONLINE INFO

» www.acciona.com/social-media

Where you'll find us



TWITTER

- @ACCIONA: Keeps you up-to-date on all the Company news.
- @Accionajobs: All the latest vacancies at our divisions.



PINTEREST and

FLICKR

- Images of our flagship projects and a selection of corporate information graphics.



FACEBOOK

- Official page: [Facebook.com/ACCIONA](https://www.facebook.com/ACCIONA)
- An app and a page to keep you up-to-date on a variety of offers, and alerts to let you know when there's a vacancy: "I'd like to work at ACCIONA too".
- "I love the sea...Trasmediterranea": Designed to help you keep an eye on ACCIONA Trasmediterranea special offers, competitions and additional information.



GOOGLE+

- ACCIONA: All the latest Company news.



LINKEDIN

- Company Profile: ACCIONA.
- Groups: Water, Infrastructure and Renewable Energies (ACCIONA) with industry news and job offers. And "ACCIONA": An exclusive space for current and former employees.

Social networking for professional purposes:



Pablo Álvarez Álvarez

Global Business Development (LatAm and Australia).

LinkedIn: Pablo Alvarez;

Twitter: @Pableberry



I'm a regular LinkedIn user and I use it to make business contacts. It's really useful for knowing who's who and tracking down people, and it's good for finding information on people you've arranged to meet. On a single page you can see where they've worked, where they studied and you can even put a face to the name. It's also a good way of getting in touch with other people in your sector. If you want to speak with someone in charge of a business line at ACCIONA, you can look them up in LinkedIn. I use Twitter for getting information in general; you can find interesting news and opinions in seconds. It's a good way of gauging public opinion...or at least your contacts' opinion!



Luis Castilla

President ACCIONA Agua (Madrid).

Twitter: @luiscastilla5.



I'm a recent newcomer to Twitter and I use it mainly to stay up-to-date and get in touch quickly and efficiently with colleagues and organizations in the water industry. When you use it properly, in a focused way, Twitter is an exceptionally powerful tool that lets you know what's going on around you in a given field or environment. For example, it is very efficient when it comes to looking for journals, reports and opinions from top-flight professionals and organizations, and for staying ahead of future trends in a specific subject. It also lets you offer your opinion; that can be interesting and even fun, but I think it's something secondary and better kept to private use of social networking.



Marta Otermin

Energy Resources, ACCIONA Energy (Pamplona, Northeast Spain). LinkedIn.



LinkedIn helps me to keep in touch with colleagues I've met in conferences, trade fairs and a variety of other professional gatherings. It's useful for exchanging work-related information, such as news, technical conferences, training courses and seminars, business propositions and technical issues, and I tend to refer them to my colleagues at ACCIONA.

I'm also a member of several groups that are very useful professionally: the European Wind Energy Association, the Global Engineering Community, TWENTIES, Wind Energy Professionals, Wind Energy Victoria, Wind Industry Professional Community,...and also within ACCIONA (current and former employees).



TUENTI

- All the latest news and job offers for recent graduates.



YOUTUBE

- **interacciona1**: Corporate video channel featuring our most important projects.

Social networking calls for...

- **Caution**
- **Responsibility**
- **Truthfulness**
- **Respect**
- If in doubt, go to: redessociales@acciona.es

Diversity, engagement and responsible employment

ACCIONA has stepped up its strategy of integrating differently-abled people into the Company. This is now one of its most important objectives at national and international level.

Diversity and, especially, disability now occupy an important place in ACCIONA's Human Resources strategy. Based on inclusion, and awareness-raising among people, the Company is demonstrating to society its commitment in this area through the direct integration of differently-abled people and those at risk of social exclusion in the workplace. Indirectly, it is doing so by purchasing goods and services from special employment centers.

ACCIONA also works to improve accessibility to goods and services, promoting actions to spread the word and raise awareness among our employees and suppliers, setting up, sponsoring, and participating in, projects that contribute to the better integration in the workplace of people with social disadvantages. Thanks to the "Inserta" agreement, signed in 2007 with the ONCE Foundation and renewed recently,

ACCIONA is to bring over 350 disabled people into its workforce over the next four years. As Juan Ignacio Entrecanales, ACCIONA Vice-Chairman, on renewing the agreement, pointed out: "In five years, we have, with the Foundation, created more than 190 new work posts and incorporated, into our strategic objectives included in the Sustainability Master Plan, the commitment to achieve 3% of direct employment. In June 2012, we reached the figure of 530 equivalent jobs, which takes us up to 2.58%."





Equal opportunities

This is the context in which ACCIONA has also signed important accords and operating protocols with: the Health Ministry on gender violence and equality; the “Universia” Foundation for the promotion of workplace inclusion with regard to people of different abilities having university qualifications; the Red Cross for the inclusion of women victims of gender violence, and; the Higher Sports Council and Paralympics Committee for the incorporation of elite disabled sportspeople into the world of work.

At the international level, ACCIONA is also seeking to promote equal opportunities and workplace integration, such as in Brazil, where ACCIONA Infrastructure recently contracted 11 people and signed collaboration agreements with local associations in Sao Paulo (Brazil). In ACCIONA, the commitments acquired in managing diversity go further than cultural, gender and generational aspects; and often beyond legal requirements. Our commitment is to the equality of opportunities. ■

ACCIONA and the ONCE Foundation have created more than 190 jobs in five years

ONLINE INFO

- » <http://blogrrhh3.wordpress.com>
- » <http://employmentchannel.acciona.com>

Integration and accessibility



ACCIONA took an active part in the 1st Integration and Mobility Race held in Madrid this summer.



Spain's Prado Museum and ACCIONA, in its role as Partner Benefactor, presented an art exhibition, "Portrait of Spain: Masterpieces of the Prado", at the Queensland Art Gallery, in Brisbane, Australia. The show brought together **one hundred or so paintings from the Prado Museum collection**, summing up the history of Spain and Spanish art from the 16th to the 20th century. The exhibition ran from July 21 to November 4.

Spanish Engineering students rated ACCIONA **the fifth-best company to work**



for in Spain, according to a report compiled by Universum, a firm of consultants. The study polled 6,206 Engineering and ICT students from 32 Spanish universities.

ACCIONA Windpower has been awarded a 30 MW supply contract for a **wind development on Canada's eastern seaboard**. The contract with PEI Energy Corporation covers ten AW 116/3000 wind turbines to be installed on Prince Edward Island. The agreement also includes the operation and maintenance of the wind turbines for a period of 15 years.

ACCIONA sponsored the **3rd International Herald Tribune Global Clean Energy Forum, held in Barcelona (Spain)**. Energy experts from all over the world debated the future of the planet's energy sources and looked at the most significant advances.



JULY

ACCIONA, as part of a consortium, will build a **solar thermal/CSP plant near the Kalahari Desert**, in Southern Africa. The construction and the commissioning of the 50MW facility are expected to take 30 months, at an investment of 300 million euro. The new plant's location, a stone's throw from the desert and in a remote spot, means that it will be able to benefit from outstanding solar and environmental conditions.



AUGUST

ACCIONA has been selected to manage the water supply for the municipality of La Unión (Murcia, south-eastern Spain). The end-to-end domestic water supply, distribution and sanitation will represent revenues of **92.8 million euro** and will service a population equivalent of 19,000 inhabitants.

SEPTEMBER

ACCIONA will build the second wastewater treatment plant in Mexico City's wastewater treatment program. The project foresees the design, construction and operation and maintenance of the El Caracol WWTP for a **23-year period**.



OCTOBER

ACCIONA is to build its **third drinking water plant in Italy**. The project includes the design and construction of the future Siniscola DWTP in Sardinia. The facility will service a population equivalent of 170,000 inhabitants.

News round-up...

GPD took part in the 22nd Summit of Ibero-American Heads of State and Governments held in Cadiz (southern Spain). As well as an advisory role, GPD carried out the venue design, organized the decor and provided the necessary furnishings and furniture for the event, held at the Cadiz Congress Hall.



GPD has been honored with the Best European Cultural Event Award for its Santiago de Compostela Cathedral 8th Centenary spectacular, performed in 2011. This 4D display earned GPD no less than six prizes at the European Events Awards, held in Milan. Apart from this "stellar" distinction in the cultural field, GPD has received umpteen awards for best venue, best audiovisual production, best staging and best direction.

ACCIONA **obtained a net profit of 114 million euro** in the first nine months of the year. In the same period, group revenues rose by 7.7%, coming to a total 5,165 million euro, due mainly to the strong performance by ACCIONA Energy and increased revenues by ACCIONA Agua.

ACCIONA, via its subsidiary **ACCIONA Green Energy Developments will supply 94% of ADIF, the Spanish rail infrastructure administrator's, electricity needs in 2013**, with associated revenues of 207.8 million euro. The contract covers Spain's entire high-speed network, all junctions and the high-speed requirements of the railway lines. All of the electricity supplied by ACCIONA Green Energy Developments to ADIF will be certified renewable given that it comes from ACCIONA-managed green power plants across Spain.



NOVEMBER

ACCIONA has been distinguished with the **SERES Award 2012 in recognition of the ACCIONA Microenergy Foundation's "Light in the Home" project** which, for the past two years, has been supplying basic electricity services to 610 households in remote rural communities in Peru's Cajamarca region, using domestic solar PV systems. The initiative is expected to cover 1,300 households by end-2012 and there are plans to service a total 3,000 families next year.



Mexico's Comisión Federal de Electricidad [Federal Commission for Electricity] has awarded ACCIONA the Design, Supply, Build and Commission contract for the EPC of the electrical generation plant known as 229 CT-TG Baja California II, Phase 1. The project is expected to take 16 months to carry out and involves the enlargement of the Presidente Juárez complex located in Playas de Rosarito (Baja California). **The contract is valued at US\$ 104 million, around 80 million euro.**





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