

Leadership, innovation and sustainability

ACCIONA Infrastructure, with over a century's worth of experience, remains at the cutting edge of the sector and maintains its commitment to quality and environmental preservation.

ACCIONA Infrastructure remains at the cutting edge of R&D and Innovation, and ranks among the world's leading construction companies due to its capacity to implement the most advanced, innovative techniques and selectively apply the appropriate technology in each project.

The company, which has more than 100 years of experience in the construction sector, applies a philosophy based on sustainability, quality, technology and experience. To this end, all projects are undertaken having special consideration for environmental, social and economic factors and overall sustainability while focusing on improving construction

processes, innovation and respect for the environment.

ACTIVITIES

ACCIONA Infrastructure undertakes all aspects of construction and offers clients its experience in design, engineering, execution, management and maintenance of all kinds of projects.

The company operates in two main business areas: civil engineering and building. It has specialized units to provide support for construction, among them ACCIONA Engineering, ACCIONA Installation Services, ACCIONA Concessions, metal structure

workshops, machinery services, ACCIONA Infrastructure Maintenance, and other ancillary companies.

ACCIONA Infrastructure uses cutting-edge technology to develop and apply innovative materials and sustainable construction techniques. This is made possible by the intense, ongoing research undertaken by the company, which has placed it at the forefront of innovation and made it a leader in Europe in technology application. It has the largest R&D and Innovation division in terms of funds and projects which are officially approved by European, Ibero-American and Spanish programmes.

ACCIONA Infrastructure participates in many international research initiatives and projects, in cooperation with prestigious institutes and universities.

Arising out of its commitment to society and the environment, ACCIONA Infrastructure organizes annual contests to identify best practices in workplace safety, quality management and the environment, and the implementation in projects of technology produced by R&D and Innovation. A committee of prestigious external independent professionals evaluates the projects and selects the winners.

ACCIONA Infrastructure has developed and participated in some of the most important projects in the world. Moreover, the company has a solid foothold in strategic international markets, such as Brazil, Mexico, Chile, Canada, Australia, Poland, Colombia and Ecuador.

ACCIONA Infrastructure uses innovative **technology** to develop and apply the most advanced **materials** and the most sustainable construction **processes**



ACCIONA
Infrastructure received
some of the **most
prestigious awards**
in 2012 for its projects
in Spain, Australia,
Poland and Mexico

In 2012, ACCIONA Infrastructure received several Spanish and international distinctions:

AWARDS AND RECOGNITIONS

■ **JEC COMPOSITES 2012 AWARD**

ACCIONA Infrastructure received the Award for Innovation in Composites in the Civil Engineering category, from JEC Composites 2012, in recognition of the Cuenca footbridge. JEC Europe, the largest composites exhibition in Europe, showcases developments in this dynamic industry.

■ **LOCAL RAIL AWARDS 2012**

The Zaragoza Tramway was distinguished at the International Association of Public

Transport's Local Rail Awards 2012 in the Best Urban Integration Project category.

■ **LORD MAYOR'S 2012 AWARD**

ACCIONA obtained the Brisbane Lord Mayor's 2012 Award for Business Innovation in Australia, which recognizes companies that stand out for their innovation capacity and competitiveness in national and/or international markets. ACCIONA received the award for creating solutions that reduce costs, minimise environmental impacts and enhance performance in its construction projects. One example is a tunnel for removing rubble between Toowong and the Mount Coot-tha quarry in Brisbane, which avoided 96,000 journeys by trucks on local roads.

■ **CONSTRUCTION OF THE YEAR 2012**

ACCIONA obtained the Polish Construction of the Year Award 2012 in a number of categories for the following projects: Redzinski Bridge in Wrocław, the Sport Hall in Jastrzerbie-Zdrój, and the Computer Center at the Academy of Mining and Metallurgy (AMH), in Cracow.

■ **PROJECT OF THE YEAR 2012 (*Obras magazine*)**

The Metepec Hospital in Mexico was chosen as a finalist for Project of the Year in the competition organized by *Obras* magazine, one of Mexico's leading trade journals.

Contracts obtained in Spain in 2012

Railway, underground and other projects

- North-northwest corridor railway bed, Madrid-Galicia high-speed railway. Vilariño-Campobecerros section. Right-hand track.
- Infrastructure maintenance: track and catenary in Renfe Integria facilities (five contracts).
- Repair work following floods on the Lorca-Almendricos-Águilas line.
- Railway bed construction design for the Cantabrian-Mediterranean high-speed corridor. Castejón-Cadreita section. Pamplona, Navarre.
- Maintenance of Valencia Metro line T2.
- Cartagena Port Railway JV (Alicante).

Roads

- Resurfacing and improvement of the road through Arriazu (Navarre).
- Arteixo roundabout (Galicia).
- Construction, upkeep and maintenance of the A-334, Purchena-A-7 section (Almería).
- Retaining wall in Mata highway (Las Palmas).

- Repaving neighbourhoods in Las Palmas.
- Los Llanos de Aridame bypass. Argual-C-832 highway sections, phase 1.
- Las Palmas de Gran Canaria bypass. Phase 4, Tamaraceite-Tenoya-Arucas coast. Gran Canaria Island.
- Paving C-380 highway, from Santa Cruz de La Palma to Puntagorda in the north. Section: Los Sauces-Cruz del Castillo. La Palma island.
- New Icod de los Vinos-Santiago del Teide road. Section: Icod-El Tanque (Tenerife).
- A-6 highway, Zamora-Benavente (Zamora).

Ports and seaworks

- Overhead crane runway girder in Sagunto port (Valencia).
- Paving the bulk terminal (Alicante).
- CPOD in Palma Port (Balearic Islands).
- Dock bollards in Palma port (Balearic Islands).
- Regeneration of beaches in Málaga province.
- Beach and cove design in La Jaquita, Guía de Isora (Santa Cruz de Tenerife)

- Project design and execution of works for the Oceanic Platform of the Canary Islands (PLOCAN) and outfitting scientific equipment to allow the PLOCAN to conduct research and scientific-technological development (Las Palmas).
- Reinforcement of 6,600 sq. metres of embankment at Hondura pier, Santa Cruz de Tenerife port.
- Container base track, Santa Cruz de Tenerife port.
- Adaptation of the gantry at the new container base to Super-Post Panamax cranes in Santa Cruz de Tenerife port.

Airport works

- New wiring centers in the terminal building and regulatory adaptation of the Southern Data Processing Center (DPC). Gran Canaria Airport.

Waterworks

- General infrastructure for irrigation with wastewater treated at La Víbora plant, Málaga.

Civil engineering

- Experimental wind farm and control building for the Barásoain substation (Navarre).
- Vedadillo experimental wind farm (Navarre).

Industrial building

- Olivenza (Badajoz) solar thermal plant maintenance JV. Upkeep and maintenance.
- Supply and installation of sunblinds in the Actur 1 and Ebro 1 buildings, Expo Zaragoza Empresarial business park.
- Refurbishment of floor and wall surfaces and surgical facilities at MAZ Hospital (Zaragoza).
- Repairs to floors and façade in the surgical section of Obispo Polanco Hospital (Teruel).
- Control center for Els Escambrons wind farm (Barcelona).
- Peñas de Dios II wind turbines, wind farms (Valencia).
- Improvement to, and sanitation works at, Sant Rafael racecourse (Balearic Islands).

- Marina Baja desalination plant channelling JV (Alicante).
- Rambla de Biznaga pumping collector (Balearic Islands).

Non-residential building

- New headquarter offices for BBVA (Madrid).
- Works on the public school in Cuarte de Huerva (Zaragoza).
- New San Francisco de Asís parish church (Huesca).
- Works to strengthen the southern foundations of the Royal and Conciliar San Carlos Seminary (Zaragoza).
- Construction of the new Teruel Hospital.
- Execution and expansion of the Teruel prison.
- Conversion of the Expo Zaragoza 2008 fairgrounds into a business, leisure and culture zone (Zaragoza).
- Construction of 1,720 columbaria in Torrero Cemetery (Zaragoza).
- Muel morgue.
- Library installation and space adaptation in the Barcelona Design Center.

- Roof replacement at the new Cacaolat plant in Santa Coloma de Gramenet and civil engineering reforms (Barcelona).
- Works to adapt the first floor of building C at the Fabra i Coats cultural center. Sant Andreu (Barcelona).
- Expansion of Sky Center shopping area in T1 (Barcelona).
- Construction of a new building for the Fine Arts Faculty of La Laguna University (Tenerife).

Residential construction

- Completion of 125 homes in Mérida (Badajoz).
- 57-home building in Parque Venecia residential complex (Zaragoza).
- 41 detached homes in the Miralbueno Complex, in Vistabella Park (Zaragoza).
- Execution of 65 homes in Parque Venecia residential complex (Zaragoza).
- San Francisco de Asís parish house (Huesca).

Site development

- Phase 1 of site development and outfitting for BBVA (Madrid).
- Site development of the Repsol and Burger King area on La Hispanidad Road (Zaragoza).
- Muelle de Energía site development (Barcelona).
- Execution of works for a new street in the southern zone between Badajoz and Álava streets, and site development, Almatret (Lleida).
- Site development of a business incubator (Alicante).
- San Roque neighbourhood JV (Alicante).
- Montport de Andratx industrial park (Balearic Islands).

Refurbishment

- Refurbishment of Vasco de Quiroga school (Madrid).
- Execution design, refurbishment and change in use of 24 homes at Vía Ibérica, 33 (Zaragoza).
- Improvements to pavement in the baggage cart area, Prat de Llobregat (Barcelona).

- Refurbishment of the Church of San Jaime (Valencia).
- Refurbishment of Temple Palace (Valencia).
- Restoration of the Nules landfill (Castellón).
- Completion of the conference and audition rooms in Peña Guarazoca, El Hierro Island (Santa Cruz de Tenerife).

Oil and gas pipelines

- Construction of gas pipelines in several provinces of Andalusia.

Projects executed in 2012

Railway, underground and others

- High-Speed Rail - Atlantic Axis.
Vigo-Das Maceiras section (Pontevedra).
- Madrid-Galicia high-speed railway.
Olmedo-Zamora section. Subsection:
Villaverde de Medina-Villafranca del Duero
(Valladolid).
- International gauge Girona-Figueres JV
(Cataluña).
- Legorreta JV (Guipúzcoa).
- Antzuola Tunnel JV (Guipúzcoa).
- Lebario JV (Vizcaya).
- Hernialde-Zizurkil JV (Guipúzcoa).
- Design and construction of North-South
Line 1 (Goya-Valdespartera) of the
Zaragoza tramway.
- Railway bed construction design for the
Cantabria-Mediterranean high-speed
railway corridor. Castejón-Cadreita section.
Pamplona region, Navarre.
- Execution of line 1 of the Granada metro,
section 1. Sub-section 2: Méndez-Núñez-
Villarejo (Granada).

Roads and highways

- Upgrade of new section of the A-2
highway, Guadalajara province (Alcolea del
Pinar).
- Lieres junction JV (Asturias).
- Hernani bypass JV (Guipúzcoa).
- Recajo Motorway JV (Logroño).
- Boo de Guarnizo JV (Cantabria).
- Gerediaga-Elorrio Motorway JV (Vizcaya).
- Resurfacing and upgrading of Arruazu road
(Navarre).
- A-8 Motorway, Mondoñedo-Lorenzana.
- Moncelos-Abadín JV.
- Cee-Sardiñeiro JV.
- Baiona-A Guardia Route.
- Upgrading the PM-804 road, Ibiza (Balearic
Islands).
- Bridge over the Clariano River, Ontinyent
(Valencia).
- Widening of the CN-340 JV (Alicante).
- Completion of work on the A-49
motorway, third lane, kilometre point
6,000 to 16,500. Section: Gines-Bormujos
junction and Sanlúcar-Benacazón junction,
and changes (Sevilla).

Airports

- Pavement refurbishment of gates C and H
at Barcelona Airport.
- Valencia terminal JV.

Maritime works

- North Sagunto Pier JV (Valencia).
- Multi-purpose terminal site development
JV (Murcia).
- New container terminal, Phase 1, in Cádiz
port.
- Damage repair at Punta Larga beach after
the February 2012 storm, Candelaria
(Tenerife).
- Reconstruction of the dockhead at the
container dock in Arrecife port, Lanzarote
(Las Palmas).
- Improvements to Benito Pérez Galdós
beach in Puerto de la Cruz (Tenerife).
- Project design and expansion of the Border
Inspection Post to equip Las Palmas port
with import and customs services (3rd
phase): adaptation of former facilities to
current legislation, Las Palmas port.
- Equipping the jetty for smaller vessels in
Los Cristianos port (Santa Cruz de Tenerife).

Waterworks

- Supply pipeline between Entrepeñas and Cifuentes (Guadalaja).
- Sewage pipelines in Las Pedroñeras (Cuenca).
- Caso sewage treatment JV (Asturias).
- Design and execution of the Mularroya dam, diversion dam and water transfer pipelines in La Almunia de Doña Godina, Chodes and Ricla (Zaragoza).
- Palavea Water Supply JV (A Coruña).
- Expansion of drainage and channelling network in Los Barrancos, phase 3. Arrecife, Lanzarote (Las Palmas).
- Equipping the jetty for smaller vessels in Los Cristianos port (Santa Cruz de Tenerife).

Industrial works

- Olivenza Solar Thermal Plant JV, Badajoz. Solar power plants.
- Orellana solar thermal plant, Orellana La Vieja (Badajoz). Solar power plants.
- Azsa basements and connections, Avilés (Asturias).
- Expansion and support in dumping Jarofix (Asturias).
- Work on the north pier in Gijón port (Asturias).
- Adaptation of Bodegas Palacio, Laguardia (Rioja Alavesa).
- Villanueva wind farm (Asturias).
- CISGA Building Phase I (Cantabria).
- La Marina Supply JV (Valencia).

Civil engineering works

- Els Escambrons wind farm, Almatret (Barcelona).
- Lower reservoir, turbine and pumping buildings and ancillary infrastructure in the hydro-wind plant in El Hierro (Tenerife)
- Atapuerca Visitor Center, Ibeas de Juarros (Burgos).

Non-residential construction

- Villar retirement home (Castrillón, Asturias).
- Foundation reinforcement in the area south of the Royal and Conciliar San Carlos Seminary (Zaragoza).
- Barceló Multi-Purpose Center JV (Madrid). Sports complex.
- National Archaeological Museum (MAN) JV, Madrid. Museums.
- New BBVA headquarters (Madrid).
- San Mamés Stadium JV (Vizcaya). Stadiums.
- Uribe-Kosta II Hospital JV (Vizcaya). Hospitals
- Construction of a new hospital in Teruel.
- Execution and expansion of the Teruel prison.
- Construction of 1,720 columbaria in the Torrero cemetery (Zaragoza).
- Barcelona design center: structure, interior walls, pavements, façades, installations associated with the structure and provisional site planning and section 2 of the perimeter of plot at the southern end of Plaça de les Glòries Catalanes (Barcelona).

- Expansion of the Caldea spa and leisure center, Les Escaldes (Barcelona).
- Control center for the Els Escambrons wind farm, Almatret (Barcelona).
- New offices in Palma port (Balearic Islands).
- Floridablanca Health Center (Murcia).
- Building 3 of Paterna Science Park (Valencia).
- AIMPLAS, Paterna (Valencia).
- Tarongers campus building (Valencia).
- New ITE offices, Paterna (Valencia).
- New public library in Ceuta.
- Expansion and reform of San Juan de Dios Hospital. Phase 2 (Córdoba).
- Construction of a bunkerized control room at the Gibraltar-San Roque refinery (Cádiz).
- 4th Phase of the Museum of Nature and Man in Santa Cruz de Tenerife.
- Building for the research unit at the Canary Island University Hospital, adjoining the Thoracic Hospital (Santa Cruz de Tenerife).

Housing

- La Magdalena-Avilés residential complex (Asturias).
- Refurbishment and change in use of building for 24 homes at Vía Ibérica, 33 (Zaragoza).
- 57-home building. Parque Venecia (Zaragoza).
- Execution of 65-home buildings in Parque Venecia (Zaragoza).
- 41 single-family homes in the Miralbueno Complex, in Vistabella Park (Zaragoza).
- Government-sponsored detached homes JV, Paterna (Valencia).
- Construction of new building with 155 rooms for rent (Córdoba).
- Building with 125 government-sponsored homes for sale/rent, in Santa Clara, Puerto de Santa María (Cádiz).

Residential complexes

- Phase 1 of equipping BBVA building.
- San Juan y Jenaro residential complex (Guipúzcoa).
- Arcosur residential complex (Zaragoza).
- Arcosur golf course (Zaragoza).

- Baggage handling facility at Fuerteventura Airport (Las Palmas).

Refurbishment

- Execution, refurbishment and change of use for 24 homes on Vía Ibérica, 33 (Zaragoza).
- Refurbishment of Pujadas de Velozpe Palace, in Calatayud (Zaragoza).
- Refurbishment of Capitol Cieza Theatre (Murcia).
- Refurbishment and adaptation of La Chanca (site of ethnological interest), phases A and B. La Chanca and adjacent spaces, Conil de la Frontera (Cádiz).

Oil and gas pipelines

- Briviesca-Belorado Gas Pipelines JV (Burgos).
- Segovia-Ávila Gas Pipeline JV.

International

ACCIONA attained a milestone in terms of strengthening its international business, due to notable growth in the construction area in 2012. New international projects accounted for 70% of the division total, i.e. 63% more than last year, with the result that ACCIONA Infrastructure attained one of the Group objectives set out in its strategy.

The international area accounted for more than 50% of the total construction backlog at the end of last year. ACCIONA Infrastructure increased its presence outside Spain by entering three new markets in 2012: Peru, Sweden and Ecuador, where the division opened its own offices at the beginning of the year.

The notable rise in international activity increases exposure to uncertainty; as a result, risk management has become a key component in the division's growth. The active risk management policy in all phases of the business has intensified notably in recent years, becoming a fundamental tool for responding to the current market situation and for seeking solid and profitable growth in international activities.

The markets are increasingly demanding, projects are larger and environments contain more variables; as a result, markets, bids and projects are constantly reevaluated to ensure stable growth and a quality backlog.

Specialization in sectors with a high technological component, where the company provides greater added value, has become the foundation for ACCIONA Infrastructure's solid growth in international markets. This has led to sizeable new contracts in Brazil, Chile, Mexico and Poland, among others. It has also enabled the company to seize new opportunities in markets such as Canada and Australia.

**Over 50% of ACCIONA's
construction portfolio is
outside Spain, leading to
greater risk management**



Along these lines, of special note is the second adjudication in Brazil for the Açú superport, worth more than 650 million euro, and two mining contracts in Chile which strengthen ACCIONA Infrastructure's presence in the segment. In Mexico, the company landed a contract for a thermal power plant, where ACCIONA Engineering's contribution will provide significant added value.

The company's specialization and technological capacity enabled it to obtain a major project in Poland through Mostostal Warszawa: the construction of an incinerator for more than 500 million euros.

ACCIONA Infrastructure has been shortlisted for industrial projects in **Australia and Canada**.

The division reinforced its presence in strategic markets through productive commercial activity at all subsidiaries, especially in the following countries:

- **Chile**, where the company obtained a contract to relocate the Dr. Exequiel González Cortés Hospital, in the Santiago Metropolitan region.
- **Brazil**, where it was adjudicated two of the six contracts for roads in the Rodoanel Norte in São Paulo. ACCIONA

Infrastructure's backlog in Brazil amounted to 900 million euros at 2012 year-end.

- Following successful adjudications in **Colombia** in 2011 and barely one year after opening a branch in Bogota, the company obtained several contracts there in 2012 worth approximately 90 million euros, doubling its backlog in that country compared with the previous year, for a total value of more than 100 million euros.
- In **Mexico**, the company was awarded five new projects, strengthening ACCIONA Infrastructure's position in road and building construction.

- ACCIONA Infrastructure was awarded its first contract in **Panama**, for the construction of a new hospital in Chiriquí province.
- The Company is making good progress on the Legacy Way project, in Brisbane, **Australia**, where it also signed two road reconstruction contracts.
- Projects in **Canada** were delivered ahead of schedule to their respective concessionaires: the A-30 highway, which opened to traffic in December, and the Fort St. John Hospital, which also received LEED Gold certification.

MOSTOSTAL WARSZAWA CAPITAL GROUP IN 2012

Mostostal Warszawa Capital Group operates in Poland's main construction sectors: industrial, energy and environmental facilities, residential and commercial development, civil engineering and transport infrastructure.

Mostostal Warszawa continued to implement its regionalization strategy in 2012. Sales generated by the offices established in the main cities of **Poland** again accounted for more than 50% of the company's turnover, highlighting the positive effect of the restructuring undertaken in recent years. Most projects were executed for the public

Projects in Canada, including the A-30 highway, were delivered **ahead of schedule** to their respective concessionaires

Future strategy focuses on profitable and sustainable segments: industrial, energy and environment



sector, and include the modernization and construction of universities and schools, museums and sports facilities.

The strategy defined for the coming years focuses on the most profitable and sustainable segments: industrial, energy and environmental projects.

The projects executed in 2012 include the completion of two major infrastructure works for close to 1 billion zlotys (250 million euros): the A-2 and A-4 highways, two strategic roads in preparation for Euro 2012 football championship in Poland.

Mostostal Warszawa's excellence in project execution was recognized with several prestigious distinctions in 2012. ACCIONA obtained the Polish Construction of the Year Award 2012 in a number of categories for the following projects: Redzinski Bridge in Wrocław, the Sport Hall in Jastrzerbie-Zdrój, and the Computer Center at the Academy of Mining and Metallurgy (AMH), in Cracow.

Mostostal Warszawa was also adjudicated several major environmental projects in 2012, including the construction of a waste treatment plant in Szczecin for 665 million zlotys (165 million euros) and a waste management plant in Kielce for 275 million zlotys (69 million euros). Additionally, a consortium including Mostostal Warszawa was chosen to build the Jaworzno Power Plant (910 MW) for 5.4 billion zlotys (around 1.3 billion euros).

Mostostal Warszawa Group's backlog totalled 4.8 billion zlotys (1.2 billion euros) at the end of 2012.

ACCIONA Engineering

ACCIONA Engineering became firmly established in 2012 following the merger of its engineering and industrial infrastructure departments with a view to undertaking EPC projects (Engineering Procurement and Construction) and leveraging the synergies between the two departments.

The resulting team at ACCIONA Engineering comprises over 500 professionals grouped in two main departments:

- Industrial infrastructure.
- Engineering.

Both departments are committed to internationalization, ACCIONA Group's main objective. The division performed very well in terms of international order intake, which accounted for 50% of the total in 2012.

The Industrial Infrastructure department had a very successful year, obtaining five EPC contracts (including a 500 million euro agreement for the Ouarzazate Solar Thermal consortium) and securing a good position for future projects.

ACCIONA Engineering
is structured in two
departments: **Engineering**
and **Industrial Infrastructure**



ACCIONA Engineering has an **extensive network of subsidiaries** and branches around the world

The five contracts were as follows:

- Baja California II CCGT Plant (135 MW), in Mexico, for the Federal Electricity Commission.
- Ouarzazate Solar Thermal Plant (160 MW), in Morocco, for ACWA. The company was named Preferred Bidder in 2012.
- Bokpoort Solar Thermal Plant (50 MW), in South Africa, for ACWA. The company was named Preferred Bidder in 2012.
- San Rafael Hydroelectric Plant (24.3 MW) in Mexico, for Generadora Eléctrica

San Rafael. The company obtained Early Notice to Proceed in 2012.

- Almería Solar Platform, in Spain, for CIEMAT (Center for Energy, Environmental and Technological Research).

Major contracts also concluded in 2012, such as the Baja California Sur III Solar Thermal Plant (Mexico) and the solar thermal plants in Morón and Olivenza (Spain).

The Engineering Department entered new markets in 2012 and reinforced its position in those where it already operates. ACCIONA Engineering currently has subsidiaries in Brazil, Gabon, Poland, Canada, Mexico, Saudi

Arabia and Qatar (the latter is in the process of becoming operational). Moreover, it has an extensive network of offices in Honduras, Guatemala, El Salvador, Nicaragua, Colombia, Ecuador, Peru, Bolivia, Romania, Bulgaria (becoming operational) and Egypt.

Brazil and Gabon, where the company has subsidiaries, are ACCIONA Engineering's principal markets outside Spain.

In Brazil, the company completed technical analyses in connection with the Açú superport. Synergies between its subsidiary, ACCIONA Engenharia, and the parent company, led to the following adjudications in 2012, among others:

- Completion of the geotechnical survey (exploration and cone penetration testing, CPTU) with a jack-up for the Açú Superport dyke. Change order no. 2 for LLX Operações Portuárias, S.A.
- 3D hydrodynamic testing to study the stability of the Açú superport's TX2 banked dykes and breakwater, for LLX Operações Portuárias, S.A.
- Structural analysis of bridges over the Paraguay and Paraná rivers for the railway between Corumbá and Manrique, for América Latina Logística, S.A.

- Preliminary analysis for the Quebramar project in Barmin port, for Bahia Mineração.

The following contracts were obtained in Gabon:

- Feasibility study on the hydroelectric potential in Nyanga province, for the Ministry of Energy and Water Resources.
- Supervision of construction of a bridge and railway over the Banio lagoon for the Ministry of Equipment, Infrastructure and Physical Planning.

- Construction design and expansion of the small hydroelectric plants in Iboundju and Malinga for ACCIONA Infraestructuras, S.A.

The branches in El Salvador, Romania and Qatar were also very active.

Contracts obtained in El Salvador include:

- Project to build two viaducts, over José A. Castellanos boulevard and 50 Avenida Norte, as part of the basic engineering analysis of the San Salvador Metropolitan Area's Integrated Transport System (Ministry of Public Works, Transport, Housing and Urban Development).

- Pre-feasibility study for the installation of a biogas power plant on the Acelhuate River, for the Executive Committee of the Lempa River Hydroelectric Plant.

- Supervision of the construction of the Soyapango bus terminal for the Metropolitan Area's Integrated Transport System (SITRAMSS). Ministry of Public Works, Transport, Housing and Urban Development.

The main projects in Romania were as follows:

- Technical assistance for the end-to-end management of solid waste in Arges, Phase 2, for Judetean Arges.

- Technical assistance for designing the viability study for the Galati bypass, for the National Road and Highways Company.
- Modernisation of the Cluj-Napoca municipal tramway line, specifically the Manastur–Piata Garii–Bulevardul section, for the Cluj-Napoca city government.

The main contracts in Qatar in 2012 were as follows:

- Tender design for the Red Line South and Gold Line of the Doha metro, for ACCIONA Infraestructuras, S.A.
- Tender for the Al Wakrah Bypass, the P-15, and the Doha Expressway, for Sacyr Qatar LLC.
- Design of the A1 access road to CP7A and CP7B, for WorleyParsons Qatar.

Many engineering projects were also developed in Mexico, mainly involving the provision of technical assistance in industrial projects, the most important of which included:

- Technical assistance for the design and construction of the San Rafael hydroelectric plant, for the ACCIONA Industrial Engineering Mexico JV.

ACCIONA
Engineering's branches
in **El Salvador, Mexico
and Romania** were
especially active in
2012



The most important adjudications in **Spain** were in **the transport sector**, where the company landed contracts for roads and railways

- Basic and detailed engineering services in connection with the new Baja California II thermal power plant, for TSK.

Other important contracts obtained outside Spain included:

- Scoping report for the environmental impact assessment of the Kozloduy nuclear power plant, for Kozloduy NPP-New Build PLC (Bulgaria).
- Engineering services related to management of Vidin-Calafat Bridge over the Danube River (Addendum 5) for the Ministry of Transport, Information Technology and Communications (Bulgaria).
- Tender design for the expansion of the John Hart hydroelectric power plant, for John Hart Salmon River (Canada).
- Preliminary design of the solar thermal power plant in Chile, for ACCIONA Energy (Chile).
- Environmental impact assessment of the new Palmar Sur Airport, for OACI (Costa Rica).
- Final design of the works to collect and treat wastewater from the rural parishes that discharge into the Guayllabamba and San Pedro rivers, for the Metropolitan Drinking Water and Sanitation Company (Ecuador).

- Draft bid for the California High-Speed Rail, for the Ferrovial-ACCIONA Infrastructure JV (USA).
- Civitavecchia port bypass, for ACCIONA Infraestructuras, S.A. (Italy).
- Execution plan of the Grosseto–Siena section of Route E78 Grosseto–Fano, for ANAS, a government agency responsible for infrastructure construction and maintenance (Italy).
- Consulting on the design as well as supervising the Lukovo Pole renewable energy project. Phase A, for JSC Macedonian Power Plants (Macedonia).

- Analysis to improve water quality in the Pasto Grande reservoir, Carumas district (Moquegua region).
- Támeaga Project. Detailed engineering services for the Támeaga project (hydroelectric power plants: Alto Támeaga, Gouvaes and Daivoes), for Iberdrola (Portugal).
- Consulting on the technical assessment of Perm Airport, for Bofill Arquitectura S.L. (Russia).
- Detailed services for civil engineering projects as part of the Cumaná thermoelectric power plant, for TSK (Venezuela).

ACCIONA Engineering also completed projects in Australia, Azerbaijan, Bolivia, Chad, Colombia, Guatemala, Honduras, Mozambique, Panama, Poland, South Africa, Sweden and Turkey.

In Spain, the main adjudications were transport related. The following major road contracts were obtained:

- Design of the route as well as construction and functional improvements for road safety and capacity on V-31 road, kilometre points 2,500 to 12,500. Silla–Valencia section, for the Directorate-General of Roads.

- Construction design for sections of the A-66, Benavente-Zamora, for the ACCIONA Infrastructure-Ferrovial JV.

Among the company's railway contracts with Adif, the following are most notable:

- Technical assistance in designing the Sorbas-Lucainena de Torres railway bed, for the Mediterranean Corridor high-speed railway (modified), for Adif.
- Technical assistance in the construction of the high-speed railway access to Spain's east coast. La Encina-Játiva section. Phase 1. Mogente-Alcudia de Crespins subsection (modified), for Adif.

- Design of the railway bed for the Madrid-Basque Country-French border high-speed railway. Burgos-Vitoria section. Miranda de Ebro-Armiñón subsection (modified), for Adif.

ACCIONA Engineering is also an established leader in infrastructure management in Spain. Leading projects in this area include technical assistance in drafting road safety studies and reports, for the Vizcaya provincial government; quality audits of upkeep and operation of Calle 30 in Madrid and related roads;

and project design and management of works for a building to be used by the Social Security in Burgos, for the Social Security

General Treasury. The company will also undertake basic and construction design of the new Huelva station, for Adif.

Major hydroelectric projects include:

- Framework agreement for the compilation and organization of information for planning and managing Nature Network 2000, for the Environment and Water Agency of Andalusia.
- Management of work on the Navarre Canal headwaters, including environmental monitoring and health and safety coordination, for Canal de Navarre.
- Design of water infrastructure projects for Canal de Isabel II.

ACCIONA Concessions

ACCIONA Concessions is one of the world's leading private sector developers, in terms of both the number of projects and revenues. The company manages a portfolio of 24 concessions, in Spain, Canada, Mexico, Chile and Brazil, in transport infrastructure (roads, railways, ports and irrigation) and social services infrastructure (hospitals).

The need to increase and improve infrastructure and services at the disposal of citizens encourages public administrations to use the concession format as an additional tool for long-term collaboration with the private sector. With this collaboration, private enterprise

contributes experience, discipline and management capacity, key factors in developing complex management projects.

In addition to the private sector's experience and discipline, this formula allows for the deferral of the initial investment over the infrastructure's entire lifetime, while also adding budgetary security by passing most of the risks on to the private sector, principally by fixing the price and construction deadline.

To this end, and with a view to promoting private investment, the government

ACCIONA manages
a portfolio of **24**
concessions, in Spain, Canada,
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The company's experience and management expertise are vital in the development of **complex projects**



engages private operators to execute (build, upgrade and/or refurbish) public works and to operate the infrastructure for a set period of time. Granting infrastructure concessions to the private sector helps overcome some of the traditional stumbling blocks that arise in projects, e.g. insufficient resource

allocation, excessive dependency on the budget, etc.

The company continues to expand outside Spain. It has been shortlisted for several contracts and is analysing investment opportunities in the US, Canada, Chile, Brazil, New Zealand and Australia.

ACCIONA applied for various concessions in Spain during the year, and was awarded the following contracts: the Almanzora Highway, A-334 (Purchena-A7 section), in Andalucía; Gerediaga Highway, N636 (Gerediaga-Elorrio section), in Vizcaya; and La Plata Highway, A-66 (Benavente-

Zamora section), in Castile-Leon. Other concessions for which the company bid were pending resolution at the time this report was written.

ACCIONA Concessions includes ACCIONA Hospital Services, which specializes in hospital concessions, an increasingly popular model in the healthcare industry in recent years. This division aims to be a leader, both nationally and internationally, in the comprehensive management of projects to design, build, finance, operate, and maintain healthcare infrastructure using the concession format; it has bid in several tenders in recent years.

Adjudications

Gerediaga highway

This is a public concession to design, fund and build the Gerediaga-Elorrio section of the N-636 highway in Vizcaya. The project includes upgrading and widening the current road by expanding the lanes and building tunnels and viaducts.

The granting authority is Interbiak, of the Bizkaia provincial government, and the contract has a duration of 30 years (four for construction and commissioning, and 26 for operation). ACCIONA heads the concession company and works with several partners in contract execution (Construcciones Amenábar, Excavaciones Viuda de Sainz, Transitia and the TIIC Infrastructure Fund).

The compensation for the concession company is determined by an annual availability payment subject to deductions based on quality and availability indicators.

La Plata highway

This contract includes the execution,

upkeep and operation of La Plata Highway (A-66), between Benavente and Zamora. The contract, tendered by the Ministry of Infrastructure, has a duration of 30 years and is for the final section (which is not yet a dual carriageway) of La Plata Highway, the goal of which is to connect Gijón with Seville. This is a structuring road (i.e. it contributes to territorial cohesion, driving competitiveness and economic development in the western corridor of the Iberian Peninsula) and is part of the European Union's Trans-European Networks programme (TEN-T). The section under concession is a 49-kilometre stretch of road between the Castrogonzalo junction (A6) and the A-66 junction north of Zamora. The section runs as close to the N630 as possible so as to minimize the environmental impact.

The concession company, comprising the infrastructure fund Meridiam (50%) together with Cintra (25%) and ACCIONA (25%), will execute the works through ACCIONA Infrastructure and Ferrovial Agromán (50:50).

Concessionaire remuneration will consist of a monthly fee for the service, which will be subject to deductions as a function of quality and availability indicators.

Almanzora highway

The 30-year contract includes the execution, upkeep and operation of the Almanzora Highway (A-334, Purchena-A-7 section) in Andalusia, as well as the construction of 41 kilometres of new road and maintenance of another 31 kilometres of existing road. The granting authority is the Andalusia's regional government Public Works Agency.

The concession company comprises infrastructure fund Meridiam (50%), Cintra (23.75%) and ACCIONA (23.75%), as well as local investors.

ASSET ROTATION

In September 2012, ACCIONA sold its stakes in the Potosí University concession (Mexico) to the Australian investment fund Macquarie. The transaction totalled 619 million pesos (38 million euros), which included a cash payment of 393 million pesos (24 million euros) and the transfer of the concession company's debt, which amounted to 226 million pesos (14

million euros) at 31 December 2011; this asset had been booked as available-for-sale.

The agreement also includes a commitment by ACCIONA to continue to provide operation and maintenance services to the University through Operadora de Servicios de Infraestructuras Sociales, S.A. de C.V., which currently operates the university and the Bajío Regional High Specialty Hospital (León, Guanajuato state).

This transaction is in line with the plan to rotate assets under concession, which also includes the sale of mature assets to fund new investments in this business, one of the company's strategic areas.

ACCIONA will remain in the concession business in Mexico, where it holds a 25-year contract for the Bajío Regional High Specialty Hospital (operational since 2007). ACCIONA will also continue to handle operation and maintenance of the University.

Mexico, where ACCIONA currently operates infrastructure, water, and renewable energy projects, is a strategic country in terms of growth.

COMMISSIONING

In 2012, several sections of the Zaragoza tramway became operational, as did the entire A-30 toll road in Canada.

The plan to rotate assets under concession seeks to drive **new capital expenditure** in this business, one of ACCIONA's strategic areas



List of concessions

NATIONAL INFRASTRUCTURE

Tramways and undergrounds

Operational:

- Trambaix (Baix Llobregat tramway, Barcelona).
- Trambesòs (Glòries-Besòs tramway, Barcelona).
- Zaragoza tramway.

Roads

Operational:

- R-2 toll road between Madrid-Guadalajara, and M-50 beltway (subsection A-2 to A-1).
- CM-42 highway between Consuegra and Tomelloso (Ciudad Real).
- Villafranca-El Burgo de Ebro highway (Zaragoza).

Under construction and operational:

- A-2 highway. R-2 section, Soria border-Guadalajara (Guadalajara).

Under construction:

- A-334, Almanzora highway (Almería).

- N-636, Gerediaga highway (Vizcaya).
- A-66, La Plata highway (Zamora).

Ports

Operational:

- Roda de Barà marina (Tarragona).

Irrigation

Operational:

- Canal de Navarre, Aguacanal project.

Healthcare services

Operational:

- Infanta Sofia University Hospital, San Sebastián de los Reyes (Madrid).

Under construction:

- Can Misses Hospital (Ibiza, Balearic Islands).
- Vigo University Hospital (Vigo, Galicia).

INTERNATIONAL INFRASTRUCTURE

Roads, motorways and highways

Operational:

- A30 highway, in Montreal, Quebec (Canada).

Under construction and operational:

- Route 160. Tres Pinos-northern access to Coronel section (Chile).
- Rodovia do Aço, BR-393, Rio de Janeiro (Brazil).

Under construction:

- Southeast Stoney Trail, Alberta (Canada).
- Windsor Essex Parkway, Ontario (Canada).

Hospitals

Operational:

- Bajío Regional High Specialty Hospital, Guanajuato (Mexico).
- Royal Jubilee Hospital, British Columbia (Canada).
- Fort St. John Hospital, British Columbia (Canada).

ACCIONA Instalaciones, S.A.

ACCIONA Instalaciones, S.A., which belongs to the ACCIONA Infrastructure division, is specialized in the design, assembly and maintenance of all types of electro-mechanical installations used in civil and industrial works. The company is staffed by highly-qualified professionals with extensive experience in the sector.

ACCIONA Instalaciones, S.A. works in two main areas:

- Infrastructure.
- Energy.

INFRASTRUCTURE

This area is responsible for activities related to engineering, assembly and maintenance of HVAC installations, low and medium voltage, security and control, data communication and transmission, fire detection and protection, plumbing and eco-efficient solutions in all types of building infrastructure and civil engineering for both public and private clients. The company also designs and executes the ancillary facilities for industrial works, including piping, pumping and regulating fluids, both liquid and gaseous; assembling structures, connections, electric and electro-pneumatic controls, instrumentation and lighting.

The main projects in 2012 were as follows:

- Electrical, HVAC and centralized management installations at Construction Labour Foundation's training center, for ACCIONA Infraestructuras, S.A.
- Low voltage power at the Coslada Social Services Center, for ACCIONA Infraestructuras, S.A.
- Reform of the electrical installation on dock 29, Alvarez de la Campa pier, and Civil Guard Marine Service, Lepanto pier. Adaptation of Barcelona port to Low Voltage Electrotechnical Regulations (REBT).

- Medium voltage services on the B-40 (Barcelona's fourth ring road), for the B-40 Highway JV.
- Electrical and HVAC installations and centralised management of the Vigo University Hospital Complex (CHUVI), for the Novo Hospital de Vigo JV.
- HVAC and ventilation systems for buildings in the Olivenza solar thermal plant, for the Olivenza Solar Thermal JV.
- Actions to legalize Zima Sur workshops and storage facilities, for Aena.
- New wiring centers in the terminal building and regulatory adaptation of the Southern Data Processing Center (DPC) in Gran Canaria airport, for Aena.
- Implementation of new energy saving technologies in municipal facilities, for the La Aldea de San Nicolás city government (Canary Islands).
- Coastal electricity line, for Dragados.
- Project design and execution to expand the Border Inspection Post to equip Las Palmas port with import and customs services (3rd phase), for Las Palmas port.
- Nursing home medium- and low-voltage installations, for Residencia Médica Asistida.

Outside Spain, the company obtained a contract to optimize the telephony network in Peru, Lima (Washington-Magdalena-Rimac exchanges) for Telefónica Peru.

The most noteworthy projects in 2012 include:

- Maintenance of the CARS building at Torrejón Air Base (Madrid).
- Expansion to dock facilities at Rota Naval Base (Cádiz).

- Various installations in the solar thermal plants in Morón (Sevilla), Orellana (Badajoz) and Olivenza (Badajoz).
- HVAC, centralized management and plumbing at Soria prison (Soria).
- Electrical and HVAC systems, Terminal 2, Manises Airport (Valencia).
- Santander port facilities (Santander).
- Refurbishment of Barcelona Hospital (Barcelona).
- Plumbing and electrical installation works at Can Misses Hospital (Ibiza).
- Goya tram depot installations, Zaragoza tramway (Zaragoza).
- Osorio sawmill construction and electrical installations.
- Various actions at Fuerteventura airport (Fuerteventura).
- Electrical and sanitation facilities in Lanzarote (Lanzarote).
- Electrical installations at the Fine Arts building (Tenerife).
- HVAC installation at the terminal building, Tenerife South Airport.

ENERGY

The Energy division covers power production, transmission (overhead and underground), transformation and distribution up to 400 kV.

Moreover, it has the capacity to execute projects ranging from engineering, civil works, electromechanical assembly and control through to testing and commissioning, maintenance of electrical substations, transformers, overhead and underground low, medium and high voltage lines, and communication networks. The main adjudications in 2012 include the following:

- Installation of Bustelo and San Xoan condenser units for ACCIONA Energy.
- Triennial revisions in the Cinca-Esera area, for ACCIONA Energy.
- Medium-voltage network for Barasoain wind farm and Vedadillo wind farm, for ACCIONA Energy.
- Maintenance of Cantabria-Navarre high-voltage hydroelectric plant, for ACCIONA Energy.
- Interior installations for AGC Pedragosa warehouse, for Ediclavis.
- FutureGrid medium voltage telecontrol expert services, for Endesa Distribution.
- New supply in Ara Remunta, for Endesa Distribution.
- Expansion of the electricity network in the Bon Pastor peri-urban area, for Endesa Distribution.
- New power lines and metering center in the Sunborn International building, for Ibinser.

The most notable executions in the year included:

- Medium and low voltage maintenance in zone 2 of the Barcelona metropolitan area

ACCIONA Installation Services is specialized in two main areas: Infrastructure and Energy



ACCIONA
Facilities has four
certifications
which accredit
its excellence and
commitment to
sustainability

- Review and upgrade of the Almeria-Jaen-Granada protections.
- Galicia high voltage maintenance. ACCIONA Energy.
- Construction of 66/MT conventional outdoor substation 6 SL 1 x 20 MVA 66kV (Morón de la Frontera).
- Refurbishment and adaptation of high voltage overhead lines in Castile-Leon, for Adif.
- Port of Gijón substation 2 x 60 MVA., engineering and construction of the 132/MT, substation, GIS technology.
- Sierra de Segura substation 132/25 kV, 1x40MVA.
- Civil engineering and overhead/underground line in the substation of Orellana solar thermal plant.
- Construction of 220 kV/MT conventional outdoor substation 1 SLTrafo 1 x 20 MVA (Olivenza).
- Maintenance of the electrical substations and HT line in the south and northeast zones for renewable energies, for ACCIONA Energy. Total capacity of 3,462 MW.
- Hydroelectric power plant maintenance in Navarre and Aragón.

EXCELLENCE AND SUSTAINABILITY

ACCIONA Instalaciones, S.A. has the following certificates and accreditations:

- Quality Management, certified to UNE-EN-ISO 9001:2008.
- Occupational Risk Prevention Management, certified to OSHAS 18001:2007.
- Environmental Management, certified to UNE-EN-ISO 14001:2004.
- R&D Management, certified to UNE 166002.

Ancillary construction companies

ACCIONA Infrastructure undertakes projects with high technical complexity and works with a group of wholly-owned specialized subsidiaries. This enables ACCIONA to apply their individual experience and expertise to its projects.

FREYSSINET GROUP

The Freyssinet Group is made up of companies which provide a wide range of specialized products and services for the construction sector. These highly-respected companies do business under the Freyssinet, Tierra Armada and Menard brands.

Freyssinet participates in projects requiring the use of stays, prestressing, movement

of large loads, repair and refurbishment of buildings and structures, and design and manufacture of special ancillary elements such as structural supports, dilatation joints for roads, seismic shock absorbers, etc.

Freyssinet projects in 2012 include:

- Bridge connecting the border with the Villahermosa Road and Ciudad del Carmen (Mexico).
- Marrutxipi 78-80 façades, San Sebastián (Guipúzcoa).
- Repair of sluice gate seat at Belgrano-Bahía Blanca port (Argentina).

- Restoration and reinforcement of the remains of the wall in a section of Puerta de la Tostonera trail and a section of the city walls in Talamanca del Jarama, Madrid (Spain).
- Reinforcement of the transept of the Collegiate Church of Santa María la Mayor in Calatayud, Zaragoza (Spain).
- Vitoria-Bilbao-San Sebastián high-speed railway track, San Sebastián. Section: Eskoriatza-Aramayona thrust sections (Spain).

Freyssinet Group, Tierra Armada and Menard are ACCIONA Infrastructure's **main providers of support services** in projects of notable technical complexity



- Conservation of drainage and structural works on the AP68, Bilbao-Zaragoza (Spain).
- IP3 toll road, Coimbra-Viseu section (Portugal).
- Bridge 3 sector 2A, Bogota-Villavicencio (Colombia).
- CEMAFE Ambulatory Medical Center (Argentina).
- Montes del Plata (Uruguay).
- Viaduct on Via Expressa in Salvador (Brazil).

- El Borracho Bridge (Mexico).

TIERRA ARMADA

Tierra Armada works with high-tech precast components such as reinforced earth or buttressed containing walls, arches and caissons, acoustic screens, precast beams, and other turnkey prefabricated structures which greatly facilitate project management.

Its main projects in 2012 include:

- High-speed railway, La Encina junction, phase 1 (Spain).
- Los Morros intersection (Colombia)

- Bridge in Siete Tanques (Venezuela).
- Overpass connecting Argerich and Lorca. Area: 4,700 m² (Argentina).
- Lomas Bayas II project, 17 retaining walls and four main walls (Chile).
- Anglo American, reinforced earth wall, Catalão (Brazil).
- Flyover, El Gallo (Mexico).
- La Calera-Jalisco curved arch (Mexico).
- C820 and C82 viaducts. Santiago de Teide (Spain).

- High-speed railway, La Encina junction, phase 1, girder (Spain).
- SEA LGV Double T Tours-Bordeaux high-speed railway (France).
- Flyover, Antonio Quiroga Boulevard, Sonora (Mexico).

MENARD

Menard applies all kinds of soil treatments and improvements for public and private projects.

Its most noteworthy projects in 2012 were:

- Dynamic compaction for the new German school in Montecarmelo.

- Gravel columns, Alvedro Airport expansion, A Coruña.
- Mortar columns, 101 homes in Alicante.
- Trench drains, Escombreras dock, Cartagena.

GTCEISU CONSTRUCCIÓN, S.A.

This is a leading company in projects related to special foundations, soil improvement and the environment. GTCEISU operates in the area of soil mechanics, providing a range of services which include excavation, drilling and soil treatment.

GTCEISU's main projects in 2012 included:

- Diaphragm walls and pile driving on-site for La Sagrera station (Barcelona), for Sagrera Structure high-speed railway JV.
- Geotechnical stabilization measures on A-7 highway. El Puntalón-Carchuna section. Municipality of Motril, for ACCIONA (Granada).
- Foundation using prefabricated piles for the new Puerto Ribeira market, ACCIONA (A Coruña).
- Diaphragm walls and drainage works for the underpass at the new station on the high-speed railway line on the Spanish east coast. Crevillente-San Isidro section (Alicante), for the Crevillente-San Isidro JV.
- Foundation via on-site pile driving for the Atlantic axis of the high-speed railway, for the North Access to New Vigo Station JV (Pontevedra).
- Foundation using prefabricated piles in the new University Av. Hospital for the Novo Hospital de Vigo JV (Pontevedra).

ACCIONA Infrastructure Maintenance

ACCIONA Mantenimiento de Infraestructuras, S.A. is in the business of building and providing comprehensive infrastructure maintenance services in the area of roads (motorways, highways, streets), water (canals, reservoirs) and the environment, as well as general infrastructure upkeep, primarily for public sector clients.

With central offices in Madrid, the company operates nationwide, in practically every autonomous region. At present, ACCIONA Infrastructure Maintenance is working on 10 contracts in different fields, for which it has a workforce of close to 270 and an extensive pool of machinery and additional resources.

The main contracts awarded to ACCIONA Infrastructure Maintenance in 2012 were related to upkeep and maintenance of the R-2, R-3, R-5 and M-50 roads.

ACCIONA Infrastructure Maintenance operates in **all regions of Spain** and currently has 10 different contracts in execution

