

Innovation

R&D and Innovation that is increasingly connected to the businesses.

Changes in domestic and international policies with regard to innovation, together with the adverse economic situation worldwide, made 2012 a complex year. As a result, ACCIONA decided to reorient its activity in this area so that all of its innovative initiatives are directly applicable in its businesses.

This change in strategy does not represent a reduction in the Company's steadfast commitment to, or expenditure on, R&D. ACCIONA increased R&D and Innovation spending to 166.2 million euros in 2012 (93.6 million euros in 2011), with a notable increase in R&D+I applied directly to the businesses and the countries where it operates.

The Company's research centres developed 247 R&D and Innovation projects across 12 areas in an effort to improve ACCIONA's projects and processes. The Company had a team of 348 R&D professionals at the end of 2012.

ACCIONA's inclusion in the R&D Industrial Scorecard, drafted by the European Commission Directorate-General for Research, evidences the Company's commitment to spending in this area. It is among the leading European electricity and construction companies in terms of R&D spending (measured as RDI spending/sales), in the category of companies with turnover in excess of 1 billion euros.

According to 2011 figures, ACCIONA ranks 9th in Spain, 212th in Europe and 711th in the world in terms of total R&D and Innovation spending.

ACCIONA is expected to improve its position in those rankings in the 2012 figures.

ACCIONA's business divisions have received numerous awards for their commitment to innovation, particularly in overseas projects. In 2012, the Company received the Brisbane Lord Mayor's Business Innovation Award for the design and construction of the Legacy Way road tunnel in Australia. This award recognizes companies that stand out for their capacity to innovate and their competitiveness in domestic and/or international markets.

The Water division, which received GWI awards including Water Deal of the Year (Atotonilco) and Best Desalination Plant (Beckton) in 2011, was again a candidate, in February 2013, for Best Desalination Plant, for its facility in Adelaide, Australia.

ACCIONA's ILIS (Innovative Lithium-Ion System) project was also a finalist in Powergrid International's Grid Integration of Renewables Project of the Year Award. The project, which includes a photovoltaic facility with energy storage using batteries, is a pioneer in Europe.

Based on the target in the 2010-2015 Sustainability Master Plan, the Company aims to double its patent portfolio in the

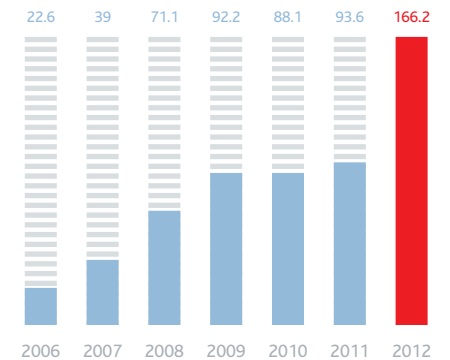
period and has advanced considerably towards that goal, having added 16 new patents. The Company had 94 patents, granted or pending, at the end of 2012.

ACCIONA's R&D and Innovation management system is certified to the UNE 166002:2006 standard. This system identifies a common methodology for all businesses certified to that standard. AENOR, the Spanish Association for Standardization and Certification, performed an external audit in November 2012 with positive results.

The R&D and Innovation management system sets innovation targets that are aligned with ACCIONA Group's 2012-2015 Sustainability Master Plan. As a result of the

Company's firm commitment to continuous improvement in this area, its Technology and Competition Observatory team received the Analytics Award from the Academy of Competitive Intelligence.

→ R&D INVESTMENT
(million euros)



→ INVESTMENT BY BUSINESS AREA

