

Value circle, sustainability management

ACCIONA continues to be committed to extending sustainability to its suppliers, contractors and collaborators, as well as to its processes, products and services. Our customers' satisfaction is a top priority.

2013

| Challenges | Advances |
|---|---|
| <ul style="list-style-type: none"> Consolidate the scope of the self-evaluation questionnaire to international suppliers. | <ul style="list-style-type: none"> Self-evaluation questionnaire sent to 395 international suppliers. |
| <ul style="list-style-type: none"> Broaden the scope of the questionnaire verifications as set out in the 2013 Audit Plan. | <ul style="list-style-type: none"> Questionnaire audits and verifications in CR and sustainability for more than 300 suppliers of all divisions. |
| <ul style="list-style-type: none"> Consolidate OHS Bulletin initiative for international suppliers. | <ul style="list-style-type: none"> Newsletter sent to more than 13,500 suppliers, some 1,600 of which are international suppliers. |
| <ul style="list-style-type: none"> Distribute the Sustainable Products and Services Catalog to divisions' procurement personnel, broadening its scope and using it as the basis for bidding processes. | <ul style="list-style-type: none"> Distribution in January 2013. Inclusion of 87 new sustainable products and/or services in the catalog, the criteria of which were incorporated in the rules of the bidding processes. |
| <ul style="list-style-type: none"> Produce a draft of rules for the Annual Sustainable Practices Award for suppliers, to be launched in 2014. | <ul style="list-style-type: none"> Drafting of the rules of the suppliers' Annual Sustainable Practices Award for review and approval in 2014. |
| <ul style="list-style-type: none"> Obtain certification in ISO 20121, Sustainable Event Management System, for APD. | <ul style="list-style-type: none"> Documentation in the process of being produced. |
| <ul style="list-style-type: none"> Obtain Wineries for Climate Protection certification for Hijos de Antonio Barceló. | <ul style="list-style-type: none"> Definition of certification requirements along with Spanish Wine Federation (requirements not yet officially approved). |

2013

| Highlights |
|---|
| <ul style="list-style-type: none"> ACCIONA has approved the Supplier Qualification and Evaluation Procedure. More than 1,200 hours of training have been given to suppliers, with the addition of a new international OHS course. ACCIONA has increased hiring with special employment centers to facilitate incorporation of differently-abled people in the labor market. Progress has been made in the implementation of SAP with the inclusion of the Service division, ACCIONA Agua in Italy and ACCIONA Energy in Italy and Germany. Additional tools implemented to strengthen assessment of both economic risk of supplier portfolio and degree of suppliers' dependence on the Company. |
| <ul style="list-style-type: none"> 93% of Company suppliers are local. ACCIONA procurement staff in the main divisions have sustainability-related targets in their performance assessment. Customer satisfaction levels have increased to a global percentage of 86.4% (83.4% in 2012). More than 16,000 direct customer surveys were received in order to ascertain their levels of satisfaction (23% more than in 2012). ACCIONA has continued to carry out process monitoring and measuring processes: 42% more internal audits than in 2012, 53 operating improvement groups, and 49 lesson-learned proposals in ACCIONA Infrastructure. |

2014

| Challenges |
|---|
| <ul style="list-style-type: none"> Assign a sustainable development rating to suppliers who complete the questionnaire in 2014. Broaden the scope of the self-evaluation questionnaire verifications in all divisions within the framework of the audit plan under environmental, social and good governance criteria. Broaden the international scope of the courses available in the Supplier Campus, adding a new environment course to the training package. |
| <ul style="list-style-type: none"> Include new products and services in the Catalog to reach a total of at least 600 sustainable products and services. Broaden the scope of the energy management system in ACCIONA Agua. Unify the quality and environment management systems of ACCIONA Service companies into a single integrated system. |

ACCIONA's commitment to its supply chain

ACCIONA promotes initiatives with its suppliers, contractors and collaborators to convey sustainability criteria to its supply chain. It is committed to implementing a responsible management process that will favor the acquisition and contracting of environmentally friendly products and services manufactured or rendered under socially fair conditions.

By improving its management systems and its risk analysis, the Company ensures transparency in its contracting processes, evaluates the capacities and practices of its suppliers and safeguards their compliance with minimum principles to ensure a responsible supply chain.

ACCIONA'S suppliers, contractors and partners

One of ACCIONA's priority objectives was to have sound knowledge of its supply chain. It has done this by identifying the main suppliers with which it may sign comprehensive agreements and the suppliers with the largest sales volume with the Group and by becoming familiar with such suppliers' location, while bearing in mind those suppliers who are critical to the smooth operation of the business, and thus improving their management and control.

In 2013, ACCIONA had a total of 29,552 suppliers, with approximate sales to the Company of €3.5 billion.

→ Supplier breakdown per division in 2013

| Division | Spain | International | Total | % of Total Suppliers |
|----------------------|---------------|---------------|---------------|----------------------|
| ACCIONA S.A. | 623 | 11 | 634 | 2.1% |
| Infrastructure | 13,401 | 290 | 13,691 | 46.3% |
| Energy | 2,918 | 163 | 3,081 | 10.4% |
| Water | 1,133 | 291 | 1,424 | 4.8% |
| Services | 7,218 | 437 | 7,655 | 25.9% |
| Other businesses | 2,945 | 122 | 3,067 | 10.4% |
| ACCIONA Total | 28,238 | 1,314 | 29,552 | 100% |

ACCIONA communicates sustainability criteria to its suppliers, contractors and collaborators, promoting a responsible management process in the supply chain

More than 10% of the suppliers that worked with ACCIONA in 2013 had a business relationship with the Company amounting to more than €100,000 a year. These suppliers account for more than 80% of sales to ACCIONA.

ACCIONA has identified several classes of critical suppliers under the following risk criteria:

- Economic risk: suppliers with a total sales volume above €300,000.
- Country risk: suppliers or sources of supply not belonging to the OECD.
- Activity risk: nature of critical supply or service for the Company.
- Other risks: degree of technological or economic dependence; irreplaceable suppliers, etc.

→ Critical suppliers per division, 2013

| Division | Critical | % of Total Suppliers |
|----------------------|--------------|----------------------|
| ACCIONA S.A. | 71 | 11.2% |
| Infrastructure | 2,031 | 14.8% |
| Energy | 982 | 31.9% |
| Water | 123 | 8.6% |
| Services | 844 | 11.0% |
| Other businesses | 133 | 4.3% |
| ACCIONA Total | 4,184 | 14.2% |

Further, through the Supplier Qualification and Evaluation Procedure approved in March 2013, the Company includes environmental, social and corporate governance criteria when determining the criticality of its suppliers. Risk suppliers are considered to be those that obtain a C or D level in the results of the assessments of the supplies or services rendered. Risk suppliers in corporate responsibility and sustainability are considered to be those which obtain a high or very high risk level in the annual risk map.

Nearly 93% of the suppliers in 2013 with which ACCIONA worked were local suppliers, i.e. contracted in the country or region in which the activity is carried out.

→ Local suppliers by division in 2013

| Division | % Total |
|------------------|---------------|
| ACCIONA S.A. | 98.26% |
| Infrastructure | 94.23% |
| Energy | 84.65% |
| Water | 80.20% |
| Service | 94.49% |
| Other businesses | 96.22% |
| Total | 92.91% |

The international expansion of ACCIONA's business brings with it the international expansion of its supply chain, and that of Spanish suppliers in countries where the Company operates, which boosts local

contracting. In such a setting, and to be able to convey its values and positioning to suppliers in the communities where it operates, both the Code of Conduct and the ethical principles for Company suppliers, contractors and partners are available in seven languages: German, Brazilian Portuguese, Spanish, French, English, Italian and Polish.

Moreover, ACCIONA positively values in bids and tender processes the contracting of suppliers that have quality, environment and health and safety certifications.

In 2013, ACCIONA carried out audits and verifications of suppliers to check the validity of their certifications.

| Company | ISO 9001 | ISO 14001 | OHSAS 18001 |
|---|----------|-----------|-------------|
| A. WINDPOWER* | 92.78% | 45.88% | 25.77% |
| A. AIRPORT SERVICES* | 100.00% | 100.00% | N/A |
| BESTINVER GROUP | 20.00% | 8.00% | 4.00% |
| A. ENGINEERING* | 75.00% | 75.00% | 38.00% |
| A. INSTALLATIONS* | 100.00% | 50.00% | 50.00% |
| A. REAL ESTATE | 21.00% | 14.00% | N/A |
| A. INFRASTRUCTURE* | 7.81% | 4.11% | 1.71% |
| SOCIEDAD CONCESIONARIA HOSPITAL DEL NORTE | 15.15% | 15.15% | 15.15% |
| ACCIONA CONCESSION SERVICES | 71.42% | 71.42% | 30.61% |
| A. AGUA | 55.77% | 10.30% | 2.02% |
| A. ENERGY* | 64.15% | 42.45% | 27.83% |
| H. A. BARCELÓ | 40.74% | 15.74% | 1.39% |
| ACCIONA S.A.* | 63.08% | 40.00% | 38.46% |

* % of main suppliers, critical suppliers and/or contractors with which the Company worked in 2013, and on which control and monitoring of certifications is performed.

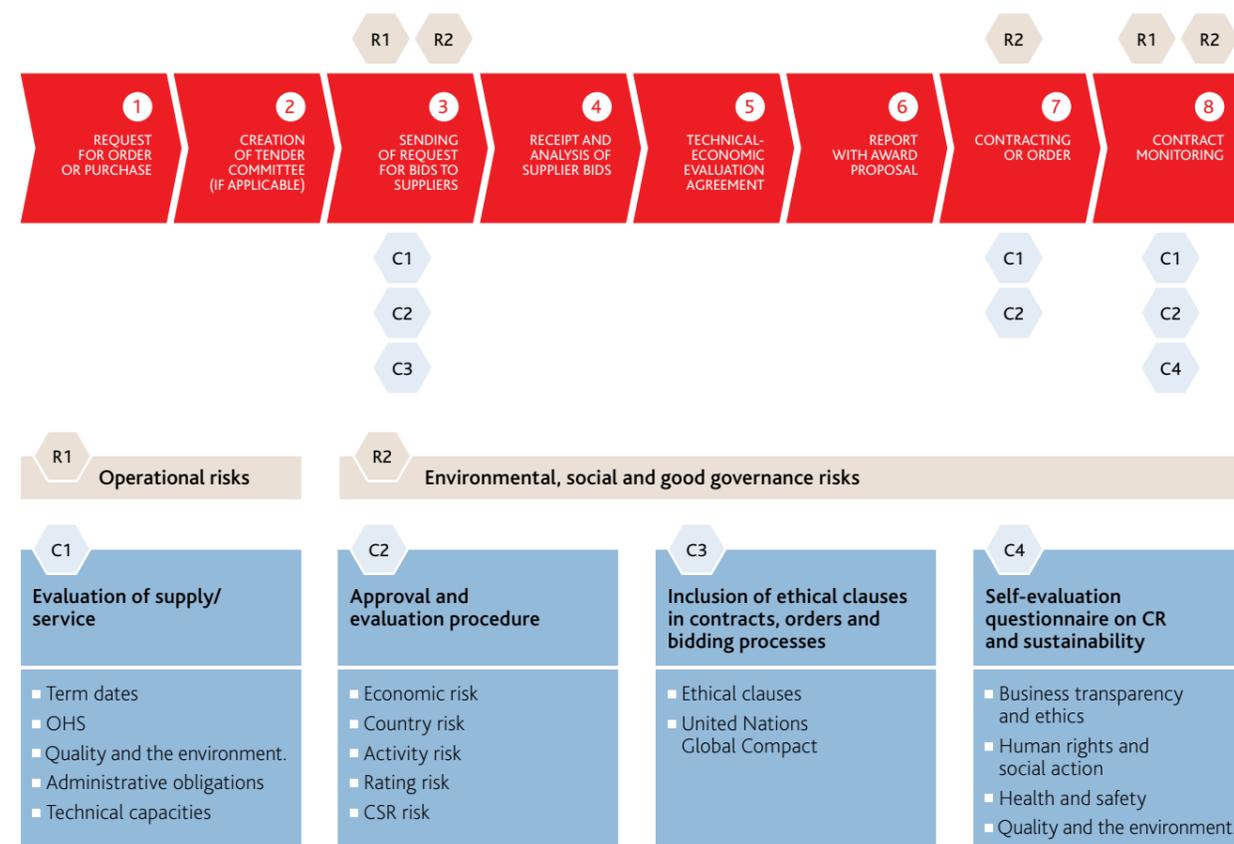
RISK IDENTIFICATION AND RESPONSIBLE MANAGEMENT ACTIONS IN THE SUPPLY CHAIN

ACCIONA identifies two types of risks in procurement processes:

■ **Operational:** Related to business results, it refers to the supplier-customer relationship during the procurement process: missing deadlines, disruption of supply and service, quality of supply or service, dependence or economic risks.

■ **Social:** Related to Corporate Responsibility and sustainability, such as reduction of environmental impact, respect for internationally-recognized human and labor rights, and transparency and ethics in procurement processes.

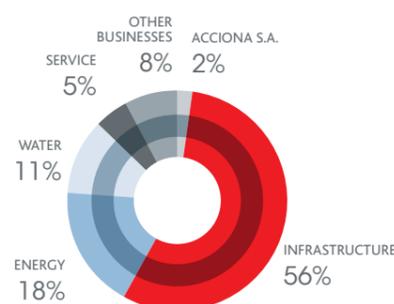
→ ACCIONA procurement process: R Risks and C Controls



Supply chain risk map

In 2013, ACCIONA developed a risk map of its supply chain that included 98% of the suppliers with whom it had a business volume above €100,000 in 2012.

→ Risk map (2013): breakdown by divisions



To create this map, the following factors were taken into account:

- Economic risk (i.e., level of economic dependence)
- Activity risk (i.e., OHS and environment)
- Country risk (i.e., global, corruption, human rights and environmental legislation)
- Supplier type risk (i.e., supplier or contractor in the field of OHS).

The majority of ACCIONA's suppliers are at a medium-to-low risk level and no high-risk suppliers were found.

Economic risk has the greatest influence in the final assessment of general risk due to the degree of dependence in the current crisis. Accordingly, in 2013 ACCIONA contracted a management tool that assists in monitoring the supplier portfolio, which incorporated more than 12,500 suppliers in this tool. ACCIONA has created an additional economic risk map and a dependence risk map of the supply chain, thus monitoring more than 95% of the Company's expenses. These maps again show a medium-to-low risk level in economic terms, and a very low dependence level for most.

CR and sustainability self-evaluation questionnaire in the supply chain and supplier ratings

The self-evaluation questionnaire analyzes four key areas: transparency and business ethics; human rights and social action; health and safety, and quality and the environment.

In 2013, the questionnaire was sent to a total of 2,121 new suppliers, some 395 of which were international suppliers. A total of 522 suppliers responded, of which 63 were international.

Since the rollout of this initiative in 2010, 2,099 suppliers have filled out the self-evaluation questionnaire, which amounts to an average participation of 38% between 2010 and 2013.

Based on the results of the self-evaluation, suppliers are assigned a rating in CR and sustainability. At present, 2,099 suppliers have an average rating of A-.

In addition, 857 suppliers of ACCIONA Energy, registered in the external ACHILLES-REPRO certification system, also have a Corporate Social Responsibility rating assigned in the scoring process. In addition, ACCIONA Agua has just joined this system.

Ethical principles for suppliers, contractors and partners

In 2013, ACCIONA has focused its efforts on the massive dissemination of Ethical Principles, with more than 130,000 communications to suppliers through orders, contracts, bidding rules and newsletters.

ACCIONA thus aims to foster an alignment of its suppliers with principles of transparency and ethics, human and social rights, health and safety, and quality and the environment.

Supplier qualification and evaluation procedure

In 2013, following the approval of the Supplier Qualification and Evaluation Procedure, which derives from the Corporate Procurement Standard, the main business lines have begun to adapt their own procedures to the Procedure. The Procedure defines the supplier types that must be qualified (according to five risk factors set forth therein), the

Ethical clauses

More than 100,000 orders and contracts included ethics clauses in 2013. With the aim of creating a multiplier effect, ACCIONA also includes such clauses in its bidding rules. The Company has included these clauses in more than 20,000 requests for offers and tenders.

For ACCIONA, breach of any of these obligations constitutes fair grounds for termination of the contract. In 2013, no suppliers or contracts have been found to violate or jeopardize compliance with these clauses in any of the Group's divisions. No significant adverse impacts have been found in the chain in relation to human rights, labor, environmental or social practices.

The clauses also call for making the Ethics Channel available to suppliers and contractors so as to allow them to report any irregular practice constituting a violation of these principles.

One of the ethics clauses also refers to the Company's commitment to the Ten Principles of the United Nations Global Compact. In 2013, 99.57% of total orders included this clause. In addition, in the final phase of negotiations with suppliers, the Company places special emphasis on encouraging supplier adherence to the Global Compact.

forms of qualification and the process of evaluation of a supply or service.

The state of qualification and its controls, as well as the system of evaluation, are parameterized and automated in SAP. In 2013, in the ERP Vendor Master Record (integrated management system) in force for ACCIONA S.A., ACCIONA Energy, ACCIONA Service and ACCIONA Real Estate, 1,341 registered suppliers were qualified and 99 in the process of qualification.

This procedure also includes external supplier classification and qualification systems authorized by ACCIONA and carried out by independent companies or bodies. Some 915 ACCIONA suppliers have been certified by these systems.

The evaluation is conducted according to criteria based on timeliness, occupational health and safety, quality, the environment, compliance with administrative requirements, and technical capacities. In 2013, more than 6,200 supplies and/or services, from more than 3,800 different suppliers, were evaluated. The majority of these evaluations resulted in A and B scores.

2013 Audit Plan and verification of questionnaires

In 2013, ACCIONA carried out an Audit Plan in which more than 300 suppliers were audited and verified according to sustainability criteria.

External audits: during the year, 225 suppliers from all divisions were selected, 148 of which were audited by external auditors, while another 51 audits are underway. The average score was 6.88 (out of 10). A total of more than 1,000 positive elements were found in these audits. The number of major non-conformities was not very high, and when they were detected, affected suppliers were given three months to resolve them.

In addition, ACCIONA Infrastructure conducted 56 audits on suppliers in 2013 based on the qualification questionnaire.

Questionnaire verifications: in addition to the audits, 168 of 522 suppliers who had responded to the CR self-evaluation questionnaire were selected for verifications of the responses and asked for evidence backing their answers. In the last quarter of 2013, 88% of the selected suppliers had been verified, while the rest are still underway.

→ Number of audits & questionnaire verifications, 2013

| Division | Audits performed | Verifications performed |
|--------------------|------------------|-------------------------|
| ACCIONA S.A. | 12 | 9 |
| Infrastructure | 66 | 27 |
| Energy | 25 | 44 |
| Water | 6 | 27 |
| Service | 20 | 29 |
| Other businesses | 23 | 12 |
| Several divisions* | 52 | 0 |
| Total | 204 | 148 |

* Suppliers of more than one division.

In addition to the Audit Plan, internal audits were carried out on suppliers by the divisions' quality departments. For example, ACCIONA Windpower conducted 54 audits on critical suppliers and 130 on assembly processes, and ACCIONA Blades conducted a process audit on a glass fiber supplier in China in order to certify it for the supply of this material for its blades.

Supplier communication and training

Launched in 2011, the Suppliers Campus of the ACCIONA Corporate University offers suppliers and contractors online courses in order to enhance their knowledge of and foster good practices in social responsibility and sustainability.

In 2013, four training initiatives were launched, and a multilingual International Occupational Health and Safety course was added.

| Course | Suppliers registered | People registered |
|---|----------------------|-------------------|
| CR and sustainability in the supply chain | 193 | 254 |
| Equality and prevention of discrimination | 178 | 229 |
| OHS in the supply chain | 150 | 179 |
| International OHS | 51 | 82 |
| Disability | 201 | 255 |
| Code of conduct | 209 | 272 |
| Total | 982 | 1,271 |

Some 43.49% of invited suppliers participated. Also notable is the international expansion of this initiative.

ACCIONA offers these courses to its suppliers free of charge, as an incentive. Moreover, 45 people in procurement participated in the online corporate responsibility (CR) and sustainability course.

Further, the dissemination of good practices consolidated in 2013 through the sending of four issues of the quarterly, bilingual (Spanish and English) OHS Bulletin to suppliers of all divisions. The bulletin was sent to more than 13,600 supplier e-mail addresses, of which more than 1,600 were international, in addition to more than 3,000 employees of ACCIONA.

With respect to communication, suppliers have different e-mail accounts from which they can convey to the Company any matters they deem to be of interest and any comment or explanation they wish to provide (e.g., proveedores@acciona.es).

SUSTAINABILITY CRITERIA IN PROCUREMENT PROCESSES

ACCIONA fosters the purchase of products and contracting of services based on

Responsible procurement

ACCIONA selects products and services on the basis of these three types of responsible procurement:

- **Green Procurement:** Environmental criteria for reducing to a minimum the impact of the Company's activity.
- **Social Procurement:** Social criteria for ensuring quality and employment, favoring the hiring of people with different capacities, and eliminating discrimination.
- **Ethical Procurement:** Criteria that ensure decent working conditions, and respect and support for local communities where the Company's activity is carried out (fair trade) and that promote anti-bribery and anti-corruption efforts.

sustainability criteria through tools like the Sustainable Products and Services Catalog.

In 2013, ACCIONA disseminated the catalog to all procurement personnel and added 87 new products and/or services, giving the catalog a total of 522 products and services.

Below are some examples of how the sustainability criteria set out in the catalog were incorporated into procurement and contracting, and different actions carried out by the main divisions in this area.

RENEWABLE ENERGY

In 2013, ACCIONA increased by 4% its contracting of green energy in Spain for 717 low and high-voltage points of supply. Of the 485 GWh purchased, 61% came from a green source. This commitment to the contracting of renewable-source energy brought an average savings of just above 7%.

In the tender process for the renewal of the ATLL electricity supply of January 2014, a clause was included requiring all energy supplied by the bidder to bear a Certificate of Guarantee of Renewable Origin issued by Spain's National Markets and Competition Commission (CNMC).

ECO-EFFICIENT VEHICLE FLEET

ACCIONA has added 141 eco-efficient vehicles to its service fleet, some 28% of the vehicles contracted in 2013, which also brought a 28% saving in new vehicle fees. Also, 31 low-emission vehicles were added to the executive fleet, with a 5% saving in rental costs.

PERSONNEL TRANSPORT

As a result of the tender process for buses to transport ACCIONA personnel, a more environmentally sustainable vehicle fleet has been achieved, which also resulted in a 25% total annual savings in this service compared to the previous contract.

SUSTAINABLE WOOD

In 2013, 1,039 metric tons of wood consumed by ACCIONA Infrastructure was certified.

ACCIONA, S.A., ACCIONA Energy and ACCIONA Service include in their enterprise resource planning (ERP) a clause applicable to all wood and wood-derivative orders requesting the certificate of the forestry product custody chain (FSC, PEFC or similar organization).

ACCIONA Service purchased 4,054 tonnes of certified wood cylinders for the construction of fenced-in walkways and parapets in a number of environmental projects, and ACCIONA Energy declared 18,809 metric tons of wood to be from an energy crop.

CONTRACTING OF SPECIAL EMPLOYMENT CENTERS

In 2013, contracting special employment centers in the supply of products and services was a priority in order to facilitate the incorporation of differently-abled people in the labor world. The tender process of the ACCIONA global agreement for the supply of work clothing and personal protection equipment (PPE) took into account whether the winning bidders were special employment centers.

At a division level, for example, in 2013 ACCIONA Agua increased by 83% the amount contracted with special employment centers for supplies of work clothes, PPE, laundry services, gas detectors and ancillary administrative work.

Beyond excellent management

In 2013, ACCIONA continued to work on developing ever more sustainable products and services, progressing in its commitment to excellent management and customer satisfaction, in line with the principles of the Company's Quality Policy.

With the aim of ensuring that people in the Company possess the proper skills to perform their duties and that they are familiar with such commitments and the most suitable manner of realizing them, 21,146 hours of training in processes and quality were given in 2013 (17% more than in 2012).

ACCIONA's divisions establish an annual program of objectives for continual improvement.

| Some objectives for 2013 | Degree of compliance |
|--|---|
| Improve customer satisfaction | |
| ACCIONA Energy. Surpass the 3.8 score in satisfaction surveys received for the sales service provided in 2013. | 124% |
| ACCIONA Energy. Obtain global satisfaction of >85% for quality of service in energy sales. | 101.4% |
| ACCIONA Concessions. Ensure that the maximum average waiting time permitted for requests in the appointments system does not exceed 20 minutes in 90% of cases ¹ . | 100% |
| Improve processes | |
| ACCIONA Agua. Decrease energy consumption in Abdera, Spain, wastewater purification plant by 1% through co-digestion of sludge. | 100% |
| Hijos de Antonio Barceló: improve performance, reduce losses and optimize energy consumption in the production process. | 80% |
| Reduce environmental footprint | |
| ACCIONA Agua. Energy savings through the installation of solar panels and wind turbine in the Cieza wastewater treatment plant (Spain). | 100% |
| ACCIONA Infrastructure (Machinery). Retreading tires of trucks, forklifts and truck trailers in at least 30% of the total refurbishments in 2013. Attainment of economic saving of 35% and waste reduction of 75%. | 100% |
| Improve the quality of products and services | |
| ACCIONA Agua. Improve conditions of supply by installing seven flow and pressure control systems in the Úbeda service. | 100% |
| ACCIONA Service. Reach 96% efficiency of Lost & Found service (passengers) in airport services Palma, Ibiza and Menorca airports. | Palma: 103% Ibiza: 102% Menorca: 104% |
| Make progress in the certification of management systems | |
| Hijos de Antonio Barceló. Obtain certification under ISO 22000 for all wineries. | 100% |

¹. Degree of compliance up to December 2013, given the objective is currently still in process.

Certified management systems

All divisions of ACCIONA have implemented management systems in accordance with the requirements of the corresponding international standards. In 2013, 90% of activity is certified according to ISO 9001 and 87% conforms to ISO 14001.

| Division | Activities, products and services certified according to ISO 9001 and ISO 14001 in 2013 (%) |
|------------------|---|
| Infrastructure | <ul style="list-style-type: none"> 100% of construction activity in Abu Dhabi, Australia, Brazil, Canada, Chile, Colombia, Spain, Mexico and Poland |
| Energy | <ul style="list-style-type: none"> 99% MW installed 100% of wind turbines and blades produced 100% of green energy sales |
| Water | <ul style="list-style-type: none"> 92% of treated water (100% in Australia, Spain and Italy) 100% of water management services |
| Service | <ul style="list-style-type: none"> 100% of activity in environmental, urban and facility services 100% of activities of handling, walkway movement and services for people with reduced mobility in Spain (100% in Germany under ISO 9001) 100% of set-up of exhibitions and museums 100% of event organization |
| Trasmediterranea | <ul style="list-style-type: none"> 100% of transport and international logistics activities under ISO 9001 100% of passenger and cargo transport activities |
| Other businesses | <ul style="list-style-type: none"> 100% of wines produced in Peñascal, Viña Mayor, Caserío de Dueñas and Palacio wineries (also under ISO 9001: 100% of Viñedos Viña Mayor, Caserío de Dueñas and Finca Anzil) 100% of real estate development and real estate asset management in Spain (100% in Poland under ISO 9001) |

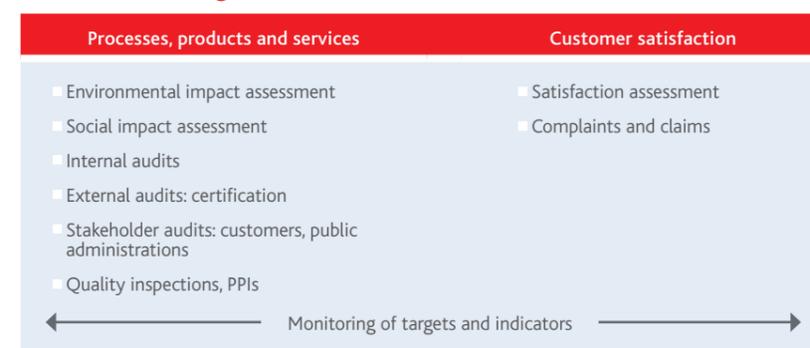
In 2013, ACCIONA Agua broadened the scope of certification of its activities of operation and maintenance and of drinking water supply and sewage management services, as per the UNE-ISO 50001 standard, to three new facilities: the Abrera and Amorebieta waste purification plants and the Ubeda service (Spain). This certification has enabled it to optimize processes by minimizing the consumption of energy and efficient use of resources, among other aspects.

Triple certification of ACCIONA Infrastructure R&D Technology Center

Having attained certification of its Energy Management System (ISO 50001) and of its Environmental Management System (ISO 14001) in 2012, the ACCIONA Infrastructure R&D Technology Center obtained Interior Environmental Quality Management System certification to the UNE 171330 standard in 2013.

This certification ratifies the Center's excellence as a leader in eco-efficiency and sustainability research in the infrastructure sector and it constitutes recognition of the Company's commitment to use resources efficiently, improve employees' working conditions and reduce greenhouse gas emissions. ACCIONA estimates a 2 kg reduction of CO₂ per person working in the Technology Center.

Process monitoring and measurement



In 2013, 593 internal audits were performed, compared to 418 in the previous year (a 42% increase). ACCIONA also received 86 audits of customers and other institutions (7.5% more than in 2012).

Tools for continuous improvement

Along with the performance of internal and customer audits, and certification processes, ACCIONA implements other mechanisms that assist in identifying opportunities for improvement: working groups or improvement groups, and "Lessons Learned" and "Good Practices" in the Company, linked to the dissemination of results.

In 2013, ACCIONA implemented 53 improvement groups (31 more than in the previous year).

| 2013 improvement groups by division | |
|-------------------------------------|----|
| Water | 7 |
| Energy | 34 |
| Infrastructure | 11 |
| Service | 1 |

In 2013, ACCIONA Infrastructure devised 49 lesson-learned proposals that reflect the experience of any person of the division in the performance of their duties and may be useful for the organization. Once analyzed, 17 proposals were approved as a lesson learned or good practice, and another 27 of the proposals were classified as "other experiences".

ACCIONA'S COMMITMENT TO ITS CUSTOMERS

ACCIONA's customers are mainly large companies in both the public and private sectors (governments, public administrations and other public bodies; private companies, financial investors, among others). However, the Company has domestic customers in the case of Hijos de Antonio Barceló, Trasmediterranea and ACCIONA Real Estate.

In addition to direct customers, the general public are the main users of some of ACCIONA's services:

ACCIONA Agua
Users of services of: water supply, sanitation, water purification and meter reading. 7,294,373 users in Spain.

ACCIONA Service
Collection and treatment of urban solid waste. 302,024 users in Spain.

Handling services. 11,947,363 passengers (incoming + outgoing).

Services for people with reduced mobility. 11,439 passengers (incoming and outgoing).

ACCIONA's divisions personalize customer services through a number of channels of communication: websites, specific software, customer service, direct dialogue, among others. The following advances were made in 2013:

The **Trasmediterranea web page** has been updated with new applications, such as a new travel search engine.

■ **ACCIONA Infrastructure** developed an innovative website for the Zaragoza tramway, a project that was inaugurated in 2013.

■ **ACCIONA Green Energy:** the customers of energy commercialization can download electricity bills and meter readings, while a new customer website for checking and uploading data has been rolled out.

■ For the **solar farm business**, ACCIONA provides its customers service by telephone, fax, e-mail, in person at its offices and through a specific online application, through which incidents are resolved, in addition to billing, tax management, collections and arrangements with public bodies.

ACCIONA Agua: virtual office

ACCIONA Agua has implemented a virtual office in several of its concessions in Spain. In this virtual office, the majority of the usual transactions customers require can be executed telematically: applications for activations, deactivations, transfers and subrogations; viewing rates and news related to the service; satisfaction surveys; notification of alerts or claims.

At present, a total of 196,689 customers have access to the virtual office (3% of ACCIONA Agua's total customers). The virtual office is expected to be fully deployed in all services managed by ACCIONA Agua by 2015.

Customer satisfaction as a key objective

Customer satisfaction is one the most important indicators used by ACCIONA to measure Company performance and undertake the necessary improvements.

In 2013, ACCIONA kept up its effort to ascertain customers' degree of satisfaction with its products, services and customer care, using a wide variety of channels for this purpose.

Surveys

Surveys are the most frequent method of evaluation used by ACCIONA, with more than 16,000 direct customer surveys conducted in 2013, some 23% more than in 2012.

Approximately 10% of satisfaction surveys received were conducted with new questionnaires and with new approaches in systems of capturing customer perceptions of quality, with 7% of surveys conducted online.

Customer service

All ACCIONA divisions have customer service, in the form of a post-sales department, project manager, sales representatives, in-person offices or call centers. The Company also has contact inboxes on the websites of the various companies to receive all complaints, claims or suggestions for improvement.

Periodic meetings

The main responsibility of the customer care managers in each of the ACCIONA divisions (sales representatives and project managers, among others) is to maintain constant communication with customers.

ACCIONA has advanced in meeting customers' and users' requirements and expectations for the services it provides, having attained an overall satisfaction rate of 86.4%, up from 83.4% in the previous year.

The following results are particularly noteworthy:

■ ACCIONA Blades conducted a satisfaction survey following complete delivery of 1.5 MW blades to Chiripa, Costa Rica, and 3 MW blades for the Prince Edward Island Wind Farm in Canada (first phase), receiving a score of 4 out of 5, and classification as a "very good supplier".

■ Hijos de Antonio Barceló has increased the overall satisfaction of customers with the product and service, attaining an 87% score in overall satisfaction.

■ ACCIONA Service obtained a high score in the service for passengers with reduced mobility at Menorca

airport, which was evaluated through a questionnaire delivered to 100% of passengers assisted (11,739), with a score of 4.96 out of 5.

The feedback received by the Company from its customers is used to improve its products, processes and services. The Company works to incorporate suggestions that enable it to meet their needs, expectations and concerns, and to eliminate the root causes of any complaints and claims.

Further, ACCIONA's divisions have procedures for the receipt and handling of complaints and claims, where the

| ACCIONA Products and Services | Satisfaction Index (%) | | |
|---|------------------------|-------|-------|
| | 2011 | 2012 | 2013 |
| Domestic construction works | 84.9% | 83.0% | 83.0% |
| International construction works | 85.0% | 76.0% | 81.0% |
| Concession services | 77.8% | 86.9% | 87.1% |
| Customers of ACCIONA Engineering | 87.0% | 87.8% | 99.9% |
| Customers of ACCIONA Installations ¹ | 76.0% | 73.7% | 70.0% |
| Infrastructure maintenance services ² | 81.6% | 84.0% | 78.0% |
| Renewable electricity | 94.0% | 90.0% | 94.0% |
| Operation and maintenance services for water treatment plants | 86.2% | 89.9% | 82.2% |
| Construction and maintenance of parks and gardens | 71.0% | 81.5% | 86.4% |
| Real estate assets | 63.3% | 63.3% | 71.9% |
| Handling and walkway services | 82.6% | 84.9% | 88.3% |
| Maritime transport services | 81.5% | 77.3% | 77.8% |
| Collection and treatment of urban solid waste | 90.0% | 75.2% | 84.0% |
| Export, direct sale and sale through food and beverage channels and HORECA of wine from Bodegas HAB | 82.0% | 85.9% | 87.0% |
| Installation and maintenance of security devices and systems | - | 75.0% | 79.1% |
| Operation and maintenance of renewable energies (EROM) | - | 80.9% | 83.4% |
| Design and execution of museums, exhibitions, events and multimedia shows (APD) | 92.2% | 93.4% | 91.4% |

¹ Does not include international works and energy activities.

² Survey 17% larger.

Not included: ACCIONA Service (Facility Services and Forwarding).

The Company works to incorporate accessibility in its products and services

ACCIONA Concessions: Infanta Sofía Hospital

Following the analysis of the responses in the satisfaction surveys in the Infanta Sofía Hospital, several improvement actions were taken:

- Actions aimed at reversing the percentage of telephone appointments compared to in-person appointments (2013-2014 target).
- Implementation of signing (appointments, entrances from parking, emergency room, etc.).
- Actions aimed at reducing the number of calls lost in the switchboard (preparation of specific procedure).
- Actions aimed at improving and/or maintaining average waiting times in appointments (2013-2014 target).

customer's degree of satisfaction with the solution is verified after the fact. Annual targets are set in relation to the number of complaints. In 2013, the Company resolved 98% of the complaints and claims received (without taking into account the claims of ACCIONA Trasmediterranea). ACCIONA has no record of complaints related to customer privacy or data loss during the year.

Customer health and safety

ACCIONA safeguards the health and safety of its customers through a number of actions related to its products and services:

- Regulatory inspections and compliance with applicable requirements (regulations, best practices available, etc.).
- Incorporation of components to strengthen security.
- Analysis of product critical points and quality controls.
- Implementation and certification of safety management systems.
- Information to customers for safe use of products and services.

In 2013, ACCIONA has no record of the occurrence of any incidents related to compliance with regulations or voluntary codes related to the impact of its products and services on customers.

The safety management systems implemented by the Company ensure that activities are carried out in accordance with the international standards of each sector.

It should be noted that ACCIONA also works to incorporate accessibility in the Company's products and services.

For example, in January 2014, ACCIONA Producciones y Diseño offered Fuengirola, Spain, the first mapping show accessible to people with disabilities. For the first time in a show of this kind, blind people could download a free mobile application to listen to a detailed audio description of what was being projected. A space was reserved near the sound system for hearing-impaired people to enable them to perceive the intensity of the original soundtrack that accompanied the images, while users with physical disabilities were granted a preferential location among the public.

The tram of Zaragoza, Spain, built by ACCIONA Infraestructura, won the 2012 Zangalleta Award granted by the DFA foundation, for its work in support of universal accessibility and for its initiative of including accessibility experts in the tram technical team.

| | |
|--|---|
| <p>ACCIONA Concessions</p> | <p>The road infrastructures managed by ACCIONA Concessions are equipped with support teams available 24 hours that are in constant contact with emergency services and traffic authorities, with the aim of immediately resolving any incidence that might arise. In addition, all the websites of the road infrastructures under management include advice on road safety.</p> |
| <p>ACCIONA Service</p> | <p>In 2013, ACCIONA Service (Airport Services) obtained the IATA Safety Audit for Ground Operations certificate (ISAGO) for its Palma de Majorca base, ensuring the development and implementation of the system in accordance with the standards of the International Air Transport Association (IATA).</p> |
| <p>Hijos de Antonio Barceló</p> | <p>Hijos de Antonio Barceló has certified its four wineries as per the international food safety standard ISO 22000.</p> |