

# ACCIONA Service, integrating to succeed

This division of ACCIONA, which focuses on providing services to companies, private undertakings and public administrations, groups a number of companies under a single brand in order to take advantage of synergies and to continue leading in the services sector.

ACCIONA Service is the result of combined efforts and a commitment to implement a multi-service model, through the coordination and management of all activities carried out by the various Group companies.

This brand groups ACCIONA Facility Services, ACCIONA Environment, ACCIONA Urban Services, ACCIONA Multi-services, ACCIONA Airport Services, ACCIONA Producciones y Diseño, ACCIONA Forwarding, and EROM (Renewable Energy Operations and Maintenance), among others. All of them are dedicated to providing services to companies and private sector undertakings as well as to public administrations.

In 2013, work was performed to foster integration and collaboration between units in pursuit of mutual enhancement and to take advantage of synergies between them. As a result, the new brand is now an established leader in the services

sector, with a strong impact in the media and events.

In the process of internationalization, a new company, ACCIONA & GSSG Facility Services MENA, was established in Qatar and will serve as the base for entering the Middle East market. We also strengthened our presence in many countries by accompanying our major clients in their international expansion.

### ACCIONA AIRPORT SERVICES

In 2013, ACCIONA Airport Services served more than 200 clients (200,000 operations) and is currently present in four airports in Spain (Palma de Mallorca, Menorca, Ibiza and Las Palmas) and three in Germany (Frankfurt, Berlin Tegel and Berlin Schönefeld).

In 2013, the Palma de Mallorca base passed the IATA Safety Audit for Ground Operations (ISAGO), which accredits the development and implementation of a safety system in conformity with the standards of the International Air Transport Association.

The standard is specific to airport handling operators; the company adopted it voluntarily in order to demonstrate its commitment to safety.

Also in 2013, the handling contract at Frankfurt Airport was renewed for another seven years, until 2020, and we were recognized by several customers, including Lufthansa in Palma de Mallorca, as the best short and medium haul station in their network in the month of October.

In 2013, ACCIONA Service focused on integration and cooperation between its various units to optimize resources and retain its leading position

### ... in 2013 ACCIONA Airport Service...

SERVED OVER  
**200**  
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WAS PRESENT IN  
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OPERATED AT  
**3**  
AIRPORTS IN GERMANY

**ACCIONA FORWARDING**

In 2013, ACCIONA Forwarding experienced remarkable growth in some areas of traffic, and it expanded trade relations, especially in Asia.

**Traffic****TELEFÓNICA**

The company again won the tender for transportation of mobile phones from China to Latin America, adding new origins and destinations; it carried 1,200,000 kg of mobile handsets by air during the year. There was also an increase in maritime transportation of landline telephony equipment to all the Latin American offices, amounting to a total of 2,500 TEUs. As a result of the high level of compliance with the requirements and transit times required by the customer, ACCIONA Forwarding was allotted contracts to ship to locations where the company did not have an office, and it achieved a 98% performance rating, indicating a high level of excellence.

**PERISHABLES**

Continuing with its drive to obtain more traffic in the food business, the company carried increased tonnage of fish between mainland Spain and the Canary Islands. It also obtained additional export traffic by air in this field (shark fins, tuna) from Spain to the Far East and China, carrying over 150,000 kg of fish. The company also obtained more asparagus imports from Peru to Spain, carrying over 300,000 kg.

**TECHNOLOGY**

Traffic of technology products, especially peripherals, electronic devices and aeronautical equipment, from Asia to Spain is rising, and the company increased traffic in this area by 400% with respect to 2012.

**MACHINES AND TOOLS**

The company commenced the transport of packages and cans by sea, having carried 1,100 TEUs. The company renewed the contract to handle all of Alcatel's logistics, resulting in an increase in traffic with the Canary Islands.

**MAJOR PROJECTS**

The construction of a **solar power plant in Cape Town (South Africa)** required 3,855 metric tonnes of material to be carried, in four ships. The Panama Metro project required 10 shipments totalling 20 containers. Seventy-two containers, in 14 shipments, were required for the construction of the roof of Arena Natal stadium in Brazil.

With over **3,400 MW of wind capacity, 62,669 kWp of PV capacity** and a team of **500 specialized professionals**, the company continued its **international expansion in 2013**, moving into Mexico, South Korea, Poland and the US, among other countries

**ACCIONA INTERPRESS**

**ACCIONA Interpress** again experienced substantial growth in 2013, as the subscription delivery business in Catalonia, which commenced in 2012, gained in strength.

Elsewhere, the company retained its position as Spain's leading distributor of publications.

**RENEWABLE ENERGY OPERATION AND MAINTENANCE (EROM)**

EROM is the Group company specializing in operation and maintenance of renewable energy assets. Its aim is to achieve excellent maintenance to ensure that the equipment has a long service life, optimizing downtime so as to achieve greater productivity of customer installations and reducing O&M costs in the short and long term.

Two new lines of business were launched in 2013. The first is preventive and corrective maintenance of solar farms in Navarre, Extremadura and Ciudad Real that are operated by ACCIONA Energy and ACCIONA Solar.

The second involves the maintenance of high voltage installations associated with several wind farms and solar thermal and photovoltaic plants. The portfolio of wind assets under management was expanded by 600 MW to 3,500 MW, with the result that the company now ranks second in Spain in this field.

EROM is working with ACCIONA Energy and ACCIONA Windpower to maintain and enhance the reliability of the AW3000 wind turbines installed in Spain, as well as providing technical support in several countries for ACCIONA Energy and some of its clients (in Poland, Croatia, Australia, England, etc.).

EROM is committed to continuous improvement and innovation, in the knowledge that they represent a key competitive factor.

- Development of high precision, high quality tools to improve ergonomics and efficiency during maintenance work. Certified for technological innovation by EQA (European Quality Assurance).

- Just-in-time system for communication with clients about the status of their equipment, directly from the wind farm.
- Accident location and reporting system to control our fleet of vehicles and ensure our team's safety.

#### Awards

- EROM was rated as the best independent maintenance provider by wind energy developers in the second survey conducted by *Energías Renovables* magazine, which was published in 2013.
- In 2013, EROM expanded the certification of its comprehensive management system under the ISO 9001, ISO 14001 and OHSAS 18001 standards to all the new businesses and facilities mentioned above, with the result that 100% of its business is certified.
- The agreement with the Navarre Government Department of Education to provide teachers with practical training in risk prevention concluded satisfactorily, and the company continues to work with the Spanish Government's Ministry of Labor and the Regional Governments of Catalonia and Galicia in a number of areas related to wind turbine safety.

#### ACCIONA PRODUCCIONES Y DISEÑO

ACCIONA Producciones y Diseño (APD) specializes in the design, production and installation of museums, exhibitions, shows, fairs, congresses and events. It delivers comprehensive solutions that include consulting, planning, concept, design, production, technical and artistic execution, exploitation and marketing. Quality, excellence, exclusivity and innovation are some of the features which characterize it and have won it a sound reputation in the industry.

#### Milestones

The year 2013 was a milestone in the **international consolidation** of the company, as international order intake accounted for **85%** of the total, an increase of **25%** year-on-year. Although APD has developed more than one hundred projects worldwide, last year it greatly increased its activity in the Middle East with projects in Qatar, Oman and Kuwait, with a strong possibility of moving into the UAE and Bahrain. It also expanded its presence outside Spain by opening a subsidiary in Oman, where it is developing the National Museum.

**All of the events** organized by APD in 2013 were **carbon neutral**, and these initiatives have avoided almost 500 metric tonnes of CO<sub>2</sub> emissions to date. APD has been developing carbon-neutral events for its clients since 2012 ([www.eventossostenibles.com](http://www.eventossostenibles.com)). In such events, APD seeks to minimize CO<sub>2</sub> emissions

associated with its activities and obtains the necessary emission rights for any CO<sub>2</sub> emissions that cannot be avoided.

This division also organized the **first event with accessible mapping** for persons with disabilities: the *Fuengirola, modern and medieval* show. For the first time in an event of this kind, blind people were able to download, free of charge, an app providing a detailed audio description of what was being projected on the wall of the Town Hall. Persons with hearing difficulties had a reserved area close to the sound system so that they could hear the soundtrack that accompanied the images. Additionally, preferential seating was reserved for persons with physical disabilities.

The main activities carried out by APD in 2013 were:

- Technical development, manufacture, supply and installation of the exhibits for the **Olusegun Obasanjo Presidential Library and Museum** in Abeokuta (Nigeria).
- Project design, technical and constructive definition, organization of bidding documentation, and support in supervising production and assembly, for the **House of European History** at the European Parliament in Brussels (Belgium).
- Technical development, manufacture, supply and installation of the museum

## Awards

### Best European Sustainable Event

The 2012 Music Day festival won the Golden Elephant for Best European Sustainable Event, as part of the European Best Event Awards, and the Bronze Medal for Best Responsible Event at the Eventoplus awards, which recognize the best events in Spain and Portugal. In this case, APD created and implemented a Sustainable Production Plan aimed at reducing environmental impacts and offsetting unavoidable CO<sub>2</sub> emissions. The measures included designing an energy self-sufficient stage, selective waste management, choosing a fair trade catering service and ecological food, promoting the use of public transport and carpooling, using low energy lighting, and hiring local suppliers. APD also designed and produced the 2013 Music Day festival and its Sustainability Plan.

### European Best Event Awards

The 2012 Multimedia Christmas Show in Seville won the Silver Elephant at the European Best Event Awards and Silver Medal for Best Cultural Event at the Eventoplus awards. Also, in 2013, APD designed and produced the *The Spirit of Christmas* show, sponsored by Movistar, in collaboration with the city of Seville.

exhibits for the **Msheireb Downtown Doha** project in Doha (Qatar).

- Technical development, manufacture, supply and installation of museum exhibits for the **Boris Yeltsin Presidential Center** in Yekaterinburg (Russian Federation).

- Technical development, manufacture, supply and installation of the exhibits for the **National Museum of Oman** in Muscat.

- Design, manufacture, supply, transportation and installation of the contents of the **Santas de Zurbarán: Devoción y Persuasión** exhibition at Santa Clara in Seville from 4 May to 20 July.

- Design, manufacture, supply, transportation and installation of the contents for the **Hajj, Journey to Mecca** exhibition at the Museum of Islamic Art in Doha (Qatar), which opened on 9 October 2013 and closed on 5 January 2014.

- Design, development and production of an immersive audiovisual installation entitled **Monet's Garden** as part of a temporary exhibition devoted to the painter Claude Monet at the National Gallery of Victoria, Melbourne (Australia) from 10 May to 8 September.

- Design, development, coordination, production and assembly of a 3D multimedia show to mark the **Champions League Final** at Trafalgar Square, London, on 22, 23 and 24 May.

- Design, development, production and installation of a permanent **Natives vs. Aliens** 3D multimedia show at Lake Isla Mágica, Seville.

- Design, development, production and assembly of a 3D multimedia show to mark the **1813-2013 Bicentenary of San Sebastián**, projected onto the façade of City Hall on 20 and 30 June, and 1 and 2 July.

- Organization and end-to-end management of the **23rd edition of SICAB** (the International Horse Show) held at the Exhibition and Conference Center in Seville from 3 to 8 December.

Design, production and coordination of several corporate events: 13th edition of the Vodafone Journalism Awards; 6th Vodafone Awards for Innovation in Telecommunications; Adveo Leadership Workshop; 6th Bestinver Bestvalue Meeting for Investors; and 12th Bestinver Annual Investor Conference.

### ACCIONA FACILITY SERVICES, ACCIONA ENVIRONMENT, AND ACCIONA URBAN SERVICES

An example of integration within the Group is the work by the executives of these three companies who, seeking to maximize the yield on their resources, have been working together to bid for complex, end-to-end projects to deliver services to the private and public sector.

ACCIONA Service is firmly established in the market for public and private services. Its wide range of services, and the ability to analyze and make proposals for improvement, enhance the value of the offerings of the various business lines within ACCIONA Service.

During the year, we continued to implement facility management projects for private companies in Spain and other countries. The research capabilities of our technical teams have enabled us to offer solidly grounded sustainable proposals that enable the management of companies and the control and optimization of production costs. ACCIONA Service acts as a partner that provides flexibility and improves service quality.

ACCIONA Service continues to provide clients with end-to-end solutions that include the design, management and operation of all of their non-core business activities. Once again, the company is the leading provider of these services to Spain's top companies, particularly in the food, automobile and hospitality industries, as well as heavy industry and metallurgy. It also serves large service companies, shopping centers, banks and insurers.

In the area of services to public administrations, ACCIONA Service has achieved strong, steady growth. At a time when public services are being re-examined to ensure their sustainability over time as well as their quality, ACCIONA Service proposes management models which confirm that services can be optimized so as to continue delivering a better service to citizens. The best proof of this is our presence at the various echelons of the administration. From local level, where we deliver a range of services, to central government, where we serve some of the country's largest infrastructures.

ACCIONA Services provides a complete services proposal, which includes:



Municipal services.



Park and garden maintenance and landscaping.



Energy services.



Specialized, technical cleaning services for industry, healthcare and laboratories.



Technical services and facility maintenance.



Handling.



Event organization.



Catering.



Security services.



Ancillary services.

### ACCIONA Service in the Public Sector

ACCIONA Service continues to expand successfully in the area of services to the community. Our fellow citizens' living standards depend on, among other aspects, the quality of the services we deliver. The year 2013 was one of considerable growth in public services in all areas, in terms of the range of both services and administrations. We operate in the main classes of infrastructure, such as transport, rail and air. We have a presence in many large cities. ACCIONA Service is engaged in the following areas, among others:

- Municipal waste collection and transport.
- Park and garden maintenance and landscaping.
- Ecopark and recycling center management.
- Waste transfer station management.
- Treatment plant management.
- Landfill and composting plant operation.
- Street cleaning.
- Cleaning and maintenance of beaches, coastlines and housing complexes.
- Environmental services.
- Energy services.

### NOTABLE CONTRACTS IN 2013

- Maintenance of Historic Parks in Madrid: eight-year contract worth 76 million euros in total.
- Cleaning services at municipal buildings in Gandía: four-year contract worth 6 million euros in total.
- Beach and street cleaning services at Isla Cristina: one-year contract worth 1.3 million euros.
- Public school cleaning in Móstoles: three-year contract worth 6.9 million euros in total.
- Green area maintenance in Gandía: four-year contract worth 5.6 million euros in total.
- Municipal building cleaning in Pamplona: two-year contract worth 1.48 million euros in total.
- Street cleaning and municipal waste collection in Vinarós: eight-year contract worth 8.0 million euros in total.
- Green area maintenance at Las Palmas airport: three-year contract worth 1.68 million euros in total.
- Boarding ramp operation at Prat airport for AENA; two-year contract worth 4.4 million euros in total.

### ACCIONA Service in the Private Sector

ACCIONA Service maintains its leading position in the automotive industry because of its presence in most manufacturing plants in Spain and of the diversity of services it offers: comprehensive internal logistics, technical cleaning, maintenance and support services in factories such as FORD Almusafes, NISSAN Zona Franca, SEAT Martorell, GENERAL MOTORS Figueruelas, Volkswagen Autoeuropa (Portugal), etc.

It is also active in the field of facility management in Spain and other countries, providing comprehensive multi-service solutions: San Luis Potosí University (Mexico), etc.

During 2013, it was very active in the area of sports facilities, particularly golf course maintenance in Spain, such as Vallromanes golf club in Barcelona and Almenara Golf in Sotogrande, Cádiz.

ACCIONA Service also has a notable presence among the leading hotel groups in Spain, to which it offers a novel multi-solution. Examples include AC Hoteles and NH Hoteles.

Another area in which ACCIONA Service has strengthened its strategic positioning is the food industry in Spain and internationally, and the banking industry, and it landed new contracts for cleaning, maintenance, logistics, etc. in companies such as Nestlé, Cobega, BBVA, Bankinter and Campofrío.

It is also active in the area of energy efficiency, having undertaken projects in the automotive industry and at hospitals such as the Guadarrama hospital in Madrid.

ACCIONA Service  
retained its leading  
position in the automotive  
industry, working at most  
automobile production  
plants in Spain

### NOTABLE CONTRACTS IN 2013

- Multiple services at SEAT factory, Martorell: three-year contract worth 13.2 million euros in total.
- Logistics services at VW Autoeuropa: three-year contract worth 10.5 million euros in total.
- Cleaning at the Ford Logistics Center in Almusafes: five-year contract worth 19.9 million euros in total.
- Contract to clean Alsa buses, stations and workshops: three-year contract worth 17.1 million euros in total.
- Aircraft cleaning in Tenerife and Barcelona for Globalia: one-year contract worth 3 million euros.
- Baggage handling for Creuers del Puerto de Barcelona: one-year contract worth 3.6 million euros.
- Facility management services for Bankinter: one-year contract worth 1.5 million euros.