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***North America***  
*Pioneers in Development  
and Sustainability*





ACCIONA's group of North American companies are subsidiaries of ACCIONA S.A., a Company that ranks among the world's leading sustainability-focused businesses active in renewable energy, critical infrastructure and water services. ACCIONA is committed to pioneering and developing a lasting foundation in the U.S. and Canada.





# demand

Safe and efficient transportation corridors. Modern hospitals and schools. Clean and plentiful water. Renewable energy. These are the reasonable demands of our modern society. Our purpose is to meet those demands.



## ACCIONA BY THE NUMBERS

Representing North American projects currently under construction, completed or in operation:

KILOMETERS OF HIGHWAYS .....	<b>85</b>
MEGAWATTS OF RENEWABLE ENERGY CAPACITY .....	<b>1,349</b>
FT² OF HOSPITAL CONSTRUCTION FOR 678 BEDS .....	<b>481,000</b>
MILLION GALLONS OF WATER DESALINATED DAILY .....	<b>28.8</b>
BRIDGES .....	<b>73</b>
MARINE OUTFALLS/INTAKES (km) .....	<b>5</b>



demand

### Renewable Energy

As the global population continues to rise, so does our need for more energy. No longer do we merely light up our homes — we consume greater amounts of energy to operate in our modern, technologically advanced and mobile world. ACCIONA aims to satisfy those energy demands using renewable sources of energy so that future generations will inherit the resources necessary to power their world.

ACCIONA's 8,400 MW of global renewable energy capacity offsets the emissions of more than 15 million tons of CO<sub>2</sub> into the atmosphere each year. In North America alone, ACCIONA has invested over US \$1 billion to install and operate 1,429 MW (as of 31.12.2013, including Canada, USA and Mexico) of renewable energy projects using wind and solar technologies.

### Water

Eighty percent of the world's people live in areas where their water security is threatened. Fresh water constitutes only 3% of the Earth's water resource, making the demand for water one of the pressing issues of our era. ACCIONA is a leader in water desalination and water treatment and currently supplies clean water to over 70 million people around the world.

In Tampa, Florida, ACCIONA is operating the largest seawater reverse osmosis desalination plant in the United States. ACCIONA is also building the world's largest wastewater treatment plant in Atotonilco, Mexico, setting yet another world record.

### Infrastructure

The United States and Canada have long been leaders in the design and construction of public infrastructure, and both countries are investing heavily in new infrastructure and upgrades for aging roadways, bridges, airports, hospitals, dams, grids and other critical networks. Creative business structures, like Public-Private Partnerships, are being developed to deliver projects and ACCIONA is bringing its expertise and track-record to make these projects happen.

ACCIONA is active around the world building highways, bridges, hospitals, seaports, iconic buildings, tunnels, high-speed railways and airports while also operating and maintaining the infrastructure. In North America, ACCIONA has been very active in Canada in highway and toll road construction and operations as well as the construction and ongoing maintenance of hospitals, making Canada ACCIONA's 2nd largest international market for infrastructure. ACCIONA also played an integral role in the construction of Toronto's groundbreaking Deep-Lake Water Cooling Project.



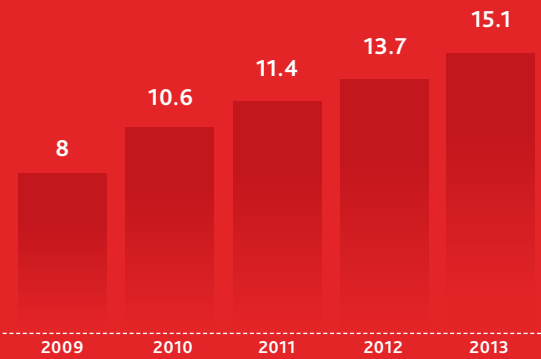




# sustain

Today, the business community and society at large are subject to intense pressures, including the rapid growth of emerging economies, climate change and water shortage. ACCIONA rises to these challenges.

→ **ACCIONA's CO<sub>2</sub> EMISSIONS AVOIDED 2009–2013**  
Emissions avoided through renewable energy (millions tons)



## Sustainability

The different areas that make up ACCIONA's Sustainability Master Plan include what we consider to be the most important objectives—as a structured response and laid down by our corporate model—to the major challenges of Sustainable Development.

The Master Plan's objectives, overall to 2015 and on an annual basis, set out to fulfil the need to meet challenges in a competitive way in all of our spheres of activity. These objectives come in response to major global trends that are set to influence the course of development over the coming decades, and they are shaped by the societal, environmental and corporate governance demands facing our Organization in its markets worldwide.

## Impact Assessment: A challenge and a hallmark

ACCIONA is convinced that it must continue to contribute to development in all of the communities in which it operates, with the aim of formalizing its commitments, establishing lines of action and monitoring contributions and measuring their impacts. To do so, it is implementing an advanced methodology for assessing these impacts; as of 2015, it will be applied to all of the Company's strategic divisions.

In short, ACCIONA believes that by bringing more value to the communities in which it operates, it will contribute effectively towards delivering solutions that will raise the quality of life, improve the environment locally and enable citizens to exercise their rights, cooperating at all times with local institutions and social initiatives that coincide with the Company's focus.







# energy

North America is a bountiful continent, well known for its natural resources – among them, abundant wind and sunlight that can be used to generate clean electricity. ACCIONA has been pioneering renewable technologies for twenty years.

→ ACCIONA'S NORTH AMERICAN RENEWABLE ENERGY FOOTPRINT

CANADA	→	181 MW
UNITED STATES	→	691.75 MW
MEXICO	→	556.5 MW



The answer is all around us

While ACCIONA has focused on wind and solar energy in North America, we have global experience and an interest in introducing other modern renewable energy technologies in Canada and the US. Wind energy, solar energy, biomass, hydropower and biofuels are all technologies that ACCIONA develops worldwide. As leaders and innovators, we keep our eyes on the future with a commitment to invest in new technologies for a cleaner, sustainable world.

Wind

ACCIONA is vertically integrated and contributes at every level of the wind energy value chain to deliver superior performance and improve shareholder value. From development, design, manufacturing and

installation of wind turbines to operation and maintenance of wind farms, ACCIONA takes the lead.

Globally, ACCIONA is ranked among the leading wind energy developers, with over 8,400 MW installed for its own ownership and for customers.

ACCIONA has ownership in 14 operational wind farms in North America, totaling 691.75 megawatts (MW) in the U.S., 181 MW in Canada, and 556.5 MW in Mexico.

ACCIONA also leverages its experience in development, turbine manufacturing, construction, operations and maintenance. to provide superior wind energy services to clients worldwide.

RENEWABLE ENERGY PROJECTS OWNED BY ACCIONA

Magrath Wind Power Project	Alberta	30 MW
Chin Chute Wind Power Project	Alberta	30 MW
Ripley Wind Power Project	Ontario	76 MW
Lamèque Wind Power Project	New Brunswick	45 MW
Pioneer Grove	Iowa	6 MW
Red Hills Wind Farm	Oklahoma	123 MW
Big Smile Wind Farm at Dempsey Ridge	Oklahoma	132 MW
Blue Canyon Wind Farm	Oklahoma	74.25 MW
Nevada Solar One	Nevada	64 MW
Tatanka Wind Farm	N/S Dakota	180 MW
Velva Wind Farm	North Dakota	12 MW
EcoGrove Wind Farm	Illinois	100.5 MW
Eurus Wind Farm	Oaxaca	250.5 MW
Oaxaca Wind Farm II-III-IV	Oaxaca	306 MW

EPC PROJECTS AND WIND TURBINE SUPPLY

South Canoe	Nova Scotia	102 MW
Hermanville	Edward Prince Island	30 MW

## Unlimited Possibilities



### ACCIONA'S NEVADA SOLAR ONE

## Groundbreaking Solar Technology

ACCIONA's Nevada Solar One is an environmentally friendly, renewable utility-scale power solution that creates power with near-zero carbon emissions. The 400-acre, 64-megawatt plant harnesses solar energy to power more than 14,000 homes every year.



### ACCIONA WIND TURBINE ASSEMBLY PLANT (WEST BRANCH, IOWA)

## Engineering Excellence

Our wind turbine technology is grounded in more than 20 years of operational observations made in varied terrains and climates across the globe. Our turbine design answers the challenges facing project developers and owners today in the areas of performance, reliability, safety and cost-of-energy.

### Wind turbine manufacturing

Through ACCIONA Windpower, the Company is a leading manufacturer of wind turbines for our own wind farms and those of our customers. We understand the needs of wind farm developers and operators because we have developed and operated wind farms for more than 20 years.

In 2012, ACCIONA installed the first AW3000 wind turbines in North America at the Pioneer Grove Wind Farm in Iowa. In 2013, the Company introduced a new 125 meter rotor option for low-wind sites and completed the sale of over 400 MW of AW3000 turbines for projects in the U.S. and Canada. ACCIONA Windpower is now working to fill 1,500 MW of orders for projects in North America and around the globe.

### Concentrating Solar

Every day, America's sun-drenched Southwest has the potential to produce thousands of megawatts of energy by harnessing the profound power of the sun to create electricity. Concentrating Solar Power (CSP), a technology that uses thousands of mirrors to concentrate the sun's rays onto a solar receiver, provides clean,

reliable and cost-efficient renewable energy. ACCIONA is the pioneering explorer of this vast reserve.

ACCIONA designed, developed, built and now operates Nevada Solar One — a 64 MW plant with the capacity to create electricity equivalent to the needs of approximately 14,000 homes annually. On a global basis, ACCIONA will finish 2013 owning 314 MW of concentrating solar power capacity.

### Photovoltaic Solar

Photovoltaic systems were originally developed for use in space. On earth, they've become one of the cleanest renewable energy technologies available, and they can supply electricity on and off the grid.

ACCIONA is active in the development of utility scale photovoltaic power plants. The Company has installed over 115 MW and has another 118 MWp under construction for itself or as a contractor for third parties. Today, ACCIONA has several PV projects in various stages of development across North America and provides solar PV engineering, procurement and construction services to third-party customers.

### Customer focus

ACCIONA Energía has shifted its strategy, bolstering its client-focused services. Based on its over 20 years of experience in the renewable energy industry, the company offers many different types of clients its reliable and efficient solutions leveraging the most advanced technologies.

ACCIONA thus puts almost all its technological capacity at the service of clients in any phase of wind or PV projects — everything from resource evaluation, paperwork, engineering, design, construction, operation and maintenance. This includes services included in EPC (engineering, construction and procurement) contracts and others.

In 2014 alone, the company has signed EPC contracts with clients for a total 425 MW, of which 354 MW are wind energy (in Canada and Mexico) and 71 MW are PV (in Australia and Chile).

The availability of proprietary-technology wind turbines stands out as a competitive advantage when it comes to offering customers technologically reliable wind projects within the specified term and high cost effectiveness.

### Operations and Monitoring

The creation of energy is in real-time; therefore, it is important that ACCIONA be able to monitor and manage our projects in real-time. Each of ACCIONA's energy projects are monitored 24/7 via the Company's systems operations center (CECOER), located in our Chicago headquarters. The CECOER is connected to every critical component in each and every wind turbine at our projects across the U.S. and Canada making it possible to collect performance data and respond on-site, if necessary. The CECOER is critical to ensuring always-on availability and services to our projects and to the grid.



Building the Future

# infrastructure

As proven by the walls of the Coliseum and the columns of the Acropolis, the structures we build support our lives and are perhaps the most lasting impression we leave on this earth.

## Laying the foundation of sustainability

ACCIONA's infrastructure division, the Company's oldest division, was founded in 1850. ACCIONA builds bridges, highways, tunnels, railways, dams, ports, airports, schools, stadia, industrial plants, power generation facilities and hospitals, among other public and private structures. Involved in every stage of a project, ACCIONA strives to implement sustainable building principles wherever it works. ACCIONA is quite literally laying the foundation for the future.

In North America, ACCIONA is continuing the tradition of sustainable building and recently completed the new Royal Jubilee Hospital Patient Care Centre in Victoria, British Columbia, which is one of the largest LEED Gold-certified hospitals in North America. Additionally, we were contracted by Quebec's Ministry of Transport to design, finance, build, operate and maintain the new Autoroute 30 (A30) toll road along Montreal's south shore.

Inaugurated on December 2012, the new A30 has greatly alleviated congestion in local routes around the city of Montreal, which has improved the overall efficiency of the transportation system and reduced commuter travel time, thus avoiding excess CO<sub>2</sub> pollution.



## → DEEP LAKE WATER COOLING SYSTEM Keeping Toronto Cool

The City of Toronto Deep Lake Water Cooling System is the world's largest cooling solution of its kind. The system was built by ACCIONA Infrastructure to offer a sustainable, alternative source of air conditioning by using cold water from the depths of Lake Ontario to cool downtown Toronto office buildings.





## Experienced Partner



### ENGINEERING, CONSTRUCTING AND OPERATING A 100-Year Legacy

ACCIONA's origins are in infrastructure. For over a century the Company has been engineering, constructing and operating infrastructure projects for public and private clients.



### TECHNOLOGICAL SOLUTIONS WITH PRACTICAL APPLICATIONS Engineering Excellence and Innovation

ACCIONA Infrastructure, through its subsidiary, ACCIONA Engineering is active and growing in North America in the fields of engineering design and EPC industrial and power construction. Our Research, Development and Innovation Centre is working across all of our projects and separately with institutions and research facilities in academia and industry to develop innovative technological solutions with practical applications.

↖ infrastructure

### Civil Works

ACCIONA's long history of constructing extraordinary civil works is now a global enterprise, which includes North America. ACCIONA is internationally known for the quality of its work.

ACCIONA built the Ting Kau Bridge in Hong Kong, China — the world's first major twin span cable-stayed bridge. ACCIONA constructed 15 miles of highway in Santiago, Chile part of the Americo Vespucio Sur connector, a USD \$195 million public-private partnership. In Australia, the Company is constructing the \$1.5 billion Legacy Way Tunnel — a 4.6 km underground roadway tunnel designed to alleviate traffic congestion. At the moment, ACCIONA has been awarded a contract to build an underground line in Fortaleza and it is also constructing two sections of Sao Paulo's bypass Rodoanel Mario Covas in Brazil. ACCIONA has also worked on many sections of the Spanish high-speed railway, applying the most highly advanced and innovative systems.

In North America, in addition to the A-30, ACCIONA has built the Southeast Stoney Trail Highway in Calgary, Alberta. The CAD \$764 million, 25 km highway is 4-lanes in

each direction and includes 27 new bridge structures. The Company is also building the CAD \$1.3 billion Windsor Essex Parkway (Rt. Hon. Herb Gray Parkway) an 11 km freeway and 7 km highway which includes green space, recreational trails and community connections. The project will include 35 new structures including 12 tunnels and 14 bridges.

One of ACCIONA's more unique North American civil works projects is Toronto's Deep Lake Water Cooling System — the world's largest cooling solution of its kind. This sustainable solution for cooling Toronto's high-rises in summer uses cold water from the depths of Lake Ontario for air conditioning as well as providing quality water to the city's potable water distribution network. ACCIONA served as general contractor for the two and a half year construction project.

### Building Projects

ACCIONA has experience working with some of the world's signature architects to construct some of the most iconic buildings in existence today. Included among the well-known buildings that ACCIONA has taken part in building are the record-setting

Petronas Towers in Kuala Lumpur, for which ACCIONA completed the interior fit-out, and the Santiago Calatrava-designed Palace of the Arts in Valencia, Spain. The Company has been selected to build the designs of many other luminous architects such as Richard Rogers and Norman Foster.

ACCIONA's expertise in building projects includes office buildings, housing, hospitals, cultural centers, museums, sports venues, schools and university buildings, airport terminals and train stations, among others. In North America, ACCIONA has been responsible for building two hospitals in British Columbia that are groundbreaking for their sustainable design and construction. The Royal Jubilee Hospital was completed in 2010 and received LEED Gold Certification. Meanwhile, the Fort St. John Hospital, which was completed in 2012, was built to meet LEED Gold standards.

### Concessions

In addition to constructing critical infrastructure, ACCIONA also often invests in, operates and maintains that infrastructure as part of a "concession" offered by the government or infrastructure owner. This is often a means for governments to collaborate with the private sector to deliver efficient

financing and operations and maintenance for major infrastructure projects. Because most of the finance and operational risk is transferred to a private Company, the concession model is a very attractive alternative for public authorities with budget constraints and a shortage of resources. Under the public-private partnership (PPP) procurement model, the private partner provides the public partner cost and schedule certainty.

ACCIONA is an experienced concessionaire having partnered with governments on hospital, toll road, university and waterway concessions around the world. In North America, ACCIONA has five concessions that are either in operation or under construction.

In the category of roadways, ACCIONA operates and maintains Montreal's Autoroute 30 (A30), Calgary's Southeast Stoney Trail Highway and Ontario's Windsor Essex Parkway — each for 30 years following their completion.

ACCIONA is also active in hospital operations and maintenance as a concessionaire. Thus, the Fort St. John Hospital, in British Columbia will be operated by ACCIONA for 30 years.



Serving 70 Million People



# water

water

Our projects supply clean water to more than 70 million people in 20 countries around the world. For growing populations, creating new sustainable sources of clean water is critical.

→ The Tampa Seawater Desalination Plant is the largest seawater reverse osmosis desalination plant in the U.S., serving 2.5 million residents in the Tampa Bay area.

### Supplying water for the world

ACCIONA focuses on water treatment and reverse-osmosis desalination, a technology it has pioneered for nearly 40 years that removes salt from water to make it safe for drinking.

ACCIONA designs, builds, operates and maintains these water treatment projects serving both public and private clients. We ensure that sustainability is a priority every step of the way. In North America, ACCIONA operates the largest desalination plant in the U.S., which supplies 10 percent of the sustainable clean water for Tampa Bay, Florida.

ACCIONA's water mission is to be a leading provider of global solutions contributing to sustainable development in the water sector. We will continue to be a global leader in the industry and meet our objectives through innovations in the design, execution and operation of plants for the treatment, purification and desalination of water.

### Reverse Osmosis Desalination

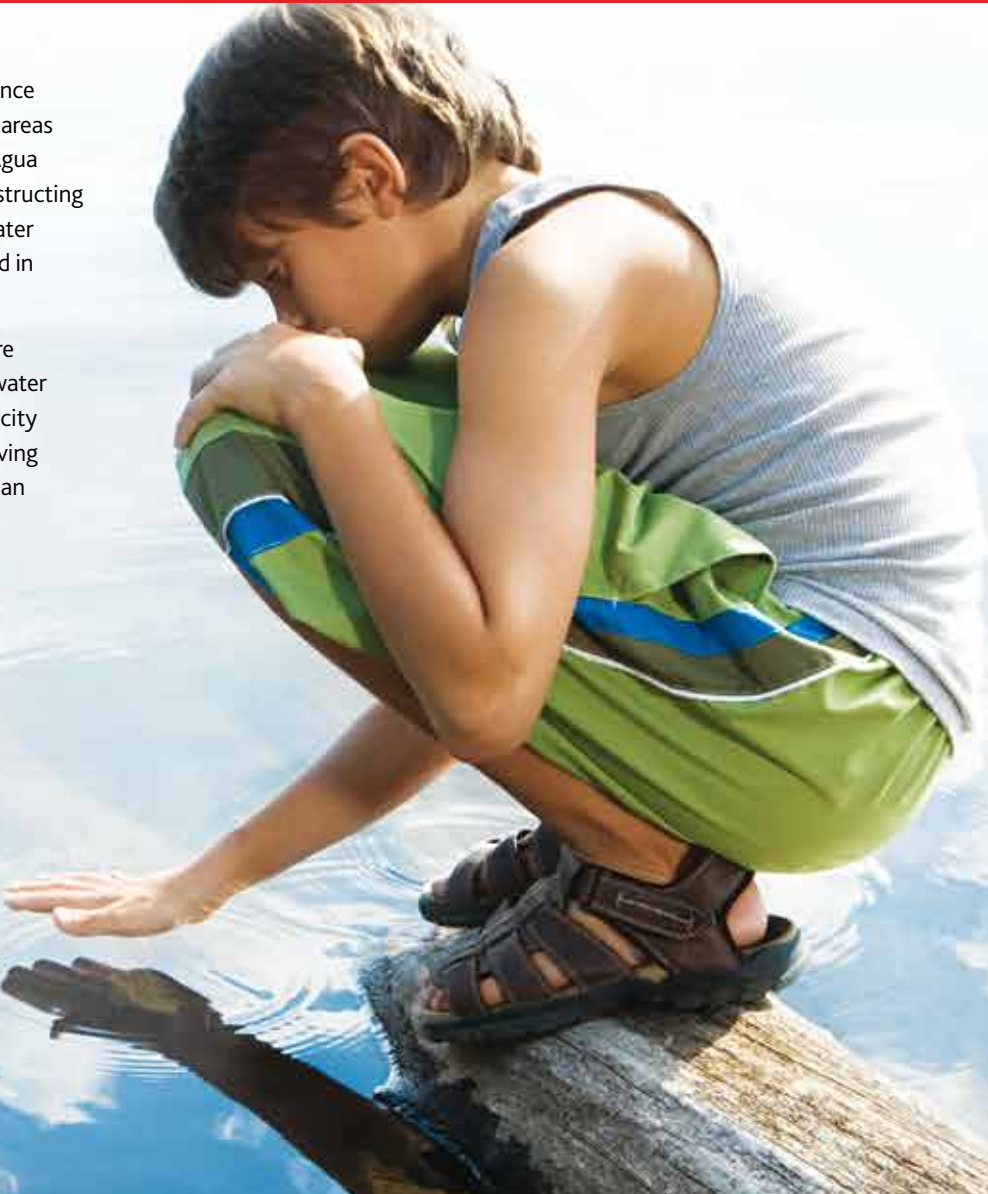
ACCIONA has a considerable background in the application of reverse osmosis technology, as is demonstrated by more than 70 installations, which together produce more than 2.2 million m<sup>3</sup>/day of potable water. In 2013 alone, our installations have desalinated 99.00 hm<sup>3</sup> of water, enough to fill 38,400 Olympic-sized swimming pools.

### Water treatment

ACCIONA provides solutions with minimal installation costs that optimize wastewater treatment plant (WWTP) processes. These solutions optimize efficiency for future operation and maintenance, and deal with the wide range of challenges that must be confronted in wastewater and drinking water treatment such as different population sizes, domestic urban waters or high industrial loads, highly-seasonal populations, plants located in areas with limited available space or high visual and environmental impact, as well as different discharge levels.

ACCIONA benefits from the experience of its facilities in sparsely populated areas as well as in large cities. ACCIONA Agua is part of the consortium that is constructing and will operate the largest wastewater treatment plant in the world, located in Atotonilco, Mexico.

The result is the construction of more than 400 wastewater and drinking water purification plants, with a total capacity of more than 18 million m<sup>3</sup>/day, serving an equivalent population of more than 70 million.







# leadership

A growing population with increasing demands on resources means that time is running out for the status quo. Practically every corner of the continent has the potential for innovative sustainable development – and where that potential exists, you’ll find ACCIONA.

ACCIONA has launched three cutting-edge technology centers with more than 375 professionals to develop innovative technologies in different areas:

- **Nanotechnologies** and new sustainable construction materials
- **Information and communication** technology
- **Wind energy** production technologies
- **Solar** photovoltaic and thermoelectric energies
- **Grid integration** of renewable electricity
- **Sustainable water treatment** and desalination

### Innovation

Innovation is a commitment ACCIONA made over 100 years ago. Through all of its core North American sectors—renewable energy, infrastructure and water—and across its global business, ACCIONA continues that commitment. We invest heavily in R&D and plan to invest millions in research, development and innovation in the coming years. North America presents many new opportunities for ACCIONA, and innovation will be central to our success.

ACCIONA has been recognized as a leader in sustainability and innovation across its business areas in North America and on a global scale:

Being acknowledged as a sustainability front-runner goes hand-in-hand with raising public awareness of a company model that makes every attempt to leverage the business opportunities that arise from sustainable development.

True to ACCIONA's goal of consolidating its position as a sustainability benchmark among its stakeholder groupings and enhancing

its commitment to the Sustainability Master Plan 2015, the Company is an active participant in a range of leading international organizations. Including:

- The Prince of Wales’s Corporate Leaders Group on Climate Change
- The United Nations Global Compact LEAD
- World Business Council for Sustainable Development

### Presence in Sustainability Indices

A number of specialist agencies gauge and analyze economic, environmental and social performance, giving rise to a range of specific indices and regular reports. The fact that ACCIONA is a component of these selective indices underscores the trust invested in the Company by institutional investors who understand that sustainability is an accurate measure of good management and transparency.

- Carbon Disclosure Project
- Dow Jones Sustainability Indexes
- FTSE4Good
- The MSCI ESG Indices
- The Stoxx ESG Leaders Index

