
INNOVATION

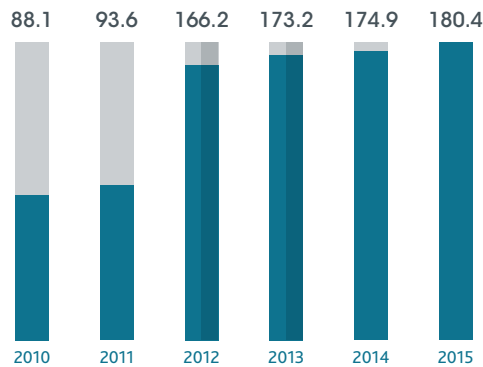
Innovation as a tool for achieving excellence

ACCIONA challenges its innovation capacity with the goal of creating value in products and services.

At ACCIONA, innovation is the primary source of sustainability, competitive advantage and efficiency enhancement in all business units. Innovation at ACCIONA focuses on creating value in products and services through distinctive technology, anticipating customers' needs and requirements.

ACCIONA continues to focus on advanced technologies. In view of the progress being made in such fields as the Internet of Things (IoT), mobility, Big Data, Advanced Analytics and Digitisation, initiatives are being developed in business areas to place ACCIONA in the vanguard in terms of innovation. The company has also renewed and extended strategic alliances with various globally-renowned universities and technology centres.

→ **R&D&i spending**
(millions of euros)



In 2015, ACCIONA stepped up its efforts in the area of innovation, with record expenditure in this area of €180.4M on 141 projects. Projects outside Spain account for 45.8% of the Group's total spending on innovation.

In February 2014, the European Investment Bank (EIB) granted ACCIONA a €120M loan to finance its four-year programme (2013-2016), which will cost €240M. Accelerating innovation at ACCIONA was evidenced in the document support for the first two annual instalments delivered in 2015 to the EIB's satisfaction. They evidence expenditure of €206.4M, amply exceeding the necessary 50% threshold in the two-year period.

ACCIONA maintains its position in the main innovation rankings. ACCIONA

retained 5th place among Spanish companies and ranked 144th in Europe in terms of R&D&i spending, according to the *2015 EU Industrial R&D Investment Scoreboard*, drafted by IRI—*Economics of Industrial Research and Innovation*.

The world innovation ranking drawn up by global consulting firm Strategy&, which selects the 1,000 listed companies with the highest R&D&i spending, ranks ACCIONA in 468th place, and 5th in Spain, due to its extensive innovation efforts, with spending that is several multiples of the average in its industry in Europe.

ACCIONA works with entrepreneurs, start-ups and suppliers to enable their innovations to reach the market thanks to the Group's procurement policy. This initiative, which has been implemented in recent years, received the 2015



€180.4M
ACCIONA'S
LARGEST-EVER
INNOVATION
SPENDING



+45.8%
TOTAL
INTERNATIONAL
INNOVATION

ACCIONA's innovation policy continues to receive international accolades:

'CEMEX project' award

Granted for industrial engineering, with the Special Award for Process Innovation and Construction Techniques in the Ventika and Ventika II wind farms located in the municipality of General Bravo, Nuevo León, Mexico.

'Infraestructura 360°' award

This prize is granted by the Inter-American Development Bank (IDB) to recognise sustainability in infrastructure projects implemented in Latin America and the Caribbean. It was awarded to the Eurus wind farm (250.5 MW), located in the state of Oaxaca, Mexico.

National recognition in Spain:

XIV 'Fundación Torres Quevedo' award

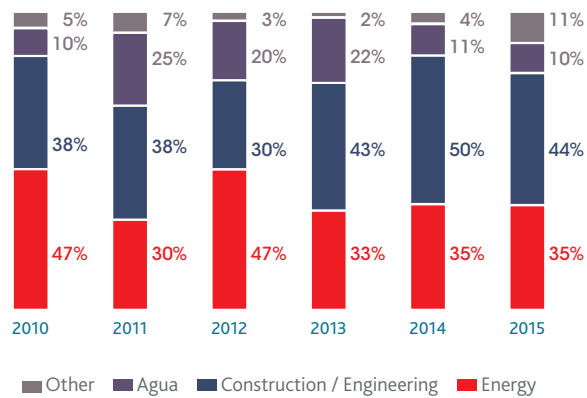
Award for "Business Cooperation" due to the company's links with the University of Cantabria (UC), to which the Foundation is attached. The award is in recognition of ACCIONA's track record of cooperation with UC's research groups.

Compendedor award from Fundación Empresa y Sociedad.

The strategic plans, which were designed in 2014 with input from the business areas, the technology R&D&I centres and senior management, contributed to an increase in business-focused innovation in 2015.

ACCIONA's commitment to innovation and its R&D&I management system successfully passed the maintenance audit by AENOR under the UNE 166 0002 standard, in the updated 2014 version, which required ACCIONA to react and adapt in record time, achieving certification that same year.

→ Innovation spending by business





PUBLISHED BY:

ACCIONA, S.A. Department of Corporate Image and Global Marketing
Avda. de Europa, 18. Parque Empresarial La Moraleja. 28108 Alcobendas. Madrid. Spain



Twitter: @acciona



facebook.com/acciona



linkedin.com/company/acciona



youtube.com/accionacorp



instagram.com/acciona

www.accionacom

PRODUCTION:

CRAFT WORLDWIDE S.A

LEGAL DEPOSIT:

M-11233-2016





 **acciona** WORLD

Capture this QR code with your iPad
to access the **ACCIONA World** App.

© 2016 ACCIONA S.A.
All rights reserved.



Avda. de Europa, 18
Parque Empresarial La Moraleja
28108 Alcobendas
(Madrid) Spain



www.acciona.com