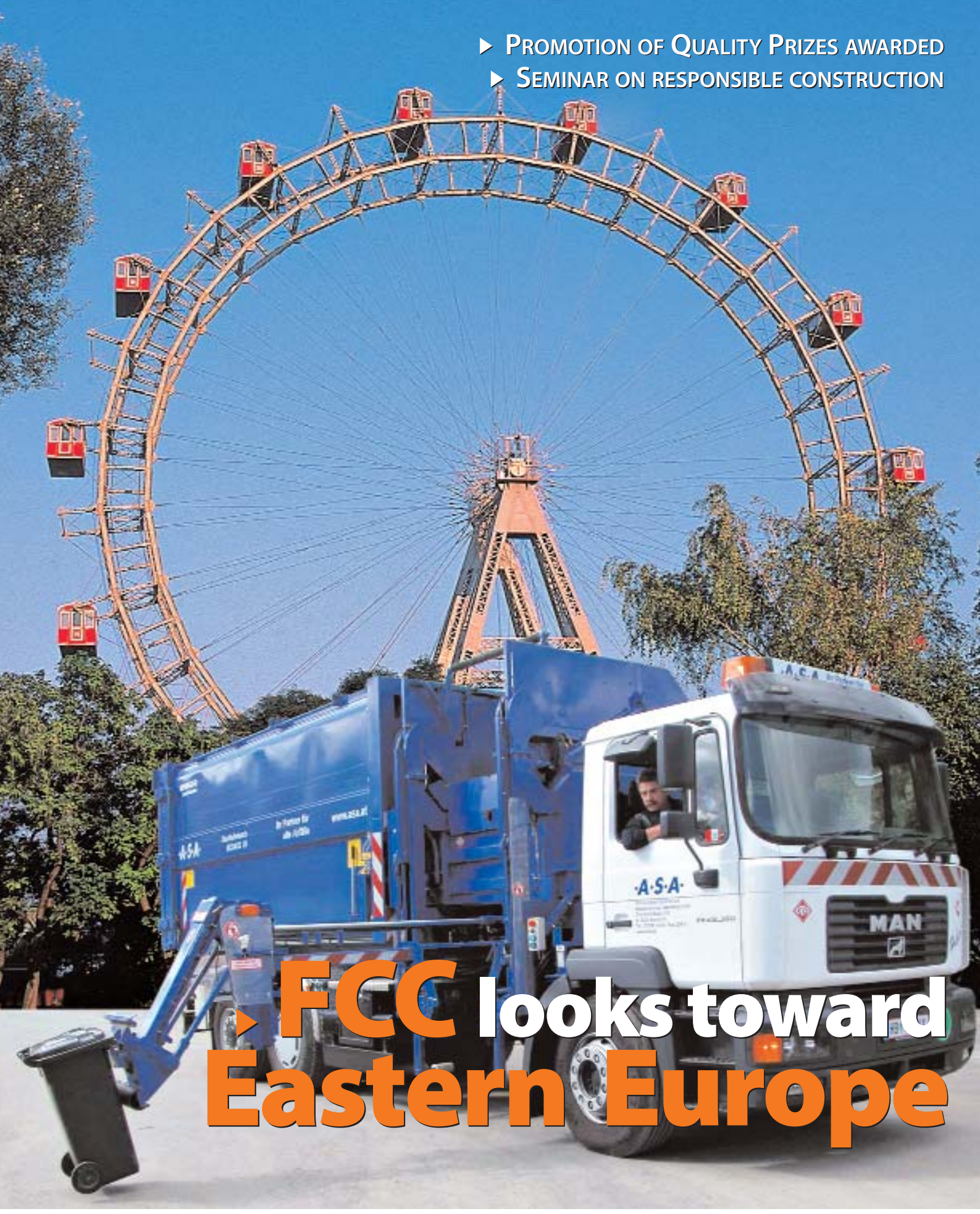


- ▶ PROMOTION OF QUALITY PRIZES AWARDED
- ▶ SEMINAR ON RESPONSIBLE CONSTRUCTION



▶ FCC looks toward Eastern Europe



FCC invests 229 million euros in the acquisition of an Austrian waste management company

Last November, the FCC Group announced that it had acquired the Austrian ASA, the leading waste management company in Central and Eastern Europe. This deal is in line with FCC's strategic plan for the next three years.

FCC entered into a firm agreement with EDEV and Vero Holding, EDF Group companies, for the acquisition of the ASA Abfall Service AG Group, the leading company in waste management in Central and Eastern Europe. This company operates in Austria, the Czech Republic, Slovakia, Hungary, Romania, and Poland. The price for acquiring all outstanding shares was 229 million euros, after deducting net debt as at 31 December 2004. The price would be adjusted accordingly when the deal is concluded if total net debt differed from the year-end 2004 amount.

After the acquisition materialises, ASA will enable FCC to position itself as the leading waste management group in Eastern Europe, a region offering enormous growth potential. ASA's experienced management team has demonstrated its great expertise in promoting organic growth and in the



IN THIS PAGE, THE WASTE DUMPING SITE AT ZABCISE, Czech Republic. On the page on the right, a street sweeper vehicle in Brno, the Czech Republic's second largest city, and a biological waste treatment plant in Halvenrain, Austria.

▶ **ASA, FORMERLY OWNED BY THE EDF Group, is the leading waste management company in the region.**



ASA: THE LEADER IN WASTE MANAGEMENT IN CENTRAL AND EASTERN EUROPE

ASA, which has its headquarters in Himberg, near Vienna, is the leading company in comprehensive waste management and treatment, providing waste collection, transport, elimination, dumping, classification and recycling services for municipal, commercial, industrial, and private clients in this region.

This company, currently operating in Austria, the Czech Republic, Slovakia, Hungary, Poland and Romania, plans to expand to other markets in Eastern Europe. It is currently involved in managing 20 dumping sites, 17 of which it owns, plus three

other facilities under municipal management contracts. It provides waste collection, treatment, and elimination services to over 2.5 particular clients and manages roughly 1.5 million tons of commercial, industrial, and hazardous waste for over 54,000 commercial and industrial customers.

With over 2,300 employees, the company expects to close 2005 with nearly 184 million euros in consolidated sales and a 17% EBITDA margin.

At year-end 2004, the company's financial debt totalled 49.5 million euros.

successful execution of acquisitions enabling ASA's expansion in new markets.

For FCC, ASA is the ideal platform in central-eastern Europe for developing its waste management activities as well as other businesses, including water supply, the construction and management of wastewater treatment plants and other services. ASA is not only a highly profitable company, it is also a leader in its industry and enjoys a privileged positioning in this sector thanks to its presence in Eastern Europe.

The Abfall Service AG acquisition was executed following an auction process with Rothschild and Merrill Lynch acting as the FCC Group's and the EDF Group's financial advisors, respectively.

This transaction is in keeping with the FCC Strategic Plan unveiled last April with the support of FCC's major shareholder, Esther Koplowitz, the chairman of the Company's Strategy Committee.

The objective of this plan is to boost growth and profitability of core business divisions, as well as diversification of service activities through international acquisitions. ■

▶ **ASA OPERATES IN AUSTRIA, THE Czech Republic, Slovakia, Hungary, Romania, and Poland.**

The Madrid City Council awards FCC an upkeep and maintenance contract for historical gardens

The Madrid City Council has awarded FCC a contract to preserve the city's historical parks and gardens and those requiring special protection, including the Sabatini, Plaza de Oriente and Templo de Debod gardens and the El Capricho, Quinta de los Molinos and Oeste parks. The company has also been awarded a contract for municipal parks and gardens maintenance

for the Carabanchel, Usera and Villaverde districts. Both contracts have four-year terms, with the possibility of being renewed for two more years. The total value of the contracts is 101 million euros. FCC is also responsible for maintaining the Parque Lineal del Manzanares in Madrid and for the treatment of garden waste at the Migas Calientes composting plant, with the resulting product



subsequently reused in the capital's parks and gardens. The parks and gardens maintenance activities are part of FCC's Urban Sanitation business, which in 2004 posted 1,251 million euros in revenues. ■

FCC's Urban Sanitation Division holds its 3rd Technical Seminar

The 3rd Technical Urban Sanitation seminar, organized by FCC Environment's Coordination and Development Department, was held on 17 November at the Valladolid Centre for the Comprehensive Treatment of Solid Waste, provided by the city council. Over forty executives from all Urban Sanitation divisions in Spain attended the seminar.

Entitled "For a sustainable future", those participating in this seminar described the results of several research pilot programs carried out by FCC. The design of a computer application for management of data and indicators at treatment plants, which is currently under development, including its direct application in several waste treatment facilities, such as those in Valladolid, Barbanza, Montoliu, Manresa, and Vélez de Benaudella. The experiences regarding the improvements achieved thanks to the introduction of new technologies were shared. The changes and evolution that have



taken place with respect to the national and European regulatory frameworks were discussed, all of which have a direct bearing on FCC activities. The last part of the seminar was dedicated to the functionalities of the new IT tools designed by the FCC Group IT Systems and Communication and Development departments, whose support was essential for developing supports that make it possible to enhance the procedures for recording data of interest as well as promoting the dissemination and exchange of information. The conclusion of the seminar included a discussion of the main

guidelines for FCC's current programs aimed at increasing awareness of the technological surroundings in order to cut back environmental impact related incidences. The last part of the seminar included a visit to the Valladolid solid waste recycling plant, built and managed by FCC. ■

FCC INNOVA WEBSITE

FCC Environment, through its Coordination and Development department, has developed the FCC INNOVA website which will soon be available in FCC Group's intranet. The website will feature technical-environmental information of interest to all employees in FCC's Urban Sanitation division.



THE COMPANY PLANS TO INVEST nearly 21.3 million euros in acquiring new materials. Of this amount, 16.3 million euros will be earmarked for the collection and transport of urban solid waste, with the remaining 5 million euros to be spent in street cleaning services.



FCC will provide public sanitation services in Bilbao over the next ten years

The Bilbao City Council has chosen FCC to provide city sanitation services for the next seven years, with a three-year extension. The contract for the ten-year period is valued at 360 million euros. FCC obtained the highest score in the contract put out to tender by the City Council, in which the main construction and services companies participated. The services include: street cleaning, collection, transportation, treatment and elimination of solid urban waste, management of the Artigas controlled dump, facility maintenance and contract management.



► 170,000 tons

Bilbao has a population of 353,000 inhabitants. Some 170,000 tons of solid urban waste will be collected and transferred to the Artigas controlled dumping site each year. FCC will have a staff of 442 people working on this contract and will invest nearly 21.3 million euros in the purchase of material resources, 16.3 million of which will be invested in the collection and transport of solid urban waste and

the remaining 5 in street cleaning services.

The trash collection fleet will be composed of 92 vehicles, 60 of which will be side- and rear-loading vehicles. The rest will be open bed vehicles with cranes, dumpster lifters, special trucks, hydro-cleaners, etc.

142 groups, using latest generation technology, will be in charge of providing street cleaning services. In addition to

normal sweeping and washing, special services will also be provided such as wall cleaning, scrubbing and stripping of pavements and roads, gum removal and cleaning of dog litter.

FCC has been providing these services in Bilbao since 1972. Following the first contract award, the company subsequently won the contracts put out to tender in 1982, 1987 and 1992. ■

FCC acquires an industrial waste management company in the Canary Islands

FCC acquired Gemecan, Gestora Medioambiental and de Residuos, S.L., the leading company in this sector in the Canary Islands engaging in industrial waste management activities.

This company will be integrated in *Ámbito*, the FCC Group brand covering all industrial waste management activities, including non-hazardous as well as hazardous waste.

Gemecan currently manages over 2,500 Mt of industrial waste per year. It operates two authorised transfer centres, one in Las Palmas and another one in Santa Cruz de Tenerife. Through these two facilities, the Company provides collection, transport, and management services to industrial clients in the Canary Islands as well as any other entity in the islands that produces industrial waste.

Gemecan has been FCC's strategic partner in its Industrial Waste Division, acting as the supplier of industrial waste for FCC's facilities in the peninsula, as well as



▶ LEADING COMPANY IN its sector in the Canary Islands.

providing logistic support for all of FCC's national clients with branches in the Canary Islands. Thanks to this transaction, plus *Ámbito's* acquisition of the Marepa-Papeles Hernández Group a few months ago, the FCC Industrial Waste Division is the national leader in its sector, managing over 1.5 million tons per year, and with more than 150 million euros turnover. ■



CTSA wins the "Company of the Year" award

Corporación Española de Transportes (CTSA), an FCC subsidiary, won the "Company of the Year" award granted by the magazine *Autobuses & Autocares* (Grupo Tecnicpublicaciones), for the services it provides in Avila.

The award ceremony, held on 12 December at the Villamagna Hotel in Madrid, was presided by the Ministry of Development's General Manager of Road Transport, Miguel Ángel García Nieto, and Rafael Quitós, the head of the transport department of the city of Avila.

▶ A very prestigious award

Over 1.1 million passengers per year use Avila's transport system, which has eleven buses and was recently upgraded to adapt it to the city's expansion.

The panel of judges, presided by the General Manager of Road Transport of the Ministry of Development, included Madrid's Industrial Engineering School professor of Transport, Francisco Aparicio; the director of the National Bus Transport Business Federation, José Luis Pertierra; the Director of the National Association of Bus Transport Businessmen, Maribel García; the General Secretary of the Spanish Passenger Transport Business Federation, Lorenzo Chacón; the secretary general of the Urban Transport Association, Luis Valdivielso; and Miguel Sáez, editor of the *Autobuses & Autocares* magazine. ■

ÁMBITO IS MADE UP OF 29 DIFFERENT COMPANIES

Ámbito currently comprises 29 companies that manage eight industrial waste dumping sites in Spain, 14 transfer centres, 15 waste treatment plants, and three depots for industrial cleaning trucks.

FCC has also embarked on the international expansion of this activity. Last June, the Portuguese Government awarded this company its first license for the installation and exploitation of a Comprehensive Hazardous Waste Recycling and Elimination Plant in Chamusca, a locality in the Rebatejo region 80 kilometres east of Lisbon. The facility has a useful life of approximately 25 years, with total turnover estimated at 200 million euros. The first industrial waste treatment plant built in Portugal, this facility will address the problem relating to the correct treatment of the hazardous waste produced in this country.



The Boadilla del Monte City Council honored for its excellent parks and gardens

The Spanish Association of Public Parks and Gardens, coinciding with the celebration of the National Public Parks and Gardens Congress in Almería, awarded the Boadilla del Monte City Council the prize for urban cleaning and park and garden upkeep and maintenance.

The Spanish Association of Public Parks and Gardens, in collaboration with the Almería Department for the Environment, held the National Congress of Public Parks and Gardens in the Maestro Padilla Municipal Auditorium in Almería from the 9th to the 12th of November.

► "Boadilla, always green"

In its 10th edition, the Congress organized by the Spanish Association of Public Parks and Gardens, awarded the prize to the Boadilla del Monte City Council for its "Boadilla, always green" project. This prize is awarded to the best project carried out by public administrations in planning, creation, or management of public parks and gardens. The prize was collected by Arturo

González Panero, the Mayor of Boadilla del Monte, who was accompanied by the manager of the FCC Environment regional office, José María Moreno, which is in charge of performing cleaning, maintenance, upkeep, and repair work in this city's urban parks and gardens. This regional office has been providing this service since 2001. The Boadilla del Monte City Council recently renewed this management contract with FCC for another eight-year period, which may be extended for 2 additional three-year terms. The Congress, which during its 3-day duration hosted over 300 experts from all parts of Spain, was aimed at public administration and private companies, architects, engineers, university students, researchers, and gardeners.



ARTURO GONZÁLEZ Panero, the Mayor of Boadilla del Monte, and the Manager of the Central Regional Office, José María Moreno, standing next to the prize which the Spanish Association of Public Parks and Gardens awarded to this Madrid municipality.

Several specialists participated in this event, describing their experience and knowledge on the treatment and management of parks and gardens. The topics discussed included vegetable elements in design; the use of plants especially adapted to dry conditions; nature in the city; the optimisation of water in gardening; new underground irrigation techniques; improvement of saline soil and the control of erosion in dry areas; sustainability design and criteria; landscaping, preventive and corrective techniques in linear projects; quality control in landscape restoration projects; and planting in degraded zones. ■

FCC wins water management contract in Italy worth 1.5 billion euros

Acqualia was recently awarded a 1.5 billion euro, 30-year contract in Sicily. Acqualia plans to invest 247 million euros in this contract, its first in Italy.

FCC, through its subsidiary Aqualia, has won a 30-year contract for managing the entire water cycle in the Italian province of Caltanissetta. This contract's business portfolio is worth a total of 1.5 billion euros.

The province of Caltanissetta, located on the island of Sicily, has 23 towns and a total population of 275,000.

This is the first contract Aqualia has ever secured in Italy. Only 10% of Italy's market of 58 million inhabitants is served by private companies. The companies operating in this country, however, include the world's leading players in the sector: Veolia (Sicily, Calabria, Latina, Piamonte, Liguria, and Tuscany), the Suez Group (Tuscany), and Saur (Sicily and Campania).

The Italian water market offers considerable potential since Italy has one of the smallest private sectors of any of the European countries. Moreover, it is currently a very dynamic market to be in, as shown by the recent award of water service for the city of Catania and the tender processes currently under way in cities such as Palermo, Naples, Syracuse, Ragusa and Catanzaro.



Caltanissetta's two largest population centres are Gela (72,000 inhabitants) and Caltanissetta (61,000 inhabitants). The contract calls for 247 million euros in investments. Out of this amount, eight-five million will be coming from European, national and regional public funds.

The tender was awarded to a consortium in which Aqualia is the majority participant (51%), the other members being the Italian firms Galva (47%), CCC (1%), Gate (0.5%) and AIEM (0.5%).

The province of Caltanissetta is caught up in the middle of a period of economic expansion, thanks to its being chosen as the European point of entry for Libyan gas. A gas reception station is therefore being built, which is sparking development throughout the region.

What's more, ambitious infrastructure projects are springing up all over Sicily, some of which involve other Spanish firms.





► **IN 15 YEARS, IT HAS** become the second-largest Spanish operator and the sixth worldwide.



► **Other projects in Italy**

At present, Aqualia is a finalist in two more comprehensive water management tenders in Italy, one in Ragusa, Sicily, and one in Vibo Valentia, Calabria. Together the two projects cover 480,000 inhabitants and are expected to bring in 1.6 billion euros in revenues.

► **International projection**

In the past 15 years, Acqualia has become the second-largest Spanish operator and the sixth-largest in terms of the population to which it provides its services. In Portugal, Aqualia is a finalist in the Lezíria do Tajo tender for service to a cluster of nine municipalities with a total population of 200,000 inhabitants, which makes for a portfolio of 900 million euros.

Activity in Algeria is focused for the time being on the desalination business, where Aqualia was recently awarded two of the world's biggest desalination contracts. These two contracts concern the construction and operation (for 25 years) of the desalination plants at Mostaganem and Cap Djinet. Each plant will have a capacity of 100,000 cubic metres per day, and a total investment of 184 million euros will be made. These two contracts alone will mean 46 million euros per year in revenues

► **THE COMPANY HAS projects in Portugal, Algeria, Israel, and China.**

for the company and a joint business portfolio of nearly 1.2 billion euros.

In addition, Aqualia is involved in the processes to award the construction and a 25-year term operating three other desalination plants, at El Tarf, Cap Blanc and Tenes.

Aqualia is also active in the Israeli desalination sector, where it has pre-selected to bid on the biggest desalination contract in history: construction and a 25-year operating term for the largest desalination plant in the world (230,000 m³/day), located in Hadera. In this process, Aqualia is competing with firms of the likes of General Electric and the biggest desalination company in the world, the Israeli firm IDE. This contract would represent average annual revenues of 45 million euros and a portfolio of

approximately one billion euros. Aqualia has been active in China for the last five years in the provinces of Anhui and Hunan and in Tianjin. Since 2004 it has had its own offices in Beijing. Last summer it signed a 25-year agreement to purify the wastewater of Bengbu in Anhui province, located in southeast China. The anticipated investment comes to 49 million euros and the overall revenues will be about 500 million euros.

In the industrial water sector, Aqualia has become Spain's leader after its takeovers of Graver España, Nilo, Chemipur and Hidrotec, whose joint revenues come up to a yearly total of 15 million euros. With this foundation, Aqualia will also be entering the international industrial water market, where it anticipates playing a significant role very soon. ■

FRONT OF THE LANGREO CITY Council and the Refrigerante de Valnalón, home of the Iron and Steel Museum.



Aqualia gets a water management contract in Langreo (Asturias)

127 MILLION EUROS IN REVENUES

The Langreo City Council (Asturias) awarded Aqualia, the FCC subsidiary specialising in comprehensive water management, a contract to provide municipal drinking water and sanitation network maintenance in a joint venture with a City Council. The term of the agreement is 25 years and the concession is valued at 127 million euros.

► **Investment totals 11.5 million** Aqualia, which will be part of the joint venture, participating with a 49% interest, plans to invest 11.5

million euros for upgrading the water supply and sanitation infrastructures, and has agreed to develop the plan with an initial investment of 9.1 million euros. Langreo has a population of nearly 50,000 inhabitants. Aqualia will provide services to 22,341 inhabitants, supplying them with 3.5 million cubic metres of water. Aqualia was awarded the contract after receiving the highest score based on the assessment criteria contained in the specifications compared to the other tendering companies. In Asturias, it has proven experience and valuable

knowledge of the peculiarities of the region in the area of comprehensive water management. Aqualia is present in Oviedo, Aller, Luarca, Infiesto, Pola de Lena, Mieres, Villaviciosa, Arriondas, Peñamellera Alta y Baja, among others, and offers services to municipal corporations and water cooperatives such as Castrillón and Cooperativa Felechés - Aramil. Aqualia is also present in other northern cities such as Vigo, Salamanca and Torrelavega. ■

OPERATES IN 700 MUNICIPALITIES THRO

Aqualia's activities consist of the management, operation and maintenance of public water supply and sanitation networks and water treatment plants. It serves more than 700 Spanish cities and towns with close to 11 million clients. It has nearly 550 million euros of revenues, an order book of 5,500 million and an annual growth of 15%.

Its most relevant references in this field are: Al-

► **AQUALIA WILL SUPPLY 3.5 million m³ of water per year.**

FCC's water management contract in Almería renewed until 2032

THIS CONTRACT IS VALUED AT 694 MILLION EUROS

The Almería Town Council extended Aqualia's municipal water management concession until 2032. For the FCC subsidiary, the contract extension is valued at 694 million euros. Under the agreement, Aqualia will invest 26,459,177 euros in

ON THE RIGHT, THE Almería wastewater treatment station.

revamping and upgrading the supply, sanitation and water treatment infrastructures in the city of Almería.

In addition, Aqualia will finance the cost of implementing the new desalination plant in Almería in the amount of 7,322,775 euros to minimise the impact of any



GHOUT SPAIN

mería, Avila, Alcoi, Algeciras, Alcalá de Henares, Badajoz, Denia, Jaén, Lleida, Mérida, Oviedo, Puerto de la Cruz, Salamanca, Talavera de la Reina and Vigo.

It recently acquired the Tenerife-based company Entemanser S.A. to become the archipelago's leading private operator in the water sector. A total of 75 million euros will be invested.

possible increase in water tariffs for this concept, which are expected to rise 34% over the next three years. The facility's water production capacity is 45,000 m³/day.

In Almería, it has demonstrated experience and valuable knowledge of the peculiarities of the region as far as comprehensive

water management is concerned, where it has been providing services to a population of more than 180,000 since 1992. Besides the capital, Almería, the company operates in provides wastewater treatment services in El Ejido, Adra, Berja and Dalías, and manages wastewater treatment stations in Cabo de Gata, Bobar and Toyo. ■

► **AQUALIA PLANS TO INVEST 26.4 million euros in upgrading the infrastructures.**

FROM LEFT TO RIGHT: CARLES SOLÀ, DIRECTOR OF DURSÍ (the Department of Universities, Research, and the Information Society); Màrius Rubiralta, dean of the University of Barcelona; Joan Rangel, Government Representative in Catalunya; Joan Rodés, general Director of the Clínic Hospital and IDIBAPS (August Pi I Sunyer Institute for Bio-medical Research); and Marina Geli, Secretary of Health of the Generalitat de Catalunya. On the right, the new Esther Koplowitz Bio-medical Research Centre.



Esther Koplowitz donates a research centre to the Fundació Clínic

Esther Koplowitz took another step in developing the activities of her Foundation by donating a new research centre to the Barcelona Biomedical Research Clínic Foundation). The launch of this centre will place the Barcelona entity among the ten leading ones in Europe, enabling it to expand and improve the projects in which it involved. The future Esther Koplowitz Research Centre will be managed by the Clínic Foundation as part of the August Pi I Sunyer Bio-Medical Research Project (IDIBAPS). The construction of the centre, which will be located close the Barcelona Clínic Hospital, is estimated at 15 million euros, and will be funded by the Esther Koplowitz Foundation.

The Institute's new headquarters will be housed in a 9,500 metre square building, with flexible architecture to accommodate research laboratories, support services, and administrative areas, with construction expected to be completed by 2008.

The Esther Koplowitz Research Centre will specialise in studying the most widespread diseases in Spain and will work on the so-



called Transference Research; that is, research that combines Fundamental Research (developed in basic research institutes and centres) with the one carried out by hospitals. The project was unveiled at the end of December at an event held

at the Clínic Hospital, with the presence of several members of the centre's research team. The Government's representative in Catalunya and the chairman of the Clínic Foundation's Board, Joan Rangel, presided this event. The Secretaries of Health and the University, Marina Geli, and Carles Solà, respectively, as well as Màrius Rubiralta, dean of the University of Barcelona were among those present at this event. Joan Rodés, the general manager of the Clínic and the IDIBAPS, highlighted that the Esther Koplowitz Foundation's sponsorship represented the "largest private contribution to bio-medical research in Spain and Europe".

Support for bio-medical research and activities aimed at fighting diseases, is one of the most important line of actions of the foundation presided by Esther Koplowitz.

This foundation provides non-refundable aid for the construction of the Centro de Investigación Médica Aplicada (CIMA) (Applied Medical Research) of the University of Navarre, which employs 326 people in 17 countries involved in research in

INTENSE AND DISCREET SPONSORSHIP ACTIVITIES

In addition to the donation for this new research centre, the Esther Koplowitz Foundation has provided funding for several research programs to help those suffering from illnesses and for the prevention of diseases such as leprosy or Alzheimer.

Since its founding in 1995, and apart from this project, the Esther Koplowitz Foundation has given 42 million euros in aid to support the disadvantaged: the sick, children, those marginalized by society, the elderly without resources, as well as for educational and cultural projects.

The construction, furnishing, and subsequent donation to se-

veral administrations of two retirement homes for the elderly without resources in Collado Villalba (Madrid) and Barcelona, as well as a home specially designed for the those suffering mental illness and severe physical impairment, are among the most well-known projects funded by the Foundation. These three facilities, featuring the most modern equipment, offer day-care facilities, bolstering the important social projects aimed at those living closest to these installations.

In July 2001, the Council of Ministers awarded Esther Koplowitz the Gran Cruz de la Orden al Mérito Civil for her social work.

four basic areas: Gene therapy and hepatology, neurosciences, oncology, and cardiovascular sciences.

► A laudable example

After expressing her appreciation for Esther Koplowitz's and her Foundation's sponsorship, Marina Geli mentioned the important role that the new centre will play in scientific and research activities and invited the corporate and financial world to follow the example of Esther Koplowitz. "I hope that her initiative becomes a contagious epidemic and that other companies will follow in her footsteps," she said.

Dr. Antonio de Lazy, one of the doctors most involved in this project's development, said that Esther Koplowitz's decision should "set an example for the rest of the financial and corporate world".

Carles Solá, the Councillor for Universities, said that this private donation was one of the most important to date in southern Europe and that it was a signal that the country was getting back to normal in the field of research, which, as in the United States, for example, was in great need of private initiative.



► Scientific and urban reference

Designed by the architect Antoni Ubach, from an urban development perspective, the new centre reflects the singularity of the research activities carried out within the building. It is integrated in its surroundings, with an indoor landscaped area, open to the public, as well as in the urban landscape.

IDIBAPS is the leader in medical research in Spain and one of the ten leading centres in Europe. It combines the work of 350 researchers from the Barcelona Clínic Hospital, the Consejo Superior de Investigaciones Científicas (CSIC), and the

Presentation of the largest biomedical research centre in Spain, donated by Esther Koplowitz to the Clínic Foundation. The specialists attending the event in Barcelona where this project was unveiled said that it represents the largest contribution to scientific research in Spain and in southern Europe.

University of Barcelona, integrating clinical research of proven quality with high-level basic research with the objective of achieving the efficient transfer of scientific breakthroughs in the prevention and treatment of the most prevalent health problems. Founded in 1993, the work developed at this centre is focused on programs involving research into diseases affecting the liver, the digestive system and metabolism, cancer, respiratory bio-pathology and bioengineering, cardiovascular and kidney diseases, neurosciences, and basic disease mechanisms. ■

► **THE ESTHER KOPLOWITZ FOUNDATION** provides funds totalling 15 million euros for the construction of a Biomedical Research Centre.

Barcelona Appellate Court conclusively rules in favour of FCC in the lawsuit filed by Acciona

The Provincial Appellate Court of Barcelona has overruled the appeal Acciona filed against the sentence handed down by Barcelona Court of First Instance Number Two last January finding for FCC in the legal action between the two companies concerning Acciona's attempt to place three representatives on FCC's Board of Directors. The ruling of the Provincial

FCC's direct competitors. Contra esta decisión de la Junta de Accionistas, Acciona interpuso una demanda de impugnación ante el Juzgado de Primera Instancia nº 2 de Barcelona, que el pasado mes de enero dictó sentencia favorable a FCC. Acciona then filed an appeal with the Provincial Appellate Court of Barcelona, which has been dismissed.



Appellate Court of Barcelona, which was announced to the parties today, is final. It awards the costs of the proceedings to the appellant, i.e., Acciona.

► Background

At the General Meeting of Shareholders in FCC held in Barcelona on 23 June 2004, the three directors chosen by Acciona (which holds 15.05% of the shares in FCC) were dismissed because all the shareholders except Acciona felt that the appointments were incompatible, whereas the appointees represented one of

► Decision

The decision acknowledges that the two companies are "directly and effectively competitors, fundamentally in the construction sector and also in the services sector [...]. Both compete naturally and, one might say, with daily regularity in bidding on public and private works of all kinds, especially those that are major in scale, and their competition in the services sector is likewise growing".

The Provincial Appellate Court of Barcelona recalled that the Revised Corporations Act grants shareholders' meetings the ability

From left to right: Felipe Bernabé García Pérez, Secretary General; Rafael Montes Sánchez, Managing Director; Marcelino Oreja Aguirre, CEO; Francisco Vicent Chuliá, Secretary of the Board, and José E. Trueba Gutiérrez, General Director of Administration and Finance.

to discern if there is in fact a conflict of interests, "for it is a question of subjective incompatibility which hangs upon the company's private interest and therefore is subject to the discernment of the Shareholders' Meeting. What is clear at all events is that the Shareholders' Meeting, weighing and giving priority to the company's interest, must dismiss the directors if it finds there to be such a clash of interests".

"It will not be denied that Acciona", the sentence adds, "as a shareholder, is the holder of an interest outside the company that





► **THE DECISION** acknowledges that the two companies are "directly and effectively competitors, fundamentally in the construction sector and also in the services sector [...]"

is, due to the very nature of Acciona's relationship as a direct competitor, permanently at odds with and incompatible with FCC's interest".

The right to information "in the hands of directors appointed by a shareholder who holds interests opposing those of the company provides an ideal platform, in the abstract, for harming the company interest and creates the right conditions for engaging in unfair practices, and moreover gives the lie to free competition. This perception is backed up by objective data, is logical and is furthermore inevitable".

► Article 132

According to the sentence, article 132 of the Revised Corporations Act "empowers and obliges the Shareholders' Meeting to prevent, inter alia, structural situations in the administration body that foster practices of unfair competition, or establish the ideal conditions for engaging in such practices, and by this means the organisation of the company acts as a system to prevent illicit concurrence, defending the company's interest from competitors' meddling". The fact that a company has representatives from a competing firm on its board of directors may cloud the transparency that the free-market system is supposed to respect, "contributing to the suspicion that competition is a false show from the moment in which, from the outside, one can see the offer and behaviour of one company, FCC, in whose management a naturally competing firm plays a role or participates, with the consequential prevention and reservation vis-à-vis the eventuality of 'fixed' practices". At a later point, the sentence states that the appointment of directors cannot be regarded as a question independent of the subjective origin of their appointment. "The relevant point in this case is not really the aptitude and personal qualities of the appointees, or the greater or lesser guarantees of independence that they personally offer, but the source or origin of their appointment". The Provincial Appellate Court concludes its decision by saying, "The preventive control article 132 of the Corporations Act enables and demands in defence of the company's interest was, in short, correctly activated by the Shareholders' Meeting, to avoid the actualisation of conflicts of interest generated by the very fact of an appointment's being made by a competing company, and the ensuing risk". ■

2005 Prizes for the Promotion of Project



F CC Construcción's Sustainability Committee awarded this year's prize for the Promotion of Project Quality and, for the first time, the prize for the Promotion of Innovation. The prizes went to: for construction, the multi-purpose Rockódromo Arena Pavilion in Madrid; for Civil Works, the Balcón del Guadalquivir in Córdoba; and in the Innovation chapter, to the "Victoria" self-propelled pre-fissuring car.

► Rockódromo Arenal

The Rockódromo Arenal is a multi-purpose pavilion accommodating up to 10,800 spectators. Spanning over 29,800 m², the project was designed by Estudio Cano Laso. Julio Martínez Calzón was responsible for the design of the project structure. The roof was built of steel and glass measuring 126 metres in diameter and covering the entire complex, weighting 7,800 tons. It consists of six large beams supported on the exterior concrete ring, connected to an interior hexagon-shaped steel ring. Light filters through the



main hexagon through the skylights.

The complex includes an auxiliary pavilion, built partially underground at the side of a hill. This structure measures 4,000 m², and includes a tunnel connecting the Rockódromo, the Pabellón de la Pipa and the Glass Pavilion.

► Balcón del Guadalquivir

Designed by the architect Juan Navarro Baldeweg, this project was executed by FCC as part of the containment walls for the Guadalquivir River as it passes through Córdoba. The entire project is designed for an area which, besides incorporating the

Quality and the Promotion of Excellence



HONORARY SUPERVISOR AWARD

The Extraordinary Sustainability Committee of FCC Construcción also agreed to give the Honorary Supervisor Award to Raúl Lou Pascual, the recently retired Head of Cataluña Civil Works I Department, in recognition for his 50 years of service and professional career at the Company.



Molino de Martos and the Ermita de los Mártires, as the main elements due to their urban interest, also includes gardens and a water treatment zone, plus an area for nautical activities which houses a rowing club. Situated between the Arenal Bridge and the Ribera Boulevard, the project spans over a 90,000 m² area.

► The "Victoria" pre-fissuring car

The importance of pre-fissuring the layer treated with cement in road surfaces has been constantly highlighted in national and international seminars.

Furthermore, the Ministry of Development makes it mandatory in the state highway network. Consequently, FCC Construcción's Machinery Department in Andalucía, during the construction project for the Córdoba – Fernán Núñez stretch, designed a pre-fissuring machine that does not alter the cement surface close to the joints. Operating with low execution and operations cost and at a speed equal to that of the cement spreading machine, it is also capable of executing a transversal as well as a longitudinal sections. ■

ABOVE, THE multi-purpose Rockódromo Arenal Pavilion; top-left, the Balcón del Guadalquivir in Córdoba; below, the "Victoria" pre-fissuring car.

SUBMITTED PROJECTS

The projects submitted for these awards were as follows:

Building Division

- The Rockódromo Arenal multi-purpose pavilion.
- The reconstruction and functional revamping of the Madrid Community's Sports Palace.
- The Barcelona International Convention Centre
- The Sant Pere Ribes office building.

- The new Arona Courthouses
- IDI-1st Phase Buildings

Civil Works Division

- Valencia's "Ciudad de la Justicia".
- Balcón del Guadalquivir.
- Trambesós Joint Venture: A lightweight streetcar system
- The construction of the remote satellite and taxiing platform at Madrid's Barajas Airport.

Innovation area

- The "Victoria" self-propelled pre-fissuring car.
- The Logro Project.

The President of the Balearic Islands inaugurates the new road to Inca



intersections were also built to connect several roads crossing the highway, thereby leaving no urban centre isolated.

The road was designed with the future hospital in Inca in mind, and, in coordination with the Inca Town Council and the Department of Health and Consumers, direct access to the hospital centre has been contemplated.

► Environmental measures

Measures aimed at mitigating the impact to the environment were also contemplated. The drainage areas were adapted for animal crossings to enable different species to roam freely. The entire area affected by the project was also planted, the embankments and slopes were covered, and landscaping work was carried out to restore and integrate the area with its surroundings.

The Department of Public Works, Housing, and Transport, developed an environmental monitoring plan based on the study for the evaluation of the environmental impact to control the quality of the different environmental elements affected by the project and to control these parameters. ■

Last October, the President of the Balearic Island Regional Government, Jaume Matas, inaugurated the new stretch from the central highway to Inca, also known as Ronda Sur. He was accompanied in this ceremony by Mabel Cabrer, the Secretary of Public Works, Housing, and Transport, and Pere Rotger, the mayor of Inca.

This new 5-km stretch connects the central Palma highway and the town of Inca. It has two 3.4 metre wide two-way lanes, plus 2.4 metre and 1 metre wide exterior and

interior hard shoulders, respectively, and a 12 metre wide median.

► Four passes

Three overpasses were built connecting the road to Sencelles, Santa Magdalena, and the railway line; an underpass and two



► **FIVE KILOMETRES** of roads connecting the exit of the central highway and the town of Inca.

TECHNICAL TEAM

JOINT VENTURE MANAGER:

Mateu Estrany Pieras

HEAD OF DEPARTMENT:

Carlos M. Egido Pérez

HEADS OF PROJECT

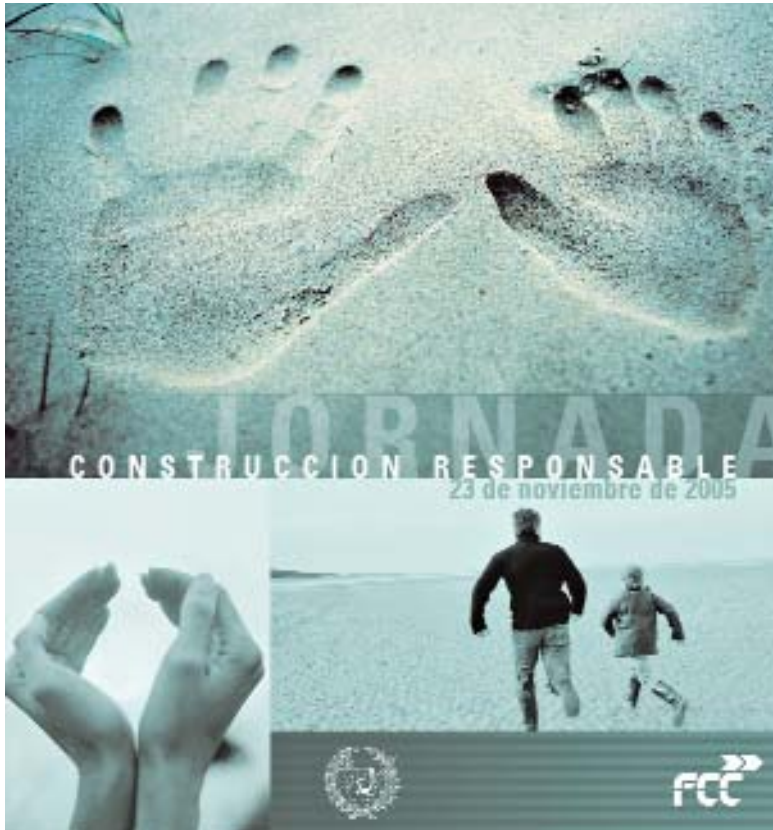
Felipe Hernán Fuente/Antonio Hernández Matas

HEADS OF PRODUCTION:

Pau Rigo Amengual/

Antonio de Pablo Escolá/

Juan Manuel de Olmo Aparicio



► **OBJECTIVE:** reflect on the new corporate behaviour culture.

ENVIRONMENTAL MANAGEMENT

There is currently a great concern on matters pertaining to sustainable development thanks to the change in corporate mentality and the conditions created due to pressure from the community. This has created an awareness thanks to which the construction sector is the most active in implementing a responsible environmental management policy. Furthermore, society's demand for greater transparency in communication and the increasing irreversible trend seen in large organizations which are preparing sustainability reports, reports with a "conscience", represents a new communications approach to tackle the challenges faced by companies, and the policies and specific actions that these must implement to meet these challenges.

FCC organises a seminar on responsible construction

Last 23rd of September, FCC organized a seminar on responsible construction at the School of Civil Engineers. The purpose of this event was to consider the new corporate behaviour culture, discuss sustainability reports, and their verification/validation based on the ten principles envisioned in the United National Global Pact on human, labour, environmental, and ethical rights, a document subscribed by FCC Construcción and other major construction companies.

With the support of the Association of Civil Engineers and the Association of Architects of Spain, and several exceptional speakers, it was possible to hold discussions with administrations, owners, personnel, suppliers, subcontractors, and other sector companies, engineers, the media, and related organizations. The participants, in short, represented the main points-of-contact in the construction sector.

Jaime Palop, the General

Manager of the Water Department of the Ministry of the Environment, gave the opening speech after the comments made by Edelmiro Rúa, the Chairman of the Civil Engineers Association, and Francisco García Martín, General Manager of FCC Construcción.

► Social Responsibility

Marcos González, a journalist specialising in corporate social responsibility, acted as the moderator. Cristina García Orcoyen, the Manager of the Entorno Foundation spoke on corporate social responsibility, while Joaquín Garralda Ruiz de Velasco, the Secretary General of the Global Pack (ASEPAM) and Vice-Dean of the Instituto de Empresa, spoke on the ten United Nations Global Pact principles. José Luis Tejera, the AENOR Manager for Corporate Development and Strategy, also gave a speech on corporate social responsibility.

Antonio Burgueño, the Director of

FCC Construcción's Department for the Environment, was the moderator at the second session. Ramiro Cuende Tascón, member of the Green Building Challenge Executive Committee, in representation of the Council of the Architects Association of Spain, spoke on sustainability in building. Adrián Baltanás García, the General Manager of the Sociedad Estatal Aguas de las Cuencas Mediterráneas (Acuamed), discussed sustainability in civil works, while José Antonio Revilla Cortezón, Professor of Hydraulic Engineering, Director of the Escuela Técnica Superior de Ingenieros de Caminos, Canales y Puertos of the University of Cantabria, spoke on university engineering training and environmental responsibility.

José Luis Gil Díaz, Professor of Environmental Technology at the University of Cantabria, was in charge of making the closing remarks. ■

Construction of two commercial centres for El Corte Inglés completed in Málaga and Castellón de la Plana

Ibérica de Servicios y Obras (ISO), an FCC subsidiary, built a new commercial centre in Malaga for Hipercor. Known as Bahía Malaga, the centre is situated next to the coastal highway in the Alameda-Teatinos district. The 65,000 m² building has three underground floors, a ground floor, plus four other floors of which 20,000 m² are for commercial use. The company was also in charge of landscaping work in the surrounding areas and is also building the general roads leading to the new shopping mall, including a double-lane underpass under the Campanillas highway and the corresponding access roads.

Another El Corte Inglés commercial centre was inaugurated on 9 December in Castellón de la Plana. The President of the Generalitat Valenciana, Francisco Camps, and the Mayor of Castellón, Alberto Fabra, were present at this event. ISO was in charge of most of the construction work for this new building that is located in a lot measuring approximately 11,800 m². The centre consists of a 5-level underground structure for 800 parking spaces, plus

TECHNICAL TEAM	
HEAD OF DEPARTMENT:	Pablo Colio Abril
HEAD OF PROJECT:	Juan Ruano Mochales
SUPERVISOR:	José María Chacón Rubio



THE CASTELLÓN DE LA PLANA commercial centre with 32,000m² of commercial floor space.

seven floors totalling 104,000m², of which roughly 32,000 m² will be used for commercial purposes.

► **Other projects**
FCC is currently building other

commercial centres for this client, including the El Bercial in Getafe (Madrid) and Mijas Costa, in the Costa del Sol (Malaga). The latter will have 165,000 m² of floor space. ■



TECHNICAL TEAM	
HEAD OF DEPARTMENT:	Pablo Colio Abril
HEAD OF PROJECT:	Francisco Piñar Estevez
HEAD OF PRODUCTION:	Higinio Sánchez Ramos
SUPERVISOR:	Luis Martínez Rivero

THE BAHÍA DE MALAGA commercial centre with 20,000 m² of commercial floor space.

The first stone for the Palacio de Justicia in El Ejido (Almería) is laid

María José López, the Secretary of Justice, laid the first stone for the new Palacio de Justicia (courthouse) in El Ejido. FCC will be in charge of building

this new 8,109 m² centre comprising a seven-floor building standing 28 metres high which will house the Court of First Instance as well as other legal and administrative offices. ■





Sanitation and treatment work in the basin of the Culebro (Madrid) stream completed

FCC, commissioned by the Madrid Regional Government, completed work on a general sanitation and treatment system at the basin of the Culebro stream. This project consisted of a sewage network, an outlet, and the construction of a wastewater treatment plant at the Culebro basin. The outlet network called for the construction of the main outlet at the head of the Culebro PAU in Leganés and the outlet at the

wastewater treatment plant at Fuenlabrada. The first one consists of three 4,953 metre-long outlets with a volume of water provided by the pump reaching 2.64m³ per second. The second outlet has a length of 4,591 metres with the volume of water reaching 18.79 m³ per second. FCC was also in charge of building the 4,342 metre-long outlet with a water flow capacity of 7.95 m³ per second which begins in southeast Parla and ends at the wastewater

treatment station.

The treatment station was designed for handling wastewater produced by a population of 1,224,720. Situated next to the Culebro stream in the Getafe and Pinto municipal district, it spreads over an area measuring approximately 12 hectares. It can handle an average volume of 129,600 m³ daily.

Two treatment lines

The wastewater treatment plant project involved civil works related to the tanks, emptier, canals, pipes and buildings as well as the mechanical and electrical installations.

It has two treatment plants, one for water and another one for sludge.

The wastewater treatment line consists of two phases: nitrification and denitrificación and the elimination of phosphorus by biological means in the second phase, preceded by a pre-treatment phase for breaking down solids and removing sand and grease.

In the first phase, sludge thickens and ferments due to gravity and thickens as excess sludge floats to the surface. It is then pumped and finally dehydrated in centrifuges and sent to storage silos for its final evacuation from the plant. ■

ISO builds a Liquefied Natural Gas (LNG) storage tank in Barcelona

The fifth LNG storage tank at the Enagas plant in Barcelona harbour, built by Ibérica de Servicios y Obras (ISO) went on stream last October. This double-walled LNG storage tank was built with prestressed concrete and steel containing 9% nickel. With a storage capacity of 150,000 m³, the circular tank has



an interior diameter of 80.2 metres and stands 39.60 metres high, crowned with a cone-shaped dome that is 10 metres high at the centre. Sliding casing, concrete and steel with special biogenic specifications capable of withstanding temperatures below 165° were used in building the tank walls. It took 35 months to complete this tank, the first one built for this client.

ISO is also building two similar tanks at the Barcelona harbour and another one at the Enagas facilities in Cartagena (Murcia). ■



The Sant Antoni de Portmany (Ibiza) harbour station opens to the public

Juaname Matas, the President of the Balearic Island Regional government, inaugurated the new Sant Antoni de Portmany harbour station in Ibiza. He was accompanied by Mabel Cabrer, the Secretary of Public Works of the Balearic Island Regional Government, and the mayor of Sant Antoni, José Scala. In his speech, the president highlighted the emblematic design and the attractiveness of the functional infrastructure that was built by FCC.

► Sail-shaped

The Villa de Portmany harbour station stands at the Sant Antoni dock. The two-floor building has a 1,100 m² ground floor housing the cafeteria, the waiting area, and the ticket offices. The passenger boarding and arrival areas and police control are situated on the first floor, which has 650 m² of useful surface area.

The sail-shaped building meets the most stringent accessibility and safety criteria as established by E.U. regulations and is fully integrated in its surroundings. The building's foundation consists of micro-piles while the structure



was built of reinforced concrete and reticular slabs and laminated wood ceiling beams. ■

TECHNICAL TEAM

HEAD OF PROJECT:
Santiago Rodríguez Alcaraz

SUPERVISOR:
José Martínez Vaquer

ADMINISTRATOR:
Juan Manuel Barba Puga

La Moraleja Hospital in Madrid's northern district put into operation

FCC, commissioned by the healthcare group Sanitas, built the La Moraleja hospital in Sanchinarro, one of the new residential areas in Madrid's northern district.

This private hospital has 24,144m² of floor space divided into two underground floors, ground floor, and four additional top floors.

The hospital consists of four blocks. One of these, with 90 rooms and used for hospitalisation purposes, contains all image diagnosis, magnetic resonance, mammography equipment, as well as other types of devices. Another block for surgery houses the emergency area, the intensive care unit for newborns and the delivery rooms, the operating rooms, the post-anaesthesia resuscitation rooms, the chemotherapy facilities, and the sterilisation and climate control areas.

The central block houses the nuclear medicine and radiology unit, the gynaecology and assisted reproduction area, pre-admission, surgery and hospitalisation rooms, and the intensive care unit for adults. Lastly, the fourth block contains the administrative offices and outpatient area, as well as the laboratory and other medical and surgical facilities. ■



A new General Hospital for Ciudad Real



TECHNICAL TEAM

JOINT VENTURE MANAGER:

Juan Antonio del Saz Cordero

TECHNICAL OFFICE:

Gonzalo Arredondo Eizaga

INSTALLATIONS TECHNICIAN:

Manuel Ruiz Cardona

ADMINISTRATION:

Margarita García Corroto

SAFETY SUPERVISOR:

Ángel Camacho Millán

offices for doctor visits, as well as other facilities.

A heliport is situated next to the emergency entrance, with a footbridge connecting the two areas.

The building housing different installations is connected to the main hospital building by two underground galleries. This building contains the storage rooms, heating and air-conditioning installations, as well as the power generating set.

This hospital complex is surrounded by landscaped areas and includes a parking lot for 1,180 vehicles. ■

Last December, the President of Castilla-La Mancha, José María Barreda, inaugurated the new General Hospital in Ciudad Real that was built by FCC in a joint-venture with other companies in the sector. Over 142 million euros were invested in this healthcare facility.

A POINT OF REFERENCE

Work on the construction of the General Hospital building began in 1998. When it starts operations, it will replace the two current hospitals in Ciudad Real: the Hospital de Alarcos and the Hospital del Carmen.

► 42 buildings

Built on a 162,263 m² area, the new hospital consists of 42 separate buildings and has four differentiated zones. One of these, in the central part of the building, has seven floors for hospital rooms; the second two-floor zone houses the hospital's service and clinical treatment areas as well as the emergency room; the third zone, used for administrative and educational purposes, is connected to the hospital by two underground galleries; and, the fourth zone houses the storage facilities and other installations. It has 12 operating rooms and two delivery rooms, 24 intensive care units, 40 emergency units, 17 hospital units oncology - haematology day units, and 120

► **EXPENDITURE FOR THE** construction of this new healthcare centre totalled 142 million euros.



FCC has built the Albacete airport terminal



On 25th November, the Minister of Development,

Magdalena Álvarez, jointly with the President of the Castilla-La Mancha Regional Government, José María Barreda, officially inaugurated the new FCC-built Civil Airport Terminal at the

TECHNICAL TEAM

HEAD OF DEPARTMENT:

Pedro Aparicio Muñoz

HEAD OF PROJECT:

Francisco Talavera Jiménez

SUPERVISOR:

José Aroca Fuentes



Albacete Air Base- Construction completed in 17 months.

José Bono, the Minister of Defence, and AENA president, Manuel Azuaga, were also present at the ceremony, along with FCC representatives, Rafael Montes, the Managing Director, and Francisco García FCC Construcción's General Manager.

The project included the



construction of an airport terminal within the Albacete Air Base which was designed for civil purposes. Several other buildings, including the adjacent Terminal and others providing different services, are part of this complex.

► New airport terminal

The new rectangular-shaped, 2,200 m² airport terminal can handle up to 220 passengers per hour. It has four check-in counters and a gate for police control of departing passengers. Other facilities include a cafeteria and several offices for different uses. Situated next to the western side

ABOVE, ONE OF THE Multi-Service Building blocks, the interior of which houses the fire-fighting equipment. In the centre, the Terminal Building; below, one of the luggage pick-up areas.

of the aircraft parking area, the building stands out for its architectural features. Natural light filters in through the glass walls and provides great visibility and a direct view of the aircraft parking platform.

► Multi-service building

The multi-service building is situated south of the parking platform. With approximately 1,700 m² of floor space, it consists of two blocks, the interior of which houses the fire-fighting equipment, the merchandise loading dock, and other common areas. ■

► **THE BUILDING** has 2,200 m² of floor space.



CONSOLIDATED POSITIONING

Realia, controlled by FCC and Caja Madrid, enjoys a strong positioning in the commercial and leisure centre sector, as shown by its presence in shopping complexes such as El Jardín de Serrano, Diversia, and LaVaguada in Madrid, Nervión Plaza in Seville, and the Twin Towers in Lisbon. The company also has interests in several rental buildings, which are part of its property portfolio and consolidate its positioning in the housing development industry where it manages over 8,000 dwellings in hundreds of building developments.

Realia invests 37 million euros in the La Noria Murcia Outlet Shopping

The Realia Group has become the new owner and manager of the La Noria Murcia Outlet Shopping. Investments for this transaction totalled over 37 million euros. This initiative marks the company's first venture in the shopping outlet business.

At an unbeatable location, just a few minutes away from the capital and easily accessible from the A8 and 75 km south of Alicante, this shopping mall is set to become a point of reference for local consumers as well as tourists. Its area of influence spreads from the Costa Blanca, La Manga, as well as other cities in the province of Alicante, such as Torrevieja, Guardamar, Elche, Cartagena, and Lorca.

This shopping complex will include several buildings, some of which will be quite tall and spectacular, a reflection of other landmark buildings such as the city hall, the train station, etc. Visitors will feel as if they are strolling in a typical Mediterranean town, full of open squares,

fountains, and gardens. A real waterwheel, 11 meters tall, will welcome all those who visit this spectacular shopping centre.

► 60 commercial premises

Approximately 60 stores will be housed within this commercial centre, among these, the leading national and international brands in the sector, including the most famous fashion brands. The complex will also include parking facilities for over 1,500 cars. In the future, a second phase will be completed, extending the shopping and parking areas, and offering a total of 30,000 m² of commercial premises.

The Realia Group, as part of its

strategy aimed at branching out in the commercial and leisure centre segment, is currently developing several large-scale projects. The first one, a commercial centre in Leganés, Madrid, will have 70,000m² of leasable floor space. A Carrefour supermarket will take up some of this commercial space. The real estate group is also involved in the execution of a commercial centre in Guadalajara, with 55,000 m² of leasable floor space and 130 commercial premises, including an Hipercor and a Corte Inglés. Realia plans to develop other projects in this sector in the near future and is currently looking into several business opportunities. ■

THIS SHOPPING complex will include several buildings, some of which will be quite tall and spectacular, a reflection of other landmark buildings such as the city hall and the train station.



FROM LEFT TO RIGHT: Lemona (Vizcaya) Cement Plant; the Alfa cement plant in Mataporquera (Cantabria), the Olazagutia (Navarre) cement plant; and the Keystone (U.S.) plant.



Cementos Portland Valderrivas launches takeover bid for 100% of



On 2 December, Cementos Portland Valderrivas filed a

request to the Comisión Nacional del Mercado de Valores (CNMV) to obtain its authorisation for launching a takeover bid for 100% of Cementos Lemona.

The leader of the FCC Group's cement business, which already holds 30.719% of the Basque company, launches the offer after reaching an agreement with the Portuguese group Cimpor, the second largest shareholder in Lemona with 19.31%, whose shares are held in the name of Corporación Noroeste, S.A. Under the agreement, Cimpor undertakes to accept the offer. Cimpor would only be released from its commitment if Cementos Portland Valderrivas were to withdraw the offer or in the event of a cash offer at least 15% higher than the price finally offered by Cementos Portland Valderrivas. Once the operation is authorised by the stock market supervisory authorities, Cementos Portland Valderrivas will launch an offer to purchase 100% of Lemona share for a price of 32 euros per share. If accepted in its entirety, the operation will be valued at 248.3 million euros, which will be paid in cash and financed by debt.

THE ANTI-TRUST AUTHORITIES GIVE THE GREEN LIGHT

The Dirección General de Defensa de la Competencia (Spanish anti-trust authorities) does not have any impediment to the takeover bid submitted by Cementos Portland Valderrivas for 100% of Cementos Lemona shares and, consequently, will not file a case before the Anti-Trust Court. Thanks to the favourable opinion of the anti-trust authorities, the only outstanding issue is the authorisation of the Spanish Stock Exchange Commission (CNMV) for this transaction.

▶ THE LEADER OF THE FCC Group's cement business already held a 30.719% stake in the Basque company.

▶ Growth Strategy

The total integration of Cementos Lemona in the Cementos Portland Valderrivas Group will make it possible for both companies to take advantage of considerable strategic and operating synergies. With this operation, Cementos Portland Valderrivas consolidates its position in the cement market in northern Spain, with factories in Olazagutía (Navarre), Mataporquera (Cantabria) and

Lemona (Vizcaya).

The Mataporquera factory belongs to Cementos Alfa, 80% of which is controlled by Cementos Portland Valderrivas and 11% by Cementos Lemona.

▶ International Strategy

This stock acquisition will also consolidate the new Group's position on the east coast of the United States.

Cementos Portland Valderrivas and Cementos Lemona own 50% each of CDN USA, a cement company with a factory in the state of Maine (USA). When the transaction is complete, 100% of the shares in the American company will be in the hands of the cement company controlled by the FCC Group. Cementos Portland Valderrivas owns two more factories in the United States, one in South Carolina and another in Pennsylvania, through Giant Cement. The construction sector and, consequently, the cement sector, are currently in full expansion in the United States.

▶ Headquarters

If the public offer is successful, it is the intention of Cementos Portland Valderrivas to maintain



Cementos Lemona

the historical identity of this Vizcaya-based company founded in 1917, keeping the company headquarters in Vizcaya, with a firm commitment to the continuation of its operations.

The operation is marked by a clear commitment to the future development of Cementos Lemona and its industrial plan, strengthening its competitive edge through integration in a leading group and consolidating its position in Spain as a platform for future international growth, backed by the financial muscle of FCC.

► FCC Strategy

The public offer is also in keeping with the FCC strategy plan unveiled last April and led by Esther Koplowitz, Chairwoman of FCC's Strategy Committee and Vice President of Cementos Portland Valderrivas. This plan calls for an increase in the Group's revenues and EBITDA of approximately 100% over the next three years. Along these lines, last October FCC acquired 8.06% of Cementos Portland Valderrivas from Iberdrola, as a result of which it now controls 66.82% of the cement company. ■

The Cement Group introduces a 24-hour loading system in Alcalá de Guadaira

Cementos Portland Valderrivas launched a 24-hour loading system at its Alcalá de Guadaira (Seville) facilities. The official presentation of this service took place at the factory before an audience comprising the company's major



clients in this region. Angel Luis Heras, the General Sales Manager of the FCC Portland Valderrivas Group, the Operations Manager, Pablo Espeso, and the Manager of the Seville plant, Jesús Álvarez Laurnaga were also present at this event.

Ángel Luis Heras thanked those present and highlighted the Group's ongoing efforts aimed at upgrading the plant, describing the new system as "yet another step by the Cementos Portland Valderrivas Group to improve customer services, with greater product quality, and constant care of the surroundings where it carries out its activity".

The factory manager spoke along the same lines, highlighting the Group's investment efforts as reflected, for example, in the installation of the largest cement

furnace in Spain, or the most modern systems for reducing emissions, such as the sleeve filters.

For Cementos Portland Valderrivas, this initiative marks another step in upgrading its factory, which features, among other innovations, two new automatic packaging lines; robotic systems for analysing products and materials to ensure the company's high quality standards.

► Functioning

The system installed at the Alcalá de Guadaira plant dispenses cement in a totally automatic robotic fashion, making it possible to fill the trucks without the need for any human intervention.

When a company enters into an agreement to purchase cement supplies, Cementos Portland Valderrivas provides an intelligent card to the client for each truck. This card is the "key" enabling clients to use this self-service facility. The intelligent cement dispensing system, located at the factory entrance, operates 24 hours a day. By means of this card this card, the truck can access the installations, manage the loading operations to fill the order, and, when completed, obtain the corresponding delivery note that is issued automatically.

Once inside the silo, the system only requires the driver's participation for opening the truck's loading mechanisms. An ultrasound system recognises the system's loading mouth, adjusts the sleeve of the silo, and discharges the load automatically without any spills or loss of material. ■

THE OFFICIAL presentation was made at the factory before company clients. The General Sales Manager of Portland Cementos Valderrivas, Angel Luis Heras, the Manager of Operations, Pablo Espeso, and Jesús Álvarez Laurnaga, the Manager of the Seville factory were among those who were present at this event.

FCC presents the book **Historia del carruaje en España**



Marcelino Oreja in his closing speech mentioned the previously published thirteen books as well as the scientific value of this collection. He also reminded the audience that for this contribution to culture and science, the Royal Academy of History had unanimously agreed to award the academy's medal of honour to Esther Koplowitz.

The book describes the evolution of carriages throughout history and their multiple uses. Eighteen authors contributed to this work: 13 from Spain, 2 from Portugal, 2 from Austria, and one

from France. The 424 page book is divided into four chapters containing 786 illustrations, 45 of which were from Spanish museums, libraries, archives and private collections and 24 were from different European countries. Nine professional photographers also contributed to this publication. ■

On 15 December, FCC presented its last published book, "The History of Carriages in Spain" in the auditorium of the Royal Academy of History.

The event was presided by the Director of the Royal Academy of History, Gonzalo Anes, jointly with Marcelino Oreja, FCC's Chief Executive Officer. Esther Koplowitz, actively involved in promoting these types of publications, and her husband, Fernando Falcó, the Marquis of Cubas, as well as her daughters, and Rafael Montes, accompanied by the FCC Management Committee were also present at this ceremony.

Gonzalo Anes in his opening speech described the evolution of carriages throughout history and then gave the word to Eduardo Galán, followed by the Marquis of Salvatierra, Rafael Atienza, and José Antonio Bordallo, Director of National Heritage.

THE ROYAL ACADEMY OF HISTORY GOLD MEDAL

On 23 January 2004, Esther Koplowitz was awarded the Royal Academy of History Gold medal for her work in promoting scientific books on history. With this new book, the total collection published by FCC comprises 13 volumes, which are used as reference by universities and academic circles.

Esther Koplowitz presided the ceremony of the annual FCC seniority awards

The FCC ceremony marking the annual seniority awards took place on 19 December. This award given to those employees who have worked for more than 40 and 25 years in recognition of their human quality and their professional efforts during those years.

Esther Koplowitz, the major FCC shareholder, presided the ceremony accompanied by her daughters, Esther, Alicia, and Carmen, and her husband,



Fernando Falcó, Marquis de Cubas; Marcelino Oreja, the company's chief executive officer, and Rafael Montes, managing director.

Twenty awards were given in recognition for 40 years seniority, and 39 for 25 years of service. This award have been given since 1992, bringing the total to over 1,000 employees

who have seen their seniority and years of service recognised by the company. ■