

**Bestinver Bestvalue is the largest merger of SICAVs (25) in Spain, and now has 208 shareholders and assets of 140 million euros**

## OTHER BUSINESSES

ACCIONA is also involved in other areas of business unrelated to its core activities, such as capital management, viticulture and quality wine production, and exhibition design, primarily for art.

The three companies concerned are: Bestinver, manager of ACCIONA's assets; Hijos de Antonio Barceló, wine producers; and General de Producciones y Diseño, renowned throughout Spain and abroad for its museums and events.

### 1. BESTINVER

Bestinver, S.A. is ACCIONA's asset manager and comprises three subsidiaries: Bestinver Gestión, S.A., Bestinver Pensiones, S.A., and Bestinver S.V., S.A. The first two manage mutual funds, pension funds and SICAVs (investment companies with variable capital). Bestinver has obtained over 50 awards in 15 years for excellent asset management performance. In 2008, an extremely complicated year for the sector, Bestinver was once again named Best Equities Fund Manager in Spain in the Expansión/Interactive Data Mutual Fund Awards. The third subsidiary, Bestinver S.V., S.A., is a securities firm with a seat on the Madrid Stock Exchange.

In 2008, Bestinver, like the rest of the sector, suffered the effects of the worst financial crisis since the Great Crash of 1929. The world's securities markets were very unstable during the year, and the lack of investor confidence led to the withdrawal of funds and their transfer to safer financial products.

The dismal economic outlook, uncertainty and the black cloud of recession battered the financial markets. The result has been declining share prices across the board, often failing to reflect companies' real performance. This has affected a majority of the companies in Bestinver's portfolio, which, in turn, strongly impacted upon its accounts.

The assets managed by Bestinver fell to 2.386 billion euros, revenue was down 34% to 62 million euros, and EBT fell by 33% to 47 million euros. At 2008 year-end, Bestinver had 46,103 investors, 23% less than in 2007.

Although no expert has been able to establish a floor for this decline, many suggest that recovery could begin next year. In this context, Bestinver estimates a potential recovery of 357% for Bestifond F.I., its most representative fund, since it applies managers' optimal recommendations as to the weighting of Iberian and international equities.

The company achieved important milestones in 2008, one of which was **the merger of 25 SICAVs, the largest operation of its kind in Spain** to date, to create Bestinver Bestvalue SICAV, with assets totalling 140 million euros and 280 shareholders.

Last year also saw the company's debut in China. In view of the country's great growth potential, Bestinver opened an office in Shanghai. The goal is to monitor economic performance first-hand, ascertain that growth is sustainable and assess the competition for the companies in our portfolio.

## 2. HIJOS DE ANTONIO BARCELÓ, S.A.

Hijos de Antonio Barceló is dedicated to the **production, ageing and commercialisation of quality wines**. It has a strong position in the Spanish market and a solid and growing footprint abroad. The Company has wineries in Spain's most prestigious Designations of Origin (D.O.), which enable it to produce a wide range of products in terms of both regions and brands.

**Viña Mayor.** This is the group's strategic brand, under which it sells wines from three of Spain's leading D.O. Its sales expanded 6.3% in 2008.

**D.O. Ribera del Duero:** Viña Mayor produces top-flight red wines, and is among the leading wineries in this

region. Ribera del Duero red wines are among the most prestigious in Spain and abroad.

**D.O. Rueda:** Famous for its outstanding white wines, the winery in this region expanded sales by 50% during the past year.

**D.O. Toro:** This is an up-and-coming wine region, renowned for its quality reds.

**Bodegas Palacio.** In the DOC Rioja region, this winery produces well-known brands such as Cosme Palacio and Glorioso. The performance of Bodegas Palacio in recent years, and its eminence in both the Spanish and international markets, make it one of the company's key business lines.

### **Finca Caserío de Dueñas.**

One of the company's most recent investments, based on a vertical

integration approach. Located in a vineyard spanning almost 300 hectares, this bodega produces wines under the category of Vino de la Tierra de Castilla y León, and has been quite successful in certain strategic foreign markets. Brands such as Peñascal Estate and Storks' Tower have gained considerable prestige in other countries. This brand's sales expanded 6.9% and it has strong export growth potential.

**Bodegas Peñascal.** Located in Laguna de Duero (Valladolid), this is Spain's undisputed leader in quality rosé wines. In 2008, Peñascal suffered the consequences of a slowdown in consumer spending; however, it is currently relaunching and diversifying.

**Hijos de Antonio Barceló is present in the most prestigious D.O.s in Spain, with a strong position in the Spanish market and a growing international image**

# 30.3%

THE EXPORT MARKET'S  
CONTRIBUTION TO  
OVERALL REVENUE

**Finca Anzil.** This is one of the company's most recent ventures. This winery boasts a vineyard of nearly 90 hectares in the D.O. Toro region, where it produces premium red wines under the Finca Anzil brand, and the Viña Mayor brand marketed under the Toro red wines.

### Success in internationalization

The disparate performance of the different brands and business lines led to a decline of 7.3% in 2008 compared with the previous year, primarily due to weak consumer spending in Spain in the last quarter of the year and the contraction in overall wine sales from Spain's leading regions: DOC Rioja (-8.3%) and DO Ribera del Duero (-5.1%).

Nevertheless, in 2008, the Company confirmed the success of its internationalization strategy launched in 2005. Exports now account for 30.3% of total revenues, having increased volume sales by 1.2% in 2008, on top of a 35.1% increase in 2007.

In 2008, the company also added a **new source of revenue: wine tourism. The new facilities at Bodegas Viña Mayor were inaugurated in the spring**, enabling wine lovers to see the production process first-hand and take a wine-tasting course; the venue is also available for corporate events.

## The strategy

- **To develop** a wide-ranging portfolio of wines from Spain's most prestigious regions which can adapt to changes in demand for different categories and varieties.
- **To build** brands which are leaders in their market segments, e.g. Cosme Palacio (Rioja), Viña Mayor (Ribera del Duero, Rueda & Toro) and Peñascal (rosé).
- **To continue** expanding internationally, selecting markets with the greatest potential.
- **To provide** the standards of quality which the market demands by adopting a policy of vertical integration, which allows for control and optimisation from the vineyard through production to sales.
- **To use** cutting-edge technology in developing and launching new products, incorporating modern production and management techniques.

**GPD is the leading company in Spain for the integrated planning, management and carrying out of projects in museums, for exhibitions, events and performances**

### 3. GENERAL DE PRODUCCIONES Y DISEÑO, S.A. (GPD)

General de Producciones y Diseño (GPD) consolidated during 2008 its reputation as a **highly prestigious company at national and international level** through intensive activity in this sector.

Among the most important projects were:

- Assembly of the contents of **Caja Granada's new cultural centre "Memoria de Andalucía"** (Andalusia Remembers). The centre's inauguration is scheduled for May 2009.
- Design, production, supply, assembly and operation of **ACCIONA's Pavilion for the Zaragoza 2008 International Exposition**. The Company received the best non-official participants' pavilion award from the Bureau of International Expositions (BIE).
- Design, production, supply, assembly and operation of the **Aragon Pavilion** at the Zaragoza 2008 International Exposition.
- Development of the design, project, construction, installations, content and plan of operation for the **Sultanate of Oman's Pavilion** in the Zaragoza 2008 International Exposition, which BIE awarded the Gold Medal in Category B.
- Development of the design, project, construction, installations, content and plan of operation for **Russia's Pavilion**

in the Zaragoza 2008 International Exposition, awarded a Silver Medal in Category A by the BIE.

- Artistic direction for the **Navigation Pavilion located on Cartuja Island** (Seville).
- Design, manufacture of exhibits and museographic installation for the **National Museum of Marine Archaeology and National Centre for Marine Archaeological Research in Cartagena** (Murcia), commissioned by the Spanish Culture Ministry. The museum was opened on 26 November 2008 by HRH Princess Cristina.
- Design and installation of the **"Steel and Damascening"** temporary exhibition in Alcazár de Toledo, a major selection of the ornamental works produced by the Royal Sword Factory and local artisans. Its 2008 inauguration attracted regional politicians and top military personnel connected with the new Army Museum.

- Manufacture and installation of exhibits for the permanent exhibition at the **Army Museum in the Alcázar de Toledo**, promoted by the Infrastructure Management Department of the Ministry of Culture. During the year, GPD outfitted the exhibition spaces in the Alcázar and continues preparing the museum facilities, which will exhibit more than 7,000 pieces accompanied by graphic documentation, as well as audiovisual and interactive presentations.
- Design, execution and installation of the exhibition entitled "**Ibn Khaldoun: between Al-Andalus and Egypt**", at the Emir Taz Palace in Cairo, organised by the Fundación para el Desarrollo del Legado Andalusi. The exhibition was inaugurated by Their Majesties the King and Queen of Spain on 6 February 2008.
- Supply and manufacture of equipment and content for the "**Al-Andalus and the Sciences**" **Pavilion** at the Science Park in Granada, commissioned by the Fundación para el Desarrollo del Legado Andalusi. This was inaugurated on 3 November 2008 by Their Royal Highnesses the Prince and Princess of Asturias.
  - Design, execution and installation of the "**Ottoman Calligraphy**" exhibition at the Royal Alcazars of Seville palace from April to June 2008, which included 14th-20th Century exhibits from the Sabanci Museum in Istanbul.
  - Content design and installation for the **Museum of Audiovisual Arts (MUAA)** under construction in Alzira (Valencia), commissioned by the Museo de las Artes Audiovisuales Making Of, S.L.
- Design, execution and installation of content at the **Islazul shopping centre** in Madrid, commissioned by the Lar Group. It was inaugurated on 24 April and is the largest shopping centre in Madrid.
  - Development of technical plan and implementation of the thematisation of interiors and exteriors of shops at the 4,500m<sup>2</sup> **Kidzania Children's Leisure Park** in Lisbon (Portugal), which was to be inaugurated on 15 May.

# 4.500

M<sup>2</sup> - THE SIZE OF  
THE KIDZANIA PARK  
DEVELOPED BY GPD