



Ordinary General Shareholders' Meeting

5 May 2016

Vice-Chairman's Speech

Mr. Antonio García Ferrer

Good morning ladies and gentlemen.

In my intervention today I would like to highlight the main events related to Corporate Social Responsibility that have occurred during the 2015 financial year.

As you are aware, the ACS Group is a world leader in the infrastructure development industry, a sector that holds the key to both economic and social progress for all countries. It is for this reason that our business mission seeks to ensure we continue in a position of global leadership, at the same time as showing a firm commitment to the optimising of resources, sustainable development, and a better society.

To achieve these objectives it is important that we follow the correct non-financial management policies. These policies are developed independently by each of the companies in the Group on the basis of the markets and groups of interest to which they are addressed, under the umbrella of certain common objectives. To reinforce these objectives, during 2015 we have continued to expand our Corporate Social Responsibility Policy, formally laying down the basic and specific principles for actions by the ACS Group with our customers, employees, suppliers, shareholders and the users of our infrastructure, all of whom benefit from our policies on quality, innovation, social action and the environment.

These non-financial management policies I have just mentioned are becoming increasingly important in the development of our business and in relation to our groups of interest. It is for that reason that although our Corporate Social Responsibility Report details all the indicators for this area, I want to highlight some of the actions we have taken in 2015:

- The ACS Group is a company that is totally committed to Business Ethics and Integrity.

An indication of this commitment can be seen from the fact that during 2015 we have continued to adapt our Code of Conduct to meet the most demanding standards of Good Corporate Governance. In addition the Code has included the company's adherence to the United Nations Ruggie Report on the matter of Human Rights.

This Code of Conduct is one of the fundamental tools in terms of ethics within the Group, as well as for the evaluations of personnel performance.

In this area, the company has delivered 1,384 training courses on Ethics, Integrity and Human Rights during the year, with the participation of over 51,000 employees.

The ACS Group is committed to improving our operating efficiency, and to this end we promote the adoption of best practices in areas of customer management, quality, suppliers, the environment and R&D+i. On the matter of this commitment, I would like to highlight the following aspects:

- 94% of the Group operates according to a quality management system that is subject to numerous audits, a total of 1,586 in 2015. In addition, in the last year 95% of the companies carried out activities specifically designed to improve the quality of their services. These quality requirements are also extended to our suppliers, so that 88% of the Group requires by contract that its suppliers hold certification.
- As you are aware, as a company we are committed to research, development and innovation. The significant investment made in this area has meant that during the last ten years our companies have registered 60 patents. This effort has resulted in tangible improvements in the development of our businesses, so that we can continue to lead the sector in the technical sphere in coming years.
- In the case of our environmental management, I want to highlight that in 2015 70.3% of Group sales were covered by ISO14001 standard certification processes. In coming years we will continue to make progress in this area, as well as in improvements to our eco-efficiency indicators, in line with the requirements of our customers and society in general.

I would also like to point out certain aspects in relation to one of the Group's main assets, its employees:

- At the end of 2015 the ACS Group had around 197,000 employees, spread over more than 70 countries. As I always stress, the key to the success of the ACS Group is its team. That is why we maintain our commitment to develop our employees' skills, their professional careers, and their motivation.

ACS makes a significant effort in the area of training, as shown by the 2.3 million training hours provided to close to 90,000 employees during 2015. Furthermore, around 92% of the employees are covered by a system for the planning of their professional development.

For a leading Group such as ACS, it is essential to continue to take decisive action in these spheres, not only to attract new talent but to develop and retain the talent of the excellent team on which we are able to count.

Occupational safety is one of the strategic pillars of all the companies in the ACS Group. On this matter, in addition to strict compliance with all the safety management systems required by law, the ACS group works to meet the most demanding standards in this area. This can be seen from the fact that almost all the companies possess an occupational health and safety system that is audited by independent entities. The importance assigned to training in this field is also evident from the fact that this year 65% of all employees have attended a safety-related course.

Finally, I want to inform you that during 2015 we have continued to reinforce our policy on social action. Through this policy we seek to promote the development of the business and its sustainability, increase the satisfaction of our employees and contribute to the improvement of the society in which the Group operates.

This policy is being executed on the one hand through the companies of the ACS Group that perform their social action activities independently, and on the other through the ACS Foundation, which maintains its identity and statutory aims. Overall during 2015, ACS has invested EUR 11.9 million in the various different social action initiatives.

The companies themselves have invested a total of EUR 7.6 million on social action initiatives during 2015, benefitting a total of 1.7 million people. In addition to making investments in the communities in which the companies operate, 705 citizen awareness actions were carried out focused on road safety, the environment, efficiency and social integration. In 2015, 88 events and 404 NGOs or Foundations were sponsored by our companies.

The ACS Foundation was created to put some of the profits from our business back into society, and to coordinate the Group's sponsorship and financial support. In doing so, we seek to improve the quality of life of the population in its human, educational, cultural, environmental and physical aspects, with a special emphasis on persons with disabilities, the support for human rights and the achievement of the Millennium Development Goals approved by the United Nations.

In carrying out these tasks, during 2015 the ACS Foundation invested EUR 4.3 million in various programmes. I would like to highlight in particular the initiatives carried out to improve the quality of life of persons with disabilities through collaboration with various institutions, such as the Royal Trust for Disability, National Heritage and the Spanish Cooperation Agency to improve accessibility for persons with reduced mobility to large monuments and national heritage buildings.

In recent months new itineraries have been introduced for persons with reduced mobility so that they can visit the Royal Palace in Madrid and the Spanish Royal Academy in Rome.

Another example of this work has been our collaboration with the Queen Letizia Awards that recognise the best accessibility solutions at municipal level, both in Spain and abroad.

The ACS Foundation has also focused on support for numerous projects related to research, mainly in the fight against neurodegenerative diseases, cultural sponsorship, cooperation for development and other projects explained in detail in the Report you have before you.

To conclude, during 2015 we have continued to demonstrate our commitment to Sustainability, an area of great importance to our groups of interest and society in general. For this reason, we will continue to promote management policies in line with our business culture. We will seek to continue to grow in an efficient and sustainable manner, and in doing so we will continue to create value for all the groups of interest with which we interact, helping us to maintain the global leadership position that the ACS Group currently occupies.

Thank you.