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Annual Report
ACS Group



Management Bodies

Board of Directors

Chairman and CEO

Mr. Florentino Pérez Rodríguez ■

Civil Engineer
Chairman and CEO of ACS Group since 1993
Member of the Board of Directors of ACS Group since 1989

Executive Vice Chairman

Mr. Antonio García Ferrer ■

Civil Engineer
Member of the Board of Directors of ACS Group since 2003
Member of the Board of Directors of Abertis Infraestructuras
Member of the Board of Directors of Unión Fenosa

Vice Chairman

Mr. Pablo Vallbona Vadell ■ ■

Naval Engineer and MBA from the IESE
Member of the Board of Directors of ACS Group since 1997
Executive Vice Chairman of Banca March
Vice Chairman of Corporación Financiera Alba
Vice Chairman of Abertis Infraestructuras

Member of the Board of Directors

Mr. José María Loizaga Viguri ■ ■

Economist
Member of the Board of Directors of ACS Group since 1989
Chairman of Mercapital, S.L.
Chairman of Cartera Hotelera, S.A.
Chairman of Bodegas Lan
Vice Chairman of Zardoya Otis
Member of the Board of Directors of Mecalux
Member of the Board of Directors of Unión Fenosa

Mr. José María Aguirre González ■

Doctorate in Civil Engineering
Member of the Board of Directors of ACS Group since 1995
Chairman of Banco Guipuzcoano
Member of the Board of Directors of Acerinox
Member of the Board of Directors of Siemens España

Mr. Agustín Batuecas Torrego

Civil Engineer
Member of the Board of Directors of ACS Group since 1999
Chairman and CEO of Continental Auto
Vice Chairman of Fenebús

Mr. Álvaro Cuervo García ■

Doctorate in Economics. Professor of Business Economics
Member of the Board of Directors of ACS Group since 1997
Member of the Advisory Board of Privatisations
Member of the Board of Directors of ThyssenKrupp
Member of the Board of Directors of SONAE INDUSTRIA, SONAE SGPS
Member of the Board of Directors of BME

Member of the Executive Committee ■

Member of the Audit Committee ■

Member of the Appointment and Remuneration Committee ■



Mr. Manuel Delgado Solís ■

B.S. in Pharmacy. Lawyer
Member of the Board of Directors of ACS Group since 2003
Member of the Board of Directors of Unión Fenosa

Mr. Javier Echenique Landiribar ■ ■

B.A. in Economics
Member of the Board of Directors of ACS Group since 2003
Member of the Board of Directors of Telefonica España
Member of the Board of Directors of Telefonica Móviles Mexico
Member of the Board of Directors of Uralita
Member of the Board of Directors of ENCE
Member of the Board of Directors of Repsol YPF

Mr. Isidro Fernández Barreiro

Industrial Engineer MBA from the IESE
Member of the Board of Directors of ACS Group since 2003
Vice Chairman of Corporación Financiera Alba
Member of the Board of Directors of Banca March
Member of the Board of Directors of Prosegur

Mr. Joan-David Grimà i Terré

Doctorate in Economics and Business Studies
Member of the Board of Directors of ACS Group since 2003
General Manager of Santander Central Hispano
Member of the Board of Directors of TEKA S.A.

Mr. Pedro López Jiménez ■

Civil Engineer
Member of the Board of Directors of ACS Group since 1989
Chairman of Unión Fenosa
Member of the Board of Directors of CEPESA
Member of the Board of Directors of Keller Group Plc
Member of the Board of Directors of Atlas Copco, SAE
Member of the Board of Directors of Indra Sistemas, S.A.
Vice Chairman of Dragados

Mr. Santos Martínez-Conde Gutiérrez-Barquín ■ ■

Civil Engineer
Member of the Board of Directors of ACS Group since 2001
General Manager of Corporación Financiera Alba
Member of the Board of Directors of Acerinox
Member of the Board of Directors of Unión Fenosa

Mr. Javier Monzón de Cáceres

B.A. in Economics
Member of the Board of Directors of ACS Group since 2003
Chairman of Indra

Mr. Miquel Roca i Junyent

Lawyer
Member of the Board of Directors of ACS Group since 2003
Secretary of the Board of Directors of Abertis Infraestructuras
Secretary of the Board of Directors of Banco de Sabadell

Mr. Julio Sacristán Fidalgo ■

B.S. in Chemistry
Member of the Board of Directors of ACS Group since 1998

Mr. Francisco Servando Verdú Pons

B.A. in Economics and MBA from the Chicago University
Member of the Board of Directors of ACS Group in the period
2002-2003 and re-elected in 2006
CEO of Banca March
Member of the Board of Directors of Corporación Financiera Alba

**Secretary General and
Member of the Board of Directors**

Mr. José Luis del Valle Pérez ■ ■ ■

Lawyer and State Attorney
Member of the Board of Directors of ACS Group since 1989



Management Bodies

Management Committee



Mr. Florentino Pérez Rodríguez
Chairman and CEO

Born in 1947.
Civil Engineer.

Although Mr. Pérez started his career in the private sector, he held different posts in the Public Administration between 1976 and 1982 when he was Delegate for Sanitation and Environment of the Madrid City Council, General Sub-Director of Promotion of the Centre for the Development of Industrial Technology in the Ministry of Industry and Energy, General Manager of Transport Infrastructures in the Ministry for Transport, as well as Chairman of IRYDA in the Ministry of Agriculture. In 1983, he returned to the private sector as top executive of Construcciones Padrós, S.A., of which he was one of the main shareholders. Since 1993, he has been the Chairman and CEO of the ACS Group, first as the chairman of OCP Construcciones S.A., and since 1997 as the chairman and CEO of the so-called ACS Group.



Mr. Antonio García Ferrer
Executive Vice Chairman

Born in 1945.
Civil Engineer.

Mr. García started his career in Dragados y Construcciones, S.A. in 1970. After assuming various positions of responsibility in the construction company, in 1989 he was appointed Regional Manager for Madrid. Then in 1998 he was placed at the head of the Building business and in 2001 he became General Manager of the Industrial and Services Divisions. In 2002 Mr. García was appointed as the Chairman of Grupo Dragados, S.A., and in December 2003 he became the Executive Vice Chairman of the ACS Group.



Mr. Marcelino Fernández Verdes
Chairman of the Construction and Concessions and Services Areas

Born in 1955.
Civil Engineer.

Mr. Fernández joined the Group in 1987 and was appointed General Manager in 1994. In 1998 he became the CEO of ACS Proyectos, Obras y Construcciones S.A., and in 2000 was appointed Chairman of the company. He is the Chairman of Dragados and responsible for the areas of Construction, Concessions, Environment & Logistics.



Mr. Ignacio Pérez Rodríguez
Chairman of the Industrial Services and Energy Areas

Born in 1952.
Civil Engineer.

After initiating his professional career in the construction sector, Mr. Pérez held several relevant management posts in Control Presupuestario and Bancoval, until 1991, when he joined the ACS Group as Chairman of Semi. He was named CEO of Grupo Cobra in 1997. At present he is Chairman of ACS, Servicios, Comunicaciones y Energía, the Services, Communications and Energy area of the ACS Group and responsible for the areas of Industrial Services and Energy of the Group.





Mr. Ángel García Altozano
Corporate General Manager

Born in 1949.
Civil Engineer and MBA, University of Dayton.

Mr. García started his professional career in the construction sector. He was General Manager of the Instituto Nacional de Industria (INI) and President of Bankers Trust for Spain and Portugal. In 1997 he joined the ACS Group as Corporate General Manager with responsibility over the economic-financial areas, corporate development and affiliates.



Mr. José Luis del Valle Pérez
Secretary General

Born in 1950.
Lawyer and State Attorney.

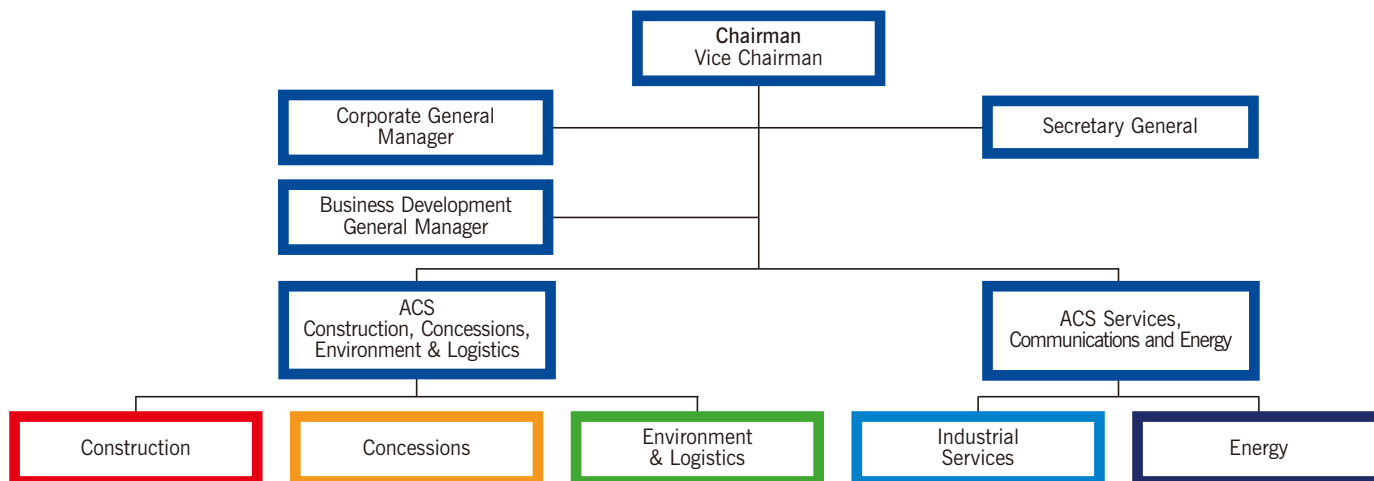
From 1974 until 1983, Mr. del Valle held various positions in the Public Administration and was a member of the Parliament from 1979 to 1982 and Deputy Secretary of the Ministry of Territorial Administration. He has been a member of the Board of Directors of the ACS Group since 1989 and has been the Secretary General to the Board of Directors since 1997.



Mr. Demetrio Ullastres Llorente
Business Development General Manager

Born in 1945.
Civil Engineer.

Mr. Ullastres joined Grupo Dragados in 1969, and has carried out his entire professional career within the company where he has been head of the Building activity, Manager of Civil Engineering, International Director, Chairman of Dragados Industrial, Chairman of Dragados Construcción, General Manager of Grupo Dragados in charge of Concessions and Construction and Chairman of ACS, Servicios, the Services area of the ACS Group. Actually he is the Business Development General Manager and Chairman of TBI.



Management Bodies

Management Team

ACS, Actividades de Construcción y Servicios

Mr. Florentino Pérez Rodríguez
Chairman and CEO

Mr. Antonio García Ferrer
Executive Vice Chairman

Mr. Ángel García Altozano
Corporate General Manager

Mr. Demetrio Ullastres Llorente
*Business Development
General Manager*

Mr. José Luis del Valle Pérez
Secretary General

Construction, Environment & Logistics and Concessions

Mr. Marcelino Fernández Verdes
Chairman and CEO

Mr. Luis Nogueira Miguelsanz
Secretary General

Construction

Dragados

Mr. Marcelino Fernández Verdes
Chairman and CEO

Mr. Juan Ernesto Pérez Moreno
Executive Assistant to the Chairman

Mr. Antonio Alfonso Sánchez
Assistant to the Chairman

Mr. Ignacio Segura Surinach
General Manager

Mr. Luis Nogueira Miguelsanz
Secretary General

Mr. José M^a López Piñol
Building Managers

Mr. Ricardo Martín de Bustamante
Civil Works Manager

Mr. Antonio Cortés Sánchez
Internacional Manager

Mr. Octavio del Real Sánchez
Subsidiary Companies Manager

Mr. Maximiliano Navascués Redondo
Contracting Manager

Mr. Alfonso Costa Cuadrench
Technical Services

Vías y Construcciones

Mr. Manuel Pérez Beato
Chairman and CEO

Mr. Gonzalo Gómez Zamalloa
General Manager

Mr. Manuel Álvarez Muñoz
Civil Works Manager

Mr. Ignacio Legorburu Escobar
Building Manager

Tecsa

Mr. José María Aguirre Fernández
CEO

Drace

Mr. Juan José Sacristán
CEO

Drace Medioambiente

Mr. Fernando García Arribas
CEO

Drace Servicios Portuarios

Mr. Eloy Domínguez
CEO

Geocisa

Mr. Francisco Javier Asencio Marchante
CEO

Cogesa

Mr. Enrique Pérez Rodríguez
CEO

Environment & Logistics

Urbaser

Mr. Javier Polanco Gómez-Lavín
CEO

Mr. José Naranjo Hiraldo
General Manager

Dragados SPL

Mr. Juan Carlos Pery Paredes
CEO

Continental Auto

Mr. Agustín Batuecas Torrego
Chairman and CEO

Clece

Mr. Cristóbal Valderas Alvarado
CEO

Concessions

Iridium

Mr. Manuel García Buey
CEO

Mr. Victor Revuelta García
General Manager

Mr. Francisco Fernández Lafuente
General Manager

ACS Services, Communications and Energy

Mr. Ignacio Pérez Rodríguez
Chairman and CEO

Mr. José Alfonso Nebrera García
General Manager

Mr. José Romero de Ávila González-Albo
General Secretary

Cobra Group

Mr. Eugenio Llorente Gómez
CEO of Cobra

Mr. Daniel Vega Baladrón
CEO of SEMI and MAESSA

Mr. Juan Agustín Sánchez Bernal
Chairman of ETRA, API and IMES

Mr. José Reis Costa
Chairman of CME

Dragados Industrial

Mr. Lorenzo Díaz Revenga
Chairman and CEO

Mr. Carlos Rodríguez Méndez
General Manager of CYMI

Mr. Mateo Rodríguez-Sánchez Moral
General Manager of Ingeniería Industrial y Plantas

Mr. Pedro Ascorbe Trián
General Manager of Dragados Offshore

Mr. Juan Enrique Ruiz González
General Manager of Sice Tecnología y Sistemas

Mr. Antonio Benítez Vilchez
General Manager of Masa