



***General Shareholders' Meeting***

***14 April 2011***

*Address by the Vice-Chairman*

***Mr. Antonio García Ferrer***

Dear shareholders:

As was evident from the address of the Chairman, the ACS Group has experienced profound change in a short period of time. We have become one of the world's largest construction and service companies, due to our volume of activity and the geographical scope of our operations but also, no doubt, as a result of our technical and human capacities.

This leadership, which is key to our corporate culture and a product of our entrepreneurial ambition, is accompanied by a crucial sense of economic and social responsibility, commonly referred to as a commitment to sustainability. In our Group it has always been present and is channelled through the projects we develop and the services we provide, either as catalysts of wealth and well-being or drivers of technical knowledge.

As is the case every year, all of our efforts relating to this fundamental commitment are included in the Annual Corporate Responsibility Report provided to you, of which I will provide you with a brief summary. This report describes the most important initiatives undertaken in 2010 and our objectives for 2011.

One should remember that corporate responsibility is totally interwoven into the overall strategy of the ACS Group, with a clear and defined mission: to pursue global leadership, optimising the return on resources used and promoting sustainable development.

In other words, we attempt to maximise the returns to you, our shareholders, through leadership and excellence in our sector as our best tool for generating wealth and well-being for the society in which we operate. At all times, we do this while taking into account:

- Respect for economic, social and environmental contexts;
- The fostering of innovation and research and their application in the development of infrastructure; and
- The creation of employment and well-being as an economic engine for various interest groups.

Our sustainability policy, which we call corporate responsibility, is in keeping with this direction. This policy is built around five commitments:

- The commitment to the creation of value;
- The commitment to integrity and transparency;
- The commitment to technological development;
- The commitment to the natural environment; and
- The commitment to the social environment.

## ***The creation of value***

With regards to the creation of value, in his address the Chairman provided clear evidence of how we meet this commitment. However, let me just remind you that we have seen solid growth in our recurring earnings per share, which rose from 2.69 euros per share in 2009 to 3.08 euros in 2010, an increase of 14.6%.

As the Chairman said, our objective is to continue our growth of between 7% and 10% in ordinary net profit in 2011, offering considerable return to our shareholders.

An essential part of our ability to create economic value is underpinned by our close relationship with our clients, which is a crucial in a group such as ACS.

The creation of value for our clients is based on our ability to address their needs correctly and measure their satisfaction, as well as our ability to provide quality, innovative services.

In 2010 we continued to see a high degree of satisfaction among our clients, with 85.6% of the more than 1,200 interviews conducted revealing a positive assessment of our efforts.

The ACS Group carries out its industrial operations in accordance with the strictest criteria in terms of quality, since this is without doubt what differentiates one player in an industry such as ours from another.

In 2010, ACS invested close to 16 million euros (more than 1.7% of our ordinary net profit) in promoting quality. 91.5% of ACS production is certified under standard ISO: 9001.

I also wish to highlight the importance of our relationship with the more than 83,000 suppliers and subcontractors with which the ACS Group has an ongoing relationship.

For us, it is crucial to direct our efforts in terms of sustainability to the activities of our suppliers in order to guarantee maximum quality, professionalism and respect for the environment when using their services.

## ***Integrity and transparency***

With regards to our commitment to ethics and transparency, I wish to inform you that it is based on:

- The development and application of the established Code of Conduct; and
- The promotion of fluid, true, accurate and universal information, the basis of our policy of transparency of information.

In terms of the former, there is great interest in the advance of ethical practices and integrity in Spain, due to the reform of the Penal Code that recently entered into force. This reform sets out the criminal liability of legal persons, which stipulates that the need of the Board to strengthen internal control in all matters relating to ethical practices and integrity using measures that prevent, detect and eliminate bad practices.

Consequently, the development of the Code of Conduct that we had already established is the tool that will enable us to fulfil this commitment. The ultimate aim of this commitment is to establish a framework for action that motivates everyone to perform their duties in an upright, responsible and transparent manner.

For 2011, the ACS Group has established new lines of work for the reform of the Code of Conduct. These include:

- The revision of the risks and principles of conduct included in the Code;
- The formulation of a procedure to allow employees to report inappropriate practices;
- The development of disclosure actions aimed at employees of the Company;
- The extension of the Code to suppliers; and
- The introduction of a systematic analysis of corporate reputational risk.

The transparency of information, the objective of which is to give as much clarity to the activities of the ACS Group as possible (in particular in relation to the media and financial analysts), is developed by fostering:

- The transfer of the specific business strategies of each business area overseas.
- The planning of the business reality of the ACS Group.
- A contribution to the creation of a positive corporate image, which helps in the achievement of business objectives and commercial action.
- A continued fluid relationship with the environment, in particular the media.
- All of the above, with a view to increasing the value of the ACS brand and of its businesses.

In 2010, this policy was capitalised on via the implementation of different initiatives described in the Report.

### ***Technological development***

Continuing with our commitment to technological development, I wish to point out that this is closely tied to the growing demand among our clients, and society in general, for measures to promote ongoing improvements to processes, the application of the latest technological advances and the quality of services we provide.

To achieve this, we must continue with our policy of ever-greater involvement in research, development and innovation, year after year.

R+D+i management is decentralised in the various divisions of the Group, which in their various projects aim to maximise the impact on technical progress while at the same time increasing their efficiency in the use of natural resources and minimising the environmental impact of the activities of the Group, all in collaboration with prestigious external organisations to guarantee the results obtained.

One illustration of this commitment is the fact that in 2010, the ACS Group collaborated in 172 projects with 59 research centres, 96 universities and 42 technology centres, investing 46.8 million, 8% more than the previous year.

The Corporate Responsibility Report contains a list of the most important R+D+i projects conducted in 2010.

### ***Natural environment***

In terms of the commitment to the natural environment, combining our activities with the protection of the environment is a strategic priority of the Group. To this end, an environmental policy has been established as a framework that includes the general principles to be followed and the particular characteristics of each line of business and each project. Fundamentally, these principles are:

- Compliance with legislation
- The prevention of contamination
- Ongoing improvement
- Training for employees, suppliers, clients and other interest groups.

All of the above is in order to continue improving in four key areas that require special attention:

- The fight against climate change.
- The promotion of eco-efficiency.
- Water savings.
- Respect for biodiversity.

This environmental policy, which is broader and more detailed, applies to all companies in the Group. In 2010, this resulted in:

- 87.13% of turnover is certified under standard ISO: 14001.
- 798 environmental measures were carried out, 3.8% more than a year earlier.

- The number of environmental incidents and incidents that resulted in the initiation of disciplinary proceedings fell 20%.

Again, the Report contains the main environmental indicators for 2010 and progress made on 2009.

### ***Social environment***

When it comes to our commitment to the social environment, in my opinion it is very important to highlight again that the people who work in the ACS Group are the most important asset for maintaining our position of leadership and competitive advantage.

At the end of 2010 the ACS Group had a workforce of 138,542. Of this number, 32,414 were non-Spanish nationals based in more than 40 countries.

In terms of professional training, it is important to point out that:

- 10.3% are university graduates;
- 12.7% are administrative and technical personnel with no qualifications; and
- The remaining 77% are operators.

One illustration of the principles of equality, diversity and integration is the fact that the ACS Group has 53,521 female personnel, or 38.6% of its total workforce. Of these female personnel many are in technical, financial, human resources and legal departments, as well as in a number of positions on sites and in services agreements.

I would also like to point out that in terms of integration, the number of disabled persons rose from 2,367 to 2,438 in 2010, or 1.86% of the total number of employees.

The scope of the figures I have just indicated and the importance of human resources for the Group make it necessary to apply the most modern and efficient personnel management techniques to retain the best professionals and improve training for personnel, increasing occupational safety and health, while at the same time we foster a work-home life balance.

One illustration of the above is the fact that in 2010 12,297 training courses were provided in various areas in which 72,152 people participated, representing investment of 11.5 million euros.

Occupational safety and health is one aspect of our commitment to our employees and subcontractors that is of vital importance.

We continued to make very important advances in this area in 2010, investing 34.9 million euros. These advances were reflected in improvements in accident rates of the Group, as outlined in the Corporate Responsibility Report.

In addition to the above, the Group has a commitment to the Company that is part of the social action undertaken by the Group through Fundación ACS. Its main aims are:

- To promote integration;
- To promote culture;
- To create knowledge; and
- To promote any initiatives that improve the quality of life of citizens.

To achieve these objectives, Fundación ACS had a budget of 3.67 million euros in 2010. For 2011, it has increased its budget by 10% to more than 4 million euros.

With regards to investment in 2010, I would like to highlight the following points as the most significant:

- Our collaboration with the Ministry for National Heritage in providing access for persons with reduced mobility to 95% of the Royal Monastery of El Escorial, and which was inaugurated by Her Majesty Queen Sofia last February.
- I would also point out that in 2010, the Fundación ACS published the third volume of the “El Arte de Rehabilitar” (“The Art of Restoring”) collection. This collection includes work done on 35 monuments by companies in the ACS Group, which, if we add those included in the first two volumes, add up to 135 works on national historical heritage buildings.

Furthermore, as in previous years we continued our collaboration with various bodies through agreements entered into, such as:

- The Royal Board on Disability.
- The Secretariat for International Cooperation.
- The Spanish Construction Platform.
- The National Congress on the Environment.
- Universities across Spain.
- Support for research projects, in particular in the field of medicine.

To conclude, I would like to mention that in 2011 there are plans to step up efforts in the area of medical scientific research, in collaboration with important specialist institutions.

We will also continue with our work on national heritage buildings to promote accessibility, developing projects that are similar to the Monastery of El Escorial.

All of the above demonstrates our clear commitment to promoting the progress of the interest groups with which we have dealings, increasing returns for our shareholders, in accordance with principles of sustainability, which is a guarantee for the future.

Thank you very much.