



General Shareholders' Meeting
14 April 2011

Address by the Chairman
Mr. Florentino Pérez

INTRODUCTION

It is my pleasure to be with all of you for this General Shareholders' Meeting of the ACS Group, and I express my sincere gratitude for your attendance.

As at this time each year, we are here to provide you with an account of what we have done over the course of the last year. 2010 was one of the most important years in our history and will no doubt help guide the direction taken by our Group this decade.

2010 was a difficult year in which we sought to create value for all of you, our shareholders, and to become the world's largest and most profitable infrastructure development company.

To start with, I would like to highlight the most significant events involving the ACS Group in the last year and how they will affect our future:

- Last September we submitted a takeover bid for Hochtief, successfully increasing our shareholding to above 30%. We have been the main shareholder in Hochtief for more than 4 years, with a shareholding of close to 30%.

During this time, we have endeavoured to contribute our experience and best practices in an industry we know well. Under German law, we were not allowed to buy shares in the market without launching a takeover bid for 100% of the company. This is what we did in September.

The bid was completed on February 4 and we achieved a shareholding of 33.5%, a level sufficient to continue acquiring shares in the market, in order to increase our shareholding to more than 50%. We hope to achieve this objective in the near future: at present, our shareholding in Hochtief stands at 42.6%.

This is probably the most important strategic manoeuvre undertaken by our Group in recent years. ACS has consolidated its position as a world leader in infrastructure development, and is making progress towards becoming a world leader in infrastructure development company in the next few years in terms of profitability, technical capability and geographical presence.

- In August we reorganised our shareholding in Abertis, incorporating a strategic partner (CVC) in the ownership structure and carrying out a major disinvestment that produced a substantial capital gain and large cash flow for ACS. ACS remains a shareholder in Abertis, with 10.3% of shares.

- We achieved our objective for investment in Iberdrola, increasing our shareholding to 20.2% at the end of 2010; it was later diluted down to 19.03% due to the capital increase carried out. This

investment reaffirms our intention to retain our interest in the company which, for us, as I have said on numerous occasions, is strategic.

- Finally, I wish to highlight the excellent results obtained by the Group in 2010, which have allowed us to continue with our shareholder remuneration policy whilst retaining our solid financial structure.

The most significant figures for 2010 are as follows:

- Turnover for the year was 15,380 million euros, virtually the same as in 2009.
- EBITDA rose 5.3% to more than 1,505 million euros.
- EBIT rose 2.4% to 1,099 million euros.
- The net attributable profit of the Group was 1,313 million euros, down 32.6% on the previous year due to the inclusion of more than 1,000 million euros in capital gains generated on the sale of Unión Fenosa in 2009. This year, net attributable profit included capital gains from the sale of 15.5% of Abertis.
- Earnings per share were 4.38 euros, 30% less than in 2009, a result consistent with the smaller capital gains in net attributable profit.
- Recurring net profit rose 10.3% to 923 million euros, while recurring earnings per share rose 14.6% to 3.08 euros per share, if we exclude extraordinary items in both years.
- The net debt of the ACS Group stood at 8,003 million euros at the end of 2010, 12% less than in 2009.
- At the end of 2010 the Group had equity of 5,519 million euros, 5.6% more than a year earlier.
- We increased the size of our portfolio of projects to 28,777 million euros, the equivalent of close to 2 years of production.
- All of the above was made possible by the professionalism and commitment of the workforce at the ACS Group, which at the end of 2010 stood at 138,542.

On behalf of the Board of Directors, of which I have the honour of acting as Chairman, I wish to express my gratitude to them for their enthusiasm and effort to achieve these excellent results we have presented today.

I should also mention our clients, suppliers and subcontractors, whose responsibility and dedication are fundamental to the success of our project.

And, of course, I wish to thank you, our shareholders, for the support, trust and loyalty you have shown these years, without which we would never have reached where we are today.

ECONOMIC CLIMATE

I wish to say a few words about the current economic climate in which we have achieved our results.

In most industrialised countries there are already clear signs of economic recovery, and numerous developing countries are experiencing solid growth. According to the International Monetary Fund world GDP rose 5% in 2010, with advanced economies experiencing growth of 3% and emerging and less-developed economies recording growth of 7.1%.

In the first group, of particular note are the recoveries of the United States, which grew 2.8%; Japan, which grew 4.3%; Canada, with growth of 2.9%; and Germany, which grew 3.6%. France, the United Kingdom and Italy grew at rates of around 1.5%.

Growth in emerging countries (China, India, Mexico, Brazil and Russia) does not appear to be slowing down. With strong investment, access to raw materials and a process of economic convergence, they are gradually edging closer to the advanced economies.

The signs of recovery in the world economy are surrounded by a number of uncertainties. Food and raw materials prices threaten growth and increase inflation, and will probably result in higher interest rates to keep inflation under control.

Uncertainty in financial markets remains, in particular in relation to peripheral countries in the Euro Zone, countries where the public sector provided assistance of the financial system and which are now seeing their sovereign debt downgraded. The European Union and the euro face problems and there are no defined mechanisms to resolve them. Measures adopted to minimise the impact on the euro will be crucial to the overall recovery of Europe and will have repercussions for the global economy.

It is within this international scenario that Spain finds itself in its current economic position, a position that poses difficulties in addition to those faced by other developed countries. The effect of the property bubble on our financial system, the resulting reduction of credit, painful levels of

unemployment and the efforts to adjust the public accounts are hindering our efforts to emerge from the crisis.

In 2010, Spanish GDP contracted 0.2%, and faster growth and a fall in unemployment are still some way off. It is clear that we will only begin to grow when activities that have seen a decline their relative importance are replaced by others, preferably with greater value-added.

While this transformation will require deep and painful reforms, it must also include support for efforts to develop the human capital, training, education and innovation that will improve our competitiveness.

Without doubt, the steps being taken in terms of fiscal consolidation, budgetary constraints and the strengthening of the financial system are essential to resolving immediate problems; however, they must be complemented by a move towards a productive model for the future. The country needs a plan that will generate confidence and projects a common objective for all economic and social groups. With direction, confidence and expectations, Spain will give the best of itself.

A new phase in the development of infrastructure will have to begin at some point in the process, infrastructure that will consolidate Spain and contribute its dynamic and multiplier effect. Infrastructure improves productivity, eliminating inflexibility in the economic system and producing high future returns.

At present, there is a consensus that a developed country needs to allocate a large part of its investment to the three areas that will guarantee its future well-being, competitiveness and growth: education, health and infrastructure. On average, the most developed economies invest 3% of their GDP in infrastructure. We cannot afford to be an exception.

2010 ANNUAL REPORT

Allow me to refer to the actions and results of our Group in 2010.

Consolidated results

The documentation provided to you contains all of the financial information, details of the financial position and results obtained in 2010.

I wish to highlight some figures that bear out the strong performance of the ACS Group in 2010.

Income statement

As I mentioned earlier, net turnover of the ACS Group for the year was 15,380 million euros, virtually the same as in 2009 on a like-for-like basis.

An analysis of our turnover reveals the growing importance of Industrial Services, which saw its turnover rise 4.5% and was the most important activity of the Group in 2010. Environmental Services recorded growth of 3.7%, while on the other hand Construction slumped 8%. This fall in turnover was due to the overall decline in construction activity in Spain, a situation that was particularly pronounced in the last few months of the year due to the fiscal consolidation plans of the government.

International Construction continues to experience strong growth. However, it was not yet able to offset the sharp fall in construction activity in Spain.

Exports of the Group rose 23.1%; Construction grew close to 35%; Industrial Services 16%; and Environmental Services 13%. Operations outside Spain accounted for 32% of total turnover for the Group, more than six percentage points higher than 12 months earlier.

This trend will continue in the years to come, as reflected in our project portfolio: our overseas project portfolio grew 22.7%, and now accounts for 42% of the Group's total portfolio. Soon, it will account for more than 50%.

In terms of countries, Mexico and the United States account for the most turnover, followed by Poland, Brazil and Chile.

In terms of areas of activity, international sales and the international portfolio account for an ever-increasing proportion of the Group total:

- In Construction, overseas markets account for more than 33% of sales, 10 percentage points more than in 2009, and 49% of the portfolio;
- In Industrial Services, overseas markets account for 37% of sales and half of its portfolio is outside Spain.
- In Environmental Services the contribution made by international markets is smaller, accounting for 11% of total turnover. However, close to one-third of its portfolio is outside Spain.

Regarding gross earnings, EBITDA was 1,505 million euros in 2010, up 5.3% on the previous year, resulting in a margin on sales of 9.8%, 50 basis points more than in 2009.

The contribution made by Construction to the EBITDA of the Group fell 63 million euros, while that of Concessions rose 16 million euros. The contribution made by Environmental Services rose 7 million euros, while that of Industrial Services rose 134 million euros.

Earnings before interest and tax (EBIT) for the year were 1,099 million euros, or 7.15% of sales, which on a like-for-like basis meant an increase of 2.4% and an improvement in margins of 17 basis points. Construction accounted for 28% of ordinary operating profit, while Environmental Services accounted for 16% and Industrial Services 54%. Concessions accounted for 2%.

Ordinary net profit from continuing operations (i.e. net profit from the recurring activities of the Group) rose 10.3% in 2010 to 923 million euros.

This growth in recurring profit was due to a combination of two factors:

- The increase in operating profit from operating activities.
- The greater contribution of our shareholdings in Abertis, Hochtief and Iberdrola.

This growth, together with the reduction in the number of shares in circulation due to the acquisition of treasury shares in order to offer shares as compensation in the takeover bid for Hochtief, saw recurring earnings per share rise 14.6% to 3.08 euros per share.

Finally, net attributable profit, which mainly incorporates the extraordinary income from the sale of 15.5% of Abertis, was down 32.6% on a year earlier at 1.313 million euros in 2010. This fall was due to the fact that in 2009, this item included capital gains of more than 1,000 million euros from the sale of Unión Fenosa.

The Board of Directors agreed to submit to consideration at this meeting by you, our shareholders, a total dividend of 205 euro cents per share for 2010. If approved, this would mean the distribution of a final dividend of 1.15 euros per share in July, which, together with a payment of 90 euro cents per share made last February, would mean a dividend per share equal to that for last year and a dividend payout equal to just under 50% of net profits.

Activities report

Here are the main operations in our areas of activity, their results in 2010, their international expansion and their prospects for 2011.

Construction

Construction recorded sales of 5,593 million euros in 2010, 8% less than the previous year.

- Activity by this area in the domestic market fell due to the significant decline in business from government departments, the result of fiscal consolidation, and the overall decline in construction in Spain.
- On the other hand, international activity rose 34.6%, with an increase in production and growth in its portfolio in the United States, Canada and Chile in the Americas, as well as in Portugal, Poland and other countries in Europe.

The operating margins of construction have been affected by greater competition and a reduction in the dilution of general costs due to the fall in production, which resulted in a fall in EBITDA from 7.5% to 7% and from 6.2% to 5.7% in EBIT. Even so, our margins are above the average for the sector. In our international operations, which are more recent, margins are also around 7%, confirming our ability to compete in new markets.

Net profit was 220 million euros, 8.7% less than in 2009.

The value of the contracted project portfolio ended the year at 11,087 million euros, or 24 months of production. Of this amount, 49% corresponds to international activity, all in civil works and in particular in the United States, Canada, Poland, Chile and Argentina.

Civil Works in Spain fell 21%, while Building fell 19.6%.

International Civil Works, which saw its sales rise 34.6%, already accounts for one-third of total activity. It will soon equal civil works activity in Spain, given that the portfolio continues to grow: in December 2010 it stood at almost 5,400 million euros, which, as we have said, is equal to 49% of the total portfolio.

The documentation we have submitted to you includes the main contracts secured in 2010. We won large concession projects in countries such as the United States, where we won the contract to operate the I-595 corridor in Miami, and in Canada, where we secured the South Fraser Perimeter Road in Vancouver. We also secured other large, technically complex civil works. In recent months we have secured two large projects to build tunnels with a borer: one in Seattle, on the west coast of the United States, which is the world's widest tunnel (diameter of 17m), and another in the United Kingdom to connect east and west London by rail. Overall, more than 1,700 million euros will be invested in these projects.

North America has been the focus of our efforts in recent years. In 2010 sales in the region stood at close to 1,000 million euros, 18% of total Construction sales.

The need for infrastructure and the legal and financial framework of the United States and Canada provide us with opportunities for expansion in these highly competitive markets.

I firmly believe that a company that that pursues global leadership must have a stable, permanent and ambitious presence in the world's largest economy.

While America and Europe will continue to be our main markets, we are also working to gain a foothold in Asia through technically sophisticated projects, where we can demonstrate our experience and technical capacity.

Infrastructure concessions

The Concessions area has been and is one of the main avenues for the internationalisation of the ACS Group.

For another year, Iridium, our infrastructure concessions company, is the world's leading infrastructure concessions company. Iridium's success is based on three key factors:

- Its effectiveness in the promotion, financing, construction and operation of transport and public infrastructure;
- Its great financial capacity and vast portfolio of concessions, which consists of 50 road, rail, prison, police station, hospital, car parking and interchange concession projects that represent investment under management of more than 20,500 million euros. It is active in the world's main concessions markets and focuses its main efforts on Spain, the United States, Ireland, Chile, Greece, Canada and Portugal; and
- Its proven experience, the result of both its status as a pioneer in this type of contract and the number of concessions it successfully operates in a number of countries.

In addition to the concessions that ACS develops and operates directly, the Group is present in the operation of long-term concessions as an industrial shareholder in Abertis.

Our commitment to Abertis is a strategic one: it is one of the world's largest infrastructure companies in terms of share market capitalisation and number of projects. It is a leading international group in infrastructure management and telecommunications in which of which we have been a shareholder and partner for many years.

Our Concessions area has important opportunities for growth: for 2011, the ACS Group has prequalified in various tenders and will continue to submit offers for projects to be offered by government departments in Europe and North America in the near future. Our objective is to remain the world leader in concessions.

Environmental Services

Continuing with our activities, the Environmental Services area is a benchmark for the sector in Spain in the areas in which it operates: Environmental Services (in particular to the management of urban solid waste) and the Integral Maintenance of buildings and facilities, both public and private.

In 2010 this area recorded sales of 2,562 million euros, 3.7% more than in 2009.

International sales rose 13.2%, and now account for 11% of the total.

EBITDA rose 2.2% to 311 million euros, with a margin on sales of 12.1%, while EBIT rose 2.6% to 185 million euros, with a margin on sales of 7.2%.

Net profit for the year was 152 million euros, up 4.1%, with a margin on sales of 5.9%.

At the end of 2010 ACS' portfolio was worth 10,844 million euros, 1.1% more than a year earlier. Worth mentioning is the fact that 32% of this portfolio is international, the product of diversification and its success in securing large projects, mainly in the construction and operation of waste treatment plants. This represents 51 months of activity.

In 2010, the Environmental Services area secured various contracts that confirm the veritably recurring and counter-cyclical nature of this activity. Among the most notable of these contracts are the various contracts to manage urban waste in cities such as Madrid, Alicante, Logroño and Avilés, as well as various contracts in France and the United Kingdom.

I also wish to comment on a recent agreement, reached on 31 March, to sell Clece Servicios. As you are aware, Clece is the leading integral building maintenance provider in Spain. Last year, it recorded turnover of 1,050 million euros and EBITDA of 73.5 million euros. Its net profit was 37.9 million euros.

This operation generated revenue of more than 600 million euros, resulting in a capital gain of close to 350 million euros.

Industrial Services

The Industrial Services area has continued its excellent performance, as shown by its main operational indicators:

- Turnover for the year was 7,158 million euros, an increase of 4.5% on a year earlier.

- EBITDA rose significantly (19.6%) to 821 million euros, with a margin of 11.5%, 150 basis points more than the previous year.
- EBIT rose 14.6% to 628 million euros with a margin of 8.8% on sales, 80 basis points more than in 2009.
- Net profit was up 15.2% at 400 million euros, with a margin on sales of 5.6%, 50 basis points more than the previous year.
- The value of the portfolio rose 5% to 6,846 million euros - the equivalent of 11 months of activity - which in this type of business and with the growth seen in recent years is particularly impressive.
- In terms of individual countries the stand-outs are Mexico and Brazil, together with maintenance activities in Portugal, although this area operates in more than 30 countries.

These magnificent results are a consequence of the continuation of the strategy for recurring growth, which is based on both stable and diversified activities with strong potential for development and due to the vast experience of more than 80 years of various companies in the Group in the development of engineering, installation and maintenance services in the energy, communications and control systems in Spain, which has been planned via a significant international presence in recent years.

In 2010, the international operations of Industrial Services recorded sales of 2,675 million euros (37% of the total) and had a portfolio worth 3,400 million euros (50% of the total), which furthermore is growing at rates of more than 30% due to its stable presence in emerging economies that are experiencing rapid growth, mainly in Latin America, such as Mexico, Brazil, Chile and Peru. We also have a presence in Asia. In China and India, we are developing projects to supply electricity to rail services and high-voltage lines respectively.

We are also present in the United States of America, France, the United Kingdom, Italy, Germany - where we are building a combined-cycle power plant with Hochtief - Denmark and Norway. We also recently began operations in Australia.

Sales recorded by Industrial Services rose 4.5% in 2010. Integrated projects were a star performance, growing 12%, with the development of turnkey projects based on its sizeable portfolio.

As you are aware, the Board of Directors of the Group decided in December to sell virtually our whole portfolio of renewable energy generation plants.

2,148 MW of electricity generation capacity was sold. This capacity consisted of:

- 1,414 MW of wind energy in Spain (of which 1.056 MW was attributable to ACS), distributed across 43 wind farms located in seven autonomous regions;
- 385 MW of wind energy outside Spain (of which 352 MW was attributable to ACS), distributed across 11 wind farms in Portugal, Mexico, Peru and Brazil; and
- 349 MW of thermosolar energy with storage system, all in Spain, distributed across seven 49.9 MW plants in Andalucía, Extremadura and Castilla - La Mancha.

This decision is consistent with our role as developers of infrastructure. The group is selling mature assets in order to continue investing in new projects. Once we have completed the technological development of projects with the disinvestment in this set of plants, we will be able to highlight investment of more than 4,000 million euros.

The main contracts awarded to the Industrial Services area in 2010 include the combined-cycle plant in Manzanillo, Mexico, representing investment of 748 million euros; the extension to the contract to operate and maintain the Nejo gas field, also in Mexico, for 732 million euros; and the contract to develop 4 wind farms in Río Grande do Sul, Brazil, for 238 million euros.

Our vocation for the energy sector is ongoing and beyond question; the ACS Group has had a presence in the sector for more than 80 years. Since the 1920s, companies in the Group have installed and performed maintenance on electricity generation and distribution facilities while at the same time fostering a long-term relationship based on trust with the government regulator and energy companies, both public and private. This relationship based on trust continues to this day.

It is this extensive experience that we aim to bring to Iberdrola. We believe that the exercising of our legitimate rights will be positive for Iberdrola, since we can contribute to its business development, boosting its economic and social function and creating value for all shareholders in an essential sector of the economy. We must cooperate in the growth and profitability of Iberdrola, together with other shareholders in the electricity provider. We are convinced that reasonable heads always prevail.

This would be a similar course of action to that we have taken in Abertis, where we contribute with our experience and capabilities to improve the future profitability of the company and, therefore, the return to all of their shareholders.

In 2010, the gross contribution made by our investee companies grew 12.2% as a result of the positive share market performance of Iberdrola and Hochtief.

The net contribution made by listed companies to the profit of the Group, minus financial expenses, was 159 million euros in 2010, 35.7% more than in 2009.

In particular, I wish to underline the market value of these shareholdings. As at 31 December 2010, their market value was 8,750 million euros.

Financial structure

As at the end of 2010 our net debt stood at 8,003 million euros. This debt consisted of recourse debt (957 million euros) and non-recourse debt (7,046 million euros).

Non-recourse debt accounts for 88% of the total, consisting of non-recourse debt of vehicles for the acquisition of Iberdrola and Hochtief for 5,565 million euros and debt used to finance concession projects, with a balance of 1,481 million euros. This debt include financing for treatment plants for Environmental Services, energy projects undertaken by Industrial Services and infrastructure concessions, mainly in transport.

The vehicles include 4,689 million euros of debt in Iberdrola shares and 876 million euros of debt in Hochtief shares. As you can see, this figure is substantially lower than the market value of our shareholdings, which, at yesterday's share prices, stands at 9,650 million euros;

Net recourse debt, which at the end of the financial year stood at 957 million euros, corresponds to the sum of cash flow totalling 928 million euros from operating activities and net debt of the Corporation totalling 1,885 million euros, which basically consists of long-term loans.

In short, we believe that our debt position is sound and meets future investment requirements. It is equal to 4.3 times our EBITDA generation capacity and dividends from investee companies, which allows us access to resources in operating activities and to maintain a healthy position in the corporation that finances Iberdrola and Hochtief.

Investments

As a result, we are able to finance investment opportunities to continue growing in the future.

The importance of the correct allocation of resources generated by the Group, whether they be resources generated by operating activities and disinvestments in mature and non-strategic assets or from strategic partners and financial institutions, which continue to trust in our judgement and professionalism to invest in us, is clear.

As always, we are following a consistent, rigorous path that combines an investment policy, which guarantees sustained growth for our Group in the long term with attractive returns for shareholders; both within the framework of the financial prudence that is our trademark.

In terms of investment policy, total investment last year was 5,112 million euros.

Details of investment according to area of activity are provided in the Economic and Financial Report. However, I would like to summarise the most significant investments in 2010:

- Due to its size and strategic importance, I wish to highlight the investment of 2,753 million euros in Iberdrola, which saw us acquire a shareholding of 20.2% in the electricity supplier before the recent capital increase. This capital increase diluted our shareholding to 19.03%.
- Also of note is the major effort made by Industrial Services, which invested 1,389 million euros. Of this amount 860 million euros was invested in renewable energy projects, while 314 million euros was invested in electricity transmission lines in Brazil.
- Iridium, our concessions business, realised major investment of more than 729 million euros, with the Eje Diagonal shadow toll road in Barcelona and the I-595 in Miami as its most significant projects.

On the other hand, total disinvestments for the year were more than 2,788 million euros, a result consistent with ACS's role as a creator of value in the promotion and development of infrastructure.

In 2010, the Group finalised the sale of its business for national ports and other concessions, such as the Platinum Corridor in South Africa and a block of 8 electricity transmission lines in Brazil.

In addition, the partial sale and reorganisation of our shareholding in Abertis generated cash inflow of 2,273 million euros.

Share market performance and creation of value

The complex nature of global economic developments means that stock market performance depends on factors other than good results. Our continued tradition and strong results recorded in 2010 were not sufficiently reflected in our share price last year. ACS shares rose 0.8% over the course of the year but were held back by the IBEX, which fell 17.4%.

In consideration of all aspects related to the creation of value, mention must be made of dividends paid during the year. As a result of these dividends ACS's annual return to shareholders for 2010 was 6.6%, making ACS one of the few companies to record a positive return for the year. It also means that ACS is the second-best performer among listed Spanish companies in terms of value created for its shareholders in the last 10 years (more than 6,800 million euros).

Corporate responsibility

As always, I wish to emphasise that our ability to create value is based on long-standing experience that is constantly in search of returns, but also committed to personal integrity and respect for the social and physical environment. These are the principles of our sustainability strategy, which guides our dealings with all interest groups of the ACS Group. I must reiterate them because for us, these principles are permanent:

- To our clients, since we are aware that as a services company, we want to and must maintain their trust;
- To our employees, via a quest for excellence that enables us to attract talent, foster their creativity and dedication and promote their professional development.
- To you, our shareholders, via profitable and sustainable growth based on a strict policy for resource allocation, financial sustainability and investment in recurring businesses;
- And to society in general, via our contribution to sustainable development in ongoing improvement, delivered in an efficient and ethically responsible manner.

Our corporate responsibility policy aims to encourage transparent conduct to generate sustainable growth that improves social well-being and respect for the environment.

In accordance with these principles, in 2010 the ACS Group implemented a global plan to promote sustainability in the Group. This plan includes improvements to information processes, and has been able to draw on the support of and efforts of the whole organisation.

We have set ourselves ambitious but achievable objectives for 2012, which include improvements in management indicators and the introduction of improvements in certain areas. ACS aims to be a more global group, a group that is bigger and more profitable but also more sustainable.

The Annual Report issued to you contains the Corporate Responsibility Report for 2010. Also, as he does each year, the Vice-Chairman of the ACS Group, Mr. Antonio García Ferrer, will set out its most important aspects in his address.

We have also provided you with the Annual Corporate Governance Report. This time last year, I announced that we were introducing changes to improve our processes in order to improve transparency and our organisational efficiency. The results of the reforms speak for themselves: we have implemented 93% of applicable recommendations made in the Unified Code of Good Corporate Governance of the National Securities Market Commission.

CONCLUSION

In conclusion, 2010 was a decisive year for the future of ACS.

First of all, we achieved the objectives we set out for the group in this very room twelve months ago: internationalisation, better margins and growth in recurring net profit.

We achieved these objectives while continuing to have sustained cash flow. This was achieved as a result of revenue from operations, our management of working capital and the disposal of mature assets.

Apart from ensuring that we continued along our current path, we successfully completed our acquisition of Hochtief. This milestone will have a significant impact on our future, in that it puts us in an unbeatable competitive position.

Hochtief

You have all heard of Hochtief, Germany's largest construction company and the world's third-largest in terms of turnover. It is also the world's largest construction company in terms of sales outside its home market, and has a notable presence in three of the world's most important markets: in North America, through Turner and Flatiron; and in Asia and Australia, through Leighton.

In 2010 Hochtief recorded turnover of 20,159 million euros, EBITDA (including the contribution of including its subsidiaries using the equity accounting method) of 1,643 million euros and a net profit of 288 million euros, 50% more than in the previous year. It has more than 70,000 employees in more than 50 countries, with 90% of its turnover coming from outside Germany. At the end of 2010 it had a project portfolio worth 48,486 million euros, sufficient to guarantee more than 28 months' work.

In the United States and Canada, where it operates through Turner, Flatiron and EE Cruz, Hochtief recorded turnover of 6,396 million euros in 2010, ended the year with a portfolio worth more than 8,100 million euros and a pre-tax profit of 126 million euros.

In the Asia-Pacific, Hochtief, through Leighton, recorded turnover of 10,340 million euros and pre-tax profit of 513 million euros. In the region, it had a portfolio worth more than 33.100 million euros.

In Europe it recorded turnover of 2,438 million euros, mainly in Germany, with a pre-tax profit of 37 million euros and a project portfolio of 3,506 million.

Its other activities, which include concessions and services, generated turnover of 972 million euros, a pre-tax profit of 130 million euros and ended the year with a portfolio of close to 3,000 million euros.

With Hochtief, we are in a position to record combined sales of around 35,000 million euros in 2011. Of these, more than 70% will come from outside Spain.

We will have a stable presence in more than 50 countries in all of the world's great markets (North America, Latin America, Africa, Europe, South-East Asia and Oceania), a geographic presence that complements our current areas of influence and which provides us with important opportunities for growth and investment. We will be the global leader in infrastructure development.

Objectives for 2011

We hope to achieve our objectives for 2011 without altering our strategy or business culture, with a highly decentralised organisation and conducting our activities in a sustainable and, above all, profitable manner.

We aim to continue along the path with which we are familiar, expanding in numerous markets via the head corporations in each area of operations, each with multi-company, multi-brand and multi-product structures.

We wish to see Hochtief continue developing its activities in Europe, the Near East, America, Asia and Australia.

Our shareholding in Hochtief will help us achieve the objectives we have set ourselves for this year and next:

- To grow globally, especially in markets with most demand for infrastructure development;
- To continue investing in a sustained, consistent manner; and
- To ensure that its financial position remains solid and flexible.

This unique opportunity will enable us to progress towards global leadership. While 2011 will be a year of transition due to the consolidation of Hochtief, I wish to point out that our objective is for ordinary net profit to grow by between 7% and 10% in 2011.

To conclude, earlier I spoke about the situation of the Spanish economy. There should be no doubt as to the difficulties we are facing. However, if we continue to work hard and face the obstacles posed by the current economic climate with strength, I believe we can, and must, be reasonably optimistic. In Spain, we have come through other difficult times and learnt not to give up; we are talented enough and able to make enough sacrifices to be successful.

Without doubt, 2011 will be a decisive year on the road to recovery. My optimism is not uninformed; rather, I wish to remind you that in recent decades Spain has been a success story, that nothing is in writing, and that we build the future every day. I believe we should continue working tirelessly and with effort towards a better future.

I trust I will see you next year to confirm these forecasts and comment on our progress on the construction of this exciting project that is the ACS Group.

Thank you very much.