



Annual General Meeting

5 May 2023

Speech of the Chairman

Florentino Pérez

Introduction

Good morning shareholders, and welcome to the 2023 Annual General Meeting.

As you are well aware, ACS groups together leading companies around the world with a long history; many of them — some of which are hundreds of years old — have contributed to the progress and development of many countries and large cities, encompassing the most basic infrastructure and all manner of sophisticated projects. All of these projects have contributed to the prosperity of the societies where we have a presence.

Within the ACS Group, Hochtief stands out, which has been part of our group since 2007, and this year is celebrating its 150th anniversary. Founded in 1873 by the Helfmann brothers in Frankfurt, Hochtief quickly expanded from a local construction company to a listed company with international operations. It moved its headquarters to Essen in 1922 and has been expanding internationally since then. At the end of the 20th century, it acquired two leading companies in their geographical areas, Cimic in Australia and Turner in the United States. The inclusion of Cimic, formerly Leighton, and Turner — both also hundred-year-old companies — in Hochtief also boosted its growth and development. Throughout their century and a half of history, these companies have carried out numerous landmark projects around the globe, including the Bosphorus bridge in Istanbul; the Gotthard tunnel in the Alps between Switzerland and Italy; and the Oresund bridge connecting Denmark with Sweden. They also completed skyscrapers such as the Burj Khalifa in Dubai; cultural buildings such as the Elbphilharmonie in Hamburg and the Sydney Opera House; sports facilities such as the new Yankee Stadium in New York, and the SoFI Stadium in Los Angeles, which will play a major role in the 2026 World Cup and the 2028 Olympic Games.

2022 RESULTS

Although our Chief Executive Officer, Juan Santamaría, will later discuss in detail the results for 2022 and the outlook for the future, let me briefly summarise the main indicators of the past year and their positive performance.

Sales reached EUR 33,615 million, up 20.8% on the previous year; and performance was positive overall in the countries where the Group operates, particularly in the United States and Australia. Our main markets continue to be in countries with growth potential, stable geopolitical frameworks and socio-economic structures that provide greater certainty and security of operations.

In 2022, 56% of total sales came from the United States, 19% from Australia, 9% from Spain, 6% from Canada, 4% from Germany, 1% from Poland and another 1% from the United Kingdom. The ACS Group has a leadership position in the majority of these countries, which account for over 96% of total turnover and are stable markets, but at the same time dynamic, with attractive growth opportunities.

The strong operating performance of our businesses led to the 66% growth in net profit, which reached EUR 668 million.

The contribution to net profit, by activity, for each business area is as follows:

- The Construction area obtained a net profit of EUR 350 million, up 28.3% on the previous year, thanks to the positive performance of the various companies; the increase in ownership interest in Cimic, due to its delisting from the stock exchange through the takeover bid launched in early 2022; and the increase in ownership interest in Hochtief, which reached 69% at the end of last year.

- The Concessions business generated EUR 194 million, of which EUR 143 million were contributed by Abertis, which increased its contribution by 22% compared to 2021. The remaining EUR 51 million were contributed by Iridium.
- The Services business obtained a net profit of EUR 27 million, which is in line with the previous year.
- Lastly, the Corporate Unit also contributed a profit of EUR 96 million.

In turn, the strong operating cash flow generated, which amounts to EUR 1,333 million, made it possible to close the year with a solid financial position. This is a noteworthy position given the investment effort in strategic operations, both the CIMIC takeover bid and the acquisition from Atlantia of the additional 15% interest in HOCHTIEF. After these transactions, which involved a cash outflow of more than EUR 1,500 million, and after the purchase of treasury shares and the payment of dividends, net cash stood at EUR 224 million at the end of 2022.

Lastly, I would like to point out the large volume of new projects awarded for over EUR 39 billion and that have enabled us to close the year with a record backlog of EUR 69 billion, up 8.3% on the previous year. I would also like to highlight the strength, diversification and low risk profile of this portfolio, an important issue that Juan Santamaría will later elaborate on in his speech

STRATEGIC PERFORMANCE

From a strategic point of view, we have made progress on the objectives that we set for ourselves one year ago, both in the concession area and as regards simplifying the Group.

Throughout our history we have been a Group capable of evolving and transforming, adapting to changes in a global economic environment to continue creating value for our shareholders and for society at large.

Our strategic operations reflect our ongoing adaptation to a changing and increasingly demanding environment, which requires the concentration of resources and effort in construction and concession activities. These are two areas in which we maintain a leadership position in developed markets; we have the appropriate experience and competitive capabilities, and we expect growing demand that will offer many investment opportunities.

In addition, construction and concession activities are often linked and complementary both from an operational and capital allocation point of view.

To strengthen our concession activities, in August 2022 we reached an agreement to purchase 44.65% of the North American company Blueridge Transportation Group (BTG) from various financial partners. BTG is the concession operator of the SH-288 toll road in Texas, in which we already had 21.65% of the share capital. The SH-288 highway project was lead from the outset by Iridium, which participated decisively in its development through design, financing, construction and commissioning.

Following the purchase in August 2022 mentioned above, in October the Company then purchased an additional 12.1% from one of the two remaining shareholders of the concession operator. With these two acquisitions, the ACS Group's interest in this concession operator rose to 78% at the end of 2022.

After having obtained the required administrative permits, both transactions were completed on 17 January 2023 for a total of EUR 1,064 million.

Lastly, on 1 April this year, it was agreed to purchase the remaining interest from the last shareholder, Shikun & Binui, for EUR 400 million. As a result, we obtained all ownership interest in the concession. The SH-288 is one of the longest concessions in North America, ending in 45 years in 2068, and has very attractive growth potential as a result of its location in a rapidly expanding economic area with more new commercial development than expected.

This strategic decision reinforces the ACS Group's commitment to promoting investment in the development and operation of infrastructure concession assets.

As regards the objective of simplifying the corporate structure, the ACS Group has allocated more than EUR 1,500 million to strategic investments for this purpose over the last year.

First, the takeover bid for 21.4% of CIMIC, launched by HOCHTIEF in February 2022, entailed a payment of EUR 924 million.

In carrying out the takeover bid, the shares of CIMIC were delisted from the Sydney Stock Exchange in May 2022 after reaching a 96% shareholding, and a squeeze-out was initiated so that the shareholding reached 100% on 10 June 2022.

Furthermore, an additional 15.1% interest in HOCHTIEF was acquired for EUR 604 million. A 14.5% interest was purchased from Atlantia in September 2022 and the remainder was obtained by directly purchasing the shares on the market in the fourth quarter.

In total, we have invested more than EUR 3,300 million in strategic corporate transactions since January 2022, almost 70% of the funds received as a result of the sale of the Industrial Services business in 2021, and we will continue to invest until we have more than met our strategic objectives in concessions and in simplifying the Group.

I would now like to comment on our progress regarding corporate governance, following international standards and recommendations relating to that defined as good governance. Last year we made important changes to the ACS Board of Directors with the appointment of Juan Santamaria as Chief Executive Officer of ACS and María José García Beato as Independent Director.

A proposal was put forward this year to appoint two new independent directors, Lourdes Máiz Carro and Lourdes Fragua Gadea. Both have had outstanding professional careers in government and in business, and both have been directors at various entities in different sectors.

Lourdes Máiz, a state lawyer, has significant experience in the Ministry of Public Administration and the Ministry of Agriculture, where she held positions of the highest technical responsibility, such as the Directorate General of Sociedad Estatal de Participaciones Patrimoniales and the Secretariat General of Agriculture. In the private sector, since 2001 she was the general secretary and secretary to the Board of Iberia for 15 years, and the head of the legal and compliance area of the Spanish airline company. In 2014 she joined BBVA as independent director, member of the Audit and Compliance Committee, and member of the Appointments and Remuneration Committee.

Lourdes Fragua, also a state lawyer, worked in government at the Ministry of Health, where she became the head of the Legal Department of the Spanish Medicines Agency in the European Union, and was a representative of Spain

before the Court of Justice of the European Union. In 2004 she joined Farmaindustria, the national business association of the pharmaceutical industry, as general secretary and head of the Legal Department. Since then she has been involved in the private pharmaceutical and healthcare sector and is currently Deputy Chair of the Italfarmaco Group. She is also a director of the Oesía Group and Mirto Corporación Empresarial.

On behalf of myself and my fellow Board members, I welcome you both to the ACS Group. I am sure that your contribution will be very valuable to our company.

These two new directors replace Miquel Roca i Junyent and Antonio García Ferrer. After 20 years on the Board, they have chosen not to renew their membership to make it easier for us to bring our corporate governance structure into line with international standards of good governance. Miquel and Antonio have been involved in the key stages and crucial decisions throughout the Company's development. Their collaboration has been instrumental in achieving our global leadership in the infrastructure sector. It has been a great honour for me, and for all of us who form part of the ACS Group, to have these two exceptional professionals, whose commitment and contribution have been of great value throughout these years. Thank you Miquel Roca i Junyent. Thank you Antonio García Ferrer.

SHARE PERFORMANCE AND RETURNS

The Group's positive operating performance, together with its solid financial position — with net cash amounting to EUR 224 million at the end of the year —, was reflected in ACS's share price. In 2022 the share price rose by 13.6% to EUR 26.77; a return that is pushed up to 22.1% when the dividends of EUR 2.01 per share paid during the year are included. Meanwhile, the IBEX fell by 5.5% during the year.

In 2023 the share price has risen by 16.7% so far this year, with a yield of 18.8%, taking into account the dividends paid last February. The IBEX rose by 11.9% during this same period.

Ensuring returns for our shareholders is an essential objective for us and, in this respect, our past is a credit to us. The average annual return on ACS shares over the last 10 years was 10.8%, doubling that of the IBEX-35, which as of yesterday had posted annual returns of 4.5%.

When looking at a longer time frame, the average annual return on ACS shares was 9.5%, including dividends, over the last 25 years since ACS was included in the IBEX in 1998; in the same period, the Spanish benchmark has had an annual return of 3.5%, also taking into consideration dividends.

Obviously, this value creation is the result of our operational and financial performance throughout our history. In the last ten years alone, from 2013 to 2022, the Group obtained a cumulative net profit of EUR 9,862 million. During this period, the Company distributed a total of EUR 7,808 million to its shareholders, including dividends paid in cash and the acquisition of treasury shares.

At the same time, ACS's stock market capitalisation also rose by EUR 2,702 million, from EUR 5,991 million at the end of 2012 to the current EUR 8,693 million. I believe that all these figures speak for themselves about our commitment to you and to offer you attractive returns.

SUSTAINABILITY

Beyond economic returns, I would like to highlight the progress made over the last year regarding sustainability at the ACS Group itself.

The construction sector, like the economy as a whole, requires a process of transformation given the profound structural changes in the environment. It is clear that climate change and the resulting need to decarbonise the economy has led to the emergence of new regulatory criteria in terms of sustainability, new regulations that in turn condition the demands of companies' stakeholders. The acceptance of and adaptation to these new conditions represents an enormous opportunity for companies that are able to transform themselves. Digitalisation and the use of new technologies, materials and construction methods will therefore be the hallmark of leading companies in the new environment. We have made continuous improvements in environmental, social and corporate governance matters as an integral part of our commitment to creating shared value.

The ACS Group approaches these challenges as opportunities. Our roadmap is detailed in the 2025 Sustainability Master Plan, which defines the ACS Group's strategic priorities, lines of action and objectives as regards sustainability, social action and corporate governance.

Our priorities start with promoting, by example, the transition to sustainability in our areas of activity. We aim to achieve climate neutrality by 2045 and minimise the environmental impact of our activities. We are therefore committed to reducing Scope 1 emissions by 35% and Scope 2 emissions by 60% by 2030 compared to 2019.

Second, we want to integrate specialised and diverse talent into our activities, thus contributing to the economic and social development of the countries where we operate.

In addition, we are striving to be a benchmark in good business practices with governance committed to society.

Although our CEO, Juan Santamaría, will go into more detail on performance in 2022 regarding these issues, I would like to give you a glimpse of the progress we are making in the decarbonisation of our activities, as direct greenhouse gas emissions have been reduced by 11% compared to the average of the last 3 years.

CONCLUSION

In conclusion, I am convinced that the strong growth prospects for 2023, together with our firm commitment to sustainable profitability and value creation, will have a positive impact on our results. Based on this, we can maintain our commitment to shareholder remuneration. This year, if you give your approval, dividends will once again be EUR 2 per share. Based on current data, we hope to be able to increase this amount in the coming years, in line with the performance of our results.

The outlook for the coming years is based on the ACS Group's global positioning, which is the starting point to lead the sector's transition to a more complex, more sustainable, and more competitive world. Ultimately, we will continue to help build a better future.

I do not want to end my speech without thanking all those who work for the ACS Group. Without their effort, commitment and talent, we would not have made this progress towards our objectives with the results that I have outlined. They certainly deserve our recognition.

Thank you very much and I now give the floor to our CEO, Juan Santamaría.