

# ACS

ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS



## 1H/14 Results Presentation

September 1<sup>st</sup>, 2014

MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM

# YTD Highlights

***Good operating performance impacted by f/x effects***

***Like-for-like\* growth in Sales, EBIT & Net Profit***

***Stable net debt LTM despite significant investments performed***

- ***Proportional public offer in LEI completed***
- ***Increase in HOT stake***

***Restructuring process in HOCHTIEF and Leighton underway***

- ***Corporate streamline***
- ***Assets disposals***
- ***Contracting focus***

*\* Like-for-like variations are calculated adjusting forex and changes of perimeter*

## Key figures 6M14

			Var.	Var. (like-for-like)*
<b>Sales</b>		<b>€ 18,759 mn</b>	<b>-5.0%</b>	<b>+5.1%</b>
<b>Backlog</b>	19 months	<b>€ 63,103 mn</b>	<b>-9.6%</b>	<b>-3.5%</b>
<b>EBITDA</b>	Margin 6.8%	<b>€ 1,277 mn</b>	<b>-15.2%</b>	<b>-2.1%</b>
<b>EBIT</b>	Margin 4.5%	<b>€ 838 mn</b>	<b>+3.2%</b>	<b>+13.9%</b>
<b>Net Profit</b>		<b>€ 395 mn</b>	<b>+10.7%</b>	<b>+19.2%</b>

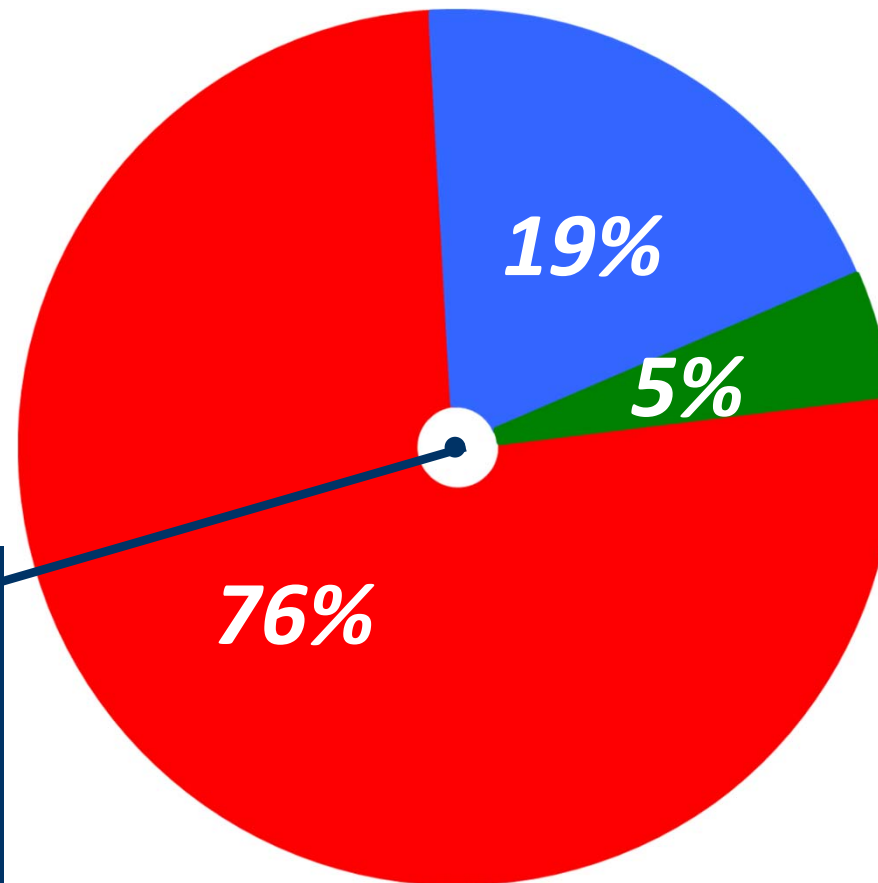
\* Like-for-like variations are calculated adjusting forex and changes of perimeter. EBITDA also includes the impact of "FleetCo"

# Grupo ACS Sales 6M14

**Construction**  
€ 14,277 mn  
+5.6%\*

**Industrial Services**  
€ 3,643 mn  
+3.7%\*

**Environment**  
€ 852 mn  
+0.3%\*

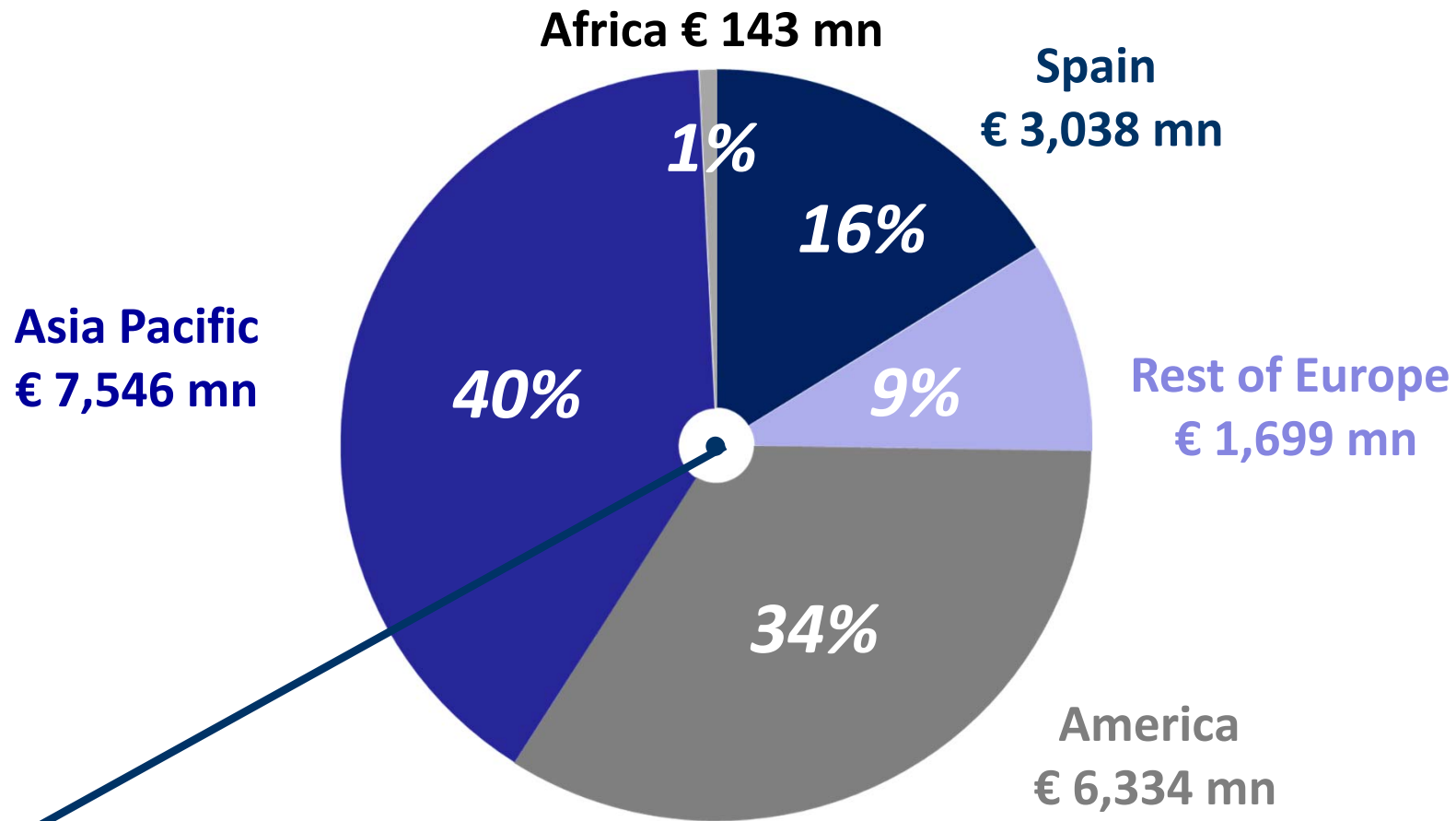


**Total Sales**  
€ 18,759 mn  
+5.1%\*

Not included in the graph:  
€ (13) million from adjustments

\* Like for like variations, which are calculated adjusting forex and changes of perimeter

# Grupo ACS Sales 6M14



**International Sales € 15,721 mn +5.4%\* (84% of the total)**

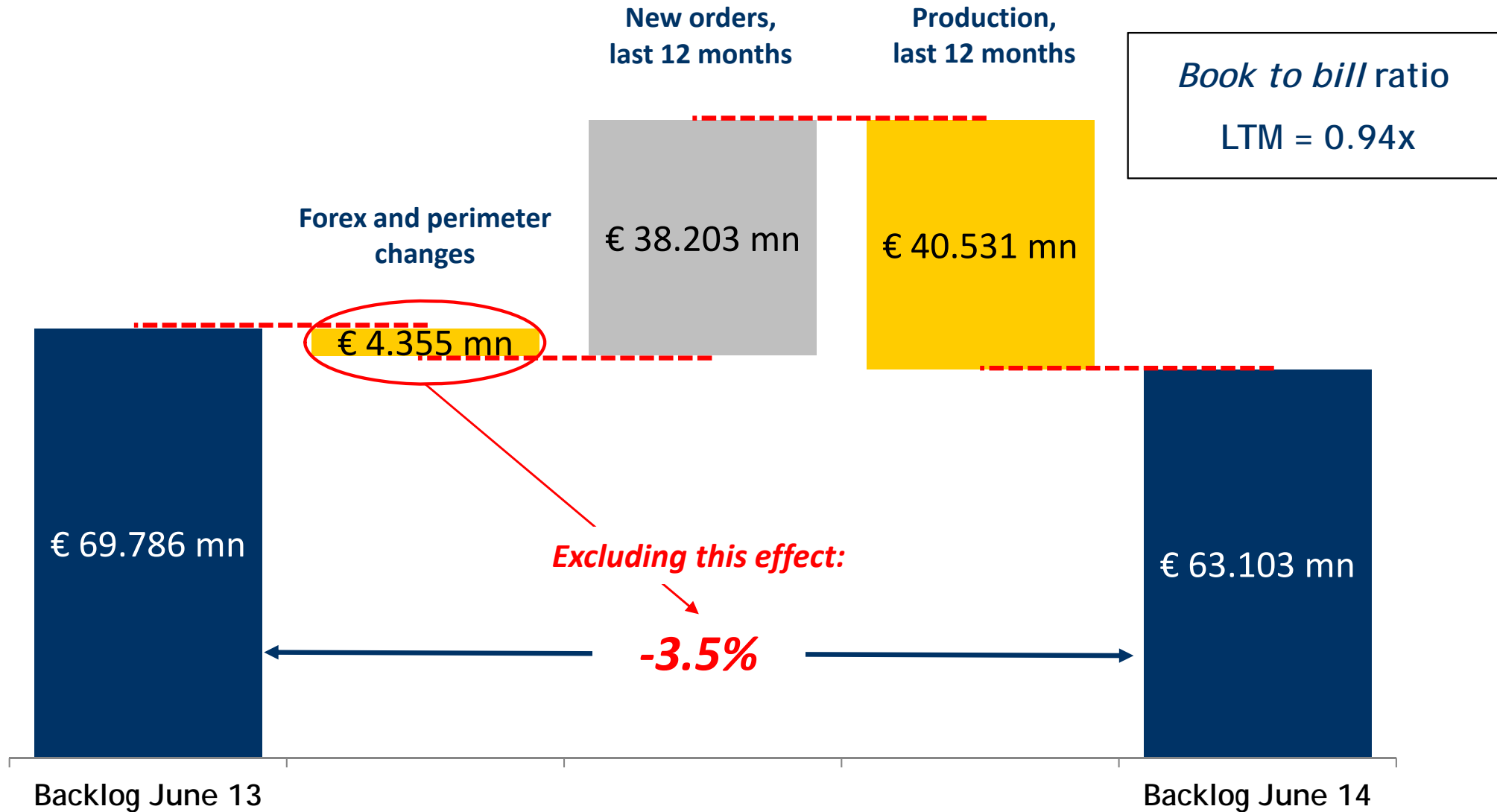
**Construction**  
**€ 13,488 mn (+6.0%\*) 95% /total**

**Industrial Services**  
**€ 1,943 mn (+0.6%\*) 53%/total**

**Environment**  
**€ 291 mn (+12%\*) 34%/total**

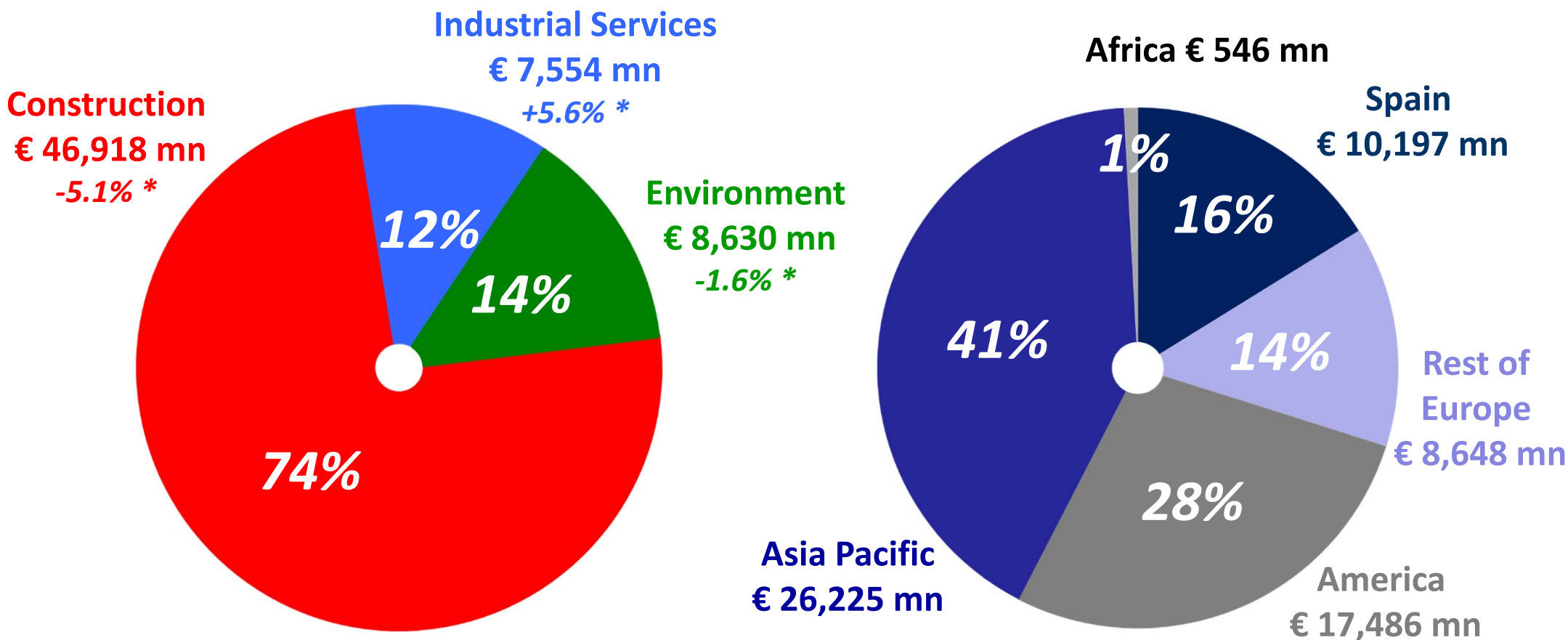
\* Like for like variations, which are calculated adjusting forex and changes of perimeter

# Grupo ACS Backlog Evolution LTM



# Grupo ACS Backlog by 30<sup>th</sup> June 14

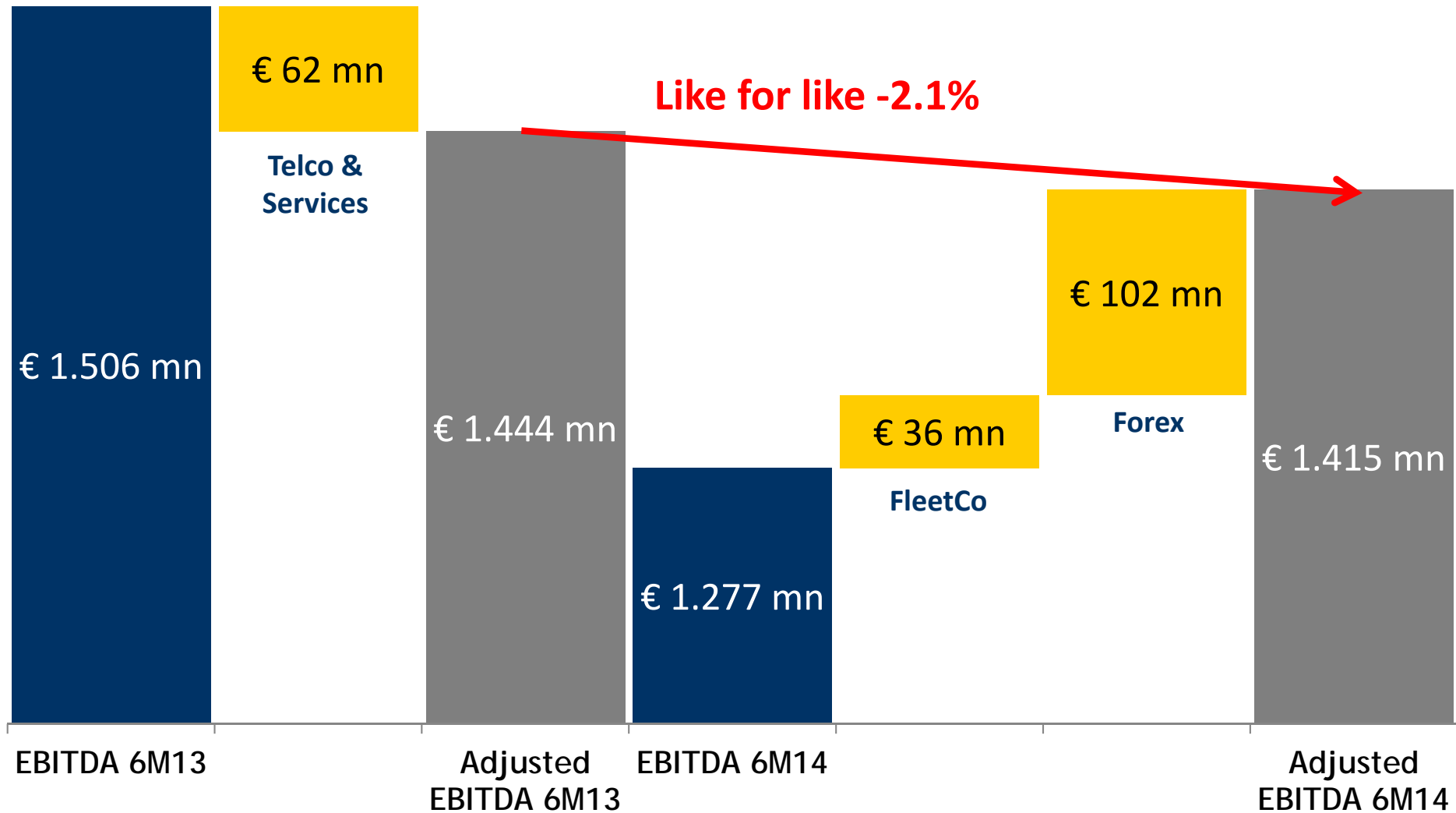
**Total Backlog € 63.103 mn -3.5% \***



**Intl. Backlog € 52,906 mn -4.0% \* (84% of total)**

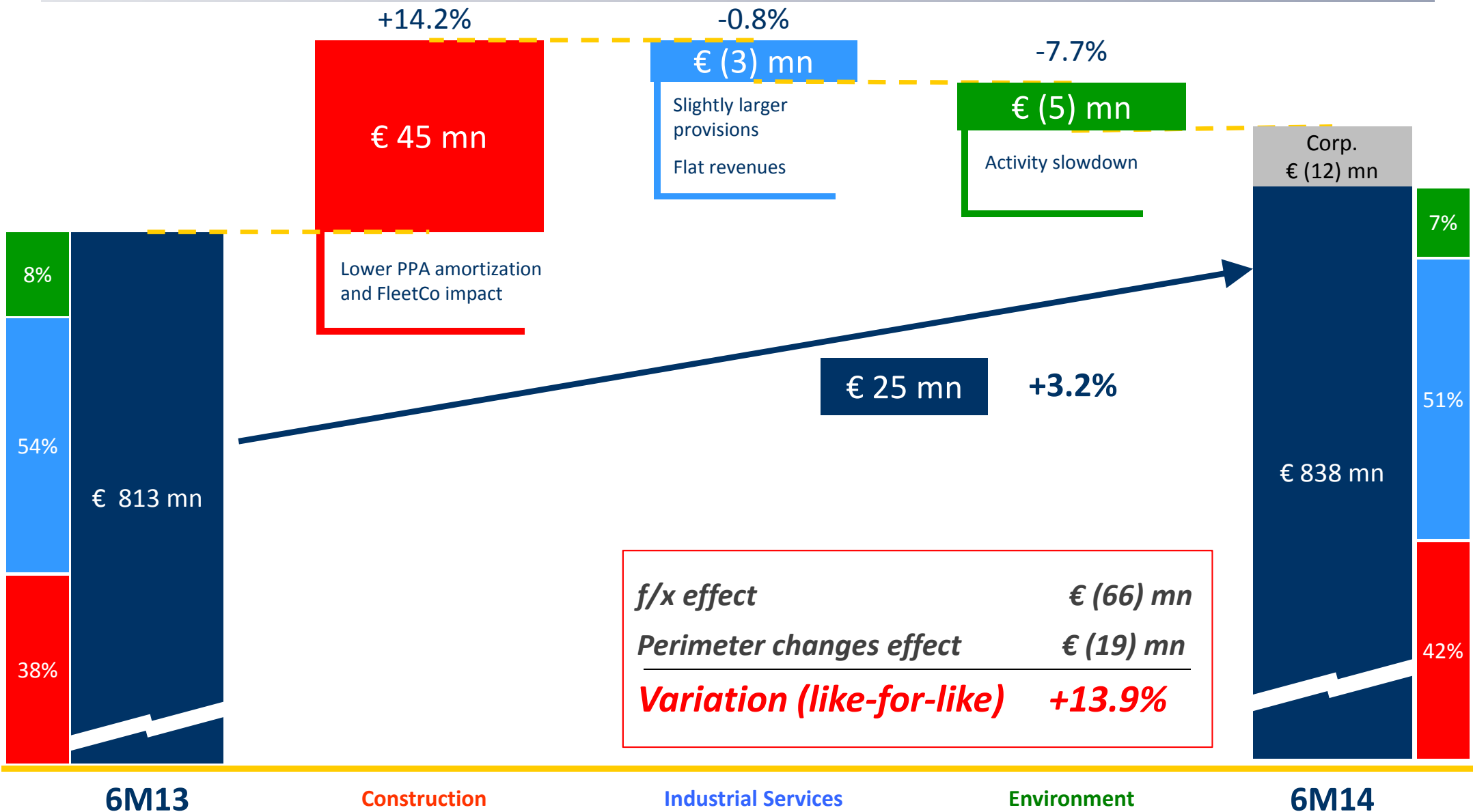
\* Like for like variations, which are calculated adjusting forex and changes of perimeter

# EBITDA Analysis





# EBIT Analysis

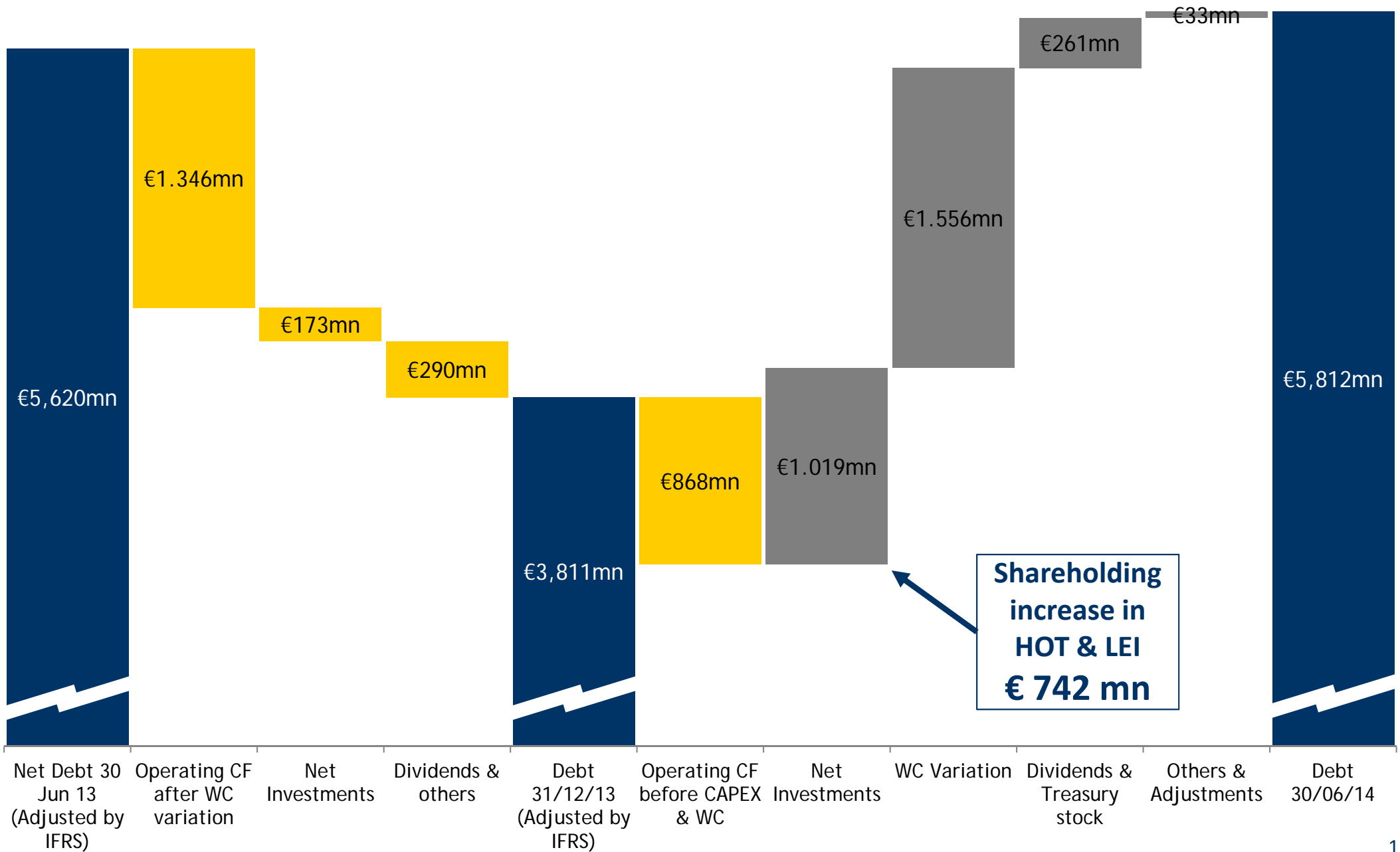


## 6M14 Net Results

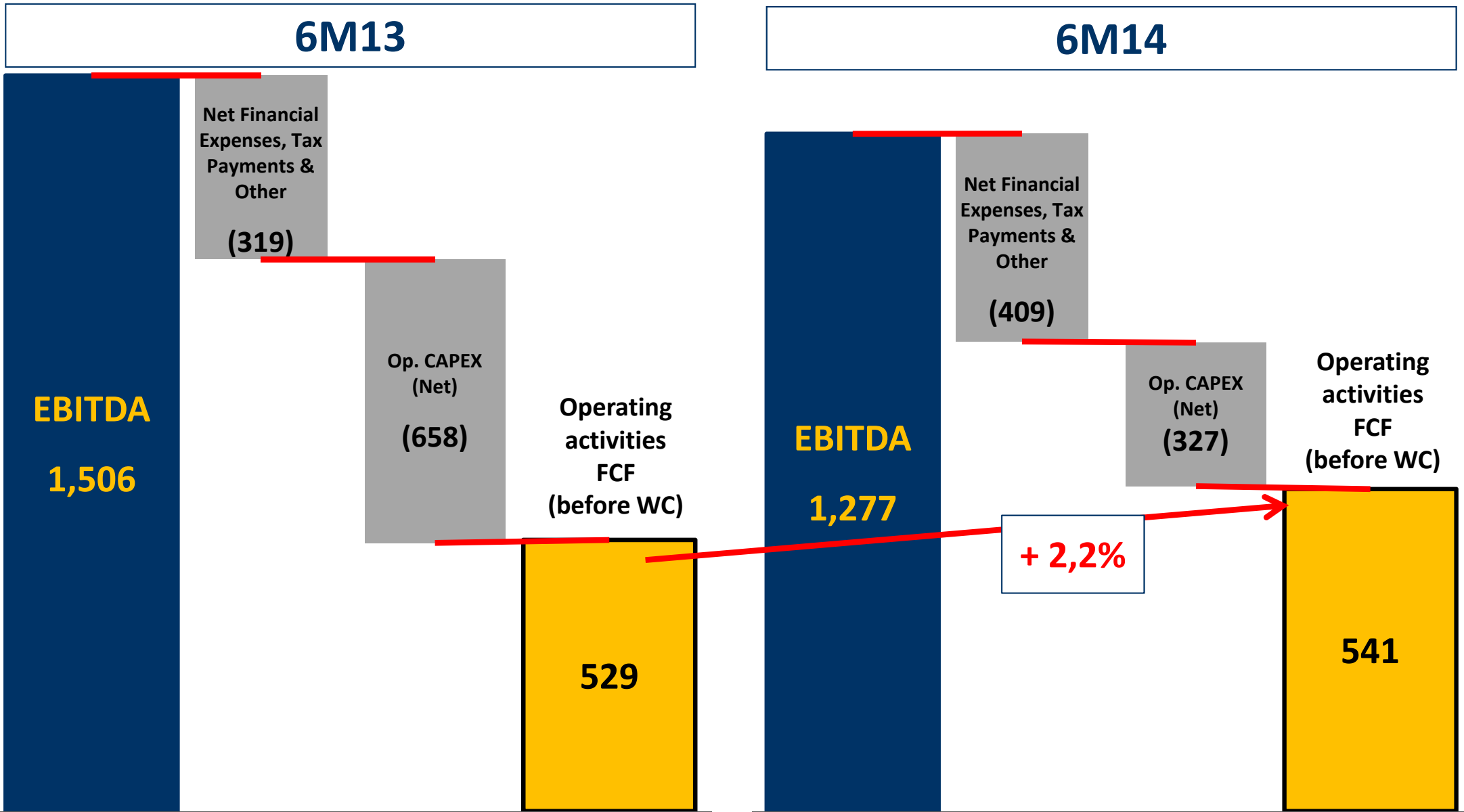
€ million

	6M13	6M14	
<b>Construction Net Profit</b>	<b>120</b>	<b>109</b>	<b>-9.2%</b>
<b>Industrial Services Net Profit</b>	<b>237</b>	<b>237</b>	<b>0%</b>
<b>Environment Net Profit</b>	<b>46</b>	<b>46</b>	<b>0%</b>
<b>Corporation Net Result</b>	<b>(46)</b>	<b>3</b>	<b>n.a.</b>
Net financial expenses	(77)	(74)	
Financial stakes, overheads & others	31	77	
<b>Net Profit</b>	<b>357</b>	<b>395</b>	<b>+10.7%</b>

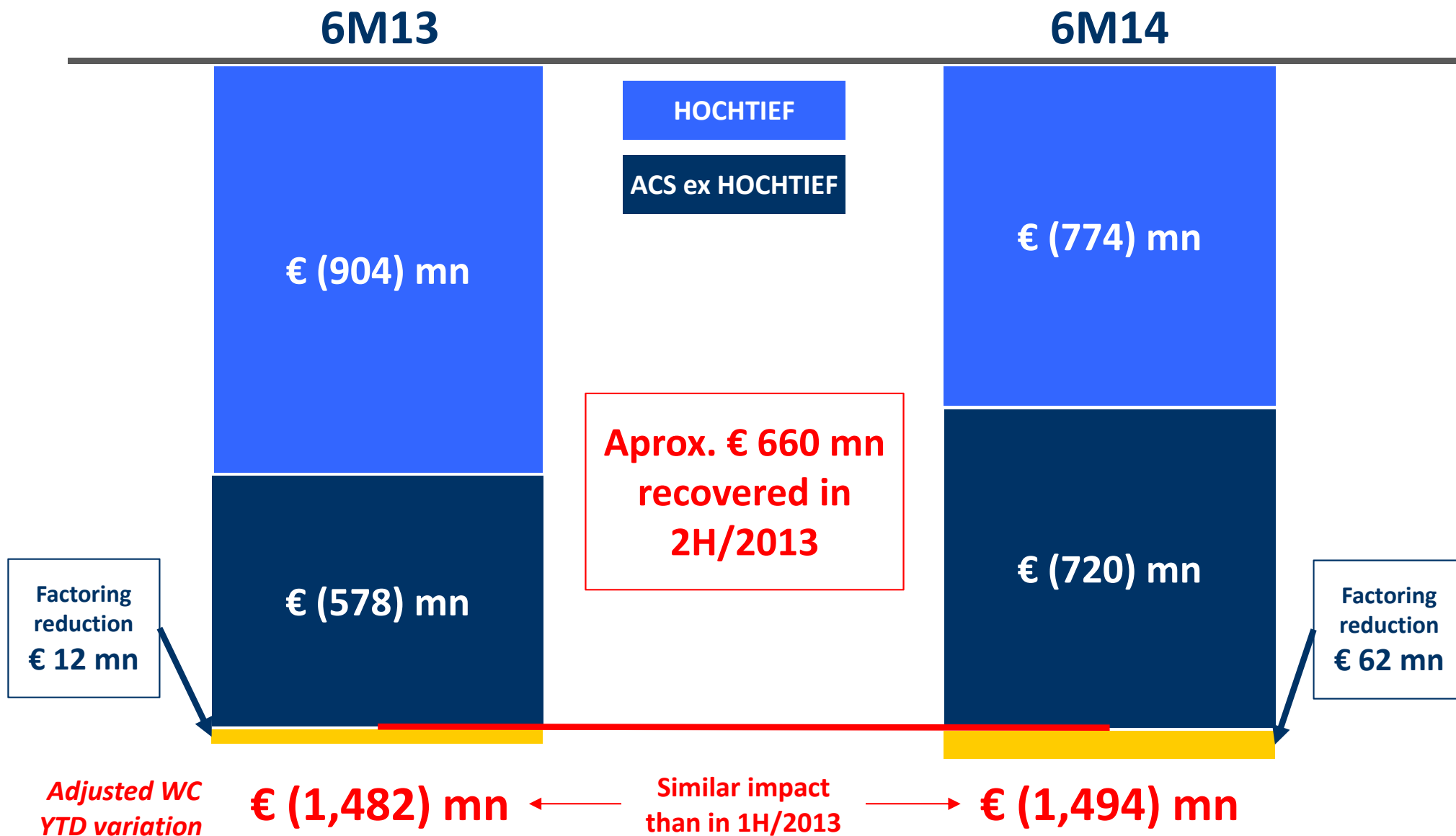
# Net debt evolution LTM



# Cash Flow from Operations



# Operating Working Capital Variation



# Restructuring in HOCHTIEF and Leighton underway

## HOCHTIEF Europe

- New structure in place: Construction, Services, PPPs, Engineering
- New CEO & COO appointed
- Underlying profit trend remains on track
- Restructuring process continues to advance - completion by year end
- Real Estate: Several assets sold. Remaining portfolio continues into the disposal process

## Leighton

- HOT stake: 69.6%
- New structure in place: Construction, Mining, PPPs, Engineering
- Management changes: CEO, CFO and MDs for activity lines
- Strategic review:
  - B/S strengthening: focus on receivables and WC + disposals
  - Operating model streamlining
  - Risk management improvements

## HOCHTIEF Americas

- Solid performance: exceptionally strong Q2, positive trend in CF from operations
- Very strong backlog
- Measures implemented including risk management to drive Flatiron into profit in 2014
- EBT 14E guidance unchanged (€ 100 – 120 mn)

## Conclusions

**Sales & Backlog  
resilience**



*Despite forex negative impact & 2013 assets disposals*

**Positive profitability  
trends**



*HOT restructuring efforts to show results from 2H 2014  
Full guidance reaffirmed*

**Cash flow focus**



*Increase cash flow from operations  
Revert working capital trend*

**Sale of non core  
assets**



*Real Estate , Concessions, Assets in Leighton*

**Minorities buy-out**



*Investment in increasing HOT & LEI stakes*

**2014 Operating & Financial targets maintained**



#### DISCLAIMER

*This document contains forward-looking statements on the intentions, expectations or forecasts of Grupo ACS or its management at the time the document was drawn up and in reference to various matters including, among others, its customer base, its performance, the foreseeable growth of its business lines and its overall turnover, its market share, the results of Grupo ACS and other matters relating to the Group's activities and current position. These forward-looking statements or forecasts can in some cases be identified by terms such as "expectation", "anticipation", "proposal", "belief" or similar, or their corresponding negatives, or by the very nature of predictions regarding strategies, plans or intentions.*

*Such forward-looking statements or forecasts in no way constitute, by their very nature, guarantees of future performance but are conditional on the risks, uncertainties and other pertinent factors that may result in the eventual consequences differing materially from those contained in said intentions, expectations or forecasts.*

*ACS, Actividades de Construcción y Servicios, S.A. does not undertake to publicly report on the outcome of any revision it makes of these statements to adapt them to circumstances or facts occurring subsequent to this presentation including, among others, changes in the business of the company, in its strategy for developing this business or any other possible unforeseen occurrence. The points contained in this disclaimer must be taken fully into account by all persons or entities obliged to take decisions or to draw up or to publish opinions on securities issued by Grupo ACS and, in particular, by the analysts and investors reading this document. All the aforesaid persons are invited to consult the public documentation and information that Grupo ACS reports to or files with the bodies responsible for supervising the main securities markets and, in particular, with the National Securities Market Commission (CNMV in its Spanish initials).*

*This document contains financial information drawn up in accordance with International Financial Reporting Standards (IRFS). The information has not been audited, with the consequence that it is not definitive information and is thus subject to possible changes in the future*