



Consejo Empresarial
para la
Competitividad

STATEMENT BY THE PRESIDENT OF THE ADVISORY BOARD

21 February 2011

Good morning everyone, and thank you for attending.

We are a group of companies whose management models serve as a worldwide points of reference in their respective sectors. We believe that Spain's economic potential remains strong, **and that one thing or another does not coincide with** the fact that internationally there is much wariness — undeserved, in our opinion— regarding Spain.

It is true that our economy is experiencing difficulties. Those of us present here today are quite familiar with the nature of these problems. For this reason, we have decided to offer our experience and our ability to work together, in order to help, to the extent possible, provide orientation regarding these difficulties and to solve them. At the same time, we hope to guarantee Spain's international credibility.



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We have decided to bring all these objectives together under the general idea of promoting the country's competitiveness. Bolstering competitiveness requires changes, measures and reforms, in addition to experience, know-how and joint efforts.

Those of us who are here today believe that now is the time for our companies to join forces and contribute all we can to ensure that the measures required to guarantee the country's competitiveness are adopted in a decisive manner.

Structure of the Advisory Board

The group of companies represented here, together with the Institute, has concluded that the best way to respond to this challenge is by creating a new institution, the Competitiveness Advisory Board, which today I am honoured to present to you in my capacity as its first President. I am also pleased to introduce to you our appointee to serve as the Board's Managing Director: Fernando Casado.

The Advisory Board is a forum made up of companies backed by successful management and with in-depth knowledge of the priorities on which they must act in order to restore confidence in the potential of our economy. Many of these companies also have proven international experience.



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The forum has been created to become a think tank of Spanish competitiveness with a very clear prime objective, “Furthering the measures needed to promote the growth of the Spanish economy and restore international confidence in the country”.

To this end, the Board will focus its efforts on examining the main problems of our economy, on drafting proposals to solve them, on enhancing business competitiveness and excellence and on improving Spain’s “equity story” abroad.

Clearly, we want it to be the think tank of Spanish competitiveness and to formulate concrete proposals to get Spain back on the growth track.

Thank you very much for your attention.