

2011 CORPORATE SOCIAL RESPONSIBILITY REPORT



Values that make the difference

SPAIN UNITED KINGDOM GERMANY POLAND SWITZERLAND ITALY PORTUGAL CHINA UNITED STATES MEXICO BRASIL PERU CHILE ARGENTINA

© Management Solutions 2012
All rights reserved
www.managementsolutions.com

This publication may not be reproduced, distributed, publicly released or transformed, wholly or in part, freely or onerously, using any means or methods, without the prior written consent of Management Solutions.

The contents of this publication are provided for information purposes only. Management Solutions does not accept any liability for the use that might be made of this information by third parties. The use of this material by anyone without the express authorization of Management Solutions is forbidden.

Credits

Management: Carlos Camps Sinisterra
Miguel Ángel Poblet Capa

Editorial team: Román González Ordóñez
Cristina López Martínez

Design and layout: Laura de Frutos Franco
María Díaz Alonso

Photographs: Management Solutions´picture library
Photograph of Madrid´s Royal Theatre ©
Javier del Real
Thinkstock, iStockphoto

We thank all those who, by contributing information, direct experience accounts and photographs, have made publication of this Report possible.



Contents

06

Introduction

Message from the Chairman	/08
CSR at Management Solutions	/10
CSR Road Map	/11

14

Management Solutions, *Making things happen*

Strategic principles	/16
Ethical principles in our code of conduct	/18
Our brand	/20
Geographical coverage	/22
Industries	/24
Service lines	/26
R&D Area	/28

30

2011 milestones

Values that make the difference	/32
Diversification	/34
Growth	/36
Communication	/38



40

Committed to our clients

Client focus /42
 Quality control /43
 Commitment to the industry /44

50

Committed to our professionals

The human factor at Management Solutions: "one team" /52
 Human Resources policies /53
 Training /56
 Occupational risk prevention policies and medical service /58
 Employee support services /60
 Internal communication /61
 Sports Club /68

70

Committed to the environment

University /72
 Sponsorship and patronage /78
 Social work partnerships /79
 Social Action /80
 Environment /90

Introduction

Management Solutions views Corporate Social Responsibility as acting in accordance with corporate principles of trust and commitment to excellence and quality, going beyond legal requirements. The Firm recognizes the importance of exercising its activity in order to contribute to the achievement of sustainable growth in society.

For this reason, Management Solutions assumes its commitment to the communities of the countries where it operates. Supporting the academic world and job creation, respect to human rights and care of the environment form a part of the Firm's business strategy, guiding its growth in a manner consistent with the principles of sustainable development.

The purpose of this publication is to provide Management Solutions' stakeholders with transparent and detailed information on the Firm's activities that have a significant impact on its environment and could substantially influence our stakeholders' perceptions and decisions.



Management Solutions



Message from the Chairman



Alfonso Serrano-Suñer, Chairman and CEO of Management Solutions

2011 has been a particularly complicated year for many organizations, with a global economic system that continues to test the strength of business models and their ability to adapt to changes.

At Management Solutions we are proud of the results obtained in such an adverse context: growth in business turnover and job creation in all our offices, expanded global and regional client portfolio, greater geographic and industry diversification, increased investment in training and R&D, broader links with universities, more cultural sponsorship and a significant boost to all solidarity activities.

Once again, we have shown that a corporate culture based on effort, commitment, continued search for excellence, orientation towards results and strict ethical principles is the essential foundation for a profitable business model that is also sustainable in the long term. At Management Solutions we do business while observing these principles, which I will now discuss briefly.

First of all, commitment and dedication to service (the client is first, followed by the team and the individual, in that order), which are two closely linked principles that require humility, integrity and generosity.

We envision our profession as a service to our clients, committing to them and making their problems our problems. This commitment begins with, but does not end with our clients. It extends to our professionals and other areas of involvement: professional associations, universities, cultural organizations and society as a whole, in relation to both our business activity and social action efforts.

A critical approach and independent judgment, which coupled with our in-depth knowledge of the industries in which our clients operate and of the social reality, allows us to rethink current business models, ways of doing things, and goals that are usually not obvious. If something adds value, then it makes sense, and can be achieved despite its apparent difficulties.

An ongoing search for excellence, which is only possible through a combination of passion, effort, talent and training. Capturing the best talent is one of our challenges and for this reason we constantly seek graduates with a sound academic record, dynamism, eagerness to improve, hard work ethic, maturity, responsibility and who find it easy to integrate in multidisciplinary teams. Once they have joined us, our professionals are offered a broad training program that complements their university degree studies.

Continuous promotion based on individual merit, an issue which is particularly relevant in a partnership model such as that of Management Solutions, where all professionals can opt to become part of the Firm's group of partners based on their strengths and achievements.

Lastly, unity and solidarity as essential guidelines for the partners' actions, understood as a shared pursuit to generate opportunities for the Firm's professionals, and therefore contribute to their personal and professional development.

We are very much aware of the importance of transmitting this culture to the entire Organization and making it possible for it to be easily identifiable and value-generating for all our clients, professionals, collaborators and society as a whole.

We firmly believe that Social Responsibility is a strategic element in the management of our Organization.

A strategic focus of our Social Responsibility policy continues to be our relationship with Universities, which we develop through collaborative agreements to provide scholarships and internships, specialized classes and seminars, as well as to cooperate in research programs, participate in job fairs, and sponsor and support university foundations and associations.

Our work towards promoting the entrepreneurial spirit, which we initiated some years ago through microfinance projects, has now extended to the sphere of education through our involvement in an initiative seeking to help develop entrepreneurial values, attitudes and skills by focusing on the early education of children and young people.

Management Solutions' social commitment includes its presence in professional associations related to its activity, as well as in cultural associations through sponsorship and patronage policies.

While the environmental impact of our activity is very limited, we are especially sensitive to the need to combine our efforts for sustainable development, and we make sure we establish policies that will allow us to contribute towards environmental preservation.

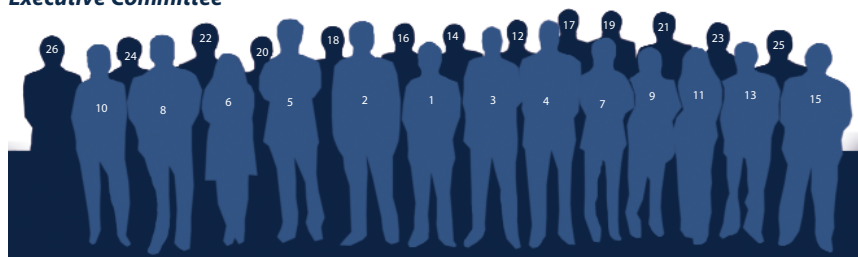
Finally, we continue to support and promote all the solidarity activities our professionals engage in through Management Solutions' Social Action Group, of which we are particularly proud due to their exemplary dedication to society's most vulnerable.

This Report aims to provide a transparent and detailed account of the progress we made in 2011 in terms of our contribution to society, made possible thanks to the generosity and dedication of all Management Solutions professionals. On this occasion, we have devoted a specific section to our achievement of the goals established in the Corporate Social Responsibility framework defined in 2010.

Alfonso Serrano-Suñer
Chairman and CEO of Management Solutions



Executive Committee



- | | | | |
|-----------------------------|-------------------------|----------------------|-------------------------|
| 1. Alfonso Serrano-Suñer | 8. José Luis Carazo | 15. David Coca | 22. José Arrieta |
| 2. Ignacio Layo | 9. Juan Fabios | 16. Carlos Suárez | 23. Marcos Izena |
| 3. José Ramón Gorrochategui | 10. Laura León | 17. Carlos Carnicero | 24. Hernán Enríquez |
| 4. Fernando Castiñeiras | 11. Nuria Navarro | 18. Julio Holgado | 25. Raúl García de Blas |
| 5. Pedro Martínez | 12. Carlos Camps | 19. Marcos Fernández | 26. Diego Leis |
| 6. María José Leongentis | 13. Miguel Ángel Poblet | 20. Rafael Guerra | |
| 7. Luis Lamas | 14. Alberto Rilo | 21. Manfred Nolte | |

CSR at Management Solutions

Aware that the growing success of our organization should lead to greater accountability in all areas and to all stakeholders (clients, employees, suppliers, universities and other institutions), in 2006 Management Solutions published its first Corporate Social Responsibility Report.

Since then, we have prepared our annual Corporate Social Responsibility Report with a view to sharing our experience and results with all our stakeholders, and to detail the most significant consequences of our activities, as well as our commitments regarding the future.

To this end, each year we update the milestones achieved by the firm throughout the year, both in employment terms and from an economic, social and environmental standpoint, in all countries where we operate, setting targets that will serve as action guidelines for the following year.

We wish to express our confidence in this responsible business model, to make public our commitment and to engage our stakeholders, which are the focus of our actions but may also help us achieve our objectives.

This Social Corporate Responsibility Report details Management Solution's achievements during the period from 1 January to 31 December 2011 in Europe (Spain, UK, Germany Poland, Switzerland, Italy and Portugal), the Americas (USA, Mexico, Puerto Rico, Peru, Brazil, Chile and Argentina) and Asia (China).

Report preparation process

Our Report is drafted according to the guidelines and recommendations of relevant international organizations such as the Global Reporting Initiative (GRI), an organization whose mission is to improve the quality, accuracy and usefulness of Corporate Social Responsibility reports. Also, the content structure is intended to facilitate reading, consultation and understanding by all stakeholders.

We believe that our clients, Management Solutions' professionals and society as a whole are our main stakeholders. Satisfying these groups occupies a central place in our corporate strategy, therefore establishing an optimal relationship with them constitutes a key objective. For this reason, a section is devoted to each of these groups (Commitment to the client, Commitment to our professionals and Commitment to the environment), indicating the manner in which we understand our relationship with them.

At Management Solutions, we are aware that the communication channels established with each of our stakeholder groups are key to identifying and understanding their needs and what allows us to successfully respond to them.

The information obtained through these communication channels provides us with essential knowledge of our business environment and constitutes a valuable asset that enables us to anticipate market needs, identify new opportunities, evaluate new ideas and initiatives and launch new products, and helps us to define future action strategies.

This understanding of corporate social responsibility is channeled at Management Solutions from a dual approach: firstly, the business approach, understood as the commitment that the firm as an entity assumes towards its various stakeholders (commitment to clients, commitment to staff and commitment to society) and, secondly, from the standpoint of Social Action, which gives voice to the sensitivity of our professionals by supporting and promoting collaboration with various NGOs and charities.





Management Solutions professionals at our Argentina office



Networking Event at Lisbon's Catholic University



Volunteers from Social Action Chile

The firm's true commitment to responsible and sustainable practices does not allow us to simply perform this important task, but requires us to continue our ongoing search for the most appropriate formulas to maximize efficiency.

Our CSR policy is based on the Firm's corporate philosophy, which comprises its culture and values (commitment to excellence, client focus, team work and organizational flexibility), as well as ethical conduct principles. Values and principles that become evident in three key areas for the Firm are: clients, team and environment.

This corporate philosophy constitutes the basis or starting point of our commitment, which we have wanted to supplement with an international standard that will provide the Firm with some guidelines that, covering our broad vision of CSR, will serve to channel our efforts as we work towards a shared project with a long term view.

For this reason, in December 2010, Management Solutions chose to commit to the Millennium Development Goals (MDGs), an international initiative signed by the United Nations' member countries, to be achieved by 2015. The 8 goals this initiative seeks to achieve are closely aligned with our business model and how we think as individuals. Through this report, Management Solutions renews its commitment to the MDG initiative and undertakes to uphold and raise awareness of its 8 goals on poverty reduction and childhood, education and environment-related issues, which we consider key to ensuring a better future for the generations to come.

The responsibilities arising from joining this initiative involve commitment and participation to improve the lives of billions of people, and to create an environment that will contribute towards world peace and security.

Approach

Management Solutions understands CSR as a commitment that includes the day-to-day performance of its business. Thus, respect for human rights and environmental care are always present in its activity as the Firm channels growth in a way that is compatible with sustainable development principles.

Management Solutions undertakes a commitment to support communities in the countries where it operates. In this respect, we believe that our contribution to society must exceed the purely economic development and job creation aspects inherent in all activities. For this reason, our commitment leads us to participate, as far as possible, in efforts aimed at improving our socio-economic environment through social welfare, sponsorship and patronage activities.

CSR Road Map



Volunteers at our Film Screening for Solidarity



5th Solidarity Concert



Volunteers from Social Action Mexico

Goals

In 2010, we established, for the first time, a series of general CSR commitments for that year and for subsequent years. These goals, which are a true reflection of Management Solutions' business philosophy, allow us to coordinate and further advance our efforts in the area of corporate social responsibility.

First, the principles of commitment to excellence and quality which so well define Management Solutions makes this desire to excel a key objective in all areas of action and across all levels of the organization. Quality must be achieved while minimizing any negative impacts of our activity.

While the environmental impact of the Firm's activity is very limited (specific impacts associated with office operations), there is a heightened awareness of this issue among our professionals.

Another key objective is to continue to promote social values. To this end, we plan to further increase the number of solidarity projects, setting a specific target to undertake at least one activity for each of the 8 Millennium Development Goals (MDGs).

Finally, we will continue to work to broaden the scope of our CSR activities globally and strengthen Social Action in all countries where we have permanent presence.

Management System

For 2012, we continue to work towards achieving our ambitious goal of improving our internal corporate social responsibility management system, and enhancing CSR area functions. This area, reporting directly to the Firm's Executive Committee, has primary steering and management responsibility for CSR matters and performs the following functions:

1. Ensure the integration of CSR in the Firm's strategic business vision. RSC needs to be a cross-company activity affecting all business lines and present throughout the value chain.
2. Promote programs that meet the MDGs, both from a business and from a Social Action perspective.
3. Advance initiatives that create value for the different stakeholders. It is necessary to integrate the expectations of both clients and professionals, and of the communities in which we operate.
4. Involve all of the Firm's areas and units in CSR, instilling attitudes and procedures.
5. Monitor and evaluate the commitments and obligations voluntarily assumed in our Master Plan in order to ascertain the extent to which goals have been met and analyze the reasons for any deviations.

The Millennium Development Goals

Management Solutions strongly believes that the Millennium Development Goals (MDGs) should set the agenda of companies. MDGs can be met if all stakeholders play their part. During 2011, Management Solutions has undertaken the following actions to collaborate with these eight goals:



- ▶ Volunteering in Calcutta (India) in collaboration with New Light and the Missionaries of Charity, who work with social groups at risk.
- ▶ Food Collection at our Charity Screening Event (Chile, Spain and Peru) and *Arraiá beneficente* and *Campanha del Agasalho* (Brazil), to collaborate with other shelters.
- ▶ Fundraising Concert to help finance volunteering and cooperation activities.
- ▶ Assistance to foundations supporting microfinance projects.
- ▶ Assistance to Basic House Foundation (Chile) by building a house for a family without resources.



- ▶ Participation in a charity race (Spain), collaborating with UNICEF's education program for children in Oaxaca (Mexico).
- ▶ Educational activities in collaboration with New Light during our summer volunteering program in Calcutta (India).
- ▶ Collaboration with the Créate Foundation, which promotes entrepreneurship in schools in Madrid (Spain).



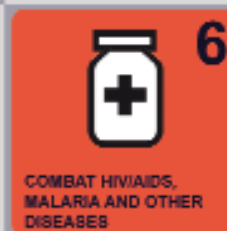
- ▶ Development and monitoring of the Plan for Gender Equality (in all countries in which Management Solutions has a presence).
- ▶ Participation as part of our Solidarity Summer program in New Light campaigns to support girls and women at risk in Calcutta (India).



- ▶ *Cestinhas de Pascoa* and *Sacolinhas de Natal* campaigns (Brazil) and Solidarity Christmas campaign to collect food, basic items and gifts for children's centers (Brazil, Chile, Spain, Mexico and Peru).
- ▶ Participation in programs to support disadvantaged children, in collaboration with New Light, during our Solidarity Summer project in Calcutta (India).



- ▶ Implementing policies that help our professionals in terms of maternal health.
- ▶ Funding the construction and maintenance of a home and health center in Calcutta (India) for women living on the street through Calcutta Onoan.



- ▶ Fundraising Christmas Cards project in collaboration with Calcutta Onoan (to support HIV prevention and treatment programs in Indore, and a medical clinic for the villages of Zora Dokan, both in India).
- ▶ Participation in the Join the Voices race against brain cancer (United States).
- ▶ Organizing blood donations in all our offices.



- ▶ Reducing the impact of the Firm's activities on the environment (mainly by implementing energy efficiency and recycling policies and reducing paper consumption) in all countries in which Management Solutions has a presence.
- ▶ Collection of office materials in order to raise funds for planting trees.



- ▶ Collaborating with the World Bank in the dissemination of knowledge.
- ▶ Donation of computers and mobile phones to disadvantaged groups in Spain and Brazil.

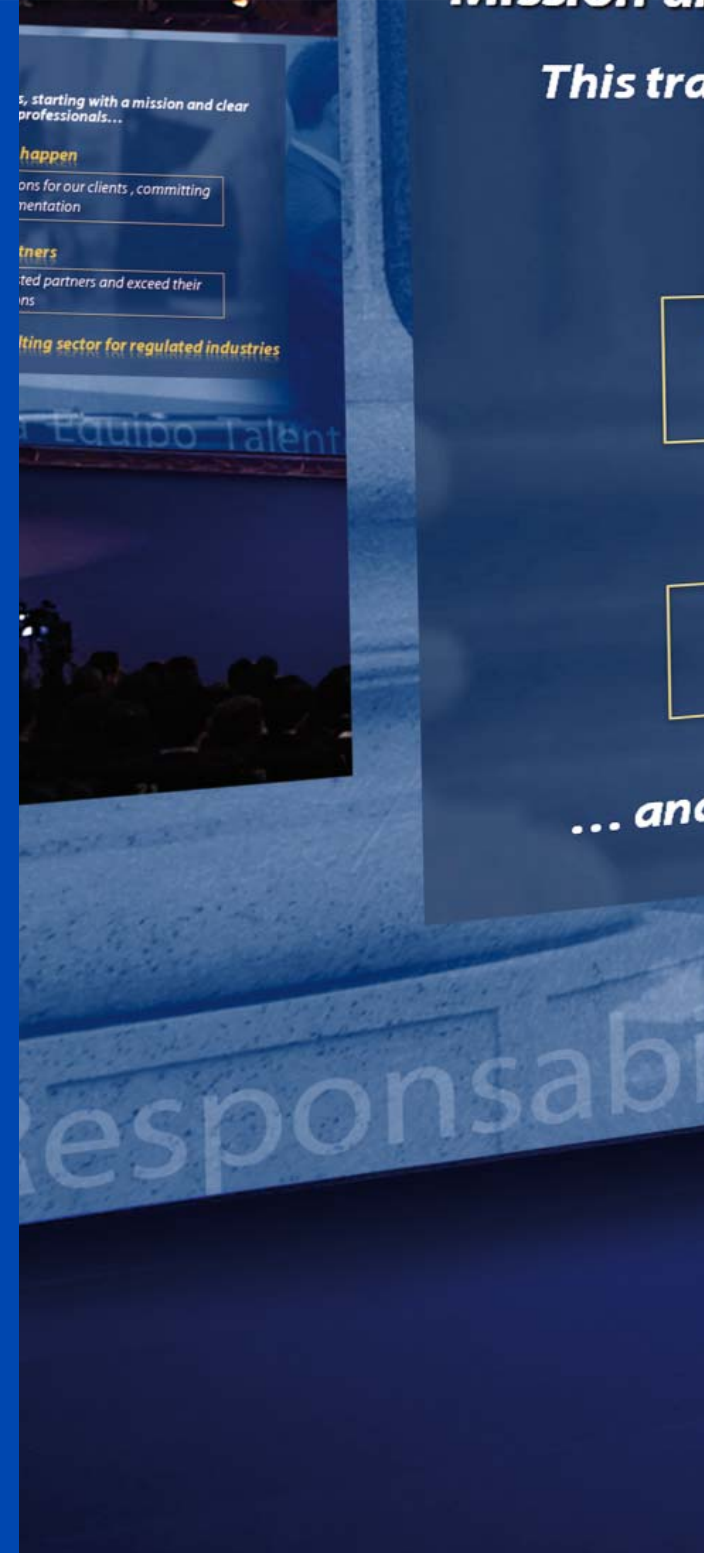
Management Solutions, Making things happen

Management Solutions is an international consulting Firm whose core mission is to deliver business, risk, financial, organization and process-related advisory services, targeted at both functional aspects and the implementation of related technologies.

more than
1,100
professionals

17
offices

more than
500
projects



Objectives

translates into solid strategic principles, starting with a mission and clear objectives shared by all professionals...

Making things happen

Our mission is to create value propositions for our clients, committing to effective implementation

Trusted partners

Our goal is to become our clients' trusted partners and exceed their expectations

With a vision, lead the business consulting sector for regulated industries

Exigencia Equipo Talen



Strategic principles



Management Solutions is today a leader in Business Consulting services to regulated industries. This leadership translates into more than 1.3 million hours of consulting delivered each year; a global team of more than 1,100 professionals; 17 fully operational offices in the Americas, Europe and Asia; more than 400 clients, all leaders in their respective industries; and over 500 projects varying in nature and size. The key to our Firm's success lies in our strategic principles, shared by all professionals integrating Management Solutions.

Positioning

Our positioning is based on a single premise: leadership. And our leadership is demonstrated everyday in all our areas of activity, in the services we deliver and in the markets where we have a presence, as we take on the challenges faced by our clients. This leadership, made possible by a young and international multidisciplinary team, places us today as the leading provider of business consulting services specializing in regulated industries.

Mission

Our motto is a perfect summary of our mission as an organization: *Making things happen*. At Management Solutions, we create value propositions for our clients and commit to their effective implementation. We focus far beyond the standard provision of advisory services to partner with our clients in the pursuit of their objectives.

Objectives

We aim to exceed our clients' expectations and become their trusted partners. We achieve this through our strong culture of responsibility, top performance, preparation and training, and strive to make our clients feel as if Management Solutions were one of their own teams, actively participating in defining strategic challenges together.

Culture and values

Commitment to excellence, customer focus, teamwork and organizational flexibility are the cornerstones of our corporate culture, a culture that serves as a reference in the industry, is governed by strict ethical principles and pervades three key areas: clients, team and environment.



Committed to excellence...

...in the relationship with clients and in our level of service and performance, by giving our best in each project...

...in the development of our people's competencies, by providing the best possible environment to foster potential and retain talent...

...in our support to society's progress and the environment in which we operate.

Making things happen requires a strong, meritocratic, results-oriented corporate culture that promotes unity and solidarity, and with a sustained focus on service. A culture and values shared by all our professionals.

Commitment to our clients

Management Solutions' services go beyond the provision of advice. We share our clients' goals, which we view as our own and seek to achieve through our work, making a connection between excellence and results.

At Management Solutions we perceive our clients' challenges as our own, and facilitate the best path to meet them, basing our work on a strong culture of commitment, the key characteristic of our services. We are where we are because this is what our clients want.

Commitment to our professionals

We are committed to providing our professionals with a clearly defined career plan, based on results, that will allow them to develop and enhance their abilities.

While ultimately, results and personal achievements go hand in hand, attaining them involves overcoming barriers in which the professional is not alone, but has the support of the entire organization. For this reason, the values of generosity and pride of belonging to a team develop naturally, making it clear that the whole adds more value than the sum of its parts. At Management Solutions, we put the team after the client and before the individual, in this order: client, team, individual.

The Firm strives to retain talent by trying to provide the best environment for personal and professional development within the organization. We are what we are thanks to our talented professionals.

Commitment to society and the environment

Management Solutions has a commitment to society and the environment in which it conducts its business activities. This commitment takes the form of job creation for young people, contributing to their comprehensive training and promoting their integration at work. The Firm also organizes other initiatives which are carried out by Social Action, such as sponsorship and patronage activities and internal environmentally-friendly policies.

Ethical principles in our code of conduct

The purpose of the information provided in this section is to disclose the principles that govern the conduct of all our professionals

Integrity and honesty

We commit ourselves to acting with integrity and honesty at all times, consistently applying the highest ethical standards.

Integrity and honesty are the values underlying our trust relationship with our clients and with other people within our Firm.

Our performance is based on ethical behavior and achieving the highest levels of quality, excellence in the provision of our services and long-term development of relationships based on trust and mutual respect.

Dedication to excellence

We take on a full commitment to our clients, to the members of our Firm and to society as a whole to maintain the level of excellence in all aspects of our professional performance.

We deliver our best effort in management, client relationships and in the service provided to our clients to offer high quality projects.

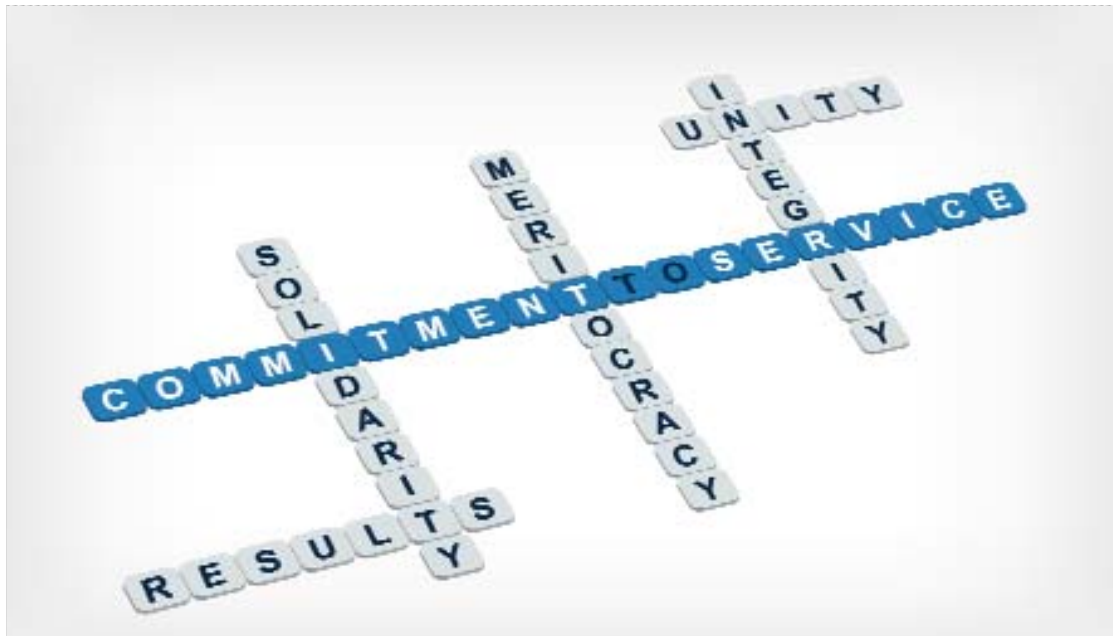
We commit to developing and strengthening the abilities of our professionals by providing the best working environment in order to foster potential and retain talent.

Commitment

Management Solutions executives work to create opportunities for all our professionals and it is their duty and responsibility to pass on our corporate culture and values, as well as the same opportunities that they themselves have had.

We assume our clients' challenges as our own while focusing on excellence and results, supported by a strong culture of commitment. This commitment is evident in the management approach, relations and service provided to our clients, and in our ongoing effort to deliver the best consulting services in the market.

We meet our clients' highest demands, going beyond their expectations in an environment of trust and close cooperation with the client and with Management Solutions professionals.



“Our Firm’s success is the natural consequence of properly implementing our principles and values”

María José Leongentis Partner at Management Solutions

We have a strong, winning corporate culture that promotes integrity, unity and teamwork.

Principles that reward commitment to service, with a model of professional growth strictly based on individual merit, while encouraging generosity and solidarity.

These are undoubtedly the keys to our Firm’s success from its inception until today.



Professionalism

Each employee exemplifies outstanding professionalism. We aim to get the best results by cooperating with other teams and staff members, while seeing to our own training and that of our colleagues. We make an effort to convey an unrivaled image of correctness and professionalism in all situations.

We comply with legal requirements, taking the professional standards and rules established in each case as our guide, and avoiding any situation which could compromise the reputation of the Firm.

Emphasis on the human factor

Beyond what is required for an acceptable working relationship, we realize that both employees and clients are people and therefore deserve to be treated as such. This involves, on the one hand, respect for human rights in all our actions and, on the other, the desire to contribute to the personal growth of all those who form part of the Firm.

We favor a working environment that stimulates personal growth, development and success, supported by an atmosphere of continuous collaboration and teamwork, which is made possible by the magnanimity of each one of its members, with the team's objectives prevailing over individual aims.

Our success is dependent on our professionals and, accordingly, we select and train employees so that they can provide services of the highest quality in all areas of our professional practice. We evaluate performance through objective and agreed-upon criteria, offering a professional career without limitations in which employees earn their own promotion based on merit.

We commit ourselves to investing time, effort and resources into selecting top professional talent as well as developing and maintaining their abilities through training plans adapted to each level and category.

Confidentiality

No member of our organization is allowed to supply confidential information on our clients to third parties and all employees are obliged to keep the Firm's reports and internal documentation confidential, treating all information with particular responsibility, control and protection, without using it for personal gain or for that of third parties.

All of the Firm's strategic information and the client and employee data accessed in the course of professional activity are considered confidential.

We use Management Solutions' communications systems in a responsible and productive way.

Responsibility to society

Our services and client-oriented focus allow us to deliver projects of considerable added value, which makes it possible for the Firm to contribute to society's economic environment. This responsibility takes the form of job creation for young people, since we contribute to the provision of comprehensive training and promote their entry into the job market.

We set up initiatives to facilitate our employees' participation in different areas of volunteer work.

Our brand

The purpose of the Management Solutions brand is to convey the Firm's culture and values to all stakeholders while strengthening the sense of belonging among Management Solutions professionals in all countries where the Firm operates.

Our name, logo, colors and lettering represent the Firm's identity, convey our values and differentiate us from our competitors. It is therefore essential to protect them, to use them appropriately and to ensure we imbue them with our principles, including most notably reliability, trust, leadership and teamwork. Our logo was reinforced by the inclusion of our motto: *Making things happen*, which summarizes the Firm's mission.

Consequently, all the places where our brand is displayed automatically become a vehicle through which our values are transmitted, whether these are sponsored initiatives, publications, fairs and events, presentations, business proposals or deliverables.

For this reason, we must carefully select the means we use for communicating the Management Solutions brand, and work towards ensuring that it conveys a level of quality commensurate with our high standards. Only by doing this will we be able to consolidate our brand position in the market place.

Moreover, brand uniformity becomes particularly significant in the current context of our Firm's international expansion. Our brand plays an integrating role, since it represents those values that are shared by over 1,100 Management Solutions professionals around the world, who, in turn, project it on a daily basis in the relationship they establish with their clients and stakeholders.



Management Solutions website

Our corporate website constitutes our main vehicle for reaching out to society and therefore is the fundamental pillar supporting our external communications.

Our site, delivered in three languages (Spanish, English and Portuguese), includes general information about Management Solutions, the industries in which we operate, service lines offered, a specific section on careers specifically targeted at potential candidates interested in participating in our selection process, and a section containing publications prepared by the Firm.

Our corporate website underwent a complete redesign in 2011, aiming for a more intuitive format in compliance with accessibility guidelines set by the World Wide Web Consortium (W3C), and a design that conveys an image closer to the Firm's current identity. Also, the contents were reviewed and enhanced, and a new section on corporate events as well as a multimedia area were created.

Visits to the Management Solutions website increased by more than 25% in 2011 compared to 2010, from over 118 different countries.

Our brand conveys our culture and values to the Firm's stakeholders

Corporate image

Our corporate culture is reflected by a consistent corporate image throughout all areas:

- ▶ Our clients' image of Management Solutions professionals.
- ▶ Style and format of our presentations, proposals, deliverables and any other document type.
- ▶ Our brand image in society: universities and job fairs, foundations and sponsorships.
- ▶ Uniform style for all our offices.



Geographical coverage

An international outlook will continue to be part of our strategic focus

Management Solutions' marked international focus since inception, has made globality one of its hallmarks. Currently, our presence is concentrated in three large geographic areas: Europe, the Americas, and increasingly Asia, with 17 offices in 15 countries.

Meeting our clients' needs in all countries where they have a presence, has established our Firm as a leader in business consulting in the markets where it operates. This leadership has been achieved through the daily endeavor of our professionals and always being alert to identify opportunities and meet the needs of our customers.

This leadership is reflected in a geographical positioning based on the "one team" and multi-location concepts. Thinking globally and acting locally we have succeeded in strengthening the presence of all of our offices within their markets while maintaining a global view of our business.

During 2011 we continued to expand our range of action, not only in countries that have historically been central to our expansion, where we already have consolidated offices, but also extending our sphere of action beyond its borders.

A favorable macroeconomic evolution in the Latin American region in response to the global crisis has allowed our offices in Mexico, Brazil, Peru, Chile and Argentina (where a new head office was opened), to achieve excellent growth, with a significant increase in the number of consulting hours delivered and professionals hired (with the focus still on leveraging local talent). Also, this growth has been reinforced by projects undertaken from these offices in other markets within the Region, intensifying and generating recurrent business in countries like Colombia, Venezuela and Central America (Dominican Republic and Panama).

In Europe, and from our leadership position in the Spanish market (Madrid, Barcelona and Bilbao), we have significantly increased our market share in the UK, Germany and France, consolidated our activity in Switzerland, and re-established our presence in Southern European countries, the opening of new headquarters in Lisbon being of particular significance. We have also increased our activity in Central Europe with the opening of an office in Poland, one of the countries with the highest potential for growth in the region.

Particularly worthy of mention are the Firm's achievements over the past year in a market as complex and competitive as the United States. The significant increase in both the volume of activity and in the number of large corporate operations undertaken, should provide the impetus to further develop our business in the future.

Finally, aware of Asia's growing weight in the global economy, and of China's significance in particular, we have strengthened our presence in this Asian country with the opening of our Beijing office, which will allow us to increase the number of operations in this market and become the cornerstone enabling us to respond to the enormous possibilities and opportunities that this continent has to offer.

Europe

Permanent presence

Germany
Spain
Italy
Poland
Portugal
Switzerland
United Kingdom

Regular activity

Andorra
Belgium
Denmark
France
Luxembourg
Netherlands
Norway

Asia

Permanent presence

China

Regular activity

India
Turkey

Americas

Permanent presence

Argentina
Brazil
Chile
Mexico
Peru
Puerto Rico
United States

Regular activity

Colombia
Dominican Republic
Ecuador
El Salvador
Guatemala
Nicaragua
Panama
Uruguay
Venezuela



Permanent presence
 Regular activity

Permanent Management Solutions offices

Europe

Madrid

Pza. Pablo Ruiz Picasso, 1
28020 - Madrid

Barcelona

Avda. Diagonal, 654
08034 - Barcelona

Bilbao

C/ Elcano, 9
48008 - Bilbao

London

135 Cannon Street
EC4N 5BP - London

Frankfurt

Schillerstrasse, 20
60313 - Frankfurt am Main

Zurich

Bellerivestrasse, 201
8034 - Zürich

Warsaw

Emilii Plater, 53
00-113 - Warszawa

Milan

Via Agnello, 12
20121 - Milano

Lisbon

Avenida da Liberdade, 245
1250 - Lisboa

Asia

Beijing

1 Jian Guo Men Wai Avenue
100004 Beijing

Americas

New York

1120 Avenue of the Americas
NY 10036 - New York

San Juan de Puerto Rico

105 Ponce de León Avenue
00917 - San Juan

Mexico City

Prol. Paseo de la Reforma, 1015
01376 - México D.F.

Lima

Avda. Andrés Reyes 437
Lima 27

Sao Paulo

Rua Samuel Morse, 120
04576-060 - São Paulo

Santiago de Chile

Enrique Foster Sur, 20
755-0198 - Santiago

Buenos Aires

Avda. Alicia Moreau de Justo, 140
C1107AAD - Buenos Aires



Industries

Our professionals have in-depth knowledge of the industries in which our clients operate



Thanks to our industry focus, at Management Solutions we are able to understand the specific needs of our clients and offer a solution to all their challenges.

In addition to the unique features specific to each company, the industry in which each individual company operates can also affect its general action guidelines. Our professionals work in cross-functional teams that have an in-depth knowledge of the industries in which our clients work, effectively providing appropriate advisory services and methodologies suited to each market.

Management Solutions' practices are structured around three main areas of activity (Financial Institutions, Energy and Telecommunications), with professionals devoted exclusively to each industry. The Firm also assigns resources to industries outside its main area of operation, focusing mainly on market leaders.

Financial Institutions

The financial industry is transforming its business and support models around liquidity, solvency, delinquency and efficiency variables, in its determination to find new ways to operate in the medium and long term.

Today, the obvious consolidation process to remove excess capacity and improve efficiency goes hand in hand with a substantial change in the competitive environment that requires deep rethinking of strategy, operations and technology. Globalization has permanently de-coupled the industry's traditional integrated value chain, making it necessary to reflect upon the "producer" and "distributor" roles of each company.

Additionally, the new multichannel environment, the proliferation of new competitors and new entrants, together with the significantly more demanding customer requirements, make managing the growth-efficiency-solvency equation a real challenge for the industry.

If we add to this the current regulatory framework and changing requirements in order to align with the new market environment, we are undoubtedly faced with one of the most complex industries in today's economy.

Energy

Progressive deregulation has uncovered that there is little perceived product/brand differentiation in traditional businesses (water, electricity, gas). Customers, used to consuming "primary goods" bought from suppliers designated by current regulations, do not associate certain qualities with the brand as is the case in other industries. This has coincided with the remarkable growth of gas as a transition energy towards future sources, and with a complex economic environment marked by stagnation in energy consumption.

These circumstances pose many management challenges related not only to "defending" the current positioning and to diversification, but also to effectively measuring, supporting



and managing the business, including adequately monitoring and controlling the different market, credit, business and operational risks associated with these activities.

Telecommunications

The telecommunications industry, faced with the threat of "commoditization" of their services, is constantly reinventing itself, and has become central to progress in the more developed economies. Some of the factors driving transformation in this industry are the ongoing customer demand for new services, the emergence of new forms of communication through social networks and the digitization of information.

This dynamism is largely due to band-width developments in communications, especially in mobile bandwidth, and to generalized use of fiber optics in traditional networks. The potential of this new transmission capability, combined with innovation by manufacturers and product developers, is making it possible to create a "new user experience" for end

customers, which is redefining the role of all the participants in the industry's value chain.

Operational efficiency, convergence, marketing innovation (especially in more mature countries) and risk management continue to be priority areas in the telecommunications sector.

Other industries

Manufacturing and distribution

Through this practice, Management Solutions addresses industrial fabric requirements from the viewpoint of both production and distribution (channeling products from producers to end customers).

After two years of sharp declines in activity and the resulting impact on the adequacy of existing production and distribution capacity, economic prospects are improving and this will in turn have a positive effect on growth. Both globalization and the differences in the speed at which the major geographical areas are able to pull out of the recession are delocalizing much of the value chain: buying, producing, manufacturing and selling now require "thinking globally and acting locally", and involve an ongoing transformation of the organizational, operating and technology structures of companies competing in these markets.

Government

The current market environment is demanding greater budget reduction efforts in public expenditure. This necessarily entails productivity and efficiency improvements on the part of all government agencies, which need to focus on continuously improving quality of service while optimizing structural cost management.

This private enterprise spirit is coupled with a growing interest in reducing the time to market of political decisions and effectively implementing these decisions.

The success of this formidable challenge requires adapting existing technology to the new variables that have come into play: customer focus, process efficiency, ability to understand the needs of the citizens and businesses they serve, etc. In short, establish adequate support to be able to deliver results today whilst understanding and meeting future challenges.

Construction

The construction industry operates within a framework marked by recession in Western economies. The outlook for public works is closely linked to the budget cuts imposed by governments, and the residential property market (more so than the non-residential real estate market) is still in recession. However, in emerging markets this activity continues to be strong, driven by the rapid modernization of infrastructure (civil works), homes (residential), business sector (offices), and lifestyle and consumer needs (shopping malls, health care, etc.).

In this context, financial risk management, balance sheet downsizing, cost reduction and process optimization have become the main short-term management drivers in Western economies. Nevertheless, geographical diversification appears to be the main argument for growth in the industry, which no doubt requires a substantial effort on the part of organizations to adapt to this new action framework, and to properly manage the risks involved.

Service lines

To cover the needs of the clients, Management Solutions' practices are structured by industry and by business line (Financial & Commodities Risk Consulting, Retail Business Consulting and New Technologies), which in turn encompass a wide range of competencies.

FCRC (Financial and Commodities Risk Consulting)

The wholesale business, and more specifically treasury and capital markets operations, is developing at a speed that makes it difficult for entities to adapt their processes and control structures to this ongoing change.

The growing sophistication of corporate and institutional clients, as well as the increase in the volume and complexity of transactions and their progressive contribution to the global bottom line, call for the parallel adaptation of trading, administration, control and risk supervision processes.

Similarly, making the most of transaction-based services, which involve managing large transaction volumes, requires advanced support structures, posing new challenges for the industry.

Increasingly sophisticated risk measurement and control systems and the integration of advanced metrics for measuring capital into the business processes (largely driven by the new regulatory frameworks) are other challenges faced by various industries.

FCRC seeks to help clients optimize and adapt their processes and systems architecture to the new business logic and to the nature of their financial risk exposure (credit, market, operational, liquidity and structural).

RBC (Retail Business Consulting)

The retail business seeks to customize its value proposition to customers by tailoring its products and services to individual needs. This enormous change from a "product sales" approach to "managing the needs of clients" requires a complete transformation of the value chain of entities, their processes and the activities of their main business and support areas (management control, sales, marketing, organization, resources, etc.).

This trend is unfolding in the context of a market where acquiring a competitive advantage is becoming increasingly hard. Also, higher customer demands, lower business margins and the need to generate economies of scale are already a reality.

In this context, the focus of the RBC line is to help clients achieve their goals and objectives by supporting them along the way, from the planning of their strategic needs through effective implementation of their functional requirements.

NT (New Technologies)

The so-called new technologies, particularly Web technologies, stormed the markets over a decade ago. After the initial boom, we now embark on a phase where new initiatives must be addressed from a perspective of servicing our clients' business objectives.

These technologies are used for two broad purposes: to promote efficiency and employees' competencies, and to integrate applications already used by companies.

From the NT line, we help our clients enhance the value of technology. We also develop and provide support for technology solutions with a high level of penetration in the industries in which the Firm operates.

Core competencies

Management Solutions aims to turn its clients' objectives into tangible realities, from strategic guidance to implementation of the required technology ("*Making things happen*").



“The Firm has been able to adapt to the new challenges our clients are faced with, adjusting its value proposition to align with their requirements”

Fernando Castiñeiras *Partner at Management Solutions*

Today, the business world is extremely fluid and changing. Business models are constantly being reviewed to respond to new challenges and opportunities. To be able to successfully rise to the challenges brought to us by our clients, we need to provide services to the highest level of specialization. The Firm is achieving this through its core competencies structure and differentiating ability to put together multidisciplinary teams in order to maximize knowledge transfer to our clients. This, together with our ability to align our value propositions with the needs of our clients, and our rigorous approach to project implementation, has allowed us to continue to honor our mission: “making things happen”.



Our teams are able to offer specific solutions and commit to their effective implementation and live production. This capacity to address a project's global requirements constitutes our key differentiating feature. We are able to lead with success throughout the various phases of a project, from the initial strategic analysis through to the go-live stage, covering the functional, organizational and operational phases.

Strategy

We advise the top management of client companies on strategic decisions, providing our view of the challenges faced by clients both from a global perspective (trends, best practice, etc.) and from the standpoint of each individual company (alternative courses of action, recommendations for implementation, etc.).

Organization and Processes

We take on our clients' projects from a three-fold perspective: functional, organizational and technological, in order to significantly improve the effectiveness of tasks performed and enhance user and client satisfaction, while achieving a suitable cost reduction.

Commercial and Market Effectiveness

Thanks to our commercial efficiency, multi-channel and business intelligence programs, we support companies in their growth efforts.

In this section, rather than presenting a catalog of our products and services, we aim to emphasize the work that Management Solutions, through each one of its professionals, undertakes in developing an efficient, sound and competitive working environment. This will benefit all our clients' stakeholders (shareholders, employees, customers, suppliers, etc.) and, ultimately, society as a whole.

Risk Management and Control

We provide the best market solutions and tools available to effectively manage the risks that organizations are required to assume (credit, market, operational, liquidity, structural, reputational, business and other risks) in an integrated way in order to optimize capital allocation.

Financial and Management information

We address client requirements at each executive level and validate, modify and establish the required sources of information. We define the transformation processes (calculations and metrics) and take part in the technology roll-out process required for effective implementation.

Applied technology

We specialize in defining and implementing the technology which is most suitable for the needs and possibilities of each organization.

R&D Area

The R&D area combines research, development and innovation with the management of knowledge generated by the Firm

At Management Solutions we design solutions that combine our creative capabilities (drawing on our knowledge, skills and talent), with scientific support (methodology) and adaptation to a particular environment, while committing to their effective implementation.

This approach applies not only to each of the projects in which we are engaged to deliver results to our clients, but also to the prior R&D work that is essential in all of Management Solutions' areas of expertise.

Management Solutions' R&D team supports the Firm's professionals and clients in all methodological aspects required. The creation of an R&D area demonstrates the Firm's commitment to stay at the forefront of the industry in response to the growing market demand for innovation.

The current economic situation and changing regulatory environment have led the R&D team to undertake extensive research, using the corporate Intranet as the main channel for disseminating knowledge to Management Solutions professionals.

We have continued to enhance the knowledge management function, undertaken by the R&D Area, through Regulatory News and Publications available from the Knowledge Area on the Intranet, including regulatory memos and documents as well as methodology papers and publications, all issued by reference entities directly connected with Management Solutions' activities in all of the industries and markets in which we operate.

Also, those publications and memos most relevant to our business have been supplemented by notes and papers prepared by the R&D team. In addition, in 2011 we launched the R&D weekly newsletter, which is e-mailed to all Management Solutions professionals and provides a summary of the most significant news directly affecting our activity.

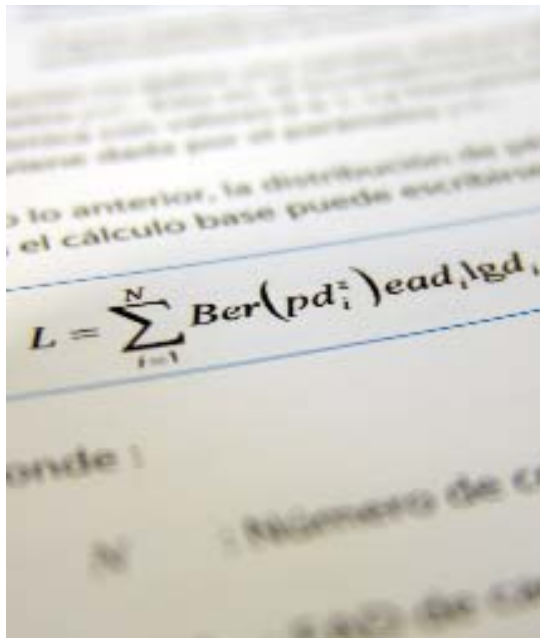
The R&D team works closely with different universities offering thesis-based post-graduate and doctoral programs as well as professional internships to students from Mathematics, Statistics and Physics faculties.

Management Solutions' R&D Area forms part of our portfolio of services to our professionals, first, and to our clients, providing an innovative and rigorous approach to projects.

Our R&D team has set a number of Knowledge Management and R&D&I-related goals, and performs its work according to a multi-year plan approved and monitored by the Firm's Executive Committee:

Knowledge management

- ▶ Quality control and methodology consistency throughout the Firm's units.
- ▶ Preparation of regular publications (regulatory briefs, economic outlook reports, press clips, etc.).
- ▶ Data management (management of regulatory and methodology documentation).
- ▶ Participation in the preparation and delivery of our in-house training program.
- ▶ Relationship with universities.
- ▶ Support in projects and proposal preparation.
- ▶ Review of Tools developed in-house.
- ▶ Relationship with scientific software suppliers.



R&D&i

- ▶ Research: development of best management and regulatory alignment practices for our clients/industries (credit, market and liquidity risk, economic capital, stress test model, etc.).
- ▶ Innovation: through a center specializing in predictive analytical services, models are developed for a detailed analysis of company data to facilitate decision-making and optimize performance. Current center activities are mainly focused on maximizing the use of available information to manage risk. Center activities are carried out in three different ways: Internally, in collaboration with universities and directly with our clients.
- ▶ Prototyping: development of support tools to verify/demonstrate the correct operation (pilot testing) of methodologies developed in real client environments in order to facilitate global implementation of corporate solutions.
- ▶ Publication of newsletters: preparation of research, innovation and current knowledge monographs on topics relating to the Firm's business activities, that are of interest to our clients and professionals. The latest newsletters produced by our R&D department were about the use of automated models for credit approval in the context of microfinance, and logistics management in natural gas commercialization.



Management Solutions at the 5th UCM Modeling Week

The UCM Modeling Week, organized as part of the Masters Degree in Mathematical Engineering by Madrid's Complutense University (UCM), focuses on the use mathematics as a tool to solve problems pertaining to different sectors of activity.

Management Solutions put forward a case to develop "an analytical approach to calculating capital for Credit Risk", which included the participation of a group of students from Complutense University, Oxford University, University of Catalonia, Studi di Firenze, Autonomous University of Madrid and University of Vigo.

This 5th edition of the Modeling Week, organized once more by UCM's Mathematics Faculty, MOMAT (research group on "Mathematical Models in Science and Technology: development, analysis, numerical simulation and control") and IMI (Institute for Interdisciplinary Mathematics), has had much resonance in mathematics faculties at the national and international level, attesting to Management Solutions' leadership at university events of mathematics faculties.

2011 milestones

Management Solutions continues to focus on profitable growth and is becoming increasingly international and more diversified from both an industry and a geographic viewpoint. Above all, Management Solutions has an outstanding portfolio of global and local clients who are leaders in their respective industries.

19%
growth in turnover

50
new clients

250
new projects





Values that make the difference

The values shared by our professionals are one of the main differentiating elements of our value proposition



At Management Solutions, each project is treated in a unique way: our commitment to the client, extensive knowledge of the businesses in which we operate and excellence in project implementation are the values that define us and successfully drive value creation at the Firm.

Our positioning, analyzed from various perspectives, has been strengthened during this period, providing us with a solid foundation for achieving our future goals.

At the Management Solutions Yearly Meeting, held in July, achievements were reviewed and goals for the coming year were presented. On this occasion, the theme "Values that make the difference", presided the event as it reflected the importance we place on these values as one of the main elements that differentiate our value proposition to the market.

2011 was a year in which Management Solutions was again able to exceed all the qualitative and quantitative goals outlined in our 2010 Yearly Meeting, something of exceptional value considering the adverse macroeconomic conditions in many of the economies in which we operate.

The most advanced economies are going through difficult times, while emerging countries have continued on a high growth path. However, beyond these temporary circumstances, our corporate culture remains. A culture based on strong values, such as a committed attitude, a spirit of achievement, the pursuit of excellence, and passion for good work. A culture that promotes talent and knowledge, meritocracy, honesty, integrity and unity. This is what makes our professionals stand out for their sense of duty and responsibility, initiative, dynamism, strong will and determination to try and make things better every day.

Thanks largely to these principles and values that we all share, in 2011 we have grown above the targets set, again increasing our market share, growing in a diversified, sustainable and profitable way regardless of the economic cycle.

The Firm has been able to adapt to the new challenges facing our clients, quickly responding to their needs, anticipating value-generating solutions and committing to their effective implementation. To do this we have continued to focus on knowledge management, specialization and, above all, innovation as a differentiating factor in our work.

We have continued to strengthen our internal structures, adding further support tools to monitor our activities, developing a model to optimize our career progression

structure, and enhancing the quality control of our deliverables. In this way we respond to the needs of our clients as a single team, with the goal of becoming their trusted partners.

Geographically, we have continued to expand our sphere of action, not only in those countries that have historically been pivotal to our expansion, and where we already have consolidated offices, but extending our global reach. Geographic diversification and an international outlook, a strategic focus of the Firm since inception, have enabled us to maintain excellent growth. We have enhanced our multi-locality approach and reinforced the presence of all our offices in their respective markets, while maintaining a global focus. This two-fold approach led us to open new offices in 2011: Poland (Warsaw) and China (Beijing), which will also serve as a hub for Management Solutions' operations in the booming Asian market.

Regarding the industries in which we are involved, we have continued to pursue diversification by increasing our operations in the Energy and Telecommunications industries. Also, we have entered new sub-sectors within financial institutions.

We are at the forefront of the transformation processes in which regulated industries are immersed, which has enabled us to enhance our range of services and solutions, bringing new opportunities and promoting balanced growth across our service lines.

This, together with our client relationship model, has allowed us to continue to increase our portfolio (composed mainly of large multinationals, corporations and leading

local entities, which grew to include 50 new clients during fiscal 2011. We have also increased our presence in many of the entities with which we were already working, extending our services to new business areas and divisions.

This level of growth would not be possible without our exceptional team of professionals. A talented and committed team, leader in the market, that embodies a strong corporate culture based on values that make the difference, and are the foundation on which lies the success of Management Solutions. A team that grew by over 200 new professionals in 2011 despite an unfavorable economic context. We have also significantly strengthened our management skills and deepened the concept of "one team".

As a result, we are now a truly global, multidisciplinary and fully integrated team providing a differentiated response to the challenges posed by our clients.

"Our main goal is to become our clients' trusted partners"

José Ramón Gorrochategui *Partner at Management Solutions*

At Management Solutions we have been able to set clear priorities: first the client, then the team, then the individual.

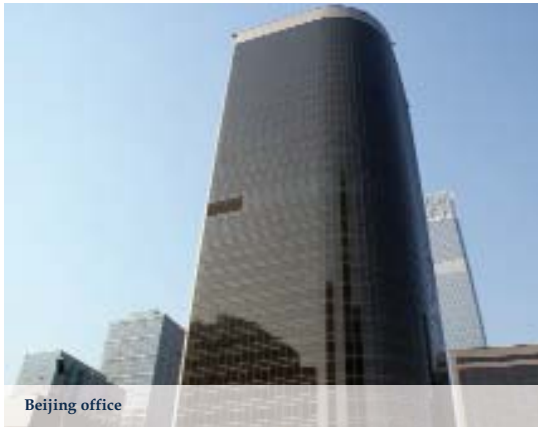
Our strong values are undoubtedly what make us stand out in an increasingly competitive world, since our clients recognize them in the way we operate.

In turn, these values comfort us because they make us feel satisfied with what we do and proud of who we are. These are values that make a strong and winning corporate culture that unites us and sets us apart from the rest.

Values, in short, that make the difference.



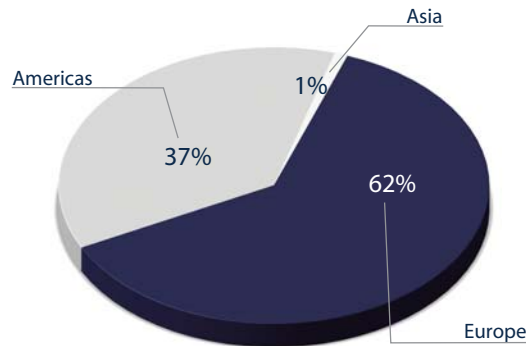
Diversification



During 2011 we continued to pursue our diversification strategy:

- ▶ Maintaining consistent growth in the Americas, Europe and Asia.
- ▶ Consolidating the global nature of our business in all of our markets, entering new sub-sectors within financial institutions, gaining share in Energy (Electricity and Oil&Gas) and boosting our business activity in the telecommunications industry.
- ▶ Maintaining strong client portfolio growth.
- ▶ Adapting our solutions offering, with a focus on core competencies:
 - Strategy
 - Sales management and Marketing
 - Risk management and control
 - Management and financial information
 - Organization and processes
 - Applied technology

Geographical diversification¹



¹Measured in consulting hours

Americas

- ▶ Substantial growth in all Latin American region countries and in the U.S.
- ▶ Enhanced local strength in Mexico, Brazil, Argentina (with the opening of a new Head Office), Chile and Peru
- ▶ Increased recurrent business in countries without an office, such as Colombia, Venezuela, Panama and Dominican R.

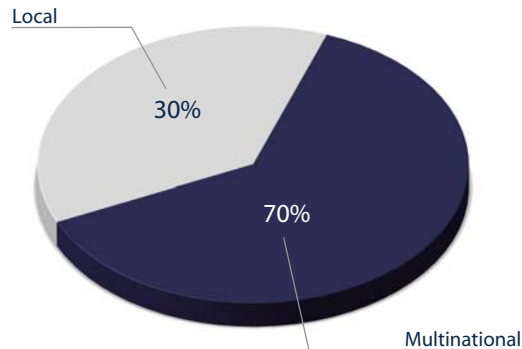
Europe

- ▶ Increased presence in Europe, with the opening of an office in Warsaw (Poland) and new Portugal headquarters (Lisbon)
- ▶ Substantial growth of our UK and Germany business
- ▶ Increased business in countries without an office such as France, and recurrent business in other countries where we do have an office (Italy and Switzerland)

Asia

- ▶ Consolidation of our activity in the region, reinforced by the opening of our Beijing office (China)

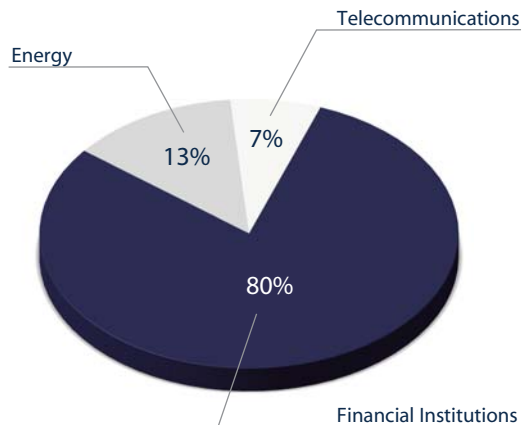
Client portfolio diversification¹



¹Measured in consulting hours

- ▶ Over 400 active clients
- ▶ 50 new clients (large multinationals and local leaders)
- ▶ Enhanced relationship model with all clients
- ▶ Increased presence in global clients and targets, as well as in leading local entities within the regions in which we operate
- ▶ Expanded relationship model with core clients which has increased the contribution of our service lines in our clients' main organizational areas
- ▶ Strengthened relationship with central banks, regulators, supervisors and multilateral organizations, both in Europe and the Americas

Industry diversification¹



Finance

- ▶ Participation in key industry transformation processes (mergers, acquisitions, SIPs, etc.)
- ▶ Development of new Business and support models hand in hand with the global and local industry leaders
- ▶ Promotion of key banking penetration processes (Microfinance)
- ▶ Leadership position in the process of regulatory compliance with BIS III and Solvency guidelines
- ▶ Enhanced relationship with regulators and supervisors
- ▶ Innovation applied to the needs of Industry (decision models, economic capital, liquidity, etc.)

Energy

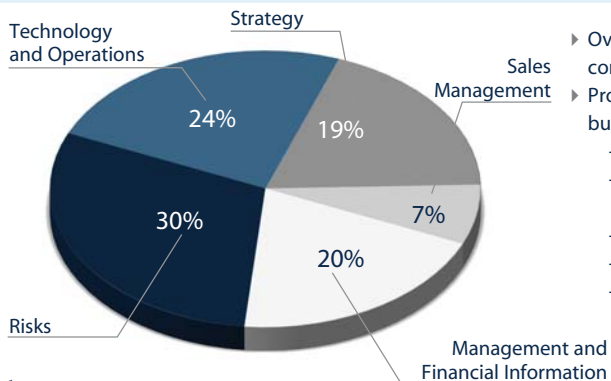
- ▶ Higher profile in Oil&Gas with a more diversified offering and increased international activity
- ▶ Recurring collaboration with new business and support divisions (sales and marketing, energy management, organization)
- ▶ Expanded our client portfolio
- ▶ Increased international activity (UK, Italy, Portugal, USA and Brazil)

Telecommunications

- ▶ Stronger presence in global operators
- ▶ Enhanced international dimension of practice
- ▶ Renewed strategic projects with large global groups

¹Measured in consulting hours

Diversification of solutions¹



- ▶ Over 500 projects (250 of which are new) based on our 6 core competencies
- ▶ Promotion of solutions that are appropriate to the business cycle:
 - Development of new business models
 - Redesign and alignment of core functions at Group level
 - Definition and deployment of internal control models
 - Merger integration
 - Implementation of efficiency projects

- ▶ Leadership position in compliance with the new regulatory framework:
 - BIS III (capital, operational, credit, market and liquidity)
 - Solvency
 - Energy deregulation
 - Convergence in telecommunications

¹Measured in consulting hours

Growth



Profitable growth

Our high internal organic growth levels guarantee a career progression model far superior to that of our competitors.

R&D&innovation

Investing in R&D&i and training as key differentiating elements in our value proposition to the market.

Organizational flexibility

A fluid and continually adapting organizational structure oriented towards value creation allows us to adequately respond to our high growth levels.

Human Resources Management

Our partnership model guarantees a career progression that rewards individual merit for all our professionals.

Profitable growth

- ▶ Achieved 19% growth (market activity decreased by 1%)
- ▶ Over 1.3 million consulting hours delivered
- ▶ 2-point market share gain
- ▶ Sustained growth achieved organically in:
 - All client types
 - All countries
 - All industries
 - All service lines
- ▶ Active management of inventories, turnover, account receivables and liquidity



R&D&innovation

- ▶ 17% increase in investment (10% of capacity invested in R&D&i)
- ▶ R&D&i developments:
 - Leading at the forefront of the organization
 - Strengthening of the teams responsible for the design and implementation of annual plans
 - Research and development of new products/methodologies
- ▶ Joint Ventures with universities
- ▶ Qualitative leap in knowledge management:
 - Globalization for all service lines, industries and countries
 - Raised profile of the Knowledge Area on the Intranet as a focal point for sharing knowledge and publications
 - Increase in the quantitative training of our teams (Applied Mathematics, Microfinance, SAS, etc.)



Organizational flexibility

- ▶ Consolidation of the global Support Services structure:
 - Global roles
 - Regional roles
 - Local roles (HR at Units)
- ▶ Insourcing of critical functions for the Firm (finance)
- ▶ Organizational alignment of corporate policies and procedures
- ▶ Process reengineering with a focus on efficiency, effectiveness and control
- ▶ Reinforcement of quality plans (integrated Quality Assurance plan)
- ▶ Opening of new offices in China and Poland, and new headquarters in Portugal and Argentina

Support Services Structure

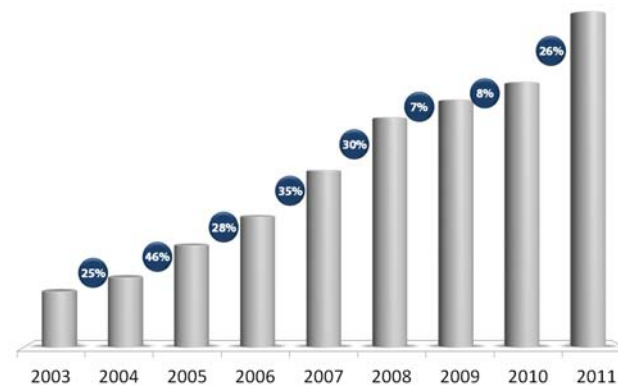


Human Resources Management

- ▶ Growth from the base (over 200 new hires and more than 70 internships in 2011)
- ▶ Organizational pyramid structure optimization (controlling needs more closely and mobilizing knowledge and talent)
- ▶ Increased management capacity (around 50 new Managers and Supervisors)
- ▶ Reinforcement of top management tier (4 new Partners and 2 new Directors)
- ▶ Promotion based on merit
- ▶ Excellence in talent recruitment (specialization by country, industry and discipline) and thorough career progression monitoring
- ▶ Reinforced mentoring program
- ▶ Optimal staff turnover levels (15-20%)
- ▶ Focus on variables (concentrate on talent)

- ▶ Emphasis on training:
 - 180 courses (40 new or reviewed)
 - 70,000 hours (+9%) invested
 - Over 500 training hours per professional during the first two years
 - Ongoing alignment of Training Plan with the need of our professionals
- ▶ Increasingly involved with Universities, particularly in Postgraduate degree courses:
 - Present at more than 50 faculties in Europa, North and South America and Asia
 - Members of 4 foundations
 - Awarded ICADE's 50th Anniversary Medal; Awards from ICAI, Buenos Aires University and other actions (Yale, Columbia, Cambridge, TEC Monterrey, etc.)
 - 45 collaboration agreements and final year projects

Annual percentage increase in number of employees



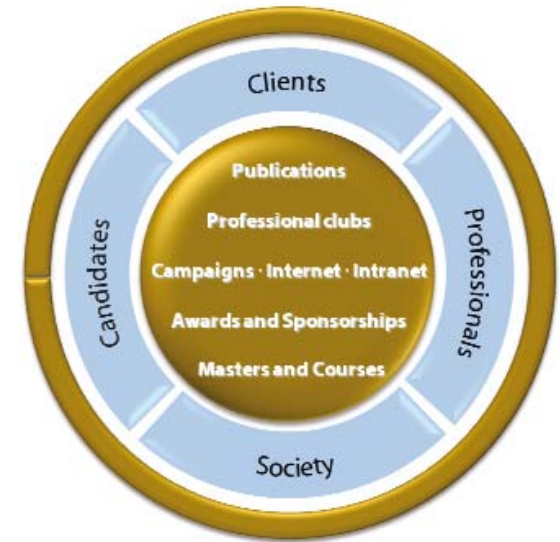
Communication



- ▶ Building a brand based on our firm commitment to society.
- ▶ Supporting the academic world through agreements, internships and teaching specialized courses.
- ▶ Sponsoring and supporting cultural, sporting and artistic activities.
- ▶ Maintaining a presence in prestigious forums and institutions in all our areas of activity.
- ▶ Helping those who are most in need through solidarity activities within our sphere of action.

Communication

- ▶ Increased intranet and corporate website content
- ▶ More publications (5th CSR Report, 5th Financial Newsletter and 3rd Energy Newsletter)
- ▶ Quarterly economic outlook report and technical guidance on regulations
- ▶ Greater presence in forums (Regulatory and Industry)
- ▶ More Sponsorship and Patronage (ICADE'S 50th Anniversary)
- ▶ More charitable work (both organized by the firm and in collaboration with our main clients)
- ▶ Increasingly global Social Action effort:
 - Solidarity Summer, Concert and Film Screening Event
 - Partnership with Red Cross and Down Syndrome Foundation
 - Solidarity Christmas, New Light (India), Basic House, *Cestinhas of Pascoa*, Action Plan in support of Brazil's flooding victims, etc.
- ▶ Consolidation and internationalization of our Sports Club (several medals in multiple disciplines of the Enterprise Games)





“We have achieved double digit growth rates once again, gaining share in all regions and industries in which we operate”

Ignacio Layo *Partner at Management Solutions*

We are immensely proud to be able to present double-digit growth figures in an economic context as difficult and complicated as this.

In the space of eight years, we have grown tenfold in size and are now over 1,100 professionals worldwide. We are privileged to have a stable portfolio of more than 400 clients, all leaders in their respective regions and industries.

But to these figures I would like to add something that is very important to us all: we have achieved this through organic growth from the base, so that our values and principles could naturally be transmitted to all our professionals.

This model is without any doubt what has allowed us to grow at all times, regardless of economic cycles, both in booming times and in times of crisis such as that we are facing right now in some of the countries where the Firm operates.

Since our inception, our average annual growth rate has been around 20%, and this success is mainly built on our values, our principles, and of course our professionals, who are the ones who demonstrate it through their exceptional performance.



Committed to our clients

Consistently exceeding the expectations of our clients is instrumental in building our leadership position in the business consulting industry.

more than **400**
clients

more than **30**
countries in
which we operate

6
specialized
publications





Client focus

Management Solutions is defined by its clear client-oriented approach, working closely with clients and striving to exceed their expectations to become trusted partners in joint projects. We commit to a point that goes beyond our own goals as a company, building a relationship model that allows us to gain in-depth knowledge of our clients' specific needs and deliver differentiated value to each one of them.

Management Solutions always offers added-value services that stand out due to the lasting nature of the results obtained, their practical approach and their customization to meet the client's needs.

Client diversification

Management Solutions implements a strategy for sustained growth supported by client portfolio diversification and a balance between various client types. At year end, our portfolio had more than 400 active clients, grouped into three major segments: multinationals of American or European origin, local entities, and national or regional confederations, all leaders in their respective markets. Additionally, Management Solutions has strengthened its relationship model with regulators (central banks, international organizations, supervisors, etc.) of the main industries in which it operates.

Global model

Management Solutions has a strong presence in local markets, but always proceeds under the guidelines of global corporate policies. We are a single firm with a global model, compared to an association of local firms operating under one brand. Acting as a team and feeling as part of a team, sharing the mission, objectives, culture and values of the Firm, is essential to successfully tackle transformation processes as well as our clients' strategic challenges.



Quality control

Committed to our clients

As a professional services firm, our mission is to develop solutions that help our clients to fulfill their objectives as effectively as possible. We are firmly committed to offering a service of the utmost quality, as this is the underlying motive of all our actions and the driving force behind our growth.

For this reason, all our internal processes are subject to strict quality rules in the belief that, with the support of our highly conscientious professionals, they will facilitate the achievement of this fundamental aim. This level of quality is based on the expert training of our professionals, for whom there are ongoing training and refresher plans, and on the direct and active participation of more experienced members of staff in each project.

Quality control methodology

The main aim of our quality system is to guarantee that every job meets the levels of quality, value and service expected by the client. Accordingly, as a minimum, we must ensure that:

- ▶ There is reciprocal coherence and consistency, both of which are to be clearly documented, between the job to be done and the final product.
- ▶ The necessary knowledge and experience have been applied.
- ▶ The specified work has been carried out competently and has been correctly documented.
- ▶ The final products satisfy the specific requirements and have been produced within the agreed upon timescale.

The methodology applied begins by breaking down each project into its different vertical stages or activity groups and, horizontally, into the tasks of which it is composed.

Furthermore, for each stage we detail the activities to be performed, the techniques required to tackle them and their order, and, for each activity, the resulting products or deliverables and those involved, according to their degree of responsibility.

We perform quality control from the beginning to the end of all projects in order to guarantee quality levels both internally and externally.

Quality control methodology

Activities

- Review of project scope
- Definition of review milestones
- Design reviews
- Intermediate review
- Final review
- Project file

Deliverables

- Review plan
- Reviews reports
- Design/Intermediate review reports (for internal use)
- Final analysis
- Final report
 - Proposal accepted by quality control
 - Document of acceptance from client
 - Authorized quality control documents
 - Finance and billing structure
 - Project planning and allocation of responsibility for each task
 - List of deliverables
 - Client satisfaction survey

“Exceeding our clients’ expectations is our number one priority”

Laura León *Partner at Management Solutions*

We are totally focused on our clients. We are committed to them body and soul.

Our commitment to those who put their trust in us has no limits. We work together as a single team and are experts at combining the talent, knowledge and skills of all of our professionals in order to provide value generating solutions to the challenges our clients are faced with.

All this we try to accomplish with humility, little by little, day by day, focusing on every single detail, fully attentive to their needs and developing a relationship model that creates value for both.



Commitment to the industry

Management Solutions is committed to sharing the knowledge generated by the Firm



The Firm maintains an ongoing schedule of activities aimed at sharing this knowledge, particularly noteworthy of which are our publications and our presence in specialist forums, in addition to the organization of specific workshops on subjects of particular relevance and interest in all the industries in which we operate.

Publication of studies and industry reports

Use of internal models in the field of microfinance

It is now undeniable that microfinance has ceased to be a niche product and is now a recognized source of funding. Its purpose is social as well as economic, as it helps to boost the local productive fabric and enables growth in society's least advantaged groups.

"Use of internal models in the field of microfinance" is intended to help stimulate the development of microfinance within an appropriate control and risk

management framework. The use of internal rating models for micro-enterprises is therefore proposed with a view to integrating them into the risk management process through model and policy management tools. This is intended primarily to obtain objective risk measures, improve efficiency and deepen the understanding and transparency of the microfinance segment.

The newsletter is divided into two blocks. The first describes the use of risk rating models and their particularities in the field of microcredit. It also describes the role of tools and policies in the use of these models. Part two provides a quantitative approach through three case studies that prove how using micro-credit scoring models has a positive impact on management, looking into how binding a model needs to be in the analysis and decision-making stages to maximize profitability and efficiency.

Logistics management in the marketing of natural gas

Deregulation of the natural gas market in Spain has allowed consumers to freely choose their supplier and established a new action framework for the companies operating in the industry. Logistics management of natural gas, which is analyzed in this document, is one of the areas gas marketers need to deal with, as it affects the planning and scheduling of various activities such as the procurement of natural gas in gaseous and liquid form, regasification, transport, storage, distribution and delivery to the customer.

The newsletter provides an overview of logistics management in this context and outlines opportunities for marketers. This is a broad and complex process that entails substantial costs, and changes that will result in the Spanish model moving towards that of other European countries are to be expected.

Economic Outlook Report

In line with Management Solutions' growing commitment to knowledge sharing, our R&D Area has been publishing its economic outlook report on a quarterly basis since 2008. This publication looks at the current economic situation, providing and analyzing macroeconomic data as well as discussing the development of key indicators that affect the results and prospects of each of the industries around which Management Solutions' practices are structured.

The report monitors key macroeconomic indicators (GDP, unemployment rate, CPI, etc.) using data from the largest economies, and draws conclusions about the likely

evolution of these indicators over the coming months. This document also reviews the key indicators affecting the Banking, Insurance, Energy and Telecommunications industries, analyzing the particularities of each set of data as well as the figures that explain the performance of large multinational organizations.

In 2011, preparation of an economic outlook report was extended to all of the Firm's units.

"Our information sharing activities are part of our strong commitment to the industries in which we operate"

Nuria Navarro Partner at Management Solutions

Our commitment to the industries in which our clients operate includes our ability to anticipate clear answers to the main issues facing these industries. This requirement is the reason why we choose to selectively participate in specialized forums, and to publish expert analyses on areas of interest for the industry on a regular basis.

This is one more way to show our clients that we stand at the forefront of industry knowledge.



Commitment to the industry

Organization and participation in specialized workshops and seminars

Annual Congress of Rural and Savings Banks of Mexico

Management Solutions participated in Mexico's 8th Annual Congress of Rural and Savings Banks with a presentation entitled "Credit Scoring Project for the industry", to inform more than 300 participants (which included representatives from more than one hundred organizations, as well as the country's Treasury Secretary) about the BID-financed project to develop a risk assessment scoring system, which has recently been implemented in 7 pre-selected entities.

The Popular Savings Banks, Credit Cooperatives, and the coordinating bank Bansefi, together account for Mexico's largest branch network (2,268 branches in 951 of the country's municipalities), and specialize in rural areas and microfinance banking, with direct access to sectors with high-banking penetration potential. Management Solutions has developed and successfully integrated in the credit origination process of 7 of these entities, a total of 5 scoring models for the consumer, residential and productive commercial credit segments. This project, funded by the Inter-American Development Bank, will continue as it is expanded to other entities and new monitoring models are developed, which will allow Management Solutions to continue to be present in the development of this important area of banking in Mexico.

Seminar on CRM targeted at financial institutions in Chile

Once again, the Faculty of Economics and Business at the University of Chile gave Management Solutions the opportunity to share guidelines and success stories in the financial sector, through a specific seminar entitled "New approach to business management based on a relational strategy (CRM)".



The seminar was held over two consecutive days during which a large number of people from major financial institutions in the country came together. During the first day, the seminar focused on explaining the market conditions that are driving financial institutions to rethink their business model, after which Management Solutions described its view in connection with the main components of a CRM model and how a financial institution must address a transformation of this nature. During the second day, the focus of the seminar was more practical in nature, and a number success stories in which the Firm has participated in recent years were presented.

The seminar, attended by more than 130 people including students and professionals from the financial sector provided a new opportunity to continue collaborating with the University of Chile and to establish our credentials in the Chilean market as leaders in this area, which is has developed intensively in this country for more than a year, giving rise to many queries.



Presentation of "A case study in entrepreneurship" at Garrigues' MBA program

Management Solutions participated as a speaker at one of the Executive MBA sessions: "Management of Professional Services Organizations", taught at Centro de Estudios Garrigues, sharing its practical insight into entrepreneurship.

Those attending the meeting, professionals with a managerial profile from various fields, were able to learn, first-hand, an entrepreneurship experience such as Management Solutions', which explained its own beginnings, mission, values and positioning, reviewing the management principles that have allowed the firm to increase its size tenfold in eight years.



Presentations on "Guidelines for risk management in financial institutions" at two Argentine banking associations

The Association of Argentine Banks (ADEBA) and the Association of Public and Private Banks of Argentina (ABAPPRA) invited Management Solutions, as an expert on the subject, to deliver presentations on the requirements of the Central Bank of the Republic of Argentina, under which national institutions have to establish an integrated risk management framework. This management framework covers credit, market, liquidity, interest and operational risk, with a particular emphasis on all issues related to stress tests. This requirement is the first step towards a regulation converging towards the international standards of Basel III.

Through these presentations, Management Solutions provided a practical insight into the integration of risk models in management systems, receiving excellent feedback from attendees, all of whom represented major banks in Argentina.



Seminar on Risk Management at the University of Buenos Aires

Management Solutions gave a seminar entitled "Risk Management in Argentine Financial Institutions. Challenges for 2012", as part of the Master of Finance program in Economic and Financial Risk Management offered by the University.

Management Solutions' presentation dealt with regulatory aspects of risk management, Basel II, Basel III and communications issued by the regulator in this regard.

The seminar was attended by industry professionals and representatives of major financial institutions in Argentina, and students of the University and postgraduate degree courses (mainly from the Master of Finance in Economic and Financial Risk Management and the Center for the Research of quantitative methods applied to Economics and Management).



Seminar on Systemic Risk at the World Bank

Members of the North American office and Management Solutions' R&D area conducted a seminar on Systemic Risk for professionals from various World Bank departments in Washington DC.

The seminar, entitled "Systemic Risk: A Methodological Approach", consisted of a brief overview of the degree of progress of European and Latin American countries in terms of systemic risk, followed by a specific proposal for developing a framework for measuring and controlling this risk, targeted at national and supranational supervisors.

Commitment to the industry

We keep a constant program of knowledge sharing activities and presence in specialized forums



First FEBRABAN International Risk Congress

Management Solutions participated as a speaker and sponsor at the first International Risk Congress organized by the Brazilian Federation of Banks (FEBRABAN).

The Congress, held in Sao Paulo, was attended by representatives of financial institutions and regulators, both local and international, who shared their experiences in the implementation of internal models of credit risk, market risk and operational risk. Some of the areas of focus of the presentations were the new Basel III guidelines, stress testing, internal capital adequacy processes (ICAPP), etc.

Management Solutions' presentation provided a practical insight into the integration of provisions following the new IFRS regulations for Basel II.



Presentation on operational risk regulations in the Superintendency of Social Security of Chile

Chile's Superintendent of Social Security entrusted Management Solutions to deliver a presentation on operational risk regulations for the Family Allowance and Compensation Funds.

Management Solutions collaborates with the Superintendent of Social Security in generating regulation for the oversight of these Funds, seeking to provide this regulatory authority with a benchmarking standard, in line with international best practices.

During the presentation, which was attended by the General Managers and other Senior Executives of all the entities that make up the Compensation Funds sector, a diagnostic assessment of the current situation by looking at organization, methodology and integration into management systems was put forward, as was the approach of the target model to be implemented by the various entities to manage their operational risk.

Training sessions with credit institutions in Peru

Management Solutions conducted three training sessions in Peruvian banks on the estimation of parameters such as PD (Probability of Default), LGD (Loss Given Default) and CCF (Credit Conversion Factor), vital for the calculation of capital and expected loss, and impact of their use in management from an Economic Capital and RAROC perspective.

Peruvian Banks, and more specifically their methodology and modeling areas, requested Management Solutions' collaboration to provide training in these areas, with a view to using these advanced metrics in internal risk management as well as for regulatory purposes.

"We lead the way in the transformation of the industries in which we operate"

David Coca Partner at Management Solutions

We have adapted our value proposition to the reality and needs of each of the industries in which we operate. We can say, without any doubt, that the Firm stands at the forefront of industry knowledge.

However, there is an additional differentiating factor in our value proposition to the market: we are experts at transferring best practice across industries. And we do this by being able to identify those issues that are better resolved in one industry versus another, but above all by knowing how to adapt the transfer process to each industry's specific characteristics and circumstances.



First FEBRABAN International Risk Congress



Committed to our professionals

The human factor is a basic element in a services company such as Management Solutions and the satisfaction of our employees is the key to our success. For this reason, we strive to create the best environment for them to develop their talent.

more than
63,000
résumés received

more than
200
new recruits

70,000
training hours

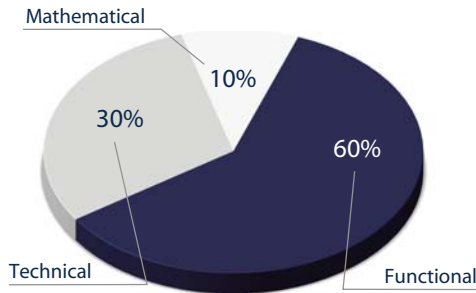




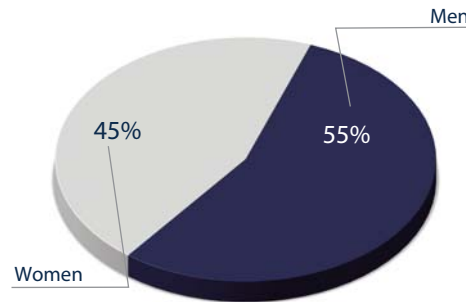
The human factor at Management Solutions: “one team”

Distribution of workforce

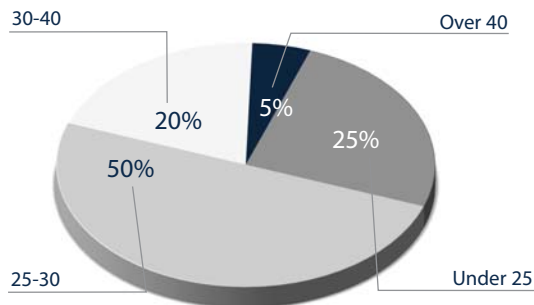
By profile



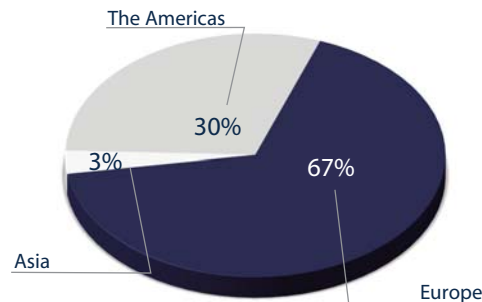
By gender



By age



By nationality



We are convinced that Management Solutions offers all its employees everything necessary for their maximum professional development, such as working: ?

- ▶ on the most significant consulting projects in the industry,
- ▶ for the largest companies, who are leaders in their respective markets,
- ▶ together with top business management, when faced with their national and international challenges,
- ▶ and, above all, with an exceptional team of professionals, whose values and corporate culture represent a benchmark for the industry.

We are aware that optimum professional development and achieving excellence in our projects require effort and sacrifice, two words that form an undeniable part of our corporate culture.

In our experience, these efforts are rewarded by our clients' recognition and by the significant achievements of our people, which shape their professional experience.

Independent of these professional rewards, the Firm pays special attention to retaining talent and to the working environment, offering everything possible to its professionals: training, technological resources, supporting documentation, accessible internal communication (Intranet), Human Resources policies (employee benefits, mentoring programs, international relocations, evaluations), medical service, etc.

Human Resources policies

Committed to our professionals

During fiscal 2011 we received over 63,000 resumes, more than 4,100 were accepted to participate in the selection process and more than 200 people of various profiles and levels of experience have joined the Firm



Case study at Comillas Pontifical University



Job fair at Lisbon's Catholic University

Recruitment and selection

In the context of dynamic market conditions and our Firm's ongoing growth, hiring new professionals and, therefore, job creation for young people, ranks among our most fundamental objectives. Recruiting the best talent is one of our challenges and, in order to do this, our Human Resources team is continuously searching for professionals who share the same corporate values as the Firm and who fit the appropriate profile, i.e. people with a solid academic history, dynamism, a drive toward self-advancement, endurance, maturity, responsibility and the ability to integrate themselves into cross-functional teams.

Recruitment is essentially carried out through the following channels: presentations at universities, job fairs, our corporate website, contacts with career services at key European and American universities and business schools and employment portals. Our Human Resources team ensures that the selection process is transparent and fair, based on equal opportunities, objectivity and candidate confidentiality.

During the process, candidates have the opportunity to find out about our values, evaluate our work methodologies and learn about the specific content of our projects.

Fostering loyalty amongst our professionals: the concept of mentoring

With the aim of motivating and cultivating the loyalty of our people we set up our Mentoring Program, aimed at all the Firm's professionals up to the level of Experienced Senior.

Mentoring is carried out by the Directors, Managers and Supervisors, whose main task is to identify the concerns of their mentees, advise them and become fully involved in their training and professional career plan. The mentoring program was later extended to future professionals of the Firm (candidates who have successfully completed the selection process and received a letter of offer). Future professionals are assigned a mentor (a Senior or Experienced Senior consultant) who will guide them, resolve any problems that might arise, offer advice on project types and corporate culture and generate a feeling

of belonging that will help them in the process of joining the Firm in the future.

More than 900 people participated in the mentoring program in 2011. 130 professionals (Directors, Managers and Supervisors) acted as mentors for over 770 professionals in their first to sixth year, contributing to their professional development within the Firm.

The mentoring program forms part of our corporate policy, which is why it is applied on a global scale and on a uniform basis throughout all Management Solutions units.

Human Resources policies

Internal career advancement

Professional career development within the Firm is one of the pillars of Management Solutions. A new graduate can progress within a short space of time to become a qualified professional in senior management teams.

This is possible thanks essentially to two factors: a professional career trajectory and the hierarchical structure of the organization. Management Solutions guarantees a clearly defined career plan, where the development of our professionals depends purely on their own merits and the results that they have achieved. This development is also dependent on the evaluation system, which identifies their professional skills and possible areas of improvement.

In the semiannual evaluation, the project manager appraises the performance of each professional during the project and informs the professional of the results. The evaluation is an excellent opportunity to improve, to exchange comments and points of view between the evaluatee and the evaluator and to put the right focus on the work to be done.

The cornerstone of the career plan and internal promotion at Management Solutions continues to be partnership based management, offering each of the Firm's professionals the goal of becoming part of the group of partners.

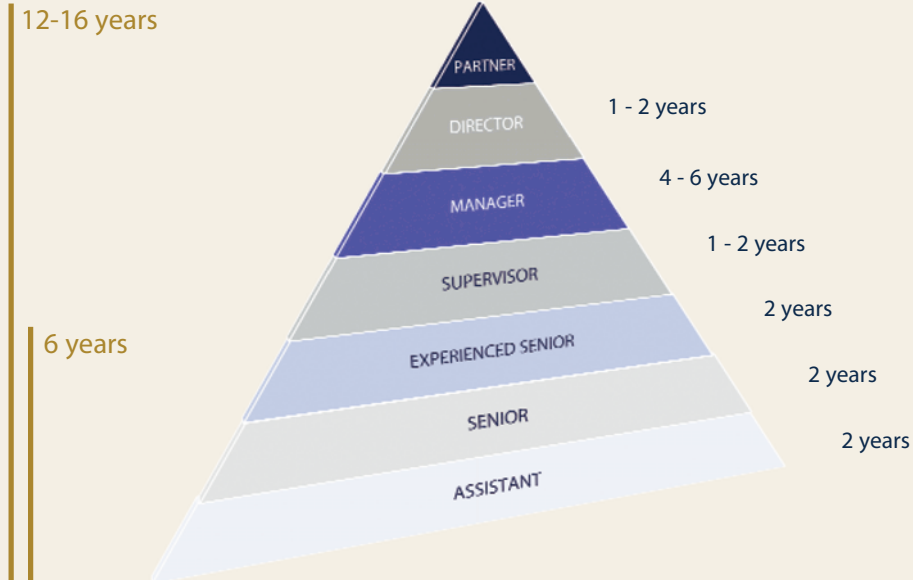
Employee benefits

All Management Solutions' employees have a series of optional employee benefits in addition to their salary:

- ▶ Health insurance, 50% subsidized by the Firm.
- ▶ Accident insurance, subsidized in full by the Firm: sum insured is equal to three times the fixed annual compensation.
- ▶ Life insurance, 50% subsidized by the Firm.
- ▶ Luncheon vouchers.
- ▶ Childcare vouchers.
- ▶ Car rental, for managers and above.

Career plan

Management Solutions guarantees a clearly defined career path, where career development depends exclusively on merit and there is no limit to professional growth. On joining the firm, all consultants begin a professional career throughout which they will be promoted up the corporate ladder, take on new challenges and leave their previous responsibilities to the next generation of consultants. This annual promotion system guarantees continuous development and ensures that all professionals can, over time and according to their merits, become Partners of the Firm.





Bonus for referring candidates

This relates to an incentive offered by the Firm to its professionals as a form of extraordinary economic gratification for referring candidates fitting the profile required by the Firm, provided that these candidates have some previous experience and have not been presented in the past 12 months by a selection company, by another employee, or applied through another channel (website, employment portals, employment fairs, etc.).

This gratification is available to all Management Solutions employees, except those in Human Resources and in Management.

Equality plan

Management Solutions' corporate culture establishes equal opportunities, without any form of discrimination, as one of its basic principles. For this reason the Firm, since its inception, has implemented measures to promote equality, regardless of the provisions of the legal system in each of the countries where it operates.

In order to articulate all measures implemented and to ensure strict compliance, Management Solutions has an Equality Plan that establishes the Firm's policies on equal treatment and opportunities for men and women, designed to prevent any situation of professional discrimination, direct or indirect, especially on grounds of sex, access to employment, professional classification, training, promotion, remuneration and working time arrangements, and the reconciliation of work, personal and family life.

"We try to provide the best environment to develop the talent of our professionals"

Rafael Guerra Partner at Management Solutions

Our career plan is based strictly on meritocratic criteria, as personal development within the Firm depends solely and exclusively on individual performance.

This is strongly supported by a Training Plan which is definitely one of the most attractive in the market in terms of both the quantity and diversity of courses, from industry and service-line specific training through to management and negotiation skills development.



International assignments

Management Solutions' multinational activity is on the rise. This growth calls for increased travel between offices and, in some cases, relocation abroad. Work in other locations provides an opportunity for the Firm's professionals to acquire international experience working in teams that are not only multidisciplinary but also multinational.

In all cases, particularly with regard to long-term postings, the goal of the Human Resources department is to make relocation as smooth as possible by taking the following into account:

- ▶ The personal preferences of the professionals involved.
- ▶ Compensation and benefits (meals and accommodation, relocation bonus, flybacks, insurance and other benefits to facilitate relocation).
- ▶ Logistical support to relocate.
- ▶ Employment and tax advice and procedural formalities.

Training

Annual training hours (by category)

Assistant 1	350
Assistant 2	150
Senior 1	100
Senior 2	100
Experienced Senior	80
Supervisor	40
Manager	40

Management Solutions places a strong emphasis on training its professionals, devoting approximately 10% of turnover to this purpose. Our consultants join the Firm with a wide variety of academic profiles. For this reason, professional life at Management Solutions begins with an initial training plan which is aimed at ensuring a solid common knowledge base to adequately prepare the consultants for the new challenges and responsibilities that will immediately arise.

The training plan is designed to give each professional the specific training required according to their category and to projects in which they will participate. We also make sure that those professionals who were unable to attend courses in the previous year, do not miss out in the current year. Consequently, the number of training hours received by the professionals within one field is not necessarily uniform.

In addition, our consultants have a wide range of training options available to them throughout their professional career, amounting to more than 400 training hours within the first two years. We offer our people the best opportunities to



D. Alfredo Arahuetes at the One-day Executive Seminar

improve their knowledge through our training courses, standardized programs for each field of expertise and specific seminars to develop particular skills.

For the purpose of advancing the knowledge areas most relevant to each region and thus contributing to local business growth, in 2007 Management Solutions began to offer regional courses as part of an overall training program comprising local, global and regional courses.

- ▶ *Local courses.* Courses designed for professionals in the same office or unit, always supported by the Human Resources team.
- ▶ *Global courses.* Courses designed for professionals within a single category or across categories throughout all Management Solutions offices.
- ▶ *Regional courses.* Courses designed for all professionals within a particular region.

One-day Executive Seminar

A one-day training course for Management Solutions' senior executives was held on June 30, 2011. The opening speech by Alfonso Serrano-Suñer, Chairman and CEO of Management Solutions, gave way to a number of presentations which dealt mainly with the current economic climate and the challenges facing financial institutions and were delivered this year by prominent speakers from the business and academic world.

- ▶ Alfredo Arahuetes, Dean of the Faculty of Economics and Business Administration at Comillas Pontifical University.
- ▶ José María Yubero, Director of Operations and Technology for the Americas at Grupo Santander.
- ▶ Gerard Bergé, Head of Resources for Spain and Portugal at BBVA.
- ▶ Fernando Bergasa, Director - General Manager of Naturgas.
- ▶ Rafael Guerra, Management Solutions Partner.

Specialized knowledge courses

On-site courses involving an evaluation test and delivered by the Firm's Directors, Managers and Supervisors throughout the first years of the professional's career.

External expert courses

Specialized courses or seminars, required in order to update knowledge and information, obtain certification or provide targeted training on a specific area, for a specific project or for R&D&i purposes.

Skills training courses

Courses are taught mainly by external market leading providers, aimed at professionals from all offices who have reached the category of Senior consultant or above.

Language Courses

Language training in English, Portuguese, Italian, German and Spanish are offered depending on the individual needs of each professional. These courses are provided on-site for all professionals, or on a one-to-one basis for Supervisors and above. In addition, Management Solutions gives subsidies for English courses taken by the Firm's professionals abroad, provided that on their return they complete a test to show they have improved their level of proficiency.

Knowledge courses

Business

Financial System
Wholesale Banking
Retail Banking
Insurance
Energy
Telecommunications
Investment Banking
Asset Management
Private Banking
Collections
Corporate Strategy
Business Challenges

Risk Management

Market
Credit
Operational
ALM
Integrated Risk Management
Capital and RAROC
Risk-adjusted Return
Liquidity Risk
Market Data Management
Organization and Architecture for Market Data Management
Applied Mathematics
Microfinance

Products

Fixed Income
Equity Income
Advanced Derivatives
Credit Derivatives
Structured Products
Exotic Options

Processes

Efficiency
Processes
Marketing Management and CRM
Back Office processes (retail and wholesale)

MIS

Management Control
Information Reporting

Regulatory Framework

Basel II
Solvency
SOX
Payments Directive
MIFID
Bank of Spain Circulars
Financial Analysis and Business Management Information
Regulatory changes in the banking industry
Internal Control Implementation Principles and Methodologies

Technology/Methodology

Basic Technology
Development
Architecture
Data Bases
ORACLE
SAS
Micro-strategy
Business Intelligence
Business Objects
Murex
Murex Limit Controller and Collateral Manager Workshop
Data Base Design and Modeling
Information System Design Methodology
PMO Methodology

External expert courses

GARP's Financial Risk Management*
PMP Certification

Skill Courses

Interpersonal Skills

- Effective presentations
- Negotiating
- Meetings

 Generating business through the team
New Supervisors Course
Professional Coaching

* Possibility to prepare for GARP's FRM certification for senior consultants and above, which provides 130 additional training hours.

Occupational risk prevention and medical service

Management Solutions has at its disposal a Work Health and Occupational Risk Prevention Service covering four preventive disciplines:

- ▶ Occupational Medicine
- ▶ Safety at Work
- ▶ Industrial Hygiene
- ▶ Ergonomics and Applied Psychosociology

The Occupational Health Service has historically covered three areas: prevention, care and counselling, having broadened its focus to include predictive medicine in 2010.

Prevention targets both the work environment and the workers themselves:

Environment

Studies on environmental hygiene and noise levels are undertaken. A risk evaluation was undertaken, and a prevention plan was established together with prevention guidelines, all of which can be accessed by all employees via the corporate intranet. Additionally, the following environmental controls are performed on a regular basis:

- Indoor air quality, which requires monitoring of airborne bacteria, fungi concentration, and CO and CO₂ levels.
- Fitness of food supplied through the vending machines.
- Thermohygrometric conditions of office space, by monitoring temperature, relative humidity and light levels.
- Average air velocity in the air-conditioning system.

Employees

All employees undergo a medical check-up upon joining the Firm and are offered optional health examinations on an annual basis.

Medical assistance covers work-related accidents and diseases in addition to common illness and non-occupational accidents, as well as vaccines and travel advice. Advice is aimed at employees who engage in international travel for personal and professional reasons, and to Social Action volunteers.

The medical service provides a physiotherapy service from its premises which is available to all Management Solutions employees requiring it.

Health insurance

Furthermore, Management Solutions professionals can sign up for an optional private health assistance service, which is 50% subsidized by the Firm. In addition to the extensive catalogue of medical providers offered, this service includes an expense reimbursement method, reduced dental treatment rates, refractive surgery for short-sightedness and medical assistance while traveling.



Dr. Sanz and Dr. Jiménez from the Medical Service in Madrid

Health information

The service offered by Management Solutions surpasses the standards set by organizations and public institutions regarding health and safety at work. The Intranet establishes a system of communication with employees that offers professionals comprehensive information regarding health, as well as risk-prevention guides and news of interest.

The Intranet also offers useful professional information to employees. The health service prepares a series of reports which are published in the news section, available to all professionals, on the main illnesses and risks that could affect staff.

Special campaigns

Influenza vaccine

Prevention of influenza development at the start of autumn.

Cardiovascular disease prevention plan

Ongoing prevention of cardiovascular disease (heart attacks, strokes, etc.) through check-in and regular checkups, following the protocols established by the National Cholesterol Education Program, Adult Treatment Panel III.

Cancer Prevention

During routine medical check-ups, colon cancer risk stratification tests are carried out and advice is given according to the check-up results and the personal and family history, based on guidelines from the Spanish Gastroenterology Association.

Cervical Cancer Prevention Plan

Depending on the personal characteristics of each patient, HPV tests are carried out to determine the presence of this virus in the cervix.

Anti-smoking treatments

These are ongoing campaigns according to patients' needs.

Fight against high blood pressure

Holter monitoring of blood pressure is carried out as part of the medical tests needed for accurate diagnosis.

Vaccines for international travel

Protection against illnesses on trips to certain countries. These campaigns are carried out on an ongoing basis.

Occupational risk prevention

The health service area on the Intranet contains a series of documents aimed at occupational risk prevention which can be highly useful.

Directory of risks and preventive measures

This document is a summary of the possible situations which can give rise to risks and the useful preventive measures to avoid them.

Basic rules on fire prevention and handling fire extinguishers

Prevention is the key to fire safety.

Basic evacuation procedures

Procedures to be followed should the building's evacuation alarm go off.

Security of facilities outside office hours

Basic security rules to be followed while using any facilities outside office hours.

Security of clients' facilities

Basic security rules to be followed while using any of the clients' facilities.



Employee support services

Support areas

The main purpose of the Resources Function is to generate value for the Firm. This value generation largely focuses on the efficient provision of services to all of the Firm's professionals. Although some of these services have already been described in previous sections (Human Resources, Training, Health and Safety at Work, etc.) they extend to other areas such as Information Technology, Documentation and General Services.

Information Technology

The Information Technology area aims to provide the Firm with the technology (applications, systems and communications) required for the development and support of the business under four fundamental criteria: speed, security, mobility and connectivity, all of this under the principle of maximum efficiency.

The Firm's professionals are provided with tools enabling them to work and access information quickly and securely from various environments: Management Solutions' offices, clients' offices, from their own homes and from transit areas (airports, hotels, etc.). Help Desk support is provided on-site at our main offices as well as remotely, even to professionals located at clients' sites, with tools that allow a remote connection.

In 2011, both the Portugal and Argentina headquarters and the new office in China were provided with the technological and communications infrastructure necessary for development. Also, a communications quality improvement plan was implemented at our Chile and Brazil offices.

Documentation

At Management Solutions, we attach great importance to information as a further means of providing our employees with support in meeting their project performance and R&D objectives. Documentation needs are covered through various means:

- ▶ Internal documentation: legislation and regulatory documents, training courses, presentations, in-house publications, etc., available via the corporate Intranet.
- ▶ External documentation: books, publications and specialist information sources, available upon request from the Firm's Library Services.

Infrastructure and General Services

Infrastructure and logistics management, graphic design, translation, etc., are services that complement all the above and add value to the work of Management Solutions' professionals.

In particular, the work of the infrastructure team is needed to efficiently manage the opening and launch of new offices or the expansion of existing premises.

In this regard, 2011 was especially relevant as new premises in Buenos Aires, Lisbon and Beijing were opened.

Corporate agreements

All the Firm's employees are entitled to certain benefits merely because they work for Management Solutions.

Virtual Bankinter Office

The virtual Bankinter office enables Management Solutions' members to benefit from all the advantages and facilities of virtual banking, in addition to the special benefits to which they are entitled (employee share of a percentage of profit, special conditions for salaries paid into Bankinter accounts, cards, loans, etc.).

Credit card

Two agreements are in place to enable Management Solutions' professionals to access credit cards that are totally free of charge and offer special terms regarding payment, credit limits, insurance and other advantages.

Travel agent

Management Solutions' professionals can benefit from a number of advantages and exclusive prices, both with regard to business trips and to personal travel and vacations. This service is managed through the Intranet and via a site customized for Management Solutions by our supplier.

Other offers

Apart from the corporate agreements, Management Solutions frequently receives offers addressed to its employees from financial institutions, automobile concession-holders, gymnasiums, etc.

Internal communication

Committed to our professionals

Internal communication is an element of integration for all Management Solutions professionals



Internal communication is not only about dissemination of corporate messages: it is a connective and cohesive element between the various teams and hierarchies composing the organization.

Corporate Intranet

Provides the main channel for internal communication other than electronic mail, and is updated, maintained and improved by the Marketing and Communication Area.

The VPN connection and MyOffice application make it possible for all Management Solutions professionals to access the corporate intranet from any location in the World without having to be physically present at any of our offices.

Our corporate intranet features a broad range of content, although the following are particularly worth mentioning:

- ▶ Current news concerning both the Firm (key projects, new clients, links with Universities, events, etc.) and industries or areas of activity in which we operate. As a new feature

this year, a new section under Current news has been created for the R&D Area, where a summary containing the main news directly related to our activity is included.

- ▶ Financial information: daily movements of major stock price indexes and daily interest rate and exchange rate data.
- ▶ General Services: library, reprographic services and travel.
- ▶ Documentation: documents on rules and regulations, training courses, presentations, own publications and reports, etc., classified under the Knowledge Area.
- ▶ Access to project management applications.
- ▶ Access to personal information: assignment to projects, payslips, etc.
- ▶ Marketing: corporate templates, request for merchandising material, audiovisual and photographic files of corporate events.

- ▶ Human Resources: training, social benefits, travel and relocation policies, evaluation process, medical service, corporate agreements, etc.
- ▶ Leisure website: travel, sports and adventure activities, recipes, new technology and practical advice on caring for the environment.
- ▶ Social Action Website: community and fundraising activities organized selflessly by this group of Management Solutions professionals, making it possible for volunteers to include their own suggestions.
- ▶ Sports Club website: general information, schedules, results and standings for the Firm's sports championships.

Internal communication



Global Yearly Meeting

The chief communications event organized by Management Solutions is the Yearly Meeting. This is an annual international convention that brings together a large part of the Firm's professionals.

At this annual meeting, the partners offer Management Solutions professionals a summary of the results for the Fiscal Year, the milestones achieved and the challenges for the upcoming fiscal year, all grouped according to our six strategic pillars: diversification, profitable growth, innovation R&D, human resources management, communication, and organizational flexibility.

Moreover, those responsible for each of the Management Solutions offices (who travel to the event in Madrid with a group of professionals representing their teams) have the opportunity to present the Firm's main achievements in their respective countries and markets, which have their own particularities while based on the corporate strategic principles.

Also, we invite directors and senior executives of our main clients, as well as representatives from the academic world, to give speeches at our Yearly Meeting. The Firm's professionals are thus provided with the opportunity to encounter different approaches and viewpoints on areas relating to our activity, delivered by top performing executives.

Guest speakers at previous Management Solutions Yearly Meetings

Yearly Meeting 10. Municipal Congress Palace

- ▶ D. Jorge Morán, Head of Global Insurance and Direct Banking at Santander Group
- ▶ D. José Antonio Olavarrieta, General Manager of CECA
- ▶ D. José Luis López, Vicepresident and Director at Banesto

Yearly Meeting 09. Municipal Congress Palace

- ▶ D. Francisco González, Chairman of BBVA
- ▶ D. Juan Carlos Rebollo, Director, Accounting and Control at Grupo Iberdrola
- ▶ D. Fernando Madeira, CEO of Terra Latinoamérica
- ▶ D. José Antonio Álvarez, CFO of Santander Group

Yearly Meeting 08. Municipal Congress Palace

- ▶ D. Ángel Cano, CEO of BBVA Group
- ▶ D. Francisco Iniesta, Associate Director, IESE Business School
- ▶ D. Honorato López Isla, Vice Chairman and CEO of Unión FENOSA
- ▶ D. José María Nus, Director at Banesto

Yearly Meeting 07. Meliá Castilla

- ▶ D. Adolfo Lagos, General Manager, Santander Group
- ▶ D. José Sevilla, General Manager, Risk Division at BBVA Group
- ▶ D. Gregorio Villalabeitia, Vice Chairman and Director at Telefónica
- ▶ D. Marcel Planellas, General Secretary, ESADE

Yearly Meeting 06. Meliá Castilla

- ▶ D. Marcial Portela, CEO of Santander Brazil
- ▶ D. Manuel Méndez del Río, CRO of BBVA
- ▶ D. Jorge Gost, CEO of Banco Pastor
- ▶ D. Carlos J. Álvarez, CFO of Gas Natural
- ▶ D. Jaime Requeijo, Head of CUNEF

Yearly Meeting 05. Congress Palace Building

- ▶ D. Fernando Ramírez, CFO of Repsol YPF Group
- ▶ D. Ignacio Sánchez-Asiaín Sanz, CIO of BBVA
- ▶ D. Juan Andrés Yanes, Deputy General Manager, Global Risk Division at Santander Group
- ▶ D. Francisco Gómez Roldán, CEO of Abbey National PLCD
- ▶ Dña. M^a. Josefa Peralta Astudillo, Dean of Faculty of Economics and Business, ICADE

Yearly Meeting 04. Royal Theatre

- ▶ D. Matías Rodríguez Inciarte, Vice-chairman and CRO of Santander Group
- ▶ D. José María Fuster, CIO of Banesto and Head of Strategic Technology at Grupo Santander
- ▶ D. Juan Antonio Hernández Rubio, CFO of Unión FENOSA
- ▶ D. Juan Hoyos, Managing Director of McKinsey Spain and Portugal
- ▶ Dña. Susana Rodríguez Vidarte, Director at BBVA Group and Dean of Deusto's Commercial University

Internal communication

Local Yearly Meetings

In response to the Firm's expansion and growing number of professionals employed at the Latin American Units, in 2006 Local Yearly Meetings were organized for the first time at each of these Units.

During FY11, Yearly Meetings were once again held in Brazil, Mexico, Peru, Chile, Argentina, US and UK, as they are a key element of the internal communication strategy at each of these units, and an essential vehicle enabling all

professionals who were not able to attend the global Yearly Meeting to share the same information and feel part of the achievements and challenges of the Firm.

Local Yearly Meetings are usually held over two days and include training sessions, presentations on current topics and practical case studies in addition to a review of the Firm's activities and each Unit's development.

Furthermore, similarly to the global meeting, which concludes with an end-of-year celebration, local Yearly

Meetings combine work with leisure and entertainment activities for participants that foster skills testing, team work and integration among professionals.

Yearly Meeting Brazil

Brazil's Yearly Meeting 2011 was held at Guarujá (Sao Paulo), and brought together professionals from the Brazil office, as well as those relocated in Sao Paulo from our offices in Spain, Argentina, Chile and Mexico).



The event was held at the Casa Grande Hotel Resort & Spa over two days during which meetings were combined with more recreational activities. Thus, during the first day, attendees participated in team building activities. The program for the second day, the central point of the event, focused on the review of Management Solutions global performance during Fiscal Year 2011, and more specifically on the activities of the Firm in Brazil. The Firm's global and local objectives for Fiscal Year 2012 were also reviewed.

Yearly Meeting Mexico and Peru

As in 2010, our Mexico and Peru offices celebrated a joint Yearly Meeting in 2011. A total of 120 professionals, both local and relocated from other Management Solutions offices, gathered at the Hotel Meliá Puerto Vallarta, located in this coastal town in the Mexican state of Jalisco.

As in previous years, the event provided a forum for reviewing Management Solutions' performance at both the global level and at the level of the Firm's activity in Mexico and Peru. The

growth and diversification targets achieved were reviewed, as was the challenge to consolidate and increase growth in Mexico in the next year. Also reviewed were the position and goals of the Firm in Peru.

After the meeting, attendees had the opportunity to enjoy the local beaches and the hotel facilities, where various sporting competitions had been organized, before concluding the day with a traditional closing dinner.



Yearly Meeting Mexico and Peru

Internal communication

In 2011, over 300 professionals participated in the Yearly Meetings celebrated in the USA, Brazil, Chile, Argentina, Mexico and Peru

Yearly Meeting Argentina

Argentina's Yearly Meeting took place in the Patagonia region and brought together over 20 professionals from the Argentina Office, as well as others relocated in Buenos Aires.

The event was held in El Calafate, a town located on the shore of Lake Argentino, in a protected area with 356 glaciers, including Perito Moreno.

As on previous occasions, the goals achieved in the past year and the Firm's local and global short-term goals were reviewed during the Yearly Meeting.

After the Meeting, participants were able to enjoy the hotel facilities and a visit to the Perito Moreno glacier, which included a boat trip and a trekking tour of the glacier.

Yearly Meeting Chile

Chile's Yearly Meeting 2011 took place in Puyehue and was attended by professionals from our Chile office as well as by those relocated in Santiago de Chile from our offices in Spain and Argentina.

The event combined, over two days, a review of Management Solutions' achievements in Fiscal Year 2011



Yearly Meeting Argentina



Yearly Meeting Chile

“Internal communication reinforces cohesion and integration among all of the Firm’s professionals”

Carlos Camps Partner at Management Solutions

The Firm’s globalization in such a short period of time – less than a decade, requires us to pay special attention to internal communication.

We are a “Global” firm acting “Locally” - and want to remain so- by looking at the existing nuances in each of the countries where we operate (over 30 to date).

This is why we have structured an exhaustive internal communication plan that enables us to convey general information about our Firm to all our professionals wherever they are, and we have adapted it to the needs of each of our offices.



and its goals for the following year, with a series of cultural and leisure events. Walks, horseback rides, cycling and bowling were the activities practiced at Puyehue National Park by more than 50 Management Solutions professionals who attended the event.

Participants had the opportunity to review Management Solutions’ achievements in 2011 and the Firm’s goals for the following year. Meetings were combined with a series of cultural and sporting events, which included attending one of Broadway’s most successful musicals: “Follies”.

Yearly Meeting U.S.

The U.S. Yearly Meeting 2011 was held in New York and brought together professionals from the United States Office as well as those relocated from other Management Solutions offices in New York and Boston.

The U.S. Yearly Meeting was also complemented by the participation of all Management Solutions professionals in the Join the Voices charity run.



Yearly Meeting U.S.

Sports Club

Management Solutions won two gold medals, two silvers and one bronze at the 2011 Corporate Games

The Sports Club started as part of an initiative by Management Solutions to promote and facilitate the practice of sports among its employees by organizing internal championships and sponsoring participation in outside competitions.

Internal Championships

The Madrid Office's indoor soccer and paddle tennis championships were held in 2011 for the sixth consecutive year. More than 100 professionals (divided into 9 teams) participated in the indoor soccer championships, playing qualifying games as well as play-offs for the title.

As regards the paddle tennis tournament, 70 professionals (35 pairs) participated in the two categories, men and women, and showed competitiveness and a high degree of preparation.

The Chile Office organized its second Paddle Tournament, which was played in a friendly and competitive atmosphere and involved the participation of 18 professionals divided into 9 pairs.

The chosen sports (indoor soccer and paddle tennis), were proposed by the professionals themselves, since this activity is intended for their enjoyment.

External Championships

Football teams in inter-company tournaments

The winners at the Management Solutions internal indoor soccer championship went on to participate at the Madrid 13th RC Inter-company Championship, held between October 2010 and May 2011, in which our representatives won the bronze medal after winning the consolation final. Our team's performance was remarkable and improved the 6th place achieved in the previous edition by ending up 3rd out of more than 30 teams.

Also, a Management Solutions team from the Mexico Office took part in Mexico D.F.'s Inter-company 7-a-side Soccer Championships for the first time. Along with over 30 teams representing other companies, Management Solutions team made its great debut at the Opening Tournament by achieving the competition title after having won all the successive rounds and having beaten its opponent at the finals. As regards the Closing Tournament, Management Solutions got a deserved third place, thus completing an excellent season.



Participants at the 19th edition of the Pão de Açúcar Marathon, Brazil

Also in 2011, 15 professionals from our Chile Office participated in the Inter-company Soccer Tournament in Santiago, achieving a good performance at their first attempt in this tournament.

The women's soccer team from Management Solutions Madrid, with a long tradition at the Firm and formed of more than twenty players, participated again in the RC Intercompany Championships and ended up in second place. Apart from being runner-ups, Management Solutions won the Fair Play Trophy, awarded by the organization after valuing the fair play and enthusiasm of our team players at the previous group stage and the finals.

Runs

In 2011, a group of professionals from the Brazil Office took part in the first Sports Club activity organized in Brazil, by participating in the 19th edition of the Pão de Açúcar Marathon, the biggest relay race in Latin America with over 35,000 athletes. Management Solutions participated with 2 teams made up of 12 athletes in total, who ran distances of 10 and 5 km depending on the modality.

In Madrid, Management Solutions professionals participated in the Corporate Fun Run for the sixth time. The 15 professionals composing our Firm's team completed the

course, which was divided into two distances (6 and 10 km) and ran along the Paseo de la Castellana, the capital's financial center.

Corporate Games

Management Solutions participated for the fourth consecutive year in the Corporate Games, an inter-company competition that takes place in Spain's major cities and brings together around 4,000 athletes from 50 organizations every year. Our team once again made a great performance as they captured five medals in different sports.

As in previous editions, the women's 7-a-side soccer team continued reaping success and managed to keep their Corporate Game champions title for the third consecutive year, their grand finale to this excellent season. The cross discipline won the second gold medal for Management Solutions.

As for the 7-a-side men's category, the Bilbao team also had a great success by winning the silver medal. The other silver medal achieved by Management Solutions was also won in Bilbao in the men's paddle tennis category. A bronze at the golf tournament completed the number of medals won by the Firm.

After going out in the previous rounds, the rest of the 7-a-side teams and the basketball, tennis and ping-pong teams in the men's category could not win a medal.



Women's indoor soccer team

Committed to the environment

Management Solutions is aware of how its activities contribute towards sustainable growth and is therefore committed to supporting society in the countries in which it operates. Working in partnership with the academic community, creating employment, upholding respect for human rights and caring for the environment are part of its corporate strategy and the Firm's growth is managed so as to be compatible with the principles of sustainable development.

more than
5,000
Social Action volunteers

90
collaboration
agreements
with Universities

28
Social Action
campaigns



University

For Management Solutions, interaction with universities is at the heart of its relationship with the social environment. Besides contributing towards the creation of jobs for new graduates and providing young people with the opportunity to develop an excellent professional career, Management Solutions maintains close links with universities in many different areas, establishing collaboration agreements to provide scholarships and placement programs, offer expert lectures and seminars, cooperate in research programs, present case studies, participate in job fairs and support university foundations and associations.

Management Solutions maintains its collaboration with Deusto Business School

Management Solutions collaborated again with La Comercial (Business and Economics School – University of Deusto) by teaching the subject “Insights into Management Control”, which was attended by over 50 students.

This subject, which has been taught for several years now, aims to provide an overview of companies from the standpoint of Information Systems as the basis for decision-making. The training sessions were conducted by various Management Solutions professionals

Work experience programs

Management Solutions contributes to knowledge transfer between the University and the Firm through agreements with the most prestigious universities, whereby the Firm is able to offer internships to students who may become future Management Solutions professionals.

Internships allows students selected by the Firm to acquire a first experience of the business world. Also, in many cases, these internships are decisive for the students’ subsequent employment at Management Solutions. In 2011 we provided more than 70 internships.

specialized in the different topics covered in the syllabus: accounting processes, individual and consolidated reporting, budgeting and cost allocation models.

Several Workshops were organized as a key element of this subject. Directors from financial institutions and other companies participated and were able to give a practical view of the concepts seen at the lessons based on the experience of their organizations.

Seminars and expert courses

Through its partners and other members of the management team, Management Solutions maintains a proactive and ongoing presence in education by designing and teaching courses within its sphere of expertise, which it does on a pro-bono basis. In 2011, the Firm expanded its training program to universities, at both the graduate and post-graduate levels:

- ▶ University Center for Financial Studies (CUNEF)
- ▶ University of Deusto
- ▶ Comillas Pontifical University (ICADE)
- ▶ ESADE Business School - Executive MBA; Bachelor's and Master's Degree in Business Administration
- ▶ CEU (in partnership with the Spanish Risk Management Club) - Financial Risk Manager, Madrid and Barcelona
- ▶ Complutense University of Madrid - Faculty of Mathematics
- ▶ Autonomous University of Madrid – Faculty of Mathematics
- ▶ Catholic University of Chile – Faculty of Mathematics
- ▶ Polytechnic University of Madrid
- ▶ The Autonomous Technical Institute of Mexico (ITAM)
- ▶ Insper Instituto de Ensino e Pesquisa Business School, Brazil
- ▶ The Northern Argentina Institute of Technology
- ▶ London School of Economics

Company presentations and job fairs

Company presentations and jobs fairs constitute a fundamental meeting point between final year students and employers. Management Solutions maintains a high profile in major job fairs; our stand attracts thousands of university graduates interested in learning more about the consultancy business, our projects and the career opportunities offered by a rapidly expanding Firm such as ours.



Management Solutions' added value to its participation in job fairs derives from the presence of professionals from the Firm who once studied at the university in question, and whose experience can be of great value and usefulness to students in their final year and recent graduates who aspire to join our organization.

In addition to receiving résumés, in some cases the Human Resources department conducts psychological tests on site (in order to speed up the selection process), as well as working breakfasts with students and case studies.

Universities, key to our relationship with our environment

Cooperation agreements with universities

Europe

Centro de Estudios Garrigues	Kings College London	Universidad de Navarra
City University	London School of Economics	Universidad de Salamanca
Colegio de Sociólogos y Politólogos	Universidad Antonio Nebrija	Universidad del País Vasco
CUNEF	Universidad Autónoma de Barcelona	Universidad Europea de Madrid
ESADE	Universidad Autónoma de Madrid	Universidad Luigi Bocconi
Escuela de Empresa	Universidad Carlos III	Universidad NOVA de Lisboa
Escuela de Finanzas Aplicadas	Universidad Católica de Lisboa	Universidad Pablo de Olavide
Escuela de Ingeniería de Sevilla	University College of London	Universidad Politécnica de Cataluña
Escuela EADA	Universidad Complutense de Madrid	Universidad Politécnica de Madrid
ETEA	Universidad de Alcalá de Henares	Universidad Pontificia Comillas - ICADE
EUDE	Universidad de Burgos	Universidad Pontificia Comillas - ICAI
FORO 3U (UCM, UPM, UNED)	Universidad de Cádiz	Universidad Rey Juan Carlos I
Fundación San Telmo	Universidad de Cantabria	Universitat Pompeu Fabra
Imperial College of London	Universidad de Castilla la Mancha	Universidad de Valladolid
ISCTE (Instituto Superior de Ciências do Trabalho e da Empresa)	Universidad de Deusto	Universidad de Zaragoza
	Universidad de Granada	

Americas

Auburn University	MIT Sloan	Universidad del CEMA
Birmingham Southern College	New York University (NYU)	Universidad del Pacífico
Columbia University	Pontificia Universidad Católica de Chile	Universidad Diego Portales
Escuela Bancaria Comercial	Pontificia Universidad Católica del Perú	Universidad Federico Santamaría
FAAP (Faculdade Armando Álvares Penteado)	Princeton University	Universidad Iberoamericana
FEI	PUC (Pontificia Universidade Católica de São Paulo)	Universidad LaSalle
FGV (Fundação Getúlio Vargas)	Samford University	Universidad Nacional Agraria La Molina
Fordham University	The University of Alabama	Universidad Nacional Autónoma de México
Harvard University	UBA Universidad de Buenos Aires	Universidad Nacional de Ingeniería
Inspier	Universidad Adolfo Ibáñez	Universidad Torcuato Di Tella
Instituto Tecnológico Autónomo de México	Universidad Anáhuac	Universidade Presbiteriana Mackenzie
Instituto Tecnológico y de Estudios Superiores de Monterrey	Universidad Autónoma del Estado de México	University of Massachusetts Boston
ITBA Instituto Tecnológico Buenos Aires	Universidad de Chile	University of Pennsylvania
Mackenzie	Universidad de las Américas en Puebla	USP (Universidade de São Paulo)
Massachusetts Institute of Technology (MIT)	Universidad de Lima	UTN Universidad Tecnológica Nacional
		Wharton University

University



Business Game winners



Lecture at the Financial and Entrepreneurial Leadership Conference

Sponsorships and Collaborations with Foundations

ICADE's 50th Anniversary

The 50th Anniversary of ICADE, whose management committee is chaired by H.M. the King of Spain, officially opened on October 27, 2010 in a ceremony held at the Aula Magna of Comillas Pontifical University.

Management Solutions further strengthened its cooperations with ICADE through sponsorship of ICADE's 50th Anniversary and of the events organized around this important celebration for the Institution.

In addition to sponsoring this event, Management Solutions organized a Business Game and a Financial and Entrepreneurial Leadership Conference.

Business Game

As part of ICADE's 50th Anniversary commemorative events, Management Solutions organized a Business Game for final year students from Comillas ICADE, Deusto and ESADE. 37 students divided into seven groups participated with the help of Management Solutions professionals.

The purpose of the game was to introduce students into the real business world, and skills such as decision-making and teamwork. Cases were put forward at Management Solutions' offices in Madrid and prizes were awarded during a dinner at the Royal Theater in Madrid.

The winning team earned a five-day trip to New York, and the second-place team won a special pass to the dress rehearsal of the opera *Le nozze di Figaro* at the Royal Theater in Madrid.

Financial and Entrepreneurial Leadership Conference

Management Solutions organized and sponsored a day of lectures and round tables at ICADE, with the participation of distinguished personalities from the business community, most of them ICADE alumni.

The Rector at Comillas, José Ramón Busto, SJ, presided over the opening of the initial lectures delivered by Antonio Vázquez, Chairman of Iberia, and by Alfonso Serrano-Suñer, Chairman and CEO of Management Solutions. Both offered their congratulations to the University on the occasion of ICADE'S 50th Anniversary celebration.

The first round table of the program, "Lessons learned in the financial sector for a post-crisis world", brought together important representatives of national and international banking institutions with a presence in Spain. Chaired by Ignacio Layo, a Management Solutions partner, round table participants José Corral, Deputy General Manager for Risk at Grupo Santander; Manuel Castro, General Manager for Risk at Grupo BBVA; Fernando Abril, Martorell, CEO of Credit Suisse



Ignacio Layo at the Financial and Entrepreneurial Leadership Conference

Spain; Pablo Cavero, Commercial Banking Strategy Director for Western Europe at Barclays, and Rafael Guerra, Management Solutions partner, discussed financial industry issues.

The round table “Entrepreneurs and business leaders: keys for this generation”, took place in the evening session. The table was chaired by Jesús Sainz, Chairman of ICADE Business Club, who stated that the entrepreneurial spirit is an attitude in life. Together with Mr. Sainz, Juan Manuel González Serna, Chairman of Grupo Siro; Jorge Villavecchia, General Manager of Grupo Damm; Juan Béjar, Chairman of Globalvía; and David Vázquez, Legal Director of Gestamp Automoción, shared their personal and business experience to illustrate the entrepreneurial spirit.

The conference was closed by Alfredo Arahuetes, Dean of the Faculty of Economics and Business Sciences (ICADE), and Ignacio Layo, Management Solutions partner. Both offered their congratulations for the success of the event, which was broadcast through CCTV to various university rooms.

Management Solutions receives the Medallion of the 50th Anniversary of ICADE

Comillas Pontifical University recognized the support, help and collaboration provided by Management Solutions to the University in general, and to ICADE in particular, over the last few years, by awarding the Firm with their 50th Anniversary Medal. The award was presented by the Governing Board of Comillas Pontifical University.

The award was given in recognition of Management Solutions’ support to the academic world and, especially, to Comillas Pontifical University and ICADE.

It is an acknowledgement of the Firm’s efforts over many years, recently intensified as a result of its participation in ICADE’s 50th Anniversary celebration.

Alfonso Serrano-Suñer, Chairman and CEO of the Firm, received the distinction awarded to Management Solutions in an event presided by Madrid’s Mayor Alberto Ruiz Gallardón, accompanied by the University’s Rector, Jesuit priest José Ramón Busto, and held at the Palacio de Cibeles, the Town Hall Headquarters in Madrid.



José Ramón Busto, SJ; Alfonso Serrano-Suñer and Alberto Ruiz-Gallardón at ICADE’s 50th Anniversary Medal Awards

University



Final Year Project Awards Ceremony at ICAI

ICADE Business Club

Management Solutions is a member of the ICADE Business Club, a non-profit association, founded by a group of former University students who are now business professionals, together with the Dean and Deputy Dean of the Faculty of Economic and Business Sciences at the University of Comillas. The purpose of this association is to cooperate with ICADE in its study, teaching and research programs, to foster entrepreneurship among its students and to strengthen relations between the University and the business world.

So far, the Firm has cooperated with some of the initiatives that the Club has embarked on, such as the 1st and 2nd Entrepreneurs Seminar and 1st and 2nd Business Project Prize, awarded to the best business project submitted by the Faculty's final year students.

Management Solutions intends to take part in all the main events carried out in the Club's pursuit of its objectives and will be particularly involved in the teaching programs and in assisting ICADE professionals, through recruitment or other aid (grants, sponsorship of awards, etc.).

Sponsorship of Awards to the best Final Year Project at ICAI

In 2011, Management Solutions joined the sponsorship of awards to the best Final Year Project at ICAI (Comillas Pontifical University School of Engineering), thus continuing the work carried out by the Firm to support Final Year Projects in collaboration with ICAI since 2005.

Organized by subject areas, Management Solutions sponsored the awards for the area of "Financial and risk management in the energy industry" by making a financial contribution towards the awards and becoming involved in the evaluation of the projects submitted, since a jury created

for each area and composed of the Head of the School, a representative of the sponsoring Firm and the professor responsible for the project, was tasked with deciding on the projects awarded (two per category).

This new sponsorship initiative within the university world, which has already been extended into 2013, shows Management Solution's ongoing commitment to universities, in an effort to contribute towards providing students with a comprehensive set of skills and to foster their integration into the world of work.

Deusto University Foundation

The Firm works together with the Deusto Foundation (Deustu Fundazioa), of this prestigious Basque University, giving a significant donation which will be used to further the pursuit of the Foundation's purposes, including investing in and promoting research, study and dissemination projects.

The Bilbao School of Engineers Foundation

In 2007, Management Solutions became a partner in the Bilbao Higher Technical School of Engineers Foundation, which aims to ensure excellence in all the educational and research activities carried out by the School of Engineers.

The Foundation, created in 1997, fulfills its purpose through organizing lectures, courses and seminars, issuing reports, publications and studies, promoting research, etc. always with the purpose of improving and promoting education and research in the field of engineering. It also participates directly in the corporate world by offering prizes and awards to recognize outstanding engineering work.



Javier Álvarez and Isabel Azqueta

Management Solutions professionals awarded for their Final Year Projects at ICAI

The project entitled "Financial risks in industrial corporations", written by Isabel Azqueta and directed by Álvaro del Canto and Javier Álvarez, members of Management Solutions Energy practice, was awarded first prize for best final year project 2009-2010 at the Comillas Pontifical University School of Engineering (ICAI).

Also, the project "Mechatronic design of a humanoid robot-guide", signed by Alfonso Jiménez Gómez del Valle, a Management Solutions professional, won second prize in one of the categories.



Federico Tassara and Gonzalo Harari

Management Solutions professionals awarded by Universidad de Buenos Aires

The projects by Gonzalo Harari and Federico Tassara, two professionals from the Management Solutions Buenos Aires office, were the Actuarial Category winners of the "Proyección ECON 2011" research competition, organized by Buenos Aires University's Faculty of Economic Sciences.

The competition was divided into five categories (Actuarial, Administration, Accounting, Economics and Systems) and was part of the activities organized for the "5th Economics and Management Congress", a forum created to discuss today's economic reality and the outlook for the future.

"Our involvement with the academic world is a pillar of our commitment to the wider community"

Pedro Martínez Partner at Management Solutions

Besides contributing towards the creation of jobs for new graduates and providing young people with the opportunity to develop an excellent professional career, Management Solutions maintains close links with universities in many different areas, such as collaboration agreements to provide scholarships and placement programs, expert lectures and seminars, cooperation in research programs and sponsorship of university foundations and associations.



Sponsorship and patronage



Royal Theatre of Madrid

Management Solutions continued to sponsor the Royal Theater in 2011. Having strengthened its relationship with this institution in 2009 as the Firm's status changed from Patron to Collaborator, in 2011 and for the seventh consecutive year, Management Solutions made a donation in support of this institution. With this donation, we contribute to the dissemination, appreciation and knowledge of the lyrical arts, music and dance; to protecting, preserving and promoting the enrichment of our artistic heritage; to the defense, advancement and research of Spain's musical and operatic heritage, and to encouraging the dissemination, appreciation and understanding of these arts, as well as encouraging attendance by the general public to its performances and other activities.

This relationship was reinforced in February 2009 when Alfonso Serrano-Suñer, Chairman and CEO of Management Solutions, became a Member of the Board for the Protection of the Royal Theatre, where the institution's main sponsors are represented under the chairmanship of Alfredo Sáenz,

2nd Vice President and Chief Executive Officer of Santander Group, and whose purpose is to promote the participation of civil society in the efficient running of the Foundation and, through its Chairman, to be part of the Board of Trustees.

Spanish Risk Management Club

Management Solutions is a member of the board of trustees of the Spanish Risk Management Club and, with its financial contributions, helps to create and sustain the activities that form part of the Club's founding purpose.

The main objectives of this new association are to act as a meeting point and provide a forum for debate on the systems and methods used to manage, monitor, analyze and measure the risks arising from financial activity and also to foster the exchange of ideas, experiences and opinions on best practices in this field.

Its objectives also include the maintenance of close contact with regulatory authorities and other bodies pursuing the

same goals, and disseminating knowledge through the organization and development of FRM training programs and internet courses.

As a trustee of the Club and with one of its partners sitting on the Board of Directors, Management Solutions contributes to the financing and maintenance of the various activities that are organized.

Spanish Energy Club (ENERCLUB)

Management Solutions is a member of the Spanish Energy Club (ENERCLUB), which was set up as a meeting point and to provide a forum for dialogue and for the exchange of ideas among companies and professionals in the energy industry, with the main aim of fostering new ideas and their dissemination on the rational use of energy, the conservation of the environment and sustainable development.

Thanks to the support and financial contribution of its members, this Club has managed to sustain its activity for over 20 years in four broad areas: energy know-how, training, publications and on-line dissemination.

Créate Foundation

In 2011 Management Solutions joined the Board of the Créate Foundation, a not-for-profit organization that seeks to promote change towards a more dynamic, competitive and flexible economy, based on a society where people are able to create their own projects thereby generating wealth and wellbeing for their community and environment. As part of its Board, Management Solutions contributes to the Créate Foundation's mission: to help develop values, attitudes and entrepreneurial skills through early education of children and youth in the Community of Madrid.

Social work partnerships

Committed to the environment

Management Solutions partners with some of its major clients to support various charitable initiatives

Management Solutions' professionals regularly participate in campaigns and charitable projects organized by some of our major clients, supporting them and assuming their charitable purposes as their own. Activities such as attending concerts, participating in workshops for integration to help groups of disadvantaged people, etc., all of them organized for charitable purposes, have had the participation and involvement of our professionals.

Microfinance project

The BBVA Foundation for Microfinance is a not-for-profit entity whose purpose is to promote access for society's most disadvantaged groups to credit and other financial services in order to facilitate the development of small-scale productive activities, thereby contributing to improving the living standards of families and to the sustainable development of the communities in which the Bank operates.

The Foundation has initially focused its efforts in Latin America (work is already underway in Peru and Colombia), since this region constitutes the network's corporate center, and, in addition to capital, will benefit from shared governance and management systems, a common technological base, facilities to raise finance on international markets and the general advantages derived from economies of scale and from the scope afforded by a network such as this.

Management Solutions, in coordination with the Foundation's Risk Unit, has devised a plan to cooperate and support the BBVA Microfinance Foundation in the following Risk-related areas:



- ▶ Designing and implementing a risk model for microfinance that uses internal models as its greatest novelty.
- ▶ Developing internal models for the microfinance segment in Colombia and adapting these models to the rest of the network.
- ▶ Designing and implementing a technology platform for risk management.

A project for the redesign of operational processes in the field of microfinance was also launched in order to increase the commercial and operational efficiency of business processes.

Sport and Challenge charity golf tournament

The Management Solutions team finished third in the second Pro-Am charity golf tournament organized by the Sport and Challenge Foundation to raise funds for the social



Sport and Challenge charity golf tournament

integration of people with physical, intellectual or sensory disabilities through sport.

The tournament took place at the Santander Golf course in Boadilla del Monte, and included the participation of 18 teams (all integrated by a professional golfer on the European circuit and four *amateurs*). The Management Solutions team, which had won the title in 2010, was formed of Jose Corral (Deputy Head of Risk at Santander Group), Pablo Caverro (Head of Strategy at Barclays Europe), Alberto Bergaz (Director at Ruber Internacional), Pedro Cabeza (Head of Distribution at Bergé Group) and professional golfer Ángel Matallana, supported by Alfonso Serrano-Suñer, (President and CEO of Management Solutions).

The collaboration of sponsors and participating companies made it possible to raise 40,000 euros that will be used to fund the sports activities organized by the Sport and Challenge Foundation.

Social Action

Our Social Action group was created in 2005 on the initiative of our professionals and with the full support of the Firm



Blood donation campaign in Chile



Donation of computers in Brazil

Since the Social Action Group's inception, the professionals of Management Solutions have conducted numerous activities in association with various NGOs and charities.

Blood donation campaigns

Since Management Solutions' Social Action Group launched its first blood donation campaign in 2007, in collaboration with the Spanish Red Cross, this initiative has been repeated each year and extended to other offices.

In 2011, more than 50 volunteers from our Madrid, New York, Mexico City and Santiago de Chile offices donated blood, which reflected the involvement of the Firm and its professionals with campaigns of this nature.

Donation of computers and cell phones

Management Solutions collaborates on regular basis with various organizations by donating computers that will be replaced in the Firm. This reduces our environmental impact

and allows us to help meet the need that society's most disadvantaged groups have for this material.

In 2011, Management Solutions donated a total of 97 Computers that were distributed to different organizations, Including the ONCE Foundation, Cáritas, Sisters of Hospitality, Sport and Challenge Foundation, Aid to the Church in Need, and Our Lady of Remembrance school's 29th Charitable Event for Work and Joy. In Brazil, computers were donated to Fundação MGI, a foundation offering English and Computing classes to around 400 children and teenagers of limited or very limited resources in the Suzano municipality (Sao Paulo) and surrounding areas, and to Centro de Assistência Social Santa Terezinha.

Similarly, Management Solutions donates those cell phones and smartphones that are replaced. Twenty terminals were assigned to the Sisters of Hospitality and the Down Syndrome Foundation and another twenty to Revita, a cell phone recycling association that collaborates with the Carmen Pardo-Valcar Foundation.

Support to Brazil's flood victims

In January 2011, Management Solutions' Social Action Group, in collaboration with the Red Cross, organized a campaign to collect food and basic supplies to help those affected by flooding in Brazil.

The initiative aimed to raise large quantities of nonperishable food and toiletries, which were then needed with the most urgency by groups at risk in Sao Paulo and the mountainous region of Rio de Janeiro, the main areas affected by the devastating January floods.

This collaborative effort made it possible to raise more than 250 kg of non-perishable food, about 100 liters of milk and as many of water, and a large quantity of hygiene products, which were delivered to the Red Cross, responsible for distribution to the victims of this catastrophe.

Down's Syndrome Foundation of Madrid (FSDM)

In January 2010, Management Solutions' Social Action Group launched an ongoing collaboration scheme to support the FSDM, involving the organization of football matches between the Firm's professionals and the boys and girls under the Foundation's care.

Management Solutions, in partnership with the Foundation's Leisure Activities Department, undertook the necessary steps to organize these fun Sunday afternoons which took place on various occasions, and which provided an opportunity for all participants to enjoy themselves through playing, acting as referees and coaches or, during a break from the activity, through becoming part of the noisy crowd of supporters.

To complement this, our Social Action Group, in collaboration with the Foundation, organized a volunteering event as part of which some twenty Management Solutions professionals shared a fun day out at Madrid's Amusement Park with a group of children with Down's Syndrome, aged between nine and twelve.

The professionals participating in the activity waited for the children at the gates of the amusement park and, after the introductions, organized themselves into two groups and set out on a tour of the park. The boys and girls from the Foundation were tireless and went on all the rides they could find, managing to infect the Social Action volunteers with their joy and excitement, which made them all enjoy this unforgettable volunteering experience.



Volunteers at the Madrid Amusement Park with FSDM

“The Firm’s professionals are strongly committed to the communities of the countries where we work”

Carlos Carnicero *Partner at Management Solutions*

The Firm has always supported the initiatives promoted by its people in the sphere of Social Action. These initiatives reflect the values of solidarity and generosity that are important to all Management Solutions professionals.

The numerous actions carried out by our Social Action Group with various NGOs and charities make us feel proud of our people's determination and commitment to improving the environment and the world we live in.



Social Action

Join the Voices, USA

Professionals from the Management Solutions U.S. Office participated in the Join the Voices run, a sporting competition organized by nonprofit organization Voices Against Brain Cancer in order to raise funds for fighting brain cancer through registration fees and donations received from participants.

The run attracted more than 8,000 participants, including more than 20 Management Solutions professionals who completed the 5 mile route through Central Park.

Arraiá beneficente and Agasalho campaign, Brazil

Management Solutions Brazil's Social Action Group held its *Arraiá Beneficente*, a solidarity event organized to raise funds to support the activities conducted by Management Solutions' volunteers during the Firm's Solidarity Summer project.

The *Arraiá* was a success thanks to the involvement of the ten volunteers who organized the event and the participation and generosity of more than 60 attendees that included professionals and their families and friends, who contributed to this worthy cause by purchasing tickets and beverages as well as with their active participation.

in the activities that took place throughout the afternoon. During *Arraiá*, our volunteers collected the last clothing donations for the *Agasalho Campaign*, an initiative carried out in collaboration with the Brazilian Red Cross, through which our professionals from Management Solutions Brazil have had the opportunity to donate warm clothing for people without resources before the onset of winter.

Solidarity Run, Santander Group, Spain

A group of 10 professionals representing Management Solutions took part in the 1st Santander Solidarity Run alongside about 3,000 other runners including Santander Group employees and the general public, divided into two



Participants in the Join the Voices run, USA



Volunteers at the Arraiá beneficente in Brazil

categories: 5 and 10 km. Management Solutions' performance was remarkable, one of its professionals winning first place in the 5 km modality.

Approximately 30,000 euros were raised from the participation of nearly 3,000 people and the contributions made through donations, which will go towards collaborating with a UNICEF-managed child education project in the State of Oaxaca, Mexico, where more than 15,000 children and adolescents have been identified to be at serious risk of exclusion from school.

Basic House Foundation, Chile

Volunteers from Management Solutions Chile took part in their second solidarity activity in collaboration with "Basic House" Foundation, a non-profit organization that seeks to improve people's quality of life by building decent housing.

The volunteers were again tasked with assembling a prefabricated home with materials funded by Management Solutions for a family without resources in the area of Rancagua, who had lost their home in the earthquake that struck Chile in February 2010.

This project, gave the ten or so Management Solutions professionals who participated the opportunity to interact with both the family receiving the home and with the Foundation that organized the assembly. After a hard day of team work, the volunteers were able to complete the house according to plan, and delivered it to the family with a ribbon-cutting ceremony where the ribbon was cut by the future users of the "basic house".



Building a prefabricated house in Chile



Volunteers from Social Action Chile during the "Basic House" project activity

Social Action

2011 Solidarity Concert, Spain

After the success of the Concert's 2009 and 2010 editions, the Fernando de Rojas Theater in the Fine Arts Circle, an emblematic performing arts space in the center of Madrid, was once again chosen as the venue for Management Solutions' fourth Solidarity Concert.

The event, organized to raise funds to support the volunteer and cooperation activities carried out by Management Solutions' Social Action Group during the Firm's Solidarity Summer project, was attended by around 400 people who enjoyed the quality of the repertoire and the performers: Pilar Jurado (Soprano) and Igor Tukalo (Piano).

For over an hour, the soprano from Madrid commanded the stage and impressed the audience, not only with the register and virtuosity of her voice, but also with the strength and character of her performance.

Accompanied on the piano by Igor Tukalo, Pilar Jurado delivered a star performance featuring arias from operas as well known as *Turandot*, *La Bohème* or *Don Pasquale*. The show closed with "They call me exquisite", a popular zarzuela piece from *The Barber of Seville*. After an overwhelming acclaim by the audience and as a final surprise, Pilar Jurado and Igor Tukalo captivated their public with a very special treat: *Summertime* from Gershwin's *Porgy and Bess* (George Gershwin, DuBose y Dorothy Heyward e Ira

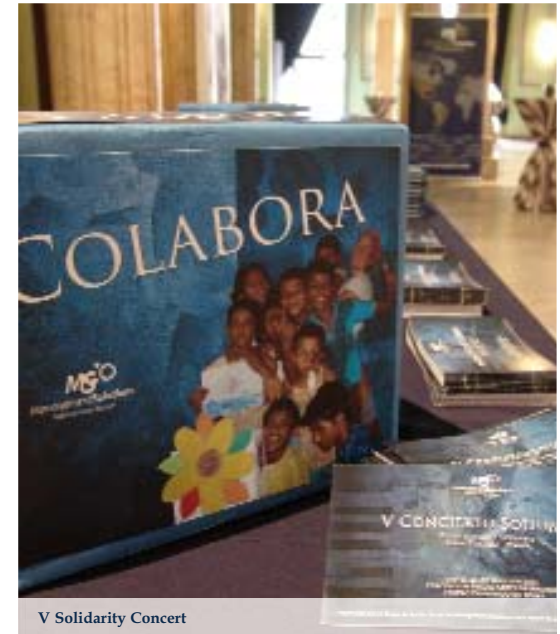
Gershwin) which was the icing on the cake of the 5th Solidarity Concert.

The concert was preceded by a Spanish wine reception in the Circle's Ballroom, where guests were able to chat to the organizers and hear a first-hand account of the various events in which Management Solutions' Social Action Group is involved.

The participation and solidarity of the audience, which included Management Solutions professionals as well as clients, family and friends, made it possible to raise more than 6,000 euros.



Pilar Jurado and Igor Tukalo during the Solidarity Concert held at Fernando de Rojas Theatre



V Solidarity Concert

Solidarity Summer

In August 2006, a group of fifteen Management Solutions professionals interested in volunteering accepted the Firm's proposal to sponsor them, by covering all travel expenses, to spend their summer vacation helping the Missionaries of Charity in Calcutta (India). This was to be the first "Solidarity Summer" organized by Management Solutions, and was followed by a similar project in Guayaquil (Ecuador) in 2007, and a return to Calcutta in 2008, 2009 and 2010.

In 2011, twenty two professionals traveled to Calcutta to continue the efforts of previous Summers, working again with New Light and Mother House, two not-for-profit organizations whose mission is to help social groups at risk, mostly children, women and the elderly.

Volunteers, from our Madrid, Barcelona, Mexico City, Sao Paulo, Santiago de Chile and Buenos Aires offices, carried out many activities, including staging a play called "Babel", that involved the participation of more than 150 children aged between 5 and 18.

The play, written and directed by our volunteers for the New Light 2011 Carnival, was financed by some of the funds raised before the summer, and focused on the theme of language and communication, explaining the evolution of different means of communication through the journey of a boy traveling backward and forward in time who learns to understand the different beings he encounters during his adventure. This play was intended to show the children who made up the cast the importance of communication and how it is not necessary to speak the same language to be able to understand each other.

Also, our support for Mother Theresa's work focused this year on two of her centers, one providing care for sick elderly people and one, the DayaDan center, giving care to



Staging of Babel as part of the Solidarity Summer project



Solidarity Summer volunteers in Calcutta

children with different problems(paralysis, blindness, autism). The work of volunteers was to assist with physical therapy, healing, feeding and other specific care for the sick.

All volunteers emphasized once again the enriching nature of the Solidarity Summer, an initiative that has given them them "the opportunity to live through a unique experience where culture, climate and environment makes you grow as a human being".

This new success, coupled with the growing interest of our professionals in activities of this nature and the full support of the Firm, which once again took care of all the costs of volunteering, ensures the continuity of our Solidarity Summer into 2012 and beyond.



Solidarity Summer in Calcutta

Social Action

Solidarity Film Screening

In 2005 Management Solutions launched its Solidarity Film Screening initiative, a family activity to collect food for those in need by taking advantage of the proximity of the Christmas season and using a movie release as a way to encourage participation. In 2011, this activity took place in Madrid, Bilbao, Lima and Santiago de Chile, where it was held for the first time.

In Spain, the Solidarity Film Screening event was first held simultaneously in Madrid and Bilbao with a screening of "Alvin and the Chipmunks 3", which brought together about 3,500 people in total.

The Madrid event, which after its seventh edition has already become a classic of the Firm's Christmas season, was held as every year at the Kinopolis cinemas and brought together about 3,000 people, 500 more than the previous year, including professionals, former members of our Firm and some of our main clients and collaborators, and their families. Thanks to the generosity of all attendees, we were able to collect 4,000 kilos of nonperishable food and Christmas sweets, in addition to several boxes of toys that were delivered that very morning to the Madrid headquarters of the Missionaries of Charity to be distributed to people in need who visit their charitable dining facilities every day.

In Bilbao, Management Solutions' Solidarity Film Screening event was held at the Artea cinema, and managed to bring together 400 people in its first edition, including professionals and clients, who contributed more than 600 kilos of food. All food collected was delivered to the San Antonio meal center run by the Franciscans in Bilbao, which is open daily to over 200 people without resources.

In both cities, the children were the real stars of the day and those who most enjoyed the screened movie and videos, as well as the shows and workshops offered by the actors, both on arrival and during the post-movie cocktail.



Solidarity Film Screening, Madrid



Solidarity Film Screening, Bilbao

In Santiago de Chile's first edition of the Solidarity Film Screening event, Management Solutions invited about 50 children from Our Lady of Pilar school to the screening of the children's movie "Kung Fu Panda 2".

The activity involved the participation of sixth grade students and children from the Integration Project run by this school in the Macul community, an initiative under which children from Homes, Foundations and Villages who have special educational needs and are at social risk are integrated into the school's classrooms.

In addition to caring for children with the help of teachers who attended the event, Social Action volunteers took

charge of organizing all the logistics of the day, including the collection of children from school, their transfer to the Hoyts la Reina Cinema by bus and the distribution of popcorn and drinks.

Similarly, the first Solidarity Film Screening event organized in Peru around the children's movie "Tangled" included the attendance of about 70 children from Educational Center No. 2047, who had been invited to the event by Management Solutions. This school in the Comas district of Lima serves low-income students for many of whom this event was their first trip to the cinema ever.

Besides taking care of the children with the help of teachers and parents who attended the screening, the Social Action volunteers organized all the logistics, which included collecting children from school, taking them to Cineplanet Comas by bus and distributing popcorn and soft drinks to the young audience.

Cestinhas de Páscoa, Brazil

Volunteers from Management Solutions Brazil collaborated with the Odila Franco shelter in Sao Paulo by donating gifts and organizing a day of shared social activities with the group of children living there.

The Páscoa Cestinhas campaign began by raising funds among professionals from Management Solutions Brazil, which raised about 2,000 BRL due to everyone's enthusiastic involvement. Some of the funds raised went towards preparing the *Cestinhas* (bags containing chocolates and sweets, plus a toothbrush and toothpaste) and purchasing everything necessary for the party that was held at the home where the children live. The rest of the funds will be used to meet other needs of the Odila Franco shelter in Sao Paulo, which houses 20 children without resources who are at serious social risk.

During the event, which included the participation of 10 volunteers from Social Action Brazil, the children were the focus of all planned activities and games, as part of which they each received a *Cestinha of Páscoa*, and that were intended to help them forget about their difficult circumstances, at least for one day.



Solidarity Film Screening, Santiago de Chile

Social Action

Solidarity Christmas

Around 200 Management Solutions professionals had the opportunity to bring hope to society's most disadvantaged groups through our "Solidarity Christmas" project, which was organized for the fourth consecutive year with the launch of several initiatives in Spain, Mexico, Brazil, Peru, Chile and Argentina.

In Spain, the "True Magi" campaign was launched to collect presents for children in shelters in several Spanish cities who would otherwise not have received presents on Three Kings Day. The campaign was again very well received and, thanks

to the participation of more than 150 Management Solutions professionals, made it possible for disadvantaged children from these shelters to receive the gifts they had previously requested in a letter addressed to "their" private Magi.

Professionals in Mexico had the opportunity to work directly with the Kinder Hogar y Futuro orphanage through various campaigns conducted throughout November and December, during which clothing, bottled water and toiletries for children in the shelter were collected. Furthermore, the Firm's contribution served to provide the orphanage with a number of toys and games for its facilities.

A Christmas "posada" celebration was organized as a closing highlight, during which several Management Solutions professionals had the opportunity to share a day of games and activities with about 150 children living in the orphanage. Another campaign is currently underway to collect gifts (sweaters, scarves, books, gloves, etc.) for elderly residents of the Casa Hogar home.

In Brazil, Management Solutions professionals organized the Sacolinhas Natal campaign to buy gifts and essential items for children in two of Sao Paulo's child care shelters. Thanks to the participation of most professionals from our Brazil office, more than 30 children from both shelters received



Volunteer at Argentina's Liver Transplant Foundation



Volunteers at the Odila Franco home in Brazil

their *Sacolinhas* full of toys, sweets, food and clothes from the volunteers, who were assisted by a very special Santa Claus.

In Peru, all Management Solutions professionals helped to organize a traditional hot chocolate Christmas party at "Jacaranda" school in Magdalena, one of the poorest districts of Lima. The funds raised were used to buy the ingredients to prepare the hot chocolate as well as toys and gifts for the children, and toward the organization of a music show.

In Chile and Argentina, Management Solutions professionals supported initiatives to help children who, because of illness, have to spend Christmas in hospital. In Chile, the *Viejito Pascuero* (Father Christmas) campaign was organized for the third consecutive year in collaboration with the Calvo Mackenna Foundation to collect presents for over 50 children admitted to the Calvo Mackenna Children's Hospital. Thanks to the involvement of all professionals in the Chilean unit, a large number of toys were collected and delivered to the children on December 20 in an atmosphere of great excitement and joy.

Similarly, in Buenos Aires, a group of Management Solutions professionals joined efforts to support the children assisted by the Argentine Liver Transplant Foundation. The children received the toys collected as part of this initiative from the Social Action volunteers themselves.

Christmas 2011 with Calcutta Ondoan

For the fifth consecutive year, Management Solutions partnered with Calcutta Ondoan, an NGO that supports social, health and economic development projects in support of disadvantaged people in India, to produce its Christmas cards.

A card design contest was once again organized in which more than fifty children and young relatives of Management Solutions professionals showed off their artistic skills, and which produced the winning drawing, created by Inés, aged 7.

All profits from the Christmas cards went towards charity projects for the prevention and treatment of HIV in Indore and the running of a free medical treatment center in the village of Zora Dokan, both in India.



Volunteers with the presents collected at our Chile office for the Calvo Mackenna Children's Hospital

Environment



While the environmental impact of our activity is very limited (environmental aspects of office-based activities), this is a matter of special concern for our Firm. The environmental management model adopted by Management Solutions is based not only on ensuring compliance with all relevant regulatory requirements regarding the environment, but on exceeding requirements wherever possible.

Under this approach, the Firm seeks to implement best environmental practices in its internal operations to help slow down consumption and minimize waste. Also, Management Solutions is committed to raising awareness and involving its employees in environmental matters, according to their level of responsibility, and to providing the necessary knowledge to enable implementation of good environmental practice.

The measures explained below are supplemented by the Firm's participation in the Spanish Energy Club (ENERCLUB), an important platform for dialogue and a meeting point for

companies and professionals in the energy industry with a view to promoting sustainable development and environmental preservation.

Reduced consumption of resources

Paper

Because of our activity, paper consumption is without any doubt one of the Firm's most significant environmental impacts. However, increasing awareness on the part of all professionals makes it possible to achieve reduced consumption levels.

In 2011, the use of paper sheets per person decreased by 9%. This reduction was achieved through initiatives such as setting defaults on printers to double-sided mode, and through growing awareness among professionals of the need to use information in electronic form (such as training courses, available online through the Intranet).

Energy

The sound management of electricity in our daily activities is a key factor in reducing the Firm's energy impact. Therefore, Management Solutions not only relies on the awareness of all professionals, but pays particular attention to the location of its offices.

For this reason, all buildings housing Management Solutions offices integrate various energy saving systems, such as thermostats, advanced insulation systems, movement sensors, energy saving lights, automatic opening and closing faucets, etc. These measures are in addition to the energy saving systems of printers and computers.

In 2009, our Torre Picasso building in Madrid was granted the AENOR Environmental Management certificate attesting to its environmental compliance and ensuring best practice in environmental matters.



In 2012 we plan to further reduce consumption in these areas by promoting responsible use among our professionals, in addition to other measures. To do this, we propose to include a Good Practice Guide on the Intranet that will include measures for responsible consumption mainly as regards energy, paper and water.

Waste management

Fluorescent lights and toner cartridges

Fluorescent lights common to all offices and toner cartridges for printers, once depleted, are deposited in special purpose containers in the buildings housing our offices, or are returned to the supplier for proper reuse or recycling. In 2011, toner consumption was reduced by 20%.

Paper and packaging

Paper and packaging subject to be recycled are separated appropriately so they can be recycled by the building management companies.

In addition, our Madrid, Bilbao and Barcelona offices have special containers for placing confidential documents that must be destroyed. An external company is responsible for collecting these containers on a weekly basis as well as destroying and recycling these documents. Thus 5,400 kilos of paper were recycled in 2011, 1,200 kilos more than in 2010.

Computers and cell phones

As explained in the section on Social Action, the Firm's policy on computer equipment and mobile phones involves donating devices that are still in good working order to various NGOs. Equipment in a poorer condition is sold for parts to be reused, or if the model is no longer current, it is sent to a company for recycling.

Use of paper bags

In 2010, Management Solutions stopped making plastic bags to join the trend for responsible use of paper bags. In addition, the Firm's bags have the Programme for the Endorsement of Forest Certification (PEFC) Certificate-a program for recognition of Forest Certification Schemes to ensure that the products used are sourced from sustainably managed forests.

PEFC is a non-governmental, independent, nonprofit and worldwide organization whose purpose is to ensure that the world's forests are managed responsibly to achieve a social, economic and environmental balance.

If you would like to express an opinion or doubt or make a suggestion about the information in this document, please contact:

Marketing and Communication Department

Plaza Pablo Ruiz Picasso 1, Torre Picasso
28020 Madrid, Spain

marketing-comunicacion@msspain.com

Tel. (+34) 91 183 08 00

Fax (+34) 91 183 09 00

www.msspain.com

www.managementsolutions.com

Madrid

Plaza Pablo Ruiz Picasso, 1
28020 - Madrid

Barcelona

Avda. Diagonal, 654
08034 - Barcelona

Bilbao

C/ Elcano, 9
48008 - Bilbao

London

135 Cannon Street
EC4N 5BP - London

Frankfurt

Schillestrasse, 20
60313 - Frankfurt am Main

Warsaw

Emilii Plater, 53
00-113 - Warszawa

Zurich

Bellerivestrasse, 201
8034 - Zürich

Milan

Via Agnello, 12
20121 - Milano

Lisbon

Avenida da Liberdade 245
1250 - Lisboa

Beijing

1 Jian Guo Men Wai Avenue
100004 - Beijing

New York

1120 Avenue of the Americas
NY 10036 - New York

San Juan de Puerto Rico

105 Ponce de León Avenue, Hato Hev
00917 - San Juan

Mexico City

Prol. Paseo de la Reforma, 1015
01376 - México D.F.

Lima

Avda. Andrés Reyes 437
Lima 27

Sao Paulo

Rua Samuel Morse, 120
04576-060 - São Paulo

Santiago de Chile

Enrique Foster Sur, 20
755-0198 - Santiago

Buenos Aires

Avda. Alicia Moreau de Justo, 140
C1107AAD - Buenos Aires

Design and Layout
Marketing and Communication Department
Management Solutions - Spain

© **Management Solutions. 2012**
All rights reserved

MSCIO

www.msnorthamerica.com

Madrid, Barcelona, Bilbao, London, Frankfurt, Warszawa, Zürich, Milano, Lisboa, Beijing, New York, San Juan de Puerto Rico, México DF, São Paulo, Lima, Santiago de Chile, Buenos Aires