

MODEL ANNEX I

**ANNUAL CORPORATE GOVERNANCE REPORT
OF THE LISTED PUBLIC LIMITED COMPANIES**

ISSUER IDENTIFICATION DETAILS

END DATE BUSINESS YEAR IN QUESTION 2021

CIF (Tax ID): A-28037224

Company Name:

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.

Registered address:

C/BALMES, 36. 08007 BARCELONA

**ANNUAL CORPORATE GOVERNANCE REPORT
OF THE LISTED PUBLIC LIMITED COMPANIES**

A OWNERSHIP STRUCTURE

A.1 Complete the following table on share capital and the attributed voting rights, including those corresponding to shares with a loyalty vote as of the closing date of the year, where appropriate:

Indicate whether company bylaws contain the provision of double loyalty voting:

No ☒ X

Yes ☐ Date of board approval

Minimum period of uninterrupted tenure required by the bylaws

Indicate whether the company has awarded votes for loyalty:

No ☒ X

Yes ☐

Date of the last modification of the share capital	Share capital	Number of shares	Number of voting rights (not including additional loyalty-attributed votes)	Number of additional attributed voting rights corresponding to shares with a loyalty vote	Total number of voting rights, including additional loyalty-attributed votes
27-07-2021	425,173,636	425,173,636	425,173,636	0	0

Number of shares registered in the special register

pending the expiry of the loyalty period

Observations

Indicate whether there are different share classes with different associated rights:

Yes ☐ No ☒ X

Class	Number of shares	Par value	Number of voting rights	Rights and obligations conferred
-	-	-	-	-

Observations

A.2 List the company's significant direct and indirect shareholders at year end, including directors with a significant shareholding:

Name or company name of shareholder	% of voting rights attached to the shares (including votes for loyalty)		% voting rights through financial instruments		% of total voting rights	From the total number of voting rights attributed to the shares, indicate, where appropriate, the additional votes attributed corresponding to the shares with a loyalty vote	
	Direct	Indirect	Direct	Indirect		Direct	Indirect
GATES III, WILLIAM H.	-	5.736	-	-	5.736		
CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	61.200	13.002	-	-	74.202		
NUEVA SAMEDE 2016, S.L.U.	4.540	-	-	-	4.540		
ESTHER KOPLOWITZ ROMERO DE JUSEU	0.033	4.540	-	-	4.573		
CARLOS SLIM HELÚ	-	7.005	-	-	7.005		

Observations

Breakdown of indirect holding:

Name or company name of the indirect owner	Name or company name of direct owner	% of voting rights attached to the shares (including votes for loyalty)	% voting rights through financial instruments	% of total voting rights	From the total number of voting rights attributed to the shares, indicate, where appropriate, the additional votes attributed corresponding to the shares with a loyalty vote	
GATES III, WILLIAM H.	CASCADE INVESTMENT, LLC.	3.986	-	3.986		
GATES III, WILLIAM H.	BILL & MELINDA GATES FOUNDATION TRUST	1.750	-	1.750		
CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	DOMINUM DIRECCIÓN Y GESTIÓN, S.A.	8.462	-	8.462		
ESTHER KOPLOWITZ ROMERO DE JUSEU	NUEVA SAMEDE 2016, S.L.U.	4.540	-	4.540		
CARLOS SLIM HELÚ	FINVER INVERSIONES 2020, S.L.U	7.005	-	7.005		

Observations
<u>Regarding the position of CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V. (CEC):</u> Regarding the holdings through intermediaries (i) 19,301,251 shares in Fomento de Construcciones y Contratas S.A. ("FCC") owned by Nueva Samede 2016 S.L.U. representing 4.540% of FCC's share capital, hereby stated for the exclusive purposes of art. 24.2.B of RD 1362/2007. In spite of this, CEC does not hold any right to vote on this 4.540%. Therefore, CEC holds directly and indirectly, only 69.66% of FCC's voting rights.
<u>Concerning the position of ESTHER KOPLOWITZ ROMERO DE JUSEU:</u> Esther Koplowitz Romero de Juseu directly controls 0.033% of FCC and 4.540% indirectly through Nueva Samede 2016, S.L.U., Dominum Desga, S.A. and Ejecución y Organización de Recursos, S.L.

Indicate the most significant changes in the shareholding structure during the year:

Most significant changes

A.3 Give details of the participation at the close of the fiscal year of the members of the board of directors who are holders of voting rights attributed to shares of the company or through financial instruments, whatever the percentage, excluding the directors who have been identified in Section A2 above:

Name or company name of director	% of voting rights attached to the shares (including votes for loyalty)		% voting rights through financial instruments		% of total voting rights	From the total percentage of voting rights attributed to the shares, indicate, where appropriate, the percentage of additional votes attributed corresponding to the shares with a loyalty vote	
	Direct	Indirect	Direct	Indirect		Direct	Indirect
Aboumrad González, Alejandro	0.074	-	-	-	0.074	-	-
Colio Abril, Pablo	0.027	-	-	-	0.027	-	-
Dominum Desga, S.A.	0.000	-	-	-	0.000	-	-
Dominum Dirección y Gestión, S.A.	8.462	-	-	-	8.462	-	-
Alicia Alcocer Koplowitz	0.078	-	-	-	0.078	-	-
Gil Madrigal, Manuel	0.000	0.008	-	-	0.008	-	-
Inmobiliaria AEG, S.A. de C.V.	0.000	-	-	-	0.000	-	-
Kuri Kaufman, Gerardo	0.069	-	-	-	0.069	-	-
Proglio, Henri	0.001	-	-	-	0.001	-	-
Rodriguez Torres, Juan	0.077	-	-	-	0.077	-	-

Name or company name of director	% of voting rights attached to the shares (including votes for loyalty)		% voting rights through financial instruments		% of total voting rights	From the total percentage of voting rights attributed to the shares, indicate, where appropriate, the percentage of additional votes attributed corresponding to the shares with a loyalty vote	
	Direct	Indirect	Direct	Indirect		Direct	Indirect
Samede Inversiones 2010, S.L.U.	0.000	-	-	-	0.000	-	-
Vazquez Lapuerta, Álvaro	0.001	-	-	-	0.001	-	-
Gómez García, Antonio	0.005	-	-	-	0.005	-	-
Total	8.794	0.008			8.802	-	-

Total percentage of voting rights held by the Board of Directors						8.802
Observations						

Breakdown of indirect holding:

Name or company name of director	Name or company name of direct owner	% of voting rights attached to the shares (including votes for loyalty)	% voting rights through financial instruments	% of total voting rights	From the total percentage of voting rights attributed to the shares, indicate, where appropriate, the percentage of additional votes attributed corresponding to the shares with a loyalty vote
Gil Madrigal, Manuel	Tasmania Inmuebles, S.L.	0.008	-	0.008	-

Observations

List the total percentage of voting rights represented on the board:

Total percentage of voting rights represented on the board of directors	81.24
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Observations

A.4 Indicate, as applicable, the family, commercial, contractual or corporate relations between the holders of significant shares, insofar as that they are known by the company, unless they are immaterial or are part of ordinary commercial traffic, with the exception of those reported in section A.6:

Related name or company name	Type of relationship	Brief description
-	-	-

A.5) Indicate, as the case may be, the commercial, contractual or corporate relations between the holders of significant shares, and the company and/or its group, unless they are immaterial or are part of ordinary commercial traffic:

Related name or company name	Type of relationship	Brief description
FCC Construcción and Carso Infraestructura y Construcción S.A.B. de C.V.	Corporate	Collaboration agreement to jointly undertake projects in the Americas, excluding the United Mexican States, through the constitution of a special purpose vehicle (SPV): “FCC Américas”.

A.6 Describe the relationships, unless they are immaterial to the two parties, between significant shareholders or parties represented on the Board and directors, or their representatives, in the case of corporate directors.

Explain, as applicable, how significant shareholders are represented. Specifically, indicate the directors appointed on behalf of significant shareholders whose appointment was promoted by significant shareholders, or who were linked to significant shareholders and/or entities in their group, specifying the nature of these relationships. In particular, include the existence, identity and position of Board members, or representatives of directors, of the listed company, who are, in turn, members of the governing body, or their representatives, in companies that hold significant holdings in the listed company or in entities of the group of these significant shareholders.

Name or company name of related director or representative	Name or company name of related significant shareholder	Company name of the group company of the significant shareholder	Description of relationship/post
Alejandro Aboumrad González	Control Empresarial de Capitales, S.A. de C.V.	Several subsidiaries of the shareholder	Administrator
Antonio Gómez García	Control Empresarial de Capitales, S.A. de C.V.	Grupo Carso SAB de C.V.	Alternate Director and General Manager.
		Grupo Frisco SAB de CV	Director
		Grupo Elementia SAB de CV	Director
Gerardo Kuri	Control Empresarial de Capitales, S.A. de C.V.	Several subsidiaries of the shareholder	Director
Juan Rodríguez Torres	Control Empresarial de Capitales, S.A. de C.V.	Minera Frisco	Director
		Telesites	Non-executive chairman
		Carso Infraestructura y Construcción S.A.B. de C.V. (CICSA)	Director
Alfonso Salem Slim	Control Empresarial de Capitales, S.A. de C.V.	Several subsidiaries of the shareholder	Managing director and/or director of various subsidiary companies of the aforementioned company.

Name or company name of related director or representative	Name or company name of related significant shareholder	Company name of the group company of the significant shareholder	Description of relationship/post
Pablo Colio Abril	Control Empresarial de Capitales, S.A. de C.V.	Carso Infraestructura y Construcción S.A.B. de C.V. (CICSA)	Director
		Cafig Constructores, S.A. de C.V.	Director
		Constructora Terminal Valle de México, S.A. de C.V.	Director
		Servicios Terminal Valle de México, S.A. de C.V.	Director
		Servicios CTVM, S.A. de C.V.	Director
		Finver Inversiones 2020, S.L.	Director
		Soinmob Inmobiliaria Española	Director
		Dominium Dirección y Gestión, S.A.	Director
Inmobiliaria AEG, S.A. de CV	Control Empresarial de Capitales, S.A. de C.V.	-	Director appointed at the proposal of significant shareholder.
Samede Inversiones 2010, S.L.,	Esther Koplowitz Romero de Juseu	-	Director appointed at the proposal of significant shareholder.
Alicia Alcocer Koplowitz	Esther Koplowitz Romero de Juseu	-	Director appointed at the proposal of significant shareholder.
Dominum Dirección y Gestión, S.A.	Control Empresarial de Capitales, S.A. de C.V.	-	The significant shareholder indirectly holds FCC shares through this director.
Dominum Desga, S.A.	Esther Koplowitz Romero de Juseu	-	Director appointed at the proposal of significant shareholder.

Observations
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A.7 Indicate whether the Company has been informed of shareholders' agreements that affect it as established in Articles 530 and 531 of the Spanish Corporate Enterprises Act. If so, describe them briefly and list the shareholders bound by the agreement:

Yes ☒ No ☐

Parties to the shareholders' agreement	% of share capital concerned	Brief description of the agreement	Expiry date of the agreement, if any
ESTHER KOPLOWITZ ROMERO DE JUSEU and CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	50.16	Relevant fact of 27/1/2014 (see note)	Open-ended
CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V., NUEVA SAMEDE 2016, S.L.U., INVERSORA CARSO S.A. DE C.V. and ESTHER KOPLOWITZ ROMERO DE JUSEU	72.36	Relevant fact of 05/02/2016 (see note)	Open-ended

Observations
<u>Relevant Fact of 27 November 2014:</u> FCC's controlling shareholder reported that negotiations with Control Empresarial de Capitales S.A. de C.V., a company owned by Inmobiliaria Carso S.A. de C.V., which in turn is controlled by the Slim family, have been successfully completed. <u>Relevant Fact of 5 February 2016:</u> For the purposes of continuing with the recapitalisation process of Fomento de Construcciones y Contratas, S.A. ("FCC" or the "Company") through a new capital increase of €709,518,762 announced by the Company on 17 December 2015 (the "New Capital Increase"), the Company has been informed that, Esther Koplowitz Romero de Juseu ("EK") (and the companies related to her, Dominum Direccion y Gestión, S.A. ("Dominum") and Nueva Samede 2016, S.L.U. ("Nueva Samede")) have entered into a non-extinguishing modifying novation contract with Inversora Carso S.A. de C.V. ("I. Carso") and its subsidiary Control Empresarial de Capitales, S.A. de C.V. ("CEC") of the Investment Agreement signed on 27 November 2014 (the "Novation of the Investment Agreement"). The Investment Agreement was included in the relevant fact published on 27 November 2014 and subsequently deposited in the Companies Register of Barcelona. The main aspects of the Novation of the Investment Agreement are to establish the terms and conditions for: (a) the incorporation of Nueva Samede into the Novation as a future shareholder of FCC following the New Capital Increase, (b) the continuation of the FCC recapitalisation process through the New Capital Increase regulating the subscription commitment of both I. Carso as Nueva Samede and (c) the modification of certain provisions regarding Corporate Governance, the share transfer system as well as the removal of the provision regarding the maximum participation of the parties in the Company's capital shares.

Indicate whether the Company is aware of any concerted actions among its shareholders.
If so, describe them briefly:

Yes ☐ No ☒

Participants of coordinated action	% of share capital concerned	Brief description of the coordinated action	End date of the coordinated action, if applicable
-	-	-	-

Observations

If there has been any change or termination of these agreements or coordinated actions during the year, expressly indicate:

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A.8 Indicate whether any individual or company exercises or may exercise control over the company in accordance with Article 5 of the Securities Market Act. If so, identify them:

Yes ☒ No ☐

Name or company name
CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.

Observations

A.9 Complete the following table with details of the company's treasury shares:

At the close of the year:

Number of direct shares	Number of indirect shares (*)	Total % of share capital
2,410,758	-	0.567

Observations

(*) Through:

Name or company name of direct owner	Number of direct shares
-	-
Total:	

Observations

Explain any significant changes during the year:

Explain the significant changes

A.10 Provide a detailed description of the conditions and terms of the authority given to the Board of Directors to issue, repurchase, or dispose of treasury shares.

Ordinary General Meeting Resolution of 28 June 2018 (item seven on the agenda):

Fomento de Construcciones y Contratas, S.A. was authorised, as were the Group companies meeting any of the circumstances set out under Article 42.1 of the Code of Commerce, to proceed with the derivative acquisition of own shares, through purchase and sale transactions swaps or any others allowed by law, at the price resulting from their stock market price on the day of acquisition, falling between the maximum and minimum values listed below:

The maximum value shall be calculated by increasing the maximum price for the three months prior to the moment at which the acquisition takes place by 20 percent.

The minimum value shall be calculated by deducting 20 percent from the minimum price for the three months prior to the moment at which the acquisition takes place.

In light of this authorisation, the Board, the Executive Committee and the Chief Executive Officer may, interchangeably, acquire their own shares, under the terms provided for in Article 146 of the Spanish Corporate Enterprises Act.

The Board of Directors, the Executive Committee and the Chief Executive Officer may also, interchangeably, allocate all or part of their own shares acquired as part of the execution of remuneration schemes that seek or involve the delivery of shares or option rights over shares, pursuant to the provisions of Article 146.1 of the Spanish Corporate Enterprises Act.

This authorisation is granted for the maximum period legally permitted, pursuant to the limit of the share capital applicable according to the regulations in force at the time of acquisition.

The acquisition of shares, which shall be fully paid up, must allow FCC Group companies, who, as applicable, have acquired them, to set aside provisions for the restricted reserve set out in Article 148.c) of the Spanish Corporate Enterprises Act.

This authorisation voids the authorisation approved by the Board on 23 May 2013.

A.11 Estimated floating capital.

		%
Estimated floating capital		12.15

Observations

A.12 Indicate whether there are any restrictions (statutory, legislative or of any kind) on the transferability of securities and/or any restrictions on the right to vote.

In particular, indicate the existence of any type of restriction that may inhibit a takeover of the company through acquisition of its shares on the market, as well as such regimes for prior authorisation or notification that may be applicable, under sector regulations, to acquisitions or transfers of the company's financial instruments.

Yes ☐ No ☒

Description of the restrictions
-

A.13 Indicate whether the general shareholders' meeting has resolved to adopt measures to neutralise a takeover bid by virtue of the provisions of Law 6/2007.

Yes ☐ No ☒

If applicable, explain the approved measures and the terms in which the restrictions will be deemed ineffective:

Explain the measures approved and the terms under which ineffectiveness will occur

A.14 Indicate whether the company has issued shares that are not traded on a regulated EU market.

Yes ☒ No ☐

If applicable, indicate the different classes of shares and, for each class of shares, the corresponding rights and obligations.

Indicate the different classes of shares
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Note:

On 7 July 2021, FCC Servicios Medio Ambiente Holding, S.A.U., a company wholly owned by FCC, renewed the Euro-Commercial Paper Programme (ECP) promissory note programme for a maximum amount of €400 million with the following characteristics:

1. Issuer: FCC Servicios Medio Ambiente Holding, S.A.U.
2. Maximum value of the programme: €400 million
3. Stock Market: Main Securities Market of the Irish Stock Exchange (Euronext Dublin).
4. Programme Dealers: Banca March, Bred Banque Populaire, Société Générale and Crédit Agricole.

On 5 November 2021, FCC renewed the Euro-Commercial Paper Programme (ECP) promissory note programme up to a maximum amount of €600 million, with the following characteristics:

1. Issuer: Fomento de Construcciones y Contratas, S.A.
2. Maximum value of the programme: €600 million.
3. Stock Market: Main Securities Market of the Irish Stock Exchange (Euronext Dublin).
4. Programme Dealers: Caixabank, Banco Sabadell, S.A., Santander and Banca March.

On 27 November 2019, it was reported as a relevant fact that FCC Servicios Medio Ambiente Holding, S.A.U., a company fully owned by FCC, approved the issuance of two simple bond (the "Bonds") as part of an agreement taken by the Board of Directors on 13 November 2019. The Company successfully completed the pricing of the two Bond issues, amounting to €600 million paying annual interest of 0.815% and maturing in 2023; and the amount of €500 million, paying annual interest of 1.661% and maturing in 2026, respectively.

On 1 June 2017, it was reported as relevant fact and as a continuation to relevant facts Nos. 249540 and 252375, the pricing of two single bond issues by FCC Aqualia, S.A. (subsidiary of Fomento de Construcciones y Contratas, S.A.), for the sum of €700,000,000 paying annual interest of 1.413% and maturing in 2022 and for the sum of €650,000,000, paying annual interest of 2.629% and maturing in 2027, respectively. Both issues were secured against specific assets of the FCC Aqualia Group. Upon approval and registration of the corresponding prospectus, the Bonds were accepted to trading on the unregulated market (Global Exchange Market) of the Irish Stock Exchange.

B GENERAL SHAREHOLDERS' MEETING

B.1 Indicate and, where appropriate, describe, whether there are differences with the system of minimum quorums provided for in the Spanish Corporate Enterprises Act with respect to the quorum of the General Meeting of Shareholders.

Yes ☒ No ☐

	% quorum different from that established in Article 193 of the Spanish Corporate Enterprises Act for general matters	% quorum different from that established in Article 194 of the Spanish Corporate Enterprises Act for special resolutions of Article 194 of the Spanish Corporate Enterprises Act
Quorum required at 1st call	50.00%	50.00%
Quorum required at 2nd call	45.00%	45.00%

Description of differences
Art. 17.- Constitution of the Meeting 1. The Ordinary or Extraordinary General Meeting of Shareholders shall be validly constituted, at the first call, when the shareholders present or represented account for at least fifty percent (50%) of the subscribed capital with the right to vote; and at the second call, the constitution of the Meeting shall be valid when the shareholders present or represented account for at least forty-five percent (45%) of the subscribed capital with the right to vote. Exceptions to the foregoing are those cases in which, in accordance with the items included on the Agenda, it is not legally possible to require a higher percentage of capital for the General Shareholders Meeting to be validly constituted than that established by the applicable regulations. 2. Likewise, the percentages mentioned in the previous paragraph shall also be those applicable so that the Ordinary and Extraordinary General Shareholders Meeting can validly resolve on the issue of bonds which, in accordance with the regulations applicable at any given time, are within the powers of the General Shareholders Meeting, the increase or reduction of capital, the transformation, merger or spin-off of the Company, the general assignment of assets and liabilities, the suppression or removal of the right of first refusal on new shares, the transfer of address abroad and, in general, any modification to the Articles of Association. 3. If, to validly adopt an agreement with respect to any, or several, items on the agenda of the General Meeting of Shareholders, pursuant to the applicable legal or statutory regulations, a certain percentage of the share capital must be in attendance and this percentage is not reached, or the consent of the specific shareholders affected is required and they are not present or represented, the General Meeting of Shareholders shall be limited to discussing and deciding on items on the agenda that do not require the attendance of this percentage of the share capital or the aforementioned shareholders.

B.2 Indicate whether there are any differences between the company's manner of adopting corporate resolutions and the regime provided in the Spanish Corporate Enterprises Act and, if so, give details:

Yes ☒ No ☐

Describe how it is different from the regime provided in the Corporate Enterprises Act.

	Super majority other than the figure established in Article 201.2 Corporate Enterprises Act for the hypotheses provided for in 194.1 Corporate Enterprises Act	Other cases of super majority
% established by the entity for the adoption of resolutions	50.01%	0.00%
Describe the differences		
Art. 26. - Deliberations. Adopting resolutions. Minutes 3 [...] In particular, the issuance of shares or bonds or securities convertible into shares with the exclusion of the first right of refusal in favour of the shareholders of the Company shall be approved when more than fifty percent (50%) of the subscribed share capital present or represented with voting rights vote in favour.		

Note:

50.01% is calculated against the subscribed share capital with voting rights.

B.3 Indicate the rules applicable to the modification of the Company's Bylaws. In particular, indicate the majorities required to modify the Bylaws, as well as, where applicable, the rules in place to protect the rights of shareholders in the modification of the Bylaws.

In general, the amendment of the Articles of Incorporation is a matter for the General Meeting. Regarding the majorities required to amend the Articles of Incorporation, a quorum of fifty percent (50%) and forty-five percent (45%) of the subscribed share capital with voting rights is required on first and second call, respectively. In turn, for the adoption of the resolution to amend the Articles of Incorporation, if the capital present or represented exceeds fifty percent (50%) of the capital, the resolution shall be adopted by absolute majority, and the favourable vote of two-thirds of the capital present or represented at the General Meeting shall be required when, at second call, shareholders representing forty-five percent (45%) or more of the subscribed capital with voting rights are present without reaching fifty percent (50%). Notwithstanding the foregoing, the issuance of shares or bonds or securities convertible into shares with the exclusion of the first right of refusal in favour of the shareholders of the Company shall be approved when more than fifty percent (50%) of the subscribed share capital present or represented with voting rights vote in favour.

Additionally, as regards the rules laid down for the protection of shareholders' rights in the amendment of the Articles of Incorporation, these essentially refer to the right of shareholders to be informed, as provided

for by law. In this regard, the Board draws up a report justifying the proposed amendment, and the notice convening the General Meeting clearly states the articles whose amendment is proposed and the right of all shareholders to examine the full text of the proposed amendment and the report thereon at the registered office, as well as to request the delivery or sending of these documents free of charge, which are also published continuously on the corporate website from the publication of the notice convening the meeting.

Shareholders may also request, up to the fifth day prior to the date scheduled for the meeting, such information or clarifications as they deem necessary regarding the proposed amendment (as well as regarding all the items on the agenda), or ask such questions in writing as they deem appropriate, and may also request, during the meeting, such information or clarifications as they deem appropriate.

Finally, and in accordance with article 4 of the Articles of Incorporation, the Board of Directors is authorised to change the registered office within Spain, amending the aforementioned article of the Articles of Incorporation to include the new registered office of the Company by virtue of the transfer, and such resolution must be approved by the ordinary majorities required for resolutions of the Board, i.e. an absolute majority of the directors attending the meeting, either in person or by proxy.

B.4 Indicate the attendance details at the general meetings held in the year to which this report refers and those in the preceding years:

Date of general meeting	Attendance data				
	% physical presence	% by proxy	% remote voting		Total
			Electronic voting	Other	
29-06-2021	0.246%	46.457%	0.003%	44.061%	90.767%
Of which, Floating capital:	0.246%	10.898%	0.003%	0.426%	11.573%
2-06-2020	0.205%	61.760%	0.005%	28.170%	90.140%
Of which, Floating capital:	0.096%	9.732%	0.005%	0.007%	9.840%
8-05-2019	20.082%	70.735%	0.004%	0.005%	90.826%
Of which, Floating capital:	0.115%	9.223%	0.004%	0.005%	9.347%
28-06-2018	20.119%	69.418%	0.001%	0.003%	89.541%
Of which, Floating capital:	0.062%	8.307%	0.001%	0.003%	8.373%
28-06-2017	20.261%	68.631%	0.004%	0.030%	88.926%
Of which, Floating capital:	0.238%	7.520%	0.004%	0.030%	7.792%

Observations
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B.5 Indicate whether any point on the agenda of the General Shareholders' Meetings during the year was not approved by the shareholders for any reason.

Yes ☐ No ☒

Items on the agenda that have not been approved	% vote against (*)

(*) If the non-approval of the item can be traced to a cause other than a vote against, an explanation shall be provided in the text section and in the "% vote against" column, "N/A" shall be inserted.

B.6. Indicate whether the articles of incorporation contain any restrictions requiring a minimum number of shares to attend General Shareholders' Meetings, or to vote remotely:

Yes ☐ No ☒

Number of shares required to attend the General Shareholders' Meeting	
Number of shares required to vote remotely	

Observations

B.7 Indicate whether it has been established that certain resolutions, other than those established by law, involving an acquisition, disposal, contribution of essential assets to another company or other similar corporate transactions, must be submitted for approval by the General Shareholders' Meeting.

Yes ☒ No ☐

Explanation of the resolutions that must be submitted to the General Shareholders' Meeting, other than those established by Law
Decisions not provided for by Law, and which, according to the Corporate Bylaws, must be taken by the General Meeting, are as follows: Article 14 of the Articles of Incorporation, section g): "g) The issuance of bonds and other securities that, pursuant to the applicable regulations at any time, are the responsibility of the General Shareholders' Meeting and the delegation to the Board of Directors of the power to issue them."

B.8 Indicate the address and manner of accessing the company's website for information on Corporate Governance and other information on general shareholders' meetings that must be made available to shareholders on the Company's website.

FCC's website (www.fcc.es) has a section dedicated to Corporate Governance, accessible from the home page, through the "Responsibility and Sustainability" section. This section contains information on the Company's regulations on corporate governance, governing bodies, annual corporate governance and remuneration reports, shareholders' meetings, shareholders' agreements, ethics and integrity. In addition, this tab, under the heading "General Shareholders' Meeting", provides shareholders with specific access for electronic voting and for the electronic shareholders' forum, in accordance with the provisions of article 539.2 of the revised text of the Spanish Corporate Enterprises Act (Ley de Sociedades de Capital).

This section of the website is accessible with two clicks from the homepage. Its contents are structured and hierarchised, under quick access headings and all its pages can be printed out.

The pages in this section have been developed in compliance with Level AA according to the UNE 139803:2012 Standard, which in turn is based on the W3C Web Content Accessibility Guidelines 2.0.

All Priority 1 and Priority 2 requirements have been checked by expert accessibility analysts using manual accessibility analyses, complemented by different semi-automatic tools, user agents and technical aids.

C STRUCTURE OF THE COMPANY'S ADMINISTRATION

C.1. Board of Directors

C.1.1 Maximum and minimum number of directors provided for the Bylaws and the number defined by the General Shareholders' Meeting:

Maximum number of directors	15
Minimum number of directors	9
Number of directors defined by the Shareholders' Meeting	14

Observations

C.1.2 Complete the following table on board members:

Name or company name of director	Representative	Director category	Position on the Board	First appointment date	Last appointment date	Election procedure	Date of birth
Dominum Desga, S.A	Esther Alcocer Koplowitz	Proprietary	Chairwoman	27-09-2000	02-06-2020	General Shareholders' Meeting Resolution	10/11/1970
Samede Inversiones 2010, S.L.U.	Esther Koplowitz Romero de Juseu	Proprietary	Vice Chairwoman	13-04-2015	08-05-2019	General Shareholders' Meeting Resolution	10/08/1950
Pablo Colio Abril		Executive	Chief Executive Officer	12-09-2017	28-06-2018	General Shareholders' Meeting Resolution	8/06/1968
Alejandro Aboumrad González		Proprietary	Vice Chairman	13-01-2015	02-06-2020	General Shareholders' Meeting Resolution	26/02/1980
Dominum Dirección y Gestión, S.A.	Carmen Alcocer Koplowitz	Proprietary	Director	26-10-2004	08-05-2019	General Shareholders' Meeting Resolution	01/01/1974
Alicia Alcocer Koplowitz		Proprietary	Director	29/06/2021	29/06/2021	General Shareholders' Meeting Resolution	10/10/1971

Name or company name of director	Representative	Director category	Position on the Board	First appointment date	Last appointment date	Election procedure	Date of birth
Manuel Gil Madrigal		Independent	Director	27-02-2015	08-05-2019	General Shareholders' Meeting Resolution	1/05/1960
Antonio Gómez García		Proprietary	Director	29-06-2016	02-06-2020	General Shareholders' Meeting Resolution	21/02/1961
Inmobiliaria AEG, S.A. de CV	Carlos Slim Helú	Proprietary	Director	13-01-2015	08-05-2019	General Shareholders' Meeting Resolution	28/01/1940
Gerardo Kuri Kaufmann		Executive	Director	13-01-2015	08-05-2019	General Shareholders' Meeting Resolution	17/12/1983
Henri Proglio		Independent	Director	27-02-2015	08-05-2019	General Shareholders' Meeting Resolution	29/06/1949
Juan Rodríguez Torres		Proprietary	Director	7-10-2015	02-06-2020	General Shareholders' Meeting Resolution	5/08/1939
Alfonso Salem Slim		Proprietary	Director	29-06-2016	02-06-2020	General Shareholders' Meeting Resolution	3/11/1961
Álvaro Vázquez de Lapuerta		Independent	Director	27-02-2015	08-05-2019	General Shareholders' Meeting Resolution	30/04/1957

Total number of directors	14
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Indicate any departures, either by resignation or through an agreement reached by the general meeting, that have occurred on the Board of Directors during the reporting period:

Name or company name of director	Category of the director at the time of departure	Last appointment date	Date of cessation	Special committees of which he/she was a member	Indicate whether the departure occurred before the end of the term.
-	-	-	-	-	-

Cause of departure, if before the end of the term of office and other remarks; information on whether the director has sent a letter to the other members of the board and, regarding departures of non-executive directors, an explanation or the opinion of the director who has been dismissed by the general meeting

C.1.3 Complete the following tables on the members of the Board and their categories:

EXECUTIVE DIRECTORS

Name or company name of director	Post in company's organisation chart	Profile
Pablo Colio Abril	CEO of FCC, Chairman of FCC Construcción, Chairman of FCC Medio Ambiente, Vice Chairman of FCC Servicios Medio Ambiente Holding, S.A.U and Vice Chairman of FCC Medio Ambiente Reino Unido S.L.U.	Architect, graduating from the Higher Technical School of Madrid. He has spent most of his professional career at FCC, a company to which he has dedicated more than 26 years. Within the Group, he has been responsible for the international expansion of the Industrial area. Positions he has previously held include Managing Director of FCC Construcción and Managing Director of FCC Industrial. He is the CEO of the FCC Group and a member of its Executive Committee, functions that he combines with those of the Chairman of FCC Construcción, Chairman of FCC Medio Ambiente and Vice Chairman of FCC Servicios Medio Ambiente Holding, S.A.U. He is also a director of the Mexican firm Carso Infraestructuras y Construcción (CICSA).
Gerardo Kuri Kaufmann	CEO of Cementos Portland Valderrivas and Realía Business.	Industrial Engineer graduate from the University of Anáhuac (Mexico). From 2008 to 2010, he served as purchasing director at Carso Infraestructuras y Construcción, S.A.B. de C.V. From the incorporation of Inmuebles Carso, S.A.B de C.V., he has been in charge of its General Management. He is a member of the board of directors of Minera Frisco SAB. de C.V., Elementia, S.A., Philip Morris México, S.A. de C.V. and Inmuebles Carso, S.A.B de C.V. He is the CEO of Cementos Portland Valderrivas, S.A. and Realía Business, S.A.

Total number of executive directors	2
% of the total Board	14.29

Observations

EXTERNAL PROPRIETARY DIRECTORS

Name or company name of director	Name or company name of the significant shareholder that he/she represents or that has proposed his/her appointment	Profile
Dominum Desga, S.A. (Represented by Esther Alcocer Koplowitz)	Esther Koplowitz Romero de Juseu	Degree in Law, she has completed the Senior Business Management Program (PADE) at the IESE in Madrid. Since January 2013, she has served as Chairwoman of the FCC Group, a member of its Executive Committee and the Appointments and Remuneration Committee. She is also a director at Cementos Portland Valderrivas, on behalf of EAC Medio Ambiente, S.L., Realia, on behalf of EAC Inversiones Corporativos, S.L., and CaixaBank-Banca Privada. The representatives of the directors Dominum Desga, S.A., Samede Inversiones 2010, S.L.U., Dominum Dirección y Gestión, S.A. and the director Alicia Alcocer Koplowitz, have a mother-daughter relationship. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
Samede Inversiones 2010, S.L.U (Represented by Esther Koplowitz Romero de Juseu)	Esther Koplowitz Romero de Juseu	She holds a degree in Philosophy and Arts from the University of Madrid; she has developed her business experience in the international field as a Director of Veolia and Vivendi. She is founder and chairwoman of the Esther Koplowitz Foundation. Among other acknowledgements, she has been awarded: the Grand Cross of Civil Merit, the Gold Medal of the Region of Madrid, the Gold Medal and the title of Academic of Honour of the Royal Academy of History, the distinction of Honorary Citizen by the Valencia City Council, the City of Barcelona Coat of Arms, the Business Leader of the Year award, granted by the Spanish Chamber of Commerce in the USA, the Blanquerna Prize of the Generalitat of Catalonia, Madrid Grand Cross of Healthcare, the Gold and Diamond Insignia of the Police Orphans Foundation, Légion d'Honneur of the French Republic and The Grand Cross of the Civil Order of Environmental Merit, awarded by the Spanish Council of Ministers.

Name or company name of director	Name or company name of the significant shareholder that he/she represents or that has proposed his/her appointment	Profile
		The representatives of the directors Dominum Desga, S.A., Samede Inversiones 2010, S.L.U., Dominum Dirección y Gestión, S.A. and the director Alicia Alcocer Koplowitz, have a mother-daughter relationship. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
Alejandro Aboumrad González	Control Empresarial de Capitales, S.A. de C.V.	Industrial Engineer graduate from the University of Anáhuac (Mexico). He has worked in subsidiaries and companies related to Grupo Carso during the last 15 years, of which five years he worked at Grupo Financiero Inbursa in the area of Project Evaluation and Risk Assessment. He is member of the board of directors of Inmuebles Carso, S.A.B. of C.V. and Minera Frisco, S.A.B. of C.V., holding the post of General Manager with the latter. He is a director at Cementos Portland Valderrivas, S.A. on behalf of Inmobiliaria AEG, S.A. de C.V., and Chairman of the Board of Directors of FCC Aqualia, Chairman of FCC Servicios Medio Ambiente Holding, S.A.U and Vice Chairman of the Board of FCC and Chairman of its Executive Committee. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
Dominum Dirección y Gestión, S.A.U. (Represented by Carmen Alcocer Koplowitz)	Control Empresarial de Capitales, S.A. de C.V.	Graduate in Law from the Francisco de Vitoria University of Madrid. She is a director of FCC, S.A., representing Dominum Dirección y Gestión, S.A.U. and a director of Cementos Portland Valderrivas, S.A., representing Meliloto, S.L. The representatives of the directors Dominum Desga, S.A., Samede Inversiones 2010, S.L.U., Dominum Dirección y Gestión, S.A. and the director Alicia Alcocer Koplowitz, have a mother-daughter relationship. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).

Name or company name of director	Name or company name of the significant shareholder that he/she represents or that has proposed his/her appointment	Profile
Alicia Alcocer Koplowitz	Esther Koplowitz Romero de Juseu	A Law graduate, she started her professional career at Banco Zaragozano, where she worked for four years in the Finance Department, at the bank's treasury desk and served as a director. She is a director at FCC and a member of its Executive Committee. In turn, she is chairwoman of Cementos Portland Valderrivas, S.A. and a member of its Executive Committee and its Appointments and Remuneration Committee. She is a member of the Innovation Committee, under the Secretary of State for Science, Technology, and Innovation. She is also a member of the board of the Valderrivas Foundation and the Hispano Judía Foundation. The representatives of the directors Dominum Desga, S.A., Samede Inversiones 2010, S.L.U., Dominum Dirección y Gestión, S.A. and the director Alicia Alcocer Koplowitz, have a mother-daughter relationship. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
Antonio Gómez García	Control Empresarial de Capitales, S.A. de C.V.	He is a graduate in Industrial Engineering from the Universidad Iberoamericana. He has been Managing Director of Grupo Porcelanite, S.A. de C.V., of US Commercial Corp., S.A.B. de C.V., and currently holds the position of Managing Director of Grupo Carso, S.A.B. de C.V. He is a director of Grupo Frisco S.A.B. de C.V., and a director of Grupo Elementia S.A.B. de C.V. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
Inmobiliaria AEG, S.A. de CV (Represented by Carlos Slim Helú)	Control Empresarial de Capitales, S.A. de C.V.	Civil Engineer from the National Autonomous University of Mexico (UNAM). Founder of Grupo Carso, S.A.B. de C.V., América Móvil, Grupo Financiero Inbursa, and Inversora bursátil. He is the owner of Teléfonos de México (Telmex). He has been Vice Chairman of the Mexican Stock Exchange and Chairman of the Mexican Association of Brokerage Houses. He was the first Chairman of the Latin American Committee of the New York Stock Exchange Board of Directors. He is currently Chairman of the Board of Directors of Carso Infraestructuras y Construcción (CICSA), Minera Frisco and Chairman of Fundación Carlos Slim de la Educación, A.C. and Fundación Telmex,

Name or company name of director	Name or company name of the significant shareholder that he/she represents or that has proposed his/her appointment	Profile
		A.C. In addition, he is a member of the Board of Directors of Inmuebles Carso and IDEAL. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
Juan Rodriguez Torres	Control Empresarial de Capitales, S.A. de C.V.	Civil Engineer from the Autonomous University of Mexico. He has a full Master's degree in Operational Planning and Research from UNAM. He has also completed administration studies at IPADE and obtained a diploma in prestressed concrete in Paris. He founded the Mexican Business Generation Association. He has been Production Manager and Controller of Preesforzados Mexicanos, S.A. de ICA, and Managing Director of Domit Group in the footwear sector. He is currently a director of Minera Frisco, S.A.B. de S.A. de C.V. and of Carso Infraestructura y Construcción, S.A.B. de C.V. (CICSA) and non-executive chairman of Telesites. He is a director of Cementos Portland Valderrivas, S.A., representing Inmuebles Inseo, S.A. de C.V., a director of FCC Aqualia and non-executive chairman of Realia. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
Alfonso Salem Slim	Control Empresarial de Capitales, S.A. de C.V.	He graduated in Civil Engineering from University of Anahuac in the class of 80-84. Throughout his professional career, Salem Slim has performed the role of assistant director of Expansion at Sanborns Hermanos; director of Shopping Centres at Grupo CARSO; director of Real-Estate at INBURSA; Managing Director of Hoteles Calinda, Managing Director of Grupo PC Constructores; Managing Director of IDEAL, and he is currently Vice Chairman of the Board of Directors of IDEAL and Chairman of the Board of Directors and Managing Director of Inmuebles CARSO. He is also a member of the boards of CARSO Group; IDEAL; CICSA; Inmuebles Carso; ELEMENTIA, FORTALEZA and Naturgy Mexico. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).

Total number of proprietary directors	9
% of the total Board	64.29
Observations	

EXTERNAL INDEPENDENT DIRECTORS

Name or company name of director	Profile
Manuel Gil Madrigal	He holds a degree in Law and Business Sciences (E-3) by ICADE and is a founding partner of the company Tasmania Gestión. In 2000, he also founded the financial company N+1 (currently Alantra) and has been a director of Vidrala, Barón de Ley, General de Alquiler de Maquinaria (GAM) and Campofrío, among other companies. During his career he has also been director of Capital Markets for AB Asesores Bursátiles, partner of Morgan Stanley and auditor of Arthur Andersen.
Henri Proglío	A graduate of the Higher School of Business Administration (HEC) in Paris. He is currently a director of Natixis Banque and of Dassault Aviation. He has also served as Chairman of the energy giant Électricité de France (2009-2014) and Veolia Environnement (2003-2009), as well as a board member of FCC, Lagardère Group and Vinci, among other companies.
Álvaro Vázquez de Lapuerta	He holds a degree in Law and Business Studies (E-3) by ICADE and is currently a partner of the firms Akiba Partners and Meridia Capital Partners. He was Managing Director for Spain and Portugal at Dresdner Kleinwort, and CEO and head of Investor Relations at securities firm BBVA Bolsa. Previously he held various positions at JP Morgan in Mexico, New York, London and Madrid.

Total number of independent directors	3
% total of the Board	21.43

Observations

Indicate whether any director qualified as independent receives any amounts or benefits for any concept other than director remuneration from the company or its group, or maintains or has maintained, during the last tax year, a business relationship with the company or with any company in its group, either in its own name or as a significant shareholder, director or senior manager of an entity with which he/she maintains or has maintained this relationship.

None

If so, include a reasoned statement by the Board explaining why it believes that the director in question can perform his or her duties as an independent director.

Name or company name of director	Description of the relationship	Reasoned statement

OTHER EXTERNAL DIRECTORS

The other external directors shall be identified and the reasons they cannot be considered proprietary or independent and their relationships, whether with the Company, its directors, or its shareholders, shall be detailed:

Name or company name of director	Reasons	Company, executive or shareholder with whom he/she maintains a relationship	Profile

Total number of other external directors	
% total of the Board	

Observations

Indicate any changes that have occurred during the period in each director's category:

Name or company name of director	Change date	Previous category	Current category
-	-	-	-

Observations

C.1.4 Complete the following table with information relating to the number of female directors at the close of the past four years, as well as the category of each:

	Number of female directors				% of total directors for each category			
	Year t	Year t-1	Year t-2	Year t-3	Year t	Year t-1	Year t-2	Year t-3
Executive	0	0	0	0	0	0	0	0
Proprietary	4	4	4	4	44.44	44.44	44.44	40
Independent	0	0	0	0	0	0	0	0
Other External	0	0	0	0	0	0	0	0
Total:	4	4	4	4	28.57	28.57	28.57	26.66

Observations
-

C.1.5 Indicate whether the company has diversity policies in place in relation to the company's Board of Directors in terms of issues including age, gender, disability, or professional training and experience. SMEs, pursuant to the definition contained in the Account Audit Law, shall report, as a minimum, the policy established in relation to gender diversity.

Yes ☐ No ☐ Partial policies ☒

If so, describe these diversity policies, their objectives, the measures and the way in which they were applied and their results over the year. The specific measures adopted by the Board of Directors and the Appointments and Remuneration Committee to achieve a balanced and diverse presence of directors shall also be indicated.

In case the company has no diversity policy in place, explain the reasons for this.

Description of the policies, objectives, measures and manner in which they have been applied, as well as the results obtained
Article 38.4.j of the Regulations of the Board of Directors lays down the following among the functions of the Appointments and Remuneration Committee: "Assist the Board in its role of ensuring that the selection procedures of its members favour diversity of gender, experience and knowledge and do not suffer from implicit biases that may imply any discrimination and, in particular, that facilitate the selection of female Directors, so that the Company deliberately seeks and includes among the potential candidates, women who meet the intended professional profile, with the Board having to explain, where applicable, through the Annual Corporate Governance Report, the reason for the scant or non-existent number of female Directors and the initiatives taken to correct this situation. For this purpose, it should set a target for representation of the under-represented sex on the board and develop guidance on how to achieve this target". In 2019, FCC renewed its commitment to the Diversity Charter for the period 2019-2021, a voluntary code for the promotion of the core Equality principles. The initiative, promoted by the Directorate of Justice at the European Commission as part of the development of its anti-discrimination policies, contemplates the implementation of inclusion policies and non-discrimination programmes at signatory companies. The different Equality Plans signed by the FCC Group include the different actions included in the so-called Diversity Charter.

C.1.6 Explain the measures that, where appropriate, the Appointments Committee may have agreed to ensure the selection procedures do not suffer from implicit biases that prevent the selection of female directors, and to ensure the company deliberately seeks and includes among the potential candidates, women who meet the professional profile sought and make it possible to achieve a balanced presence of women and men. Also indicate whether these measures include encouraging the company to have a significant number of female senior executives:

Explanation of the measures
Article 38.4.j of the Regulations of the Board of Directors lays down the following among the functions of the Appointments and Remuneration Committee: "Assist the Board in its role of ensuring that the selection procedures of its members favour diversity of gender, experience and knowledge and do not suffer from implicit biases that may imply any discrimination and, in particular, that facilitate the selection of female Directors, so that the Company deliberately seeks and includes among the potential candidates, women who meet the intended professional profile, with the Board having to explain, where applicable, through the Annual Corporate Governance Report, the reason for the scant or non-existent number of female Directors and the initiatives taken to correct this situation. For this purpose, it should set a target for representation of the under-represented sex on the board and develop guidance on how to achieve this target". The Appointments and Remuneration Committee has not established, to date, specific additional measures to those contained in Article 38.4.j of the Board's Regulation, nor objectives other than those pertaining to the current situation. The percentage of female directors (4) on the Board of Directors is 28.57 percent. The Group has also implemented specific training for female employees to help them gain the necessary qualifications to qualify for senior management positions in the company. These include programmes such as: "Promociona" or "Progresia" of the CEOE or within the Escuela de Organización Industrial (EOI). The different Equality Plans also establish positive discrimination measures in favour of women workers, in the case of curricular equality.

When, despite the measures adopted, as applicable, the number of female directors or senior executives is low or zero, explain the reasons that justify this:

Explanation of the reasons
In the 2021 business year, no vacancy has been filled in any senior management position in the FCC Group, which is why it has not been feasible to hire or appoint any senior executives. In terms of the number of female directors, FCC has four female directors compared to 14 seats on the Board of Directors.

C.1.7 Explain the conclusions of the nomination committee regarding verification of compliance with the policy aimed at promoting an appropriate composition of the Board of Directors.

At the General Shareholders' Meeting of 28 June 2016, four new directors were appointed at the proposal of the controlling shareholder Inversora Carso, which exercised the power granted by the shareholders' agreement dated 25 February 2016. Two other directors were also re-elected at the aforementioned meeting.

On 12 September 2017, the Board of Directors co-opted Pablo Colio Abril as a director and appointed him as Chief Executive Officer, delegating to him all the delegable powers of the Board. Subsequently, on 28 June 2018, the General Shareholders' Meeting agreed to appoint Pablo Colio Abril, a member of the Board of Directors, as an executive director.

In all six cases, the Appointments and Remuneration Committee issued a favourable report to the Board of Directors on the suitability of the directors.

The Appointments and Remuneration Committee has not, for the time being, established any objectives in this respect other than the current situation, nor any measures additional to those set out in article 38.4.j) of the Regulations of the Board of Directors.

As of 31 December 2021, the Board of Directors of FCC has a representation of 28.57 percent of female directors, with Esther Alcocer Koplowitz as non-executive chairwoman.

C.1.8 If applicable, explain the reasons for the appointment of any proprietary directors at the request of shareholders with less than a 3% equity interest:

Name or company name of shareholder	Reason
-	-

Indicate whether formal requests for presence on the Board from shareholders whose shareholding is equal to or greater than that of others, at whose request proprietary directors have been appointed, have not been met. If applicable, explain the reasons that they have not been addressed:

Yes ☐ No ☒

Name or company name of shareholder	Explanation

C.1.9 Indicate the powers, if any, delegated by the Board of Directors, including those relating to the option of issuing or re-purchasing shares, to directors or board committees:

Name or company name of director or committee	Brief description
Pablo Colio Abril	All except those that are non-delegable
Executive Committee	All except those that are non-delegable

C.1.10 Identify, as the case may be, the members of the Board that assume the positions of administrators, representatives of administrators or directors at other companies that are part of the listed Company's group:

Name or company name of director	Company name of the Group entity	Position	Entrusted with executive functions?
Alicia Alcocer Koplowitz	Cementos Portland Valderrivas S.A.	Director	No
	Realia Business, S.A.	Director	No
Gerardo Kuri Kaufmann	Cementos Portland Valderrivas	Chief Executive Officer	Yes
	Realia Business	Chief Executive Officer	Yes
Juan Rodríguez Torres	Cementos Portland Valderrivas	Director	No
	FCC Aqualia	Director	No
	Realia Business	Non-executive chairman	No
Álvaro Vázquez de Lapuerta	Cementos Portland Valderrivas	Director	No

Name or company name of director	Company name of the Group entity	Position	Entrusted with executive functions?
Alejandro Aboumrad González	Cementos Portland Valderrivas, S.A.	Representative of Inmobiliaria AEG, S.A.	No
	FCC Aqualia, S.A.	Director and Chairman of the Board of Directors	No
	FCC Servicios Medio Ambiente Holding S.A.U.	Chairman	Yes
Antonio Gómez García	FCC Américas	Alternate director	No
Pablo Colio Abril	FCC Aqualia, S.A.	Director, Member of the Audit And Control Committee, Member of the Investment Committee and Member of the Regulatory Compliance Committee.	No
	FCC Construcción, S.A.	Chairman	Yes
	FCC Environment (UK) Limited	Administrator	Yes
	FCC Medio Ambiente Reino Unido, S.L.U	Vice Chairman	Yes
	FCC Medio Ambiente, S.A.U	Chairman	Yes
	FCC Servicios Medio Ambiente Holding, S.A.U.	Vice Chairman	Yes
	Guzman Energy O&M, S.L.	Chairman	Yes
	FCC Austria Abfall Service AG	Chairman	No

Observations

C.1.11 List the positions of director, administrator or representative thereof, held by directors or representatives of directors who are members of the company's board of directors in other entities, whether or not they are listed companies:

Name or company name of director	Company name of the listed or non-listed entity	Position	Observations
Manuel Gil Madrigal	Barón de Ley, S.A.	Director	Remunerated
	Tasmania Gestión, S.L.	Joint director	
	Tasmania Inmuebles, S.L.	Chairman-chief executive officer	Remunerated
Pablo Colio Abril	Carso Infraestructura y Construcción S.A.B. de C.V. (CISCA)	Director	Remunerated
	Cafig Constructores S.A. de C.V.	Director	
	Constructora Terminal Valle de Mexico S.A. de C.V.	Director	
	Servicios Terminal Valle de Mexico, S.A.	Director	
	Servicios CTVM S.A. de C.V.	Director	
	Finver Inversiones 2020, S.L.	Director	
	Soinmob Inmobiliaria Española	Director	
	Dominum Dirección y Gestión S.A.	Director	
Álvaro Vázquez de Lapuerta	Libra Fotovoltaica S.L.	Sole administrator	
Esther Koplowitz Romero de Juseu	Diseño Especializado en Organización de Recursos, S.L.	Sole administrator	
	Ordenamientos Ibéricos, S.A.	Sole administrator	
	Dominum Desga S.A.	Sole administrator	
	Ejecución Organización de Recursos, S.L.	Sole administrator	
	Samede Inversiones 2010, S.L.	Sole administrator	
	Nueva Samede 2016, S.L.	Sole administrator	
	Esther Koplowitz Foundation	Chairwoman	
Esther Alcocer Koplowitz	Soinmob Inmobiliaria Española, S.A.	Director	

Name or company name of director	Company name of the listed or non-listed entity	Position	Observations
	EAC Inversiones Corporativas, S.L.	Joint director	
	EAC Medio Ambiente S.L.	Joint director	
	Meliloto S.L.	Joint director	
	Diseño Especializado en Organización de Recursos, S.L.	Joint Powers of Attorney	
	Ordenamientos Ibéricos, S.A.	Joint Powers of Attorney	
	Dominum Desga S.A.	Joint Powers of Attorney	
	Ejecución Organización de Recursos, S.L.	Joint Powers of Attorney	
	Samede Inversiones 2010, S.L.	Joint Powers of Attorney	
	Nueva Samede 2016, S.L.	Joint Powers of Attorney	
Alicia Alcocer Koplowitz	Soinmob Inmobiliaria Española, S.A.	Director	
	EAC Inversiones Corporativas, S.L.	Joint director	
	EAC Medio Ambiente S.L.	Joint director	
	Meliloto S.L.	Joint director	
	Diseño Especializado en Organización de Recursos, S.L.	Joint Powers of Attorney	
	Ordenamientos Ibéricos, S.A.	Joint Powers of Attorney	
	Dominum Desga S.A.	Joint Powers of Attorney	
	Ejecución Organización de Recursos, S.L.	Joint Powers of Attorney	
	Samede Inversiones 2010, S.L.	Joint Powers of Attorney	
	Nueva Samede 2016, S.L.	Joint Powers of Attorney	
Carmen Alcocer Koplowitz	EAC Inversiones Corporativas, S.L.	Joint director	
	EAC Medio Ambiente S.L.	Joint director	

Name or company name of director	Company name of the listed or non-listed entity	Position	Observations
	Meliloto S.L.	Joint director	
	Diseño Especializado en Organización de Recursos, S.L.	Joint Powers of Attorney	
	Ordenamientos Ibéricos, S.A.	Joint Powers of Attorney	
	Dominum Desga S.A.	Joint Powers of Attorney	
	Ejecución Organización de Recursos, S.L.	Joint Powers of Attorney	
	Samede Inversiones 2010, S.L.	Joint Powers of Attorney	
	Nueva Samede 2016, S.L.	Joint Powers of Attorney	
Alfonso Salem Slim	Impulsora del Desarrollo y el Empleo en América Latina, S.A.B. de C.V. (IDEAL)	Director	Remunerated
	Grupo Carso, S.A.B. de C.V.	Director	Remunerated
	Carso Infraestructura y Construcción, S.A. de C.V. (CICSA)	Director	Remunerated
	Elementia Materiales, S.A.B. de C.V.	Director	Remunerated
	Fortaleza Materiales, S.A.B. de C.V.	Director	Remunerated
	Naturgy México, S.A. de C.V.	Director	
	Jezzine Uno, S.L.U.	Administrator	
	Inmuebles Carso, S.A. de C.V. and its subsidiaries	Director and/or Managing Director	Remunerated
	Centro Histórico de la Ciudad de México, S.A. de C.V.	Director	
Juan Rodríguez Torres	Calzado Tecnico S.A. de C.V.	Representative	Remunerated
	Calzado Rohcal S.A. de C.V.	Representative	Remunerated

Name or company name of director	Company name of the listed or non-listed entity	Position	Observations
	Calzado y Componentes S.A. de C.V.	Representative	Remunerated
	Inmobiliaria Inro S.A. de C.V.	Representative	Remunerated
	Inmobiliaria Calro S.A. de C.V.	Representative	Remunerated
	Inmobiliaria Proii S.A. de C.V.	Representative	Remunerated
Henri Proglio	Dassault	Director	Remunerated
	ATALIAN	Director	Remunerated
	ABR Management	Director	Remunerated

Indicate, where appropriate, the other remunerated activities of the directors or directors' representatives, whatever their nature, other than those indicated in the previous table.

Identity of the director or representative	Other paid activities
Álvaro Vázquez de Lapuerta	Meridia Partners S.L. - partner
Henri Proglio	Natixis - censeur

Observations

C.1.12 Indicate and, if applicable, explain whether the Company has established rules on the maximum number of Boards of Directors on which its directors may sit, identifying, where appropriate, where this provision is regulated:

Yes ☐ No ☒

Explanation of the rules and identification of the document where this is regulated

C.1.13 Indicate the remuneration received by the Board of Directors as a whole for the following items:

Remuneration accruing in favour of the Board of Directors in the financial year (thousands of euros)	2,458
Funds accumulated by current directors for long-term savings systems with consolidated economic rights (thousands of euros)	0
Funds accumulated by current directors for long-term savings systems with unconsolidated economic rights (thousands of euros)	0
Pension rights accumulated by former directors (thousands of euros)	3,066

Observations
—

C.1.14 Identify members of senior management who are not executive directors, and indicate the total remuneration accrued in their favour during the business year:

Name or company name	Position(s)
Marcos Bada Gutiérrez	Managing Director of Internal Audit
Felipe B. García Pérez	General secretary
Miguel Ángel Martínez Parra	Managing Director of Administration and Finance
Félix Parra Mediavilla	Managing Director of Aqualia

Number of women in senior management 0	Position(s)
Percentage of total senior management 0%	-

Total remuneration of senior management (thousands of euros)	1,908.15
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Observations
—

C.1.15 Indicate whether there has been any change in the Board's regulation during the business year:

Yes ☒ X

No ☐ □

Description of the changes
The Regulations of the Board of Directors were updated in response to: (i) the reform of the Corporate Enterprises Act implemented by Law 5/2021 of 12 April, which amends the revised text of the Corporate Enterprises Act, approved by Royal Legislative Decree 1/2010 of 2 July, and other financial regulations, with regard to the promotion of long-term shareholder involvement in listed companies, (ii) Law 11/2018 of 28 December, which amends the Commercial Code, the revised text of the Corporate Enterprises Act approved by Royal Legislative Decree 1/2010 of 2 July, and Law 22/2015 of 20 July, on auditing of accounts, with regard to non-financial information and diversity, and (iii) and the partial reform of the CNMV's Code of Good Governance of 26 June 2020 (CBG); also in line with the Technical Guide 1/2016 on good practices for the application of the "comply or explain" principle. Accordingly, on 29 June 2021, Board Resolution 27/2021 approved the amendment of the Regulations of the Board of Directors.

C.1.16 Specify the procedures for selection, appointment, re-election and removal of directors. List the competent bodies, steps to follow and criteria applied in each procedure.

The General Shareholders' Meeting is responsible for the appointment and removal of directors. Directors may be re-elected indefinitely, one or more times, for maximum periods of four years (Article 30.3 of the Bylaws).

Pursuant to Article 29.4 of the Bylaws, in its proposals for the appointment, re-election, ratification or removal of directors submitted to the General Shareholders' Meeting and in the appointment decisions adopted by the Board in the use of its legally attributed powers of co-option, the Board of Directors shall follow the criteria and guidelines established in this regard in the Regulations of the Board of Directors.

Chapter IV of the Regulations of the Board on the "Appointment and Removal of Directors" regulate these cases:

Article 16. Appointment, ratification or re-election of directors. 1. Proposals for the appointment or re-election of directors submitted by the Board of Directors for consideration by the General Shareholders' Meeting and the appointment decisions adopted by the Board in the use of its legally attributed powers of co-option, shall fall on persons of recognised prestige, solvency, technical competence and experience, and shall be approved by the Board at the proposal of the Appointments and Remuneration Committee, in the case of independent directors, and after a report from the Appointments and Remuneration Committee, in the case of other directors. 2. All proposals shall be accompanied by a justifying report from the Board assessing the competence, experience and merits of the proposed candidate, which shall be attached to the minutes of the General Shareholders' Meeting or the Board meeting. 3. From the moment at which the announcement of the General Shareholders' Meeting is published, the Board of Directors shall publish, on its website, the following information on the persons proposed for the appointment or ratification as Directors: (i) professional and biographical profile; (ii) other Boards of Directors to which he/she belongs, whether or not they are listed companies, and also on any other remunerated activities of any kind; (iii) indication of the category of director to which they belong, indicating, in the case of proprietary directors, the shareholder at whose proposal they have been appointed, re-elected or ratified or with whom they are related; (iv) date of first appointment as a Director of the Company, and also of subsequent re-elections; (v) shares of the Company and derivative financial instruments having as their underlying the shares of the Company, held either by the Director whose position is to be ratified or re-elected or by the candidate for the first appointment as Director. This information shall be kept up to date; and (vi) the reports and proposals of the competent bodies in each case. 4. The Secretary of the Board of Directors shall provide each new Director with a copy of the Bylaws, these Regulations, the Code of Ethics of the FCC Group, the

Internal Regulations of Conduct in the Securities Market, the latest financial statements and management reports, both individual and consolidated, approved by the General Shareholders' Meeting, the audit reports corresponding thereto and the latest economic and financial information sent to the markets. They shall also be provided with the identification of the current account auditors and their representatives. 5. Each director shall sign a document confirming receipt of this documentation, that they are aware of its contents and that they faithfully fulfil their duties as a director. 6. The Company shall establish orientation programmes that provide new directors with fast and sufficient knowledge of the Company and its Group as well as the Corporate Governance rules, in addition to imparting knowledge refresher courses when the circumstances so require.

Article 17. Duration of the position

1. Directors shall serve in their post during the term established in the Bylaws. 2. Directors appointed by co-option shall hold their position until the date on which the first General Shareholders' Meeting is held. Furthermore, if the vacancy arises once the General Shareholders' Meeting has been called and before it is held, the Board of Directors may appoint a director until the next General Shareholders' Meeting is held. 3. A director whose mandate is coming to an end or who, for any other reason, ceases to hold office, may not provide services at a competitor of FCC for a period of two (2) years. 4. The Board of Directors, if deemed appropriate, may dispense with this obligation or shorten its duration.

Article 18. Re-election of directors

In addition to satisfying the established requirements in terms of appointments established in Article 16 above, prior to any re-election of directors that is submitted to the General Shareholders' Meeting, the Appointments and Remuneration Committee must issue a report in which the quality of work and dedication to the position of the proposed directors during the previous term.

Article 19. Departure of directors.

1. Directors shall step down from their posts when the period for which they were appointed comes to an end or when the General Shareholders' Meeting decides so in the use of its legally and statutorily conferred powers. 2. Directors shall make their position available to the Board of Directors and formalise, if the Board deems appropriate, their resignation in the following cases: a) When they step down from their positions, posts or functions to which their appointment as executive directors was associated. b) In the case of proprietary directors, when the shareholder at whose request they were appointed transfers their entire shareholding in FCC or reduces their shareholding to a level that requires the reduction of the number of proprietary directors. c) When they are affected by any of the cases of incompatibility or prohibition provided by Law. d) When approved by at least two thirds (2/3) of the members of the Board: - if, having infringed their obligations as directors, they are seriously reprimanded by the Board, at the proposal or subject to a report by the Appointments and Remuneration Committee, or - when their permanence on the Board may place the credit and reputation of the Company at risk. 3. In particular, Directors must inform the Board and, if appropriate, resign, when situations arise that affect them, whether or not related to their actions in the Company itself, that may damage the credit and reputation of the Company and, in particular, of any criminal proceedings in which they are under investigation, and also of the procedural developments thereof.

In any case, having been informed or otherwise having become aware of any of the situations mentioned in the preceding paragraph, the Board shall examine the case as soon as possible and, having regard to the specific circumstances, shall decide, after a report from the Appointments and Remuneration Committee, whether or not to take any action, such as opening an internal investigation, requesting the resignation of the Director or proposing his or her dismissal. This shall be reported in the Annual Corporate Governance Report, unless there are special circumstances that justify it, which shall be recorded in the minutes, without

prejudice to the information that the Company must disclose, if appropriate, when the corresponding measures are adopted. 4. The Board of Directors may not propose the removal of any independent director before the end of the statutory period for which they were appointed, unless there is just cause, identified by the Board following in a report from the Appointments and Remuneration Committee. In particular, just cause shall be deemed to exist when the Director takes up new posts or incurs new obligations that prevent him/her from devoting the necessary time to the performance of the duties inherent to the post of Director, has failed to comply with the duties inherent to his/her post or has incurred in any of the circumstances described in article 6.2.a) of these Regulations that prevent his/her appointment as an independent Director. The removal of independent directors may also be proposed as a result of takeovers, mergers or similar corporate transactions that involve a change in the capital structure of the Company, when these changes in the structure of the Board are attributable to the proportionality of the number of proprietary directors and independent directors in relation to the capital represented by the proprietary directors and the remainder of the share capital. 5. When, either by resignation or by resolution of the General Meeting, a Director leaves office before the end of his term of office, he shall sufficiently explain the reasons for his resignation or, in the case of non-executive Directors, his views on the reasons for the removal by the General Meeting, in a letter to be sent to all members of the Board. In addition, and notwithstanding the disclosure in the Annual Corporate Governance Report, to the extent relevant for investors, the Company shall publish the resignation as soon as possible, including sufficient reference to the reasons or circumstances provided by the Director. In particular, should a director's resignation be due to the adoption by the Board of significant or reiterated decisions about which the director has expressed serious reservations and as a result chooses to resign, the letter of resignation addressed to the other members shall expressly state this circumstance.

C.1.17 Explain the extent to which the annual assessment of the Board has resulted in significant changes to your internal organisation and the procedures applicable to your activities:

Description modifications
In 2021, no shortcomings have been detected that make an action plan necessary.

Describe the assessment process and the areas assessed by the Board of Directors assisted, where appropriate, by an external consultant, regarding the functioning and composition of the Board and its committees and any other area or aspect that has been subject to assessment.

Description of evaluation process and evaluated areas

The Board of Directors of Fomento de Construcciones y Contratas, S.A. issued a report evaluating the quality and efficiency of its operation, and that of its Committees, during financial year 2021, in order to comply with the duty imposed by article 34. 9 of the Regulations of the Board of Directors, through which recommendation 36 of the Good Governance Code of Listed Companies, article 529 nonies of the Corporate Enterprises Act and the recommendations of CNMV technical guide 3/2017 published in June 2017 and CNMV technical guide 1/2019 published in February 2019 are incorporated.

The report was examined and approved by the Company's Board of Directors, which in accordance with the aforementioned Article 34.9 of the Regulations of the Board is the body responsible for assessing the quality and efficiency of its own functioning, at its meeting on 23 February 2022. In preparing the report, all the members of the Board of Directors were involved and actively

participated, taking into consideration the comments, assessments, opinions and suggestions expressed as part of this process by all of them.

For the 2021 financial report, the self-assessment process was performed assessing the different aspects that affect the functioning, efficiency and quality of the actions taken and decisions made by the Board of Directors, as well as the contribution of its members to the exercise of the duties and achievement of the aims assigned to the Board.

Furthermore, the respect and compliance by the Board of Directors and its members for the statutory precepts, the Regulations of the Board of Directors and, in general, the rules of Good Governance of Listed Companies have been taken into account.

C.1.18 Breakdown, for business years in which the assessment has been aided by an external consultant, of the business relationships that the consultant or any company in its Group maintains with the Company or any company in its Group.

The information and advice of the internal services of the Company has been provided, without such advice being received from external consultants.

C.1.19 Indicate the cases in which directors are required to resign.

Consolidated text of the Board of Directors' Regulations following the amendments of 29 June 2021 and entered in the Companies Registry in July 2021.

Article 19. Departure of directors

1. Directors shall step down from their posts when the period for which they were appointed comes to an end or when the General Shareholders' Meeting decides so in the use of its legally and statutorily conferred powers.
2. Directors shall make their position available to the Board of Directors and formalise, if the Board deems appropriate, their resignation in the following cases:
 - a) when they step down from their positions, posts or functions to which their appointment as executive directors was associated.
 - b) In the case of proprietary directors, when the shareholder at whose request they were appointed transfers their entire shareholding in FCC or reduces their shareholding to a level that requires the reduction of the number of proprietary directors.
 - c) When they are affected by any of the cases of incompatibility or prohibition provided by Law.
 - d) When approved by at least two thirds (2/3) of the members of the Board: - if, having infringed their obligations as directors, they are seriously reprimanded by the Board, at the proposal or subject to a report by the Appointments and Remuneration Committee, or - when their permanence on the Board may place the credit and reputation of the Company at risk.
3. In particular, Directors must inform the Board and, if appropriate, resign, when situations arise that affect them, whether or not related to their actions in the Company itself, that may damage the credit and reputation of the Company and, in particular, of any criminal proceedings in which they are under investigation, and also of the procedural developments thereof.

In any case, having been informed or otherwise having become aware of any of the situations mentioned in the preceding paragraph, the Board shall examine the case as soon as possible and, having regard to the specific circumstances, shall decide, after a report from the Appointments and Remuneration Committee, whether or not to take any action, such as opening an internal investigation, requesting the resignation of the Director or proposing his or her dismissal. This shall be reported in the Annual Corporate Governance Report, unless there are special circumstances that justify it, which shall be recorded in the minutes, without prejudice to the information that the Company must disclose, if appropriate, when the corresponding measures are adopted.

4. The Board of Directors may not propose the removal of any independent director before the end of the statutory period for which they were appointed, unless there is just cause, identified by the Board following in a report from the Appointments and Remuneration Committee. In particular, just cause shall be deemed to exist when the Director takes up new posts or incurs new obligations that prevent him/her from devoting the necessary time to the performance of the duties inherent to the post of Director, has failed to comply with the duties inherent to his/her post or has incurred in any of the circumstances described in article 6.2.a) of these Regulations that prevent his/her appointment as an independent Director. The removal of independent directors may also be proposed as a result of takeovers, mergers or similar corporate transactions that involve a change in the capital structure of the Company, when these changes in the structure of the Board are attributable to the proportionality of the number of proprietary directors and independent directors in relation to the capital represented by the proprietary directors and the remainder of the share capital.

5. When, either by resignation or by resolution of the General Meeting, a Director leaves office before the end of his term of office, he shall sufficiently explain the reasons for his resignation or, in the case of non-executive Directors, his views on the reasons for the removal by the General Meeting, in a letter to be sent to all members of the Board. In addition, and notwithstanding the disclosure in the Annual Corporate Governance Report, to the extent relevant for investors, the Company shall publish the resignation as soon as possible, including sufficient reference to the reasons or circumstances provided by the Director. In particular, should a director's resignation be due to the adoption by the Board of significant or reiterated decisions about which the director has expressed serious reservations and as a result chooses to resign, the letter of resignation addressed to the other members shall expressly state this circumstance.

C.1.20 Are super majorities, other than those provided for by law, required for any type of decision?

Yes ☒ No ☐

If applicable, describe the differences.

Description of differences
Articles 4.6 and 34.10 stipulate that amendments to the Regulations of the Board must be agreed by an absolute majority vote of all the members of the Board.
Article 26.4 of the Regulations of the Board of Directors, regarding the powers of information and inspection of directors, establishes that the information they have requested may not be denied in any case when the request has been supported by an absolute majority of the members of the Board.

Article 27.3 of the Regulations of the Board of Directors, on advice from external experts, provides that in the event of a request for expert assistance by any of the Committees of the Board of Directors, it may only be denied when the majority of the Board considers that the circumstances set forth in Article 27.2 are not met.

Finally, article 19.2.d) stipulates that directors must tender their resignation to the Board of Directors and, if the latter deems it appropriate, tender their resignation if they are seriously reprimanded by the Board for having breached their obligations as directors, following a proposal or report from the Appointments and Remuneration Committee, or when their remaining on the Board could jeopardise the Company's credit and reputation, when the Board itself so requests by a majority of at least two thirds of its members.

C.1.21 Explain whether there are specific requirements, other than those applicable to all directors, to be appointed as Chairman of the Board of Directors.

Yes ☐ No ☒

Description of the requirements

C.1.22 Indicate whether the bylaws or the Regulations of the Board establish a limit on the age of directors:

Yes ☐ No ☒

	Age limit
Chairman	
Chief Executive Officer	
Director	

Observations

C.1.23 Indicate whether the articles of incorporation or Board regulations establish any term limits for independent directors other than those required by law or any other additional requirements that are stricter than those provided by law:

Yes ☐ No ☒

Additional requirements and/or maximum number of mandates.	
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C.1.24 Indicate whether the Bylaws or Regulations of the Board of Directors establish specific rules for the delegation of the votes of directors to other directors, the applicable procedure and, in particular, the maximum number of delegations that may be made to the same director, as well

as if any limits have been established on the categories to which it is possible to delegate, beyond the limits imposed by the legislation. As applicable, describe these rules briefly.

Articles 21.2.b) and 34.8 stipulate that when there is to be any non-attendance, the director must grant a proxy with instructions. The Chairman shall decide, in case of doubt, on the validity of proxies granted by Directors who do not attend the meeting.

There are no formal processes for proxy voting in the Board of Directors beyond those described above and no limitations as to the categories in which proxies can be granted in addition to the legal ones.

C.1.25 Indicate the number of meetings held by the Board of Directors during the year. Furthermore, indicate, where appropriate, the times that the Board has met without the presence of the Chairman. In this calculation, proxies granted with specific instructions shall be considered as attendance.

Number of Board meetings	11
Number of board meetings held without the chairman's presence	0

Observations

Indicate the number of meetings held by the coordinating director with other directors, without the attendance or representation of any executive director:

Number of meetings	-
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Observations

Indicate the number of meetings held by each board committee during the year:

Number of executive committee meetings	10
Number of audit committee meetings	10
Number of appointments and remuneration committee meetings	6
Number of committee meetings _____	-

Observations

C.1.26 Indicate the number of meetings held by the Board of Directors during the year with member attendance data:

Number of meetings at which at least 80% of directors were in attendance	10
% of face-to-face attendance divided by total votes during the year	90.26%
Number of meetings with the face-to-face attendance, or proxies made with specific instructions, of all directors	0
% of votes cast with face-to-face attendance and proxies made with specific instructions, divided by total votes during the year	90.26%

Observations
In terms of the number of meetings held, only face-to-face attendance has been taken into account, since no proxies were made with specific instructions.

C.1.27 Indicate whether the individual and consolidated annual accounts submitted to the Board for preparation have been certified previously:

Yes X No ☐

Identify, where appropriate, the person(s) who has/have certified the company's individual and consolidated annual accounts for their preparation by the Board:

Name	Position
Pablo Colio Abril	Chief Executive Officer
Miguel Martínez Parra	Managing Director of Administration and Finance
Juan José Drago Masiá	Managing Director of Administration

Observations

C.1.28 Explain the mechanisms, if any, established by the board of directors to ensure that the financial statements submitted by the board of directors to the general shareholders' meeting are drawn up in accordance with accounting regulations.

The duties of the Audit and Control Committee include, but are not limited to, discussing with the Company's external auditor any significant weaknesses in the internal control system detected in the course of the audit and reviewing the process of preparing the economic and financial information periodically published by the FCC Group, checking compliance with regulatory requirements, the appropriate delimitation of the scope of consolidation and the correct application of generally accepted accounting principles. This function is particularly important in the case of annual reporting, so that prior to the preparation of the annual accounts by the Board of Directors, the Audit and Compliance Committee examines these accounts in detail and requests the participation of the external auditor in the Committee meeting to present the conclusions of its review work.

Thus, once prepared by the Board, the external auditor's report will not contain any reservations.

C.1.29 Is the secretary of the board also a director?

Yes ☐ No ☒

If the secretary does not have director status, fill in the following table:

Name or company name of the secretary	Representative
Francisco Vicent Chuliá	–
Observations	

C.1.30 Indicate the specific mechanisms established by the Company to preserve the independence of the external auditors, as well as, if applicable, the mechanisms to preserve the independence of financial analysts, investment banks and rating agencies, including how they have implemented the legal provisions in practice.

To this end, Article 37. 4 of the Regulations of the Board states that "The primary duty of the Audit and Control Committee shall be to support the Board of Directors in its oversight tasks, by periodically reviewing, among others, the process of preparing financial and economic information., its internal controls and the independence of the external auditor. In particular, by way of example, and without prejudice to other tasks entrusted to it by the Board of Directors, the Audit and Control Committee shall be responsible for:

b) Serve as a channel of communication between the Board of Directors and the Company's external auditor, assessing the results of each audit. The external auditor shall also: [...] (iv) establish the appropriate relations with the external auditor to receive information on those matters that could threaten its independence, for examination by the Committee, and any other matters related to the process of carrying out the auditing of accounts and, where appropriate, the authorisation of services other than those prohibited, in the terms contemplated in the regulations governing the auditing of accounts on the independence regime, and also those other communications contemplated in the legislation on auditing of accounts and in the auditing standards; (v) ensuring the independence of the external auditor, particularly by putting appropriate measures in place: 1) to ensure that the engagement of advisory and consultancy services with said auditor or companies in its group does not entail a risk to its independence, for which purpose the Committee shall request and receive annually from said auditor a declaration of its independence in relation to the Company or entities directly or indirectly related to it, as well as detailed and individualised information on additional services of any kind rendered and the corresponding fees received from these entities by the external auditor or by the persons or entities related to it, in accordance with the provisions of the regulations governing the auditing of accounts; 2) for the Company to notify the CNMV of the change of auditor, accompanied by a statement of any disagreements with the outgoing auditor and, if any, their content, and, in the event of resignation of the external auditor, to examine the circumstances giving rise to such resignation; and 3) ensure that the Company and the external auditor comply with current rules on the provision of non-audit services, limits on the concentration of the auditor's business and, in general, other rules on auditor independence, and ensure that the external auditor's remuneration for its work does not compromise its quality or independence; and (vi) encourage the Company's auditor to assume responsibility for the audits of the companies comprising the Group.

c) Each year, prior to the issuance of the account auditing report, issuing a report that expresses an opinion on whether the independence of the auditors or audit firms has been compromised. This report shall contain, in any case, a reasoned assessment on the provision of each and every one of the additional services referred to in section b)v)1) above, taken individually and as a whole, other than the legal audit and in relation to the system of independence or the regulations governing the account auditing activities."

Likewise, the FCC Group has an internal procedure that must be applied to all controlled companies, which establishes that all services other than the auditing of accounts that are provided by auditors require an independence analysis and prior approval as a requirement for their contracting.

C.1.31 Indicate whether during the business year, the Company has changed its external auditor. If applicable, identify the incoming and outgoing auditor:

Yes ☒ No ☐

Outgoing auditor	Incoming auditor
Deloitte, S.L.	Ernst & Young, S.L.

Observations
The General Shareholders' Meeting approved at its meeting of 2 June 2020, at the proposal of the Audit and Control Committee, the appointment of Ernst&Young, S.L. as auditors of FCC and its consolidated group for the financial years 2021, 2022 and 2023.

If there were any disagreements with the outgoing auditor, explain their content:

Yes ☐ No ☒

Explanation of disagreements

C.1.32 Indicate whether the audit firm performs other work for the Company and/or its Group other than those inherent to audits and, in that case, state the fees received for this work and the percentage they represent of the fees billed to the Company and/or its Group:

Yes ☒ No ☐

	Company	Group companies	Total
Amount invoiced for non-audit services (thousands of euros)	0	9	9
Value of work other than audits/Value of audit works (in %)	0.00	0.26	0.24

Observations

C.1.33 Indicate whether the audit report of the previous year's annual accounts includes reservations or qualifications. As applicable, indicate the reasons given to shareholders at the General Shareholders' Meeting by the Chairman of the Audit Committee to explain the content and scope of these reservations or qualifications.

Yes ☐ No ☒

Explanation of reasons and direct link to the document made available to shareholders at the time of the call in relation to this matter

C.1.34 Indicate the number of business years that the current audit firm has been continuously auditing the Company's individual and/or consolidated financial statements. Furthermore, indicate the percentage that the number of years audited by the current audit firm accounts for in terms of the total number of years in which the annual accounts have been audited:

	Individual	Consolidated
Number of uninterrupted years	1	1

	Individual	Consolidated
Number of exercises audited by the current audit firm/Number of years that the Company or its Group have been audited (in %)	3.13%	3.13%

Observations

C.1.35 Indicate and, as applicable, describe if there is a procedure for directors to receive the necessary information to prepare meetings with administrative bodies with sufficient time:

Yes X No ☐

Describe the procedure
Regulations of the Board of Directors. Article 26. Information and inspection powers “1. In the performance of their duties, every director has the duty to demand and the right to obtain from the Company, the adequate and necessary information that will allow them to fulfil their obligations concerning all aspects of FCC and its subsidiaries and investees, whether national or foreign. To this end, they may examine the documentation deemed necessary, make contact with those responsible for the affected departments and visit the corresponding facilities. 2. To refrain from disturbing the ordinary management of the FCC Group, the exercise of the powers of information shall be channelled through the Chairman, who shall respond to the director's requests, directly providing the information or offering the details of the corresponding contacts at the corresponding organisational level. 3. If the request for information is denied, delayed or incorrectly responded to, the requesting director may repeat their request before the Audit and Control Committee, and, once the Chairman and the requesting director have

Describe the procedure
provided their reasons, this Committee shall decide how to proceed for the purposes mentioned above. 4. The requested information may only be denied when, in the opinion of the Chairman and the Audit and Control Committee, it is unnecessary or harmful to the Company's corporate interests. This refusal shall not apply when the request has been supported by the absolute majority of the Board members". "Article 30. The Chairman. Functions [...] 3. The Chairman, as the maximum person responsible for the management and efficient functioning of the Board of Directors, [...] shall ensure, with the collaboration of the Secretary, that the Directors receive sufficient information in advance to deliberate on the items on the Agenda [...]."

C.1.36 Indicate whether the company has established rules obliging requiring directors to disclose and, where appropriate, to resign when situations arise that affect them, whether or not this is related to their actions in the company itself, which could be harmful to the credit and reputation of the company:

Yes X No ☐

Explain the rules
Regulations of the Board of Directors. Article 25. Information duties of Directors. Directors shall inform the FCC Appointments and Remuneration Committee, through the Corporate Responsibility Department or any other that may replace it, of the following points: d) Legal, administrative or other claims that, given their importance, could seriously affect the reputation of FCC. e) In general, any circumstance or situation that may be relevant to their performance as an FCC Director. Article 19. Departure of the Director. 1. Directors shall step down from their posts when the period for which they were appointed comes to an end or when the General Shareholders' Meeting decides so in the use of its legally and statutorily conferred powers. 2. Directors shall make their position available to the Board of Directors and formalise, if the Board deems appropriate, their resignation in the following cases: [...] c) When they are affected by any of the cases of incompatibility or prohibition provided by Law. d) When approved by at least two thirds (2/3) of the members of the Board: - if, having infringed their obligations as directors, they are seriously reprimanded by the Board, at the proposal or subject to a report by the Appointments and Remuneration Committee, or - when their permanence on the Board may place the credit and reputation of the Company at risk. 3. In particular, Directors must inform the Board and, if appropriate, resign, when situations arise that affect them, whether or not related to their actions in the Company itself, that may damage the credit and reputation of the Company and, in particular, of any criminal proceedings in which they are under investigation, and also of the procedural developments thereof.

Explain the rules
In any case, having been informed or otherwise having become aware of any of the situations mentioned in the preceding paragraph, the Board shall examine the case as soon as possible and, having regard to the specific circumstances, shall decide, after a report from the Appointments and Remuneration Committee, whether or not to take any action, such as opening an internal investigation, requesting the resignation of the Director or proposing his or her dismissal. This shall be reported in the Annual Corporate Governance Report, unless there are special circumstances that justify it, which shall be recorded in the minutes, without prejudice to the information that the Company must disclose, if appropriate, when the corresponding measures are adopted. 4. The Board of Directors may not propose the removal of any independent director before the end of the statutory period for which they were appointed, unless there is just cause, identified by the Board following in a report from the Appointments and Remuneration Committee. In particular, just cause shall be deemed to exist when the Director takes up new posts or incurs new obligations that prevent him/her from devoting the necessary time to the performance of the duties inherent to the post of Director, has failed to comply with the duties inherent to his/her post or has incurred in any of the circumstances described in article 6.2.a) of these Regulations that prevent his/her appointment as an independent Director. The removal of independent directors may also be proposed as a result of takeovers, mergers or similar corporate transactions that involve a change in the capital structure of the Company, when these changes in the structure of the Board are attributable to the proportionality of the number of proprietary directors and independent directors in relation to the capital represented by the proprietary directors and the remainder of the share capital. 5. When, either by resignation or by resolution of the General Meeting, a Director leaves office before the end of his term of office, he shall sufficiently explain the reasons for his resignation or, in the case of non-executive Directors, his views on the reasons for the removal by the General Meeting, in a letter to be sent to all members of the Board. In addition, and notwithstanding the disclosure in the Annual Corporate Governance Report, to the extent relevant for investors, the Company shall publish the resignation as soon as possible, including sufficient reference to the reasons or circumstances provided by the Director. In particular, should a director's resignation be due to the adoption by the Board of significant or reiterated decisions about which the director has expressed serious reservations and as a result chooses to resign, the letter of resignation addressed to the other members shall expressly state this circumstance.

C.1.37 Indicate, unless special circumstances have arisen which have been recorded in the minutes, whether the board has been informed or has otherwise become aware of any situation affecting a director, whether or not this is related to his or her performance in the company itself, which could be harmful to the credit and reputation of the company:

Yes ☐ No ☒

Director's name	Nature of the situation	Observations

In the above case, indicate whether the board of directors has examined the case. If the answer is yes, state the reasons why, in light of the specific circumstances, it has taken any action, such as opening an internal investigation, requesting the resignation of the director or proposing the director's dismissal.

Also indicate whether the board's decision has been subject to a report from the appointments committee.

Yes ☐ No ☐

Decision taken/action performed	Reasoned explanation

C.1.38 Detail the significant agreements that the Company has entered into and that come into force, are modified or terminated in the event that control of the Company is handed over following a takeover, and their effects.

On 5 February 2016, Nueva Samede 2016, S.L.U. (hereinafter "Nueva Samede") and I. Carso (hereinafter "I. Carso") entered into an options contract to buy shares in Fomento de Construcciones y Contratas, S.A. (hereinafter, "FCC") before Madrid Notary Jaime Recarte Casanova, recorded under his notary protocol No. 285 ("Purchase Option"), by virtue of which Nueva Samede irrevocably granted I. Carso an option to purchase 9,454,167 ordinary shares of FCC, representing 2.496% of its share capital and of which Nueva Samede is the proprietor after the subscribing and paying in of the capital increase of FCC as entered on record in the Barcelona Companies Registry on 4 March 2016 (the "Affected Shares").

It is hereby stated for the record that the Affected Shares form part of the 7.028% of FCC's share capital owned by Nueva Samede which are attributed to I. Carso for the exclusive purposes of article 5.1.d of the Royal Decree regulating takeover bids and over which I. Carso has no direct or indirect voting rights.

In relation to the foregoing, as at 22 July 2016, I. Carso exercised the Purchase Option held over all the Shares Affected and effective 14 June 2016. However, the formal arrangement of the exercise of the Purchase Option was subject to the condition precedent which, cumulatively, results in the following: (i) the authorization by the National Securities Market Commission of the Bid submitted by CEC, approved on 29 June 2016, and (ii) the presence on the FCC Board of Directors of a majority of directors appointed at the request of I. Carso and/or CEC or any company associated with I. Carso (the, "Condition Precedent"), which was fulfilled following the appointments of Miguel Martinez Parra, Alfonso Salem Slim, Antonio Gomez García, and Carlos Manuel Jarque Uribe on 28 June 2016. As at 22 July 2016, pursuant to the provisions of Article 36.2 of Royal Decree 1066/2007, of 27 July, the National Securities Market Commission communicated, through a relevant fact, that the takeover proposed by Control Empresarial de Capitales, S.A. de C.V. involving 100% of the share capital of Fomento de Construcciones y Contratas, S.A., had been accepted for 97,211,135 shares representing 48.30% of the shares included in the bid and 25.66% of the share capital of Fomento de Construcciones y Contratas, S.A.

On 2 August 2021, the CNMV was informed by means of a Notification of Significant Shareholdings that Finver Inversiones 2020, S.L.U. indirectly owns 7.005% of FCC. This company is 100% owned by Inmobiliaria AEG, S.A. de C.V. which in turn is controlled by Carlos Slim Helú.

On 3 August 2021, the company Nueva Samede 2016, S.L.U. informed the CNMV by means of a Notification of Significant Shareholdings that it holds 4.540% of FCC directly. This company is wholly owned by Esther Koplowitz Romero de Juseu.

On 3 August 2021, the CNMV was informed by means of a Notification of Significant Shareholdings that Esther Koplowitz Romero de Juseu directly controls 0.033% of FCC and indirectly controls 4.540% of FCC, through Nueva Samede 2016, S.L.U.

On 4 August 2021, the CNMV was informed by means of a Notification of Significant Shareholdings that CEC directly and indirectly holds exclusively 69.66% of the voting rights of FCC. Dominum Dirección y Gestión, S.A. owns 8.462% of FCC and is 100% controlled by Control Empresarial de Capitales, S.A. de C.V. (CEC).

C.1.39 Identify individually, when referring to directors, and on an aggregate basis for other cases and indicate, in detail, the agreements between the Company and its administrative and management positions or employees concerning compensation, guarantee or shield clauses, when they resign or are dismissed improperly or if the contractual relationship comes to an end as a result of a takeover bid or other transactions.

Number of beneficiaries	2
Type of beneficiary	Description of the agreement
Chief Executive Officer	And if the contractual relationship is terminated at the will of the CEO for any of the following causes: - Substantial changes in working conditions that are notoriously detrimental to his professional training, that are detrimental to his dignity, or that are decided with serious transgression of good faith, by the Company. - Failure to pay for three consecutive months or six alternate months, or continued delay in the payment of the remuneration agreed under the contract. - Succession of a company or significant change in ownership of the same, which has the effect of a renewal of its governing bodies or the content of its main activity, provided that the termination occurs within three months of the occurrence of such changes. - Any other serious breach of the contractual obligations by the Company, with the exception of force majeure budgets, in which the payment of compensation shall not be applicable. As in the case of free and unilateral termination from the Company, he will have the right to receive compensation resulting from the sum of the following two items: a) The amount resulting from the termination of the employment relationship that the CEO previously held with FCC Construcción or with any other company of the FCC Group using 12 September 2017 as the calculation date (and in accordance with the applicable regulations on that date). b) The amount resulting from multiplying 7 days wages by the number of years that have elapsed from 12 September 2017 until the contract expires.
General secretary	Concerning the general secretary, an executive director up until 13 January 2015, the Company, having received authorisation from the Executive Committee, took out and paid up the insurance premium to cover the payment of contingencies relating to death, permanent incapacity for work, retirement pensions and benefits or other concepts to be paid, in addition to others, to certain executive directors and executives. Specifically, the contingencies giving rise to compensation are those involving the termination of the employment relationship for any of the following reasons: a) Unilateral decision of the Company. b) Winding up or disappearance of the Parent Company for any reason, including a merger or spin-off.

Number of beneficiaries	2
Type of beneficiary	Description of the agreement
	c) Death or permanent disability. d) Other causes of physical disability or legal incapacitation. e) Substantial modification of professional conditions. f) Resignation, having reached the age of 60, at the request of the executive and with the agreement of the Company. g) Resignation, having reached the age of 65, by unilateral decision of the executive. As at 31 December 2021, the General Secretary is entitled to a net amount equivalent to 3.5 times his annual gross remuneration.

Indicate whether, beyond the assumptions provided for in the regulations, these contracts must be communicated and/or approved by the corresponding bodies of Company or its Group. If so, specify the procedures, expected cases and the nature of the bodies responsible for their approval or communication:

	Board of Directors	General Shareholders' Meeting
Body authorising the clauses	X	

	YES	NO
Are the clauses notified to the General Shareholders' Meeting?	X	

Observations

C.2 Committees of the Board of Directors

C.2.1 Provide details of all the Committees of the Board of Directors, their members and the proportion of executive, proprietary, independent and other external directors who serve on them:

EXECUTIVE COMMITTEE

Name	Position	Category
Alejandro Aboumrad González	Chairman	External proprietary director
Dominum Desga, S.A. (represented by Esther Alcocer Koplowitz)	Voting member	External proprietary director
Alicia Alcocer Koplowitz	Voting member	External proprietary director
Gerardo Kuri Kaufmann	Voting member	Executive director
Juan Rodríguez Torres	Voting member	External proprietary director
Pablo Colio Abril	Voting member	Executive director

% of executive directors	33.33
% of proprietary directors	66.67
% of independent directors	0
% of other external directors	0

Observations

Explain the functions delegated or attributed to this Committee other than those already described in section C.1.9, and describe the procedures and rules for its organisation and functioning. For each of these functions, indicate its most important actions during the year and how it have exercised each of the functions attributed in practice, whether by law, in the Bylaws or in other corporate agreements.

Regulations of the Board of Directors.

Article 36. The Executive Committee.

1. The Board may permanently delegate all its powers to the Executive Committee, with the exception of those whose competence is reserved by Law, the Bylaws or these Rules. In particular, the Executive Committee shall be responsible for deciding on investments, divestments, credits, loans, lines of guarantee or surety or any other financial facility, the unit amount of which does not exceed the figure established in Article 31.3 of these Regulations, unless otherwise indicated in the content of the delegation granted by the Board. Furthermore, the Executive Committee may exercise, for duly justified reasons of urgency, the

powers attributed to the Board of Directors, in accordance with Article 8 of these Rules. 2. The Board of Directors, following a report from the Appointments and Remuneration Committee, shall appoint the Directors to sit on the Executive Committee. Its Secretary shall be the Secretary to the Board of Directors. 3. The Executive Committee shall consist of a minimum of four (4) and a maximum of ten (10) members. 4. The members of the Executive Committee shall step down from their posts when they step down in their capacity as Director or when the Board so agrees. Vacancies that occur shall be filled as soon as possible by the Board of Directors. 5. The Chairman of the Executive Committee shall be appointed from among its members by the Committee itself. In the absence or if it is impossible for the Chairman of the Executive Committee to attend a meeting, or if this position has been vacated, the corresponding functions shall be exercised by the member elected to this post by the majority of those in attendance at the meeting. 6. The Executive Committee shall hold ordinary meetings each month in which the Board of Directors is not due to hold a meeting, excluding the month of August, and may meet on an extraordinary basis whenever required on account of the company's corporate interests. 7. The Executive Committee shall be convened by its Chairman, on his own initiative or when requested by at least two (2) of its members, by e-mail or any other means that allows accreditation of receipt, addressed to each of its members at least forty-eight (48) hours prior to the date of the meeting, although it may be convened 24 (twenty-four) hours prior to the date and time of the meeting for reasons of urgency, in which case, the Agenda of the meeting shall be limited to the points that gave rise to the urgency. Along with the announcement of each meeting, the corresponding documentation will be sent to the members of the Executive Committee so that they can form an opinion and cast their vote. 8. In the absence of the Chairman of the Executive Committee or if he or she is unable to attend a meeting, or if this position has been vacated, the meeting may be called by the member of the Committee who has served in his or her position the longest and, in the event of a tie, the oldest in age. 9. Meetings shall be held at the registered office or at any place designated by the Chairman as indicated in the announcement. 10. The Executive Committee shall be validly constituted when a majority of its members are in attendance, counting those present and those represented. Those absence may be represented by another member of the Executive Committee. In any case, non-executive directors may only be represented by another non-executive Director. 11. Deliberations shall be guided by the Chairman, who shall hand the floor over to attendees who ask to speak. 12. Resolutions shall be adopted by an absolute majority of the Committee's members. In case of a tie, the matter shall be submitted to the Board of Directors, to which end the members of the Executive Committee shall ask for it to meet pursuant to the provisions of Article 30 of these Rules, unless it was already due to meet in the following thirty (30) calendar days, in which case the Committee will ask the Chairman of the Board to include the items resulting in a tie on the agenda of the meeting. 13. The Executive Committee, through its Chairman, shall inform the Board of the matters discussed and the resolutions adopted by the Committee, sending a copy of the meeting minutes to all directors.

At a meeting held on 23 January 2022, a report was issued on the functioning of the Committee and the performance of its duties in 2021, concluding that the Executive Committee responsibly assumes and performs the duties and powers delegated to it by the Board of Directors, diligently and effectively handling the Company's affairs that require constant attention and monitoring.

The Committee met ten times during financial year 2021, and with the appropriate frequency for the fulfilment of its functions.

The Executive Committee is not attributed or delegated any other functions not listed in section C.1.9.

With regard to the most important initiatives undertaken by the aforementioned Committee, a total of 35 agreements were adopted during these meetings, which dealt with the approval of the self-assessment report of the Executive Committee for financial year 2020 and authorisations for: the sale of company shares, debt capitalisations, offsetting of losses, share purchases, reduction of share capital, conversion of subordinated loan capital, decisions on organisational charts, dissolution and liquidation of companies, simplification of intragroup claims, reorganisation of sub-groups, exercise of pre-emptive share purchase rights and authorisation of subleases, among other matters.

AUDIT AND CONTROL COMMITTEE

Name	Position	Category
Manuel Gil Madrigal	Chairman	Independent director
Juan Rodriguez Torres	Voting member	External proprietary director
Henri Proglio	Voting member	Independent director
Álvaro Vázquez de Lapuerta	Voting member	Independent director

% of proprietary directors	25
% of independent directors	75
% of other external directors	0

Observations

Explain the duties, including, where appropriate, those in addition to those defined by law, which are attributed to this Committee, and describe the procedures and rules for its organisation and functioning. For each of these functions, indicate its most important actions during the year and how it have exercised each of the functions attributed in practice, whether by law, in the Bylaws or in other corporate agreements.

Regulations of the Board of Directors.

Article 37. Audit and Control Committee

The Board of Directors of FCC shall set up a permanent Audit and Control Committee, without executive functions and with information, advisory and proposal-making powers within its scope of action, which shall be composed of a minimum of three (3) and a maximum of six (6) Directors who shall be appointed by the Board of Directors, taking into account their knowledge and experience in accounting, auditing and risk management, both financial and non-financial, with all of its members being non-executive Directors and the majority of them being independent. The mandate of the members of the Committee shall not exceed their mandate as directors, without prejudice to them being re-elected indefinitely, insofar as they remain directors.

At least one of the independent members of the Audit and Control Committee shall be appointed taking into account their knowledge and experience in accounting, auditing or both.

As a whole, the members of the Committee shall have relevant technical knowledge with regard to the activity sector of the Company. The Committee shall appoint the Chairman from among the independent Directors, and may also elect a Vice-Chairman. The duration of these positions may not exceed four (4)

years or their terms of office as members of the Committee, and they may be re-elected after at least one year has elapsed since they left the position. The Audit and Compliance Committee shall appoint a Secretary and, where appropriate, a Vice-Secretary, who may not be Directors, who shall assist the Chairman and shall ensure the smooth running of the Committee, taking care to duly record the proceedings of the meetings, the content of the deliberations and the resolutions adopted in the minutes. Minutes of each meeting shall be drawn up by the Secretary or acting Secretary and signed by the Secretary of the Commission with the approval of the Chairman.

3. The Audit and Control Committee shall be validly constituted when the majority of its members are in attendance, whether in person or represented, adopting its resolutions by an absolute majority of its members present or represented; in case of a tie, the Chairman shall cast the deciding vote.

4. The primary function of the Audit and Control Committee shall be to support the Board of Directors in its oversight tasks, by periodically reviewing, among others, the process of preparing financial and economic information, its internal controls and the independence of the external auditor

In particular, by way of example, and without prejudice to other tasks entrusted to it by the Board of Directors, the Audit and Control Committee shall be responsible for:

a) Reporting to the General Shareholders' Meeting on issues arising in relation to matters within the Committee's competence and, in particular, on the outcome of the audit, explaining how the audit has contributed to the integrity of the financial information and the role the Committee has played in this process.

b) Serving as a channel of communication between the Board of Directors and the Company's external auditor, assessing the results of each audit. The external auditor shall also: (i) submit proposals for the selection, appointment, re-election and replacement of the account auditor to the Board of Directors, assuming responsibility for the selection process, pursuant to the provisions of EU regulations, as well as the conditions under which they were contracted; (ii) regularly gather information from the external auditor on the audit plan and the results of its performance, in addition to maintaining its independence in the performance of its duties and verifying that Senior Management takes its recommendations into account; (iii) discuss the significant weaknesses of the internal control system detected in the development of the audit with the Company's external auditor, without compromising its independence. To this end, and where appropriate, the Audit and Control Committee may submit recommendations or proposals to the Board of Directors and the corresponding monitoring period. (iv) establish the appropriate relations with the external auditor to receive information on those matters that could threaten its independence, for examination by the Committee, and any other matters related to the process of carrying out the auditing of accounts and, where appropriate, the authorisation of services other than those prohibited, in the terms contemplated in the regulations governing the auditing of accounts on the independence regime, and also those other communications contemplated in the legislation on auditing of accounts and in the auditing standards; (v) ensuring the independence of the external auditor, particularly by putting appropriate measures in place: 1) to ensure that the engagement of advisory and consultancy services with the external auditor or companies in its Group does not entail a risk to its independence, for which purpose the Committee shall request and receive annually from the external auditor a declaration of its independence in relation to the Company or entities directly or indirectly related thereto, as well as detailed and individualised information on additional services of any kind rendered and the corresponding fees received from these entities by the external auditor or by persons or entities related thereto, in accordance with the provisions of the regulations governing the auditing of accounts; 2) for the Company to notify the CNMV of the change of auditor, accompanied by a statement of any disagreements with the outgoing auditor and, if any, their content, and, in the event of resignation of the external auditor, to examine the circumstances giving rise to such resignation; 3) ensure that the Company and the external auditor comply with current rules on the provision of non-audit services, limits on the concentration of the auditor's business and, in general, other rules on auditor independence, and ensure that the external auditor's remuneration for its work does not compromise its quality or independence; and (vi) encourage the Company's auditor to assume responsibility for the audits of the companies comprising the Group.

c) Each year, prior to the issuance of the account auditing report, issuing a report that expresses an opinion on whether the independence of the auditors or audit firms has been compromised. This report shall contain, in any case, a reasoned assessment on the provision of each and every one of the additional services referred to in section b)v)1) above, taken individually and as a whole, other than the legal audit and in relation to the system of independence or the regulations governing the account auditing activities.

d) Supervising the Internal Audit unit of the Company that ensures the proper functioning of the information and internal control systems and that will functionally report to the Chairman of the Committee, with the person responsible for the Internal Audit function being obliged to submit to the Committee, for its approval by it, its annual work plan, to inform it directly of its execution, including possible incidents and limitations to the scope that may arise in its development, the results and the follow-up of its recommendations, as well as to submit to it at the end of each financial year a report on its activities. The Committee should ensure that its activity is primarily focused on relevant risks (including reputational risks).

e) Supervising the internal risk management and control unit, which shall have at least the following functions: (i) ensure the proper functioning of the risk control and management systems and, in particular, that all significant risks affecting the Company are identified, managed and adequately quantified; (ii) actively participate in the development of risk strategy and major risk management decisions; and (iii) ensure that risk management and control systems adequately mitigate risks within the framework of the policy defined by the Board of Directors.

f) Supervise and analyse the effectiveness of the Company's internal control and the risk control and management policy approved by the Board of Directors, ensuring that it identifies or determines at least: (i) the different types of risks faced by the Company (inter alia, operational, technological, legal, social, environmental, political and reputational risks, including corruption-related risks), including financial or economic risks, contingent liabilities and other off-balance sheet risks; (ii) A tiered risk management and control model; (iii) the level of risk that the Company considers acceptable; (iv) the measures envisaged to mitigate the impact of the identified risks, should they materialise; and (v) the information and internal control systems to be used to control and manage these risks, including contingent liabilities or off-balance sheet risks, and submit it to the Board for approval.

f) Supervising the process of preparing and presenting individual and consolidated annual accounts and management reports, and the periodic financial information that is disclosed to the markets, and submit recommendations or proposals to the Board of Directors with a view to safeguarding their integrity; ensuring compliance with the legal requirements and the correct application of generally accepted accounting principles, informing the Board of Directors, before the adoption by the latter of the following resolutions: (i) the financial information and the management report, which shall include, where appropriate, the mandatory non-financial information that the company must periodically disclose, ensuring that the interim accounts are drawn up under the same accounting criteria as the annual accounts and, to this end, consider the appropriateness of a limited review by the company's external auditor; and (ii) the creation or acquisition of shares in special purpose vehicles or entities domiciled in countries or territories considered tax havens, and also any other transactions or operations of a similar nature which, due to their complexity, could undermine the transparency of the FCC Group.

h) Ensuring that the annual financial statements that the Board of Directors submits to the General Shareholders' Meeting are drawn up in accordance with accounting regulations. Whenever the auditor has included a qualification in its audit report, the Chairman of the Audit and Compliance Committee shall clearly explain at the General Shareholders' Meeting the opinion of the Committee on its content and scope, and a summary of such opinion shall be made available to the shareholders at the time of publication of the notice of the General Shareholders' Meeting, together with the rest of the proposals and reports of the Board, together with the rest of the proposals and reports of the Board.

i) In relation to information systems and internal control: (i) supervise and assess the preparation process and the integrity of the financial and non-financial information relating to the Company and, where appropriate, its Group, reviewing compliance with regulatory requirements, the appropriate delimitation of the scope of consolidation and the correct application of accounting criteria; (ii) supervise and periodically evaluate the internal control and financial and non-financial risk management systems relating to the Company and, where appropriate, its Group, including operational, technological, legal, social, environmental, political, reputational and corruption-related risks, so that the main risks are properly identified, managed and disclosed; (iii) ensuring the independence and effectiveness of the Internal Audit function, proposing the selection, appointment, reappointment and removal of the head of the Internal Audit service, and also the budget of the Internal Audit service, receiving regular information on its activities and verifying that senior management takes into account the conclusions and recommendations of its reports; receiving regular information from the Response Committee and the Management Control and Risk Management Division, respectively, on the development of its activities and the functioning of internal controls; (v) establish and supervise a mechanism to enable employees and other persons related to the Company, such as Directors, shareholders, suppliers, contractors or subcontractors, to report potentially significant irregularities, including financial, accounting or any other irregularities related to the Company that they become aware of within the Company or its Group. Such a mechanism should ensure confidentiality and, in any case, provide for cases in which communications can be made anonymously, respecting the rights of the whistleblower and the reported; (vi) ensure in general that the policies and systems put in place for internal control are effectively implemented in practice.

j) Reporting on Related-Party Transactions to be approved by the General Meeting or the Board of Directors and supervising the internal procedure established by the Company for those whose approval has been delegated in accordance with the applicable regulations.

k) Supervising compliance with the Company's environmental, social and corporate governance policies and rules, and also the internal codes of conduct and, in particular: (i) ensuring that internal codes of conduct and corporate governance rules comply with regulatory requirements and are appropriate for the Company, ensuring also that the corporate culture is aligned with its purpose and values, and also reviewing compliance by the persons affected by such codes and governance rules and their reporting obligations to the Company; (ii) supervising compliance with the Company's corporate governance rules and internal codes of conduct, and ensuring that the corporate culture is aligned with its purpose and values; (iii) overseeing implementation of the general policy on economic-financial, non-financial and corporate reporting, as well as communication with shareholders and investors, proxy advisors and other stakeholders. The Committee will also monitor how the Company communicates and interacts with small and medium-sized shareholders; (iv) periodically assessing and reviewing the system of corporate governance and the Company's environmental and social policy to ensure that they fulfil their mission of promoting the corporate interest and take into account, as appropriate, the legitimate interests of other stakeholders; (v) monitoring that the Company's environmental and social practices are in line with the strategy and policy; and (vi) supervising and evaluating the processes of relations with the different stakeholders.

l) Issuing such reports and proposals as may be requested by the Board of Directors or by the Chairman of the Board of Directors and such others as it deems appropriate for the better performance of its functions and, in particular, (i) to issue a report on proposals to amend these Regulations, in accordance with the provisions of article 4.3 thereof; (ii) decide on the requests for information that the directors, in accordance with the provisions of article 26.3 of these Regulations, submit to this Committee; and (iii) request, where appropriate, the inclusion of items on the agenda of Board meetings under the conditions and within the deadlines established in article 34.3 of these Regulations.

6. The Audit and Control Committee shall have access to the information and documentation required for the exercise of its functions and may seek the advice of external professionals who, in the capacity of advisors and up to a maximum of two (2) for each member of the Committee, they believe appropriate, to which end the provisions of Articles 27.3 and 35.4 of these Regulations shall apply. These advisors shall attend meetings with the right to speak but not to vote.

7. The Audit and Control Committee shall meet at least once per quarter and, in addition, every time its Chairman calls a meeting, or at the request of two (2) of its members. Each year, the Committee shall draw up an action plan for the year to be reported to the Board of Directors, as well as a report on its activity during the year, which will serve as the basis for the evaluation that the Board of Directors will carry out. In the absence or if it is impossible for the Chairman of the Audit and Control Committee to attend a meeting, or if this position has been vacated, the meeting may be called by the member of the Committee who has served in his/her position the longest and, in the event of a tie, the oldest in age.

8. Deliberations shall be guided by the Chairman, who shall hand the floor over to attendees who ask to speak. In the absence or if it is impossible for the Chairman of the Audit and Control Committee to attend a meeting, or if this position has been vacated, the corresponding functions shall be exercised by the member elected to this post by the majority of those in attendance at the meeting.

9. Any member of the management team and the staff of the FCC Group shall be obliged to attend Committee meetings and to provide their collaboration and access to the information available to them when so required; to this end, the provisions of Article 35.6 of these Rules shall apply. The same shall be required of the Company's Accounts Auditors.

10. Any aspects not expressly regulated in this Article regarding the functioning of the Audit and Control Committee, shall be regulated by the Audit and Control Committee itself.

Over the course of 2021, in the performance of said powers, the Committee has performed, by way of example, the following duties:

- Serve as a channel of communication between the Board of Directors and the Company's external auditor, assessing the results of each audit, as well as submitting proposals for the selection, appointment, re-election and replacement of the account Auditor, assuming responsibility for the selection process, pursuant to the provisions of EU regulations, as well as the conditions under which they were contracted.
- Discuss the significant weaknesses of the internal control system detected in the development of the audit with the Company's external auditor, without compromising its independence. Receive information from the external Auditor on issues that may pose a threat to their independence and, where appropriate, the authorisation of services other than those prohibited, under the terms provided for in the regulations governing account auditing activities on the system of independence.
- Ensure the independence of the external Auditor, establishing the corresponding measures to this end.
- Inform the General Shareholders Meeting of any issues that may arise with regard to those matters that fall within the scope of the Committee and, in particular, of the result of the audit, explaining how it has contributed to the integrity of the financial information and the role that the Committee has played in this process.
- Each year, prior to the issuance of the account auditing report, issue a report that expresses an opinion on whether the independence of the auditors or audit firms has been compromised. This report shall contain, in any case, a reasoned assessment on the provision of each and every one of the additional services referred to in Article 37.4 section b)v)1) of the Regulations of the Board, taken individually and as a whole, other than the legal audit and in relation to the system of independence or the regulations governing the account auditing activities.

- Supervise the Company's internal audit unit, as well as its control and risk management policy, reviewing the identification of the most relevant risks and the adoption of the necessary measures to mitigate their impact.
- Supervise the process of preparing and submitting individual and consolidated financial statements and management reports, and the financial information that is regularly disclosed to the markets, and submit recommendations or proposals to the Board of Directors with a view to safeguarding their integrity; ensuring compliance with the legal requirements and the correct application of generally accepted accounting principles.
- Report favourably on the process of preparing the individual and consolidated annual accounts and management reports for 2020, and that they have been prepared in compliance with the legal requirements and applying generally accepted accounting principles.
- Report favourably to the Board of Directors on the proposal to amend the Regulations of the Board of Directors, the Regulations of the General Meeting of Shareholders and the Bylaws of the Company, in order to adapt them to the new reform of the Corporate Enterprises Act.
- Report favourably on the 2020 Annual Corporate Governance Report.
- Supervise compliance with the Company's environmental, social and corporate governance policies and rules, and also the internal codes of conduct.
- Report favourably on the adequacy of the information contained in the "Interim Statement", referring to the first and third quarters of 2021, in accordance with the provisions of article 20, section 1, of Royal Decree 1362/2007, of 19 October, and the provisions that develop it, recommending its approval by the Board of Directors and its submission to the CMNV and Stock Exchanges.
- Report, globally, on communications through the "Internal Communication Channel" and the actions carried out to this end. An internal whistleblowing channel and procedure is in place that allows employees and third parties to send their questions and report irregular behaviours confidentially.
- In relation to the proposal to the Board of Directors of the Company, for submission by the latter to the General Shareholders' Meeting, of a flexible dividend (scrip dividend), the review by the members of the Committee of the compensation mechanism for shareholders to ensure that the options of (i) transferring the free allotment rights to the Company by virtue of the Purchase Commitment were economically equivalent, was particularly relevant and (ii) to receive such amount in New Shares, i.e. without, in economic terms, favouring or penalising any of such options.
- Approve, in compliance with the provisions of article 34.9 of the Board Regulations, the self-assessment report on the functioning of the Audit and Compliance Committee of the Company during financial year 2020, to be submitted to the Board of Directors.
- Submit a favourable report to the Board on the approval of the FCC Group's Bidding Policy.
- Report favourably on the adequacy of the information contained in the financial statements of the first half of 2021 ("Abridged annual accounts" and "Interim Management Report") in terms of the provisions of Article 11 et seq. of Royal Decree 1362/2007, of 19 October, and its implementing provisions.
- Report favourably to the Board on the Company's Non-Financial Information Report (Sustainability Report) for financial year 2020.
- Issue, in compliance with the provisions of article 24.4 of the Board Regulations and in accordance with the provisions of article 529 duovicies.3 of the Corporate Enterprises Act, the report prior to the approval, by the General Meeting or by the Board of Directors, of the execution of a Related-Party Transaction, assessing whether the transaction is fair and reasonable from the point of view of the Company and, if applicable, of the shareholders other than the related party. Likewise, supervise the

internal procedure established in the Company for those related-party transactions whose approval has been delegated in accordance with the applicable regulations.

On 23 February 2022, the Audit and Control Committee issued its report on its activities and operations throughout 2021, for assessment by the Board.

Thus, during 2021, the Audit and Control Committee reached a total of 19 agreements in its ten meetings, which dealt with the approval of the self-assessment report on the functioning of the Committee for financial year 2020, the approval of the report on the independence of the auditors for financial year 2020, and the favourable information to the Board regarding: the Annual Corporate Governance Report, the formulation of the annual financial statements, the Non-Financial Information Report, contribution of funds to the equity of various subsidiaries, adaptation of the information contained in the interim statement for the first quarter of 2021, application of profit for the year 2020, distribution of a flexible dividend, adaptation of the Bylaws and the Regulations of the General Meeting, amendment of the Regulations of the Board, reply to the survey on the concept of materialisation in the audit of accounts requested by the CNMV, related-party transactions, granting of a loan to Realía, and also the process of preparing the various financial and management information reports for financial year 2021.

Based on the foregoing, it can be concluded that the Audit and Control Committee assumes and efficiently and diligently complies with the powers attributed to it in the Company's different corporate texts.

Identify the members of the Audit Committee that have been appointed taking into account their knowledge and experience in accounting, auditing or both, and report on the date on which the Chairman of this Committee was appointed to the position.

Names of directors with experience	Manuel Gil Madrigal
Date of appointment of the Chairman to the position	The chairman of this Committee is Manuel Gil Madrigal, appointed on 8 May 2019.
Observations	

APPOINTMENTS AND REMUNERATION COMMITTEE

Name	Position	Category
Álvaro Vázquez de Lapuerta	Chairman	Independent director
Dominum Desga, S.A. represented by Esther Alcocer Koplowitz	Voting member	External proprietary director
Juan Rodríguez Torres	Voting member	External proprietary director
Manuel Gil Madrigal	Voting member	Independent director

% of proprietary directors	50
% of independent directors	50
% of other external directors	0

Observations

Explain the duties, including, where appropriate, those in addition to those defined by law, which are attributed to this Committee, and describe the procedures and rules for its organisation and functioning. For each of these functions, indicate its most important actions during the year and how it have exercised each of the functions attributed in practice, whether by law, in the Bylaws or in other corporate agreements.

Regulations of the Board of Directors.

Article 38. Appointments and Remuneration Committee

1. The Board of Directors of FCC shall constitute a permanent Appointments and Remuneration Committee without executive functions and with powers of information, advice and proposal within its scope of action, which will be composed of a minimum of four (4) and a maximum of six (6) directors, appointed by the Board of Directors, consisting exclusively of non-executive directors, of which at least two (2) must be independent directors and two (2) proprietary directors. The Committee shall appoint the Chairman from among its independent members. The mandate of the members of the Appointments and Remuneration Committee shall not exceed their mandate as directors, without prejudice to them being re-elected indefinitely, insofar as they remain directors.

2. The Committee shall appoint a Secretary, who need not be a Director, who shall assist the Chairman and shall ensure the smooth running of the Committee, duly recording in the minutes the proceedings of the meetings, the content of the deliberations and the resolutions adopted, and the minutes shall be signed by the Secretary of the Committee with the approval of the Chairman. The members of the Appointments and Remuneration Committee shall step down from their posts when they do so in their capacity as directors or when the Board of Directors so agrees.

3. The Appointments and Remuneration Committee shall be validly constituted when the majority of its members are in attendance, whether in person or represented, adopting its resolutions by an absolute majority of its members present or represented; in case of a tie, the Chairman shall cast the deciding vote.

4. The Appointments and Remuneration shall have the powers of information, assessment and proposal within its powers, corresponding to it, in addition to the functions established by law, the Company Bylaws or in accordance with these Rules, the following:

a) Assess the necessary skills, knowledge and experience of those on the Board of Directors. For these purposes, it shall define the functions and skills required of the candidates to fill each vacancy and shall assess the time and dedication necessary for them to perform their duties effectively, ensuring that the non-executive directors have sufficient time available for the proper performance of their duties".

- b) Examine and organise the succession of the Chairman of the Board of Directors and the CEO, and, where applicable, to make proposals to the Board of Directors so that this succession takes place in an orderly and planned manner.
- c) Submit to the Board of Directors proposals for the appointment of independent Directors for appointment by co-option or for submission to the decision of the General Shareholders' Meeting, and also proposals for the re-election or removal of such Directors by the General Shareholders' Meeting.
- d) Report on proposals for appointments of the remaining Directors for appointment by co-option or for submission to the decision of the General Shareholders' Meeting, as well as proposals for their re-election or removal by the General Shareholders' Meeting.
- e) Report on proposals for the appointment and removal of senior officers, and also propose the basic conditions of their contracts, which the chief executive proposes to the board, proposing the persons or positions that should be considered senior officers of the company, in addition to those contemplated in article 2.2 of these Regulations, and drawing up the proposals for reprimands referred to in article 19.2.d) of these Regulations. Likewise, it will previously report on appointments for the holding of positions or posts that have an annual remuneration equal to or higher than the figure established by the Committee itself in each case, which must be reported to the Board of Directors.
- f) Propose to the Board of Directors the remuneration policy for Directors and general managers or those who perform their senior management duties under the direct supervision of the Board, the Executive Committee or the Chief Executive Officer, as well as the individual remuneration and other contractual conditions of executive Directors, verifying compliance therewith. It shall also report and make proposals on multi-year incentive plans affecting the Company's senior management and, in particular, those that may be established in relation to the value of the shares.
- g) Report to the Board of Directors, in advance, on the individual determination of the remuneration of each Director in his capacity as such within the framework of the Articles of Association and the remuneration policy, and also on the individual determination of the remuneration of each Director for the performance of the executive duties attributed to him within the framework of the remuneration policy and in accordance with the provisions of his contract.
- h) Periodically review the remuneration policy applied to Directors and Senior Executives, including, where applicable, share-based remuneration schemes and their application, and ensure that their individual remuneration is proportionate to that paid to other Directors and Senior Executives of the Company, as well as verify the information on remuneration of Directors and Senior Executives contained in the various corporate documents, including the Annual Report on Directors' Remuneration. Prepare and keep a record of positions of FCC Directors and Senior Managers.
- i) Prepare and keep a record of positions of FCC Directors and Senior Managers.
- j) Assist the Board in its function of ensuring that the procedures for selecting its members favour diversity with respect to matters such as age, gender, disability or professional training and experience and do not suffer from implicit biases that could imply any discrimination and, in particular, that they facilitate the selection of female Directors in a number that allows a balanced presence of women and men to be achieved, so that the company deliberately seeks and includes among the potential candidates, women with the desired professional profile, and the Board must explain, if appropriate, through the Annual Corporate Governance Report, the reason for the low or nil number of female Directors and the initiatives adopted to correct this situation. For this purpose, it should set a target for representation of the under-represented sex on the board and develop guidance on how to achieve this target".
- k) Report on the proposals for appointment of the members of the Committees of the Board of Directors.
- l) Inform on the appointment of the Chairman of the Board and the Vice-Chairmen, and also inform on the appointment and removal of the Secretary and, where appropriate, Vice-Secretary of the Board.

- m) Verify the category of Directors as set out in article 6.3.
- n) Report, in advance, to the Board of Directors on all matters provided for by law, the Bylaws and these Regulations of the Board.
- o) Receive and keep the register of situations referred to in section g) above and the personal information provided by Directors, as established in article 25 of these Regulations.
- p) Request, where appropriate, the inclusion of items on the agenda of Board meetings, under the conditions and within the deadlines established in article 34.3 of these Regulations.
- q) Ensure that any conflicts of interest do not undermine the independence of the external advice provided to the committee.

5. In the case of matters relating to executive directors and senior management, the Committee shall consult with the Chairman and chief executive of the Company. Likewise, any Director may ask the Appointments and Remuneration Committee to consider potential candidates to fill vacancies on the Board.

6. The Appointments and Remuneration Committee shall have access to the information and documentation necessary for the performance of its duties. The members of the Appointments and Remuneration Committee may be assisted during its meetings by the persons who, as advisers and up to a maximum of two (2) for each member of said Committee, they deem appropriate, for which purpose the provisions of articles 27.3 and 35.4 of these Regulations shall apply. These advisors shall attend meetings with the right to speak but not to vote.

7. The Committee shall meet with the established frequency and each time a meeting is called by the Chairman or requested by two (2) of its members and at least once a quarter. Each year, the Committee shall draw up an action plan for the year to be reported to the Board, as well as a report on its activity during the year, which will serve as the basis for the evaluation that the Board of Directors will carry out.

8. In the absence or if it is impossible for the Chairman of the Appointments and Remuneration Committee to attend a meeting, or if this position has been vacated, the meeting may be called by the member of the Committee who has served in his/her position the longest and, in the event of a tie, the oldest in age.

9. Deliberations shall be guided by the Chairman, who shall hand the floor over to attendees who ask to speak.

10. In the absence or if it is impossible for the Chairman of the Appointments and Remuneration Committee to attend a meeting, or if this position has been vacated, the corresponding functions shall be exercised by the member elected to this post by the majority of those in attendance at the meeting.

11. The Appointments and Remuneration Committee shall regulate its own functioning in all matters not provided for in the Bylaws and in these Rules.

The Appointments and Remuneration Committee of Fomento de Construcciones y Contratas, S.A. has issued a report on its functioning and the performance of its duties at its meeting of 23 February 2022.

As a result of the assessment process that the Committee performed on its own functioning, positive conclusions were reached, both in terms of its composition and internal organisation and the exercise of the powers assigned to it.

During 2021, it exercised, among others, the following competences:

- Assess the skills, knowledge and experience required on the Board, defining the roles and skills required of the candidates to fill each vacancy and assessing the time and dedication necessary for them to perform their duties well, ensuring that non-executive directors have sufficient time available for the proper performance of their duties.

- Report on the proposed appointment and re-election of directors and members of the Committees of the Board of Directors.
- Propose to the Board of Directors the remuneration policy for Directors and general managers or those who perform their senior management duties under the direct supervision of the Board, the Executive Committee or the Chief Executive Officer, as well as the individual remuneration and other contractual conditions of executive Directors, verifying compliance therewith.
- Report to the Board of Directors, in advance, on the individual determination of the remuneration of each Director in his capacity as such within the framework of the Articles of Association and the remuneration policy, and also on the individual determination of the remuneration of each Director for the performance of the executive duties attributed to him within the framework of the remuneration policy and in accordance with the provisions of his contract.
- h) Periodically review the remuneration policy applied to Directors and Senior Executives, including, where applicable, share-based remuneration schemes and their application, and ensure that their individual remuneration is proportionate to that paid to other Directors and Senior Executives of the Company, as well as verify the information on remuneration of Directors and Senior Executives contained in the various corporate documents, including the Annual Report on Directors' Remuneration.
- Approve the content of the documents named: Appointments and Remuneration Committee Report on the Chairman of the Board of Directors and Appointments and Remuneration Committee Report on the CEO, for assessment by the Board of Directors in terms of the performance of their duties during the 2020 business year, submitted to the Board of Directors for this body to perform the assessment referred to in Article 34.9 of its Regulations.
- Approve the Report on the functioning of the Appointments and Remuneration Committee during the 2020 business year, as well as the Report ratifying the current categories (proprietary, independent or executive) of the members of the Board.
- Report on the appointment of Senior Managers and other positions that fall within the first three levels, in addition to those with remuneration equal to or greater than €75,000.
- Propose to the Board of Directors, for subsequent submission to the Ordinary General Shareholders' Meeting, the Annual Report on Remuneration of the Company's Directors for financial year 2020.
- Report favourably on the Proposal on the statutory remuneration of the Board of Directors for financial year 2020.
- Approve the application of the Variable Remuneration Plan for the 2020 business year.
- Approve the Variable Remuneration Plan for 2021.
- Report on the critical aspects relating to the general salary policy for financial year 2021 at the FCC Group.
- Approve the Company's Succession Plan.
- Approve the Company's staff selection procedure.

- Report favourably to the Board, so that it may submit the Directors' Remuneration Policy for financial years 2021, 2022 and 2023 to the Ordinary General Shareholders' Meeting.
- Approve the activity report of the Appointments and Remuneration Committee for financial year 2020.
- Propose to the Board of Directors the remuneration policy for executive directors, the terms and conditions of the Chief Executive Officer's contract, and being in accordance with the Company's remuneration policy.

During the six meetings held by this Committee in 2021, a total of 17 resolutions were reached, which have addressed: the approval of the Report on the functioning of the Appointments and Remuneration Committee during the financial year 2020, the report ratifying the categories of directors, the Report of the Appointments and Remuneration Committee on the Chairman of the Board of Directors, the Report of the Appointments and Remuneration Committee on the Chief Executive Officer, proposal of the Annual Report on the remuneration of the directors of FCC, S. A for the 2021 financial year, the application of the 2020 Variable Remuneration Plan and approval of the 2021 Plan, approval of the FCC Succession Plan, approval of the FCC personnel selection procedure, the Directors' Remuneration Policy for the 2021, 2022 and 2023 financial years, the report on the activities of the Appointments and Remuneration Committee during the 2020 financial year. Likewise, a favourable report has been issued on: the approval of related-party transactions, the Report-Proposal on the statutory remuneration of the Board of Directors for the financial year 2020, the FCC Group Salary Policy for 2021, authorisation of a non-competition agreement, on proposals for the appointment of directors and on various contractual transactions.

Based on the foregoing, it can be concluded that the Appointments and Remuneration Committee assumes and efficiently and diligently complies with the powers attributed to it in the Company's different corporate texts.

C.2.2 Complete the following table with information regarding the number of female directors who were members of Board committees at the close of the past four years:

	Number of female directors			
	Year t Number %	Year t-1 Number %	Year t-2 Number %	Year t-3 Number %
Executive Committee	33.33% (2)	33.33% (2)	33.33% (2)	33.33% (2)
Audit Committee	0% (0)	0% (0)	0% (0)	0% (0)
Appointments and Remuneration Committee	25% (1)	25% (1)	25% (1)	25% (1)

Observations

C.2.3 Indicate, where applicable, the existence of any regulations governing Board committees, where these regulations are to be found, and any amendments made to them during the year. Also indicate whether any annual reports on the activities of each committee have been voluntarily prepared.

- Regulations of the Board of Directors of FCC (Chapter IX. Committees of the Board of Directors, articles 35 to 38). The Regulations are available on the "Regulations" link in the "Corporate Governance" section of the "Responsibility and Sustainability" section of the Company's corporate website.
- Reports of the Committees for the evaluation of their functioning during financial year 2021. In addition, on the occasion of the call to the Ordinary General Shareholders' Meeting held on 29 June 2021, the activity reports of the Audit and Control Committee and the Appointments and Remuneration Committee were published on the corporate website, together with the other documentation.

D RELATED-PARTY AND INTRAGROUP TRANSACTIONS

D.1 Explain, where appropriate, the procedure and competent bodies relating to the approval of transactions with related and intragroup parties, indicating the criteria and general internal rules of the entity that regulate the abstention obligations of the affected director or shareholders. Detail the internal information and periodic control procedures established by the company in relation to those related-party transactions whose approval has been delegated by the board of directors.

Article 24 of FCC's Regulations of the Board of Directors states that:

Related Transactions

1. The Board of Directors shall be responsible for the knowledge and approval, following a report from the Audit and Compliance Committee, of transactions that the Company or Group companies carry out with Directors, or with shareholders holding, individually or in concert with others, at least ten percent (10%) of the voting rights, including shareholders represented on the Board of Directors of the Company or of other companies forming part of the Group or with other persons who are considered related parties as provided by law ("Related-Party Transactions"), unless their approval corresponds to the General Shareholders' Meeting.
2. For the purposes of the provisions of the preceding section, transactions between the Company and its wholly-owned companies, directly or indirectly, the approval by the Board of Directors of the terms and conditions of contracts to be entered into with Directors who are to perform executive duties, including, where appropriate, the Chief Executive Officer or Senior Executives, and the determination by the Board of the specific amounts or remuneration to be paid under such contracts, shall not be considered as a Related-Party Transaction.

Nor shall any transaction carried out by the Company with its subsidiaries or investees be considered a Related-Party Transaction, provided that no other party related to the Company has an interest in such subsidiaries or investees.

3. The approval of Related-Party Transactions whose amount or value is equal to or exceeds ten percent (10%) of the total asset items according to the latest balance sheet approved by the Company shall be the responsibility of the General Shareholders' Meeting. The approval of all other Related-Party Transactions shall be the responsibility of the Board of Directors, which may not delegate this power except in respect of Related-Party Transactions with companies within the Group that are carried out within the scope of ordinary management and on an arm's length basis, and also Related-Party Transactions entered into by virtue of contracts with standardised conditions applied en masse to a large number of customers, at prices or rates established in general by whoever acts as supplier of the good or service in question and the amount of which does not exceed 0.5% of the net turnover of the Company.
4. The Audit and Compliance Committee shall issue a report prior to the approval by the General Meeting or by the Board of Directors of a Related-Party Transaction. In this report, the Committee must assess whether the transaction is fair and reasonable from the point of view of the Company and, if applicable, of the shareholders other than the related party, and give an account of the assumptions on which the assessment is based and the methods used.

Directors who are members of the Audit and Compliance Committee affected by the Related-Party Transaction may not participate in the preparation of the report.

This report shall not be mandatory in relation to the conclusion of Related-Party Transactions whose approval has been delegated by the Board of Directors in the cases legally permitted and provided for in these Regulations.

5. Whenever, in accordance with the provisions of section 3 of this article, the Board of Directors delegates the approval of Related-Party Transactions, the Board of Directors itself shall establish an internal reporting and periodic control procedure to verify the fairness and transparency of these transactions and, where appropriate, compliance with the applicable legal criteria.
6. The Board of Directors shall ensure the public disclosure of Related-Party Transactions entered into by the Company or companies of its Group, the amount of which reaches or exceeds five percent (5%) of the total amount of the asset items or 2.5% of the annual turnover of the Company.

To this end, a notice, with the legally required content, must be placed in an easily accessible place on the Company's website, which in turn must be communicated to the CNMV. The announcement must be published and communicated no later than the date on which the Related-Party Transaction is entered into and must be accompanied by the report issued, where appropriate, by the Audit and Compliance Committee.

7. To determine the amount of a Related-Party Transaction, transactions entered into with the same counterparty in the last twelve months shall be counted in aggregate.

As regards the criteria and general rules governing the abstention obligations of the affected directors or shareholders, the Company applies the legal regime: (i) when the power to approve related-party transactions lies with the board, the director affected or the director representing or related to the shareholder affected must abstain from participating in the deliberation and voting on the relevant resolution in accordance with section 228.c) of the Corporate Enterprises Act. However, directors who represent or are related to the parent company in FCC shall not abstain, notwithstanding the fact that, in such cases, if their vote was decisive for the adoption of the resolution, the rule of reversal of the burden of proof shall apply in terms similar to those provided for in article 190.3 of the Corporate Enterprises Act; and (ii) when the competence is that of the General Meeting, the shareholder affected shall be deprived of the right to vote, except in cases in which the proposed resolution has been approved by the Board without the vote against of the majority of the independent directors. However, where applicable, the rule of reversal of the burden of proof provided for in Article 190.3 of the Corporate Enterprises Act shall apply.

D.2 Give individual details of operations that are significant due to their amount or of importance due to their subject matter carried out between the company or its subsidiaries and shareholders holding 10% or more of the voting rights or who are represented on the board of directors of the company, indicating which has been the competent body for its approval and if any affected shareholder or director has abstained. In the event that the board of directors has responsibility, indicate if the proposed resolution has been approved by the board without a vote against the majority of the independents:

Name or company name of shareholder or any of its subsidiaries	% Share-holding	Name or company name of the company or entity within its group	Nature of the relationship	Nature of the operation and other information necessary for its evaluation	Amount (thousands of euros)	Approving body	Identification of the significant shareholder or director who has abstained	The proposal to the board, if any, has been approved by the board without a vote against the majority of independents
Control Empresarial de Capitales, SA de CV	80.03%	F-C y C, S.L. Unipersonal	Acquisition	Acquisition of shares in Realia Business, SA. representing 13.11% of its share capital.	83,941	Board of Directors	None	-
Soinmob Inmobiliaria Española S.A.	80.03%	F-C y C, S.L. Unipersonal Energéticas S.A.U.	Non-cash contribution	Contribution of all shares of Jezzone Uno, S.L.U.	226,200	Board of Directors	None	-

Observations

D.3 Give individual details of the operations that are significant due to their amount or relevant due to their subject matter carried out by the company or its subsidiaries with the administrators or managers of the company, including those operations carried out with entities that the administrator or manager controls or controls jointly, indicating the competent body for its approval and if any affected shareholder or director has abstained. In the event that the board of directors has responsibility, indicate if the proposed resolution has been approved by the board without a vote against the majority of the independents:

Name or company name of the administrators or managers or their controlled or jointly controlled entities	Name or company name of the company or entity within its group	Relationship	Nature of the operation and other information necessary for its evaluation	Amount (thousands of euros)	Approving body	Identification of the significant shareholder or director who has abstained	The proposal to the board, if any, has been approved by the board without a vote against the majority of independents
Alejandro Aboumrad González	FCC	Director	Provision of services	338	Board of Directors	-	-
Gerardo Kuri Kaufmann	-Cementos Portland Valderrivas -Realia	Chief Executive Officer	Provision of services	350	Board of Directors	-	-

Observations
-

D.4 Report individually on intragroup transactions that are significant due to their amount or relevant due to their subject matter that have been undertaken by the company with its parent company or with other entities belonging to the parent's group, including subsidiaries of the listed company, except where no other related party of the listed company has interests in these subsidiaries or that they are fully owned, directly or indirectly, by the listed company.

In any case, any intragroup transactions carried out with companies established in countries or territories that are considered a tax haven shall be reported:

Company name of the Group entity	Brief description of the operation and other information necessary for its evaluation	Amount (thousands of euros)
Realia Business, S.A.	Contract with FCC Construcción, S.A., for the construction of 80 dwellings, garages, storage rooms and sports areas, Phase 2 of PP41, "Campo del Ángel", in Alcalá de Henares (Madrid)	12,740

Company name of the Group entity	Brief description of the operation and other information necessary for its evaluation	Amount (thousands of euros)
Realia Patrimonio, S.L.U.	Contract with FCC Industrial e Infraestructuras Energéticas S.A.U. for the supply and installation of intercoms by FCC Industrial, S.S. in Torre Fira de Barcelona	13
Realia Patrimonio, S.L.U.	Rendering of services by FCC Industrial e Infraestructuras Energéticas S.A.U.	1,193
Realia Patrimonio, S.L.U.	Rendering of services by FCC Medio Ambiente, S.A.	162
Realia Patrimonio, S.L.U.	Rendering of services by Servicios Especiales de Limpieza, S.A.	496
Realia Patrimonio, S.L.U.	Rental contract by Fedemes, S.L.	13
Realia Business, S.A.	Rendering of services by FCC Industrial e Infraestructuras Energéticas S.A.U.	2
Realia Business, S.A.	Rendering of services by FCC Construcción, S.A.	12,001
Realia Business, S.A.	Rendering of services by Fomento de Construcciones y Contratas, S.A.	142
Realia Business, S.A.	Rental contract by Fedemes, S.L.	101
F-C y C, S.L.	Rendering of services by Áridos de Melo, S.L.	296
F-C y C, S.L.	Rendering of services by FCC Construcción, S.A.	21,383
F-C y C, S.L.	Rendering of services by FCC Medio Ambiente, S.A.	9
F-C y C, S.L.	Rendering of services by Fomento de Construcciones y Contratas, S.A.	54
F-C y C, S.L.	Rental contract by Fedemes, S.L.	112

Company name of the Group entity	Brief description of the operation and other information necessary for its evaluation	Amount (thousands of euros)
F-C y C, S.L.	Rendering of services by Realía Business, S.A.	2,371
FCC Construcción, S.A.	Rendering of services by F-C y C, S.L.	2
Cementos Portland Valderrivas, S.A.	Rendering of services by Realía Patrimonio, S.L.U.	90
Fomento de Construcciones y Contratas, S.A.	Rendering of services by Realía Patrimonio, S.L.U.	11
Realía Patrimonio, S.L.U.	Intragroup loan of Cementos Portland Valderrivas, S.A.	140
Realía Patrimonio, S.L.U.	Intragroup loan of Fomento de Construcciones y Contratas, S.A.	24
Realía Business, S.A.	de Fomento de Fedemes, S.L.	38
Realía Business, S.A.	Intragroup loan of Fomento de Construcciones y Contratas, S.A.	120,000
F-C y C, S.L.	Intragroup loan of Asesoría Financiera y de Gestión, S.A.	21
F-C y C, S.L.	Intragroup loan of Fomento de Construcciones y Contratas, S.A.	32,258
Fomento de Construcciones y Contratas, S.A.	Intragroup loan of Realía Patrimonio, S.L.U.	2,664
Fomento de Construcciones y Contratas, S.A.	Intragroup loan of Realía Business, S.A.	44
Fomento de Construcciones y Contratas, S.A.	Intragroup loan of F-C y C, S.L.	23,017
Claro Enterprise Solutions, S.L.	Contract for the provision of IT services to Fomento de Construcciones y Contratas, S.A.	13,446
Banco Inbursa, S.A.	Accrual of interest on subordinated financing of Cementos Portland Valderrivas, S.A.	1,764

Observations
There are numerous transactions between Group companies that are part of their routine business and that, in any case, are eliminated in the process of preparing the consolidated financial statements.

D.5 Give individual details of the operations that are significant due to their amount or relevant due to their subject matter carried out by the company or its subsidiaries with other related parties pursuant to the international accounting standards adopted by the EU, which have not been reported in previous sections.

Company name of the related party	Brief description of the operation and other information necessary for its evaluation	Amount (thousands of euros)
-	-	-

Observations

D.6 Describe the mechanisms established to detect, determine and resolve possible conflicts of interests between the Company and/or its Group and its directors, executives or significant shareholders or other related parties.

Article 23 of the Regulations of the Board of Directors states that:

1. As part of his/her duty to avoid the conflicts of interests indicated in section 2.e) of the preceding article, the Director shall refrain from: a) Undertaking transactions with the Company or with Group Companies, except in the case of ordinary transactions, carried out under standard conditions for customers and of limited relevance, including those for which information is not necessary to express the true image of equity, of the financial situation and the results of the Company. b) Using the name of the Company or invoking his/her status as a director to unduly influence the execution of private transactions. c) Making use of social assets, including confidential information on the Company, for private purposes. d) Taking advantage of the Company's business opportunities. e) Obtaining advantages or remuneration from third parties other than the Company and its Group associated with the performance of their duties, unless they are a mere courtesy. f) Performing activities on their own account or on behalf of others that involve effective competition, whether current or potential, with the Company or that, in any other way, place them in a permanent conflict with the interests of the Company.
2. The above provisions shall also apply in the event that the beneficiary of the prohibited acts or activities is a person linked to the director.
3. In any case, directors shall notify the Board of Directors, through the Corporate Responsibility Department or any other department that may replace it, with sufficient notice, of any direct or indirect conflict of interests that they or persons linked to them may have with the interests of the Company or those of the group of companies that comprise the FCC Group or its related companies.
4. The Company may waive the prohibitions contained in this article in individual cases by authorising a Director or a related person to enter into a specific transaction with the Company, to use certain corporate assets, to take advantage of a specific business opportunity, or to obtain an advantage or remuneration from

a third party, without prejudice to the provisions of the Law and these Regulations in relation to Related-Party Transactions.

5. This authorisation shall be agreed by the General Shareholders' Meeting when the intention is to waive the prohibition on obtaining an advantage or remuneration from third parties, involves a transaction worth more than ten percent (10%) of the Company's social assets or concerns the obligation to not compete with the Company. In the latter case, the waiver may only be offered in the event that the Company is expected to suffer no damages or that the damages will be offset by the advantages expected to be obtained from the waiver, and the waiver shall be granted by express and separate consent of the General Shareholders' Meeting.

6. In the other cases to which the prohibitions in this article apply, authorisation may also be granted by the Board of Directors, subject to a favourable report from the Appointments and Remuneration Committee, provided that the independence of the members granting this authorisation is guaranteed with respect to the relieved director or the related person. In addition, it will be necessary to ensure that the authorised transaction protects social assets from harm or, where appropriate, they are undertaken subject to market conditions, and the transparency of the process. The affected directors or those representing or associated with the affected shareholders shall refrain from participating in the deliberation and voting process concerning the resolution in question. When Related-Party Transactions are involved, the provisions of the Law and these Regulations shall apply.

7. In any case, conflicts of interest incurred by the directors shall be included in the report, under the terms established by Law.

8. For the purposes of this provision, related persons are understood as those included in the Spanish Corporate Enterprises Act.

D.7 Indicate whether the company is controlled by another entity in the meaning of Article 42 of the Commercial Code, whether listed or not, and whether it has, directly or through any of its subsidiaries, business relationships with said entity or any of its subsidiaries (other than the listed company) or carries out activities related to those of any of them.

Yes ☒ No ☐

There is a collaboration agreement between FCC Construcción (FCC Group) and Carso Infraestructuras S.A.B de CV (a company related to Control Empresarial de Capitales) to jointly undertake projects in the Americas (excluding the United Mexican States), through a special purpose vehicle (SPV) "FCC Américas".

Indicate whether the respective areas of activity and any business relationships between the listed company or its subsidiary companies and the parent company or its subsidiary companies have been accurately publicly disclosed:

Yes ☐ No ☒

Report on the respective areas of activity and any business relationships between the listed company or its subsidiary companies and the parent company or its subsidiary companies, and identify where these aspects have been publicly disclosed

Collaboration agreement between FCC Construcción (FCC Group) and Carso Infraestructuras (a company related to Control Empresarial de Capitales) to jointly undertake construction projects in the Americas (excluding the United Mexican States), through a special purpose vehicle (SPV) "FCC Américas".

These aspects have not been publicly disclosed.

Identify the mechanisms planned to resolve possible conflicts of interests between the parent company of the listed company and the other Group companies:

Mechanisms to resolve potential conflicts of interests

A joint executive committee has been set up for the company FCC Américas to resolve any disputes that may arise. Regarding the FCC's Board of Directors, for the adoption of resolutions in view of the tender for a project in the Americas, directors with a potential conflict of interest abstained.

E RISK CONTROL AND MANAGEMENT SYSTEMS

E.1 Explain the scope of the company's financial and non-financial risk management and control system, including tax risk.

The FCC Group Risk Management Model has been designed with the aim of identifying and assessing the potential risks that could affect the Group's different areas, as well as establishing mechanisms incorporated into the organisation's processes that make it possible to manage risks within the accepted levels, providing the Board of Directors and Senior Management with reasonable assurance regarding the achievement of the main objectives defined. This Model applies to all FCC Group companies, as well as to those affiliates where FCC has effective control, promoting the development of work frameworks that enable suitable risk control and management in those companies where effective control is not available.

This model is essentially based on the integration of a risk-opportunity vision and the assignment of responsibilities that, together with the segregation of duties, enable the follow-up and control of risks, consolidating a suitable control environment.

The activities included in the FCC Group's Risk Management Model include the assessment of financial and non-financial risks, including tax risks, in terms of impact and likelihood of occurrence, giving rise to Risk Maps, and subsequently the establishment of prevention and control activities to mitigate the effect of these risks. In addition, this Model includes the establishment of reporting flows and communication mechanisms at different levels, which allow both decision-making and its review and continuous improvement.

The FCC Group also has a Criminal Prevention Model, developed, among other aspects, through a specific matrix of risks and controls. Its integration into the organisation's processes contributes to strengthening the control environment. This is in addition to a Tax Code of Conduct and a Tax Control Framework Standard, in which the process of identifying and assessing tax risks and assigning responsibilities for both the management and reporting of these risks is implemented.

E.2 Identify the bodies within the company responsible for preparing and executing the financial and non-financial risk management and control system, including tax risk.

The Board of Directors is responsible for approving the FCC Group's Risk Management Model, identifying those risks that are considered to be the company's main risks and implementing and monitoring the appropriate internal control and information systems, in order to ensure both the future viability and the competitiveness of the Group, adopting the most relevant decisions for its best development.

The Audit and Control Committee is responsible for risk management and control systems:

- Supervise the internal risk management and control unit so that it focuses on ensuring the proper functioning of the risk management and control systems and their proper functioning for risk mitigation.
- Supervise and analyse the effectiveness of the internal control and risk management model, ensuring that it identifies or determines:
 - the different types of risks to which the Group is exposed, including financial or economic risks, contingent liabilities and other off-balance sheet risks.
 - a tiered risk management and control model.
 - the level of risk that the group considers acceptable.
 - the measures planned to mitigate the impact of the risks identified, should they materialise.

- the information and internal control systems to be used to control and manage these risks, including contingent liabilities or off-balance sheet risks, and submit them to the Board for approval.
- Ensure that the internal audit unit's activity is primarily focused on relevant risks, including reputational risks.

In this connection, the FCC Group Risk Management Model is based on the establishment of three levels of risk management and internal control, the first two residing with the business units and the third with the corporate areas.

The first tier concerns the operational lines of the business areas, which act as risk generators and are responsible for managing, monitoring and appropriately reporting the risk generated, including tax risk.

The second tier, also assumed by the business units, consists of support, control and supervision teams, ensuring effective control and adequate risk management, including tax. At this tier, the management of each business area is responsible for the implementation of the Risk Management Model, including those relating to financial reporting. The Business Compliance Officer assists the Corporate Compliance Officer in the dissemination of the Criminal Prevention Model, in the identification of risks and in the definition and monitoring of controls, and proposes action plans, within its scope, in cases where breaches or inefficiencies in the functioning of controls have been detected, submitting these proposals to the Corporate Compliance Officer.

The third level consists of corporate areas that report to Senior Management and/or to the Audit and Control Committee. This third level encompasses the Tax Division, responsible for the definition of tax policies, procedures and criteria generally applied to the FCC Group and the Corporate Compliance Officer, whose duties include the implementation of the Crime Prevention Model, the identification of risks in this area, and the definition and follow-up of the relevant controls, as well as the management of the Whistleblowing Channel and the proposal of action plans in cases in which breaches or inefficiencies have been detected in the operation of the controls. The Internal Audit and Risk Management areas, which report to the Audit and Control Committee, are also part of this third level. The Risk Management area is responsible for coordinating the Risk Management Model, defining a baseline methodology for identifying, assessing and reporting risks, providing support to those responsible for its implementation, and the Internal Audit area, in its capacity as the final level of control, ensures that the policies, methods and procedures are adequate and verifies their effective implementation.

E.3 Indicate the main financial and non-financial risks, including tax risks and the extent to which those involving corruption are significant (the latter being understood within the scope of Royal Decree Law 18/2017), which may affect the achievement of business objectives.

Below, details are provided of the main risk scenarios, grouped by categories: strategic, operational, compliance and financial.

Strategic Risks.

Geopolitical and regulatory instability. Increasing geopolitical tension in certain regions/countries could bring economic, political or social instability, as well as regulatory changes affecting the FCC Group's operations. Possible regulatory changes in social, tariff, commercial, labour, corporate, health, environmental, energy, tax, etc. matters, as well as changes in the public models of development and management of environmental services, integral water cycle and infrastructures, could lead to a decrease in business opportunities or a drop in the profitability of projects.

Climate and environmental risks, health or humanitarian crises, terrorism, regional conflicts. Short- and medium-term climate disruptions, extreme weather events, environmental crises, epidemics and pandemics, humanitarian crises, armed conflicts or terrorist activities would affect the populations and

territories in which the FCC Group carries out its activities and, consequently, the demand for goods and services, the operations and level of activity, and the infrastructures built and operated by the Group. Additionally, costs could be increased due to ecological transition policies or health restrictions and the mobility of goods and people could be hampered, affecting the achievement of the Group's objectives.

Cut in investment and demand forecasts. A slowdown in the recovery of the world economy forecast for 2022, which could lower the growth forecasts for certain countries in which the Group operates, an increase in public and private debt, and also changes in the forecasts and investment priorities of current and potential customers, which could have different negative impacts on the FCC Group. Additionally, the revenues of the Environmental Services, Water, Concessions and Real Estate Business Areas are, to a certain extent, dependent on the level of demand, which is subject to change as a result of conditions that are sometimes beyond the FCC Group's control.

Loss of market share. The FCC Group works in highly competitive markets. Any difficulty in developing competitive and profitable bids, as well as the entry of new competitors in mature markets or regulatory and commercial barriers or restrictions for environmental or health reasons, could lead to a loss of market share.

Damage to reputational image. The FCC Group may be involved in certain internal or external circumstances that could adversely affect its reputational image and consequently its business.

Operational Risks.

Termination or unilateral modification of a contract, contractual issues and legal disputes. Clients may unilaterally modify or terminate certain contracts before their complete execution. The compensation that the FCC Group would receive in such cases may not be sufficient to cover the damages caused and, in addition, the FCC Group may need to resort to legal or arbitration proceedings to collect it, thereby increasing its costs and delaying the receipt of the compensation amounts. Additionally, different interpretations of contractual and regulatory requirements can lead to discrepancies that increase litigation and impact on the outcome of projects.

Appraisal of real estate investments. Real estate market activity could be affected by increased uncertainty in the economic and social environment with the potential impact on the appraisal of real estate assets.

Project rescheduling. Political and/or financial instability in certain markets in which the Group operates, as well as other circumstances beyond FCC's control, such as the unavailability of land for infrastructure projects, delays in obtaining licences, health or environmental restrictions, disruption of the supply chain for goods and services, etc., could result in the rescheduling of projects in progress, with repercussions on the outcome of such projects.

Price increases and unavailability of raw materials and outsourced services. In the course of its activities, the FCC Group consumes considerable volumes of raw materials and energy, as well as working with a great number of subcontractors and manufacturers. An increase in the prices of energy and certain raw materials, together with a lack of availability of the latter, derived from the reactivation of world demand after the COV-19 health crisis, the slow reactivation of industry in producer countries still strongly affected by the pandemic, and the increase in the price of international transport, could cause inefficiency in the supply chain and subcontracted services, delays in the execution of projects, as well as an economic and financial impact on the FCC Group's results, especially in cases where there are difficulties in passing on these increases to the end customer. Additionally, this problem could condition the implementation of infrastructure plans promoted by different countries, and also the projects associated with European Funds (2021-2027 Next Generation), aimed at tackling the consequences of the COVID-19 pandemic, and to accelerate the digital and ecological transitions of the European economy.

In relation to the Cement business, an increase in energy prices, coupled with a price increase in CO2 emission allowance trading, could impact the production cost structure.

Risks arising from links with third parties. The FCC Group could undertake its business activities jointly with public authorities or private entities through different forms of association. However, adverse circumstances in the project, or in a partner's economic or reputational situation, could lead to a situation that could adversely affect the FCC Group.

Labour conflict. Some of FCC Group's activities are labour intensive, with considerable geographical diversity (each with their respective labour laws), that for different reasons could lead to conflicts that will would the company's productive capacity and reputation.

Loss of human capital. The success of the FCC Group's business operations depends largely on key personnel with technical and managerial experience, so a substantial loss of such personnel could affect the completion and results of certain projects.

Risks associated with digitisation. Increased digitisation of operations and remote working could lead to disruptions in an ever-changing environment with continuous innovation.

Cyberattacks. The existence of threats of a cybernetic nature could affect tangible and intangible assets and lead to prolonged interruption, uncontrolled access and information and data leaks and/or hijacking.

Health and safety risks. One of the FCC Group's priority aims is to perform its activities with a high level of health and safety for all personnel, and to comply strictly with legal regulations in the field, which is reflected in the Prevention of Risks at Work Policy approved by the Board of Directors. Even so, the FCC Group could be affected by the health crisis and incidents or accidents in the development of its activity that could harm and interfere with operations.

Environmental risks. CC's environmental commitment is mirrored in the Group's Environmental Policy approved by the Board of Directors. The Group has environmental management systems in place, implemented in projects and contracts that are audited and certified in accordance with the UNE-EN-ISO 14001 Standard. However, due to the nature of the Group's activities, there may be circumstances under which damage may occur in the form of spills, emissions, etc., that have an impact on projects and contracts.

Compliance Risks.

Discrepancies in regulatory or contractual compliance. The FCC Group's operations should respect all applicable regulations and these will vary from one jurisdiction to another and even from one municipality to another, as well as being subject to modifications. However, in certain circumstances there may be occasional discrepancies in regulatory aspects, especially in the phase of adaptation to new legislation that may be enacted. Additionally, difficulties and/or discrepancies in the fulfilment of all contractual requirements may arise in certain projects.

Non-Compliance with the Code of Ethics. The FCC Group has a Code of Ethics and Conduct, Ethics Channel (whistleblowing channel), and Criminal Prevention Manual, policies such as, yet not limited to the Anti-Corruption Policy, Human Rights Policy, Policy on Tenders, Agents, Gifts and Relations with Partners on Compliance approved by the Board of Directors, and also a protocol for the prevention and eradication of harassment, and anyone linked to any FCC Group company must adhere to these measures, policies and codes. The high level body entrusted with promoting and supervising the Compliance Model is the Compliance Committee, chaired by the Corporate Compliance Officer.

Nevertheless, in the course of operations and relationships with clients, partners and suppliers, situations could arise that could lead to potential non-compliance with these regulations, resulting in legal, economic and reputational damages for the Group.

Financial Risks.

Credit risk and liquidity risk. Both risks are mainly attributable to accounts receivable and are therefore related to the Group's exposure to the credit risk of its clients and the liquidity lines available to them. The Group monitors the credit quality of its clients, the liquidity and financing lines for each of the companies to mitigate this risk.

Restricted access to financial markets. In specific circumstances, there may be some difficulty in obtaining or renewing corporate financing or for the execution of certain projects, due to situations of general instability that cause temporary disruption for the capital markets, requirements or guarantees requested by financiers, as well as the viability of the economic models that justify the repayment of funds. All this could affect regular funding, normal business, or result in the loss of business opportunities.

Impairment of the commercial fund. The FCC Group has a significant amount of goodwill on its balance sheet. FCC cannot guarantee that the Group will not incur losses/adjustments as a result of impairment of the commercial account or any other of the Group's material assets. If this should occur it could significantly affect the FCC Group's economic result.

Recoverability of deferred tax assets. At consolidated level, the FCC Group has a certain amount of deferred tax assets, the vast majority of which relate to the Spanish tax group. Their recoverability could be affected by the cyclical nature of the Fiscal Group's profit, or by future changes in tax rates, especially corporate tax in Spain.

Fluctuation of exchange rates. Exchange rate risk is primarily located in borrowings denominated in foreign currencies, investments in international markets and payments received in currencies other than the euro.

Fluctuation of interest rates. The purpose of the Group's financial policy is to make sure that exposure of its debt is partially linked to variable interest rates. Continued inflationary pressures, mainly driven by rising commodity and energy prices, could lead to higher interest rates. Any increase in interest rates could give rise to an increase in the FCC Groups's financial costs associated with borrowings at variable interest rates and could also increase the cost of refinancing the FCC Groups's borrowings and the issue of new debt.

E.4 Identify whether the entity has risk tolerance levels, including for tax risk.

According to the Risk Management Model, the level of tolerance to risk assumed by the FCC Group shall be dynamic over time, and shall vary depending on internal and/or external factors. It shall be defined by the Board of Directors and aligned with the strategy.

The elements that shall define the risk appetite of the FCC Group are as follows:

- A general profile of medium-to-low and predictable risk, based on a diversified business model.
- A stable and recurring policy for the generation of income.
- Intense participation of Senior Management that guarantees a culture of risk management focused on the protection and assurance of an adequate return on capital.
- A management model that ensures a global and interrelated vision of all risks, as part of a robust risk control environment, with responsibilities at different levels.
- The undertaking of its activity based on a behavioural model that protects the interests of its clients and shareholders.
- Zero tolerance against bribery and corruption.
- Concerning tax risk, the Tax Control Framework Standard defines the general tax risk management policy and the levels of tax risk that can be assumed.

E.5 Indicate whether the entity has risk tolerance levels, including for tax risk.

While the FCC Group's main activities are the provision of services classified as essential, such as waste management, water supply, urban sanitation and infrastructure management, and the stability of demand for these services, the various consequences of the COVID-19 health crisis and the measures established by the authorities to mitigate it have collaterally affected the activities carried out by the FCC Group, albeit to a lesser extent than in the previous year. In this regard, in certain geographies, mitigating measures have been put in place that have had some impact on activity and productivity levels, affecting the mobility of people and causing inefficiencies in the supply chains of goods and services, which has affected the planning of certain projects.

Additionally, the reactivation of world demand after the COVID-19 health crisis, the slow reactivation of the industry in producer countries still strongly affected by the pandemic, and the increase in the price of international transport, has produced an increase in the prices of raw materials, energy, fuels and subcontracted services, which has affected the results of certain projects, especially those that do not include efficient price review mechanisms that can directly mitigate this impact. Higher energy prices in the Cement business have had an impact on the production cost structure.

In addition to the rescheduling of activities in specific projects due to the health situation throughout 2021, various operational, technical and design circumstances, availability of work areas, contractual interpretation, lack of decision-making by clients, etc., have required the rescheduling of certain projects. The FCC Group carries out various initiatives, such as including contractual clauses that allow the costs arising from said rescheduling to be passed on, in addition to an active commercial relationship with the client in search of satisfactory solutions for both parties.

The ordinary course of the FCC Group's business, and as a result of the high volume of contracts with customers, suppliers and partners, as well as the possible requirements of bodies in different jurisdictions, contractual disputes arise that sometimes result in civil, labour, criminal, arbitration, administrative, regulatory and similar proceedings in which the FCC Group is a party.

With the entry into force of the United Kingdom's Withdrawal Agreement from the European Union, the FCC Group continues to monitor the potential effects on its businesses, especially in the Environmental Services area, and has developed plans to adapt to possible changes in the regulatory framework.

E.6 Explain the response and supervision plans for the company's main risks, including tax risks, as well as the procedures followed by the company to ensure that the Board of Directors responds to any new challenges that arise

Both the FCC Group's Risk Management Model and its Compliance Model establish comprehensive frameworks for the identification, assessment and management of risks in their respective fields of application.

Once the risks have been identified and prioritized, it is expected to establish control mechanisms through the Risk and Control Matrices that will include key controls aimed at preventing and/or mitigating the risks and the definition of persons in charge of these control activities. For those risks that exceed the accepted level of risk or when non-fulfilment or inefficiencies are detected in the operation of the controls, specific Action Plans will be established taking into account their operational viability, their possible effects, as well as the cost-profit ratio of implementation.

The supervision of the Risk Management Model is carried out by the Business Divisions with the support of the Risk Management area, while supervision of the Ethics and Compliance programmes is carried out by the Compliance Committee, chaired by the Corporate Compliance Officer with the support of the Compliance Officers of the businesses, following certification of controls and processes by their owners.

In the face of potential political and socio-economic uncertainties, and especially in view of the increase in the deficit and public debt of the states, the FCC Group will continue to focus on the consolidation of its diversified international positioning, maintaining its market share in mature markets, and on the search for new public-private partnership formulas for the development of the integral water cycle, environmental services and infrastructure management, embedded in medium- and long-term contracts.

Given the climatic and environmental risks, health and/or humanitarian crises, the FCC Group maintains its position as a benchmark provider of services classified as essential, such as waste collection and treatment and street cleaning, the integral water cycle service and the management and maintenance of transport infrastructures, business areas with low elasticity of demand and stable and predictable medium- and long-term cash flows. FCC has created its own strategy for adapting to climate change in Horizon 2050, which integrates all its business lines, and whose objective is to mitigate the risks associated with climate change by taking advantage of the business opportunities it entails, based on five pillars: Stakeholder communication, carbon footprint reduction, innovation in products and services, integrating their businesses into the circular and low-carbon economy, monitoring emissions and adapting to regulatory changes. In this regard, Aqualia has become the first full water cycle operator to certify its Sustainability Strategy and its contribution to the United Nations SDGs (Sustainable Development Goals), by incorporating sustainability into the company's principles and aligning the company's strategies with the SDGs. Aqualia, FCC Construcción and FCC Medio Ambiente have the "Calculo y Reduzco" seal, awarded by the Spanish Climate Change Office (OECC), as part of the process of registering carbon footprint, offsetting and CO₂ absorption projects established by the Ministry for Ecological Transition and the Demographic Challenge (MITERD).

In relation to the risk of termination or modification of contracts and the rescheduling of projects, the FCC Group continuously monitors contractual contingencies, the planning and budgeting of operations and pursues an active negotiation policy.

With regard to price increases and unavailability of raw materials and subcontracted services, purchasing procedures are applied preventively, also using deviation analysis as a detective indicator. Additionally, the FCC Group monitors its key suppliers to avoid the risks of inefficiencies in the supply chain, both as a result of economic difficulties of the suppliers, as well as supply problems and stock breakage due to alterations in the production chain. In addition, in the search for natural hedging, we are working with customers to introduce price review mechanisms in contracts that lack them or are insufficient, and also to formalise extensions in projects affected by the lack of availability of raw materials.

FCC's business units also have quality assurance, environmental management and occupational risk prevention systems, certified in accordance with international standards. Some of these units are part of the European Commission's Eco-Management and Audit Scheme, which is all designed to address these types of operational and compliance risks.

With regard to the risk of vulnerability to natural disasters, in addition to implementing different preventive actions, the FCC Group's policy sets to take out the necessary insurance policies to cover the possible risks to which the various elements of its property, plant and equipment and the activities carried out are subject.

To address the risks related to cyber attacks and information security, the FCC Group has an operational unit responsible for preventing, detecting, analysing and mitigating factors related to security events, such as intrusion, attacks, etc., as well as an Information Security Management System designed in line with international standards, and that has received third party certification for certain business areas. The FCC Group also has an internal policy for complying with the requirements of the data protection regulations, in addition to those responsible for this function both in the business units and at a corporate level.

In terms of other compliance risks, the FCC Group has a Code of Ethics and Conduct, which aims to ensure all persons linked to any FCC Group company are guided by the strictest behavioural guidelines in compliance with laws, regulations, contracts, procedures and ethical principles, being binding on all these persons. The FCC Group's Compliance Model, which is evolving to adapt to the new regulatory requirements and geographies in which the Group carries out its activities, also has, among others, documented policies on relations with partners in the areas of Compliance, anti-corruption, human rights, agents, gifts and tenders, and is complemented by a Criminal Prevention Manual, Compliance Committee regulations, and documented procedures for investigation and response and the Whistleblowing Channel, as well as other procedures that develop the different principles of action set out in the Code of Ethics and Conduct. As regards other compliance risks, such as contractual disputes and the potential increase in litigation, work continues on the monitoring and management of contracts and the identification of legal risks.

Regarding financial risks, they are controlled by specialist departments at the business units, together with the General Administration and Finance Division, whose tasks include reaching decisions on risk transfer mechanisms (insurance), covering interest rate variations, and managing asset risks.

F INTERNAL RISK CONTROL AND MANAGEMENT SYSTEMS RELATING TO THE INTERNAL CONTROL OVER FINANCIAL REPORTING SYSTEM (ICFR)

Describe the mechanisms that make up the risk management and control systems in relation to the process of reporting your institution's financial information (ICFR).

F.1 Institution's control environment.

State, indicating their main characteristics, at least:

F.1.1. The bodies and/or areas responsible for: (i) the existence and maintenance of adequate and effective Internal Control over Financial Reporting System (ICFR); (ii) its implementation; and (iii) its supervision.

The Internal Control over Financial Reporting System (ICFR) shall provide the Audit and Control Committee and Senior Management with reasonable assurance about the reliability of the financial information submitted for approval to the Board and that is periodically disclosed to regulators and the market.

The bodies and areas at the FCC Group responsible for ensuring the existence, maintenance, implementation and supervision of an adequate and effective ICFR, as well as the responsibilities attributed to these bodies are as follows:

Board of Directors.

The duties of this Governing Body include:

- Ultimate responsibility for the approval of the risk management and control policy, including tax risks, identifying the Company's main risks and implementing and monitoring the appropriate internal control and reporting systems, and also the supervision of internal reporting and control systems.
- Defining the information and communication policies with shareholders, markets and public opinion, ensuring the quality of the information provided, approving the financial information that, due to its listed status, the Company must publish periodically.

Audit and Control Committee.

In relation to the Information and Internal Control Systems, the Audit and Control Committee is responsible for:

- Periodically reviewing, among other aspects, the process of preparing economic-financial information, its internal controls and the independence of the external auditor.
- The supervision of the internal audit services of the Company to ensure the proper functioning of the information and internal control systems, with the head of the internal audit function being obliged to submit to the Committee its annual work plan and to inform it directly of any incidents arising during its implementation, and also to submit a report on its activities at the end of each year. The Committee must ensure that the internal audit activity is primarily focused on the relevant risks.
- Supervision of the internal risk management and control unit, so that it focuses on ensuring the proper functioning of the risk management and control systems and their proper functioning to mitigate risks.

- The supervision and analysis of the effectiveness of the internal control and risk management model, ensuring that it identifies or determines:
 - the different types of risks to which the Group is exposed, including financial or economic risks, contingent liabilities and other off-balance sheet risks.
 - a tiered risk management and control model.
 - the level of risk that the group considers acceptable.
 - the measures planned to mitigate the impact of the risks identified, should they materialise.
 - the information and internal control systems to be used to control and manage these risks, including contingent liabilities or off-balance sheet risks, and submit them to the Board for approval.
- The supervision of the preparation process and the integrity of the financial information related to the Company and its Group, reviewing compliance with regulatory requirements, the adequate definition of the consolidation perimeter and the correct application of accounting criteria.
- Supervision of the process of preparation and presentation of the annual financial statements and management reports, both individual and consolidated, and of the periodic financial information disclosed to the markets, ensuring compliance with legal requirements and the correct application of generally accepted accounting principles, informing the Board of Directors of the financial information and the management report, which shall include, where appropriate, the mandatory non-financial information that the Company must periodically disclose to the public.
- The supervision of the auditor and his/her independence, including the reception of reports and the authorisation of certain services that could pose a threat to his/her independence.
- The supervision of the correct functioning and effectiveness of the Criminal Prevention Model, including the existence of mechanisms for reporting potential irregularities.

Senior Management.

The Senior Management of each of the units is ultimately responsible for the implementation of the Risk Management and Internal Control Model; its duties include the implementation of an effective and efficient control system for risks, including those associated with financial information.

General Administration and Finance Division.

The General Administration and Finance Division performs its duties in the areas of Administration, Information Systems and Technologies, Finance, Purchasing and Human Resources.

The Administration area directs the administrative management of the FCC Group and has the following duties, among others, in relation to Information Systems and Internal Control: general accounting, accounts standardisation, consolidation, tax advice, and tax procedures, tax compliance and the management of administrative procedures.

The Finance area, in relation to the Information and Internal Control Systems, its aims and actions are structured around financing the Group's activities, the management of its debt and financial risks, the optimisation of the treasury and financial assets, financial management and control, the management of markets and CNMV, the analysis and financing of investments, the management, monitoring and control of guarantees and collateral, the management of insurance and industrial and property risks and management control.

The Information Systems and Technologies area of the FCC Group ensures that adequate technological support is provided to the Group's management processes, optimising the level of service provided to users, and ensuring the confidentiality and integrity of information systems. Reporting to this area, the FCC Group has an Information Security Department responsible for defining, and implementing internal controls to verify proper compliance with corporate information security policies, including those that support the processes of preparing and publishing financial information, and that assume responsibility for data protection matters.

General Internal Audit and Risk Management Division.

Its objective is to provide the Audit and Control Committee and Senior Management with an independent and objective opinion on the Group's ability to achieve its objectives through a systematic and methodological approach for the assessment, management and effectiveness of internal control and risk management processes, assessing the effectiveness and reasonableness of the internal control systems, as well as the functioning of processes according to the procedures, proposing improvements and providing methodological support to the Division in the process of identifying the main risks that affect activities and supervising the actions for their management.

The responsibilities in relation to the Financial Information Control Systems of the General Internal Audit and Risk Management Division include the supervision of the process of preparing and submitting the Group's financial information before it is issued to the market, as well as contributing, together with the other areas involved, the development of internal controls by monitoring compliance with the policies, standards, procedures and activities that constitute the internal control model to ensure the correct management and reduction of risks, issuing recommendations for their improvement. Its responsibilities also include the supervision of projects and processes, performing a risk identification and an assessment of the control environment.

Corporate Criminal Compliance Committee.

This high-level internal management committee, with autonomous initiative and control powers entrusted by the Board of Directors, through its Audit and Control Committee, is responsible for promoting a culture of ethics throughout the Organisation and ensuring both internal and external regulatory compliance. Its duties and competencies include the monitoring and supervision of ethics and compliance programmes, as well as the Code of Ethics and Conduct, existing policies, rules, procedures and controls aimed, among other objectives, at preventing unlawful conduct. It is chaired by the Corporate Compliance Officer.

F.1.2. Whether the following elements are in place, especially in relation to the process of preparing financial information:

- **Departments and/or mechanisms in charge of: (i) designing and reviewing the organisational structure; (ii) of clearly defining the lines of responsibility and authority, with an adequate distribution of tasks and functions; and (iii) ensuring there are sufficient procedures for its correct dissemination throughout the institution.**

The highest authority for the design and review of the organisational structure as well as the definition of the lines of responsibility and authority is the CEO, appointed by the Board of Directors. Each Corporate or Business Division must define the organisational structure and the lines of responsibility of its management.

The process of determining the organisational structure is regulated by section 10 of the Group's General Standards Manual, which regulates the bodies that directly report to the Board of Directors, the distribution of the Group's management duties, and the appointment of managerial positions.

The first-level organisational structure is available on the corporate intranet, with the different business units having their own organisational structures associated with specific projects and contracts.

The Appointments and Remuneration Committee is responsible for examining and organising the succession of the Chairman of the Board of Directors and the CEO of the Company and, where appropriate, making proposals to the Board of Directors for this succession to take place in an orderly and planned manner. This is in addition to reporting on proposals for the appointment and dismissal of senior executives and the basic conditions of their contracts.

Among its specific responsibilities in terms of the Internal Control over Financial Reporting System (ICFR), the Administration area of the General Administration and Finance Division is responsible for the assumption of high-level executive functions in the management of the ICFR, the execution of control activities relating to the consolidation subprocess and the normalisation of the processes relating to the preparation of the information. The Risk Management areas responsibilities include methodological support in the identification of risks and controls in the process of preparing financial information. Finally, the Internal Audit area supervises the process of preparing and submitting the Group's financial information before it is issued to the market.

- **Code of conduct, approval body, degree of dissemination and awareness, principles and values included (indicating whether there are specific mentions to the register of operations and preparation of financial information), body in charge of analysing non-fulfilment and proposing corrective actions and sanctions.**

The Board of Directors, as a non-delegable power, is responsible for approving the FCC Group's Regulations or Internal Codes of Conduct. The Audit and Control Committee, in accordance with the aforementioned Regulations, is responsible for ensuring that the Internal Codes of Conduct and the Corporate Governance Rules comply with the regulatory requirements and are adequate for the Company, as well as reviewing compliance by those affected by these codes and rules of governance with their duties to inform the Company.

The FCC Group has a Code of Ethics and Conduct, the last update of which was approved by the Board of Directors in September 2019, which aims to ensure all persons linked to any FCC Group company, regardless of the type of contract applicable to their employment relationship, position or geographical area in which they perform their work, are guided by the strictest behavioural guidelines in compliance with laws, regulations, contracts, procedures and ethical principles, being binding on all these persons. These principles include respect for the law and ethical values, zero tolerance of bribery and corruption, prevention of money laundering and the financing of terrorist activities, protection of free competition and good market practices, ethical conduct in the securities market, avoidance of conflicts of interest, strict control, reliability and transparency of information, protection of the Group's reputation and image, efficient and secure use of the company's resources and assets, vigilance in the ownership and confidentiality of data and information, customer focus, primacy of people's health and safety, promotion of diversity and fair treatment, commitment to our environment, transparent relationship with the community and extension of the commitment to ethics and compliance to business partners.

Specifically, with regard to the recording of transactions and the preparation of financial information, the Code of Ethics and Conduct establishes in the section "Rigour in control, reliability and transparency" that "the FCC Group's information must be prepared with the utmost reliability, complying with the applicable regulations and the company's rules, and must be diligently guarded and kept", indicating that special care must be taken to ensure "the proper and complete accounting, recording and documentation of all transactions, income and expenses as they occur, without omitting, concealing or altering any data or information, so that the accounting and operating records accurately reflect reality and can be verified by the control areas and by internal and external auditors. Failure to follow these premises could be considered fraud. The circumvention of the company's internal controls will be grounds for sanction". In addition, the FCC Group has a Tax Code of Conduct, which also includes a commitment to transparent behaviour in tax matters and an Internal Code of Conduct in the area of the FCC Group's Securities Market.

The Code of Ethics and Conduct is published both on the corporate intranet and on the Group's website in 14 languages, as well as on the websites of several subsidiaries, where it can be consulted by anyone, and regular campaigns are carried out to disseminate, communicate and encourage employees to adhere to it, with the aim of strengthening employees' personal commitment to the company's Compliance Model. This Compliance Model is completed with a Criminal Prevention Manual, Compliance Committee regulations, investigation and response procedures and the Whistleblowing Channel, as well as a series of policies and procedures that develop the different principles of action set out in the Code of Ethics and Conduct, including policies on relations with partners in the areas of compliance, anti-corruption, human rights, agents, gifts and tenders.

In keeping with previous years, a series of training actions on the Code of Ethics and Conduct were carried out in 2021, mainly in online format, through FCC Campus, the company's training platform. In addition to continuing with training courses launched in previous years, such as training on the Code of Ethics and Conduct; anti-corruption training; training on tender processes; and training on the Compliance Model, two new online training courses were given in 2021 as part of the FCC Campus Compliance and Values schools: Whistleblowing Channel training and interpersonal conflict management training.

A total of 11,616 FCC Group trainees successfully completed this compliance training in 2021, reaching a total of 5,588 hours of training.

The Board of Directors has entrusted the Compliance Committee with the task of promoting an ethical culture throughout the organisation, ensuring both internal and external regulatory compliance. Its main duties and competencies include the management of the Whistleblowing Channel and the surveillance and supervision of ethics and compliance programmes, as well as the Code of Ethics and Conduct, and of policies, rules, procedures and controls. The Corporate Compliance Officer is the Chairman of the Compliance Committee and informs this Committee, at least monthly, about the performance of its duties and the level of regulatory compliance.

Additionally, in each of the Group's businesses, a Business Compliance Officer is established to assist the Corporate Compliance Officer in the implementation of the Criminal Prevention Model, in the identification of risks, in the definition and monitoring of controls and in the treatment of complaints and investigations related to crimes and breaches of the Code of Ethics and Conduct received. Furthermore, the Business Compliance Committees have been set up as a Crime Prevention body that supports, in this connection, both the Board of Directors or the equivalent decision-making body and the Corporate Compliance Committee itself. As part of the international consolidation of the Compliance Model, local compliance structures have also been established in different geographies.

- **Whistleblowing channel, which allows for the reporting to the audit committee of irregularities of a financial and accounting nature, in addition to possible breaches of the code of conduct and irregular activities in the organisation, stating, if applicable, whether it is confidential in nature and whether it allows for anonymous reporting, respecting the rights of the complainant and the reported party.**

The FCC Group has a Whistleblowing Channel, through which it is possible to confidentially report activities and behaviours that may involve a breach of any of the aspects of the Code of Ethics and Conduct, including potential irregularities that could have criminal consequences.

Communications can be made in three ways:

- Via the corporate intranet.
- Sending an email to a specific email address.
- Sending a letter addressed to a specific post box.

All communications, whether anonymous or nominal, are received and analysed confidentially by the Compliance Committee, and a detailed protocol is applied to all of them, with the aim of providing a response, an orderly treatment and the guarantee of non-retaliation against the whistleblower. The management of the Whistleblowing Channel is regulated in the Whistleblowing Channel Procedure, available on the corporate intranet, and also in the Code of Ethics and Conduct itself, which specifies the obligation of all persons linked to FCC Group companies to report any breach of the Code of Ethics and Conduct of which they become aware. The guidelines, procedures, tools and mechanisms for handling different types of investigations are governed by the Investigation and Response Procedure, which guarantees the rights of the parties.

- **Training and periodic update programmes for staff involved in the preparation and review of financial information, as well as in the assessment of the Internal Control over Financial Reporting System (ICFR), covering at least accounting standards, audits, internal control and risk management.**

The training plans, both in the business units and at the corporate level, include various training actions focused on the acquisition, updating and recycling of economic-financial, regulatory, risk control and management knowledge, as well as other regulatory and business aspects, knowledge of which is necessary for the adequate preparation, reporting, supervision and communication of the Group's financial information. Over 17,000 hours of specific training were reported in 2021 on these subjects, including those related to the development of accounting treatments in International Financial Reporting Standards, taxation, use of different tools for recording financial information, planning and management, use and protection of data, etc.

F.2 Assessment of financial information risks

Report, at least:

F.2.1. The main characteristics of the risk identification process, including error or fraud, in terms of:

- **Whether the process exists and is documented.**

The FCC Group Risk Management Model establishes a comprehensive framework for the identification, assessment and management of risks at all levels of the organisation, assigning responsibilities in different areas and levels of the Organisation.

Section E of this Annual Corporate Governance Report details the activities, responsibilities and functioning of the FCC Group Risk Management Model.

- **Whether the process encompasses all the financial information objectives (existence and occurrence; integrity; appreciation; presentation, breakdown and comparability; and rights and obligations), whether it is updated and how often.**

The Risk Management Model includes a risk master that considers, from different perspectives, risks related to the most relevant financial reporting objectives. On the one hand, as part of Operational and Financial Risks, different aspects relating to the analysis, monitoring and efficiency in the management of different financial information are considered. As part of Compliance Risks, the repercussions of non-compliance with the regulatory requirements in accounting, commercial and corporate matters are contemplated. The risk of fraud is contemplated in the Crime Prevention Model. Finally, as part of Reporting Risks, several risks relating to shortcomings in reporting models and systems are considered, including but not limited to aspects of reliability, timeliness and transparency.

Both the risk identification and assessment processes are updated periodically, in response to both business needs and external factors, with periodic reporting of the most significant risks of the different business units and also of the corporate functions.

- **The existence of a consolidation perimeter identification process, taking into account, among other aspects, the possible existence of complex corporate structures or special purpose entities.**

Each of the FCC Group areas is responsible for maintaining and updating the consolidation perimeter corresponding to its area of activity. Documented procedures are also in place for the reporting of consolidated economic and financial information to the Administration Area, for the creation of consolidation perimeters and the execution of the consolidation process. The Accounting Consolidation and Standardisation Department carries out the accounting standardisation function to ensure that the accounting reflection of operations is correct and homogeneous in all the companies that make up the FCC Group and carries out the consolidation process to obtain the Group's consolidated financial statements. Additionally, periodic controls are performed on the correct accounting treatment of companies that make up the consolidation perimeter.

- **Whether the process takes into account the effects of other types of risks (operational, technological, financial, legal, reputational, environmental, etc.) to the extent that they affect the financial statements.**

The risk master includes different operational, technological, information security, financial, legal, environmental, reputational and other risks, which are incorporated into the five main categories defined: strategic, operational, compliance, financial and reporting risks. These risks are valued considering their potential impact on the financial statements should they materialise.

- **Which governing body at the entity supervises the process.**

The Audit and Control Committee is responsible for the regular supervision of the internal control and risk management systems, including tax risks, so that the main risks are properly identified, managed and disclosed. This is with the support of the Internal Audit function in the review of controls, the General Administration and Finance Division and the Corporate Compliance Officer, whose responsibilities include the review of risk maps and controls related to the Criminal Prevention Model.

In addition, the business unit managements also supervise the risk identification process, their main duties and responsibilities being the implementation of the Risk Management Model, the analysis and monitoring of risks, the design of alert indicators and communication with the Risk Management function.

F.3 Control activities

Report, indicating their main characteristics, whether at least the following are in place:

F.3.1. Procedures for reviewing and authorising the financial information and description of the Internal Control over Financial Reporting System (ICFR), to be disclosed to the securities markets, indicating those in charge of them, as well as descriptive documentation concerning the flows of activities and controls (including those relating to fraud risk) of the different types of transactions that may materially affect the financial statements, including the year-end accounting procedure and the specific review of the relevant resolutions, estimates, measurements and projections.

The high-level functions regarding the Internal Control over Financial Reporting System (ICFR) are assumed by the General Administration and Finance Division of the FCC Group, which certifies the consolidated accounts in terms of their integrity and accuracy, with the approval of the CEO.

The conclusions of the internal control assessment performed by the external auditor as part of the audit of accounts, together with the supervision performed by the General Internal Audit and Risk Management Division, are submitted to the Audit and Control Committee as part of reports containing the recommendations considered necessary.

Finally, the favourable report of the Audit and Control Committee is a preliminary step as part of the preparation of the Annual Accounts and the Management Report by the Board of Directors.

In addition, as part of the process of disclosing financial information to the securities markets, either quarterly or on an exceptional basis, or when a relevant fact is issued, those responsible for each area review the information reported for the purposes of consolidation. This information is consolidated by the Group's General Administration and Finance Division, which performs specific control activities as part of the year-end accounting process to ensure the reliability of this information. The Internal Audit area supervises the process of preparing and submitting the Group's financial information before it is issued to the market.

Additionally, the specific review of the relevant resolutions, estimates, measurements and projections to quantify certain assets, liabilities, income, expenses and commitments recorded and/or broken down in the Annual Accounts, is also carried out by the General Administration and Finance Division with support from the other divisions. Hypotheses and estimates based on the evolution of the business are reviewed and analysed in cooperation with the corresponding Business Divisions.

For each business area, and also for corporate services, the FCC Group has a series of controls to regulate, supervise and monitor, among others, the business management processes, the aim of which is to prevent and detect breaches of the FCC Group's policies and procedures and potential fraud risk situations.

In addition to the bases established in articles 10, 11 and 14 of the Regulations of the Board of Directors, which describe the specific functions relating to the annual financial statements, the management report and the relationship with the securities market, the FCC Group has defined procedures on the processes for closing and maintaining the chart of accounts, including procedures to ensure the correct identification of the scope of consolidation, and also the accounting treatment of the different types of processes and transactions that may affect the financial statements (accounting, tax, insurance, treasury, etc.), and includes a set of rules that allow economic-financial information to be obtained in a standardised manner, including procedures for making economic-financial information available to the Administration and IT area, obtaining consolidated information, tax reporting, filing of annual accounts, accounting, related-party transactions, etc.

F.3.2. Internal control policies and procedures on information systems (among others, on access security, change control, their operation, operational continuity and segregation of duties) that support the institution's relevant processes in relation to the preparation and publication of financial information.

FCC has an Information Security Policy in place that defines the company's information security model, the regulatory body, organisation and responsibilities when it comes to the security, classification of information, the information security areas, the risk analysis model and the information auditing procedure. Internal control policies and procedures on information systems cover all the Group's information management processes, including the processes for preparing and publishing financial information. Certain processes of the Infrastructure activities (Construction and Industrial, Water and Environmental Services) have an Information Security Management System with ISO/IEC 27001 International Certification.

The documentation of the Information Security System includes specific rules on database security, encryption, access control, equipment configuration control, security on mobile devices, backup copies, incident management, systems laboratories, networks, password security, privacy, security in developments, documents and contracting of services with external companies, physical security, roles and responsibilities in information security, return of technological means and for compliance with the requirements of the General Data Protection Regulation, and also the Policy on the Use of Technological Means, the Information Management Policy and the Security Guide on Good Practices when using Technological Means in the non face-to-face work modality. These regulations are published on the corporate intranet.

In addition, the Information Technology area has procedures in place for managing the life cycle of user access, managing changes to platforms and systems and managing security incidents and breaches.

Information and application security is monitored continuously through an SOC (Security Operations Centre) service, and periodic internal reviews of the computer control environment are also performed.

In addition, the Centre of Expertise that provides the support and maintenance service to the FCC Group's ERP has obtained the SAP "Customer Center of Expertise Primary Certification" certificate.

Lastly, in order to ensure a suitable separation of duties in the entity's important processes in relation to the preparation and publication of financial information, the FCC Group has various tools, including role matrices and approval work flows.

F.3.3. Internal control policies and procedures aimed at supervising the management of activities outsourced to third parties, as well as those aspects of assessments calculations or measurements entrusted to independent experts, which may materially affect the financial statements.

The FCC Group Purchasing Regulations, specifically the Purchasing Manual, include the supplier approval and evaluation processes applicable to activities subcontracted to third parties. These processes are developed in a specific procedure and are supported by IT tools.

With regard to significant outsourced activities with an impact on the financial statements, the FCC Group has outsourced the provision of management services for its IT and telecommunications infrastructures, and also the support of the main corporate applications. The Information Systems and Technologies Division has a standard that defines the security criteria in terms of outsourcing to external companies, and specific procedures for the control of outsourced services through the contractual regulation of the following aspects:

- Governance mechanisms and service monitoring
- Audits, inspections and service reviews
- Service level management
- Monitoring and control of services performed by third parties that affect ISO 27001 certifications

The main outsourced activities relating to the execution or processing of transactions reflected in the Group's Financial Statements are the measurement of derivative financial products, the performance of actuarial calculations and the appraisal of certain fixed assets. The General Administration and Finance Division monitors these activities.

The economic information prepared in certain projects by business partners is supervised by the FCC Group's management teams for standardisation prior to consolidation in accordance with the guidelines of the procedures on the economic and financial reporting system and forms part of the auditable environment within the annual audit plans and the scope of consolidation.

F.4 Information and communication

Report, indicating their main characteristics, whether at least the following are in place:

F.4.1. A specific area in charge of defining, keeping accounting policies up to date (accounting policies area or department) and resolving queries or conflicts concerning their interpretation, maintaining fluid communication with those responsible for operations across the organisation, as well as an up-to-date accounts policy manual communicated across the units through which the company operates.

Responsibility for the application of the accounting policies at the FCC Group is centralised through the General Administration and Finance Division, to which the Accounting Consolidation and Standardisation Department and Administrative Coordination Department and Administrative Procedures and Tax Division report. These departments are responsible for functions including but not limited to:

- Defining the Group's accounting policies and incorporating them in the Financial Economic Manual.
- Issuing the accounting regulations applicable to the Group.

- Resolving queries or conflicts concerning the interpretation or application of the Group's accounting policies to any company included in the perimeter and specifying, clarifying or extending the instructions and regulations issued.
- Analysing single operations and transactions carried out or that the Group plans to carry out with a view to ensuring their adequate accounting treatment in line with the Group's accounting policies.
- Interpretation of new developments in accounting regulations and their consistent application in all the companies that form part of the Group.
- Resolution of tax queries and incidents and preparation of tax returns and compliance with other tax obligations.

The Economic and Financial Manual containing the accounting regulations is available on the Group's Corporate Intranet. Different departments within the General Administration and Finance Division take care of the updating and maintenance of this system. The FCC Group also has a Tax Code and a Tax Control Framework Standard.

F.4.2. Mechanisms for obtaining and preparing financial information in homogeneous formats, for application and use by all units of the company or Group, which support the main financial statements and notes, as well as the information provided on the Internal Control over Financial Reporting System (ICFR).

The FCC Group has implemented SAP environment tools for the consolidation of the economic-financial information used to respond to the reporting needs of its financial statements. This tool makes it possible to centralise a significant part of the information corresponding to the accounting of the individual financial statements of the Group's subsidiaries in a single system. The system is centrally managed and uses a single account plan. Through this tool, the General Administration and Finance Department collects comprehensive information about the FCC Group as a whole, from both Spanish and foreign companies.

The accounting policies, procedures and internal rules relating to year-end, reporting and consolidation processes are described in the Group's Financial and Economic Manual, in addition to detailing the information that must be provided for the consolidation process and defining both the reporting deadlines and the base documents and forms to provide this information. This Manual also includes procedures for obtaining the consolidated information in SAP FC (creation of consolidation perimeters, execution of the consolidation process, controls, etc.) and for all reporting phases, as well as other procedures relating to the processes of applications in the SAP FC environment.

In addition, at year-end and with a view to publishing the annual financial report, the Administration area of the General Administration and Finance Department sends the year-end plan, including a series of instructions, to those responsible for providing the corresponding financial information. The Administrative Coordination Department, specifies, clarifies or extends these instructions when required.

The consolidated accounts follow the guidelines set out in the International Accounting Standards (IAS) and the International Financial Reporting Standards (IFRS). With a view to guaranteeing a homogeneous accounting process, the FCC Group has developed a corporate chart of accounts that is also included in the Financial and Economic Manual.

With a view to complying with ESEF regulations, the IT tools for XBRL tagging of the consolidated financial statements and notes to the annual financial statements have been adapted in order to publish these accounts in XHTML format.

F.5 Supervision of the system's functioning

State, indicating their main characteristics, at least:

F.5.1. The Internal Control over Financial Reporting System (ICFR) supervision activities performed by the audit committee and whether the company has an internal audit area responsible, in addition to other aspects, for supporting the committee in its work to supervise the internal control system, including the ICFR. Furthermore, the scope of the Internal Control over Financial Reporting System (ICFR) assessment carried out during the year and the procedure through which the person in charge of carrying out the assessment will communicate the corresponding results shall be indicated, whether the company has an action plan detailing the possible corrective measures, and whether their impact on financial information has been considered.

The Audit and Control Committee performs the following activities:

- Inform the General Shareholders' Meeting about the issues raised in relation to the matters within its remit and, in particular, the outcome of the audit, explaining how it has contributed to the integrity of the financial information and the role that the Committee has played in that process.
- Serve as a channel of communication between the Board of Directors and the external auditor at the Company, assessing the outcome of each audit and ensuring his/her independence.
- Supervision of the company's internal audit services to ensure the proper functioning of the internal control and information systems, with the head of internal audit being obliged to submit to the Committee its annual work plan and to inform it directly of any incidents arising during its implementation, and also to submit a report on its activities at the end of each year.
- Supervise and analyse the effectiveness of the internal control and risk management carried out by the Company.
- Supervise the process of preparing and submitting the financial statements and management reports, both individual and consolidated, and the periodic financial information disclosed to the markets, ensuring compliance with legal requirements and the correct application of generally accepted accounting principles.
- Periodically supervise the Internal Control and Risk Management Systems, including tax risks, so that the main risks are properly identified, managed and made known.

The Internal Audit area forms part of the General Internal Audit and Risk Management Division. Its core mission is to facilitate the Audit and Control Committee in the fulfilment of its duties and responsibilities, acting with total independence from management areas, as it functionally reports to the Audit and Control Committee. The responsibilities and competencies related to the Internal Control over Financial Reporting System (ICFR) include:

- Collaborating in the supervision of the process for preparing and submitting the Group's financial information before it is issued to the market.
- Contributing, together with the other functions involved, to the development of internal control by supervising compliance with the policies, standards, procedures and activities that constitute the internal control model in order to mitigate risks, issuing recommendations for improvement.
- Supervising projects and processes, carrying out a risk identification and an assessment of the control environment.

- Act as a third line of defence, conducting reviews of the Compliance Model.
- Performing the internal investigations designated by the Compliance Committee.

The outcome of the reviews performed by the Internal Audit area and the incidents detected are communicated by the General Internal Audit and Risk Management Division to the Audit and Control Committee.

The Audit and Control Committee is also responsible for approving and monitoring the Annual Activity Plan to be carried out by the Audit and Risk Management Directorate General, and also for supervising the work performed. As part of the 2021 Annual Plan, the following work has been carried out mainly in relation to risk management and control and the monitoring of the Group's Financial Information, in different areas:

- Review of significant applications in the field of the FCC Group's Information Technologies, as well as certain aspects of physical and logical security.
- Monitoring of internal control weaknesses detected during both the Internal and External Audit of the IT area.
- Collaborating in the supervision of the individual and consolidated annual accounts of FCC, S.A., as well as the six-monthly financial statements reviewed by the external auditor.
- Collaborating in the supervision of financial and corporate information sent to regulators and markets and supervised by the Audit and Control Committee:
 - Annual financial report.
 - Management reports.
 - Six-monthly financial report.
 - Quarterly reports.
 - Annual Corporate Governance Report.
- Review of the control environment in relation to the prevention of money laundering and terrorist financing.
- Pre-approval of services other than audit services provided by audit firms, collaborating with the Audit and Control Committee in its work of monitoring the independence of the external auditor.
- Audit of key processes, works and projects/contracts focussing, in addition to other aspects, on reviewing financial information and contractual risks.
- Audit of sample procedures and review of supporting processes.
- Supervision of the FCC Group Criminal Compliance Model.

F.5.2. Whether a discussion procedure is in place, whereby the account auditor (pursuant to the provisions of the NTA), the internal audit area and other experts can inform Senior Management and the Audit Committee or the company's administrators of significant internal control shortcomings identified during the review of the annual accounts or those entrusted to them. Furthermore, indicate whether an action plan is in place that seeks to correct or mitigate the shortcomings identified.

The Regulations of the Board of Directors at the FCC Group establish that it is the responsibility of the Audit and Control Committee to serve as a channel of communication between the Board of Directors and the Company's external auditor, assessing the results and discussing the significant shortcomings in the Control System Internal detected during the performance of the audit.

The Group's auditor has direct access to Senior Management, holding regular meetings, both to obtain information required for the performance of his/her work, and to communicate the control shortcomings detected. The main conclusions of their reviews are presented to the Audit and Compliance Committee, detailing the internal control weaknesses revealed in the course of their review of the Group's annual financial statements, including any aspects they consider relevant. In 2021, the External Auditor attended the Audit and Control Committee four times, presenting four reports.

Additionally, the Internal Audit and Risk Management Department periodically informs the Audit and Compliance Committee of the most relevant aspects of relations with the external auditors and the results of the work included in the Audit Plan related to the supervision of the reliability and integrity of the financial and management information of the Group companies prior to its release to the market, the reviews carried out in relation to compliance with internal and external regulatory requirements, the functioning of the internal control systems, and the development and functioning of the risk management systems, as well as the significant internal control weaknesses identified therein, indicating the recommendations to be implemented for their improvement.

In addition, the Audit and Control Committee, in addition to relying on the Directorate General Internal Audit and Risk Management to fulfil its responsibilities and competencies, will have the support and backing of other areas or functions. In this regard, the Audit and Control Committee receives reports from the General Administration and Finance Division, the Corporate Compliance Officer and various corporate functions regarding materialised risks.

F.6 Other relevant information

N/A

F.7 External auditor's report

Report on:

F.7.1. Whether the Internal Control over Financial Reporting System (ICFR) information sent to the markets has been submitted to review by the external auditor, in which case, the company should attach the corresponding report as an appendix. Otherwise, the reasons for not doing so shall be indicated.

The information contained here on the Internal Control over Financial Reporting System (ICFR) has been submitted to review by the external auditor, whose report is attached as an appendix to this document. The review has been based on the "Action Guidelines and Reporting Model for the auditor regarding information relating to the Internal Control over Financial Reporting System (ICFR) of listed companies" published by the CNMV in 2013.

G DEGREE OF COMPLIANCE WITH CORPORATE GOVERNANCE RECOMMENDATIONS

Indicate the degree of compliance at the company with the recommendations of the Code of Good Governance of Listed Companies.

In the event that any recommendation is not followed or is only partially followed, a detailed explanation of the reasons for this shall be included, so that shareholders, investors and the market in general have sufficient information to assess the company's behaviour. General explanations are not acceptable.

- 1. The Bylaws of listed companies do not limit the maximum number of votes that can be cast by the same shareholder, nor contain other restrictions that make it difficult to take control of the company by acquiring its shares on the market.**

Compliant ☒ Explain ☐

- 2. Where the listed company is controlled, within the meaning established by Article 42 of the Commercial Code, by another entity, whether listed or not, and has, directly or through its subsidiary companies, business dealings with that entity or any of its subsidiary companies (other than those of the listed company) or engages in activities related to those of any of them, it should accurately publicly disclose the following:**

- a) The respective areas of activity and any business relationships between, the listed company or its subsidiary companies and the parent company or its subsidiary companies.**
- b) The proposed mechanisms for resolving any conflicts of interests that may arise.**

Compliant ☐ Partially compliant ☐ Explain ☒ Not applicable ☐

The Audit and Control Committee is responsible for the knowledge of related-party transactions, which are subject to regulatory controls.

3. During the ordinary general shareholders' meeting, in addition to the dissemination in writing of the annual corporate governance report, the Chairman of the Board of Directors verbally informs shareholders, in sufficient detail, of the most relevant aspects of the Company's Corporate Governance and, in particular:

- a) Changes that have occurred since the last General Shareholders' Meeting.**
- b) Specific reasons why the company has not followed one or more of the recommendations of the Code of Corporate Governance and the alternative rules applied, if any.**

Compliant ☐ Partially compliant ☐ Explain X

The Company believes that the provisions of the company's corporate governance information to shareholders in the specific report prepared to this end is sufficient; this report accompanies the information made available before the Meeting is held.

In this regard, the notice of the General Shareholders' Meeting expressly states in the "Right to Information" section that any shareholder may obtain from the Company, for examination at the registered office or to be sent immediately and free of charge, among other documents, the Annual Corporate Governance Report, which is submitted to the shareholders for approval as part of the Management Report.

This report is available online on the Company's website under its corporate governance section.

4. The company defines and promotes a policy regarding communication and contact with shareholders, institutional investors in the framework of their involvement in the company, as well as with voting advisors that fully complies with the standards in force to combat market abuse and addresses shareholders in the same position equally. The company publishes this policy on its website, including information related to the way in which it has been implemented and identifying the points of contact or persons responsible for carrying it out.

And, notwithstanding the legal obligations to disclose inside information and other types of regulated information, the company should also have a general policy regarding the communication of economic-financial, non-financial and corporate information through the channels it deems appropriate (media, social networks or other channels) that helps to maximise the dissemination and quality of the information available to the market, investors and other stakeholders.

Compliant ☐ Partially compliant ☐ Explain X

The Company has drafted its Policy on Communication and Contacts with Shareholders, Institutional Investors, Analysts, Voting Advisors and Credit Rating Agencies, which the Board of Directors may approve in financial year 2022.

Notwithstanding the above, in practice, the Company, in its communication activities, fully observes the rules against market abuse and gives similar treatment to shareholders in the same position and, within the framework of legal obligations to disclose inside and other regulated information, the Company endeavours to maximise the dissemination and quality of information available to the market, investors and other stakeholders.

5. **The Board of Directors should not submit to the General Shareholders' Meeting any proposal for delegation of powers allowing the issue of shares or convertible securities with the exclusion of first refusal rights in an amount exceeding 20% of the capital at the time of delegation.**

And whenever the Board of Directors approves any issue of shares or convertible securities with the exclusion of first refusal rights, the company should immediately publish the reports referred to by company law on its website.

Compliant ☒ Partially compliant ☐ Explain ☐

6. **The listed companies that prepare the reports mentioned below, whether they are mandatory or voluntary, publish them on their website well in advance of the Ordinary General Shareholders' Meeting, even when their dissemination is not mandatory:**

- a) Report on the independence of the auditor.**
- b) Reports on the functioning of the audit committee and the appointments and remuneration committee.**
- c) Report of the audit committee on related transactions.**

Compliant ☐ Partially compliant ☒ Explain ☐

The Company publishes on its website, together with the other documentation that must be made available to shareholders when the General Meeting is convened, the report of the Audit and Compliance Committee on the independence of the auditor, as well as the reports on the functioning of the Audit and Compliance Committee and the Appointments and Remuneration Committee.

With regard to related-party transactions, the Audit and Control Committee, which exercises, in accordance with the law, the function of reporting on related-party transactions to be approved by the General Meeting or the Board of Directors.

In this regard, the Company considers that information on related-party transactions is sufficiently disclosed to shareholders in section D of the IAGC, which lists the significant related-party transactions that have taken place during the year.

7. **The company should transmit in real time, through its website, the proceedings of the General Shareholders' Meetings.**

And the company should have mechanisms in place allowing the delegation and casting of votes by means of data transmission and even, in the case of large-caps and to the extent that it is proportionate, attendance and active participation in the General Meeting to be conducted by such remote means.

Compliant ☒ Partially compliant ☐ Explain ☐

8. The audit committee should ensure that the financial statements submitted by the board of directors to the general shareholders' meeting are drawn up in accordance with accounting standards. In those cases in which the auditor has included an exception in the audit report, the chairman of the audit committee should clearly explain at the general meeting the audit committee's opinion on its content and scope, and a summary of said opinion should be made available to shareholders at the time of publication of the notice of call to the meeting, together with the rest of the board's proposals.

Compliant ☒ Partially compliant ☐ Explain ☐

9. The company should permanently publish on its website the requirements and procedures for certification of share ownership, the right of attendance at the General Shareholders' Meetings, and the exercise of the right to vote or to issue a proxy.

These requirements and procedures promote the attendance and exercise of shareholders' rights and are applied in a non-discriminatory manner.

Compliant ☒ Partially compliant ☐ Explain ☐

10. When a legitimate shareholder has exercised, before the General Shareholders' Meeting is held, the right to add to the agenda or submit new resolutions, the Company should:

- a) Immediately disseminates these additional items and new resolutions proposed.
- b) Discloses the attendance card template or vote delegation form or distance voting form with the necessary modifications so that the new items on the agenda and alternative resolution proposals can be voted on under the same terms as those proposed by the Board of Directors.
- c) Submit all the alternative points or proposals to a vote and apply the same voting rules as applied to those prepared by the Board of Directors, including, in particular, assumptions or deductions on the meaning of the vote.
- d) After the General Shareholders' Meeting, communicate the breakdown of the vote on these additional items or alternative proposals.

Compliant ☐ Partially compliant ☐ Explain ☐ Not applicable ☒

11. If the company plans to pay out attendance premiums to the General Shareholders Meeting, a general policy on these premiums is established in advance and this policy is stable.

Compliant ☐ Partially compliant ☐ Explain ☐ Not applicable ☒

- 12. The Board of Directors should perform its functions with a unity of purpose and independence of criterion, treating all similarly situated shareholders equally and being guided by the best interests of the company, which is understood to mean the pursuit of a profitable and sustainable business in the long term, promoting its continuity and maximising the economic value of the business.**

And in pursuit of the company's interest, in addition to complying with applicable law and rules and conducting itself on the basis of good faith, ethics and a respect for commonly accepted best practices, it should seek to reconcile its own company interests, when appropriate, with the interests of its employees, suppliers, clients and other stakeholders that may be affected, as well as the impact of its corporate activities on the communities in which it operates and on the environment.

Compliant X Partially compliant ☐ Explain ☐

- 13. The Board of Directors is the correct size to ensure it is effective and participative, meaning it is advisable to have between five and fifteen members.**

Compliant X Explain ☐

- 14. The Board of Directors should approve a policy aimed at favouring an appropriate composition of the Board and that:**

- a) be specific and verifiable;**
- b) ensure that proposed appointments and re-elections are based on a preliminary analysis of the powers required by the board of directors; and**
- c) promote the diversity of knowledge, experience, age and gender. For these purposes, measures that encourage the company to have a significant number of female senior executives are considered to be conducive to gender diversity.**

The result of the preliminary analysis of powers required by the Board of Directors is included in the explanatory report issued by the Appointments Committee that is published when the General Shareholders Meeting is called and to which the ratification, appointment or re-election of each director is submitted.

The Appointments Committee will verify compliance with this policy and will be informed in the Annual Corporate Governance Report.

Compliant ☐ Partially compliant X Explain ☐

Article 38.4.j) of the Regulations of the Board of Directors establishes the following among the functions of the Appointments and Remuneration Committee: "Assist the Board in its function of ensuring that the procedures for selecting its members favour diversity with respect to matters such as age, gender, disability or professional training and experience and do not suffer from implicit biases that could imply any discrimination and, in particular, that they facilitate the selection of female directors in a number that allows a balanced presence of women and men to be achieved, in such a way that the Company deliberately seeks and includes among the potential candidates, women who meet the desired professional profile, and the Board must explain, where appropriate, through the Annual Corporate Governance Report, the reason for the low or non-existent number of female directors and the initiatives adopted to correct such situation. For this purpose, it should set a target for representation of the under-represented sex on the board and develop guidance on how to achieve this target".

Thus, In 2019, FCC renewed its commitment to the Diversity Charter for the period 2019-2021, a voluntary code for the promotion of the core Equality principles. The initiative, promoted by the Directorate of Justice at the European Commission as part of the development of its anti-discrimination policies, contemplates the implementation of inclusion policies and non-discrimination programmes at signatory companies.

Notwithstanding the foregoing, the Company has not considered it necessary at this time to include the various provisions already in place regarding the composition and diversity of directors in a specific document formally called a "policy", although the essential principles of Recommendation 14 are included in the rules of conduct of the Company's governing bodies and are applied by them when necessary.

15. Proprietary and independent directors should constitute a substantial majority of the Board of Directors and the number of executive directors should be kept to a minimum, taking into account the complexity of the corporate group and the percentage of equity participation of executive directors.

And that the number of female directors should account for at least 40% of the members of the board of directors by the end of 2022 and beyond, but no less than 30% before then.

Compliant ☐ Partially compliant ☒ Explain ☐

With regard to the percentage of female directors, the FCC's Board of Directors has four female directors out of a total of 14, entailing a percentage of 28.57.

16. The number of proprietary directors as a percentage of the total number of non-executive directors should not be greater than the proportion of the company's share capital represented by those directors and the rest of the capital.

This criterion may be relaxed:

- a) At companies with a high capitalisation with few shareholdings considered significant by law.**
- b) For companies in which there is a large number of shareholders represented on the Board of Directors who have no links to one another.**

Compliant ☒ Explain ☐

17. The number of independent directors represents at least half the total number of directors.

However, when the company is not highly capitalised or when, even if it is, one shareholder or more shareholders are acting together, controlling more than 30% of the share capital, the number of independent directors represents at least one third of the total number of directors.

Compliant ☐ Explain ☒

On its Board of Directors, FCC has three independent directors out of a total of fourteen members, representing 21 percent of the total number of directors.

FCC considers that such percentage does not make it necessary to increase the number of independent directors, taking into account the highly concentrated shareholding structure of the Company and the effective role played by the three independent directors.

18. Companies should publish the following information on its directors on their websites and keep it up to date:

- a) Professional and biographical profile.**
- b) Other boards of directors to which they belong, whether at listed companies or not, and the other paid activities they perform, regardless of their nature.**
- c) Indication of the category of Director to which they belong, indicating, in the case of proprietary directors, the shareholder they represent or with whom they have links.**
- d) Date of their first appointment as a Director of the Company, as well as subsequent re-elections.**
- e) Shares in the company, and options on them, that they own.**

Compliant ☒ Partially compliant ☐ Explain ☐

19. The Annual Corporate Governance Report, after a check performed by the Appointments Committee, explains the reasons that proprietary directors have been appointed at the request of shareholders whose shareholding is less than 3% of the share capital; and it explains the reasons that formal requests for presence on the Board from shareholders whose shareholding is equal to or greater than that of others, at whose request proprietary directors have been appointed, have not been met.

Compliant ☐ Partially compliant ☐ Explain ☐ Not applicable ☒

20. Proprietary directors representing significant shareholders should resign from the Board when the shareholder they represent disposes of its entire shareholding. They should also resign, in a proportional fashion, in the event that said shareholder reduces its percentage interest to a level that requires a decrease in the number of proprietary directors.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

21. The Board of Directors does not propose the removal of any independent director before the end of the statutory period for which they were appointed, unless there is just cause, identified by the Board following in a report from the Appointments and Remuneration Committee. In particular, it shall be considered that there is just cause when the director first occupies new positions or contracts new obligations that prevent him/her from dedicating the necessary time to the performance of the duties assigned to the position of director, breaches the duties inherent to the position in question or incurs in any of the circumstances resulting in him/her losing his/her status as an independent director, pursuant to the provisions of the applicable legislation.

The removal of independent directors may also be proposed as a result of takeovers, mergers or other similar corporate transactions that involve a change in the capital structure of the company, when these changes in the structure of the Board of Directors can be attributed to the criteria of proportionality indicated in recommendation 16.

Compliant X Explain ☐

22. Companies should establish rules requiring directors to report and, where appropriate, resign when situations arise affecting them, whether or not this is related to their actions in the company itself, which could be harmful to the credit and reputation of the company. This is in addition to the specific requirement of informing the Board of Directors of any criminal proceedings in which they are under investigation, as well as the progress of any such proceedings.

And, having been informed of or otherwise having become aware of any of the situations mentioned in the previous paragraph, the board should examine the case as soon as possible. It should also, in view of the specific circumstances, decide, after a report from the appointments and remuneration committee, whether or not to adopt any measures, such as opening an internal investigation, requesting the resignation of the director or proposing his or her dismissal. And to report on the matter in the annual corporate governance report, unless there are special circumstances justifying this, which should be recorded in the minutes. This is notwithstanding the information that the company must disclose, where appropriate, at the time of adopting the corresponding measures.

Compliant X Partially compliant ☐ Explain ☐

23. All directors clearly express their opposition when they consider that any proposed decision submitted to the Board of Directors may be contrary to the corporate interest. The same applies, in a special way, to independents and other directors who are not affected by any potential conflict of interests, in the case of decisions that may harm shareholders not represented on the Board of Directors.

When the Board of Directors adopts significant or repeated decisions about which the director would have made reservations, he/she shall draw the necessary conclusions and, if he chooses to resign, explain his/her reasons for doing so in the letter indicated in the following recommendation.

This recommendation also applies to the secretary of the Board of Directors, even if he/she does not have the status of a director.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

- 24. When, either by resignation or by resolution of the general meeting, a director steps down before the end of their term of office, they should sufficiently explain the reasons for their departure or, in the case of non-executive directors, their views on the reasons for the board's decision to dismiss them, in a letter sent to all members of the Board of Directors.**

And, notwithstanding the fact that all the above is disclosed in the annual corporate governance report, to the extent that it is relevant for investors, the company should announce the departure as soon as possible, including a sufficient mention of the reasons or circumstances provided by the director.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

- 25. The Appointments Committee ensures that non-executive directors have sufficient time available for the proper performance of their duties.**

And the Regulations of the Board establish the maximum number of Boards on which its directors may serve.

Compliant ☐ Partially compliant ☒ Explain ☐

Article 21.4 of the Regulations of the Board of Directors stipulates that "Directors must inform the Appointments and Remuneration Committee of their other professional obligations, in case they might interfere with the dedication proper to their position".

Article 38.4.a) of the Regulations of the Board of Directors also establishes that the functions of this Committee include "Assessing the skills, knowledge and experience required on the Board of Directors. For these purposes, it shall define the functions and skills required of the candidates to fill each vacancy and shall assess the time and dedication necessary for them to perform their duties effectively, ensuring that the non-executive directors have sufficient time available for the proper performance of their duties".

The Company, for the time being, has not set the maximum number of boards to which each director may belong, given that the proven dedication of the directors to the company is adequate, without it being considered necessary, therefore, to indicate such number, for which reason the Company understands that it partially complies with the recommendation.

- 26. The Board of Directors meets with the necessary frequency to perform its duties effectively and, at least, eight times a year, following the programme of dates and matters established at the beginning of the year, with each director allowed to individually propose other items on the agenda not initially provided for.**

Compliant ☒ Partially compliant ☐ Explain ☐

- 27. The absence of directors is limited to indispensable cases and quantified in the Annual Corporate Governance Report. And when absences do occur, the director should appoint a proxy with instruction.**

Compliant ☐ Partially compliant ☒ Explain ☐

Although during financial year 2021, absences of directors have been reduced to essential cases, no proxies have been granted with instructions when absences have been necessary.

- 28. When the directors or the secretary express concern about any proposal or, in the case of directors, about the progress of the company and these concerns are not resolved by the Board of Directors, at the request of the person expressing them, these shall be recorded in the minutes.**

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

- 29. The Company establishes the appropriate channels so that directors can obtain the necessary advice for them to perform their duties, including, if the circumstances so require, external advice charged to the company.**

Compliant ☒ Partially compliant ☐ Explain ☐

- 30. Regardless of the knowledge required by directors in the exercise of their duties, the companies also offer the directors knowledge refresher programmes when the circumstances so advise.**

Compliant ☒ Explain ☐ Not applicable ☐

- 31. The agenda of meetings clearly indicates the points on which the Board of Directors must adopt a decision or resolution so that the directors can study or collect, in advance, the information necessary for its adoption.**

When, exceptionally, for reasons of urgency, the Chairman wishes to submit decisions or resolutions that do not appear on the agenda for approval by the Board of Directors, the prior and express consent of the majority of the directors present shall be required, duly reflected in the minutes.

Compliant ☒ Partially compliant ☐ Explain ☐

- 32. Directors are periodically informed of changes in the shareholding structure and of the opinion that significant shareholders, investors and rating agencies have about the company and its Group.**

Compliant ☒ Partially compliant ☐ Explain ☐

- 33. The Chairman, as the person responsible for the effective functioning of the Board of Directors, in addition to exercising the duties assigned to him by Law and in the Bylaws, prepares and submits a programme of dates and matters to be discussed to the Board of Directors; organises and coordinates the periodic assessment of the Board, as well as, where appropriate, the company's Chief Executive; is responsible for the direction of the Board and the effectiveness of its functioning; ensures that sufficient discussion time is devoted to strategic issues, and agrees and reviews knowledge refresher programmes for each director, when the circumstances so advise.**

Compliant ☒ Partially compliant ☐ Explain ☐

- 34. When there is a coordinating director, the Bylaws or the Regulations of the Board of Directors, in addition to the powers that correspond to him by Law, assign the following powers thereto: preside over the Board of Directors in the absence of the Chairman and Vice Chairman, as applicable; echoes the concerns of non-executive directors; maintains contact with investors and shareholders to obtain their points of view to form an opinion on their concerns, particularly in relation to the corporate governance of the company; and coordinates the Chairman's succession plan.**

Compliant ☐ Partially compliant ☐ Explain ☐ Not applicable ☒

- 35. The secretary of the Board of Directors should pay special attention to ensure that the activities and decisions of the Board of Directors take into account such recommendations regarding good governance contained in this Good Governance Code as may be applicable to the company.**

Compliant ☒ Explain ☐

- 36. The Board of Directors assesses, once a year, and adopts, where appropriate, an action plan that corrects any shortcomings detected regarding:**

- a) The quality and efficiency of the functioning of the Board of Directors.**
- b) The workings and composition of its committees.**
- c) Diversity in the composition and powers of the Board of Directors.**
- d) The performance of the Chairman of the Board of Directors and the Chief Executive of the company.**
- e) The performance and contribution of each director, paying particular attention to those responsible for the different Committees of the Board of Directors.**

To perform the assessment of the different committees, the report submitted to the Board of Directors will be used, and for the Board assessment, the report submitted to the Appointments Committee.

Every three years, the Board of Directors will be assisted by an external consultant in performing the assessment, whose independence shall be verified by the Appointments Committee.

The business relationships that the consultant or any company in its group may have with the company or any Group company shall be broken down in the Annual Corporate Governance Report.

The process and areas evaluated must be described in the annual corporate governance report.

Compliant ☐ Partially compliant ☒ Explain ☐

The Board of Directors internally performs the annual assessment of the efficiency of its functioning, its committees, as well as that of the Chairman of the Board of Directors (non-executive) and the CEO.

The Company believes that the conclusions drawn during the internal assessment make it possible to sufficiently correct any shortcomings detected or improvements in the functions assigned to the Board.

The assessment with the help of an external consultant has been carried out twice in the past. The Board shall assess the suitability of requesting such external assistance each year.

37. When there is an executive committee, at least two non-executive directors should sit on it, at least one of whom should be independent and its secretary should be the secretary of the board of directors.

Compliant ☐ Partially compliant ☒ Explain ☐ Not applicable ☐

The Secretary of the Executive Committee is the same as the Secretary of the Board and, in addition, has several non-executive members. However, the composition of this Committee, whose members have been appointed by the Board taking into account the knowledge, skills and experience of the directors and the duties of the Committee, does not include any independent directors, three of whom are present in the full Board.

All decisions taken by the Executive Committee are reported to the Board.

On this Committee, independent directors may request as many clarifications or comments as they deem appropriate.

Given the continuous control that the Board exercises over the Executive Committee, it has not been considered necessary to include independent directors on this Committee.

38. The board of directors should always be informed of the business transacted and decisions taken by the executive committee and all members of the board of directors should receive copies of the minutes of the meetings of the executive committee.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

39. Members of the Audit Committee as a whole, and especially its Chairman, are appointed taking into account their knowledge and experience in accounting, auditing and risk management matters, both financial and non-financial.

Compliant ☒ Partially compliant ☐ Explain ☐

- 40. Under the supervision of the audit committee, there should be an internal audit unit to ensure the proper functioning of internal control and information systems, reporting functionally to the non-executive chairman of the board or the chairman of the audit committee.**

Compliant ☒ Partially compliant ☐ Explain ☐

- 41. The head of the unit responsible for the internal audit function should present the annual work plan to the audit committee for approval by the committee or the board, report directly to it on its implementation, including any incidents and limitations on scope arising in the course of its implementation, the results and follow-up of its recommendations, and submit an activities report to it at the end of each year.**

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

- 42. In addition to those provided by law, the Audit Committee assumes responsibility for the following functions:**

1. In relation to information and internal control systems:

- a) Supervise and assess the preparation process and the integrity of financial and non-financial information, as well as the control and management systems for financial and non-financial risks relating to the company and, if applicable, the group, including operational, technological, legal, social, environmental, political, reputational and corruption-related risks, reviewing compliance with regulatory requirements, the adequate definition of the scope of consolidation and the correct application of accounting criteria.**
- b) Ensure the independence of the Internal Audit function; propose the selection, appointment and removal of the head of the Internal Audit service, as well as the budget of this service; approving or proposing approval to the Board of the annual internal audit orientation and work plan, making sure that its activity is mainly focused on relevant risks (including reputational risks); receive periodic information about its activities; and verify that Senior Management takes into account the conclusions and recommendations in its reports.**
- c) Establish and supervise a mechanism that allows employees and other persons related to the company, such as directors, shareholders, suppliers, contractors or subcontractors, to report potentially significant irregularities, including financial, accounting or any other irregularities related to the company that they become aware of within the company or its group. This mechanism must guarantee confidentiality and, in any case, provide for scenarios where communications can be made anonymously, respecting the rights of the complainant and the reported party.**
- d) Generally ensure that the policies and systems in place for internal control are effectively implemented in practice.**

2. In relation to the external auditor:

- a) **In case of the resignation of the external auditor, examine the circumstances that may have led to this.**
- b) **Ensure that the remuneration of the external auditor for his/her work does not compromise his/her quality or independence.**
- c) **Ensure that the company communicates any change in auditor through the CNMV and accompanies this with a statement about the possible existence of disagreements with the departing auditor and, if there were any disagreements, the nature of them.**
- d) **Ensure that the external auditor holds an annual meeting with the Board of Directors to inform them about the work undertaken and the development of the accounting and risk situation at the company.**
- e) **Ensure that the company and the external auditor respect the rules in force on the provision of services other than auditing services, the limits on the concentration of the auditor's business and, in general, the other rules applicable to the auditor's independence.**

Compliant ☐ Partially compliant ☒ Explain ☐

The company's Audit and Compliance Committee performs all the functions envisaged in this recommendation, with the sole exception of the meeting of the external auditor with the full board referred to in section 2.d) of this recommendation, which does not take place, given that, in accordance with the provisions of article 15.1 of the Board Regulations, the board's relations with the external auditor are channelled through the Audit and Compliance Committee, this being the ordinary sphere of information of the external auditor to the members of the board.

Notwithstanding this, the Board is duly informed of the most relevant issues dealt with in the Committee, given that, on the one hand, the Committee reports to the Board on the development of its functions, informing the Board, at the first plenary session following the Committee's meetings, of the activity carried out by the Committee and, on the other hand, a copy of its minutes is sent to all the members of the Board.

43. The Audit Committee may summon any employee or manager at the company, and even arrange for them to appear without any other manager present.

Compliant ☒ Partially compliant ☐ Explain ☐

44. The Audit Committee is informed about the structural and corporate modifications that the company plans to perform for its analysis and preliminary report to the Board of Directors on its economic conditions and its accounting impact and, especially, where appropriate, on the proposed exchange ratio.

Compliant ☐ Partially compliant ☐ Explain ☒ Not applicable ☐

To date, all directors at the company, including independent directors, have voted in favour of the transactions referred to in this recommendation, meaning that the step previous to those before the Audit and Control Committee is not considered necessary.

In any case, on the Board of Directors, members of the Audit and Control Committee may present their reflections and opinions, which will be taken into account by the Board at the time of making a decision.

45. The risk control and management policy identifies or determines at least:

- a) The different types of risk, both financial and non-financial, (including operational, technological, legal, social, environmental, political and reputational, including those related to corruption) that the company faces, including financial or economic, contingent liabilities and other off-balance-sheet risks.**
- b) A tiered risk management and control model, including a specialised risk committee where sectoral rules require this or where the company deems it appropriate.**
- c) The level of risk that the Company considers acceptable.**
- d) The measures planned to mitigate the impact of the risks identified, should they materialise.**
- e) The information and internal control systems to be used to monitor and manage these risks, including contingent liabilities or off-balance sheet risks.**

Compliant X Partially compliant ☐ Explain ☐

46. Under the direct supervision of the Audit Committee or, where appropriate, a specialised committee of the Board of Directors, there is an internal risk control and management function performed by an internal unit or department at the company that has been expressly attributed the following functions:

- a) Ensure the proper functioning of the control and risk management systems and, in particular, that all important risks affecting the Company are properly identified, managed, and quantified.**
- b) Actively participate in the preparation of the risk strategy and in the important decisions about its management.**
- c) Ensure that control and risk management systems adequately mitigate risks within the framework of the policy defined by the Board of Directors.**

Compliant X Partially compliant ☐ Explain ☐

47. The members of the Appointments and Remuneration Committee, or of the Appointments Committee and the Remuneration Committee, if they are separate, should be appointed ensuring that they have the knowledge, skills and experience suitable for the duties they are called upon to perform and the majority of the members should be independent directors.

Compliant ☐ Partially compliant X Explain ☐

The Appointments and Remuneration Committee is currently made up of two proprietary and two independent directors, one of whom is the Chairman.

FCC considers that the configuration of the Appointments and Remuneration Committee, with two independent directors out of a total of four, and one of them being the chairman, sufficiently guarantees the proper functioning of this Committee, considering the most relevant aspect for the purposes of the composition of the Committee to be that all its members have been appointed by the Board bearing in mind the knowledge, skills and experience of the directors and the duties of each Committee.

48. Large-cap companies should have a separate appointments committee and a separate remuneration committee.

Compliant ☐ Explain X Not applicable ☐

The two recommended committees are integrated into a single Appointments and Remuneration Committee when considering the Board of Directors:

- that the union of the two facilitates the fulfilment of the attributed functions.
- two separate Committees would not have sufficient matters to deal with during the year to justify the separation, considering that a single Committee can fully comply with all the functions attributed to each Committee by law and the Recommendations of the Code of Good Governance of listed companies.

49. The Appointments Committee should consult with the Chairman of the Board of Directors and the CEO of the Company, especially on matters relating to executive directors.

And any director may request the consideration of potential candidates to fill vacancies of Director from the Appointments Committee, if it finds them suitable in its opinion.

Compliant X Partially compliant ☐ Explain ☐

50. The Remuneration Committee should carry out its duties independently and, in addition to the duties assigned by law, should have the following responsibilities:

- a) **Propose to the Board of Directors the basic conditions of senior management contracts.**
- b) **Verify compliance with the remuneration policy established by the company.**
- c) **Regularly review the remuneration policy applied to directors and senior executives, including the share based remuneration systems and their application, and ensure that their individual remuneration is in line with that paid to the other directors and senior executives at the Company.**
- d) **Ensure that any conflicts of interest do not undermine the independence of the external advice provided to the committee.**
- e) **Verify the information on directors' and senior executives' remuneration contained in the various corporate documents, including the annual directors remuneration report.**

Compliant X Partially compliant ☐ Explain ☐

- 51. The remuneration committee should consult with the company's chairman and CEO, especially on matters relating to executive directors and senior executives.**

Compliant ☒ Partially compliant ☐ Explain ☐

- 52. The rules governing the composition and operation of the supervision and control committees should be set out in the regulations of the Board of Directors and be consistent with those applicable to the legally obligatory committees in accordance with the above recommendations, including:**

- a) They should be composed exclusively of non-executive directors, with a majority of independent directors.**
- b) Their chairmen should be independent directors.**
- c) The Board of Directors should appoint the members of these committees, bearing in mind the knowledge, skills and experience of the directors and the duties of each committee, and should discuss their proposals and reports; and to report, at the first plenary session of the Board of Directors after its meetings, on its activity and should be accountable for the work carried out.**
- d) The committees may seek external advice, when they consider it necessary for the carrying out of their duties.**
- e) Minutes should be taken of their meetings and made available to all directors.**

Compliant ☐ Partially compliant ☐ Explain ☐ Not applicable ☒

- 53. Supervision of compliance with the company's environmental, social and corporate governance policies and rules, as well as internal codes of conduct, should be entrusted to one or more committees of the board of directors, which may be the audit committee, the appointments committee, a committee specialising in sustainability or corporate social responsibility or any other specialised committee that the board of directors, in the exercise of its powers of self-organisation, has decided to set up. Such a committee should be formed solely of non-executive directors, the majority of whom should be independent, and should be specifically attributed at least the duties indicated in the following recommendation.**

Compliant ☒ Partially compliant ☐ Explain ☐

- 54. The minimal duties referred to in the above recommendation are as follows:**

- a) Overseeing compliance with the company's corporate governance rules and internal codes of conduct, and ensuring that the corporate culture is aligned with its purpose and values.**
- b) Overseeing the implementation of the general policy on economic-financial, non-financial and corporate reporting as well as communication with shareholders and investors, proxy advisors and other stakeholders. The way in which the institution communicates and interacts with small and medium-sized shareholders will also be monitored.**
- c) Regular evaluation and review of the Company's corporate governance system and environmental and social policy, in order for them to fulfil their aim of promoting the corporate interest and taking into account, as appropriate, the legitimate interests of other stakeholders.**

- d) Ensuring that the company's environmental and social practices are in line with the established strategy and policy.
- e) The supervision and evaluation of the processes of relationship with the different stakeholders.

Compliant X Partially compliant ☐ Explain ☐

55. Sustainability policies on environmental and social issues should at least identify and include:

- a) The principles, commitments, objectives and strategy with regard to shareholders, employees, customers, suppliers, social issues, environment, diversity, accountability, respect for human rights and prevention of corruption and other unlawful actions.
- b) Methods or systems for monitoring compliance with policies, associated risks and their management.
- c) Mechanisms for monitoring non-financial risk, including those related to ethical and business conduct issues.
- d) Channels of communication, participation and dialogue with stakeholders.
- e) Responsible communication practices that avoid the manipulation of information and protect integrity and honour.

Compliant X Partially compliant ☐ Explain ☐

56. Directors' remuneration should be sufficient to attract and retain directors with the desired profile and to reward the dedication, qualifications and responsibility required for the position, but should not be so high as to compromise the independent judgement of non-executive directors.

Compliant X Explain ☐

57. Variable remuneration linked to the company's performance and personal performance, as well as compensation in the form of shares, options or rights to shares or instruments linked to the value of the share and long-term savings schemes such as pension plans, retirement systems or other social welfare systems, should be exclusively limited to executive directors.

The delivery of shares may be considered as remuneration to non-executive directors when it is subject to their remaining on the board. The foregoing shall not apply to the shares that the director needs to sell, if any, to meet the costs related to their acquisition.

Compliant X Partially compliant ☐ Explain ☐

58. In the case of variable remuneration, remuneration policies should include the necessary technical limits and precautions to ensure that said remuneration is related to the professional performance of its beneficiaries and is not simply a result of general market or sector trends or other similar circumstances.

And, in particular, that the variable components of remuneration:

- i. Should be linked to performance criteria that are predetermined and measurable, and these criteria should take into account the risk assumed in order to obtain a result.
- ii. Should promote the sustainability of the company and include non-financial criteria that are appropriate for the creation of long-term value, such as compliance with the company's internal rules and procedures and its policies for risk control and management.
- iii. Should be designed on the basis of a balance between the achievement of short-, medium- and long-term objectives, allowing performance to be rewarded for continued achievement over a period of time sufficient to assess their contribution to sustainable value creation, so that the elements used to measure that performance do not revolve solely around one-off, occasional or extraordinary events.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

59. The payment of variable components of remuneration is subject to sufficient verification that the performance or other conditions set out above have been effectively met. Entities shall include in the annual directors' remuneration report the criteria as to the time required and methods for such verification depending on the nature and characteristics of each variable component.

In addition, entities should consider the establishment of a malus clause based on the deferral for a sufficient period of time of the payment of a part of the variable components that can lead to their total or partial loss should an event occur prior to the time of payment that makes this advisable.

Compliant ☐ Partially compliant ☐ Explain ☒ Not applicable ☐

The CEO's variable is related to EBITDA, operating cash flow and individual objectives. This variable is approved once the Board of Directors has drawn up the accounts and approved the financial objectives.

60. Remuneration related to the Company's profit and loss should take into account any qualifications in the external auditor's report that reduce said profit and loss.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

61. A significant percentage of the variable remuneration of executive directors should be linked to the delivery of shares or financial instruments tied to their value.

Compliant ☐ Partially compliant ☐ Explain ☒ Not applicable ☐

Although article 38 of the Articles of Association provides for the possibility that directors may be remunerated through the delivery of shares or stock options of the Company itself, the Company has not considered it necessary for the time being to establish remuneration to its executive directors through the delivery of shares or financial instruments referenced to their value, since it considers that the current variable remuneration systems for its executive directors are the most appropriate to encourage their motivation and professional performance, as well as their commitment and linkage to the interests of the Company and the Group. In particular,

the variable remuneration of the Chief Executive Officer, as expressly set forth in the current Remuneration Policy, shall be established, implemented and maintained in line with the business and risk management strategy of the Company, its risk perfil, its objectives, its risk management practices, and the short, medium and long-term performance and interests of FCC as a whole, and shall include measures aimed at avoiding conflicts of interest.

- 62. Once the shares, options or financial instruments corresponding to the remuneration systems have been attributed, executive directors may not transfer ownership or exercise them until at least three years have passed.**

An exception is made where the director has, at the time of the transfer or exercise, a net economic exposure to share price changes of a market value equivalent to an amount of at least twice his or her annual fixed remuneration through the ownership of shares, options or other financial instruments.

The above will not apply to shares that the director needs to dispose of in order to meet the costs related to their acquisition or, after a favourable assessment from the appointments and remuneration committee, to address extraordinary situations that so require it.

Compliant ☐ Partially compliant ☐ Explain ☐ Not applicable ☒ X

- 63. Contractual agreements should include a clause allowing the company to claim reimbursement of the variable components of remuneration when the payment has not been in accordance with the performance conditions or when they have been paid on the basis of data which is subsequently proven to be inaccurate.**

Compliant ☐ Partially compliant ☐ Explain ☒ X Not applicable ☐

Variable remuneration is approved by the Board of Directors once the parameters to which it is tied have been verified. It has not been considered necessary, both because of the volume of the remuneration and the time at which it is paid, to establish additional precautions.

- 64. Severance payments of payments for contract termination should not exceed a set amount equivalent to two years' total annual remuneration and should not be paid until the company has been able to verify that the director has met the criteria or conditions established for their receipt.**

For the purposes of this recommendation, termination or contractual termination payments include any payments that accrue or are payable as a result of or in connection with the termination of the director's contractual relationship with the company, including amounts not previously vested in long-term savings schemes and amounts paid under post-contractual non-compete agreements.

Compliant ☒ X Partially compliant ☐ Explain ☐ Not applicable ☐

H OTHER INFORMATION OF INTEREST

1. If there are any relevant aspects of Corporate Governance in the Company or in the Group Entities that have not been included in the other sections of this report, but that are necessary to include in order to obtain more complete and detailed information on the governance structure and practices in the entity or its group, please briefly describe them.
2. This section may also include any other information, clarification or detail related to the previous sections of the report insofar as they are relevant and not repetitive.

Specifically, it shall indicate whether the company is subject to legislation other than Spanish legislation on corporate governance and, if so, include any information that it is obliged to provide that is different from that required in this report.

3. The Company may also indicate whether it has voluntarily adhered to other international, sectoral or other codes of ethical principles or good practice. If applicable, the code in question and the date of adhesion shall be specified. In particular, it will mention whether it has adhered to the Code of Good Tax Practices of 20 July 2010.

VOLUNTARY ADHERENCE TO CODES OR GOOD PRACTICES:

Since 2018, FCC has had a new Code of Ethics and Conduct approved by its Board of Directors. Likewise, in 2018, the Board of Directors approved a regulatory section on Compliance and a Group-wide risk control system. In 2019, the Board of Directors slightly updated the Group's Code of Ethics and Conduct.

The FCC Group provides its employees with a whistleblowing channel for reporting possible breaches of its Code of Ethics and Conduct and criminal offences.

FCC has been a member of the United Nations Global Compact since 7 May 2007.

Regarding tax matters, on 28 July 2010 the Board of Directors of FCC adopted the decision to adhere to the Code of Good Tax Practices, thereby effectively complying with the obligations arising from it each year.

This annual corporate governance report was approved by the company's Board of Directors at its meeting on 23 February 2022.

Indicate whether any directors voted against or abstained from voting on the approval of this Report.

Yes ☐ No ☒

Name or company name of the director who voted against the approval of this report	Reasons (against, abstention, non-attendance)	Explain the reasons

Observations

**Auditor's Report on Information Relating to Internal
Control Over Financial Reporting (ICFR) of FOMENTO DE
CONSTRUCCIONES Y CONTRATAS, S.A. for the year
ended December 31, 2021**

AUDITOR'S REPORT ON "INFORMATION RELATING TO THE INTERNAL CONTROL OVER FINANCIAL REPORTING (ICFR)"

(Translation of a report and the information relating to the internal control over financial reporting originally issued in Spanish. In the event of discrepancy, the Spanish-language version prevails).

To the Directors of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.:

As requested by the Board of Directors of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. (hereinafter, the Company) and our proposal letter of January 27, 2022, we have applied certain procedures in relation to the accompanying "ICFR disclosures" of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A for the year ended December 31, 2021, which summarizes the Company's internal control procedures in respect of its annual financial reporting.

The Board of Directors is responsible for adopting the appropriate measures in order to reasonably guarantee the implementation, maintenance, and supervision of an adequate internal control system as well as developing improvements to that system and preparing and establishing the content of the accompanying ICFR-related information.

It should be noted that irrespective of the quality of the design and operability of the internal control system adopted by the Company in relation to its annual financial reporting, it can only provide reasonable, rather than absolute assurance with respect to the objectives pursued, due to the inherent limitations to any internal control system.

In the course of our financial statement audit work and in keeping with Spain's Technical Auditing Standards, the sole purpose of our assessment of the Company's internal controls was to enable us to establish the scope, nature, and timing of the Company's financial statement audit procedures. Accordingly, our internal control assessment, performed in connection with the financial statement audit, was not sufficiently broad in scope to enable us to issue a specific opinion on the effectiveness of the internal controls over the annual financial disclosures that the Company is required to present.

For the purpose of issuing this report, we exclusively applied the specific procedures described below and indicated in the Guidelines on the Auditor's Report on Information Relating to The Internal Control Over Financial Reporting of listed companies, published by the Spanish National Securities Market Commission on its website, which establishes the work to be performed, the minimum scope thereof and the content of this report. Given that the scope of the abovementioned procedures performed was limited and substantially less than that of an audit carried out in accordance with generally accepted accounting principles, we have not expressed an opinion regarding its efficacy, design, or operational effectiveness regarding the Entity's 2021 financial data described in the accompanying ICOFR information. As a result, had we performed additional procedures to those stipulated in the abovementioned Guidelines or had we performed an audit or review of the internal controls over the annual financial disclosures that the Company is required to present, other matters might have come to our attention that would have been reported to you.

Furthermore, given that this special assignment neither constitutes a financial statement audit nor is it subject to prevailing audit regulations in Spain, we do not express an audit opinion in the terms provided for in said regulations.

The procedures performed were the following:

1. Read and understand the information prepared by the Company in relation to the ICFR -which is disclosed in the Annual Corporate Governance Report disclosure information included in the Directors' Report-and assess whether such information addresses all the required information which will follow the minimum content detailed in paragraph F, relating to the description of the ICFR, as per the model Annual Corporate Governance Report established by CNMV Circular nº 5/2013 of June 12, 2013 of the CNMV and subsequent amendments, the most recent being CNMV Circular nº 3/2021 of September 28 (hereinafter, the CNMV Circulars).
2. Making inquiries of personnel in charge of preparing the information described in point 1 above in order to: (i) obtain an understanding of the process followed in its preparation; (ii) obtain information which will allow us to assess whether the terminology used is adapted to the definitions provided in the reference framework definitions; (iii) obtain information on whether the control procedures described are implemented and in use by the Company.
3. Reviewing the explanatory documentation supporting the information detailed in item 1 above, including documents directly made available to those responsible for describing ICFR systems. This documentation includes reports prepared by the Internal Audit Department, senior management, and other internal and external experts in their role supporting the audit and control committee.
4. Comparing the information detailed in item 1 above with their knowledge of the Company's ICFR obtained through the external audit procedures applied during the annual audit of the financial statements.
5. Reading of the minutes taken at meetings of the board of directors, audit and control committee, and other committees of the Company to evaluate the consistency between the ICFR businesses transacted and the information detailed in item 1 above.
6. Obtaining a management representation letter in connection with the work performed, signed by those responsible for preparing and authorizing the information detailed in item 1 above.

The specific procedures carried out in respect of the Company's ICFR disclosures did not reveal any inconsistencies or incidents that could affect such disclosures.

This report was prepared exclusively under the scope of the requirements stipulated in article 540 of the Consolidated Text of Spain's Corporate Enterprises Act and the CNMV circulars on ICFR-related descriptions in listed companies' Annual Corporate Governance Reports.

ERNST & YOUNG, S.L.

(Signature on the original in Spanish)

Fernando González Cuervo

February 24, 2022

ISSUER IDENTIFICATION DETAILS

End date of the reference year:

31/12/2021

Tax ID:

A-28037224

Company Name:

FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.

Registered address:

BALMES, 36 BARCELONA

A. OWNERSHIP STRUCTURE

- A.1.** Complete the following table on share capital and the attributed voting rights, including those corresponding to shares with a loyalty vote as of the closing date of the year, where appropriate:

Indicate whether company bylaws contain the provision of double loyalty voting:

☐ Yes

☒ No

Date of most recent change	Share capital (€)	Number of shares	Number of voting rights
27/07/2021	425,173,636.00	425,173,636	425,173,636

Indicate whether there are different share classes with different associated rights:

☐ Yes

☒ No

- A.2.** List the company's significant direct and indirect shareholders at year end, including directors with a significant shareholding:

Name or company name of shareholder	% voting rights attributed to shares		% voting rights through financial instruments		% of total voting rights
	Direct	Indirect	Direct	Indirect	
GATES III WILLIAM H	0.00	5.74	0.00	0.00	5.74
CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	61.20	13.00	0.00	0.00	74.20
NUEVA SAMEDE 2016, S.L.U.	4.54	0.00	0.00	0.00	4.54
ESTHER KOPLOWITZ ROMERO DE JUSEU	0.03	4.54	0.00	0.00	4.57
CARLOS SLIM HELÚ	0.00	7.01	0.00	0.00	7.01

Breakdown of indirect holding:

Name or company name of the indirect owner	Name or company name of direct owner	% voting rights attributed to shares	% voting rights through financial instruments	% of total voting rights
GATES III WILLIAM H	CASCADE INVESTMENT, LLC.	3.99	0.00	3.99
GATES III WILLIAM H	BILL & MELINDA GATES FOUNDATION TRUST	1.75	0.00	1.75
CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	DOMINUM DIRECCION Y GESTION, S.A.	8.46	0.00	8.46
ESTHER KOPLOWITZ ROMERO DE JUSEU	NUEVA SAMEDE 2016, S.L.U.	4.54	0.00	4.54
CARLOS SLIM HELÚ	FINVER INVERSIONES 2020, S.L.U	7.01	0.00	7.01

A.3. Give details of the participation at the close of the fiscal year of the members of the board of directors who are holders of voting rights attributed to shares of the company or through financial instruments, whatever the percentage, excluding the directors who have been identified in Section A2 above:

Name or company name of director	% voting rights attributed to shares		% voting rights through financial instruments		% of total voting rights	% voting rights that <u>can be transferred</u> through financial instruments	
	Direct	Indirect	Direct	Indirect		Direct	Indirect
ALEJANDRO ABOUMRAD GONZÁLEZ	0.07	0.00	0.00	0.00	0.07	0.00	0.00
PABLO COLIO ABRIL	0.03	0.00	0.00	0.00	0.03	0.00	0.00
DOMINUM DESGA, S.A.	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DOMINUM DIRECCION Y GESTION, S.A.	8.46	0.00	0.00	0.00	8.46	0.00	0.00
ALICIA ALCOCER KOPLOWITZ	0.08	0.00	0.00	0.00	0.08	0.00	0.00
MANUEL GIL MADRIGAL	0.00	0.01	0.00	0.00	0.01	0.00	0.00

Name or company name of director	% voting rights attributed to shares		% voting rights through financial instruments		% of total voting rights	% voting rights that <u>can be transferred</u> through financial instruments	
	Direct	Indirect	Direct	Indirect		Direct	Indirect
INMOBILIARIA AEG, S.A. DE C.V.	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GERARDO KURI KAUFMANN	0.07	0.00	0.00	0.00	0.07	0.00	0.00
HENRI PROGLIO	0.00	0.00	0.00	0.00	0.00	0.00	0.00
JUAN RODRÍGUEZ TORRES	0.08	0.00	0.00	0.00	0.08	0.00	0.00
SAMEDE INVERSIONES 2010, S.L.U	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ÁLVARO VÁZQUEZ LAPUERTA	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ANTONIO GÓMEZ GARCIA	0.01	0.00	0.00	0.00	0.01	0.00	0.00
Total percentage of voting rights held by the Board of Directors						8.80	

Breakdown of indirect holding:

Name or company name of director	Name or company name of direct owner	% voting rights attributed to shares	% voting rights through financial instruments	% of total voting rights	% voting rights that <u>can be transferred</u> through financial instruments
MANUEL GIL MADRIGAL	TASMANIA INMUEBLES, S.L.	0.01	0.00	0.01	0.00

List the total percentage of voting rights represented on the board:

Total percentage of voting rights represented on the board of directors	81.24
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A.7. Indicate whether the Company has been informed of shareholders' agreements that affect it as established in Articles 530 and 531 of the Spanish Corporate Enterprises Act. If so, describe them briefly and list the shareholders bound by the agreement:

[☒] Yes
[☐] No

Parties to the shareholders' agreement	% of share capital concerned	Brief description of the agreement	Expiry date of the agreement, if any
ESTHER KOPLOWITZ ROMERO DE JUSEU, INVERSORA CARSO S.A. DE C.V., NUEVA SAMEDE 2016, S.L.U., CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	72.36	Relevant Fact of 5 February 2016: For the purposes of continuing with the recapitalisation process of Fomento de Construcciones y Contratas, S.A. ("FCC" or the "Company") through a new capital increase of €709,518,762 announced by the Company on 17 December 2015 (the "New Capital Increase"), the Company has been informed that, Esther Koplowitz Romero de Juseu ("EK") (and the companies related to her, Dominum Dirección y Gestión, S.A. ("Dominum") and Nueva Samede 2016, S.L.U. ("Nueva Samede")) have entered into a non-extinguishing modifying novation contract with Inversora Carso S.A. de C.V. ("I. Carso") and its subsidiary Control Empresarial de Capitales, S.A. de C.V. ("CEC") of the Investment Agreement signed on 27 November 2014 (the "Novation of the Investment Agreement").	Indefinite
ESTHER KOPLOWITZ ROMERO DE JUSEU, CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	50.16	Relevant Fact of 27 November 2014: FCC's controlling shareholder reported that negotiations with Control Empresarial de Capitales S.A. de C.V., a company owned by Inmobiliaria Carso S.A. de C.V., which in turn is controlled by the Slim family, have been successfully completed.	Indefinite

Indicate whether the Company is aware of any concerted actions among its shareholders. If so, describe them briefly:

☐ Yes
☒ No

A.8. Indicate whether any individual or company exercises or may exercise control over the company in accordance with Article 5 of the Securities Market Act. If so, identify them:

☒ Yes
☐ No

Name or company name
CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.

A.9. Complete the following table with details of the company's treasury shares:

At the close of the year:

Number of direct shares	Number of indirect shares(*)	Total % of share capital
2,410,758		0.57

(*) Through:

Name or company name of direct owner	Number of direct shares
No data	

A.11. Estimated floating capital:

	%
Estimated floating capital	12.15

A.14. Indicate whether the company has issued shares that are not traded on a regulated EU market.

[☒] Yes
[☐] No

B. GENERAL SHAREHOLDERS' MEETING

B.4. Give details of attendance at General Shareholders' Meetings held during the reporting year and the two previous years:

Date of general meeting	Attendance data				
	% physical presence	% by proxy	% remote voting		Total
			Electronic voting	Other	
28/06/2017	20.26	68.63	0.00	0.03	88.92
Of which, Floating capital:	0.24	7.52	0.00	0.03	7.79
28/06/2018	20.12	69.42	0.00	0.00	89.54

Date of general meeting	Attendance data				
	% physical presence	% by proxy	% remote voting		Total
			Electronic voting	Other	
Of which, Floating capital:	0.06	8.31	0.00	0.00	8.37
08/05/2019	20.08	70.74	0.00	0.01	90.83
Of which, Floating capital:	0.12	9.22	0.00	0.01	9.35
02/06/2020	0.21	61.76	0.01	28.17	90.15
Of which, Floating capital:	0.10	9.73	0.01	0.01	9.85
29/06/2021	0.25	46.46	0.00	44.06	90.77
Of which, Floating capital:	0.25	10.90	0.00	0.43	11.58

B.5. Indicate whether any point on the agenda of the General Shareholders' Meetings during the year was not approved by the shareholders for any reason.

☐ Yes
☒ No

B.6. Indicate whether the articles of incorporation contain any restrictions requiring a minimum number of shares to attend General Shareholders' Meetings, or to vote remotely:

☐ Yes
☒ No

C. STRUCTURE OF THE COMPANY'S ADMINISTRATION

C.1. Board of Directors

C.1.1 Maximum and minimum number of directors established in the articles of association and set by the general shareholders' meeting:

Maximum number of directors	15
Minimum number of directors	9
Number of directors set by general shareholders' meeting	14

C.1.2 Complete the following table on board members:

Name or company name of director	Representative	Director category	Position on the board	First appointment date	Last appointment date	Election procedure
HENRI PROGLIO		Independent	DIRECTOR	27/02/2015	08/05/2019	GENERAL SHAREHOLDERS' MEETING RESOLUTION
DOMINUM DESGA, S.A.	ESTHER ALCOER KOPLOWITZ.	Proprietary	CHAIRMAN	27/09/2000	02/06/2020	GENERAL SHAREHOLDERS' MEETING RESOLUTION
INMOBILIARIA AEG, S.A. DE C.V.	CARLOS SLIM HELÚ	Proprietary	DIRECTOR	13/01/2015	08/05/2019	GENERAL SHAREHOLDERS' MEETING RESOLUTION
PABLO COLIO ABRIL		Executive	CHIEF EXECUTIVE OFFICER	12/09/2017	28/06/2018	GENERAL SHAREHOLDERS' MEETING RESOLUTION
ALEJANDRO ABOUMRAD GONZÁLEZ		Proprietary	VICE CHAIRMAN	13/01/2015	02/06/2020	GENERAL SHAREHOLDERS' MEETING RESOLUTION
GERARDO KURI KAUFMANN		Executive	DIRECTOR	13/01/2015	08/05/2019	GENERAL SHAREHOLDERS' MEETING RESOLUTION

Name or company name of director	Representative	Director category	Position on the board	First appointment date	Last appointment date	Election procedure
JUAN RODRÍGUEZ TORRES		Proprietary	DIRECTOR	07/10/2015	02/06/2020	GENERAL SHAREHOLDERS' MEETING RESOLUTION
ÁLVARO VÁZQUEZ LAPUERTA		Independent	DIRECTOR	27/02/2015	08/05/2019	GENERAL SHAREHOLDERS' MEETING RESOLUTION
MANUEL GIL MADRIGAL		Independent	DIRECTOR	27/02/2015	08/05/2019	GENERAL SHAREHOLDERS' MEETING RESOLUTION
ALFONSO SALEM SLIM		Proprietary	DIRECTOR	29/06/2016	02/06/2020	GENERAL SHAREHOLDERS' MEETING RESOLUTION
ANTONIO GÓMEZ GARCIA		Proprietary	DIRECTOR	29/06/2016	02/06/2020	GENERAL SHAREHOLDERS' MEETING RESOLUTION
SAMEDE INVERSIONES 2010, S.L.U	ESTHER KOPLOWITZ ROMERO DE JUSEU	Proprietary	VICE CHAIRMAN	13/04/2015	08/05/2019	GENERAL SHAREHOLDERS' MEETING RESOLUTION
DOMINUM DIRECCION Y GESTION, S.A.	CARMEN ALCOCER KOPLOWITZ	Proprietary	DIRECTOR	26/10/2004	08/05/2019	GENERAL SHAREHOLDERS' MEETING RESOLUTION
ALICIA ALCOCER KOPLOWITZ		Proprietary	DIRECTOR	29/06/2021	29/06/2021	GENERAL SHAREHOLDERS' MEETING RESOLUTION

Total number of directors	14
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Indicate any departures, either by resignation or through an agreement reached by the general meeting, that have occurred on the Board of Directors during the reporting period:

Name or company name of director	Category of the director at the time of cessation	Last appointment date	Date of cessation	Special committees of which he/she was a member	Indicate whether the director left before the end of his/her term of office
No data					

C.1.3 Complete the following tables on the members of the Board and their categories:

EXECUTIVE DIRECTORS		
Name or company name of director	Post in company's organisation chart	Profile
PABLO COLIO ABRIL	Chief Executive Officer of FCC	Architect, graduating from the Higher Technical School of Madrid. He has spent most of his professional career at FCC, a company to which he has dedicated more than 26 years. Within the Group, he has been responsible for the international expansion of the Industrial area. Positions he has previously held include Managing Director of FCC Construcción and Managing Director of FCC Industrial. He is the CEO of the FCC Group and a member of its Executive Committee, functions that he combines with those of the Chairman of FCC Construcción, Chairman of FCC Medio Ambiente and Vice Chairman of FCC Servicios Medio Ambiente Holding, S.A.U. He is also a director of the Mexican firm Carso Infraestructuras y Construcción (CICSA).
GERARDO KURI KAUFMANN	Chief Executive Officer of Cementos Portland Valderrivas	Industrial Engineer graduate from the University of Anáhuac (Mexico). From 2008 to 2010, he served as purchasing director at Carso Infraestructuras y Construcción, S.A.B. de C.V. From the incorporation of Inmuebles Carso, S.A.B de C.V., he has been in charge of its General Management. He is a member of the board of directors of Minera Frisco SAB. de C.V., Elementia, S.A., Philip Morris México, S.A. de C.V. and Inmuebles Carso, S.A.B de C.V. He is the CEO of Cementos Portland Valderrivas, S.A. and Realia Business, S.A.

Total number of executive directors	2
% of the total Board	14.29

EXTERNAL PROPRIETARY DIRECTORS		
Name or company name of director	Name or company name of the significant shareholder represented by the director or that nominated the director	Profile
DOMINUM DESGA, S.A.	ESTHER KOPLOWITZ ROMERO DE JUSEU	Degree in Law, she has completed the Senior Business Management Program (PADE) at the IESE in Madrid. Since January 2013, she has served as Chairwoman of the FCC Group, a member of its Executive Committee and the Appointments and Remuneration Committee. She is also a director at Cementos Portland Valderrivas, on behalf of EAC Medio Ambiente, S.L., Realia, on behalf of EAC Inversiones Corporativas, S.L., and CaixaBank-Banca Privada. The representatives of the directors Dominum Desga, S.A., Samede Inversiones 2010, S.L.U., Dominum Dirección y Gestión, S.A. and the director Alicia Alcocer Koplowitz, have a mother-daughter relationship. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
INMOBILIARIA AEG, S.A. DE C.V.	CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	Civil Engineer from the National Autonomous University of Mexico (UNAM). Founder of Grupo Carso, S.A.B. de C.V., América Móvil, Grupo Financiero Inbursa, and Inversora bursátil. He is the owner of Teléfonos de México (Telmex). He has been Vice Chairman of the Mexican Stock Exchange and Chairman of the Mexican Association of Brokerage Houses. He was the first Chairman of the Latin American Committee of the New York Stock Exchange Board of Directors. He is currently Chairman of the Board of Directors of Carso Infraestructuras y Construcción (CICSA), Minera Frisco and Chairman of Fundación Carlos Slim de la Educación, A.C. and Fundación Telmex, A.C. In addition, he is a member of the Board of Directors of Inmuebles Carso and IDEAL. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
ALEJANDRO ABOUMRAD GONZÁLEZ	CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	Industrial Engineer graduate from the University of Anáhuac (Mexico). He has worked in subsidiaries and companies related to Grupo Carso during the last 15 years, of which five years he worked at Grupo Financiero Inbursa in the area of Project Evaluation and Risk Assessment. He is member of the board of directors of Inmuebles Carso, S.A.B. of C.V. and Minera Frisco, S.A.B. of C.V., holding the post of General Manager with the latter. He is a director at Cementos Portland Valderrivas, S.A. on behalf of Inmobiliaria AEG, S.A. de C.V., and Chairman of the Board of Directors of FCC Aqualia, Chairman of FCC Servicios Medio Ambiente Holding, S.A.U and Vice Chairman of the Board of FCC and Chairman of its Executive Committee. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).

EXTERNAL PROPRIETARY DIRECTORS		
Name or company name of director	Name or company name of the significant shareholder represented by the director or that nominated the director	Profile
JUAN RODRÍGUEZ TORRES	CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	Civil Engineer from the Autonomous University of Mexico. He has a full Master's degree in Operational Planning and Research from UNAM. He has also completed administration studies at IPADE and obtained a diploma in prestressed concrete in Paris. He founded the Mexican Business Generation Association. He has been Production Manager and Controller of Preesforzados Mexicanos, S.A. de ICA, and Managing Director of Domit Group in the footwear sector. He is currently a director of Minera Frisco, S.A.B. de S.A. de C.V. and of Carso Infraestructura y Construcción, S.A.B. de C.V. (CICSA) and non-executive chairman of Telesites. He is a director of Cementos Portland Valderrivas, S.A., representing Inmuebles Inseo, S.A. de C.V., a director of FCC Aqualia and non-executive chairman of Realia. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
ALFONSO SALEM SLIM	CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	He graduated in Civil Engineering from University of Anahuac in the class of 80-84. Throughout his professional career, Salem Slim has performed the role of assistant director of Expansion at Sanborns Hermanos; director of Shopping Centres at Grupo CARSO; director of Real-Estate at INBURSA; Managing Director of Hoteles Calinda, Managing Director of Grupo PC Constructores; Managing Director of IDEAL, and he is currently Vice Chairman of the Board of Directors of IDEAL and Chairman of the Board of Directors and Managing Director of Inmuebles CARSO. He is also a member of the boards of CARSO Group; IDEAL; CICSA; Inmuebles Carso; ELEMENTIA, FORTALEZA and Naturgy Mexico. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
ANTONIO GÓMEZ GARCIA	CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	He is a graduate in Industrial Engineering from the Universidad Iberoamericana. He has been Managing Director of Grupo Porcelanite, S.A. de C.V., of US Commercial Corp., S.A.B. de C.V., and currently holds the position of Managing Director of Grupo Carso, S.A.B. de C.V. He is a director of Grupo Frisco S.A.B. de C.V., and a director of Grupo Elementia S.A.B. de C.V. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
SAMEDE INVERSIONES 2010, S.L.U	ESTHER KOPLOWITZ ROMERO DE JUSEU	She holds a degree in Philosophy and Arts from the University of Madrid; she has developed her business experience in the international field as a director of Veolia and Vivendi. She is founder and chairwoman of the Esther Koplowitz Foundation. Among other acknowledgements, she has been awarded: the Grand Cross of Civil Merit, the Gold Medal of the Region of Madrid, the Gold Medal and

EXTERNAL PROPRIETARY DIRECTORS		
Name or company name of director	Name or company name of the significant shareholder represented by the director or that nominated the director	Profile
		the title of Academic of Honour of the Royal Academy of History, the distinction of Honorary Citizen by the Valencia City Council, the City of Barcelona Coat of Arms, the Business Leader of the Year award, granted by the Spanish Chamber of Commerce in the USA, the Blanquerna Prize of the Generalitat of Catalonia, Madrid Grand Cross of Healthcare, the Gold and Diamond Insignia of the Police Orphans Foundation, Légion d'Honneur of the French Republic and The Grand Cross of the Civil Order of Environmental Merit, awarded by the Spanish Council of Ministers. The representatives of the directors Dominum Desga, S.A., Samede Inversiones 2010, S.L.U., Dominum Dirección y Gestión, S.A. and the director Alicia Alcocer Koplowitz, have a mother-daughter relationship. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
DOMINUM DIRECCION Y GESTION, S.A.	CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	Graduate in Law from the Francisco de Vitoria University of Madrid. She is a director of FCC, S.A., representing Dominum Dirección y Gestión, S.A.U. and a director of Cementos Portland Valderrivas, S.A., representing Meliloto, S.L. The representatives of the directors Dominum Desga, S.A., Samede Inversiones 2010, S.L.U., Dominum Dirección y Gestión, S.A. and the director Alicia Alcocer Koplowitz, have a mother-daughter relationship. (See Section A.6 of this Report for a description of the relationships between the director and the significant shareholders).
ALICIA ALCOCER KOPLOWITZ	ESTHER KOPLOWITZ ROMERO DE JUSEU	A Law graduate, she started her professional career at Banco Zaragozano, where she worked for four years in the Finance Department, at the bank's treasury desk and served as a director. She is a director at FCC and a member of its Executive Committee. In turn, she is chairwoman of Cementos Portland Valderrivas, S.A. and a member of its Executive Committee and its Appointments and Remuneration Committee. She is a member of the Innovation Committee, under the Secretary of State for Science, Technology, and Innovation. She is also a member of the board of the Valderrivas Foundation and the Hispano Judía Foundation. The representatives of the directors Dominum Desga, S.A., Samede Inversiones 2010, S.L.U., Dominum Dirección y Gestión, S.A. and the director Alicia Alcocer Koplowitz, have a mother-daughter relationship.
Total number of proprietary directors		9
% of the total Board		64.29

EXTERNAL INDEPENDENT DIRECTORS	
Name or company name of director	Profile
HENRI PROGLIO	A graduate of the Higher School of Business Administration (HEC) in Paris. He is currently a director of Natixis Banque and of Dassault Aviation. He has also served as Chairman of the energy giant Électricité de France (2009-2014) and Veolia Environnement (2003-2009), as well as a board member of FCC, Lagardère Group and Vinci, among other companies.
ÁLVARO VÁZQUEZ LAPUERTA	He holds a degree in Law and Business Studies (E-3) by ICADE and is currently a partner of the firms Akiba Partners and Meridia Capital Partners. He was Managing Director for Spain and Portugal at Dresdner Kleinwort, and CEO and head of Investor Relations at securities firm BBVA Bolsa. Previously he held various positions at JP Morgan in Mexico, New York, London and Madrid.
MANUEL GIL MADRIGAL	He holds a degree in Law and Business Sciences (E-3) by ICADE and is a founding partner of the company Tasmania Gestión. In 2000, he also founded the financial company N+1 (currently Alantra) and has been a director of Vidrala, Barón de Ley, General de Alquiler de Maquinaria (GAM) and Campofrío, among other companies. During his career he has also been director of Capital Markets for AB Asesores Bursátiles, partner of Morgan Stanley and auditor of Arthur Andersen.

Total number of independent directors	3
% of the total Board	21.43

Indicate whether any director qualified as independent receives any amounts or benefits for any concept other than director remuneration from the company or its group, or maintains or has maintained, during the last business year, a business relationship with the company or with any company in its group, either in its own name or as a significant shareholder, director or senior manager of an entity with which he/she maintains or has maintained this relationship.

If so, include a reasoned statement by the Board explaining why it believes that the director in question can perform his or her duties as an independent director.

Name or company name of director	Description of the relationship	Reasoned statement
No data		

OTHER EXTERNAL DIRECTORS			
The other external directors shall be identified and the reasons they cannot be considered proprietary or independent and their relationships, whether with the Company, its directors, or its shareholders, shall be detailed:			
Name or company name of director	Reasons	Company, executive or shareholder with whom he/she maintains a relationship	Profile
No data			

Total number of other external directors	N/A
% of the total Board	N/A

Indicate any changes that have occurred during the period in each director's category:

Name or company name of director	Change date	Previous category	Current category
No data			

C.1.4 Complete the following table with information relating to the number of female directors at the close of the past four years, as well as the category of each:

	Number of female directors				% of total directors for each category			
	2021	2020	2019	2018	2021	2020	2019	2018
Executive					0.00	0.00	0.00	0.00
Proprietary	4	4	4	4	44.44	44.44	44.44	40.00
Independent					0.00	0.00	0.00	0.00
Other External					0.00	0.00	0.00	0.00
Total	4	4	4	4	28.57	28.57	28.57	26.66

C.1.11 List the positions of director, administrator or representative thereof, held by directors or representatives of directors who are members of the company's board of directors in other entities, whether or not they are listed companies:

Identity of the director or representative	Company name of the listed or non-listed entity	Position
MANUEL GIL MADRIGAL	Barón de Ley, S.A.	DIRECTOR
MANUEL GIL MADRIGAL	Tasmania Gestión, S.L.	JOINT DIRECTOR
MANUEL GIL MADRIGAL	Tasmania Inmuebles, S.L.	CHAIRMAN-CHIEF EXECUTIVE OFFICER
PABLO COLIO ABRIL	Carso Infraestructura y Construcción S.A.B. de C.V. (CISCA)	DIRECTOR
PABLO COLIO ABRIL	Cafig Constructores S.A. de C.V.	DIRECTOR

Identity of the director or representative	Company name of the listed or non-listed entity	Position
PABLO COLIO ABRIL	Constructora Terminal Valle de Mexico S.A. de C.V.	DIRECTOR
PABLO COLIO ABRIL	Servicios Terminal Valle de Mexico, S.A.	DIRECTOR
PABLO COLIO ABRIL	Servicios CTVM S.A. de C.V.	DIRECTOR
PABLO COLIO ABRIL	Finver Inversiones 2020, S.L.	DIRECTOR
PABLO COLIO ABRIL	Soinmob Inmobiliaria Española	DIRECTOR
PABLO COLIO ABRIL	Dominum Dirección y Gestión S.A.	DIRECTOR
ÁLVARO VÁZQUEZ LAPUERTA	Libra Fotovoltaica S.L.	SOLE ADMINISTRATOR
ESTHER ALCOECER KOPLOWITZ.	Soinmob Inmobiliaria Española, S.A.	DIRECTOR
ESTHER ALCOECER KOPLOWITZ.	EAC Inversiones Corporativas, S.L.	JOINT DIRECTOR
ESTHER ALCOECER KOPLOWITZ.	EAC Medio Ambiente S.L.	JOINT DIRECTOR
ESTHER ALCOECER KOPLOWITZ.	Meliloto S.L.	JOINT DIRECTOR
ESTHER ALCOECER KOPLOWITZ.	Diseño Especializado en Organización de Recursos, S.L.	JOINT DIRECTOR
ESTHER ALCOECER KOPLOWITZ.	Ordenamientos Ibéricos, S.A.	JOINT DIRECTOR
ESTHER ALCOECER KOPLOWITZ.	Dominum Desga S.A.	JOINT DIRECTOR
ESTHER ALCOECER KOPLOWITZ.	Ejecución Organización de Recursos, S.L.	JOINT DIRECTOR
ESTHER ALCOECER KOPLOWITZ.	Samede Inversiones 2010, S.L.	JOINT DIRECTOR
ESTHER ALCOECER KOPLOWITZ.	Nueva Samede 2016, S.L.	JOINT DIRECTOR
ALICIA ALCOECER KOPLOWITZ	Soinmob Inmobiliaria Española, S.A.	JOINT DIRECTOR
ALFONSO SALEM SLIM	Impulsora del Desarrollo y el Empleo en América Latina, S.A.B. de C.V. (IDEAL)	DIRECTOR
ALFONSO SALEM SLIM	Grupo Carso, S.A.B. de C.V.	DIRECTOR
ALFONSO SALEM SLIM	Carso Infraestructura y Construcción, S.A. de C.V. (CICSA)	DIRECTOR
ALFONSO SALEM SLIM	Elementia Materiales, S.A.B. de C.V.	DIRECTOR
ALFONSO SALEM SLIM	Fortaleza Materiales, S.A.B. de C.V.	DIRECTOR
ALFONSO SALEM SLIM	Naturgy México, S.A. de C.V.	DIRECTOR
ALFONSO SALEM SLIM	Jezzine Uno, S.L.U.	JOINT DIRECTOR
ALFONSO SALEM SLIM	Inmuebles Carso, S.A. de C.V. and its subsidiaries	DIRECTOR
ALFONSO SALEM SLIM	Centro Histórico de la Ciudad de México, S.A. de C.V.	DIRECTOR
JUAN RODRÍGUEZ TORRES	Calzado Tecnico S.A. de C.V.	BOARD REPRESENTATIVE

Identity of the director or representative	Company name of the listed or non-listed entity	Position
JUAN RODRÍGUEZ TORRES	Calzado Rohcal S.A. de C.V.	BOARD REPRESENTATIVE
JUAN RODRÍGUEZ TORRES	Calzado y Componentes S.A. de C.V.	BOARD REPRESENTATIVE
JUAN RODRÍGUEZ TORRES	Inmobiliaria Inro S.A. de C.V.	BOARD REPRESENTATIVE
JUAN RODRÍGUEZ TORRES	Inmobiliaria Calro S.A. de C.V.	BOARD REPRESENTATIVE
JUAN RODRÍGUEZ TORRES	Inmobiliaria Proii S.A. de C.V.	BOARD REPRESENTATIVE
ALICIA ALCOCER KOPLOWITZ	EAC Inversiones Corporativas, S.L.	JOINT DIRECTOR
ALICIA ALCOCER KOPLOWITZ	EAC Medio Ambiente S.L.	JOINT DIRECTOR
ALICIA ALCOCER KOPLOWITZ	Meliloto S.L.	JOINT DIRECTOR
ALICIA ALCOCER KOPLOWITZ	Diseño Especializado en Organización de Recursos, S.L.	JOINT DIRECTOR
ALICIA ALCOCER KOPLOWITZ	Ordenamientos Ibéricos, S.A.	JOINT DIRECTOR
ALICIA ALCOCER KOPLOWITZ	Dominum Desga S.A.	JOINT DIRECTOR
ALICIA ALCOCER KOPLOWITZ	Ejecución Organización de Recursos, S.L.	JOINT DIRECTOR
ALICIA ALCOCER KOPLOWITZ	Samede Inversiones 2010, S.L.	JOINT DIRECTOR
ALICIA ALCOCER KOPLOWITZ	Nueva Samede 2016, S.L.	JOINT DIRECTOR
ESTHER KOPLOWITZ ROMERO DE JUSEU	Diseño Especializado en Organización de Recursos, S.L.	SOLE ADMINISTRATOR
ESTHER KOPLOWITZ ROMERO DE JUSEU	Ordenamientos Ibéricos, S.A.	SOLE ADMINISTRATOR
ESTHER KOPLOWITZ ROMERO DE JUSEU	Dominum Desga S.A.	SOLE ADMINISTRATOR
ESTHER KOPLOWITZ ROMERO DE JUSEU	Ejecución Organización de Recursos, S.L.	SOLE ADMINISTRATOR
ESTHER KOPLOWITZ ROMERO DE JUSEU	Samede Inversiones 2010, S.L.	SOLE ADMINISTRATOR
ESTHER KOPLOWITZ ROMERO DE JUSEU	Nueva Samede 2016, S.L.	SOLE ADMINISTRATOR
ESTHER KOPLOWITZ ROMERO DE JUSEU	Esther Koplowitz Foundation	CHAIRMAN
CARMEN ALCOCER KOPLOWITZ	EAC Inversiones Corporativas, S.L.	JOINT DIRECTOR
CARMEN ALCOCER KOPLOWITZ	EAC Medio Ambiente S.L.	JOINT DIRECTOR
CARMEN ALCOCER KOPLOWITZ	Meliloto S.L.	JOINT DIRECTOR
CARMEN ALCOCER KOPLOWITZ	Diseño Especializado en Organización de Recursos, S.L.	JOINT DIRECTOR

Identity of the director or representative	Company name of the listed or non-listed entity	Position
CARMEN ALCOCER KOPLOWITZ	Ordenamientos Ibéricos, S.A.	JOINT DIRECTOR
CARMEN ALCOCER KOPLOWITZ	Dominum Desga S.A.	JOINT DIRECTOR
CARMEN ALCOCER KOPLOWITZ	Ejecución Organización de Recursos, S.L.	JOINT DIRECTOR
CARMEN ALCOCER KOPLOWITZ	Samede Inversiones 2010, S.L.	JOINT DIRECTOR
CARMEN ALCOCER KOPLOWITZ	Nueva Samede 2016, S.L.	JOINT DIRECTOR
HENRI PROGLIO	Dassault	DIRECTOR
HENRI PROGLIO	ATALIAN	DIRECTOR
HENRI PROGLIO	ABR Management	DIRECTOR

Manuel Gil Madrigal, positions in the following entities are remunerated: Barón de Ley, S.A./Tasmania Inmuebles, S.L.
Pablo Colio, positions in the following entities are remunerated: Caro Infraestructura y Construcción S.A.B. de C.V. (CISCA)
Alfonso Salem Sliml, positions in the following entities are remunerated: Impulsora del Desarrollo y el Empleo en América Latina, S.A.B. de C.V. (IDEAL)/Grupo Carso, S.A.B. de C.V./Carso Infraestructura y Construcción, S.A. de C.V. (CICSA)/Elementia Materiales, S.A.B. de C.V./Fortaleza Materiales, S.A.B. de C.V./Inmuebles Carso, S.A. de C.V. and its subsidiaries
Juan Rodríguez Torres, positions in the following entities are remunerated: Calzado Tecnico S.A. de C.V./Calzado Rohcal S.A. de C.V./Calzado y Componentes S.A. de C.V./Inmobiliaria Inro S.A. de C.V./Inmobiliaria Calro S.A. de C.V./Inmobiliaria Calro S.A. de C.V.
Henri Proglío, positions in the following entities are remunerated: Dassault/ATALIAN/ABR Management

Indicate, where appropriate, the other remunerated activities of the directors or directors' representatives, whatever their nature, other than those indicated in the previous table.

Identity of the director or representative	Other paid activities
ÁLVARO VÁZQUEZ LAPUERTA	Meridia Partners S.L. - partner
HENRI PROGLIO	Natixis - censeur

C.1.12 Indicate whether the company has established rules on the maximum number of company boards on which its directors may sit, explaining if necessary and identifying where this is regulated, if applicable:

[] Yes
[✓] No

C.1.13 Indicate the remuneration received by the Board of Directors as a whole for the following items:

Remuneration accruing in favour of the Board of Directors in the financial year (thousands of euros)	2,458
Funds accumulated by current directors for long-term savings systems with consolidated economic rights (thousands of euros)	
Funds accumulated by current directors for long-term savings systems with unconsolidated economic rights (thousands of euros)	

Pension rights accumulated by former directors (thousands of euros)	3,066
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C.1.14 Identify members of senior management who are not also executive directors and indicate their total remuneration accrued during the year:

Name or company name	Position(s)
FELIPE BERNABÉ GARCÍA PÉREZ	General Secretary
MIGUEL MARTINEZ PARRA	Managing Director of Administration and Finance
FELIX PARRA MEDIAVILLA	Managing Director of Aqualia
MARCOS BADA GUTIÉRREZ	Managing Director of Internal Audit

Number of women in senior management	
Percentage of total senior management	0.00

Total remuneration of senior management (thousands of euros)	1,908
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C.1.15 Indicate whether the Board regulations were amended during the year:

☒ Yes
☐ No

C.1.21 Explain whether there are any specific requirements, other than those relating to directors, for being appointed as chairman of the Board of Directors:

☐ Yes
☒ No

C.1.23 Indicate whether the articles of incorporation or Board regulations establish any term limits for independent directors other than those required by law or any other additional requirements that are stricter than those provided by law:

☐ Yes
☒ No

C.1.25 Indicate the number of meetings held by the Board of Directors during the year. Furthermore, indicate, where appropriate, the times that the Board has met without the presence of the Chairman. Meetings where the chairman gave specific proxy instructions are to be counted as attended.

Number of board meetings	11
Number of board meetings held without the chairman's presence	0

Indicate the number of meetings held by the coordinating director with other directors, without the attendance or representation of any executive director:

Number of meetings	0
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Indicate the number of meetings held by each board committee during the year:

Number of Audit and Control Committee meetings	10
Number of Appointments and Remuneration Committee meetings	6
Number of Executive Committee meetings	10

C.1.26 Indicate the number of meetings held by the Board of Directors during the year with member attendance data:

Number of meetings at which at least 80% of directors were in attendance	10
% of face-to-face attendance divided by total votes during the year	90.26
Number of meetings with the face-to-face attendance, or proxies made with specific instructions, of all directors	
% of votes cast with face-to-face attendance and proxies made with specific instructions, divided by total votes during the year	90.26

C.1.27 Indicate whether the individual and consolidated annual accounts submitted to the board for issue are certified in advance:

☒ Yes
☐ No

Identify, if applicable, the person(s) who has/have certified the individual and consolidated financial statements of the company for issue by the board:

Name	Position
JUAN JOSÉ DRAGO MASÍA	Managing Director of Administration
PABLO COLIO ABRIL	Chief Executive Officer
MIGUEL MARTINEZ PARRA	Managing Director of Administration and Finance

C.1.29 Is the secretary of the board also a director?

☐ Yes
☒ No

If the secretary does not have director status, fill in the following table:

Name or company name of the secretary	Representative
FRANCISCO VICENT CHULIA	

C.1.31 Indicate whether during the business year, the Company has changed its external auditor.
If so, identify the incoming and outgoing auditors:

☒ Yes
☐ No

Outgoing auditor	Incoming auditor
Deloitte, S.L.	Ernst & Young, S.L.

If there were any disagreements with the outgoing auditor, explain their content:

☐ Yes
☒ No

C.1.32 Indicate whether the audit firm performs any non-audit work for the company and/or its group and, if so, state the amount of fees it received for such work and express this amount as a percentage of the total fees invoiced to the company and/or its group for audit work:

☒ Yes
☐ No

	Company	Group companies	Total
Amount invoiced for non-audit services (thousands of euros)	0	9	9
Value of work other than audits/Value of audit works (in %)	0.00	0.26	0.24

C.1.33 Indicate whether the audit report of the previous business year's financial statements includes qualifications. If so, indicate the reasons given to shareholders at the general meeting by the chairman of the audit committee to explain the content and extent of the qualified opinion or reservations.

☐ Yes
☒ No

C.1.34 Indicate the number of business years that the current audit firm has been continuously auditing the Company's individual and/or consolidated financial statements. Furthermore, indicate the percentage that the number of business years audited by the current audit firm accounts for in terms of the total number of business years in which the financial statements have been audited:

	Individual	Consolidated
Number of uninterrupted years	1	1

	Individual	Consolidated
Number of years audited by the current audit firm/number of years in which the company has been audited (in %)	3.13	3.13

C.1.35 Indicate whether there is a procedure for directors to be sure of having the information necessary to prepare the meetings of the governing bodies with sufficient time:

[√] Yes
[] No

Details of the procedure

Regulations of the Board of Directors.

Article 26. Information and inspection powers

"1. In the performance of their duties, every director has the duty to demand and the right to obtain from the Company, the adequate and necessary information that will allow them to fulfil their obligations concerning all aspects of FCC and its subsidiaries and investees, whether national or foreign. To this end, they may examine the documentation deemed necessary, make contact with those responsible for the affected departments and visit the corresponding facilities. 2. To refrain from disturbing the ordinary management of the FCC Group, the exercise of the powers of information shall be channelled through the Chairman, who shall respond to the director's requests, directly providing the information or offering the details of the corresponding contacts at the corresponding organisational level. 3. If the request for information is denied, delayed or incorrectly responded to, the requesting director may repeat their request before the Audit and Control Committee, and, once the Chairman and the requesting director have provided their reasons, this Committee shall decide how to proceed for the purposes mentioned above. 4. The requested information may only be denied when, in the opinion of the Chairman and the Audit and Control Committee, it is unnecessary or harmful to the Company's corporate interests. This refusal shall not apply when the request has been supported by the absolute majority of the Board members".

"Article 30. The Chairman. Roles [...]"

3. The Chairman, as the person ultimately responsible for the management and efficient operation of the Board of Directors, [...] shall ensure, with the collaboration of the Secretary, that the Directors receive in advance sufficient information to deliberate on the items on the Agenda [...]"

C.1.39 Identify individually as regards directors, and in aggregate form in other cases, and provide details of any agreements between the company and its directors, executives or employees containing indemnity or golden parachute clauses in the event of resignation or dismissal without due cause or termination of employment as a result of a takeover bid or any other type of transaction.

Number of beneficiaries	2
Type of beneficiary	Description of the agreement
CEO and General Secretary	CHIEF EXECUTIVE OFFICER: And if the contractual relationship is terminated at the will of the CEO for any of the following causes: - Substantial changes in working conditions that are notoriously detrimental to his professional training, that are detrimental to his dignity, or that are decided with serious transgression of good faith, by the company. - Failure to pay for three consecutive months or six alternate months, or continued delay in the payment of the remuneration agreed under the contract. - Succession of a company or significant change in ownership of the same, which has the effect of a renewal of its governing bodies or the content of its main activity, provided that the termination occurs within three months of the occurrence of such changes. - Any other serious breach of the contractual obligations by the Company, with the exception of force majeure budgets, in which the payment of compensation shall not be applicable. As in the case of free and unilateral termination from the Company, he will have the right to

Type of beneficiary	Description of the agreement
	receive compensation resulting from the sum of the following two items: a) The amount resulting from the termination of the employment relationship that the CEO previously held with FCC Construcción or with any other company of the FCC Group using 12 September 2017 as the calculation date (and in accordance with the applicable regulations on that date) b) The amount resulting from multiplying 7 days' salary by the number of years elapsed from 12 September 2017 until the time of termination of the contract. GENERAL SECRETARY: Concerning the general secretary, an executive director up until 13 January 2015, the Company, having received authorisation from the Executive Committee, took out and paid up the insurance premium to cover the payment of contingencies relating to death, permanent incapacity for work, retirement pensions and benefits or other concepts to be paid, in addition to others, to certain executive directors and executives. Specifically, the contingencies giving rise to compensation are those involving the termination of the employment relationship for any of the following reasons: a) Unilateral decision of the Company. b) Winding up or disappearance of the parent Company for any reason, including merger or spinoff. c) Death or permanent disability. d) Other causes of physical or legal incapacitation. e) Substantial modification of professional conditions. f) Resignation, having reached the age of 60, at the request of the executive and with the agreement of the Company. g) Resignation, having reached the age of 65, at the executive's sole discretion. As at 31 December 2021, the General Secretary is entitled to a net amount equivalent to 3.5 times his annual gross remuneration.

Indicate whether, beyond the assumptions provided for in the regulations, these contracts must be communicated and/or approved by the corresponding bodies of company or its group. If so, specify the procedures, expected cases and the nature of the bodies responsible for their approval or communication:

	Board of Directors	General Shareholders' Meeting
Body authorising the clauses	√	
	Yes	No
Are the clauses notified to the General Shareholders' Meeting?	√	

C.2. Committees of the Board of Directors

C.2.1 Provide details of all the Committees of the Board of Directors, their members and the proportion of executive, proprietary, independent and other external directors who serve on them:

Audit and Control Committee		
Name	Position	Category
HENRI PROGLIO	VOTING MEMBER	Independent
JUAN RODRÍGUEZ TORRES	VOTING MEMBER	Proprietary
ÁLVARO VÁZQUEZ LAPUERTA	VOTING MEMBER	Independent
MANUEL GIL MADRIGAL	CHAIRMAN	Independent

% of executive directors	0.00
% of proprietary directors	25.00
% of independent directors	75.00
% other external directors	0.00

Identify the directors who are members of the audit committee and have been appointed taking into account their knowledge and experience in accounting or audit matters, or both, and state the date on which the Chairperson of this committee was appointed.

Names of directors with experience	MANUEL GIL MADRIGAL
Date of appointment of the Chairman to the position	08/05/2019

Appointments and Remuneration Committee:		
Name	Position	Category
DOMINUM DESGA, S.A.	VOTING MEMBER	Proprietary
JUAN RODRÍGUEZ TORRES	VOTING MEMBER	Proprietary
ÁLVARO VÁZQUEZ LAPUERTA	CHAIRMAN	Independent
MANUEL GIL MADRIGAL	VOTING MEMBER	Independent

% of executive directors	0.00
% of proprietary directors	50.00
% of independent directors	50.00
% other external directors	0.00

Executive Committee		
Name	Position	Category
DOMINUM DESGA, S.A.	VOTING MEMBER	Proprietary
PABLO COLIO ABRIL	VOTING MEMBER	Executive

Executive Committee		
Name	Position	Category
ALEJANDRO ABOUMRAD GONZÁLEZ	CHAIRMAN	Proprietary
GERARDO KURI KAUFMANN	VOTING MEMBER	Executive
JUAN RODRÍGUEZ TORRES	VOTING MEMBER	Proprietary
ALICIA ALCOCER KOPLOWITZ	VOTING MEMBER	Proprietary

% of executive directors	33.33
% of proprietary directors	66.67
% of independent directors	0.00
% other external directors	0.00

C.2.2 Complete the following table with information regarding the number of female directors who were members of Board committees at the close of the past four years:

	Number of female directors							
	2021		2020		2019		2018	
	Number	%	Number	%	Number	%	Number	%
Audit and Control Committee	0	0.00	0	0.00	0	0.00	0	0.00
Appointments and Remuneration Committee:	1	25.00	1	25.00	1	25.00	1	25.00
Executive Committee	2	33.33	2	33.33	2	33.33	2	33.33

D. RELATED-PARTY AND INTRAGROUP TRANSACTIONS

D.2. Give individual details of operations that are significant due to their amount or of importance due to their subject matter carried out between the company or its subsidiaries and shareholders holding 10% or more of the voting rights or who are represented on the board of directors of the company, indicating which has been the competent body for its approval and if any affected shareholder or director has abstained. In the event that the board of directors has responsibility, indicate if the proposed resolution has been approved by the board without a vote against the majority of the independents:

	Name or company name of shareholder or any of its subsidiaries	% Shareholding	Name or company name of the company or entity within its group	Amount (thousands of euros)	Approving body	Identification of the significant shareholder or director who has abstained	The proposal to the board, if any, has been approved by the board without a vote against the majority of independents
(1)	CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	80.03	F-C y C, S.L. Unipersonal	83,941	Board of Directors	None	NO
(2)	SOINMOB INMOBILIARIA ESPAÑOLA S.A.	80.03	F-C y C, S.L. Unipersonal Energéticas S.A.U.	226,200	Board of Directors	None	NO

	Name or company name of shareholder or any of its subsidiaries	Nature of the relationship	Nature of the operation and other information necessary for its evaluation
(1)	CONTROL EMPRESARIAL DE CAPITALES, S.A. DE C.V.	Corporate	Acquisition of shares in Realia Business, SA. representing 13.11% of its share capital.
(2)	SOINMOB INMOBILIARIA ESPAÑOLA S.A.	Corporate	Contribution of all shares of Jezzine Uno, S.L.U.

D.3. Give individual details of the operations that are significant due to their amount or relevant due to their subject matter carried out by the company or its subsidiaries with the administrators or managers of the company, including those operations carried out with entities that the administrator or manager controls or controls jointly, indicating the competent body for its approval and if any affected shareholder or director has abstained. In the event that the board of directors has responsibility, indicate if the proposed resolution has been approved by the board without a vote against the majority of the independents:

	Name or company name of the administrators or managers or their controlled or jointly controlled entities	Name or company name of the company or entity within its group	Relationship	Amount (thousands of euros)	Approving body	Identification of the significant shareholder or director who has abstained	The proposal to the board, if any, has been approved by the board without a vote against the majority of independents
(1)	ALEJANDRO ABOUMRAD GONZÁLEZ	FCC	Director	338	Board of Directors		NO
(2)	GERARDO KURI KAUFMANN	Cementos Portland Valderrivas y Realía	Chief Executive Officer	350	Board of Directors		NO

	Name or company name of the administrators or managers or their controlled or jointly controlled entities	Nature of the operation and other information necessary for its evaluation
(1)	ALEJANDRO ABOUMRAD GONZÁLEZ	Provision of services
(2)	GERARDO KURI KAUFMANN	Provision of services

- D.4.** Report individually on intragroup transactions that are significant due to their amount or relevant due to their subject matter that have been undertaken by the company with its parent company or with other entities belonging to the parent's group, including subsidiaries of the listed company, except where no other related party of the listed company has interests in these subsidiaries or that they are fully owned, directly or indirectly, by the listed company.

In any case, report any intragroup transaction conducted with entities established in countries or territories considered as tax havens

Company name of the Group entity	Brief description of the operation and other information necessary for its evaluation	Amount (thousands of euros)
Realia Business, S.A.	Contract with FCC Construcción, S.A., for the construction of 80 dwellings, garages, storage rooms and sports areas, Phase 2 of PP41, "Campo del Ángel", in Alcalá de Henares (Madrid)	12,740
Realia Patrimonio, S.L.U.	Contract with FCC Industrial e Infraestructuras Energéticas S.A.U. for the supply and installation of intercoms by FCC Industrial, S.S. in Torre Fira de Barcelona	13
Realia Patrimonio, S.L.U.	Rendering of services by FCC Industrial e Infraestructuras Energéticas S.A.U.	1,193
Realia Patrimonio, S.L.U.	Rendering of services by FCC Medio Ambiente, S.A.	162
Realia Patrimonio, S.L.U.	Rendering of services by Servicios Especiales de Limpieza, S.A.	496
Realia Patrimonio, S.L.U.	Rental contract by Fedemes, S.L.	13
Realia Business, S.A.	Rendering of services by FCC Industrial e Infraestructuras Energéticas S.A.U.	2
Realia Business, S.A.	Rendering of services by FCC Construcción, S.A.	12,001
Realia Business, S.A.	Rendering of services by Fomento de Construcciones y Contratas, S.A.	142
Realia Business, S.A.	Rental contract by Fedemes, S.L.	101
F-C y C, S.L.	Rendering of services by Áridos de Melo, S.L.	296
F-C y C, S.L.	Rendering of services by FCC Construcción, S.A.	21,383
F-C y C, S.L.	Rendering of services by FCC Medio Ambiente, S.A.	9
F-C y C, S.L.	Rendering of services by Fomento de Construcciones y Contratas, S.A.	54
F-C y C, S.L.	Rental contract by Fedemes, S.L.	112
F-C y C, S.L.	Rendering of services by Realia Business, S.A.	2,371

Company name of the Group entity	Brief description of the operation and other information necessary for its evaluation	Amount (thousands of euros)
FCC Construcción, S.A.	Rendering of services by F-C y C, S.L	2
Cementos Portland Valderrivas, S.A.	Rendering of services by Realía Patrimonio, S.L.U.	90
Fomento de Construcciones y Contratas, S.A.	Rendering of services by Realía Patrimonio, S.L.U.	11
Realía Patrimonio, S.L.U.	Intragroup loan of Cementos Portland Valderrivas, S.A.	140
Realía Patrimonio, S.L.U.	Intragroup loan of Fomento de Construcciones y Contratas, S.A.	24
Realía Business, S.A.	Intragroup loan of Fomento de Fedemes, S.L.	38
Realía Business, S.A.	Intragroup loan of Fomento de Construcciones y Contratas, S.A.	120,000
F-C y C, S.L.	Intragroup loan of Asesoría Financiera y de Gestión, S.A.	21
F-C y C, S.L.	Intragroup loan of Fomento de Construcciones y Contratas, S.A.	32,258
Fomento de Construcciones y Contratas, S.A.	Intragroup loan of Realía Patrimonio, S.L.U.	2,664
Fomento de Construcciones y Contratas, S.A.	Intragroup loan of Realía Business, S.A.	44
Fomento de Construcciones y Contratas, S.A.	Intragroup loan of F-C y C, S.L.	23,017
Claro Enterprise Solutions, S.L.	Contract for the provision of IT services to Fomento de Construcciones y Contratas, S.A.	13,446
Banco Inbursa, S.A.	Accrual of interest on subordinated financing of Cementos Portland Valderrivas, S.A.	1,764

D.5. Give individual details of the operations that are significant due to their amount or relevant due to their subject matter carried out by the company or its subsidiaries with other related parties pursuant to the international accounting standards adopted by the EU, which have not been reported in previous sections.

Company name of the related party	Brief description of the operation and other information necessary for its evaluation	Amount (thousands of euros)
No data		

G. DEGREE OF COMPLIANCE WITH CORPORATE GOVERNANCE RECOMMENDATIONS

Indicate the degree of compliance at the company with the recommendations of the Code of Good Governance of Listed Companies.

In the event that a recommendation is not followed or only partially followed, a detailed explanation of the reasons must be included so that shareholders, investors and the market in general have enough information to assess the company's conduct. General explanations are not acceptable.

1. The articles of incorporation of listed companies should not limit the maximum number of votes that may be cast by one shareholder or contain other restrictions that hinder the takeover of control of the company through the acquisition of its shares on the market.

Compliant ☒ Explain ☐

2. When the listed company is controlled by another entity in the meaning of Article 42 of the Commercial Code, whether listed or not, and has, directly or through its subsidiaries, business relations with said entity or any of its subsidiaries (other than the listed company) or carries out activities related to those of any of them it should make accurate public disclosures on:

- a) The respective areas of activity and possible business relationships between the listed company or its subsidiaries and the parent company or its subsidiaries.
- b) The mechanisms in place to resolve any conflicts of interest that may arise.

Compliant ☐ Partially compliant ☐ Explain ☒ Not applicable ☐

The Audit and Control Committee is responsible for the knowledge of related-party transactions, which are subject to regulatory controls.

3. During the ordinary General Shareholders' Meeting, as a complement to the distribution of the written annual corporate governance report, the chairman of the Board of Directors should inform shareholders orally, in sufficient detail, of the most significant aspects of the company's corporate governance, and in particular:

- a) Changes that have occurred since the last General Shareholders' Meeting.
- b) Specific reasons why the company has not followed one or more of the recommendations of the Code of Corporate Governance and the alternative rules applied, if any.

Compliant ☐ Partially compliant ☐ Explain ☒

The Company considers that the information on the Company's corporate governance is sufficiently provided to shareholders in the specific report on this subject that accompanies the information made available to them prior to the General Meeting.

In this regard, the notice of the General Shareholders' Meeting expressly states in the "Right to Information" section that any shareholder may obtain from the Company, for examination at the registered office or to be sent immediately and free of charge, among other documents, the Annual Corporate Governance Report, which is submitted to the shareholders for approval as part of the Management Report. This report is available online on the Company's website under its corporate governance section.

4. The company should define and promote a policy on communication and contact with shareholders and institutional investors, within the framework of their involvement in the company, and with proxy advisors that complies in all aspects with rules against market abuse and gives equal treatment to similarly situated shareholders. And the company should publish this policy on its website, including information on how it has been put into practice and identifying the contact persons or those responsible for implementing it.

And, without prejudice to the legal obligations regarding dissemination of inside information and other types of regulated information, the company should also have a general policy regarding the communication of economic-financial, non-financial and corporate information through such channels as it may consider appropriate (communication media, social networks or other channels) that helps to maximise the dissemination and quality of information available to the market, investors and other stakeholders.

Compliant [] Partially compliant [] Explain [X]

The Company has drafted its Policy on Communication and Contacts with Shareholders, Institutional Investors, Analysts, Voting Advisors and Credit Rating Agencies, which the Board of Directors may approve in financial year 2022. Notwithstanding the above, in practice, the Company, in its communication activities, fully observes the rules against market abuse and gives similar treatment to shareholders in the same position and, within the framework of legal obligations to disclose inside and other regulated information, the Company endeavours to maximise the dissemination and quality of information available to the market, investors and other stakeholders.

5. The Board of Directors should not submit to the General Shareholders' Meeting any proposal for delegation of powers allowing the issue of shares or convertible securities with the exclusion of first refusal rights in an amount exceeding 20% of the capital at the time of delegation.

And whenever the Board of Directors approves any issue of shares or convertible securities with the exclusion of first refusal rights, the company should immediately publish the reports referred to by company law on its website.

Compliant [X] Partially compliant [] Explain []

6. Listed companies that prepare the reports listed below, whether under a legal obligation or voluntarily, should publish them on their website with sufficient time before the General Shareholders' Meeting, even if their publication is not mandatory:

- a) Report on the independence of the auditor.
- b) Reports on the functioning of the audit committee and the appointments and remuneration committee.
- c) Report of the audit committee on related transactions.

Compliant [] Partially compliant [X] Explain []

The Company publishes on its website, together with the other documentation that must be made available to shareholders when the General Meeting is convened, the report of the Audit and Compliance Committee on the independence of the auditor, as well as the reports on the functioning of the Audit and Compliance Committee and the Appointments and Remuneration Committee. With regard to related-party transactions, the Audit and Control Committee, which exercises, in accordance with the law, the function of reporting on related-party transactions to be approved by the General Meeting or the Board of Directors. In this regard, the Company considers that information on related-party transactions is sufficiently disclosed to shareholders in section D of the IAGC, which lists the significant related-party transactions that have taken place during the year.

7. The company should transmit in real time, through its website, the proceedings of the General Shareholders' Meetings.

And the company should have mechanisms in place allowing the delegation and casting of votes by means of data transmission and even, in the case of large-caps and to the extent that it is proportionate, attendance and active participation in the General Meeting to be conducted by such remote means.

Compliant ☒ Partially compliant ☐ Explain ☐

8. The audit committee should ensure that the financial statements submitted by the board of directors to the general shareholders' meeting are drawn up in accordance with accounting standards. In those cases in which the auditor has included an exception in the audit report, the chairman of the audit committee should clearly explain at the general meeting the audit committee's opinion on its content and scope, and a summary of said opinion should be made available to shareholders at the time of publication of the notice of call to the meeting, together with the rest of the board's proposals.

Compliant ☒ Partially compliant ☐ Explain ☐

9. The company should permanently publish on its website the requirements and procedures for certification of share ownership, the right of attendance at the General Shareholders' Meetings, and the exercise of the right to vote or to issue a proxy.

These requirements and procedures promote the attendance and exercise of shareholders' rights and are applied in a non-discriminatory manner.

Compliant ☒ Partially compliant ☐ Explain ☐

10. When a legitimate shareholder has exercised, before the General Shareholders' Meeting is held, the right to add to the agenda or submit new resolutions, the Company should:

- a) Immediately disseminate these additional items and new resolutions proposed.
- b) Disclose the attendance card template or vote delegation form or distance voting form with the necessary modifications so that the new items on the agenda and alternative resolution proposals can be voted on under the same terms as those proposed by the Board of Directors.
- c) Submit all the alternative points or proposals to a vote and apply the same voting rules as applied to those prepared by the Board of Directors, including, in particular, assumptions or deductions on the meaning of the vote.
- d) After the General Shareholders' Meeting, communicate the breakdown of the vote on these additional items or alternative proposals.

Compliant [☐] Partially compliant [☐] Explain [☐] Not applicable [☒]

11. If the company plans to pay out attendance premiums to the General Shareholders Meeting, a general policy on these premiums is established in advance and this policy is stable.

Compliant [☐] Partially compliant [☐] Explain [☐] Not applicable [☒]

12. The Board of Directors should perform its functions with a unity of purpose and independence of criterion, treating all similarly situated shareholders equally and being guided by the best interests of the company, which is understood to mean the pursuit of a profitable and sustainable business in the long term, promoting its continuity and maximising the economic value of the business.

And in pursuit of the company's interest, in addition to complying with applicable law and rules and conducting itself on the basis of good faith, ethics and a respect for commonly accepted best practices, it should seek to reconcile its own company interests, when appropriate, with the interests of its employees, suppliers, clients and other stakeholders that may be affected, as well as the impact of its corporate activities on the communities in which it operates and on the environment.

Compliant [☒] Partially compliant [☐] Explain [☐]

13. The board of directors is the correct size to ensure it is effective and participative, meaning it is advisable to have between five and fifteen members.

Compliant [☒] Explain [☐]

14. The Board of Directors should approve a policy aimed at favouring an appropriate composition of the Board and that:
- a) Is concrete and verifiable;
 - b) Ensures that proposals for appointment or re-election are based upon a prior analysis of the skills required by the Board of Directors; and
 - c) Favours diversity of knowledge, experience, age and gender. For these purposes, it is considered that the measures that encourage the company to have a significant number of female senior executives favour gender diversity.

The result of the prior analysis of the skills required by the Board of Directors shall be contained in the supporting report from the appointments committee published upon calling the General Shareholders' Meeting to which the ratification, appointment or re-election of each director is submitted.

The Appointments Committee will verify compliance with this policy and will be informed in the Annual Corporate Governance Report.

Compliant [] Partially compliant [X] Explain []

Article 38.4.j) of the Regulations of the Board of Directors establishes the following among the functions of the Appointments and Remuneration Committee: "Assist the Board in its function of ensuring that the procedures for selecting its members favour diversity with respect to matters such as age, gender, disability or professional training and experience and do not suffer from implicit biases that could imply any discrimination and, in particular, that they facilitate the selection of female directors in a number that allows a balanced presence of women and men to be achieved, in such a way that the Company deliberately seeks and includes among the potential candidates, women who meet the desired professional profile, and the Board must explain, where appropriate, through the Annual Corporate Governance Report, the reason for the low or non-existent number of female directors and the initiatives adopted to correct such situation. For this purpose, it should set a target for representation of the under-represented sex on the board and develop guidance on how to achieve this target".

Thus, In 2019, FCC renewed its commitment to the Diversity Charter for the period 2019-2021, a voluntary code for the promotion of the core Equality principles. The initiative, promoted by the Directorate of Justice at the European Commission as part of the development of its anti-discrimination policies, contemplates the implementation of inclusion policies and non-discrimination programmes at signatory companies.

Notwithstanding the foregoing, the Company has not considered it necessary at this time to include the various provisions already in place regarding the composition and diversity of directors in a specific document formally called a "policy", although the essential principles of Recommendation 14 are included in the rules of conduct of the Company's governing bodies and are applied by them when necessary.

15. Proprietary and independent directors should constitute a substantial majority of the Board of Directors and the number of executive directors should be kept to a minimum, taking into account the complexity of the corporate group and the percentage of equity participation of executive directors.

And the number of female directors should represent at least 40% of the members of the Board of Directors before the end of 2022 and thereafter, and no less 30% prior to that date.

Compliant [] Partially compliant [X] Explain []

With regard to the percentage of the number of female directors, the Board of Directors of FCC has four female directors out of the total of 14 directors, giving a percentage of 28.57.

16. The number of proprietary directors as a percentage of the total number of non-executive directors should not be greater than the proportion of the company's share capital represented by those directors and the rest of the capital.

This criterion may be relaxed:

- a) In large-cap companies where very few shareholdings are legally considered significant.
- b) For companies in which there is a large number of shareholders represented on the Board of Directors who have no links to one another.

Compliant ☒ Explain ☐

17. The number of independent directors represents at least half the total number of directors.

However, when the company is not highly capitalised or when, even if it is, one shareholder or more shareholders are acting together, controlling more than 30% of the share capital, the number of independent directors represents at least one third of the total number of directors.

Compliant ☐ Explain ☒

On its Board of Directors, FCC has three independent directors out of a total of fourteen members, representing 21 percent of the total number of directors.
FCC considers that such percentage does not make it necessary to increase the number of independent directors, taking into account the highly concentrated shareholding structure of the Company and the effective role played by the three independent directors.

18. Companies should publish the following information on its directors on their websites and keep it up to date:

- a) Professional and biographical profile.
- b) Other Boards of Directors to which they belong, whether at listed companies or not, and the other paid activities they perform, regardless of their nature.
- c) Indication of the category of Director to which they belong, indicating, in the case of proprietary directors, the shareholder they represent or with whom they have links.
- d) Date of their first appointment as a Director of the Company, as well as subsequent re-elections.
- e) Shares in the company, and options on them, that they own.

Compliant ☒ Partially compliant ☐ Explain ☐

19. The annual corporate governance report, after a check performed by the Appointments Committee, explains the reasons that proprietary directors have been appointed at the request of shareholders whose shareholding is less than 3% of the share capital; and it explains the reasons that formal requests for presence on the Board from shareholders whose shareholding is equal to or greater than that of others, at whose request proprietary directors have been appointed, have not been met.

Compliant ☐ Partially compliant ☐ Explain ☐ Not applicable ☒

20. Proprietary directors representing significant shareholders should resign from the Board when the shareholder they represent disposes of its entire shareholding. They should also resign, in a proportional fashion, in the event that said shareholder reduces its percentage interest to a level that requires a decrease in the number of proprietary directors.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

21. The Board of Directors does not propose the removal of any independent director before the end of the statutory period for which they were appointed, unless there is just cause, identified by the Board following in a report from the Appointments and Remuneration Committee. In particular, it shall be considered that there is just cause when the director first occupies new positions or contracts new obligations that prevent him/her from dedicating the necessary time to the performance of the duties assigned to the position of director, breaches the duties inherent to the position in question or incurs in any of the circumstances resulting in him/her losing his/her status as an independent director, pursuant to the provisions of the applicable legislation.

The removal of independent directors may also be proposed as a result of takeovers, mergers or other similar corporate transactions that involve a change in the capital structure of the company, when these changes in the structure of the Board of Directors can be attributed to the criteria of proportionality indicated in recommendation 16.

Compliant ☒ Explain ☐

22. Companies should establish rules requiring directors to report and, where appropriate, resign when situations arise affecting them, whether or not this is related to their actions in the company itself, which could be harmful to the credit and reputation of the company. This is in addition to the specific requirement of informing the Board of Directors of any criminal proceedings in which they are under investigation, as well as the progress of any such proceedings.

And, having been informed of or otherwise having become aware of any of the situations mentioned in the previous paragraph, the board should examine the case as soon as possible. It should also, in view of the specific circumstances, decide, after a report from the appointments and remuneration committee, whether or not to adopt any measures, such as opening an internal investigation, requesting the resignation of the director or proposing his or her dismissal. And to report on the matter in the annual corporate governance report, unless there are special circumstances justifying this, which should be recorded in the minutes. This is notwithstanding the information that the company must disclose, where appropriate, at the time of adopting the corresponding measures.

Compliant ☒ Partially compliant ☐ Explain ☐

23. All directors clearly express their opposition when they consider that any proposed decision submitted to the Board of Directors may be contrary to the corporate interest. The same applies, in a special way, to independents and other directors who are not affected by any potential conflict of interests, in the case of decisions that may harm shareholders not represented on the Board of Directors.

When the Board of Directors adopts significant or repeated decisions about which the director would have made reservations, he/she shall draw the necessary conclusions and, if he chooses to resign, explain his/her reasons for doing so in the letter indicated in the following recommendation.

This recommendation also applies to the secretary of the Board of Directors, even if he/she does not have the status of a director.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

24. When, either by resignation or by resolution of the general meeting, a director steps down before the end of their term of office, they should sufficiently explain the reasons for their departure or, in the case of non-executive directors, their views on the reasons for the board's decision to dismiss them, in a letter sent to all members of the Board of Directors.

And, notwithstanding the fact that all the above is disclosed in the annual corporate governance report, to the extent that it is relevant for investors, the company should publish the resignation as soon as possible, including a sufficient reference to the reasons or circumstances provided by the director.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

25. The Appointments Committee ensures that non-executive directors have sufficient time available for the proper performance of their duties.

And the Regulations of the Board establish the maximum number of Boards on which its directors may serve.

Compliant [] Partially compliant [X] Explain []

Article 21.4 of the Regulations of the Board of Directors stipulates that "Directors must inform the Appointments and Remuneration Committee of their other professional obligations, in case they might interfere with the dedication proper to their position". Article 38.4.a) of the Regulations of the Board of Directors also establishes that the functions of this Committee include "Assessing the skills, knowledge and experience required on the Board of Directors. For these purposes, it shall define the functions and skills required of the candidates to fill each vacancy and shall assess the time and dedication necessary for them to perform their duties effectively, ensuring that the non-executive directors have sufficient time available for the proper performance of their duties". The Company, for the time being, has not set the maximum number of boards to which each director may belong, given that the proven dedication of the directors to the company is adequate, without it being considered necessary, therefore, to indicate such number, for which reason the Company understands that it partially complies with the recommendation.

26. The Board of Directors should meet frequently enough to be able to effectively perform its duties, and at least eight times per year, following a schedule of dates and agendas established at the beginning of the year and allowing each director individually to propose other items that do not originally appear on the agenda.

Compliant [X] Partially compliant [] Explain []

27. Director absences should occur only when absolutely necessary and be quantified in the annual corporate governance report. And when absences do occur, the director should appoint a proxy with instruction.

Compliant [] Partially compliant [X] Explain []

Although during financial year 2021, absences of directors have been reduced to essential cases, no proxies have been granted with instructions when absences have been necessary.

28. When directors or the secretary express concern regarding a proposal or, in the case of directors, regarding the direction in which the company is headed and said concerns are not resolved by the Board of Directors, such concerns should be included in the minutes at the request of the director expressing them.

Compliant [X] Partially compliant [] Explain [] Not applicable []

29. The Company establishes the appropriate channels so that directors can obtain the necessary advice for them to perform their duties, including, if the circumstances so require, external advice charged to the company.

Compliant [X] Partially compliant [] Explain []

30. Regardless of the knowledge required by directors in the exercise of their duties, the companies also offer the directors knowledge refresher programmes when the circumstances so advise.

Compliant ☒ Explain ☐ Not applicable ☐

31. The agenda of meetings clearly indicates the points on which the Board of Directors must adopt a decision or resolution so that the directors can study or collect, in advance, the information necessary for its adoption.

When, exceptionally, for reasons of urgency, the Chairman wishes to submit decisions or resolutions that do not appear on the agenda for approval by the Board of Directors, the prior and express consent of the majority of the directors present shall be required, duly reflected in the minutes.

Compliant ☒ Partially compliant ☐ Explain ☐

32. Directors should be periodically informed of changes in shareholding and of the opinions of significant shareholders, investors and rating agencies of the company and its group.

Compliant ☒ Partially compliant ☐ Explain ☐

33. The chairman, as the person responsible for the effective functioning of the Board of Directors, in addition to exercising the duties assigned to him by law and in the articles of incorporation, prepares and submits a programme of dates and matters to be discussed to the Board of Directors; organises and coordinates the periodic assessment of the board, as well as, where appropriate, the company's chief executive; is responsible for the direction of the board and the effectiveness of its functioning; ensures that sufficient discussion time is devoted to strategic issues, and agrees and reviews knowledge refresher programmes for each director, when the circumstances so advise.

Compliant ☒ Partially compliant ☐ Explain ☐

34. When there is a coordinating director, the Bylaws or the Regulations of the Board of Directors, in addition to the powers that correspond to him by Law, assign the following powers thereto: preside over the Board of Directors in the absence of the Chairman and Vice Chairman, as applicable; echoes the concerns of non-executive directors; maintains contact with investors and shareholders to obtain their points of view to form an opinion on their concerns, particularly in relation to the corporate governance of the company; and coordinates the Chairman's succession plan.

Compliant ☐ Partially compliant ☐ Explain ☐ Not applicable ☒

35. The secretary of the Board of Directors should pay special attention to ensure that the activities and decisions of the Board of Directors take into account such recommendations regarding good governance contained in this Good Governance Code as may be applicable to the company.

Compliant ☒ Explain ☐

36. The Board of Directors should meet in plenary session once a year and adopt, where appropriate, an action plan to correct any deficiencies detected in the following:

- a) The quality and efficiency of the Board of Directors' work.
- b) The workings and composition of its committees.
- c) Diversity in the composition and powers of the Board of Directors.
- d) The performance of the Chairman of the Board of Directors and the Chief Executive of the company.
- e) The performance and contribution of each director, paying particular attention to those responsible for the different Committees of the Board of Directors.

To perform the assessment of the different committees, the report submitted to the Board of Directors will be used, and for the Board assessment, the report submitted to the Appointments Committee.

Every three years, the Board of Directors will be assisted by an external consultant in performing the assessment, whose independence shall be verified by the Appointments Committee.

The business relationships that the consultant or any company in its group may have with the company or any Group company shall be broken down in the Annual Corporate Governance Report.

The process and areas evaluated must be described in the annual corporate governance report.

Compliant [] Partially compliant [X] Explain []

The Board of Directors internally performs the annual assessment of the efficiency of its functioning, its committees, as well as that of the Chairman of the Board of Directors (non-executive) and the CEO.
The Company believes that the conclusions drawn during the internal assessment make it possible to sufficiently correct any shortcomings detected or improvements in the functions assigned to the Board.
The assessment with the help of an external consultant has been carried out twice in the past. The Board shall assess the suitability of requesting such external assistance each year.

37. When there is an executive committee, at least two non-executive directors should sit on it, at least one of whom should be independent and its secretary should be the secretary of the board of directors.

Compliant [] Partially compliant [X] Explain [] Not applicable []

The Secretary of the Executive Committee is the same as the Secretary of the Board and, in addition, has several non-executive members. However, the composition of this Committee, whose members have been appointed by the Board taking into account the knowledge, skills and experience of the directors and the duties of the Committee, does not include any independent directors, three of whom are present in the full Board.
All decisions taken by the Executive Committee are reported to the Board.
On this Committee, independent directors may request as many clarifications or comments as they deem appropriate.
Given the continuous control that the Board exercises over the Executive Committee, it has not been considered necessary to include independent directors on this Committee.

38. The board of directors should always be informed of the business transacted and decisions taken by the executive committee and all members of the board of directors should receive copies of the minutes of the meetings of the executive committee.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

39. Members of the Audit Committee as a whole, and especially its Chairman, are appointed taking into account their knowledge and experience in accounting, auditing and risk management matters, both financial and non-financial.

Compliant ☒ Partially compliant ☐ Explain ☐

40. Under the supervision of the audit committee, there should be an internal audit unit to ensure the proper functioning of internal control and information systems, reporting functionally to the non-executive chairman of the board or the chairman of the audit committee.

Compliant ☒ Partially compliant ☐ Explain ☐

41. The head of the unit responsible for the internal audit function should submit the annual work plan to the audit committee for approval by the committee or the board, report directly to it on its implementation, including any incidents and limitations on scope arising in the course of its implementation, the results and follow-up of its recommendations, and submit an activities report to it at the end of each year.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

42. In addition to those provided by law, the Audit Committee assumes responsibility for the following functions:

1. In relation to information and internal control systems:
 - a) Supervise and assess the preparation process and the integrity of financial and non-financial information, as well as the control and management systems for financial and non-financial risks relating to the company and, where applicable, the group, including operational, technological, legal, social, environmental, political, reputational and corruption-related risks, reviewing compliance with regulatory requirements, the adequate definition of the scope of consolidation and the correct application of accounting criteria.
 - b) Ensure the independence of the Internal Audit function; propose the selection, appointment and removal of the head of the Internal Audit service, as well as the budget of this service; approving or proposing approval to the Board of the annual internal audit orientation and work plan, making sure that its activity is mainly focused on relevant risks (including reputational risks); receive periodic information about its activities; and verify that Senior Management takes into account the conclusions and recommendations in its reports.
 - c) Establish and supervise a mechanism that allows employees and other persons related to the company, such as directors, shareholders, suppliers, contractors or subcontractors, to report potentially significant irregularities, including financial, accounting or any other irregularities related to the company that they notice within the company or its group. This mechanism must guarantee confidentiality and, in any case, provide for cases in which communications can be made anonymously, respecting the rights of the complainant and the reported.
 - d) Generally ensure that the policies and systems in place for internal control are effectively implemented in practice.
2. In relation to the external auditor:
 - a) In case of the resignation of the external auditor, examine the circumstances that may have led to this.
 - b) Ensure that the remuneration of the external auditor for his/her work does not compromise his/her quality or independence.
 - c) Ensure that the company communicates any change in auditor through the CNMV and accompanies this with a statement about the possible existence of disagreements with the departing auditor and, if there were any disagreements, the nature of them.
 - d) Ensure that the external auditor holds an annual meeting with the Board of Directors to inform them about the work undertaken and the evolution of the accounting and risk situation at the company.
 - e) Ensure that the company and the external auditor respect the rules in force on the provision of services other than auditing services, the limits on the concentration of the auditor's business and, in general, the other rules applicable to the auditor's independence.

Compliant [☐]

Partially compliant [☒]

Explain [☐]

The company's Audit and Compliance Committee performs all the functions envisaged in this recommendation, with the sole exception of the meeting of the external auditor with the full board referred to in section 2.d) of this recommendation, which does not take place, given that, in accordance with the provisions of article 15.1 of the Board Regulations, the board's relations with the external auditor are channelled through the Audit and Compliance Committee, this being the ordinary sphere of information of the external auditor to the members of the board. Not with standing this, the Board is duly informed of the most relevant issues dealt with in the Committee, given that, on the one hand, the Committee reports to the Board on the development of its functions, informing the Board, at the first plenary session following the Committee's meetings, of the activity carried out by the Committee and, on the other hand, a copy of its minutes is sent to all the members of the Board.

43. The Audit Committee may summon any employee or manager at the company, and even arrange for them to appear without any other manager present.

Compliant ☒ Partially compliant ☐ Explain ☐

44. The Audit Committee is informed about the structural and corporate modifications that the company plans to perform for its analysis and preliminary report to the Board of Directors on its economic conditions and its accounting impact and, especially, where appropriate, on the proposed exchange ratio.

Compliant ☐ Partially compliant ☐ Explain ☒ Not applicable ☐

To date, all directors at the company, including independent directors, have voted in favour of the transactions referred to in this recommendation, meaning that the step previous to those before the Audit and Control Committee is not considered necessary. In any case, on the Board of Directors, members of the Audit and Control Committee may present their reflections and opinions, which will be taken into account by the Board at the time of making a decision.

45. The risk control and management policy identifies or determines at least:

- a) The different types of risk, both financial and non-financial, (including operational, technological, legal, social, environmental, political and reputational, including those related to corruption) that the company faces, including financial or economic, contingent liabilities and other off-balance-sheet risks.
- b) A tiered risk management and control model, including a specialised risk committee where sectoral rules require this or where the company deems it appropriate.
- c) The level of risk that the Company considers acceptable.
- d) The measures planned to mitigate the impact of the risks identified, should they materialise.
- e) The information and internal control systems to be used to monitor and manage these risks, including contingent liabilities or off-balance sheet risks.

Compliant ☒ Partially compliant ☐ Explain ☐

46. Under the direct supervision of the Audit Committee or, where appropriate, a specialised committee of the Board of Directors, there is an internal risk control and management function performed by an internal unit or department at the company that has been expressly attributed the following functions:

- a) Ensure the proper functioning of the control and risk management systems and, in particular, that all important risks affecting the Company are properly identified, managed, and quantified.
- b) Actively participate in the preparation of the risk strategy and in the important decisions about its management.
- c) Ensure that control and risk management systems adequately mitigate risks within the framework of the policy defined by the Board of Directors.

Compliant ☒ Partially compliant ☐ Explain ☐

47. The members of the Appointments and Remuneration Committee, or of the Appointments Committee and the Remuneration Committee, if they are separate, should be appointed ensuring that they have the knowledge, skills and experience suitable for the duties they are called upon to perform and the majority of the members should be independent directors.

Compliant ☐ Partially compliant ☒ Explain ☐

The Appointments and Remuneration Committee is currently made up of two proprietary and two independent directors, one of whom is the Chairman.
FCC considers that the configuration of the Appointments and Remuneration Committee, with two independent directors out of a total of four, and one of them being the chairman, sufficiently guarantees the proper functioning of this Committee, considering the most relevant aspect for the purposes of the composition of the Committee to be that all its members have been appointed by the Board bearing in mind the knowledge, skills and experience of the directors and the duties of each Committee.

48. Large-cap companies should have a separate appointments committee and a separate remuneration committee.

Compliant ☐ Explain ☒ Not applicable ☐

The two recommended committees are integrated into a single Appointments and Remuneration Committee when considering the Board of Directors:
- that the union of the two facilitates the fulfilment of the attributed functions.
- that two separate committees would not have sufficient matters to deal with during the year to justify the separation, considering that a single committee can fully comply with all the functions that the Law and the Recommendations of the Good Governance Code of listed companies attribute to each committee.

49. The appointments committee should consult with the chairman of the board of directors and the CEO of the company, especially on matters relating to executive directors.

And any director may request the consideration of potential candidates to fill vacancies of Director from the Appointments Committee, if it finds them suitable in its opinion.

Compliant ☒ Partially compliant ☐ Explain ☐

50. The remuneration committee should carry out its duties independently and, in addition to the duties assigned by law, should have the following responsibilities:

- a) Propose to the Board of Directors the basic conditions of senior management contracts.
- b) Verify compliance with the remuneration policy established by the company.
- c) Regularly review the remuneration policy applied to directors and senior executives, including the share based remuneration systems and their application, and ensure that their individual remuneration is in line with that paid to the other directors and senior executives at the Company.
- d) Ensure that any conflicts of interest do not undermine the independence of the external advice provided to the committee.
- e) Verify the information on directors' and senior management remuneration contained in the various corporate documents, including the annual report on directors' remuneration.

Compliant ☒ Partially compliant ☐ Explain ☐

51. The remuneration committee should consult with the company's chairman and CEO, especially on matters relating to executive directors and senior executives.

Compliant ☒ Partially compliant ☐ Explain ☐

52. The rules governing the composition and operation of the supervision and control committees should be set out in the regulations of the Board of Directors and be consistent with those applicable to the legally obligatory committees in accordance with the above recommendations, including:

- a) They should be composed exclusively of non-executive directors, with a majority of independent directors.
- b) Their chairmen should be independent directors.
- c) The Board of Directors should appoint the members of these committees, bearing in mind the knowledge, skills and experience of the directors and the duties of each committee, and should discuss their proposals and reports; and to report, at the first plenary session of the Board of Directors after its meetings, on its activity and should be accountable for the work carried out.
- d) The committees may seek external advice, when they consider it necessary for the carrying out of their duties.
- e) Minutes should be taken of their meetings and made available to all directors.

Compliant ☐ Partially compliant ☐ Explain ☐ Not applicable ☒

53. Supervision of compliance with the company's environmental, social and corporate governance policies and rules, as well as internal codes of conduct, should be entrusted to one or more committees of the board of directors, which may be the audit committee, the appointments committee, a committee specialising in sustainability or corporate social responsibility or any other specialised committee that the board of directors, in the exercise of its powers of self-organisation, has decided to set up. Such a committee should be composed solely of non-executive directors, the majority of whom should be independent, and should be specifically attributed the minimum functions indicated in the following recommendation.

Compliant ☒ Partially compliant ☐ Explain ☐

54. The minimum duties referred to in the above recommendation are as follows:

- a) Overseeing compliance with the company's corporate governance rules and internal codes of conduct, and ensuring that the corporate culture is aligned with its purpose and values.
- b) Overseeing the implementation of the general policy on economic-financial, non-financial and corporate reporting as well as communication with shareholders and investors, proxy advisors and other stakeholders. The way in which the institution communicates and interacts with small and medium-sized shareholders will also be monitored.
- c) Regular evaluation and review of the Company's corporate governance system and environmental and social policy, in order for them to fulfil their aim of promoting the corporate interest and taking into account, as appropriate, the legitimate interests of other stakeholders.
- d) Monitoring that the company's environmental and social practices are in line with the strategy and policy.
- e) The supervision and evaluation of the processes of relationship with the different stakeholders.

Compliant ☒ Partially compliant ☐ Explain ☐

55. Sustainability policies on environmental and social issues should at least identify and include:

- a) The principles, commitments, objectives and strategy with regard to shareholders, employees, customers, suppliers, social issues, environment, diversity, accountability, respect for human rights and prevention of corruption and other unlawful actions.
- b) Methods or systems for monitoring compliance with policies, associated risks and their management.
- c) Mechanisms for monitoring non-financial risk, including those related to ethical and business conduct issues.
- d) Channels of communication, participation and dialogue with stakeholders.
- e) Responsible communication practices that avoid the manipulation of information and protect integrity and honour.

Compliant ☒ Partially compliant ☐ Explain ☐

56. Directors' remuneration should be sufficient to attract and retain directors with the desired profile and to reward the dedication, qualifications and responsibility required for the position, but should not be so high as to compromise the independent judgement of non-executive directors.

Compliant ☒ Explain ☐

57. Variable remuneration linked to the company's performance and personal performance, as well as compensation in the form of shares, options or rights to shares or instruments linked to the value of the share and long-term savings schemes such as pension plans, retirement systems or other social welfare systems, should be exclusively limited to executive directors.

The delivery of shares may be considered as remuneration to non-executive directors when it is subject to their remaining on the board. The foregoing shall not apply to the shares that the director needs to sell, if any, to meet the costs related to their acquisition.

Compliant ☒ Partially compliant ☐ Explain ☐

58. In the case of variable remuneration, remuneration policies should include the necessary technical limits and precautions to ensure that said remuneration is related to the professional performance of its beneficiaries and is not simply a result of general market or sector trends or other similar circumstances.

And, in particular, that the variable components of remuneration:

- a) Should be linked to performance criteria that are predetermined and measurable, and these criteria should take into account the risk assumed in order to obtain a result.
- b) Should promote the sustainability of the company and include non-financial criteria that are appropriate for the creation of long-term value, such as compliance with the company's internal rules and procedures and its policies for risk control and management.
- c) Should be designed on the basis of a balance between the achievement of short-, medium- and long-term objectives, allowing performance to be rewarded for continued achievement over a period of time sufficient to assess their contribution to sustainable value creation, so that the elements used to measure that performance do not revolve solely around one-off, occasional or extraordinary events.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

59. The payment of variable components of remuneration is subject to sufficient verification that the performance or other conditions set out above have been effectively met. Entities shall include in the annual directors' remuneration report the criteria as to the time required and methods for such verification depending on the nature and characteristics of each variable component.

In addition, institutions should consider the establishment of a malus clause based on the deferral for a sufficient period of time of the payment of a part of the variable components that entails their total or partial loss should an event occur prior to the time of payment that makes it advisable to do so.

Compliant ☐ Partially compliant ☐ Explain ☒ Not applicable ☐

The CEO's variable is related to EBITDA, operating cash flow and individual objectives. This variable is approved once the Board of Directors has drawn up the accounts and approved the financial objectives.

60. Remuneration related to the Company's profit and loss should take into account any qualifications in the external auditor's report that reduce said profit and loss.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

61. A significant percentage of the variable remuneration of executive directors should be linked to the delivery of shares or financial instruments tied to their value.

Compliant ☐ Partially compliant ☐ Explain ☒ Not applicable ☐

Although article 38 of the Articles of Association provides for the possibility that directors may be remunerated through the delivery of shares or stock options of the Company itself, the Company has not considered it necessary for the time being to establish remuneration to its executive directors through the delivery of shares or financial instruments referenced to their value, since it considers that the current variable remuneration systems for its executive directors are the most appropriate to encourage their motivation and professional performance, as well as their commitment and linkage to the interests of the Company and the Group. In particular, the variable remuneration of the Chief Executive Officer, as expressly set forth in the current Remuneration Policy, shall be established, implemented and maintained in line with the business and risk management strategy of the Company, its risk perfil, its objectives, its risk management practices, and the short, medium and long-term performance and interests of FCC as a whole, and shall include measures aimed at avoiding conflicts of interest.

62. Once the shares, options or financial instruments corresponding to the remuneration systems have been attributed, executive directors may not transfer ownership or exercise them until at least three years have elapsed.

An exception is made where the director has, at the time of the transfer or exercise, a net economic exposure to share price changes of a market value equivalent to an amount of at least twice his or her annual fixed remuneration through the ownership of shares, options or other financial instruments.

The above will not apply to shares that the director needs to dispose of in order to meet the costs related to their acquisition or, after a favourable assessment from the appointments and remuneration committee, to address extraordinary situations that so require it.

Compliant ☐ Partially compliant ☐ Explain ☐ Not applicable ☒

63. Contractual agreements should include a clause allowing the company to claim reimbursement of the variable components of remuneration when the payment has not been in accordance with the performance conditions or when they have been paid on the basis of data which is subsequently proven to be inaccurate.

Compliant ☐ Partially compliant ☐ Explain ☒ Not applicable ☐

Variable remuneration is approved by the Board of Directors once the parameters to which it is tied have been verified. It has not been considered necessary, both because of the volume of the remuneration and the time at which it is paid, to establish additional precautions.

64. Severance payments of payments for contract termination should not exceed a set amount equivalent to two years' total annual remuneration and should not be paid until the company has been able to verify that the director has met the criteria or conditions established for their receipt.

For the purposes of this recommendation, termination or contractual termination payments include any payments that accrue or are payable as a result of or in connection with the termination of the director's contractual relationship with the company, including amounts not previously vested in long-term savings schemes and amounts paid under post-contractual non-compete agreements.

Compliant ☒ Partially compliant ☐ Explain ☐ Not applicable ☐

Indicate whether any directors voted against or abstained from voting on the approval of this Report.

☐ Yes

☒ No

I hereby state that the figures included in this statistical annex match and are consistent with the descriptions and data included in the annual corporate governance report published by the company.