

REPORT OF THE APPOINTMENTS AND REMUNERATION COMMITTEE TO THE BOARD OF DIRECTORS OF FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. IN RELATION TO THE PROPOSAL FOR THE RE-ELECTION OF DOMINUM DESGA, S.A. AS PROPRIETARY DIRECTOR

Article 529 decies section 4 of the Spanish Limited Liability Companies Law establishes that the proposal for the appointment or re-election of the members of the Board of Directors corresponds to the Appointments and Remuneration Committee, in the case of independent directors, and to the Board itself, in the other cases.

Likewise, the sixth section of said article establishes that the proposal for the appointment or re-election of any non-independent director must be preceded by a report from the Appointments and Remuneration Committee.

For these purposes, the Appointments and Remuneration Committee of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. (the 'Company'), at its meeting on 28 April 2020, unanimously agreed to submit the following Report to the Company Board of Directors, in accordance with the provisions of the aforementioned article 529, decies section 6 of the Spanish Limited Liability Companies Law, relating to the proposal for the re-election of DOMINUM DESGA, S.A., S.L. as proprietary director on behalf of DOMINUM DIRECCIÓN Y GESTIÓN, S.A. as major shareholder.

Likewise, in accordance with article 18 of the Rules of the Company Board of Directors, prior to any re-election of Directors that is submitted to the General 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.

In this regard, the Appointments and Remuneration Committee believes that the performance of DOMINUM DESGA, S.A. as a member of the Company Board of Directors since its appointment has been very satisfactory in all its aspects: performance in the position of director; the quantity and quality of their work; and dedication to the position as well as favouring diversity in the composition of the Board of Directors.

Likewise, the Appointments and Remuneration Committee appreciates that the CV and business background of Esther Alcocer Koplowitz (person proposed by DOMINUM DESGA, S.A. as its individual representative on the Board of the Company in the event that its re-election is approved by the General Meeting), show that she has the skills, experience and merits appropriate for to act as the individual representative of the director DOMINUM DESGA, S.A. having held this position up to this moment with diligence and loyalty to the Company.

Based on the foregoing, the Appointments and Remuneration Committee unanimously agrees to give a favourable report regarding the proposed re-election of DOMINUM DESGA, S.A. (represented by Esther Alcocer Koplowitz) as member of the Company Board of Directors, in the proprietary category for the statutory period of four years.

Madrid, 28 April 2020



REPORT OF THE APPOINTMENTS AND REMUNERATION COMMITTEE TO THE BOARD OF DIRECTORS OF FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. IN RELATION TO THE PROPOSAL FOR THE RE-ELECTION OF JUAN RODRÍGUEZ TORRES AS PROPRIETARY DIRECTOR

Article 529 decies section 4 of the Spanish Limited Liability Companies Law establishes that the proposal for the appointment or re-election of the members of the Board of Directors corresponds to the Appointments and Remuneration Committee, in the case of independent directors, and to the Board itself, in the other cases.

Likewise, the sixth section of said article establishes that the proposal for the appointment or re-election of any non-independent director must be preceded by a report from the Appointments and Remuneration Committee.

For these purposes, the Appointments and Remuneration Committee of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. (the 'Company'), at its meeting on 28 April 2020, unanimously agreed to submit the following Report to the Company Board of Directors, in accordance with the provisions of the aforementioned article 529 decies 6 of the Spanish Limited Liability Companies Law, relating to the proposal for the re-election of JUAN RODRÍGUEZ TORRES as proprietary director on behalf of the major shareholder CONTROL EMPRESARIAL DE CAPITALES, S.A. de C.V.

Likewise, in accordance with article 18 of the Rules of the Company Board of Directors, prior to any re-election of Directors that is submitted to the General 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.

In this regard, the Appointments and Remuneration Committee believes that the performance of JUAN RODRÍGUEZ TORRES as a member of the Company Board of Directors since his appointment has been very satisfactory in all its aspects: performance in the position of director; the quantity and quality of his work; and dedication to the position.

And therefore, the Appointments and Remuneration Committee unanimously agrees to give a favourable report regarding the proposal for the re-election of JUAN RODRÍGUEZ TORRES as a member of the Company Board of Directors in the proprietary category for the statutory period of four years.

Madrid, 28 April 2020



REPORT OF THE APPOINTMENTS AND REMUNERATION COMMITTEE TO THE BOARD OF DIRECTORS OF FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. IN RELATION TO THE PROPOSAL FOR THE RE-ELECTION OF ALFONSO SALEM SLIM AS PROPRIETARY DIRECTOR

Article 529 decies section 4 of the Spanish Limited Liability Companies Law establishes that the proposal for the appointment or re-election of the members of the Board of Directors corresponds to the Appointments and Remuneration Committee, in the case of independent directors, and to the Board itself, in the other cases.

Likewise, the sixth section of said article establishes that the proposal for the appointment or re-election of any non-independent director must be preceded by a report from the Appointments and Remuneration Committee.

For these purposes, the Appointments and Remuneration Committee of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. (the 'Company'), at its meeting on 28 April 2020, unanimously agreed to submit the following Report to the Company Board of Directors, in accordance with the provisions of the aforementioned article 529 decies 6 of the Spanish Limited Liability Companies Law, relating to the proposal for the re-election of ALFONSO SALEM SLIM as proprietary director on behalf of the major shareholder CONTROL EMPRESARIAL DE CAPITALES, S.A. de C.V.

Likewise, in accordance with article 18 of the Rules of the Company Board of Directors, prior to any re-election of Directors that is submitted to the General 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.

In this regard, the Appointments and Remuneration Committee believes that the performance of ALFONSO SALEM SLIM as a member of the Company Board of Directors since his appointment has been very satisfactory in all its aspects: performance in the position of director; the quantity and quality of his work; and dedication to the position.

And therefore, the Appointments and Remuneration Committee unanimously agrees to give a favourable report regarding the proposal for the re-election of ALFONSO SALEM SLIM as a member of the Company Board of Directors in the proprietary category for the statutory period of four years.

Madrid, 28 April 2020



REPORT OF THE APPOINTMENTS AND REMUNERATION COMMITTEE TO THE BOARD OF DIRECTORS OF FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. IN RELATION TO THE PROPOSAL FOR THE RE-ELECTION OF ANTONIO GÓMEZ GARCÍA AS PROPRIETARY DIRECTOR

Article 529 decies section 4 of the Spanish Limited Liability Companies Law establishes that the proposal for the appointment or re-election of the members of the Board of Directors corresponds to the Appointments and Remuneration Committee, in the case of independent directors, and to the Board itself, in the other cases.

Likewise, the sixth section of said article establishes that the proposal for the appointment or re-election of any non-independent director must be preceded by a report from the Appointments and Remuneration Committee.

For these purposes, the Appointments and Remuneration Committee of FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A. (the 'Company'), at its meeting on 28 April 2020, unanimously agreed to submit the following Report to the Company Board of Directors, in accordance with the provisions of the aforementioned article 529 decies 6 of the Spanish Limited Liability Companies Law, relating to the proposal for the re-election of ANTONIO GÓMEZ GARCÍA as proprietary director on behalf of the major shareholder CONTROL EMPRESARIAL DE CAPITALES, S.A. de C.V.

Likewise, in accordance with article 18 of the Rules of the Company Board of Directors, prior to any re-election of Directors that is submitted to the General 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.

In this regard, the Appointments and Remuneration Committee believes that the performance of ANTONIO GÓMEZ GARCÍA as a member of the Company Board of Directors since his appointment has been very satisfactory in all its aspects: performance in the position of director; the quantity and quality of his work; and dedication to the position.

And therefore, the Appointments and Remuneration Committee unanimously agrees to give a favourable report regarding the proposal for the re-election of ANTONIO GÓMEZ GARCÍA as a member of the Company Board of Directors in the proprietary category for the statutory period of four years.

Madrid, 28 April 2020



Annex: Professional profiles of directors

Esther Alcocer Koplowitz (DOMINUM DESGA, S.A.)

Degree in Law, she has completed the Senior Business Management Program (PADE) at the IESE in Madrid. . Esther Alcocer Koplowitz is also a Director of the Board of Directors of Cementos Portland Valderrivas, Realia and CaixaBank-Banca Privada.

Since 31 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 of the Board of Directors of Cementos Portland Valderrivas, Realia and CaixaBank-Banca Privada.

Juan Rodriguez Torres.

He graduated in Civil Engineering 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 CV.; Director of Cementos Portland Valderrivas, S.A.; Non-executive Chairman of Telesites and Director of Carso Infraestructura y Construcción SAB de CV (CICSA); Director of IDEAL Promoter of Development and Employment in Latin America; Chairman of Red Nacional Ultima Milla and Director of the Sanborns Group.

He is the Non-executive Chairman of Realia.

Alfonso Salem Slim.

He graduated in Civil Engineering from the 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 Deputy 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 Board of Directors of Grupo CARSO; IDEAL; CICSA; Carso Real Estate; Gigante Grupo Inmobiliario; ELEMENTIA and Gas Natural Fenosa.

Antonio Gómez García.

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.

He is currently the Managing Director of Carso Infraestructura y Construcción, S.A. de C.V.; Managing Director of Grupo Condumex, S.A. de C.V.; Managing Director of Grupo Carso, S.A.B. de C.V.; Director of Grupo Frisco SAB de CV and Director of Grupo Elementia SAB de C.V.