
ISSUER IDENTIFICATION DATA

End date of the reporting period:

[31/12/2024]

VAT NUMBER:

[A-28037224]

Company name:

[**FOMENTO DE CONSTRUCCIONES Y CONTRATAS, S.A.**]

Registered office:

[BALMES, 36 BARCELONA]

A. REMUNERATION POLICY OF THE COMPANY FOR THE CURRENT FINANCIAL YEAR

A.1.1 Explain the current director remuneration policy applicable to the current year. To the extent relevant, certain information may be included by reference to the remuneration policy approved by the general meeting of shareholders, provided that the inclusion is clear, specific and concrete.

The specific determinations for the current financial year, both of the remuneration of directors for their status as such and for the performance of executive duties, which have been made by the board in accordance with the provisions of the contracts signed with the executive directors and the remuneration policy approved by the general meeting, should be described.

In any case, at least the following aspects should be reported:

- a) Description of the procedures and bodies of the company involved in determining, approving and applying the remuneration policy and its conditions.
- b) Indicate and, if applicable, explain whether comparable companies have been taken into account to establish the company's remuneration policy.
- c) Information on whether any external advisors have been involved and, if , their identity
- d) Procedures under the existing directors' remuneration policy for applying temporary exceptions to the policy, the conditions under which such exceptions may be used and the components that may be subject to exception under the policy.

-In accordance with article 38.3 of the Articles of Association ("Articles of Association"), the remuneration policy for directors of Fomento de Construcciones y Contratas, S.A. ("FCC" or the "Company") takes into account the functions and responsibilities exercised by each of them within the Board and its Committees, and corresponds to their dedication to the Company, in order to encourage the motivation and retention the most qualified professionals.

In this regard, the directors' remuneration policy seeks to ensure that directors receive market and competitive remuneration, in line with that paid by companies of similar size and activity, and is subject to periodic review by the Nomination and Remuneration Committee ("NRC") so that it can propose to the Board any modifications that may be appropriate.

- , the remuneration policy must comply with the criteria set out in article 28.4 of the Board of ' Regulations.

- As regards pay, these are set out in Article 38 of the EESS.

- The current Remuneration Policy was approved by the Annual General Meeting ("AGM") of 14 June 2022, in accordance with the provisions of article 529 novodecies of the Capital Companies Act, and is effective from the date of approval and during the financial years 2022-2025 ("Remuneration Policy"). This Remuneration Policy continued the previous one, in force until the approval by the 2022 AGM of this Policy, as regards the principles, structure and content of the directors' remuneration package.

The new features of the current remuneration policy are essentially in response to the amendments made to the Capital Companies Act by the reform introduced by Act 5/2021 of 12 April and other financial regulations, with regard to the promotion long-term shareholder involvement in listed companies.

- The current remuneration policy establishes that the remuneration received for the performance of the duties inherent to the status of director shall be composed, in accordance with the provisions of the Company's ESS, of two items and, in this regard, the mixed remuneration system applicable in the current year for directors in their capacity as such shall be composed of the following components (and which is developed in section A.1.3 of this report): (i) remuneration based on a share in net profits; and (ii) allowances for attendance at meetings of the Board of Directors and its internal committees..3 of this report): (i) remuneration based on a share in net profits; and (ii) allowances for attendance at meetings of the Board of Directors and its internal Committees.

- Furthermore, in accordance with Article 38 of the EESS, the Company maintains directors' liability insurance under the usual conditions and in accordance with the 's own circumstances (see section A.1.5).

Within the remuneration of non-executive directors, there are no variable remuneration items linked to the value of FCC shares or any other instrument.

-On the other hand, the directors who perform executive functions in the Company, in accordance with the provisions of their contracts, as well as the remuneration policy approved by the AGM, shall receive the following remuneration during the current financial year: (i) a fixed annual remuneration; and (ii) a variable remuneration that may reach up to 50% of the fixed remuneration, all in the terms set out in sections A.1.4 and A.1.6. of this remuneration report (the "Report").

Information and advice has been provided by the Company's internal services, and no advice has been received from external consultants for this purpose.

In particular, the members of the NRC have participated in the determination of the Remuneration Policy, as well as in the preparation of this Report. A draft prepared by FCC's Legal Department and the NRC was used as the basis for the preparation of this report.

-Pursuant to article 529 quincecies, section 3, letter g) of the LSC and article 38.4.f) of the Regulations of the Board of Directors of the Company, it is the responsibility of the Nomination and Remuneration Committee to propose to the Board of Directors the remuneration policy for Directors, for which purpose the Committee issues a specific report.

- The proposal of the Directors' Remuneration Policy for the financial years 2022 (from its approval) until 2025, pursuant to section 4 of article 529 novodecies LSC, was accompanied by the motivation thereof by the Board of Directors, as well as by the aforementioned specific report of the CNR. Both documents were made available to the shareholders on the Company's website from the time the AGM was convened.

The composition of the NRC is as follows:

- Chairman: Mr Manuel Gil Madrigal (independent director).
- Member: Ms. Esther Alcocer Koplowitz (proprietary director).
- Member: Mr. Juan Rodríguez Torres (proprietary director).
- Member: Mr. Álvaro Vázquez de Lapuerta (Independent Director).
- Non-member Secretary: Mr. Felipe Bernabé García Pérez.

-Finally, in determining the Remuneration Policy, the data on remuneration paid in the market by companies of similar size and activity have also been taken into account, as well as the recommendations and indications regarding the structure of directors' remuneration contained in the Code of Good Governance of listed companies published by the National Securities Market Commission (Comisión Nacional del Mercado de Valores).

-There are no temporary exceptions to the Remuneration Policy.

A.1.2 Relative importance of variable pay items in relation to fixed pay items (pay mix) and what criteria and objectives have been taken into account in determining them and in ensuring an appropriate balance between the fixed and variable components of remuneration. In particular, indicate the actions taken by the company in relation to the remuneration system to reduce exposure to excessive risks and align it with the company's objectives, values and long-term interests, including, where appropriate, a reference to measures envisaged to ensure that the remuneration policy addresses the long-term performance of the company, measures taken in relation to those categories of staff whose professional activities have a material impact on the risk profile of the institution and measures envisaged to avoid conflicts of interest.

Also state whether the company has established any vesting or consolidation period for certain variable remuneration items, in cash, shares or other financial instruments, a deferral period for the payment of amounts or delivery of financial instruments already vested and consolidated, or whether any clause has been agreed to reduce deferred remuneration not yet consolidated or obliging the director to repay remuneration received, when such remuneration has been based on data whose inaccuracy has subsequently been manifestly demonstrated.

According to the "FCC Directors' Remuneration Policy (2022-2025)", which was approved by the General Meeting and published on the corporate website www.fcc.es, there are currently no variable remuneration items linked to the value of FCC shares or any other instrument in the remuneration of non-executive directors.

The chief executive officer is the only executive director of the Company who receives variable remuneration. The decision on the specific amount of variable remuneration is made by the Board of Directors of the Company, following a report from the Appointments and Remuneration Committee.

The structure of the remuneration system for FCC directors, established in the Remuneration Policy in accordance with the provisions of article 38 of the Articles of Association, shows the relative importance of variable remuneration items with respect to fixed items and criteria followed to determine the different components of the directors' remuneration package (remuneration mix).

In this regard, as expressly set forth in the Remuneration Policy, variable remuneration shall be established, implemented and maintained in line with the Company's business and risk management strategy, its risk profile, objectives, 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.

-The vesting period of the variable remuneration is one year. The annual variable remuneration is paid in arrears, whereby the amount accrued during one year by the chief executive officer is paid in the following year. In financial year 2024, following the preparation of the accounts, his variable was paid in respect of financial year 2023, and the same procedure will be followed in respect of the current financial year.

The Company has not established any deferral in the payment of amounts or delivery of accrued financial instruments.

Nor has any clause been agreed to reduce deferred remuneration or oblige the director to repay any remuneration received.

-The CEO is expressly required to strictly observe the provisions of the Code of Conduct with regard confidentiality, professional ethics and conflict of interest.

In this respect, pursuant to article 29.1 of the Board Regulations, directors shall be liable to the company, shareholders and creditors for any damage caused by acts or omissions contrary to the law or the bylaws, or for those performed in breach of the duties inherent to their office, provided there has been fraud or negligence.

-With regard to the measures envisaged to avoid conflicts of interest, as established in articles 22 and 23 of the Regulations of the Board of Directors of FCC, directors have a duty to abstain from attending and intervening in deliberations affecting matters in which they may be interested, directly or indirectly, and from voting in the corresponding decisions. Likewise, directors must inform the Board, through the Compliance and Sustainability Department or any other department that may replace it, with due notice, of any situation that may involve a conflict of interest with the interests of the Company or those of the group of companies forming part of the FCC Group or its related companies.

In the process of preparing, determining, reviewing and applying the Remuneration Policy in force from time to time, the appropriate management of any possible conflict of interest is guaranteed. In this regard: (i) in its composition, the Appointments and Remuneration Committee shall be composed of the following members

The Remuneration Committee, which adopts decisions relating to the Directors' Remuneration Policy, does not include any executive director and is chaired by an independent director, and may be assisted by external advisors when it deems appropriate; (ii) the Appointments and Remuneration Committee annually reviews the monitoring of the policy in force and compliance with the budgets established for the accrual of variable remuneration of executive directors, submitting a report to the Board of Directors in this respect; (iii) executive directors do not participate in the debate and discussion of the resolutions adopted annually by the Board of Directors in execution of the Remuneration Policy in force from time to time.

A.1.3 Amount and nature of the fixed components expected to accrue to directors in their capacity as such during the year.

The remuneration system for directors in their capacity as such includes: (a) remuneration consisting of a share in the net profit (which may not exceed 2% of the profit for the year attributed to the Company in the consolidated annual accounts of the Group) after the legal reserve has been covered and a dividend of at least four per cent (4%) of the par value of the shares has been paid to the shareholders; and (b) allowances for actual attendance of directors at meetings of the Board and its Committees.

As of the closing date of this report, the Company has not taken any decision regarding the accrual of directors' remuneration in the form of a share in the net profit for the current year.

As regards allowances for attendance at meetings of the Board and its internal committees, pursuant to article 38 of the Articles of Association, they shall be distributed by the Board among its members, taking into account their actual attendance at , following a report by the Nomination and Remuneration Committee.

In this regard, the amount of the aforementioned remuneration provided for in the Remuneration Policy applicable for the current financial year, depending on the number of meetings held, is as follows: €3,250.- per meeting of the Board of Directors, €2,050.- per meeting of the Executive Committee, €2,000.- per meeting of the Audit and Control Committee and €2,000.- per meeting of the Appointments and Remuneration Committee.

A.1.4 Amount and nature of the fixed components that will be accrued in the year for the performance of senior management functions by executive directors.

The chief executive officer of the Company, Mr Pablo Colio Abril, in accordance with the provisions of the Remuneration Policy, shall receive a fixed annual amount for the performance of his executive duties. This remuneration shall be established in accordance with his duties, level of responsibility and professional profile.

This fixed annual remuneration shall, where appropriate, be reviewed annually by the Appointments and Remuneration Committee on the basis of the following criteria: (i) the contribution of the executive director in the performance of his duties; (ii) consistency with the performance of the rest of the management team; (iii) the Company's performance; and (iv) market benchmarks.

These possible updates of the annual fixed remuneration of the chief executive officer may not exceed 20% of the annual fixed remuneration in force at the time the update is agreed.

In this regard, following a favourable report from the Appointments and Remuneration Committee, the Board of Directors of the Company, at its meeting of 21 January 2025, approved the FCC Group's Salary Policy for the 2025 financial year, entailing a 3.3% salary increase with respect to the 2024 financial year. Within the framework of this agreement, the amount of the managing director's fixed remuneration, in force during the current financial year, will be €786,588.18.

A.1.5 Amount and nature of any component of remuneration in kind that will accrue in the year including, but not limited to, insurance premiums paid on behalf of the director.

The Company has established the following types of remuneration in kind for the executive director Mr. Pablo Colio Abril. - Travel

insurance:

D. Pablo Colio Abril is the beneficiary of the accident insurance for travel undertaken in the performance of his professional duties in the Company, by plane, train or ship, which the Company has established for all its employees. Amount of cover: 601,012.10.-€ per person, with a maximum of 6,000,000.00.-€ per claim. The amount of the premium is paid in full by the Company.

- Death due to accident or total permanent disability insurance:

D. Pablo Colio Abril is the beneficiary of the accidental death or permanent total disability insurance that the Company has established for all its employees and which is intended to cover accidents resulting in death or permanent total disability, either during or outside working hours, in accordance with the terms and conditions of the policy in force. The coverage for both contingencies will cover the amount of one year of their respective fixed salaries. The amount of the premium is paid in full by the Company.

- Medical insurance:

The Company assumes 50% of the payment of a health insurance policy in favour of Mr. Pablo Colio Abril and his family. The amount to be paid for the company's health insurance for the year 2025 amounts to € 4,640.58.

Others:

An accident policy has been taken out for all directors, both in the performance of their duties and for their personal lives, which covers them:

- a) Death by accident.
- b) Death due to traffic accident.

The duration of this policy is one year, renewable annually, and the premium is approximately 3,847.06€.

A.1.6 Amount and nature of the variable components, distinguishing between short- and long-term components. Financial and non-financial parameters, including social, environmental and climate change parameters, selected to determine variable remuneration in the current year, explaining the extent to which such parameters are related to the performance of the director, the company and its risk profile, and the methodology, time frame and techniques used to determine them, at the end of the financial year, the effective degree of compliance with the parameters used in the design of variable remuneration, explaining the criteria and factors applied in terms of the time required and methods for verifying that the performance or other conditions to which the accrual and vesting of each component of variable remuneration was linked have been effectively met.

Indicate the range in monetary terms of the different variable components according to the degree of compliance with the established objectives and parameters, and if there is any maximum monetary amount in absolute terms.

The Chief Executive Officer of the Company is the only member of the Board who receives variable remuneration.

The Remuneration Policy approved by the Ordinary General Meeting of 14 June 2022, in force since its approval and up to and including the current financial year 2025, establishes the following variable remuneration structure:

For the calculation of the variable remuneration for each financial year, the actual fixed salary received during that year (from January to December) shall be taken as the basis for calculating the variable remuneration.

In accordance with the provisions of the Remuneration Policy, the variable remuneration of the chief executive officer is structured on the basis of two basic criteria.

a) 50% of the variable remuneration shall be directly conditional on the fulfilment of the company's objectives, for the valuation of which the EBITDA and operating cash flow results for the corresponding financial year shall be taken into account as parameters, following the guidelines implemented in the companies in which FCC has holdings to determine the variable remuneration of management personnel. In order to determine the part of the variable remuneration linked to financial parameters, specifically the EBITDA and operating cash flow performance of the Company's various business areas, the specific targets are established in the budget for the year in question approved by the Board of Directors of FCC, so that, at the end of the year, compliance with the targets is verified and, based on this, the variable remuneration corresponding to the managing director is set in the part relating to the achievement of financial targets, in the same way as that corresponding to the rest of the Company's management personnel is determined. In this respect, to determine this part of the variable remuneration, a scale of the degree of achievement of the objectives is applied, between a minimum degree of achievement of 100% and a maximum degree of achievement of 110%. The intermediate values correspond to a scale of achievement that is calculated by means of a linear interpolation. In the event that 100% of the target is achieved, 60% of the weighting assigned to this will be applied, applying linear interpolation and up to a maximum of 100% of the corresponding part of the variable remuneration.

b) The remaining fifty percent (50%) of the variable shall depend directly on the degree of compliance by the chief executive officer with the objectives entrusted to him/her, particularly with respect to the Company's long-term sustainability objectives, and the decision on the specific amount shall be made by the Board of Directors of the Company, following a report from the Appointments and Remuneration Committee. Insofar as the Remuneration Policy does not determine the specific objectives to be entrusted to the chief executive officer, the Board of Directors is responsible for setting these objectives within the general principles and criteria established in the Policy itself, as well as for verifying compliance with them in order to determine the corresponding part of the chief executive officer's variable remuneration.

In this way, therefore, the variable remuneration of the managing director is linked, on the one hand, to the fulfilment of financial objectives that are common to the setting of the variable remuneration of all FCC management personnel and, on the other, to the fulfilment of personal objectives of a financial and, especially, non-financial nature, which are specific to the managing director.

In this regard, and within the framework of the limits established in the Remuneration Policy, in the contract signed with the CEO on 17 June 2022 (subject to approval by the Board of Directors of the Company, within the framework of the functions legally vested in him), the Company's Board of Directors has the right to approve the contract with the Chief Executive Officer, which was signed by the Chief Executive Officer on 17 June 2022. At its meeting held on 14 June 2022, and following a report from the Appointments and Remuneration Committee, the limit of the variable remuneration or additional bonus that the chief executive officer may receive was set at 25% of the fixed annual remuneration. The receipt this variable remuneration will be conditional on the degree of compliance with the company's objectives, for the assessment of which the EBITDA and operating cash flow results for the corresponding financial year will be taken into account as parameters, as well as the objectives set for him/her. In addition, in order to determine the specific objectives to be entrusted to the chief executive officer in respect of the Company's long-term sustainability objectives, the decision as to the specific amount thereof being taken by the Board of Directors, subject to a report from the Nomination and Remuneration Committee.

Both the objectives to be achieved by the Company and those personally required of the chief executive officer for the accrual of his variable remuneration shall be communicated in writing to the chief executive officer in the first quarter of each calendar year.

In this regard, at the end of each financial year, the Company's Appointments and Remuneration Committee shall assess the performance of the chief executive officer and the degree of achievement of the objectives set for the determination of the chief executive officer's variable remuneration and shall submit the corresponding report to the Board of Directors, together with the variable remuneration package of the Group's executives. On the basis of the Committee's report, the Board of Directors shall determine the variable remuneration of the chief executive officer.

At present, the maximum monetary amount that would correspond to the chief executive officer as variable remuneration could amount to 196,647 euros for the current financial year, an amount that is due to the calculation of the maximum limit of the variable remuneration (25% of the annual fixed remuneration) with respect to the fixed remuneration of the chief executive officer foreseen for the financial year 2025; and must be understood as comprising the total variable remuneration, not only the part corresponding to the fulfilment of personal objectives.

A.1.7 Main characteristics of the long-term savings systems. Among other information, the contingencies covered by the system, whether it is a defined contribution or defined benefit system, the annual contribution to be made to the defined contribution systems, the benefit to which the beneficiaries are entitled in the case of defined benefit systems, the conditions for consolidation of the economic rights in favour of the directors and their compatibility with any type of payment or indemnity for early termination or severance, or derived from the termination of the contractual relationship, under the terms provided, between the company and the director, shall be indicated.

Indicate whether the vesting or vesting of any of the long-term savings plans is linked to the achievement of certain objectives or benchmarks related to the director's short- and long-term performance.

They do not exist.

A.1.8 Any type of payment or indemnity for early termination or termination resulting from the termination of the contractual relationship under the terms provided between the company and the director, whether the termination is at the will of the company or of the director, as well as any type of agreed covenants, such as exclusivity, non-exclusivity or non-competition, or any other type of agreement between the company and the director.
post-contractual concurrence and permanence or loyalty, which entitle the director to any type of payment.

As set out in the current Directors' Remuneration Policy, the managing director, Mr. Pablo Colio Abril, may receive compensation on the terms set out below:

- In the event that the contractual relationship is terminated at the will of the chief executive officer for any of following reasons:
 - Substantial changes in working conditions which are manifestly detrimental to their professional training, detrimental to their dignity, or are decided in serious breach of good faith by the Company,
 - non-payment for three consecutive months or six alternate months, or continued delay in the payment of contractually agreed remuneration,
 - succession of a company or a significant change in the ownership of the company, resulting in a change in its governing bodies or in the content of its main activity, provided that the termination occurs within three months of such changes taking place,
 - any other serious breach of its contractual obligations by the Company, except in the event of force majeure, in which case no compensation shall be payable;
 - As in the case of free and unilateral withdrawal of the Company, the Chief Executive Officer shall be entitled to receive an indemnity resulting from the sum of the following two items:
 - a) The amount resulting from liquidating the employment relationship that the executive director previously had with any FCC Group company on the date of calculation of the commencement of the contractual relationship (12 September 2017) (and in accordance with the regulations applicable on that date). In this regard, the part of the compensation derived from this concept is fixed and invariable and is limited insofar as it refers to the rights corresponding to the termination of the employment relationship that linked Mr Pablo Colio to the FCC Group prior to his appointment as managing director. This concept amounts to 801 thousand euros.
 - b) The amount resulting from multiplying 7 days' salary by the number of years elapsed from the date of commencement of the contractual relationship (12 September 2017) to the time of termination of the same. This part of the compensation corresponding to this concept relating to the period of time elapsed in the exercise of the duties of chief executive officer varies annually by increasing the total amount by the amount corresponding to 7 days of the fixed remuneration received each year. At the end of the financial year 2024, the part of the compensation for this concept that would correspond to the CEO, if applicable, amounted to the amount of 133 thousand euros.
- The early termination of the previous relationship, unless there is a justifiable cause for fair dismissal, shall entail compensation under the terms established by the Workers' Statute in relation to unfair dismissal.

A.1.9 Indicate the conditions to be respected in the contracts of those who perform senior management functions as executive directors. Among others, information shall be provided on the duration, limits on the amounts of compensation, tenure clauses, notice periods, as well as payment in lieu of the aforementioned notice period, and any other clauses relating to hiring bonuses, as well as compensation or golden parachutes in the event of early termination or termination of the contractual relationship between the company and the executive director.
company and the executive director. Include, among others, non-competition, exclusivity, permanence or loyalty and post-contractual non-competition covenants or agreements, unless explained in the previous section.

D. Pablo Colio Abril:

- Duration: The duration of the contract is indefinite.

Exclusivity and non-competition: The dedication must be exclusive and therefore it cannot enter into service contracts with other companies or entities.

There is a non-competition agreement for a period of one year after the termination of the contract. Certain prohibitions on competition and solicitation of customers, employees and suppliers are provided for and are enforceable for one year after termination.

-Notice: A minimum of 3 months' written notice must be given both in the case of termination of the contract by the CEO and in the case of termination due to free and unilateral withdrawal by the company.

-Code of Conduct: The obligation to strictly observe the provisions of the Code of Conduct is established, with regard to its rules on confidentiality, professional ethics and conflict of interest.

-Conflicts of interest: Articles 22 and 23 of the Regulations of the Board of Directors of FCC establish that directors have a duty to abstain from attending and intervening in deliberations that affect matters in which they may be directly or indirectly interested, and from voting in the corresponding decisions. Likewise, directors must inform the Board, through the Compliance and Sustainability Department or any other department that may replace it, in due time, of any situation that may involve a conflict of interest with the interests of the Company or those of the group of companies forming part of the FCC Group or its related companies.

-Liability: Pursuant to article 29.1 of the Board Regulations, directors shall be liable to the company, shareholders and creditors for any damage caused by acts or omissions contrary to the law or the Articles of Association, or for those carried out in breach of the duties inherent to their office, provided there has been fraud or negligence.

A.1.10 The nature and estimated amount of any other supplementary remuneration that will accrue to directors in the current financial year in consideration for services rendered other than those inherent to their office.

On 30 July 2019, the Board of Directors approved the contract for the provision of consultancy and advisory services with the company Vilafulder Corporate Group, S.L.U. (Vilafulder), related to the director Mr. Alejandro Aboumrad, for a total annual amount of € 338,000. On 23 February 2023, with the favourable report of the Audit and Control Committee and the Appointments and Remuneration Committee, the Board of Directors approved a revision of the contract for the provision of services, in the sense of increasing the fees by 5% to 354,900.-€ per year and agreeing on an annual revision that takes into account the agreements on the revision of the wage bill of the FCC Group that are agreed from time to time by the Board of Directors of the Company.

In this regard, following a favourable report from the Appointments and Remuneration Committee, the Company's Board of Directors, at its meeting of 23 January 2024, approved the FCC Group's Salary Policy for the 2024 financial year, entailing a salary increase of 3.6% with respect to the 2023 financial year. Within the framework of this agreement, the amount of the fees derived from the aforementioned service provision contract, in force during the 2024 financial year, was set at €367,676.50.

Subsequently in the current financial year, following a favourable report from the Appointments and Remuneration Committee, the Board of Directors of the Company, at its meeting of 21 January 2025, approved the FCC Group's Salary Policy for the financial year 2025, entailing a salary increase of 3.3% with respect to the financial year 2024. Within the framework of this agreement, the amount of the fees, in force during the current financial year, is set at €379,809.82.

This service contract is still in force at the date of this report.

With the exception of this case, there is no additional remuneration for services rendered to the Company.

A.1.11 Other items of remuneration such as those derived, if applicable, from the granting by the company to the director advances, loans and guarantees and other remuneration.

There are no advances or loans granted to directors by the Company.

A.1.12 The nature and estimated amount of any other expected additional remuneration not included in the preceding paragraphs, whether paid by the entity or another entity, that will accrue to directors in the current financial year.

They do not exist.

A.2. Explain any relevant changes to the remuneration policy applicable in the current financial year arising from:

- a) A new policy or a modification of the policy already approved by the Board.
- b) Relevant changes in the specific determinations established by the board for the current financial year in the current remuneration policy compared to those applied in the previous financial year.
- c) Proposals that the board of directors would have resolved to submit to the general meeting of shareholders to which this annual report will be submitted and which are proposed to be applicable to the current financial year.

-The Ordinary General Meeting of 14 June 2022 approved, in accordance with the provisions of article 529 novodecies of the Capital Companies Act, the Remuneration Policy for FCC directors. The policy remains in force, since its approval, for the financial years 2022-2025.

A.3. Identify the direct link to the document containing the company's current remuneration policy, which should be available on the company's website.

<https://www.fcc.es/es/normativa>

A.4. Explain, taking into account the data provided in section B.4, how the vote of the shareholders at the general meeting at which the annual remuneration report for the previous year was put to a consultative vote was taken into account.

Given the votes in favour obtained at the last General Shareholders' Meeting of 27 June 2024 (92.935% of the capital present or represented) in the advisory vote on the Annual Remuneration Report 2023, the remuneration policy will be maintained as regards the principles, structure and content of the directors' remuneration package, appreciating the support and trust granted in the aforementioned vote by the majority of the capital.

B. OVERALL SUMMARY OF HOW THE REMUNERATION POLICY WAS APPLIED DURING THE YEAR ENDED 31 DECEMBER 2009

B.1.1 Explain the process followed to implement the remuneration policy and determine the individual remuneration reflected in section C of this report. This information shall include the role played by the remuneration committee, the decisions taken by the board of directors and, where applicable, the identity and role of external advisers whose services have been used in the process implementing the remuneration policy in the financial year for which the financial year ended.

The "Remuneration Policy 2022-2025", which was approved by the Annual General Meeting ("AGM") on 14 June 2022, in accordance with the provisions of article 529 novodecies of the Capital Companies Act, has remained in force during the financial year 2024 and is effective from the date of approval and during the financial years 2022-2025.

In accordance with the provisions of the Remuneration Policy 2022-2025, and on the basis of the provisions of article 38 of the Articles of Association, the remuneration system for directors in their capacity as such includes (a) remuneration consisting of a share in the net profit once the legal reserve has been covered and a dividend of at least four per cent (4%) of the nominal value of the shares has been paid to shareholders; and (b) allowances for actual attendance of directors at meetings of the Board and its Committees.

In 2024, the profit and loss account showed a positive result which was used to offset negative results from previous years, and a scrip was distributed, and therefore, in 2024, the directors' remuneration in the form of a share in the net profit was not paid. As a result, the directors were remunerated for the The Board of Directors may only hold office by virtue of their actual attendance, in person or by remote means of communication (such as videoconferencing or multiconferencing), at meetings of the Board and its internal Committees.

In accordance with the provisions of the Remuneration Policy 2022-2025, the aforementioned remuneration for attendance at each meeting is set at following amounts:

Board of Directors: 3.250.-€ Executive
Committee: 2.050.-€.
Audit and Control Committee: 2.000.€
Appointments and Remuneration Committee: 2,000.€

Within the remuneration of non-executive directors, there were no variable remuneration items linked to the value of FCC shares or any other instrument.

Likewise, with respect to the remuneration of directors for the performance of their executive duties, the Remuneration Policy 2022-2025 provides for fixed remuneration and variable remuneration. In this regard, the chief executive officer has been remunerated for the performance of executive duties by virtue of the various remuneration items provided for in his contract and set forth in the Remuneration Policy.

In particular, the Remuneration Policy 2022-2025 is based on an annual fixed remuneration for the CEO of 541,275 euros, which could be updated by the Appointments and Remuneration Committee with a limit of up to 20% per annum of the fixed remuneration in force at the time of the update.

In this regard, within the framework of the aforementioned 20% limit and the provisions of article 249 of the Capital Companies Act, the Board of Directors, following a report from the Appointments and Remuneration Committee, approved on 18 January 2023 an update of the annual fixed remuneration of the chief executive officer, from the figure received in the 2022 financial year of €649.530.-€ to the figure of 700.000.-€, i.e. an increase of 50.470.-€, representing an increase of 7.11% over the previous figure.

Subsequently, following a favourable report from the Appointments and Remuneration Committee, the Company's Board of Directors, at its meeting of 23 February 2023, approved the FCC Group's Salary Policy for the 2023 financial year, entailing a 5% salary increase. Within the framework of this agreement, the amount of the managing director's fixed remuneration, in force during the 2023 financial year, was set at €735,000.

Lastly, following a favourable report from the Appointments and Remuneration Committee, the Company's Board of Directors, at its meeting of 23 January 2024, approved the FCC Group's Salary Policy for the 2024 financial year, entailing a salary increase of 3.6% with respect to the 2023 financial year. Within the framework of this agreement, the amount of the managing director's fixed remuneration, in force during the 2024 financial year, was set at €761,460.

On the other hand, with respect to the variable remuneration of the chief executive officer, at the end of the financial year, the Company's Appointments and Remuneration Committee assesses his performance and the degree of achievement of the objectives set to determine his variable remuneration and submits the corresponding report to the Board of Directors, together with the variable remuneration package of the Group's executives.

The Board of Directors, on the basis of the Committee's report, determines the variable remuneration to be paid to the Chief Executive Officer for the financial year 2024.

- On the other hand, some FCC directors have received remuneration for their membership of the boards of other companies, as stated in section B.16 of this report.

-The members of the Appointments and Remuneration Committee participated in the determination of the Remuneration Policy, as well as in the drafting of the corresponding report. For the preparation of this report, a draft was prepared by FCC's Legal Department and the Secretary of the NRC, which was sent to all members of the NRC.

Information and advice was provided by the Company's in-house legal services, and no advice was received from external consultants for this purpose.

-Pursuant to article 529 quidecies, section 3, letter g), LSC and article 38.4.f) of the Regulations of the Board of the Company, the Appointments and Remuneration Committee is responsible for proposing to the Board of Directors the remuneration policy for directors, for which purpose the Committee issued a specific report.

- In particular, the proposal of the Directors' Remuneration Policy for the financial years 2022-2025, pursuant to section 4 of article 529 novodecies LSC, was accompanied by the Board of Directors' reasons for the same, as well as the aforementioned specific report of the Appointments and Remuneration Committee. Both documents were made available to shareholders on the Company's website from the date of the call of the Annual General Meeting.

B.1.2 Explain any deviations from the established procedure for the application of the remuneration policy that occurred during the financial year.

There has been no deviation.

B.1.3 Indicate whether any temporary exceptions to the remuneration policy have been applied and, if so, explain the exceptional circumstances that led to the application of these exceptions, the specific components of the remuneration policy affected and the reasons why the institution considers that

these exceptions were necessary to serve the long-term interests and sustainability of the company as a whole or to ensure its viability. Also quantify the impact that the application of these exceptions has had on the remuneration of each director during the year.

No temporary derogations have been applied.

B.2. Explain the different actions taken by the company in relation to the remuneration system and how they have contributed to reducing exposure to excessive risks and aligning it with the company's objectives, values and long-term interests, including a reference to the measures that have been taken to ensure that accrued remuneration has taken into account the long-term performance of the company and achieved an appropriate balance between fixed and variable components of remuneration, what measures have been taken in relation to those categories of staff whose professional activities have a material impact on the risk profile of the institution, and what measures have been taken to avoid conflicts of interest, if any.

Pursuant to article 28.2 of the Board of Directors' Regulations, one of the criteria that the Company's remuneration policy must respect is that remuneration must be in reasonable proportion to the importance of the Company, its economic situation at any given time and the market standards of comparable companies, and that the remuneration system established must be aimed at promoting the long-term profitability and sustainability of the Company, and incorporate the necessary precautions to avoid the excessive assumption of risks and the rewarding of unfavourable results.

With regard to measures to avoid conflicts of interest, as established in articles 22 and 23 of the Regulations of the Board of Directors of FCC, directors have a duty to abstain from attending and intervening in deliberations affecting matters in which they may be interested, directly or indirectly, and from voting in the corresponding decisions. Likewise, directors must inform the Board, through the Compliance and Sustainability Department or any other department that may replace it, with due notice, that they have the duty to abstain from attending and intervening in deliberations affecting matters in which they may have a direct or indirect interest, and to vote in the corresponding decisions. In the event of any situation that may involve a conflict of interest with the interests of the Company or those of the group of companies forming part of the FCC Group or its related companies.

In the process of preparing, determining, reviewing and applying the Remuneration Policy in force from time to time, the appropriate management of any possible conflict of interest is guaranteed. In this regard: (i) in its composition, the Appointments and Remuneration Committee shall be composed of the following members

The Remuneration Committee, which adopts decisions relating to the Directors' Remuneration Policy, does not include any executive director and chaired by an independent director, and may be assisted by external advisors when it deems appropriate; (ii) the Appointments and Remuneration annually reviews the monitoring of the policy in force and compliance with the budgets established for the accrual of variable remuneration of executive directors, submitting a report to the Board of Directors in this respect; and (iii) executive directors do not participate in the debate and discussion of the resolutions adopted annually by the Board of Directors in execution of the Remuneration Policy in force at any given time.

B.3. Explain how the remuneration accrued and consolidated in the financial year complies with the provisions of the current remuneration policy and, in particular, how it contributes to the long-term and sustainable performance of the company.

Also report on the relationship between the remuneration obtained by the directors and the results or other short- and long-term performance measures of the company, explaining, where applicable, how variations in the company's performance may have influenced the variation in directors' remuneration, including accruals for which payment has been deferred, and how they contribute to the company's short and long-term results.

As stated above, in accordance with the provisions of article 38.2 of the Bylaws and the applicable Remuneration Policy, the remuneration of the directors of the Company in their capacity as such consists of: (i) a share in the net profits, which may not exceed two per cent (2%) of the profit for the year attributed to the Company in the consolidated annual accounts of the Group of which it is the parent company, once the legal reserve has been covered and a dividend of at least four per cent (4%) of the par value of the shares has been paid to the shareholders; the percentage corresponding to the Board of Directors as a whole in this respect in each year shall be established by the General Meeting; and (ii) allowances for attendance at meetings of the Board and its internal Committees.

In the financial year 2024, the remuneration in the form of a share in the net profit was not paid, and they were only remunerated for their attendance at meetings of the Board and its internal Committees.

Likewise, the executive director has been remunerated for the different remuneration items provided for in his contract, respecting in all cases the principles established in the Remuneration Policy applicable during financial year 2024.

As expressly stated in the Company's Remuneration Policy applicable during the financial year 2024, the remuneration system established is aimed at promoting the long-term profitability and sustainability of the Company and incorporates the necessary safeguards for avoid excessive risk-taking and the rewarding of unfavourable results. In particular, the establishment of variable remuneration linked, among other criteria, to the Company's results, contributes effectively to the achievement of the Company's interests and sustainability, promoting the creation of value for the various stakeholders.

B.4. Report on the result of the consultative vote of the general meeting on the annual report on remuneration for the previous year, indicating the number of abstentions and negative, blank and affirmative votes cast:

	Number	% of total
Votes cast	409.418.139	93,88

	Number	% of issued
Negative votes	28.690.716	7,01
In favour	380.494.390	92,94
Blank votes		0,00
Abstentions	233.033	0,06

Remarks

B.5. Explain how the fixed components accrued and consolidated during the year by the directors in their capacity as such have been determined, their relative proportion for each director and how they have varied with respect to the previous year.

Directors were paid for the performance of their duties only in the form of attendance fees for actual attendance at meetings of the Board and its internal committees.

In accordance with the provisions of the Remuneration Policy 2022-2025, the aforementioned remuneration per session is set at the following amounts:

Board of Directors: 3.250.-€ Executive
Committee: 2.050.-€.
Audit and Control Committee: 2.000.€
Appointments and Remuneration Committee: 2.000.€

B.6. Explain how the salaries accrued and consolidated during the year ended for each of the executive directors for the performance of management duties have been determined, and how they have varied with respect to the previous year.

The current Remuneration Policy (2022-2025) establishes that the chief executive officer, the only executive director of the Company, shall receive a fixed annual amount for the performance of his executive duties. This remuneration shall be established in accordance with his duties, level of responsibility and professional profile and shall, if applicable, be reviewed annually by the Appointments and Remuneration Committee based on the following criteria: (i) the contribution of the executive director in the performance of his duties; (ii) consistency with the performance of the rest of the management team; (iii) the Company's performance; and (iv) market references. Possible updates to the annual fixed remuneration of the chief executive officer may not exceed 20% of the annual fixed remuneration in force at the time the update is agreed.

In this regard, the Remuneration Policy 2022-2025 includes the following remuneration structure for the chief executive officer:

• D. Pablo Colio Abril:

The Remuneration Policy 2022-2025 is based on an annual fixed remuneration for the CEO of 541,275 euros, which may be updated by the Appointments and Remuneration Committee with a limit of up to 20% per annum of the fixed remuneration in force at the time of the update.

In this regard, within the framework of the aforementioned 20% limit and the provisions of article 249 of the Capital Companies Act, the Board of Directors, following a report from the Appointments and Remuneration Committee, approved on 18 January 2023 an update of the annual fixed remuneration of the managing director, from the figure received in the 2022 financial year of 649,530.-€ to the figure of 700,000.-€, i.e. an increase of 50,470.-€, representing a 7.11% increase over the previous figure. Subsequently, following a favourable report from the Appointments and Remuneration Committee, the Company's Board of Directors, at its meeting of 23 February 2023, approved the FCC Group's Salary Policy for the 2023 financial year, entailing a 5% salary increase. Within the framework of this agreement, the amount of the managing director's fixed remuneration, in force during the 2023 financial year, was set at €735,000.

Lastly, following a favourable report from the Appointments and Remuneration Committee, the Company's Board of Directors, at its meeting of 23 January 2024, approved the FCC Group's Salary Policy for the 2024 financial year, entailing a salary increase of 3.6% with respect to the 2023 financial year. Within the framework of this agreement, the amount of the managing director's fixed remuneration, in force during the 2024 financial year, was set at €761,460.

As stated above, within the framework of the provisions of the Remuneration Policy 2022-2025, the fixed remuneration shall, if applicable, be reviewed annually by the Appointments and Remuneration Committee, which shall establish whether an increase is justified based on the contribution of the executive director in the performance of his duties, the performance of the Company, consistency with the performance of the rest of the management team, and market benchmarks. In any event, the individual determination of the executive director's remuneration shall be the responsibility of the Board of Directors, following a report from the Appointments and Remuneration Committee.

B.7. Explain the nature and main features of the variable components of the remuneration systems accrued and vested in the financial year ended.

In particular:

- a) Identify each of the remuneration plans that have determined the different variable remuneration accrued by each of the directors during the year, including information on their scope, date of approval, date of implementation, vesting conditions, if any, vesting periods and term, criteria used to assess performance and how this has impacted on the setting of the variable amount accrued, as well as the measurement criteria. The criteria and factors it has applied in terms of the time required and methods for verifying that the performance or other conditions attached to the vesting of each component of variable remuneration have been effectively met should be explained in detail.
- b) In the case of stock option plans or other financial instruments, the general features of each plan shall include information on the conditions both for unconditional vesting and for the exercise of such options or financial instruments, including the exercise price and exercise period.
- c) Each of the directors, and their category (executive directors, external proprietary directors, external independent directors or other external directors), who are beneficiaries of remuneration systems or plans that incorporate variable remuneration.
- d) Where applicable, information shall be given on the established accrual or deferral periods applied and/or the periods of withholding/non-disposal of shares or other financial instruments, if any.

Explain the short-term variable components of remuneration systems:

The Chief Executive Officer of the Company is the only member of the Board who receives variable remuneration.

In this respect, the chief executive officer participates in the variable remuneration system and may, in accordance with the provisions of the Remuneration Policy applicable in financial year 2024, receive up to 50% of his fixed salary in the event that the objectives set are met.

This variable remuneration is structured as follows:

a) 50% of their variable remuneration is directly conditional on the fulfilment of the company's objectives, for the valuation of which the EBITDA and operating cash flow results for the corresponding financial year will be taken into account as parameters, following the guidelines implemented in the companies in which FCC has holdings to determine the variable remuneration of management personnel.

In order to determine the part of the variable remuneration linked to financial parameters, specifically the EBITDA and operating cash flow performance of the Company's various business areas, the specific targets are established in the budget for the year in question approved by the Board of Directors of FCC, so that, at the end of the year, compliance with the targets is verified and, based on this, the variable remuneration corresponding to the managing director is set in the part relating to the achievement of financial targets, in the same way as that corresponding to the rest of the Company's management personnel is determined. In this respect, to determine this part of the variable remuneration, a scale of the degree of achievement of the objectives is applied, between a minimum degree of achievement of 100% and a maximum degree of achievement of 110%. The intermediate values correspond to a scale of achievement that is calculated by means of a linear interpolation. In the event that 100% of the target is achieved, 60% of the weighting assigned to this will be applied, applying linear interpolation and up to a maximum of 100% of the corresponding part of the variable remuneration.

b) The remaining 50% of the variable remuneration shall depend directly on the degree of compliance by the chief executive officer with the objectives entrusted to him/her, particularly with respect to the Company's long-term sustainability objectives, and the decision on the specific amount shall be taken by the Board of Directors of the Company, following a report from the Appointments and Remuneration Committee.

Insofar as FCC's Remuneration Policy does not determine the specific objectives to be entrusted to the managing director, it is the responsibility of the Board of Directors to set these objectives within the general principles and criteria established in the Policy itself, as well as to verify compliance with them in order to determine the corresponding part of the managing director's variable remuneration.

In this way, therefore, the variable remuneration of the managing director is linked, on the one hand, to the fulfilment of financial objectives that are common to the setting of the variable remuneration of all FCC management personnel and, on the other, to the fulfilment of personal objectives of a financial and, especially, non-financial nature, which are specific to the managing director.

Within the framework of the above limits and in accordance with the contract signed with Mr. Pablo Colio Abril and approved, with the favourable report of the Appointments and Remuneration Committee, by the Board of Directors on 14 June 2022, the variable remuneration or additional bonus of the Chief Executive Officer may reach up to 25% of the annual fixed remuneration.

The annual variable remuneration is paid in arrears, whereby the amount accrued during one year by the chief executive officer is paid in the following year. In financial year 2024, following the preparation of the accounts, the variable financial year 2023 was paid.

There are no stock option plans or any other financial instruments.

The Company has not established any deferral in the payment of amounts or delivery of accrued financial instruments.

Nor has any clause been agreed to reduce deferred remuneration or oblige the director to repay any remuneration received.

Explain the long-term variable components of remuneration systems:

They do not exist

B.8. Indicate whether certain accrued variable components have been reduced or clawbacked when, in the first case, the payment of unconsolidated amounts has been deferred or, in the second case, consolidated and paid, based on data that have subsequently proved to be manifestly inaccurate. Describe the amounts reduced or refunded by the application of the malus or clawback clauses, why they have been applied and the financial years to which they relate.

They do not exist

B.9. Explain the main features of the long-term savings schemes whose amount or equivalent annual cost is shown in the tables in Section C, including retirement and any other benefits of the scheme.

The company's directors shall have the right to receive compensation in the event of survival, whether financed, partially or totally, by the company, whether internally or externally endowed, indicating the type of plan, whether it is a defined contribution or defined benefit plan, the contingencies it covers, the conditions of consolidation of the economic rights in favour of the directors and its compatibility with any type of compensation for early termination or termination of the contractual relationship between the company and the director.

They do not exist

B.10. Explain, if applicable, the indemnities or any other type of payment derived from early termination, whether the termination is at the will of the company or of the director, or from the termination of the contract, in the terms provided therein, accrued and/or received by the directors during the financial year ended.

They do not exist

B.11. Indicate whether there have been any significant changes in the contracts of those exercising senior management functions as executive directors and, if so, explain them. Also explain the main terms and conditions of any new contracts signed with executive directors during the year, unless explained in section A.1.

They do not exist

B.12. Explain any additional remuneration accrued to directors in consideration for services rendered other than those inherent to their position.

On 30 July 2019, the Board of Directors approved the contract for the provision of consultancy and advisory services with the company Vilafulder Corporate Group, S.L.U. (Vilafulder), related to the director Mr. Alejandro Aboumrad, for a total annual amount of € 338,000. On 23 February 2023, with the favourable report of the Audit and Control Committee and the Appointments and Remuneration Committee, the Board of Directors approved a revision of the service contract indicated above, in the sense of increasing the fees by 5% to 354,900.-€ per year and agreeing on an annual revision that takes into account the agreements on the revision of the wage bill of the FCC Group that are agreed from time to time by the Board of Directors of the Company.

In this regard, following a favourable report from the Appointments and Remuneration Committee, the Board of Directors of the Company, at its meeting of 23 January 2024, approved the FCC Group's Salary Policy for the financial year 2024, entailing a salary increase of 3.6% with respect to the financial year 2023. Within the framework of this agreement, the amount of the fees, in force during the financial year 2024, was set at € 367,676.50.

With the exception of this case, there is no additional remuneration for services rendered to the Company.

B.13. Explain any remuneration derived from the granting of advances, credits and guarantees, indicating the interest rate, their essential characteristics and any amounts repaid, as well as the obligations assumed on their behalf by way of guarantee.

They do not exist.

B.14. Give details of the remuneration in kind earned by directors during the year, explaining briefly the nature of the different salary components.

The Company established the following types of remuneration in kind for the executive director Mr. Pablo Colio Abril: Travel insurance:
D. Pablo Colio Abril is the beneficiary of the accident insurance for travel undertaken in the performance of his professional duties in the company, by plane, train or ship, which the company has established for all its employees. Amount of cover: 601.012,10.-€ per person, with a maximum of 6.000.000.-€ per claim. The amount of the premium is paid in full by the company.

Death due to accident or total permanent disability insurance:

D. Pablo Colio Abril is the beneficiary of the accidental death or permanent total disability insurance that the Company has established for all its employees and which is intended to cover accidents resulting in death or permanent total disability, either during or outside working hours, in accordance with the terms and conditions of the policy in force. The coverage for both contingencies will cover the amount of one year of their respective fixed salaries. The amount of the premium is paid in full by the company.

Medical insurance:

The Company assumes 50% of the payment of a health insurance policy in favour of Mr. Pablo Colio Abril and his family. The amount to be paid for the company's health insurance for the year 2024 amounts to € 4,033.79.

Others:

An accident policy has been taken out for all directors, both in the performance of their duties and for their personal lives, which covers them:

- Death by accident.
- Death due to traffic accident.

The duration of this policy is one year, renewable annually and a premium of 5.018,65.

This amount is broken down in table C.1 a i) "Other items". Also in section B.14 "Other".

This amount has been apportioned among all the directors who have held office during 2024, giving a result of €418.2. Since the amounts in the tables are entered in thousands and the programme prevents the insertion of decimals, they are rounded down in this case, since the decimal is less than 5, and "0" is included instead of "0.418" in the column "Other items".

B.15. Explain the remuneration accrued by the director by virtue of payments made by the listed company to a third party entity in which the director provides services, when such payments are intended to remunerate the director's services in the company.

They do not exist.

B.16. Explain and give details of the amounts accrued during the year in respect of any other item of remuneration other than those listed above, whatever its nature or the group entity paying it, including all benefits in any form, such as when it is considered a related-party transaction or, in particular, when it significantly affects the true and fair view of the total remuneration accrued by the director, explaining the amount granted or pending payment, the nature of the consideration received and the reasons why it would have been considered, where appropriate, that it does not constitute remuneration to the director in his capacity as such or in consideration for the performance of his executive duties, and whether or not it has been considered appropriate to include it among the amounts accrued in the "other items" section of section C.

On the other hand, some FCC directors have received remuneration for their membership of the Board of Directors of other companies. Specifically, the companies CEMENTOS PORTLAND VALDERRIVAS, S.A. ("CPV"), REALIA BUSINESS, S.A. ("REALIA") and FCC SERVICIOS MEDIO AMBIENTE HOLDING, S.A. ("FCCSMAH").

In the case of CPV and REALIA, the remuneration was received from the beginning of the 2024 financial year until 07/11/2024, the date on which the public deed relating to the partial financial spin-off of FCC as a spin-off company in favour Inmocoemento, S.A. ("INMOCEMENTO") as the beneficiary company was registered in the Barcelona Mercantile Register, by virtue of which the companies CPV and REALIA left the FCC Group to become part of the Inmocoemento Group.

C. DETAILS OF THE INDIVIDUAL REMUNERATION CORRESPONDING TO EACH DIRECTOR

Name	Typology	Accrual period 2024
DOMINUM DESGA, S.A.	Sunday President	From 01/01/2024 to 27/06/2024
Mrs ESTHER ALCOCER KOPLOWITZ	Sunday President	From 27/06/2024 until 31/12/2024
Ms ESTHER KOPLOWITZ ROMERO DE JUSEU	Sunday Vice-President	From 01/01/2024 to 31/12/2024
Mr ALEJANDRO ABOUMRAD GONZÁLEZ	Sunday Vice-President	From 01/01/2024 to 31/12/2024
Mr PABLO COLIO ABRIL	Executive Director	From 01/01/2024 until 31/12/2024
Ms CARMEN ALCOCER KOPLOWITZ	Proprietary Director	From 01/01/2024 until 31/12/2024
Mrs ALICIA ALCOCER KOPLOWITZ	Proprietary Director	From 01/01/2024 until 31/12/2024
Mr CARLOS SLIM HELÚ	Proprietary Director	From 01/01/2024 until 31/12/2024
Mr JUAN RODRÍGUEZ TORRES	Proprietary Director	From 01/01/2024 to 31/12/2024
Mr GERARDO KURI KAUFMANN	Proprietary Director	From 01/01/2024 to 31/12/2024
Mr MANUEL GIL MADRIGAL	Independent Director	From 01/01/2024 to 31/12/2024
Mr ÁLVARO VÁZQUEZ DE LAPUERTA	Independent Director	From 01/01/2024 to 31/12/2024

C.1. Complete the following tables with respect to the individual remuneration of each of the directors (including remuneration for the exercise of executive functions) accrued during the financial year.

a) Remuneration of the company that is the subject of this report:

i) Remuneration accrued in cash (in thousands of)

Name	Fixed remuneration	Diets	Remuneration for membership of board committees	Salary	Short-term variable remuneration	Long-term variable remuneration	Indemnification	Other concepts	Total financial year 2024	Total financial year 2023
DOMINUM DESGA, S.A.		30							30	74
Mrs ESTHER ALCOCER KOPLowitz		25							25	
Ms ESTHER KOPLowitz ROMERO DE JUSEU		29							29	29
Mr ALEJANDRO ABOUMRAD GONZÁLEZ		44						368	412	417
Mr PABLO COLIO ABRIL		44		761	190			4	999	985
Ms CARMEN ALCOCER KOPLowitz		29							29	29
Ms ALICIA ALCOCER KOPLowitz		44							44	62
Mr CARLOS SLIM HELÚ		3							3	10
Mr JUAN RODRÍGUEZ TORRES		72							72	94
Mr GERARDO KURI KAUFMANN		44							44	62
Mr MANUEL GIL MADRIGAL		57							57	78
Mr ÁLVARO VÁZQUEZ DE LAPUERTA		57							57	78

Remarks

Since the amounts in the tables are entered in thousands and the programme prevents the insertion of decimals, they have been rounded up (if the decimal is equal to or greater than 5) and down (if the decimal is less than 5).

ii) Movement table of share-based remuneration systems and gross profit from consolidated shares or financial instruments.

Name	Name of the Plan	Financial instruments at the beginning of the financial year 2024		Financial instruments granted during the financial year 2024		Consolidated financial instruments in the year				Expired and unexercised instruments	Financial instruments at year-end 2024	
		No. of instruments	No. Equivalent shares	No. of instruments	No. Equivalent shares	No. of instruments	No. Equivalent/ vested shares	Consolidated share	Gross profit from consolidated shares or financial instruments (thousands of)	No. of instruments	No. of instruments	No. Equivalent shares
DOMINUM DESGA, S.A.	Plan							0,00				
Mrs ESTHER ALCO CER KOPLOWITZ	Plan							0,00				
Ms ESTHER KOPLOWITZ ROMERO DE JUSEU	Plan							0,00				
Mr ALEJANDRO ABOUMRAD GONZÁLEZ	Plan							0,00				
Mr PABLO COLIO ABRIL	Plan							0,00				
Ms CARMEN ALCO CER KOPLOWITZ	Plan							0,00				
Ms ALICIA ALCO CER KOPLOWITZ	Plan							0,00				
Mr CARLOS SLIM HELÚ	Plan							0,00				
Mr JUAN RODRÍGUEZ TORRES	Plan							0,00				
Mr GERARDO KURI KAUFMANN	Plan							0,00				

Name	Name of the Plan	Financial instruments at the beginning of the financial year 2024		Financial instruments granted during the financial year 2024		Consolidated financial instruments in the year				Expired and unexercised instruments	Financial instruments at year-end 2024	
		No. of instruments	No. Equivalent shares	No. of instruments	No. Equivalent shares	No. of instruments	No. Equivalent/ vested shares	Consolidated share	Gross profit from consolidated shares or financial instruments (thousands of)	No. of instruments	No. of instruments	No. Equivalent shares
Mr MANUEL GIL MADRIGAL	Plan							0,00				
Mr ÁLVARO VÁZQUEZ DE LAPUERTA	Plan							0,00				

Remarks

[]

iii) savings schemes.

Name	Remuneration for vesting of savings scheme entitlements
DOMINUM DESGA, S.A.	
Mrs ESTHER ALCOCER KOPLWITZ	
Ms ESTHER KOPLWITZ ROMERO DE JUSEU	
Mr ALEJANDRO ABOUMRAD GONZÁLEZ	
Mr PABLO COLIO ABRIL	
Ms CARMEN ALCOCER KOPLWITZ	
Ms ALICIA ALCOCER KOPLWITZ	

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Name	Remuneration for vesting of savings scheme entitlements
Mr CARLOS SLIM HELÚ	
Mr JUAN RODRÍGUEZ TORRES	
Mr GERARDO KURI KAUFMANN	
Mr MANUEL GIL MADRIGAL	
Mr ÁLVARO VÁZQUEZ DE LAPUERTA	

Name	Company's contribution for the year (thousands of)				Amount of accumulated funds (thousands)			
	Savings schemes with vested economic rights		Savings schemes with unbound economic rights		Savings schemes with vested economic rights		Savings schemes with unbound economic rights	
	Financial year 2024	Financial year 2023	Financial year 2024	Financial year 2023	Financial year 2024	Financial year 2023	Financial year 2024	Financial year 2023
DOMINUM DESGA, S.A.								
Mrs ESTHER ALCOCER KOPLOWITZ								
Ms ESTHER KOPLOWITZ ROMERO DE JUSEU								
Mr ALEJANDRO ABOUMRAD GONZÁLEZ								
Mr PABLO COLIO ABRIL								
Ms CARMEN ALCOCER KOPLOWITZ								
Ms ALICIA ALCOCER KOPLOWITZ								
Mr CARLOS SLIM HELÚ								

Name	Company's contribution for the year (thousands of)				Amount of accumulated funds (thousands)			
	Savings schemes with vested economic rights		Savings schemes with unbound economic rights		Savings schemes with vested economic rights		Savings schemes with unbound economic rights	
	Financial year 2024	Financial year 2023	Financial year 2024	Financial year 2023	Financial year 2024	Financial year 2023	Financial year 2024	Financial year 2023
Mr JUAN RODRÍGUEZ TORRES								
Mr GERARDO KURI KAUFMANN								
Mr MANUEL GIL MADRIGAL								
Mr ÁLVARO VÁZQUEZ DE LAPUERTA								

Remarks

iv) Details of other items

Name	Concept	Amount of remuneration
DOMINUM DESGA, S.A.	Concept	
Mrs ESTHER ALCOCER KOPLOWITZ	Concept	
Ms ESTHER KOPLOWITZ ROMERO DE JUSEU	Concept	
Mr ALEJANDRO ABOUMRAD GONZÁLEZ	Concept	
Mr PABLO COLIO ABRIL	Concept	
Ms CARMEN ALCOCER KOPLOWITZ	Concept	

Name	Concept	Amount of remuneration
Ms ALICIA ALCOCER KOPLOWITZ	Concept	
Mr CARLOS SLIM HELÚ	Concept	
Mr JUAN RODRÍGUEZ TORRES	Concept	
Mr GERARDO KURI KAUFMANN	Concept	
Mr MANUEL GIL MADRIGAL	Concept	
Mr ÁLVARO VÁZQUEZ DE LAPUERTA	Concept	

Remarks

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b) Remuneration of directors of the listed company for their membership of the administrative bodies of its subsidiaries:

i) Remuneration accrued in cash (in thousands of)

Name	Fixed remuneration	Diets	Remuneration for membership of Board committees	Salary	Short-term variable remuneration	Long-term variable remuneration	Indemnification	Other concepts	Total financial year 2024	Total financial year 2023
DOMINUM DESGA, S.A.										
Mrs ESTHER ALCOCER KOPLOWITZ	18	17	12						47	
Ms ESTHER KOPLOWITZ ROMERO DE JUSEU										
Mr ALEJANDRO ABOUMRAD GONZÁLEZ		40							40	11
Mr PABLO COLIO ABRIL		64			207				271	29
Ms CARMEN ALCOCER KOPLOWITZ										

Name	Fixed remuneration	Diets	Remuneration for board committee membership	Salary	Short-term variable remuneration	Long-term variable remuneration	Indemnification	Other concepts	Total financial year 2024	Total financial year 2023
Ms ALICIA ALCOCER KOPLOWITZ	18	17	12						47	57
Mr CARLOS SLIM HELÚ										
Mr JUAN RODRÍGUEZ TORRES	185	39	14						238	281
Mr GERARDO KURI KAUFMANN	180	52	9					169	410	444
Mr MANUEL GIL MADRIGAL										
Mr ÁLVARO VÁZQUEZ DE LAPUERTA		19							19	27

Remarks

-This includes the remuneration of those FCC directors who are also members of the boards of directors of CPV, REALIA and FCCSMAH, all of which are controlled by FCC.

In the case of CPV and REALIA, the remuneration was received from the beginning of the 2024 financial year until 07/11/2024, the date on which the public deed relating to the partial financial spin-off of FCC as a spin-off company in favour of Inmocoemto, S.A. ("INMOCEMENTO") as the beneficiary company was registered in the Barcelona Mercantile Register, by virtue of which the companies CPV and REALIA left the FCC Group to become part of the Inmocoemto Group.

The Board of REALIA distributes a fixed annual remuneration for all directors, for their membership of the Board and its various committees, plus a fixed annual remuneration for the Chairman and Vice-Chairman, which is reflected in a service contract.

ii) Movement table of share-based remuneration systems and gross profit from consolidated shares or financial instruments.

Name	Name of the Plan	Financial instruments at the beginning of the financial year 2024		Financial instruments granted during the financial year 2024		Consolidated financial instruments in the year				Expired and unexercised instruments	Financial instruments at year-end 2024	
		No. of instruments	No. Equivalent shares	No. of instruments	No. Equivalent shares	No. of instruments	No. Equivalent/ vested shares	Consolidated share	Gross profit from consolidated shares or financial instruments (thousands of)	No. of instruments	No. of instruments	No. Equivalent shares
DOMINUM DESGA, S.A.	Plan							0,00				
Mrs ESTHER ALCOCER KOPLOWITZ	Plan							0,00				
Ms ESTHER KOPLOWITZ ROMERO DE JUSEU	Plan							0,00				
Mr ALEJANDRO ABOUMRAD GONZÁLEZ	Plan							0,00				
Mr PABLO COLIO ABRIL	Plan							0,00				
Ms CARMEN ALCOCER KOPLOWITZ	Plan							0,00				

Name	Name of the Plan	Financial instruments at the beginning of the financial year 2024		Financial instruments granted during the financial year 2024		Consolidated financial instruments in the year				Expired and unexercised instruments	Financial instruments at year-end 2024	
		No. of instruments	No. Equivalent shares	No. of instruments	No. Equivalent shares	No. of instruments	No. Equivalent/ vested shares	Consolidated share	Gross profit from consolidated shares or financial instruments (thousands)	No. of instruments	No. of instruments	No. Equivalent shares
Ms ALICIA ALCO CER KOPLOWITZ	Plan							0,00				
Mr CARLOS SLIM HELÚ	Plan							0,00				
Mr JUAN RODRÍGUEZ TORRES	Plan							0,00				
Mr GERARDO KURI KAUFMANN	Plan							0,00				
Mr MANUEL GIL MADRIGAL	Plan							0,00				
Mr ÁLVARO VÁZQUEZ DE LAPUERTA	Plan							0,00				

Remarks

iii) savings schemes.

Name	Remuneration for vesting of rights to savings schemes
DOMINUM DESGA, S.A.	
Mrs ESTHER ALCOCER KOPLOWITZ	
Ms ESTHER KOPLOWITZ ROMERO DE JUSEU	
Mr ALEJANDRO ABOUMRAD GONZÁLEZ	
Mr PABLO COLIO ABRIL	
Ms CARMEN ALCOCER KOPLOWITZ	
Ms ALICIA ALCOCER KOPLOWITZ	
Mr CARLOS SLIM HELÚ	
Mr JUAN RODRÍGUEZ TORRES	
Mr GERARDO KURI KAUFMANN	
Mr MANUEL GIL MADRIGAL	
Mr ÁLVARO VÁZQUEZ DE LAPUERTA	

Name	Company's contribution for the year (thousands of)				Amount of accumulated funds (thousands)			
	Savings schemes with vested economic rights		Savings schemes with unbound economic rights		Savings schemes with vested economic rights		Savings schemes with unbound economic rights	
	Financial year 2024	Financial year 2023	Financial year 2024	Financial year 2023	Financial year 2024	Financial year 2023	Financial year 2024	Financial year 2023
DOMINUM DESGA, S.A.								
Mrs ESTHER ALCOCER KOPLOWITZ								
Ms ESTHER KOPLOWITZ ROMERO DE JUSEU								
Mr ALEJANDRO ABOUMRAD GONZÁLEZ								
Mr PABLO COLIO ABRIL								
Ms CARMEN ALCOCER KOPLOWITZ								
Ms ALICIA ALCOCER KOPLOWITZ								
Mr CARLOS SLIM HELÚ								
Mr JUAN RODRÍGUEZ TORRES								
Mr GERARDO KURI KAUFMANN								
Mr MANUEL GIL MADRIGAL								
Mr ÁLVARO VÁZQUEZ DE LAPUERTA								

Remarks

iv) Details of other items

Name	Concept	Amount of remuneration
DOMINUM DESGA, S.A.	Concept	
Mrs ESTHER ALCOCER KOPLOWITZ	Concept	
Ms ESTHER KOPLOWITZ ROMERO DE JUSEU	Concept	
Mr ALEJANDRO ABOUMRAD GONZÁLEZ	Concept	
Mr PABLO COLIO ABRIL	Concept	
Ms CARMEN ALCOCER KOPLOWITZ	Concept	
Ms ALICIA ALCOCER KOPLOWITZ	Concept	
Mr CARLOS SLIM HELÚ	Concept	
Mr JUAN RODRÍGUEZ TORRES	Concept	
Mr GERARDO KURI KAUFMANN	Concept	
Mr MANUEL GIL MADRIGAL	Concept	
Mr ÁLVARO VÁZQUEZ DE LAPUERTA	Concept	

Remarks

c) Summary of remuneration (in thousands of):

The amounts corresponding to all the remuneration items included in this report that have been accrued by the director should be included in the summary, in thousands of euros.

Name	Remuneration accrued in the Company					Remuneration accrued in group companies					Total financial year 2024 company + group
	Total Cash remuneration	Gross profit on consolidated shares or financial instruments	Remuneration by savings schemes	Remuneration for other items	Total financial year 2024 company	Total Cash remuneration	Gross profit on consolidated shares or financial instruments	Remuneration by savings schemes	Remuneration for other items	Total financial year 2024 group	
DOMINUM DESGA, S.A.	30				30						30
Mrs ESTHER ALCO CER KOPLOWITZ	25				25	47				47	72
Ms ESTHER KOPLOWITZ ROMERO DE JUSEU	29				29						29
Mr ALEJANDRO ABOUMRAD GONZÁLEZ	412				412	40				40	452
Mr PABLO COLIO ABRIL	999				999	271				271	1.270
Ms CARMEN ALCO CER KOPLOWITZ	29				29						29
Ms ALICIA ALCO CER KOPLOWITZ	44				44	47				47	91
Mr CARLOS SLIM HELÚ	3				3						3
Mr JUAN RODRÍGUEZ TORRES	72				72	238				238	310
Mr GERARDO KURI KAUFMANN	44				44	410				410	454

Name	Remuneration accrued in the Company					Remuneration earned in group companies					Total financial year 2024 company + group
	Total Cash remuneration	Gross profit on consolidated shares or financial instruments	Remuneration by savings schemes	Remuneration for other items	Total financial year 2024 company	Total Cash remuneration	Gross profit on consolidated shares or financial instruments	Remuneration by savings schemes	Remuneration for other items	Total financial year 2024 group	
Mr MANUEL GIL MADRIGAL	57				57						57
Mr ÁLVARO VÁZQUEZ DE LAPUERTA	57				57	19				19	76
TOTAL	1.801				1.801	1.072				1.072	2.873

Remarks

C.2. Indicate the changes over the last five years in the amount and percentage change in the remuneration earned by each of the listed company's directors during the year, in the consolidated results of the company and in the average remuneration on a full-time equivalent basis of the employees of the company and its subsidiaries who are not directors of the listed company.

	Total amounts accrued and % annual change									
	Financial year 2024	% Change 2024/2023	Financial year 2023	% Change 2023/2022	Financial year 2022	% Change 2022/2021	Financial year 2021	% Change 2021/2020	Financial year 2020	
Executive directors										
Mr PABLO COLIO ABRIL	1.270	25,25	1.014	7,87	940	21,29	775	-6,85	832	
External directors										

	Total amounts accrued and % annual change								
	Financial year 2024	% Change 2024/2023	Financial year 2023	% Change 2023/2022	Financial year 2022	% Change 2022/2021	Financial year 2021	% Change 2021/2020	Financial year 2020
DOMINUM DESGA, S.A.	30	-59,46	74	32,14	56	-11,11	63	14,55	55
Mrs ESTHER ALCO CER KOPLOWITZ	72	-	0	-	0	-	0	-	0
Mr ALEJANDRO ABOUMRAD GONZÁLEZ	452	5,61	428	12,04	382	-1,55	388	2,11	380
Ms ALICIA ALCO CER KOPLOWITZ	91	-23,53	119	19,00	100	85,19	54	-	0
Ms ESTHER KOPLOWITZ ROMERO DE JUSEU	29	0,00	29	-	0	-	0	-	0
Ms CARMEN ALCO CER KOPLOWITZ	29	0,00	29	-	0	-	0	-	0
Mr CARLOS SLIM HELÚ	3	-70,00	10	-	0	-	0	-	0
Mr JUAN RODRÍGUEZ TORRES	310	-17,33	375	6,84	351	2,93	341	258,95	95
Mr GERARDO KURI KAUFMANN	454	-10,28	506	8,82	465	1,09	460	102,64	227
Mr MANUEL GIL MADRIGAL	57	-26,92	78	36,84	57	-9,52	63	14,55	55
Mr ÁLVARO VÁZQUEZ DE LAPUERTA	57	-45,71	105	16,67	90	13,92	79	-1,25	80
Consolidated results of the company									
	584.631	-7,51	632.118	14,79	550.653	-31,80	807.460	87,84	429.873
Average employee remuneration									

Total amounts accrued and % annual change									
	Financial year 2024	% Change 2024/2023	Financial year 2023	% Change 2023/2022	Financial year 2022	% Change 2022/2021	Financial year 2021	% Change 2021/2020	Financial year 2020
	29	7,41	27	0,00	27	3,85	26	4,00	25

Remarks

The data for "Consolidated results of the company" and "Average employee remuneration" for the year 2023 have been adjusted to conform to the information reported in the Company's Annual Accounts.

D. OTHER INFORMATION OF INTEREST

If there is any relevant aspect regarding directors' remuneration that has not been included in the other sections of this report, but which it is necessary to include in order to provide more complete and reasoned information on the company's remuneration structure and practices in relation to its directors, briefly describe them.

[

This annual remuneration report was approved by the board of directors of the company at its meeting held on this date:]

[

25/02/2025

]

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

[] Yes

[v] No