

## Professional profile and experience

Born in Madrid in 1947. Graduated as a Civil Engineer from the Universidad Politécnica de Madrid.

He began his professional career in 1971 in the private sector, before serving as head of the Spanish Highways Association (AEC) until turning to business activities in the public sector. Between 1976 and 1982 he held various positions in central and local government, first as Director of Sanitation and the Environment for the Madrid City Council, and subsequently as Assistant Director-General at the Ministry of Industry and Energy, Director-General of Transport Infrastructures at the Ministry of Transport, and President of the National Institute for Agricultural Reform and Development (IRYDA) of the Ministry of Agriculture. In 1983 he returned to private enterprise, becoming the Chief Executive Officer of Construcciones Padrós, S.A., and at the same time one of its principal shareholders. Since 1993 he has been President and CEO of ACS, Actividades de Construcción y Servicios, S. A. and he is also the President of the Real Madrid Football Club.

## MEMBER OF THE FOLLOWING BOARDS OF DIRECTORS:

### Group ACS Companies

- Chairman of ACS, ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS

Position in the Board Directors	Classes of Board members	Name or corporate name of significant shareholder represented or that proposed his appointment	Committee which proposed the appointment	First and successive appointments	Number of voting rights	Number of Indirect voting rights (*)	% of total voting rights
Chairman	Executive	INVERSIONES VESAN, S.A.	Appointment and Remuneration Committee	1989-06-28 1994-06-30 1999-06-29 2003-10-14 2008-12-03 2015-04-28 2019-05-10	0	39.397.625	12,68%

(*) Held through: Name or corporate name of the direct shareholder	Number of voting rights	% of total voting rights
INVERSIONES VESAN, S.A.	39.397.625	12,682%