



DIRECTORS' REMUNERATION POLICY 2021-2023



TABLE OF CONTENTS



INTRODUCTION	1
1. PRINCIPLES OF THE REMUNERATION POLICY.....	2
2. FUNCTIONS ASSUMED BY THE REMUNERATION COMMITTEE.....	4
3. REMUNERATION POLICY FOR EXECUTIVE DIRECTORS	6
4. REMUNERATION POLICY FOR THE DIRECTORS IN THEIR CAPACITY AS SUCH... 	14
5. REMUNERATION POLICY APPLICABLE TO NEW DIRECTORS	15
6. ALIGNMENT OF THE POLICY WITH THE CONDITIONS OF THE COMPANY'S EMPLOYEES.....	16
7. MAXIMUM AMOUNT OF DIRECTORS' REMUNERATION.....	17
8. TERM.....	18

INTRODUCTION

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The Board of Directors of ACS, Actividades de Construcción y Servicios S.A. (hereinafter either “ACS”, the “Company” or the “Group”), approved at its meeting on March 26, 2020, on the recommendation of the Remuneration Committee, to submit this remuneration policy to the Board of Directors for the fiscal years 2021, 2022 and 2023 (hereinafter referred to as the “remuneration policy” or the “policy”) to a binding vote in the next General Shareholders' Meeting, as a separate item on the agenda, pursuant to Article 529 of the consolidated text of the Capital Companies Act, adopted by Royal Legislative Decree 1/2010, of July 2 (hereinafter either the “Capital Companies Act” or the “LSC”).

The current remuneration policy was approved at the General Shareholders' Meeting held on May 8, 2018, with a three-year term covering the years 2018, 2019 and 2020.

The proposed remuneration policy, as well as the Remuneration Committee's specific report that justifies and motivates the policy, have been available on the Company's corporate website since the announcement of the General Shareholders' Meeting.

The remuneration and its corresponding amounts included in this policy are understood to be gross amounts, with each director assuming the corresponding withholding or deposit of income tax that may be applicable, which will be borne by them in all cases.

In addition to the remuneration referred to in this policy, ACS Directors may receive remuneration which, where appropriate, may come from other companies in the Group due to their presence on the Board of Directors of these companies. Such remuneration shall be subject to the corresponding legal and statutory requirements applicable to each of these companies, and they shall be duly informed of its receipt by the directors in the corresponding annual report on the remuneration of ACS directors.

1. PRINCIPLES OF THE REMUNERATION POLICY

Through this remuneration policy, issued under the provisions of the Corporate Bylaws, the Board of Directors' Regulations and the Remuneration Committee's Regulations, the aim is to establish the criteria for the remuneration of directors with the aim of guiding the activities of the Board of Directors and the Remuneration Committee in this area.

This remuneration policy is intended to remunerate the directors appropriately in accordance with their required qualifications, the responsibility assumed and the dedication given, ensuring that such remuneration is in line with market requirements and sufficient in order to attract and retain directors of the desired profile, but not so high as to compromise the independence of the non-executive directors' criteria.

With regard specifically to the directors who carry out executive duties, the Policy aims to attract, retain and motivate the Company's professionals, so that it can fulfill its strategic objectives within the highly competitive and globalized framework in which it carries out its activities, thus establishing the measures and practices that are most appropriate for this purpose.

In accordance with all of the above, the ACS remuneration system for the three-year period 2021-2023 is based on the following principles:

<p>Alignment with long-term value creation for shareholders</p>	<ul style="list-style-type: none"> • To establish a close link between achieving strategic objectives and contributing value to our shareholders. • To review the remuneration policy on a regular basis to ensure alignment between achieving results and creating value for the shareholder. • To associate a significant part of the executive directors' remuneration with the achievement of financial, business, value-creation and sustainability objectives in their environmental, social and good governance vectors.
<p>Talent attraction, retention and motivation</p>	<ul style="list-style-type: none"> • To offer competitive and fair rewards and benefits to attract and retain the best professionals. • To consider the evolution of national and international standards, best practices, recommendations and trends in the remuneration of the directors of listed companies.
<p>Compensation for professional accountability and career paths</p>	<ul style="list-style-type: none"> • To offer extraordinary compensation only when the results justify it. • To appropriately remunerate each director's professional worth, experience, dedication and responsibility. • To ensure that there is no discrimination on the basis of gender, race, ethnic origin, religion or sexual orientation. • To establish a level of transparency in remuneration that is in line with corporate governance best practices with the aim of building trust between shareholders and investors.
<p>Internal equity and external competitiveness</p>	<ul style="list-style-type: none"> • To offer a remuneration package that is competitive with that of comparable entities on an international scale, both in terms of its structure and its overall size. • To establish amounts that provide sufficient remuneration for the qualifications, dedication and responsibility of the directors.
<p>Balance between the remuneration elements</p>	<ul style="list-style-type: none"> • To establish a balanced remuneration package for the executive directors, in which a significant part of the total remuneration is variable.

WHAT WE DO**Executive Directors**

- Link the payment of remuneration to the Company's results ("pay for performance").
- The weight of the financial metrics to which the variable rate is linked cannot be less than 60% or greater than 80%.
- Align remuneration with the interests of the shareholders and the Company as a whole, so that a part of the variable remuneration is linked to sustainability objectives.
- Long-term incentive plan:
 - A minimum target measurement period of 3 years.
 - Linked to the value of the share and/or delivery of shares.
 - Linked to objectives aligned with the Group's strategic priorities.
- Permanent holding of shares with an equivalent value greater than twice the fixed remuneration.
- As part of the variable remuneration evaluation process, the Remuneration Committee assesses the quality of the results in the long term and any associated risks.
- Recurrent external advice for the purpose of considering market practices as another element to be taken into account in the decision-making process related to the policy's design.

Non-Executive Directors

- Remuneration is in accordance with the responsibilities and duties assumed by each director without compromising the independence of its members.

WHAT WE DON'T DO**Executive Directors**

- There is no guaranteed variable remuneration.
- No discretionary remuneration is granted.
- There are no clauses in force in contracts that establish severance payment, except for the Chief Executive Officer in the event of an early dismissal, which must be paid for the remainder of the duration of the contract.
- Stock value hedges received during the retention period are not allowed.
- There is no right to compensation due to change of control.

Non-Executive Directors

- They do not participate in pay formulas or systems linked to the Company's performance or personal performance.
- They do not receive their remuneration via the issuance of shares, options or rights over shares or instruments referenced to the value of the share.
- They do not participate in long-term savings systems such as pension plans, retirement systems or other social welfare systems.

2. FUNCTIONS ASSUMED BY THE REMUNERATION COMMITTEE

Article 27 of the Board of Directors' Rules of Procedure outlines the responsibilities and functions assumed by the Remuneration Committee, including those relating to the remuneration of directors and senior managers reporting directly to the Board of Directors, Executive Committees or Chief Executive Officers.

The following is a summary of how the remuneration Committee intervenes in the decision-making process with regard to determining, implementing and reviewing the remuneration policy:

Determining the remuneration policy
<ul style="list-style-type: none"> • It proposes to the Board of Directors the directors' remuneration policy for presentation to the General Shareholders' Meeting including the overall maximum amount, items and remuneration amounts. • It proposes to the Board of Directors the remuneration policy for senior managers reporting directly to the Board of Directors, Executive Committees or Chief Executive Officers. • It draws up a specific report, which it presents to the Board of Directors, on the proposal for the director's remuneration policy which is submitted for approval by the General Shareholders' Meeting.
Application of the remuneration policy
<ul style="list-style-type: none"> • It proposes to the Board of Directors the annual remuneration for executive directors, which shall include the share of fixed remuneration and variable remuneration linked to the fulfillment of predetermined and quantifiable strategies and objectives, established by the Board of Directors, on the proposal of the Remuneration Committee before the beginning of each year, which are linked to actions outlined in the Company's strategic plan. • It proposes the individual remuneration of executive directors and the other terms of their contracts. • It proposes the metrics and objectives linked to the variable remuneration of executive directors and senior managers reporting directly to the Board of Directors, Executive Committees or Chief Executive Officers, considering the possible impact in the long term, the sustainability of the results and any associated risks. • It regularly monitors the fulfillment of the predetermined and quantifiable objectives, aligned with the strategic plan, which must be evaluated to determine the definitive amount of the annual variable remuneration and, where appropriate, the multiannual remuneration of the executive directors and of the aforementioned senior managers to whom they may apply. • It assesses the fulfillment of the objectives linked to the variable remuneration of the executive directors and the aforementioned senior managers. • The Remuneration Committee is supported in this evaluative role by the Audit Committee, which provides information on the audited results and the verified non-financial reporting status of the Company and the consolidated Group. • It also proposes the annual report on the directors' remuneration and, where appropriate, the remuneration policy to the Board of Directors.

Review of the remuneration policy

- It periodically reviews the remuneration policy, which extends to non-executive directors and executive directors, integrating the comparison with reference companies into this review process, selecting comparable groups of companies to check the adequacy and moderation of the remuneration of their non-executive directors and executive directors with respect to the market.

In carrying out this function, the Remuneration Committee may be advised by independent external consultants and remuneration experts.

In any case, the Committee shall ensure that potential conflicts of interest do not have an adverse effect on the independence of the external advice that it is given.

Without prejudice to the foregoing, the Board of Directors and the General Shareholders' Meeting shall, in any case, intervene in the responsibilities for the remuneration policy conferred on it by the Capital Companies Act, the Corporate Bylaws and the Board of Directors' Regulations.

3. REMUNERATION POLICY FOR EXECUTIVE DIRECTORS

Elements of the executive directors' remuneration policy for the performance of their executive duties

Without prejudice to the remuneration that they may receive as members of the Board of Directors, the elements that make up the executive directors' remuneration package for the performance of their executive duties are outlined in this section.

As a special case, for as long as the Chief Executive Officer of ACS also holds the position of most senior executive of Hochtief, 70% of the latter's remuneration for the performance of executive duties is currently paid by Hochtief and 30% is paid by ACS (with the same criterion applying as regards the annual cost of the pension commitment). This percentage of cost distribution between these companies could be modified with the agreement of both companies' Board of Directors.

A. FIXED REMUNERATION

Purpose:

To compensate for the performance of the executive duties associated with the position, career path and market information from comparable companies.

Limits:

- Executive Chairman: EUR 1,722 thousand.
- Chief Executive Officer: EUR 2,205 thousand (*)
- Executive Deputy Chairman: EUR 751 thousand
- Director and Secretary General: EUR 1,265 thousand
- Executive Committee Member: EUR 461 thousand

These amounts are those foreseen for 2020 and may be reviewed annually on the basis of the criteria approved at the time by the Remuneration Committee, including their development and consolidation in the position, the evolution of the Group's results, the complexity of the business, geographical diversity, market references, etc. In any case, the variation will be aligned with the average increase in the rest of the company's workforce.

(*) Remuneration for financial year 2019. This amount may be reviewed on a yearly basis for the years in which this Remuneration Policy is valid based on the criteria approved at the time by the Remuneration Committee. In any case, the variation will be aligned with the average increase in the rest of the company's workforce.

Operation:

Fixed remuneration is established according to the level of responsibility, leadership and career path, favoring the retention of key professionals and providing sufficient economic independence to balance the importance of other remuneration elements.

The fixed remuneration is paid in cash, on a monthly basis.

In certain situations, such as a change of responsibility, development in the post and/or special retention and motivation needs, the Remuneration Committee may decide to apply increases that are

higher than those indicated. The underlying reasons shall be explained in the corresponding annual report on the directors' remuneration.

B. LONG-TERM SAVINGS SYSTEMS

Purpose:

To offer a complete compensation package that is competitive and in line with market practices in comparable companies.

Operation:

Remuneration, rights and compensation relating to long-term savings systems derive from the contracts signed with each executive director, approved by the Company's Board of Directors, the conditions of which were adjusted to the personal, professional and market practice circumstances at the time. ACS is committed to respecting these commitments that have been undertaken and maintaining its best practices policy in future allocations:

Executive Chairman and Director - Secretary General:

They are beneficiaries of long-term savings systems that are formalized through collective savings insurance contracts related to compensation in the form of capital since 2004, and which are consolidated while the amounts are paid to the insurance company with which the pension plan is outsourced. Once the contractually agreed retirement age is reached, as is the case, the annual amounts to contribute remain constant in the future.

In 2020, these amounts are EUR 1,362 000 for the Executive Chairman and EUR 657,000 for the Director- Secretary General. These amounts shall remain unchanged during this remuneration policy's period of validity.

In both cases, once the director retires the entire fund contributed up to that point is collected as a lump sum; there is no non-competition agreement, because there is no other remuneration that financially offsets the non-competition (there is no remuneration other than the pension in the event of retirement); and lastly, in the event of death, the director's heirs are entitled to the fund that has been generated.

Once the agreed retirement age has been reached, they must retire should this be required by the Company, meaning that if they fail to do so, the Company would cease its obligation to contribute to the fund and the fund would be reduced by 25% for each year.

Chief Executive Officer:

As a member of the Hochtief Executive Committee, the Chief Executive Officer is entitled to a pension liability of the aforementioned company in the form of an individual contract that foresees a minimum amount upon the retirement age of 65. The pension amount is established as a percentage of the fixed remuneration, a percentage that increases according to the number of years in the position.

The maximum amount receivable is 65% of the final fixed compensation. The surviving dependents receive 60% of the pension. The accumulated Hochtief funds are added to, in the proportion mentioned, by ACS's contributions through a savings insurance contract relating to benefits in the form of capital and with the same features as those mentioned above.

The amount of contributions made each year shall be outlined in the Annual Report on the Remuneration of Directors for each financial year.

Executive Deputy Chairman:

Coming from Grupo Dragados, S.A, which was absorbed by the Company in 2003, and the Executive Deputy Chairman, who had specific conditions, is entitled to a monthly supplement, additional to the mandatory benefits of the General Social Security Regime relating to retirement and disability. These defined benefit pension liabilities are outsourced with collective life insurance contracts.

The director, who is over 65 years of age, has not retired, and therefore has not claimed the benefit and the insurance company has paid out the amounts awarded as an actuarial mathematical reserve in favor of the Company.

C. SOCIAL BENEFITS AND OTHER REMUNERATION ELEMENTS**Purpose:**

To offer a complete compensation package that is competitive and in line with market practices in comparable companies.

Operation:

Executive directors may enjoy remuneration in kind, which is in line with the general policy applicable to the Company's directors. This remuneration may include life insurance, health insurance and dental coverage, as well as the use of a Company vehicle, among other benefits.

D. ANNUAL VARIABLE REMUNERATION**Purpose:**

To encourage the fulfillment of the annual financial and non-financial objectives, which are consistent with the Group's strategy and in alignment with the interests of shareholders.

Limits:**Target**

It will be achieved if 100% of the pre-established objectives are met (as a percentage of fixed pay):

- Executive Chairman: 160%
- Chief Executive Officer: 66% (*)
- Executive Deputy Chairman: 107%
- Director and Secretary General: 127%
- Executive Committee Member: currently not a beneficiary of any variable pay system.

(*) The Chief Executive Officer's lower percentage is due to the long-term variable pay plans known as LTIP I and LTIP II allocated to the same.

Maximum

This will be achieved in the event that the pre-established objectives are exceeded. It shall be limited to 200% of the fixed remuneration. The fixed remuneration in this case relates to that provided for in section 3.A) of this Policy.

The annual variable remuneration of the executive directors may be reviewed according to their development and consolidation in the position, the evolution of the Company's results, and other factors that the Remuneration Committee may consider appropriate.

Any update to the terms described above shall be approved by the Board of Directors, on a proposal from the Remuneration Committee. The reasons for such an update shall be appropriately reported in the annual report on the directors' remuneration for the corresponding fiscal year.

Metrics:

It is linked to the achievement of a combination of concrete, predetermined and quantifiable quantitative and qualitative objectives, which are aligned with the Group's corporate interest and strategy. These objectives may include, among other aspects, economic-financial, business, operational, and/or value-creation metrics, as well as indicators linked to sustainability in their social, environmental and/or corporate governance vectors.

In the event that the objectives are achieved, the financial objectives will have a maximum weight, which, on a proposal from the Remuneration Committee and subsequent approval by the Board of Directors, would range between 60% and 80%, with the weight of non-financial targets ranging between 20% and 40%.

Operation:

The Board of Directors is responsible, on the proposal of the Remuneration Committee, for approving the metrics and objectives at the beginning of each fiscal year, as well as evaluating fulfillment at the end of each fiscal year.

Each metric, where reasonably possible, has an associated achievement scale. This scale, which is fixed at the beginning of the year, shall include: a minimum threshold, below which no incentive will be paid; a target level, which corresponds to the fulfillment of 100% of the pre-established objectives and the payment of the variable annual target remuneration; and, a maximum level, in the event that the objectives are exceeded, which corresponds to the payment of the maximum annual variable remuneration. For intermediate levels, the incentive is calculated by linear interpolation.

In order to calculate the amount of annual variable remuneration, the Remuneration Committee shall first consider the degree of compliance and the weighting of each of the objectives individually and then the overall degree of achievement of the objectives as a whole. To this end, the internal rules and procedures established by the Company for its directors for the evaluation of the objectives shall apply.

In this respect, any economic, positive or negative effects arising from extraordinary events that could introduce distortions in the results of the evaluation have been eliminated and the quality of the results in the long term and any associated risks in the annual variable remuneration proposal shall be considered.

The annual variable rate may be paid in cash and/or capital instruments.

Once the fiscal year has come to an end, the incentive shall be paid in a lump sum or progressively over a period of more than one year.

E. MULTIANNUAL VARIABLE REMUNERATION

Purpose:

To encourage sustainable achievement of results in the long term and alignment with the interests of ACS's shareholders and all interest groups.

E.1 INCENTIVE SCHEMES DERIVED FROM PREVIOUS POLICIES THAT CONTINUE TO BE APPLICABLE

The long-term incentive plan, implemented through an ACS stock options plan, was approved by the Company's Board of Directors at its meeting on July 25, 2018, in use of the authorizations granted by the General Shareholder's Meetings of the Company held on April 28, 2015 and May 4, 2017, and following a favorable report from the Remuneration Committee, which was held on this same date.

Beneficiaries of this action options plan include the Executive Chairman, the Chief Executive Officer and the Director - Secretary General. The implementation of the options by the beneficiaries is subject to a double condition:

- The very nature of the chosen financial instrument, with the exercise price from the fourth year, implying alignment with the creation of value for the shareholder in the long term
- The fulfillment of ACS's operational, financial and sustainability evolution during the period 2018-2020. In particular, two criteria were established, one of which is financial in nature and the other non-financial, with different weightings.

The financial criterion chosen, with an 85% weighting, is the return on equity (ROE). The non-financial criteria chosen, with a weighting of 15%, is related to sustainability, with the obligation to be in the top 60% in the world ranking prepared annually by RobecoSAM for the Dow Jones Sustainability Index.

The details of this plan as well as the number of options allocated are outlined in the relevant document No. 268315, which was forwarded to the CNMV.

Finally, and specifically, the Chief Executive Officer has a long term incentive plan subject to the operational and financial evolution of the Group, with the same metrics as in the annual variable remuneration, by which he is assigned ACS and Hochtief A.G. shares (in the value proportion of 30% and 70% respectively), with a two-year retention ("LTIP I"). He has also been awarded a 5-year annual incentive plan ("LTIP II") based on performance shares, with maximum values fixed annually.

E.2 FUTURE MULTIANNUAL VARIABLE REMUNERATION

Limits:

Maximum

The General Shareholders' Meeting's approval agreement shall establish the maximum number of capital instruments that can be allocated to each of the executive directors.

Metrics:

The multiannual variable remuneration may be linked to the economic-financial, business and operational objectives as envisaged in the Group's strategy, the shareholder value-creation objectives, as well as the non-financial objectives that are linked to the Group's sustainability plans.

Some of the metrics may be assessed in relation to a comparison group composed of competing companies or companies that carry out similar activities.

The weight of non-financial targets shall be a maximum of 40%.

Operation:

The new multiannual variable remuneration plans, while continuing along the same line as the existing plans as regards those features that are aligned with best practices and corporate governance recommendations, also offer the possibility to introduce aspects that will allow further progress in alignment with the recommendations of shareholders and institutional investors.

The objectives measurement period shall be at least three years.

The multiannual variable remuneration may be paid in cash and/or may include the delivery of shares, options on shares or remuneration rights linked to the value of shares, provided that the objectives that have been established for that purpose have been met.

The compliance scale, set at the beginning of the multiannual variable remuneration plan, includes a minimum threshold below which no incentive shall be paid and a maximum level, if the objectives have been exceeded. For intermediate levels it shall be determined by linear interpolation.

The objectives shall be approved by the Board of Directors at the beginning of the multiannual variable remuneration plan, on the proposal of the Remuneration Committee. The Committee shall monitor the objectives on a yearly basis and the degree of achievement shall be determined once the multiannual variable remuneration plan is finalized.

Once the level of achievement of the objectives has been determined, any positive or negative economic effects arising from extraordinary events that could introduce distortions in the results of the evaluation shall be eliminated

At the end of the objective measurement period, the incentive shall be paid in a lump sum or progressively over a period of more than one year. The shares that are issued from the plan, net, as the case may be, of the applicable taxes, may be subject (in whole or in part) to a retention period.

Commitment to permanent ownership of shares

Executive Directors undertake to maintain a number of ACS shares equal to two (2) times their annual gross fixed remuneration over time, as long as they remain on the Board of Directors and carry out their executive duties.

At present, all executive directors fulfill this requirement.

For new executive directors, a five-year period is established from the date of appointment to achieve that objective.

Distribution of remuneration items within the Executive Directors' remuneration package – Pay Mix

The Executive Directors (with the exemption of the Executive Committee Member) have a fully flexible variable remuneration system, which responds appropriately to the results that have been achieved and, in the event that the minimum compliance thresholds established are not reached, would lead to variable pay being reduced to zero.

The maximum reference amount of the annual variable remuneration is 200% of the fixed remuneration of each executive director, and will only be reached in the event of exceeding the pre-established objectives.

The maximum reference amount of the multiannual variable remuneration shall be established for each plan that is initiated in the agreement of the General Shareholders' Meeting, to which it will be submitted for approval.

In any case, the detail of the pay mix for each executive director shall be reflected in the corresponding annual report on the directors' remuneration.

Contractual conditions for executive directors

At present, the contracts of the executive directors are of a commercial nature. They regulate the performance of their duties and responsibilities and include clauses that are typical of this type of contract. These contracts have been proposed by the Remuneration Committee and approved by the Company's Board of Directors.

The main clauses in the executive directors' contracts are summarized below:

	Description
Duration	Indefinite (although, at the request of the Company, executive directors may retire after the age of 65), with the exception of the Chief Executive Officer. If applicable, the duration of the contract is five years from November 20, 2017.
Notice period	At present, executive directors' contracts do not include any notice period.
Compensation in the event of termination of the contractual relationship	Executive Directors are not entitled to compensation in the event of the termination of their executive duties, except in the case of the Chief Executive Officer, to whom compensation will be paid for the amount corresponding to the remaining term of the contract. No compensation shall be paid out in the event of a change of control. In the event of future additions, the Company may establish a maximum compensation which is equivalent to two annuities of the fixed remuneration.
Commitment to non-competition	There are no non-competition agreements.

Exclusivity	This includes the obligation to provide services exclusively to the Company on a full-time basis and, accordingly, the Executive Directors may not provide services, for their own account or for the account of others, directly or indirectly to third parties outside the ACS Group, without the express agreement of the Company.
Confidentiality	The Board of Directors' Regulations establish that directors shall avoid using the Company's confidential information for private purposes.

Ex-post control of variable remuneration

The Remuneration Committee shall have the competence to propose the cancellation or refund of the payment of variable, short- or long-term remuneration of the beneficiary(/ies) or relevant person(s) to the Board of Directors in the event of circumstances arising which justify that the variable remuneration has been earned or paid on the basis of inaccurate or incorrect information or data, or that there have been breaches in the internal corporate regulations or applicable legislation, which are then subsequently proven.

4. REMUNERATION POLICY FOR THE DIRECTORS IN THEIR CAPACITY AS SUCH

As regards the remuneration of the directors in their capacity as such, ACS offers a competitive and reasonable remuneration package in relation to the demands of the market and according to their effective dedication, qualification and responsibility.

The remuneration of the directors in their capacity as such is reviewed on a regular basis by the Remuneration Committee using comparable market data.

Directors, in their capacity as such, are remunerated according to their effective dedication, qualification and responsibility. Thus, the amount of remuneration of the directors in their capacity as such is calculated to provide incentives for dedication, which at the same time does not constitute an impediment to their independence.

The remuneration system for directors in their capacity as such for the year shall consist of a fixed allowance independent of any payment that may correspond to the executive directors for their executive duties.

In an attempt to make the fixed components of the remuneration as objective as possible, a proposal has been made to maintain the system that is currently in place, which consists of the annual remuneration amount for each director being established on the basis of the positions they hold on the Board, their presence on different Board Committees, and the duties that they each have on each committee.

Below are the elements of the remuneration policy for the directors in their capacity as such:

	Board of Directors	Executive Committee	Committees
Chairman	EUR 390,000*	--	EUR 40,000
Vice Chairman	EUR 365,000*	EUR 365,000*	--
Board Member	EUR 90,000	EUR 60,000	EUR 30,000

**The amounts determined for the Chairman, Vice-Chairmen of the Board of Directors and Vice-Chairman of the Executive Committee will include any amounts due for presence on Committees other than the Executive Committee; all other amounts will be aggregated.*

ACS has also contracted a liability policy for administrators, managers and staff with duties recognized by ACS.

5. REMUNERATION POLICY APPLICABLE TO NEW DIRECTORS

The remuneration system outlined above for executive directors shall apply to any director who may be incorporated into the Board of Directors during the term of this remuneration policy to perform executive duties.

The Remuneration Committee and the Board of Directors shall determine the elements and amounts of the remuneration system applicable to the new executive director, taking into account the duties assigned, responsibilities assumed, professional experience, the market remuneration of that post and any other duties deemed appropriate. This shall be duly reflected in the corresponding contract to be signed between ACS and the new executive director.

On an exceptional basis, in order to facilitate the recruitment of an external candidate, the Remuneration Committee could propose to the Board of Directors the establishment of a special incentive to compensate for the loss of incentives not earned in the previous company on the grounds of dismissal and the consequent acceptance of ACS's offer.

As regards internal promotions, the Committee may maintain, cancel and/or compensate pre-existing incentives and other obligations that may be in effect at the time of appointment.

In relation to the social welfare system, new executive directors will be able to participate in defined contribution systems where the annual contribution shall be aligned with internal policies and market practices.

The severance payment, that may be agreed upon with the new appointments, shall not exceed two fixed remuneration annuities.

If new non-executive members are incorporated into the Board of Directors during the period of this remuneration policy, the remuneration system outlined in the previous section "Remuneration Policy for Directors in their capacity as such" shall apply to them.

6. ALIGNMENT OF THE POLICY WITH THE CONDITIONS OF THE COMPANY'S EMPLOYEES

In order to establish the executive directors' remuneration conditions that are outlined in this remuneration policy, the remuneration strategy applicable to the employees of the Company has been taken into account.

In this respect, the remuneration policy applicable to executive directors is aligned with that of the staff, thus paying them for the value they provide to ACS and sharing the following principles:

Total remuneration	<ul style="list-style-type: none"> The remuneration package offered by ACS may consist of fixed, short- and long-term variable components, as well as in-kind rewards and other social benefits. In any case, fixed remuneration has a relevant weight to the extent that variable remuneration may become zero in certain circumstances. In addition, the amounts and relative weight of the remuneration elements are adapted to local practices in the markets in which ACS operates.
Equal Pay	<ul style="list-style-type: none"> Non-discrimination on the basis of gender, age, culture, religion or race is guaranteed in the application of the remuneration practices and policies. In this regard, ACS professionals are paid in a manner consistent with the level of responsibility, leadership and performance level within the organization, thus favoring the retention of key professionals and attracting the best talent.
Meritocracy and "pay for performance"	<ul style="list-style-type: none"> In line with the Company's remuneration practices, a significant part of the executive directors' total remuneration is variable in nature and its allocation is linked to the achievement of concrete predetermined financial, business and value-creation objectives, which are quantifiable and aligned with ACS's corporate interest.
Balance between global strategy and local practices	<ul style="list-style-type: none"> ACS's remuneration policy, which is applicable to both executive directors and employees, is designed to be aligned with the Company's strategic plan on a global level. However, the implementation of the policy takes into account the local particularities of the different markets in which ACS operates.
Values	<ul style="list-style-type: none"> ACS's remuneration policy is designed to attract and retain the best talent, and promote a high-performance culture.

7. MAXIMUM AMOUNT OF DIRECTORS' REMUNERATION

The amount of remuneration that the Company may pay all of its directors on a yearly basis shall be as follows:

- The items outlined in the “Executive Directors’ Remuneration Policy” section above, which remunerate the executive directors for the executive duties that they carry out;
- A total of EUR 4 million for the directors as a whole, in their capacity as such. The establishment of the exact amount to be paid within the aforementioned limit and its distribution among the different directors is the responsibility of the Board of Directors, taking into account the duties and responsibilities attributed to each director, presence on Committees within the Board of Directors and other objective circumstances that may be deemed relevant.

If any of the executive directors are dismissed, the amount to which the executive officer is entitled shall be added to the amounts described above, as established in the terms of their contract.

The maximum amount outlined under this heading shall remain applicable for the duration of this remuneration policy unless the General Shareholders’ Meeting decides to amend it in the future.

8. TERM

This remuneration policy shall remain in force during the years 2021, 2022 and 2023, without prejudice to any adjustments or updates that the Board of Directors may, if any, carry out in accordance with its provisions and any modifications that may be approved at any time by the General Shareholders' Meeting.