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**To:** THE ENTIRE ORGANISATION

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**From:** CHAIRMAN OF FCC CONSTRUCCIÓN

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**Subject:**

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**Date:** 11 de noviembre de 2013

**Number:**

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**Subject:** REORGANISATION OF THE CONSTRUCTION AREA

It is hereby announced that, following a decision by the Board of Directors of FCC Construcción, S.A., management of the company is to be reorganized in line with the guidelines of the FCC Group's Strategic Plan 2013-2015.

The change will be implemented progressively and is a consequence of the need to adapt our organisation to the new market situation and the immediate and medium-term prospects.

The Chairman and Corporate Manager will determine the specific details of the organisational measures arising from this new model but all members of our organisation should be aware that they will be based on the following premises, which are aligned with the Strategic Plan 2013-2015:

- ✓ Simplification of management levels, enhancing efficiency and eliminating functional or geographical structures that are misaligned with the level or volume of activity.
- ✓ Centralisation as the core principle, redistributing functions as necessary or advisable.
- ✓ Adaptation of the organisation to market realities in an international setting.
- ✓ Adaptation of resources to these organisational changes, by trimming the structure.

Practical application of the principles will lead to the following general organisation structure, whose details will be defined progressively:

**1. Organisation of production in the Spanish market:**

- The organisation structure will be made leaner by eliminating managerial levels (Gerencias) and assigning their functions to the Regions, thereby simplifying management of production in Spain.
- Of the current five regions (Northeast, Northwest, Centre, South, and Transport) and their Technical Services and Machinery Depots, at least one will be eliminated. Moreover, the resources needed for the volume of production in Spain will be concentrated.

**2. Organisation of administration and management support services:**

- Management support tasks will be concentrated at the company's central offices in Madrid and Barcelona, and they will be redimensioned in line with needs and the reassignment of functions and tasks in each case.
- 3. Organisation of production in the international market**
- Based on the reality of our international production and on the guidelines of the Strategic Plan 2013-2015 in this respect, international management and production will be divided into three Zones:
    - ✓ Latin America
    - ✓ Europe
    - ✓ Middle East
  - Each Zone will have a single management centre located at the permanent establishment to be determined on the basis of concentration of our strategic interests or production and/or economic activity.
  - Our presence at other existing establishments in other countries will be adapted to the level of volume of activity, bidding and prospects.
- 4. Organisation of the contracts and studies areas**
- These areas will be divided in two: Contracts, and Studies, both reporting to Corporate Management.
  - The teams located in the various geographies will be coordinated by, and report functionally to, the Director of Studies.

The international studies function will be decentralized among the three Zones (Latin America, Europe and the Middle East), and the current teams will be reduced.

The heads of those zones, with the Director of Contracts, will propose tenders of interest to the company and will coordinate with the Studies area to refer the proposal to the Bidding Committee for consideration and final approval.

- Institutional Relations will form part of the Contracts area.

These organisation measures will be implemented progressively as from today, the goal being to realize them in the shortest possible time, which will require the details and the specific profiles to be determined in each case.

Based on clarity and transparency, this new general organisation structure entails the need not only to adapt functions, tasks and modes of operation but also to redimension the human resources currently assigned to activities, given the radical change in outlook. Accordingly, we need the cooperation of all members of the organisation, and full acceptance of the adaptation to the new reality and its requirements, in order to guarantee fulfilment of the Strategic Plan 2013-2015 and to position FCC Construcción, S.A. appropriately for the future, so as to ensure the viability and sustainability of our Company and the employment that our clients' and market needs require.

The updated organisation chart is attached.



Fernando Moreno García  
Chairman of FCC Construcción

