

☐ Full Board ☐ Other

**Comisión Nacional del Mercado de Valores (CNMV), Calle de Edison, 4, Chamartín, 28006 Madrid, Spain**

| Mon Sep 14                                                                                                                                                                                                                                                       | Tue Sep 15                                                                                                                                                                                                                                | Wed Sep 16                                                                                                                                                                                                  | Thu Sep 17                                                                                                                                                                                                                                                               | Fri Sep 18                                                                                                                                                                                                                                                                                                                                                         |
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| <p>9:00–10:00 Opening Remarks – IESBA Chair and Guest Speakers<br/><b>[Agenda Item 1]</b></p> <p>10:00–10:45 Firm Culture and Governance (FCG) (Presentation)<br/><b>[Agenda Item 2]</b></p> <p>10:45–11:05 <i>Break</i></p> <p>11:05–13:00 FCG (First Read)</p> | <p>9:00–11:00 Role of CFOs (Final Report and Recommendations)<br/><b>[Agenda Item 4]</b></p> <p>11:00–11:20 <i>Break</i></p> <p>11:20–12:20 Role of CFOs (Final Report and Recommendations)</p>                                           | <p>9:00–10:45 Technology (Presentation)<br/><b>[Agenda Item 6]</b></p> <p>10:45–11:05 <i>Break</i></p> <p>11:05–13:00 Technology (Draft Non-Authoritative Material/ Discussion Technology Developments)</p> | <p>9:00–10:30 Executive Session</p> <p>10:30–11:00 <i>Break</i></p> <p>11:00–12:30 Private Equity and Other External Investments (PE&amp;OEI) in Accounting Firms (Discussion)<br/><b>[Agenda Item 8]</b></p>                                                            | <p>9:00–10:00 FCG (First Read)<br/><b>[Agenda Item 2]</b></p> <p>10:00–10:30 Role of CFOs (Final Report)<br/><b>[Agenda Item 4]</b></p> <p>10:30–11:00 <i>Break</i></p> <p>11:00–11:30 SWP 2028-2031 (Strategic Objectives)<br/><b>[Agenda Item 5]</b></p> <p>11:30–11:45 Closing Remarks</p> <p>11:45–11:55 <i>Break</i></p> <p>11:55–13:30 Executive Session</p> |
| 13:00–14:00 <i>Lunch</i>                                                                                                                                                                                                                                         | 12:20–13:20 <i>Lunch</i>                                                                                                                                                                                                                  | 13:00–14:00 <i>Lunch</i>                                                                                                                                                                                    | 12:30–13:30 <i>Lunch</i>                                                                                                                                                                                                                                                 | 13:30–14:30 <i>Lunch</i>                                                                                                                                                                                                                                                                                                                                           |
| <p>14:00–15:30 FCG (First Read)</p> <p>15:30–16:00 <i>Break</i></p> <p>16:00–17:00 FCG (NAM Action Plan)</p>                                                                                                                                                     | <p>13:20–15:15 Strategy &amp; Work Plan (SWP) 2028-2031 (Survey Responses/ Strategic Objectives)<br/><b>[Agenda Item 5]</b></p> <p>15:15–15:35 <i>Break</i></p> <p>15:35–17:30 SWP 2028-2031 (Survey Responses/ Strategic Objectives)</p> | <p>14:00–15:30 Restructured Code PIR (Survey Responses)<br/><b>[Agenda Item 7]</b></p>                                                                                                                      | <p>13:30–15:00 Adoption &amp; Implementation (Update)<br/><b>[Agenda Item 9]</b></p> <p>15:00–15:30 <i>Break</i></p> <p>15:30–17:00 Strategic Priorities (Discussion)<br/><b>[Agenda Item 10]</b></p> <p>17:00–17:30 IESBA SMART (Update)<br/><b>[Agenda Item 3]</b></p> |                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Project Team Meeting</b> <ul style="list-style-type: none"> <li>Firm Culture and Governance (13:00-14:00; 17:00-18:00)</li> </ul>                                                                                                                             | <b>Project Team/Working Group Meetings</b> <ul style="list-style-type: none"> <li>Role of CFOs (12:20-13:20)</li> <li>SWP 2028-2031 (17:30-18:30)</li> </ul>                                                                              | <b>Project Team/Working Group Meetings</b> <ul style="list-style-type: none"> <li>Technology (13:00-14:00)</li> <li>Board Social Activity/Dinner (16:00–)</li> </ul>                                        | <b>Project Team/Working Group Meetings</b> <ul style="list-style-type: none"> <li>Restructured Code PIR (7:30-8:15)</li> <li>PE&amp;OEI (12:30-13:30)</li> <li>Adoption &amp; Implementation (17:30-18:30)</li> </ul>                                                    | <b>Working Group Meeting</b> <ul style="list-style-type: none"> <li>Planning Committee (13:30–14:30)</li> </ul>                                                                                                                                                                                                                                                    |