



Communication, Marketing Construction Area Group FCC

October 2024

Corporate Presentation

FCC Group



1. **FCC Group**
2. **Key figures**
3. **Diversified business model**
4. **Leadership position in all areas**
5. **International presence**
6. **Integrated Offer**
7. **Value Creation**
8. **Corporate Governance Structure**
9. **Management Team**





More than
120 years
of experience



Over
67,000
employees



Working in
Over **30 countries**,
47% of revenue comes
from international markets



High degree of
**revenue
stability**



Leader
in Environment, Water,
Infrastructure and Real Estate
Development



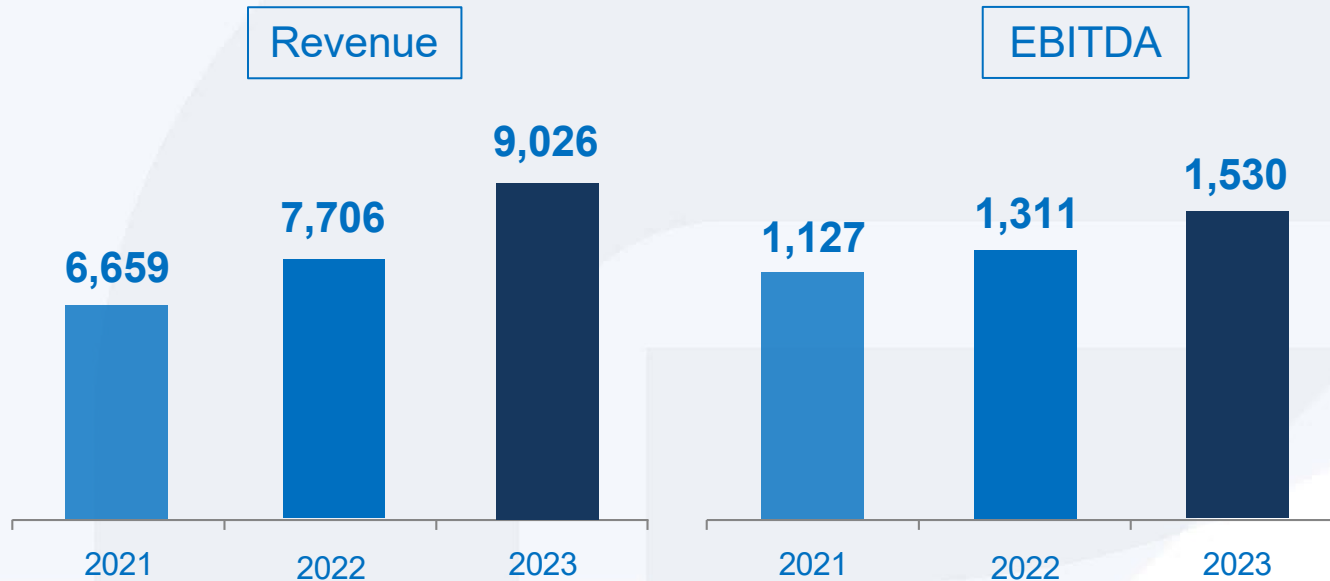
€ 9,026 M revenue
€ 1,530 M EBITDA in 2023



Comprehensive range
of services

FCC Group

1.2. Key Figures 2023



+ 67,000
employees



Backlog* (Dec. 31, 2023)

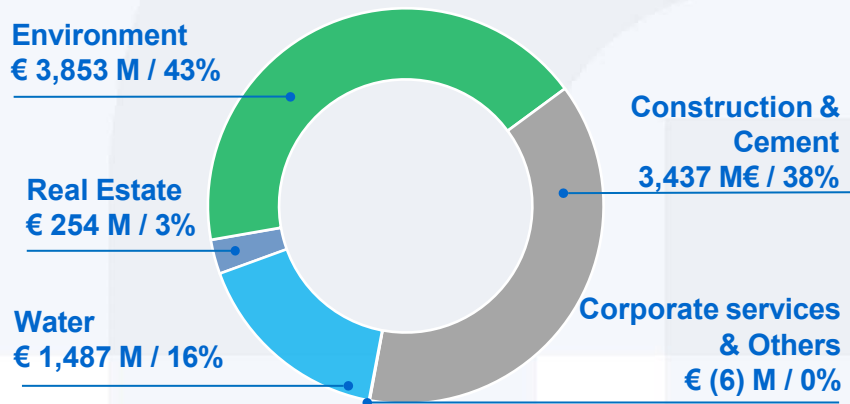
€ 41,621 M

* Environment, Water, Construction and Real Estate

Figures in million euros

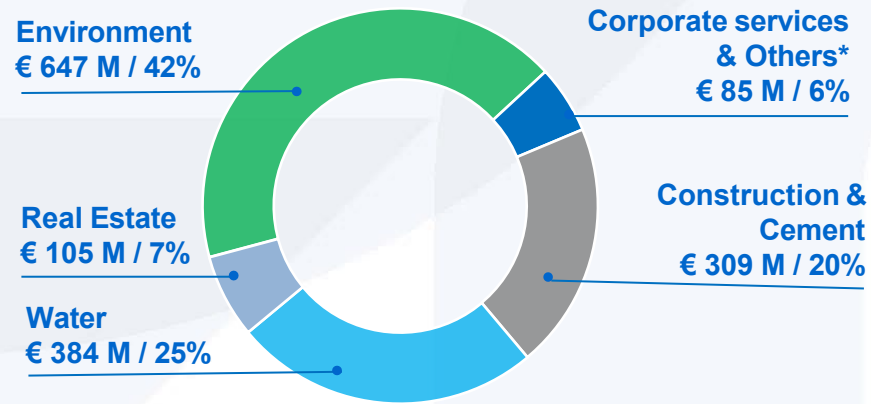
Revenue per business / 2023

Total: € 9,026 M



EBITDA per business area / 2023

Total: € 1,530 M



* Includes transport concessions

FCC Group

1.3. Diversified business model



Environment

- Refuse collection
- Street cleansing
- Solid waste treatment and recycling
- Ground maintenance
- Sewer networks maintenance
- Building Cleaning & maintenance
- Industrial waste treatment and recycling
- Remediation of polluted soils



Water

- Municipal concessions for the management of the end-to-end water cycle
- Infrastructure concessions in BOT model contracts
- O&M Services
- EPC Models



Construction

- Civil Works
- Railway Works
- Building
- Industrial
- Concessions
- Infrastructure maintenance
- Construction precast
- Corporate image



Cement

- Cement
- Trading
- Other businesses
(Concrete, Aggregate, Mortar)

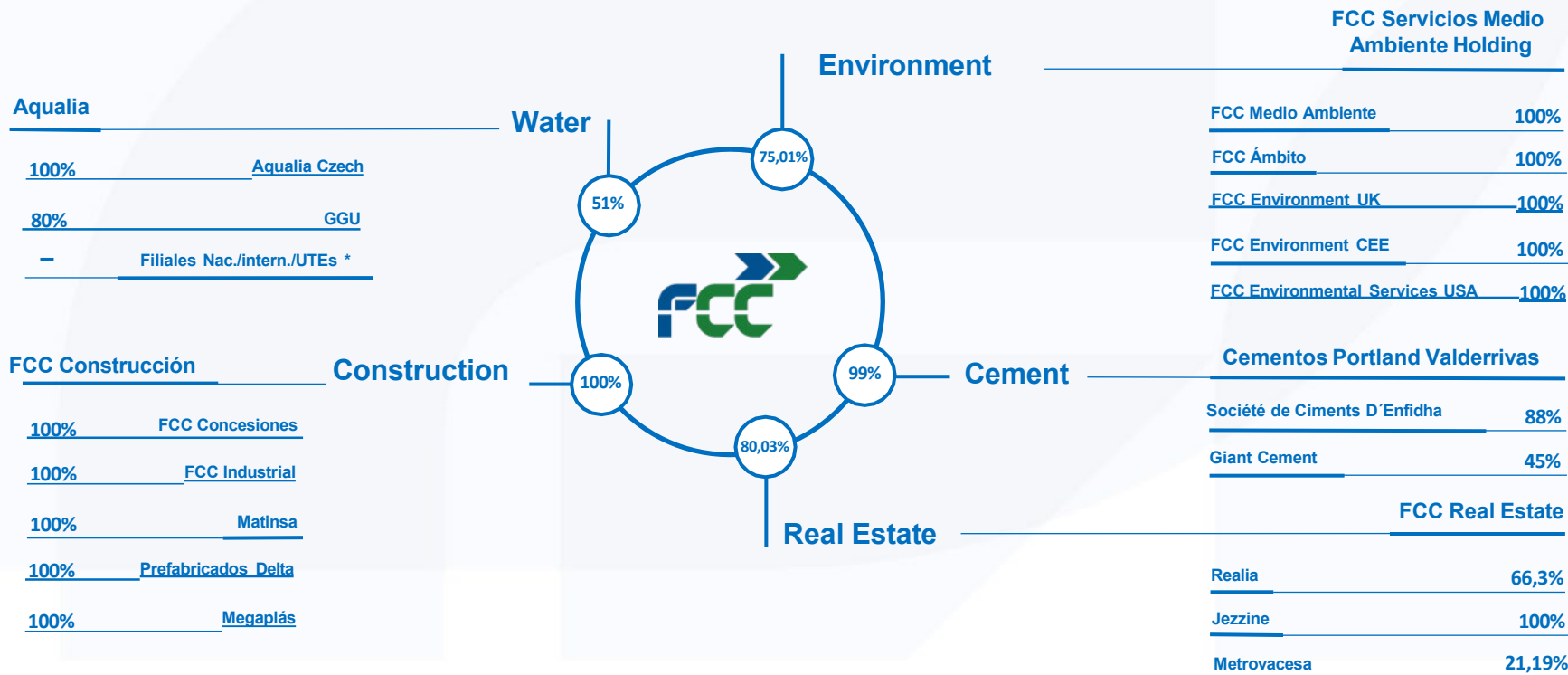


Real Estate

- Housing development
- Real Estate rentals
- Land management

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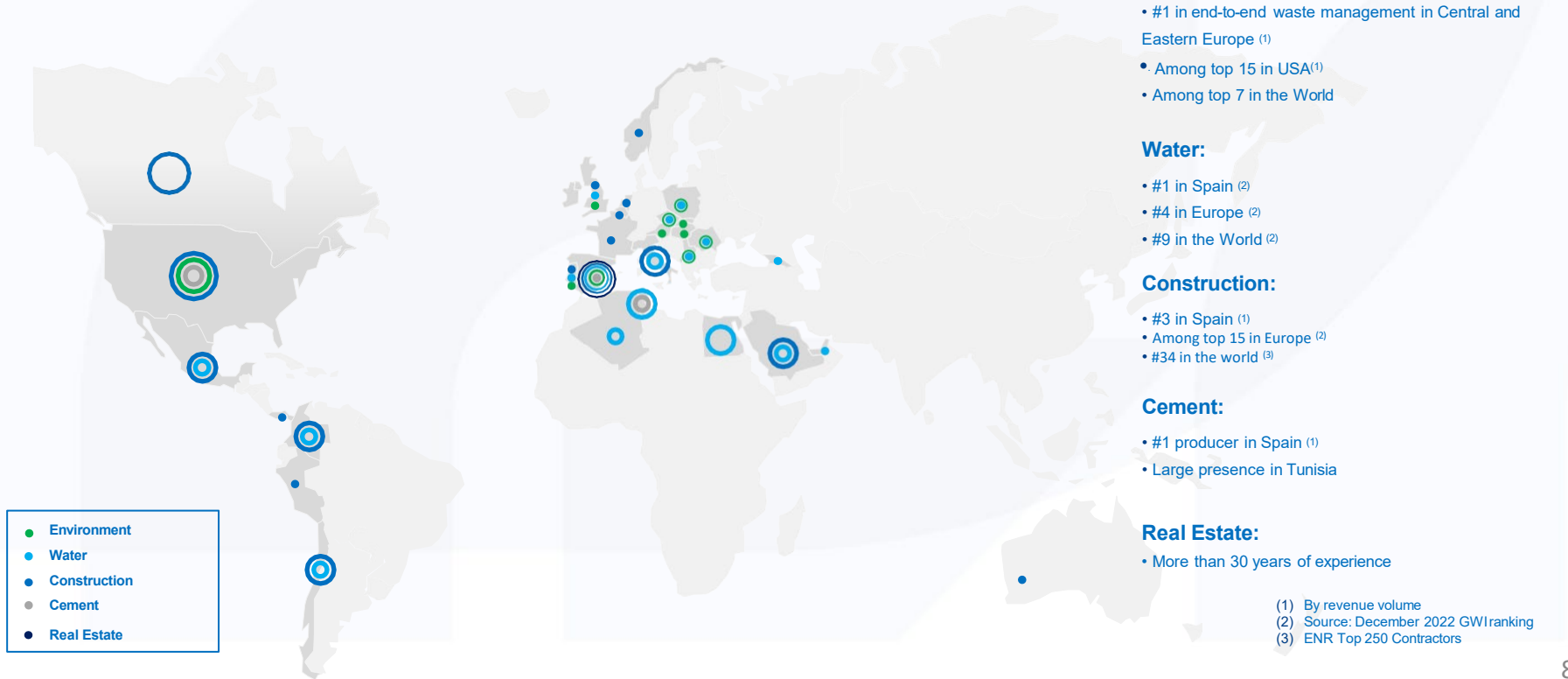
1.3. Diversified business model



* Different percentage of shares

FCC Group

1.4. Leadership position in all areas



Environment:

- #1 in Spain ⁽¹⁾
- #5 in the EU
- #1 in end-to-end waste management in Central and Eastern Europe ⁽¹⁾
- Among top 15 in USA ⁽¹⁾
- Among top 7 in the World

Water:

- #1 in Spain ⁽²⁾
- #4 in Europe ⁽²⁾
- #9 in the World ⁽²⁾

Construction:

- #3 in Spain ⁽¹⁾
- Among top 15 in Europe ⁽²⁾
- #34 in the world ⁽³⁾

Cement:

- #1 producer in Spain ⁽¹⁾
- Large presence in Tunisia

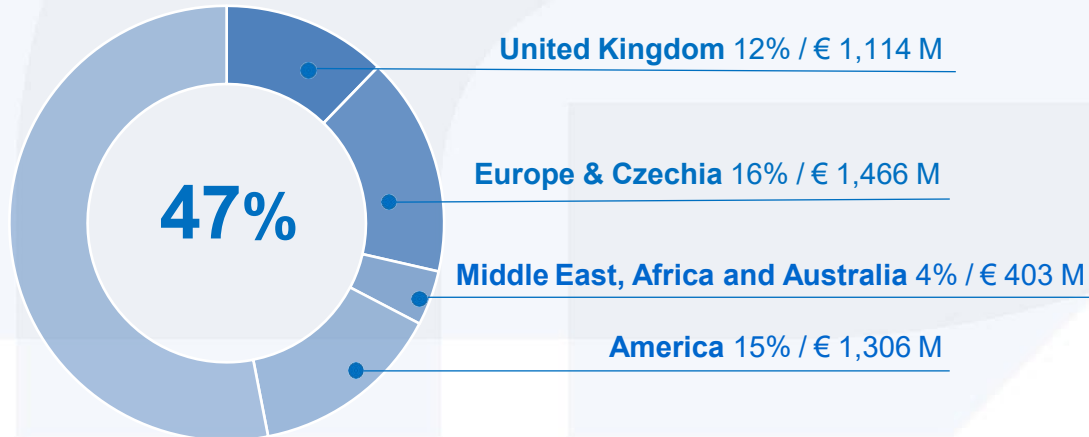
Real Estate:

- More than 30 years of experience

(1) By revenue volume
(2) Source: December 2022 GWI ranking
(3) ENR Top 250 Contractors

International Revenue 2023

Total : € 4,289 M



International Backlog*

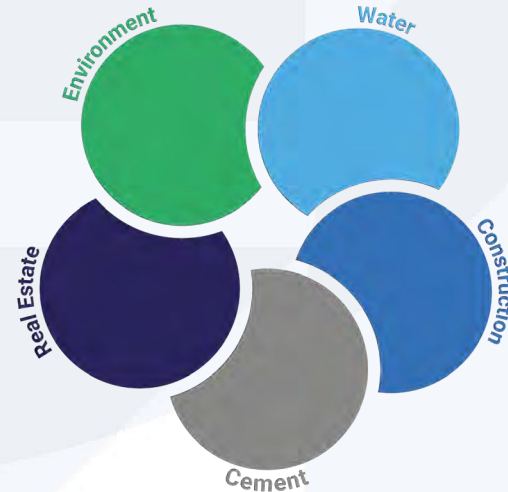
(Dec. 31, 2023) **€ 23,848 M**

*57,3% of Total

Advanced technology

- Own technology for waste collection and street cleansing
- Leaders in waste recycling and energy recovery systems
- Experts in providing solutions at all stages of the water management cycle for all uses: human, agricultural and industry, meeting the needs of institutions and public and private organizations
- Specialists in bridges and ports with a high technical complexity
- Innovative processes for high speed lines, metro and tunnels
- Specialists in turnkey projects in the industrial sector

Comprehensive range of services throughout the whole value chain



Advanced technology and integrated range of products and services with high added value in all of its business areas

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1.7. Value creation



Our incumbent position enhances our ability to benefit from the strong fundamentals of our core business areas



Environment

- Positive long-term outlook due to regulatory developments and environmental considerations.
 - EU Waste Framework Directive requires member states to recycle at least 55% of their municipal solid waste by 2025 and 65% by 2035 plus landfilling down 10% also in 2035.
- New opportunities offered by expected reforms in Spain on recycling and composting (2023).
- Potential expansion in existing platforms: USA, UK and some Central European countries.



Water

- Positive long-term outlook due to regulatory developments and environmental considerations and water infrastructure gap.
- Take advantage of the extensive experience in the end-to-end water cycle management, to apply in business opportunities in countries with low PPP activity.
- Growth potential in Europe and selectively in America and MENA.



Construction & Cement

- Continued infrastructure gap in selected jurisdictions. Stringent management of cash flow generation and third-party risk.
- Potential growth in Spain linked to clean energy, efficiency and related facilities.



Real Estate

- Combined recurring rental income with property asset and residential housing development.

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1.7. Value creation



Experience
More than **120 years**
creating value for citizens



Internationalization
Operating in over **30 countries**



Innovation and technological capacity
More than **13.5 million euros** in R&D and innovation and in advances to optimize efficiency, address digital challenges and promote practical sustainable solutions



Professionalism
Over **67,000 professionals**
specialising in different areas



Protecting the Environment
More than **100,5 M euros** for the prevention of environmental risks
Environmental management systems certified according to **UNE-EN ISO 14001** in all business areas



Quality
Quality management systems certified according to **UNE-EN ISO 9001** in all business areas



Local development commitment
Over **5,5 million euros** allocated to Projects for local development in 2021



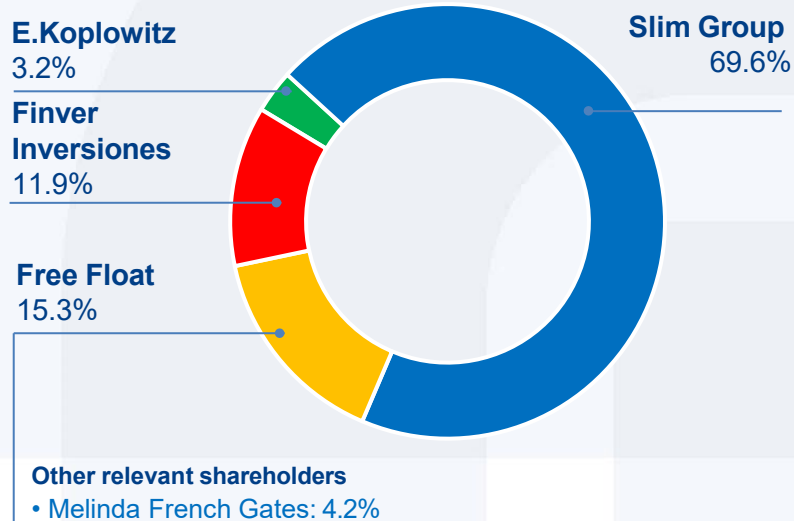
Health and Safety
Occupational health and safety management systems certified according to **ISO 45001** in all business areas

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1.8. Corporate Governance Structure



Shareholding Structure*



Composition of the Board

11 members:

- 8 proprietary directors
- 2 independent members
- 1 executive director

Audit and Remuneration Board Commissions:

- Chaired by independent members
- Majority of independent members

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1.9. Management Team



Chairwoman FCC Esther A. Koplowitz

CEO Pablo Colio Abril

Business Areas

Environment

Íñigo Sanz Pérez

Water

Santiago Lafuente Pérez-Lucas

Construction

Pablo Colio Abril

Cement

Pablo Colio Abril

Real Estate

Ana Hernández Gómez

Javier Fainé de Garriga

FCC Concesiones



1. Activities

2. Key figures

3. International presence

2.3.1 Global Infrastructure PPP Projects

4. Main references

2

FCC Concesiones

2.1. Activities

Activities



- Road infrastructure
- Urban transport
- Social Infrastructures
- Health Infrastructures
- Other Infrastructures

FCC Concesiones



More than
120 years
of experience



We are
**global
and local**



Present in
5
countries



Leaders in urban transport
concessions



More than **100 million**
people make use of our
concessions



Specialised in
sustainable mobility
infrastructures



We are part of the **FCC Group**, a
leading international infrastructure
group.

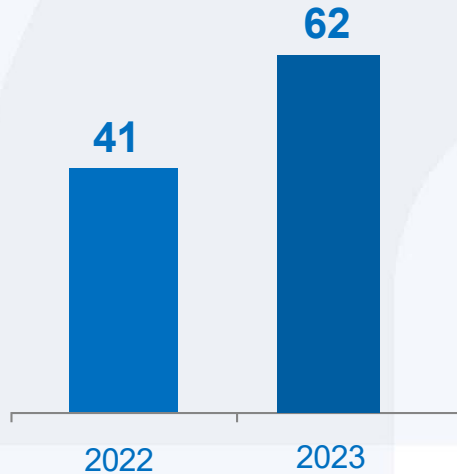


Present in **social and**
health infrastructures

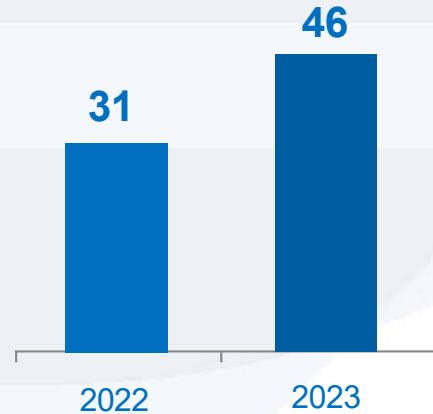
FCC Concesiones

2.2 Key figures

Revenue



EBITDA



171
employees



Concessions portfolio

- 14 concession companies
- 3 operators

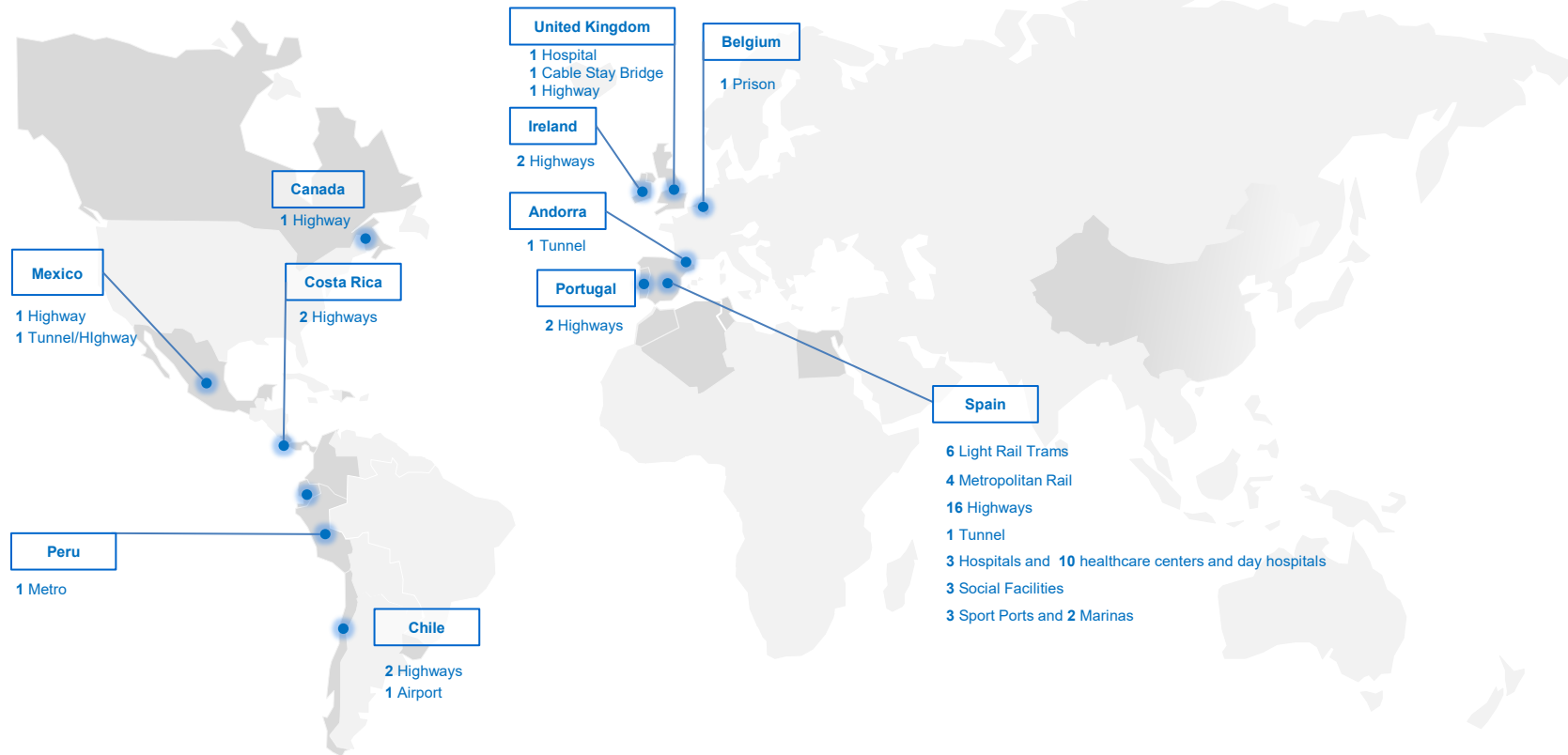
FCC Concesiones

2.3 International presence



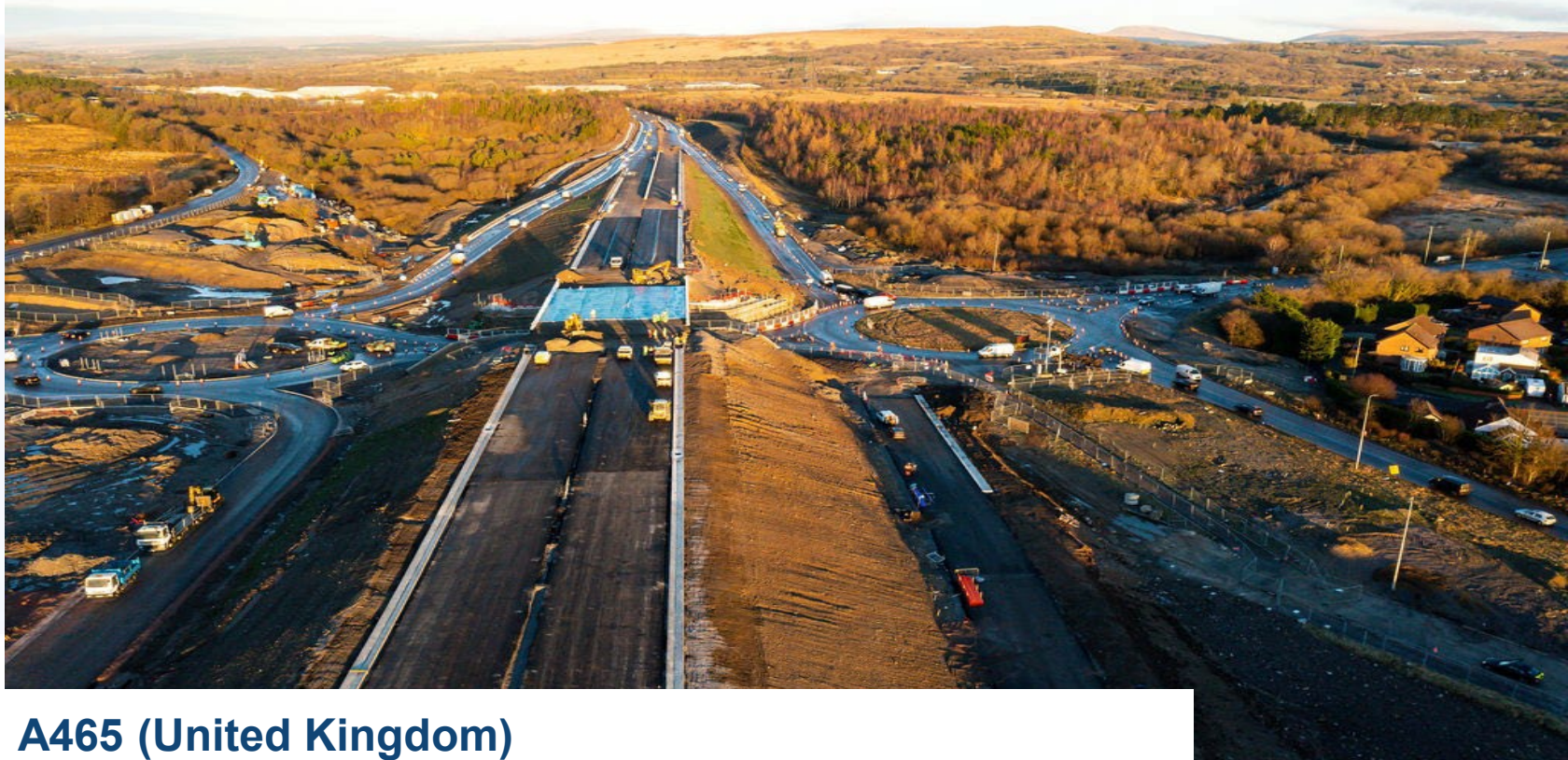
FCC Concessions

2.3.1. Global Infrastructure PPP Projects



FCC Concesiones

2.4 Main references



A465 (United Kingdom)

FCC Concesiones

2.4 Main references



Auconsa (Spain)

FCC Concesiones

2.4 Main references



Ibisán (Spain)

FCC Concesiones

2.4 Main references



Itinerario 8 Aragón (Spain)

FCC Concesiones

2.4 Main references



Line 2 and 4 Lima Metro (Peru)

FCC Concesiones

2.4 Main references



Murcia Tram (Spain)

FCC Concesiones

2.4 Main references



Parla Tram (Spain)

FCC Concesiones

2.4 Main references



Trambaix (Spain)

FCC Concesiones

2.4 Main references



Trambessos (Spain)

FCC Concesiones

2.4 Main references



Zaragoza Tram (Spain)

FCC Concesiones

2.4 Main references



Haren Prison (Belgium)

FCC Concesiones

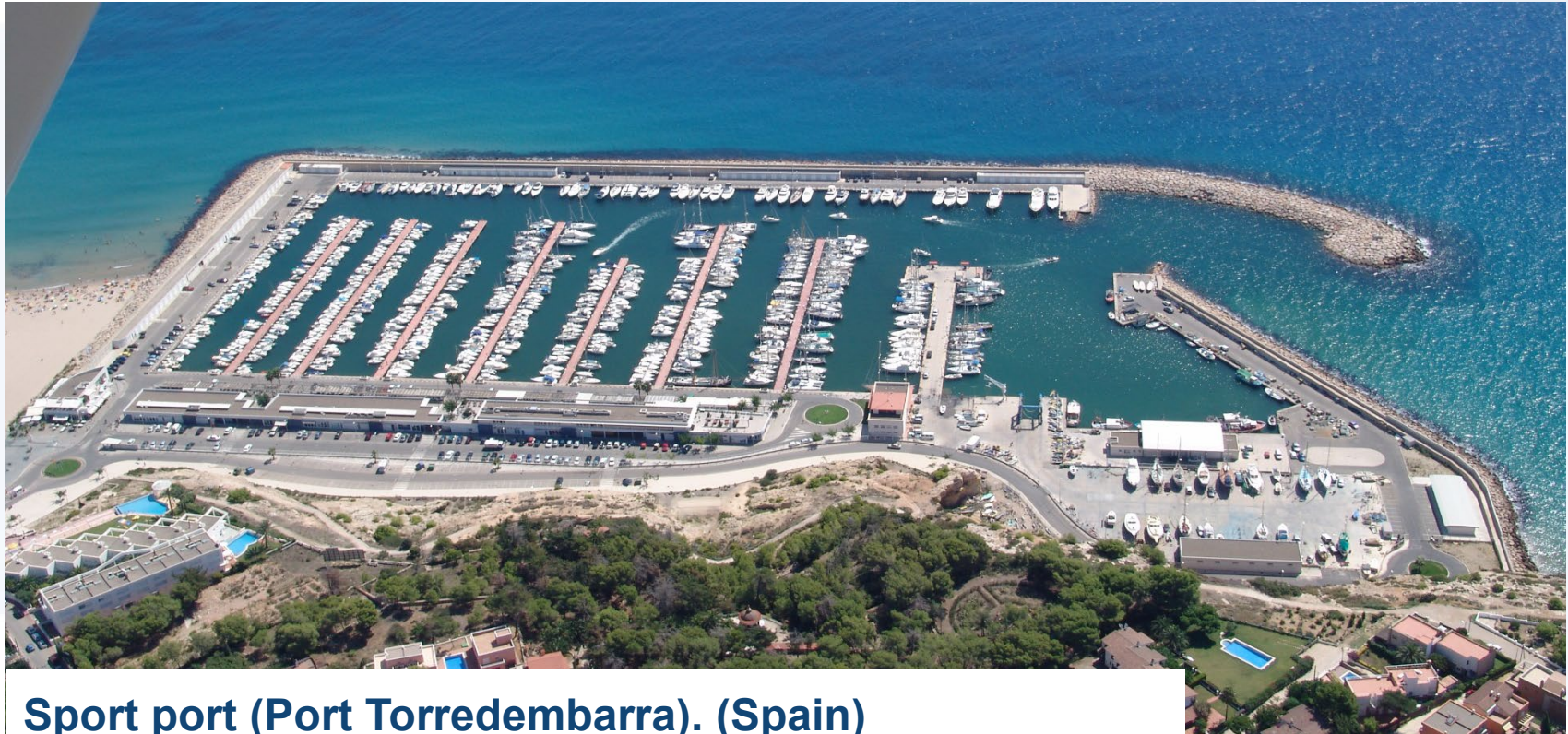
2.4 Main references



World Trade Center (Spain)

FCC Concesiones

2.4 Main references

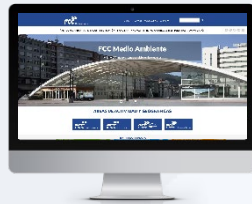


Sport port (Port Torredembarra). (Spain)

Business Areas

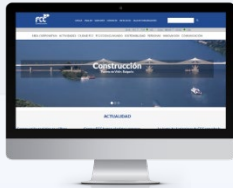
Webs

FCC Group



Environment

Construction



Water



Cement



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