



# FCC Group

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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



# FCC Group



More than  
**120 years**  
of experience



Over  
**65,000**  
employees



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



High degree of  
**revenue  
stability**



**Leader**  
in Environment, Water  
and Infrastructure



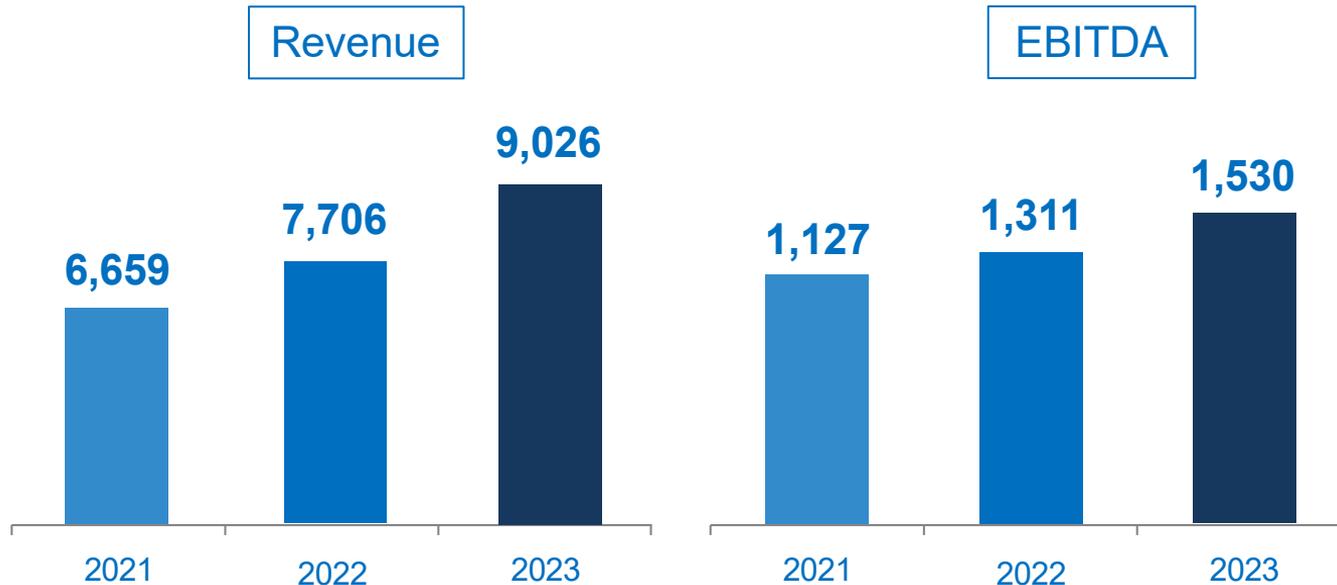
**€ 9,026 M** revenue  
**€ 1,530 M** EBITDA in 2023



**Comprehensive range**  
of services

# FCC Group

## 1.2. Key Figures 2023



Backlog\* (Dec. 31, 2023)

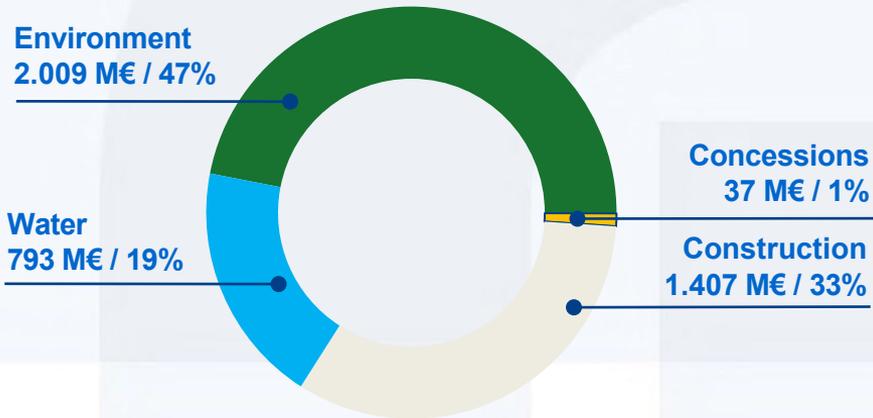
**€ 41,485 M**

\* Environment, Water, Construction

Figures in million euros

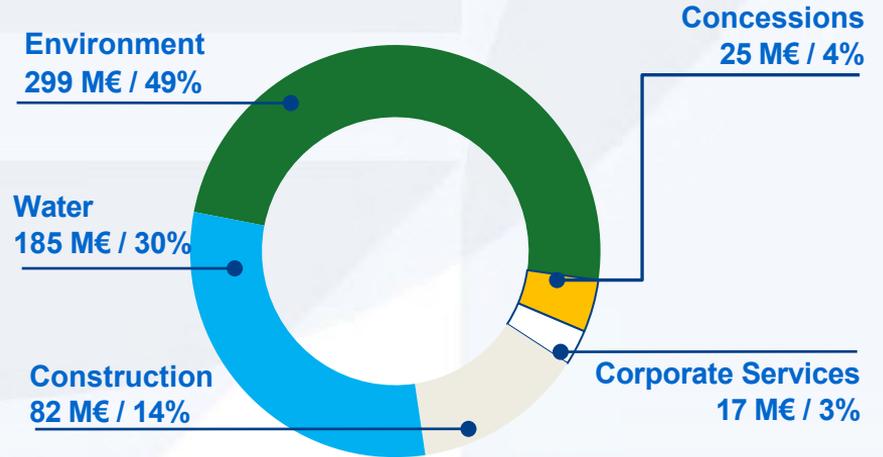
Revenues per business area  
1S2024

Total: 4,237 M€



EBITDA per business area  
1S2024

Total: 608 M€





**Environment**

- Refuse collection
- Street cleansing
- Solid waste treatment and recycling
- Ground maintenance
- Sewer networks maintenance
- Building cleaning and 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
- Concessions
- Infrastructure maintenance
- Construction precast
- Corporate image

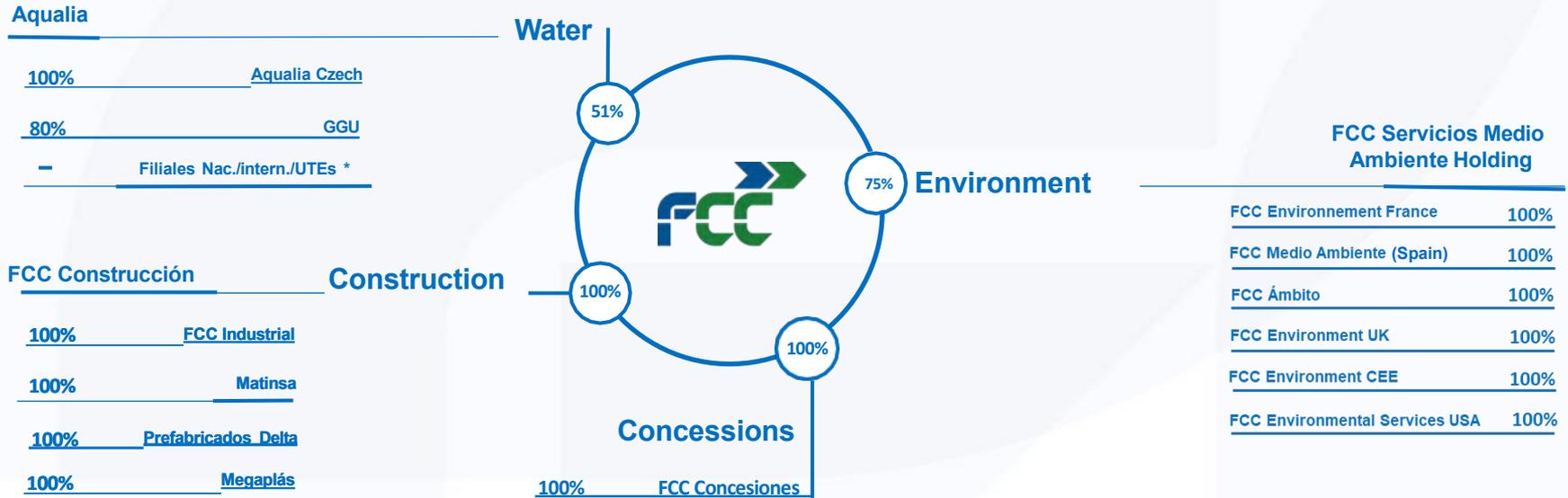


**Concessions**

- Road infrastructure
- Urban transport
- Social infrastructures
- Other infrastructures

# FCC Group

## 1.3. Diversified business model

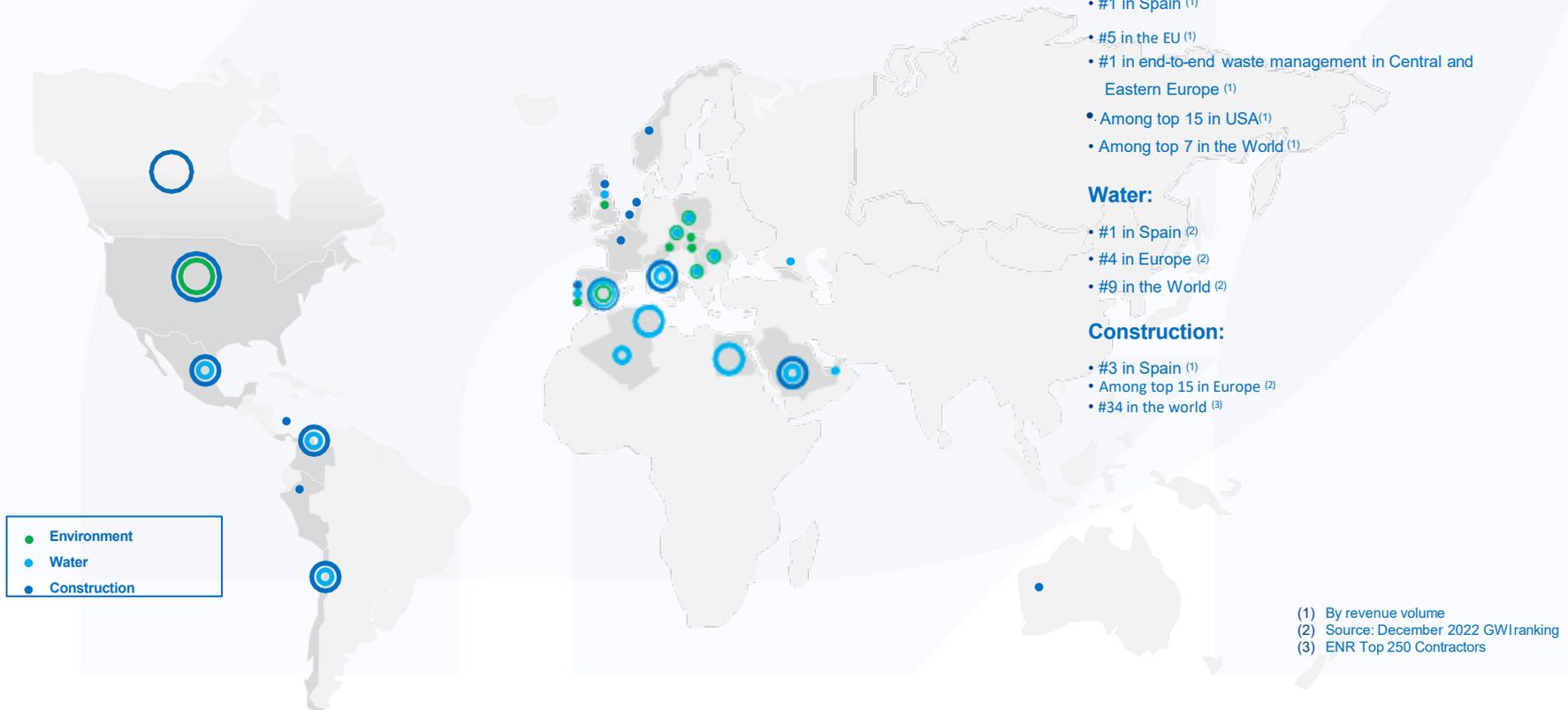


\* Different percentage of shares

# FCC Group



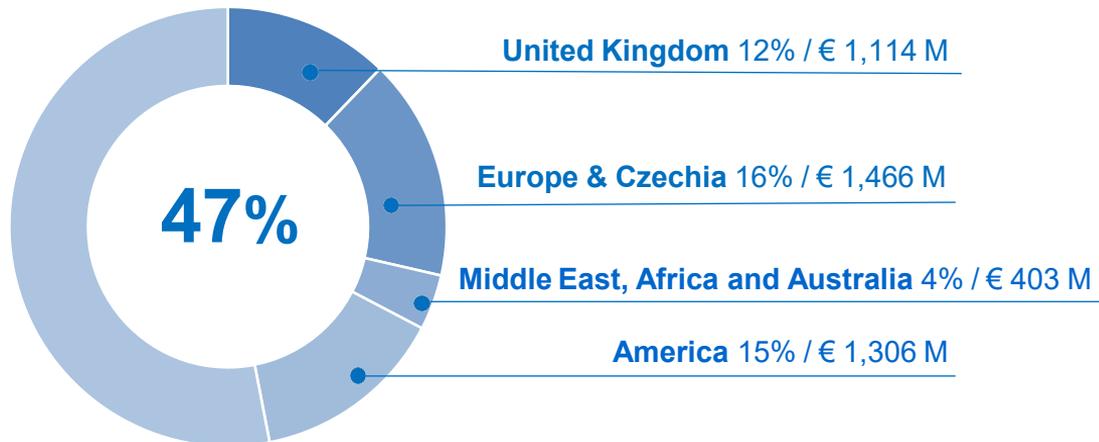
## 1.4. Leadership position in all areas



(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: residential, 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

# FCC Group

## 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

- 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.



### Concessions

- Selective expansion supported by the demand for public-private partnerships in new transport infrastructure and public facilities projects.
- Predominant geographic positioning in the consolidated jurisdictions in which the Group operates.

# FCC Group

## 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 **65,000 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

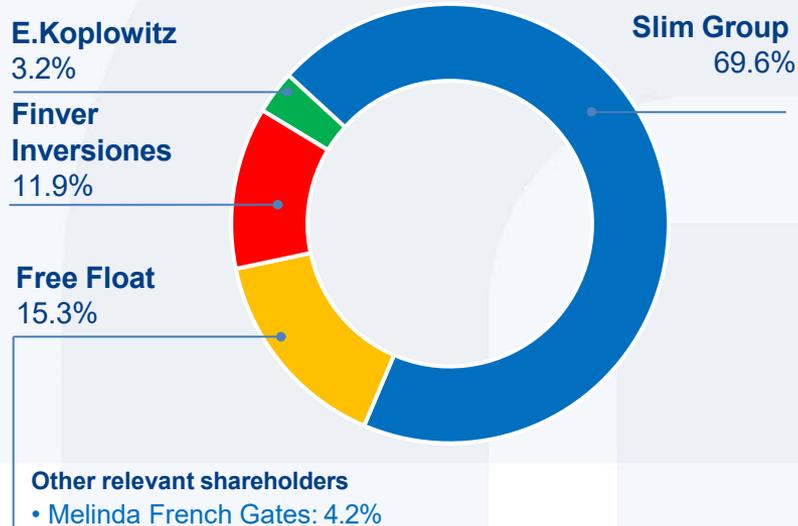


# FCC Group

## 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

# FCC Group

## 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

**Concessions**  
Ramón Gómez Andrío

# 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\*
- Other infrastructures

\* Social infrastructure includes sanitation facilities and public buildings.

# FCC Concesiones



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

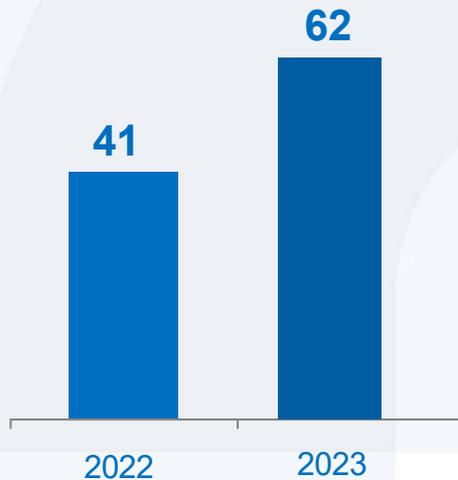


Present in **social**  
infrastructures

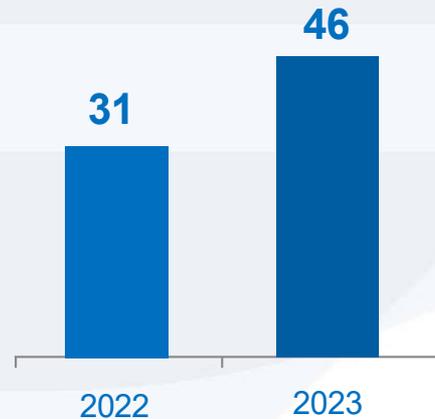
# FCC Concesiones

## 2.2 Key figures

Revenue



EBITDA



171  
employees



Concessions portfolio

- 14 concession companies
- 3 operators

# FCC Concesiones

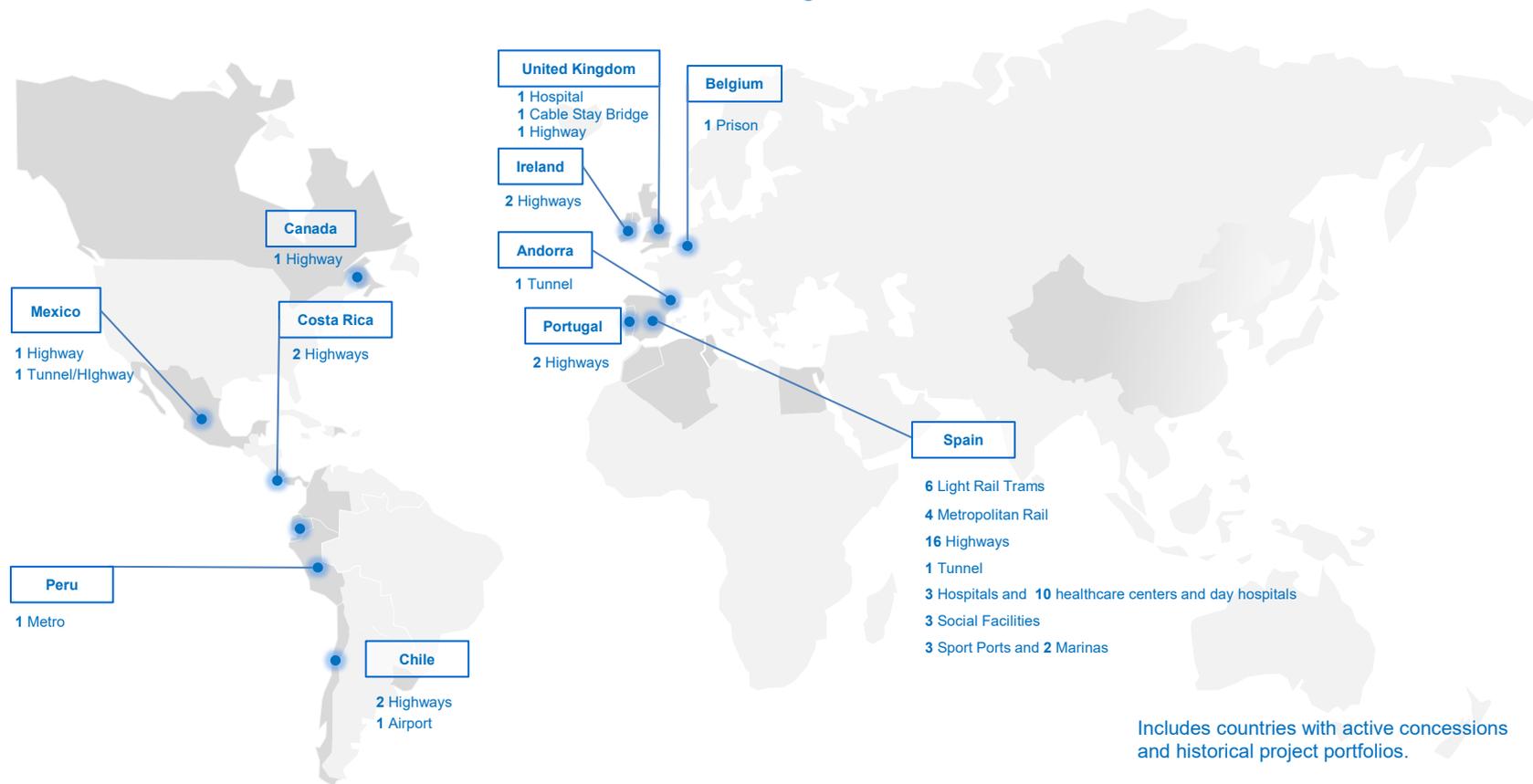
## 2.3 International Presence



# FCC Concesiones



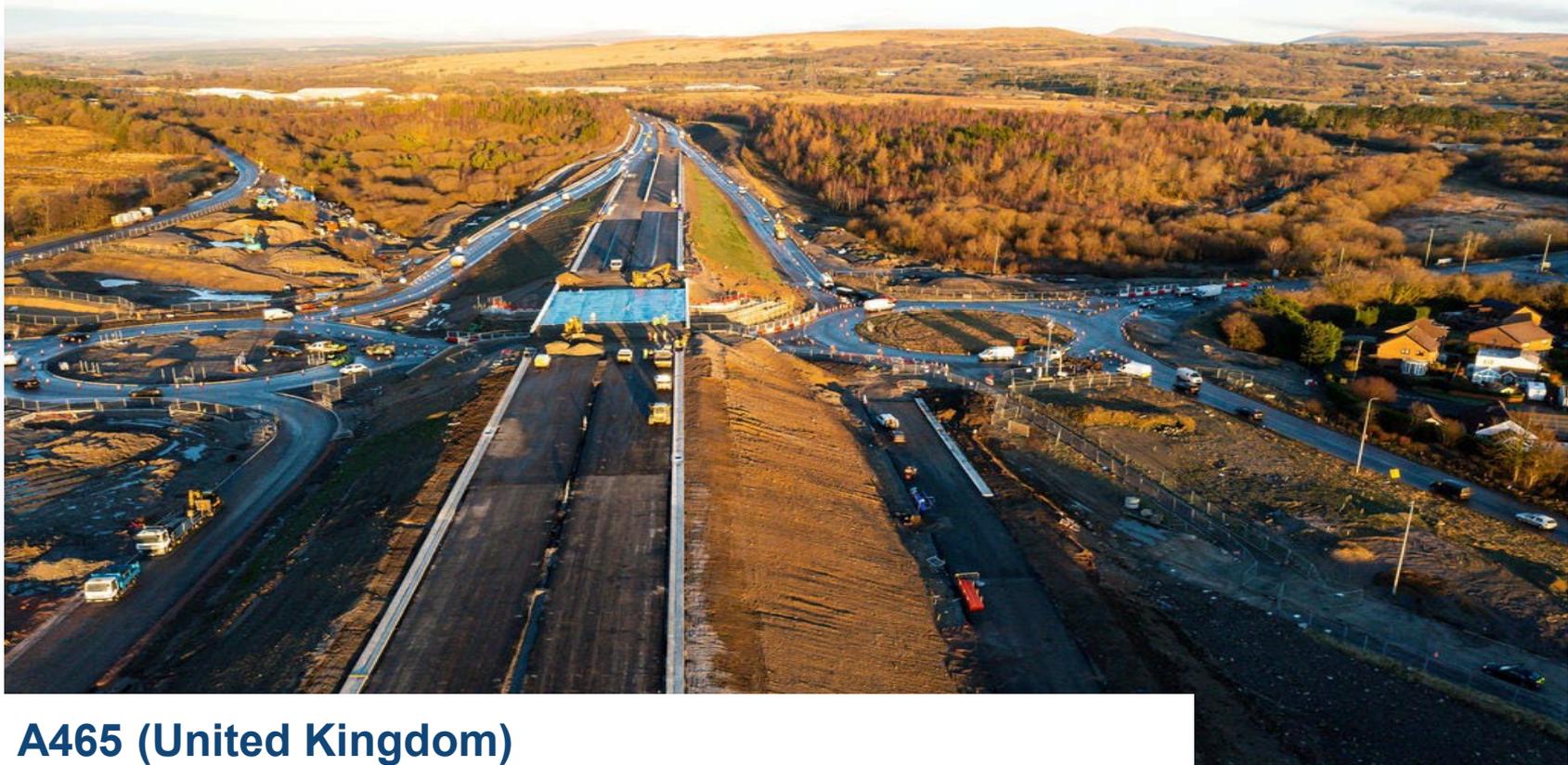
## 2.3.1 Global Infrastructure PPP Projects



Includes countries with active concessions and historical project portfolios.

# 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

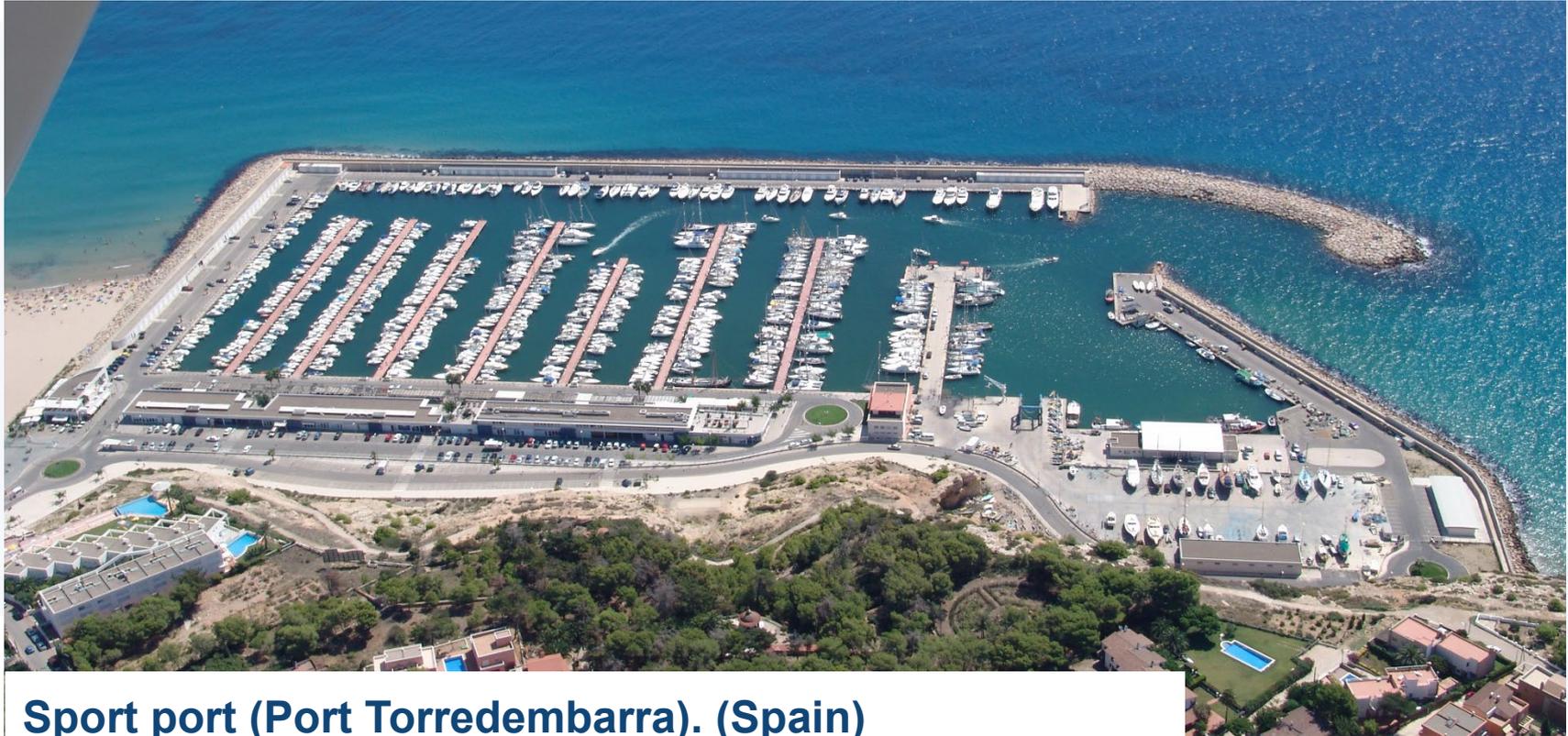
## 2.4 Main references



**World Trade Center (Spain)**

# FCC Concesiones

## 2.4 Main references



**Sport port (Port Torredembarra). (Spain)**

# Business Areas Webs

## Grupo FCC



[fcc.es](http://fcc.es)

## Construction



[fccco.com](http://fccco.com)



[fccindustrial.com](http://fccindustrial.com)

## Water



[aqualia.com](http://aqualia.com)

## Environment



[fccma.com](http://fccma.com)



[fccambito.es](http://fccambito.es)



[fccenviromental.com](http://fccenviromental.com)



[fccenvironment.co.uk](http://fccenvironment.co.uk)



[fcc-group.eu](http://fcc-group.eu)

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