

Corporate Presentation

2024



FCC Group	3
Key figures	2
Diversified business model	Ę
Leadership position in all areas	
International presence	Ç
Integrated offering	1(
Value creation	11
Corporate Governance Structure	13
Management team	14



FCC Group Environment Water

Over
125 years
of experience



Leader in environment water and infrastructure

Construction

Concessions



Over
71,000
employees



Operations in over **25 countries**, 49% of revenue from international markets



High **income** stability



Integrated service offering



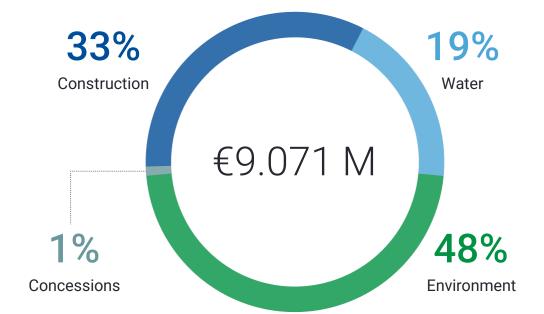
€9,071 M in revenue **€1,435 M** EBITDA in 2024

Key figures 2024



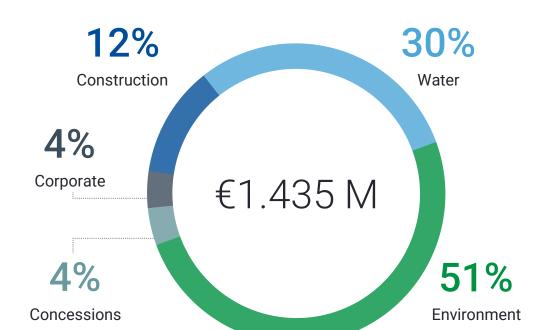


Diversified business model



Revenue per Business Area 2024

Environment	€4.346 M
Water	€1.675 M
Construction	€2.991 M
Concessions	€78 M
Corporate	(€19 M)



Environment

Water

Construction

Concessions

FCC Group

EBITDA per Business Area 2024

Environment	€732 M
Water	€425 M
Construction	€170 M
Concessions	€55 M
Corporate	€53 M



Diversified business model

Environment

Waste collection

Street cleaning

Urban waste treatment and recycling

Conservation of green areas

Maintenance of sewer networks

Comprehensive cleaning and maintenance of buildings and

facilities

Industrial waste treatment and recycling

Soil contamination recovery



Water

Municipal concessions for the management of the public water cycle service

Infrastructure concessions in BOT model contracts

0&M services

EPC models

Construction

Civil engineering
Railway works
Industrial building
Concessions
Infrastructure maintenance
Construction prefabricates
Corporate image

Concessions

Road infrastructure

Urban transport

Social infrastructure

Other infrastructure

FCC Group Environment Water Construction Concessions

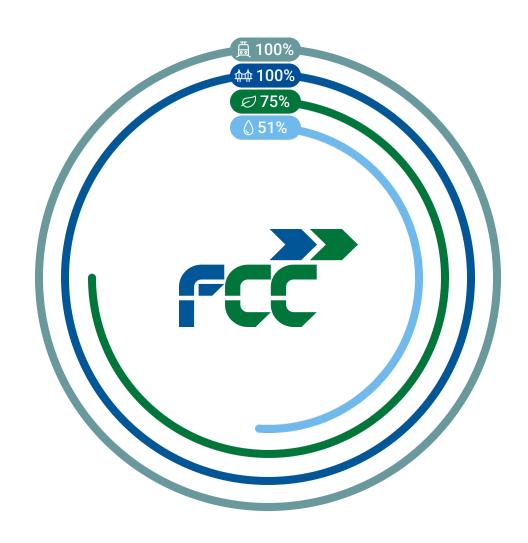
Diversified business model



FCC Environment France	100%
FCC Environment (Spain)	100%
FCC Scope	100%
FCC Environment UK	100%
FCC Environment CEE	100%
FCC Environmental Services USA	100%



FCC Concessions 100%





Aqualia Czech	100%
GGU	80%



FCC Industrial	100%
Matinsa	100%
Prefabricados Delta	100%
Megaplás	100%

North America

₩Ø USA

Mexico

canada

Central America

South America

Peru

♠ ○ Chile

Panama

FCC Group

I Environment

Water

Construction

Concessions

Europe

♠ ○ Ø Portugal

United Kingdom

₩ () Italy

France

Belgium

O Czech Republic

0 Poland

Austria

Metherlands

Germany

₩ 🐧 🕖 Romania

Serbia

Slovakia

Hungary

Morway

Among the top 15 in the USA1 Among the top 7 in the world1

Water

Environment

and Eastern Europe1

#1 in Spain1 #5 in the EU1

#1 in Spain2

#4 in Europe2

#9 in the world2

Construction

#3 in Spain1

Among the 15 largest construction companies in Europe2

#1 in integrated waste management services in Central

#34 in the world3

Concessions

Among the top 10 concessionaires in Europe

MENA

Georgia

Qatar

Egypt

United Arab Emirates

Algeria

Tunisia

Libya

Oceania

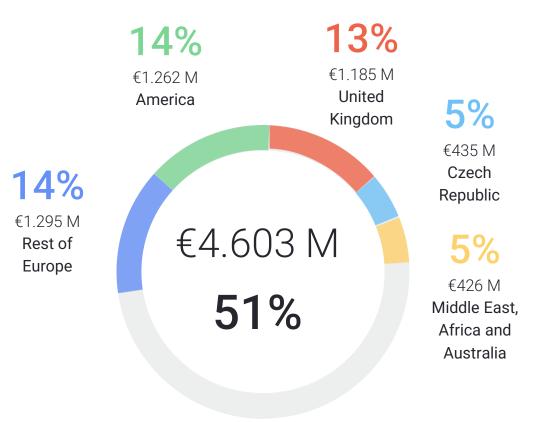
Australia



1By revenue volume 2Source: December 2022 GWI Ranking 3ENR Top 250 Contractors



International revenues 2024



International portfolio

€25.635 M

60% of the total, as of 31 December 2024

Integrated offering

Advanced technology

Proprietary technology for waste collection and street cleaning

Leadership in recycling systems and energy recovery from waste

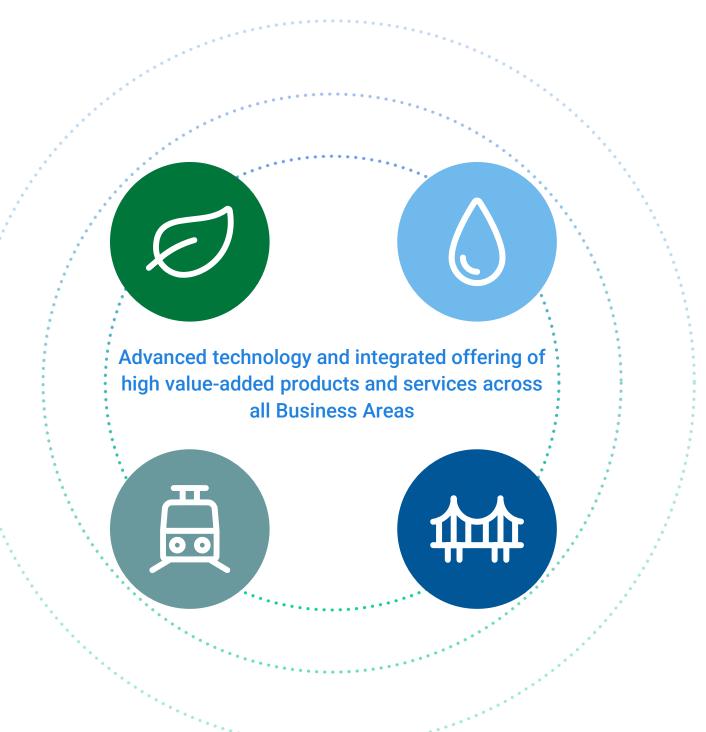
Experts in providing solutions across all phases of the comprehensive water cycle for all uses: residential, agricultural, and industrial, and for all needs of public and private entities and organizations

Specialists in technically complex bridges and ports

Innovative processes for high-speed lines, metro, and tunnels

Specialists in turnkey projects in the industrial sector

FCC Group Environment Water Construction Concessions





Our leadership position strengthens our ability to capitalize on the demand for our activities.

Positive long-term outlook due to regulatory developments and environmental considerations. The EU Waste Framework Directive requires member states to recycle at least 55% of their municipal solid waste by 2025 and 65% by 2035, while reducing landfill to 10% by 2035.

Environment



New opportunities arising from the planned reforms in Spain regarding recycling and composting in 2023.

Organic potential for international expansion, particularly in America, the UK, and some Central European countries.

Positive long-term outlook due to regulatory developments, environmental considerations, and the gap in water infrastructure.

Water



Growth and international expansion to meet global needs for clean water and sanitation for all, supported by the right human resources and technology.

Growth potential in Europe and selectively in MENA and America.

Construction



The ongoing infrastructure gap in selected markets provides additional advantages.

Growth potential in Spain linked to clean energy, efficiency, and related facilities.

Concessions



Selective expansion supported by the demand for public-private collaboration in new transport infrastructure and facilities projects.

Predominant geographical positioning in the established jurisdictions where the Group operates.



FCC Group

I Environment

Water

Construction

Concessions

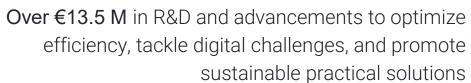
Experience

value for citizens

Internationalization

Present in more than 25 countries

Innovation and technological capability





Over 125 years of creating

Professionalism

More than **71,000 professionals** specialized in various fields



Over €100.5 M allocated to environmental risk prevention. Certified environmental management systems according to UNE-EN ISO 14001 in all business areas



Quality

Certified quality management systems according to **UNE-EN ISO** 9001 in all business areas

Local Development

Over €5.2 M allocated to sponsorships and contributions to non-profit entities, foundations, and sector associations

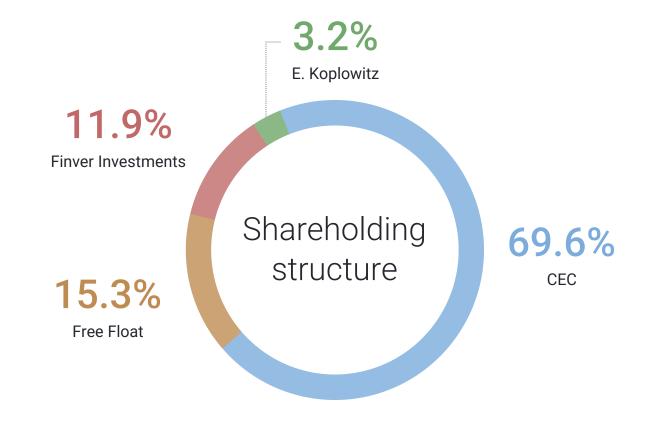




Safety and Health

Certified occupational risk management systems according to ISO 45001 in all business areas

Corporate Governance Structure



Composition of the Council

11 members

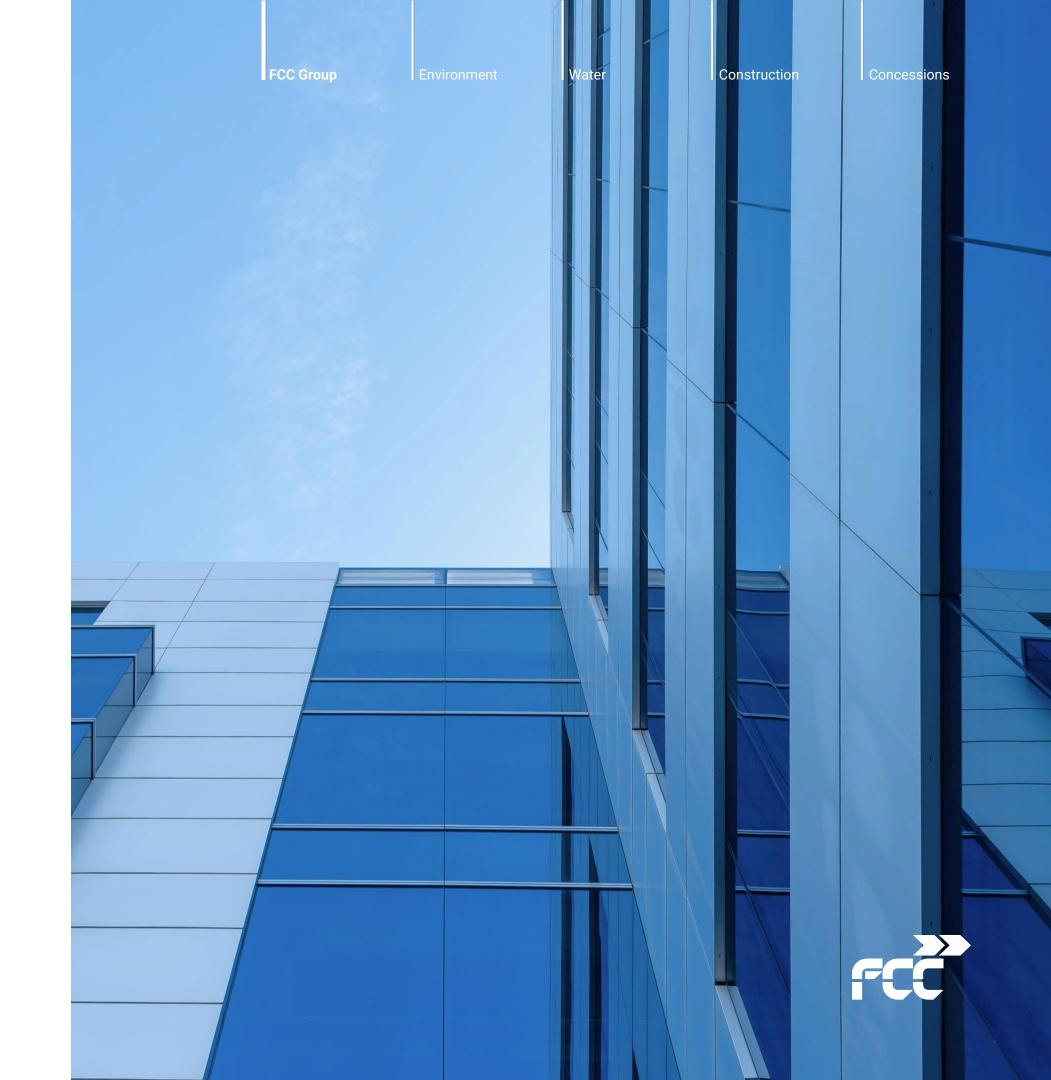
8 Dominical Directors

2 Independent Members

1 Executive Director

Audit and Remuneration Board Commissions

Chaired by independent members Majority of independent members





FCC Group Environment Water Construction Concessions

Esther Alcocer Koplowitz

Chairwoman of FCC

Pablo Colio Abril

CEO

Business Areas

Íñigo Sanz Pérez

Environment

Santiago Lafuente Pérez-Lucas

Water

.....

Pablo Colio Abril

Construction

.....

Ramón Gómez Andrío

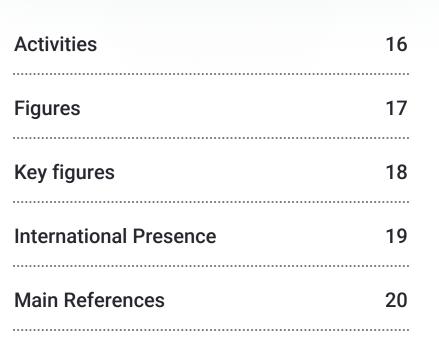
Concessions





Business Areas

(D)	Environment



4		
	Λ	

Water

Activities	43
Figures	44
Key figures	45
International Presence	46
Main References	47



Construction

Activities	79
Figures	80
Key figures	81
International Presence	82
Main References	83



Concessions

Activities	121
Figures	122
Key figures	123
International Presence	124
International PPP Infrastructures	125
Main References	126

FCC Group

Environment

Water

Construction

Concessions



Construction

Civil works

Railway infrastructures Roads Bridges Tunnels

Maritime infrastructures Airport infrastructures Hydraulic infrastructures

Building

Housing units and estates Non-residential buildings Rehabilitation

Industrial

Electromechanical installations and Systems maintenance

Infrastructure maintenance Prefabrication

Electrical networks and railway works Corporate image

Industrial construction



Activities



FCC Group Environment Water Construction Concessions



Over 125 years of experience



We are **global and local**



Awarded the **largest urban transport infrastructure contracts** (Riyadh Metro, Toronto Rail Network)



Leader in urban transport infrastructures



Present in **24 countries**



One of the **top 28** construction companies in the world



More than 250 million people use our infrastructures



International benchmark in the selective execution of large civil works (tunnels, railways, metro...)

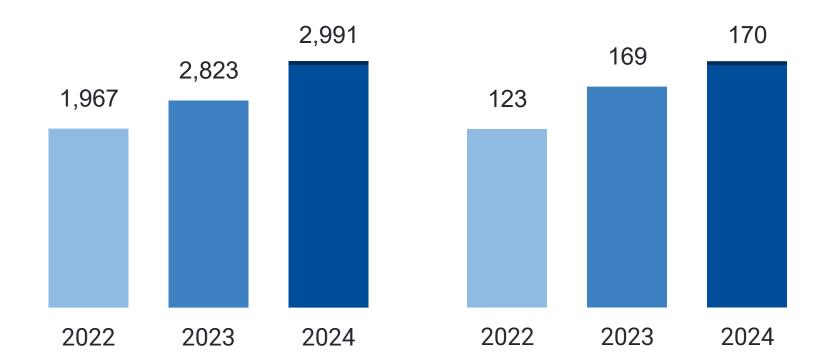
Key figures 2024

Revenue

In € million

EBITDA

In € million



Eacklog €6,368 M

31 December 2024

People 7,268



Key figures 2024

North America

USA

Mexico

Canada

Central America

Panama

Costa Rica

South America

Colombia

Peru

Chile

Brazil

Europe

Portugal

Spain

France

Italy

United Kingdom Germany
Ireland Norway
Belgium Poland
Netherlands Romania

MENA

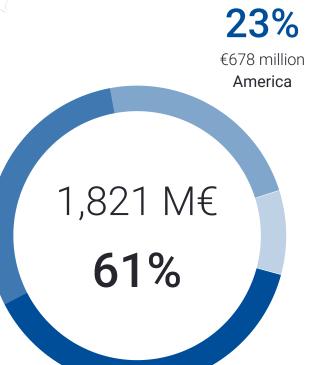
Egypt

Saudi Arabia

Qatar

International Revenue 2024





9%

€260 million Middle East, North Africa

Australia

Oceania

International backlog

€3,956 M

62% of total, 31 December 2024



Concessions

Main references - In progress

Lines 2 and 4 of the Lima Metro, Peru



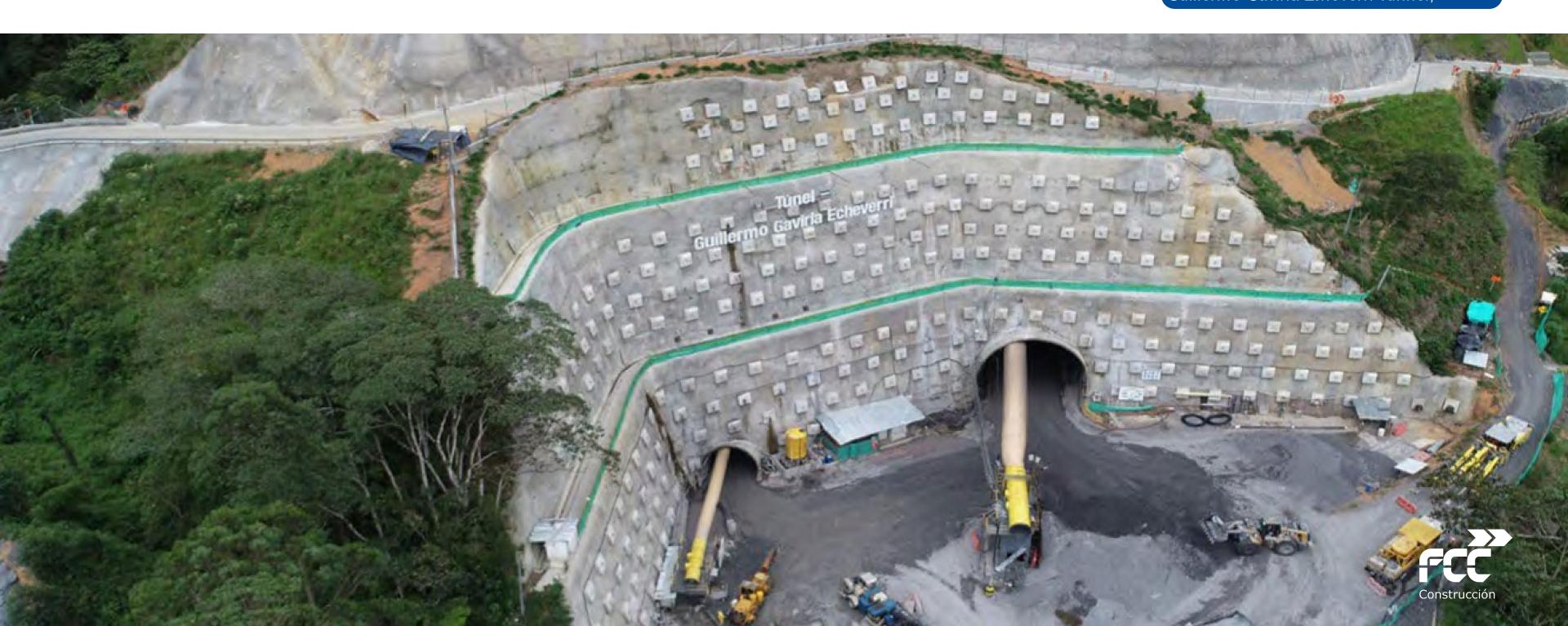
Industrial Bridge,



PTAR El Salitre,



Guillermo Gaviria Echeverri Tunnel,



Scarborough Subway Extension, Canada







Concessions



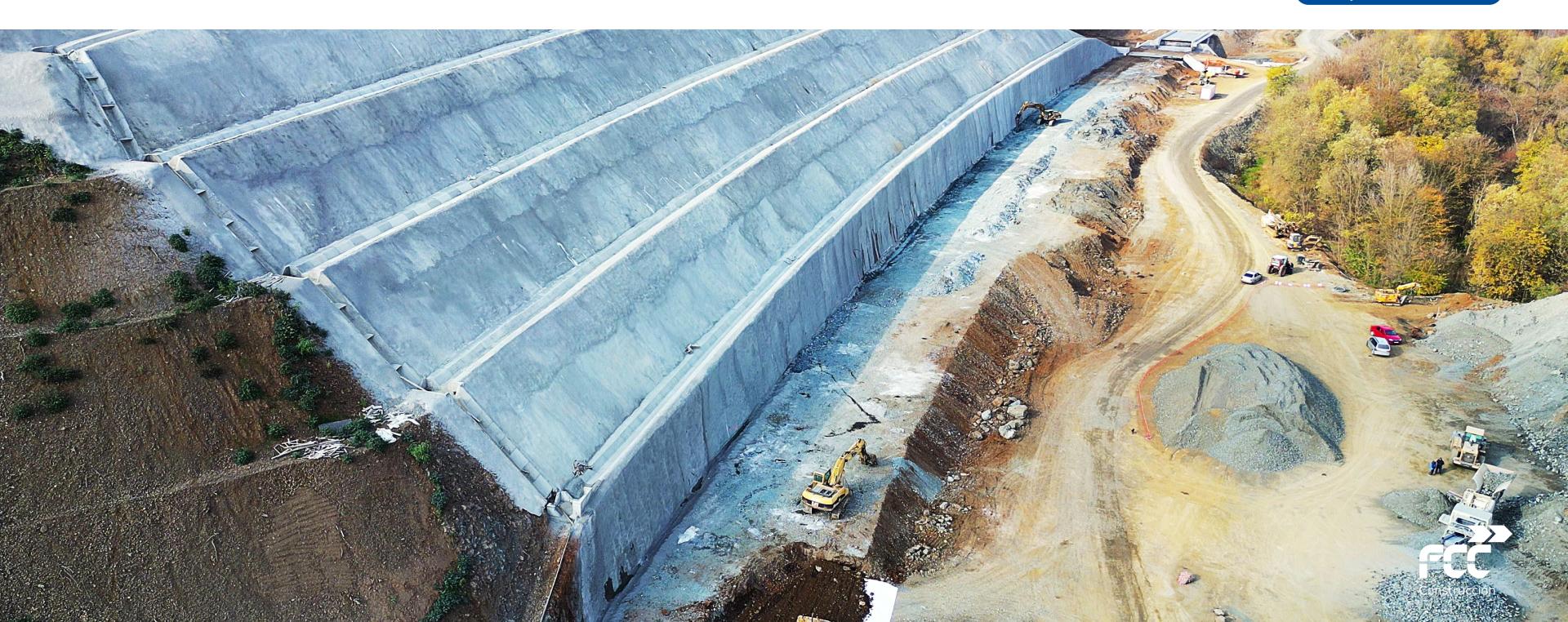
Metro Ontario and Pape Tunnel, Canada

Replacement of 9 Bridges in Pennsylvania, United

Concessions



Railway sections, Romania



A9 Motorway Badhoevedorp - Holendrecht,



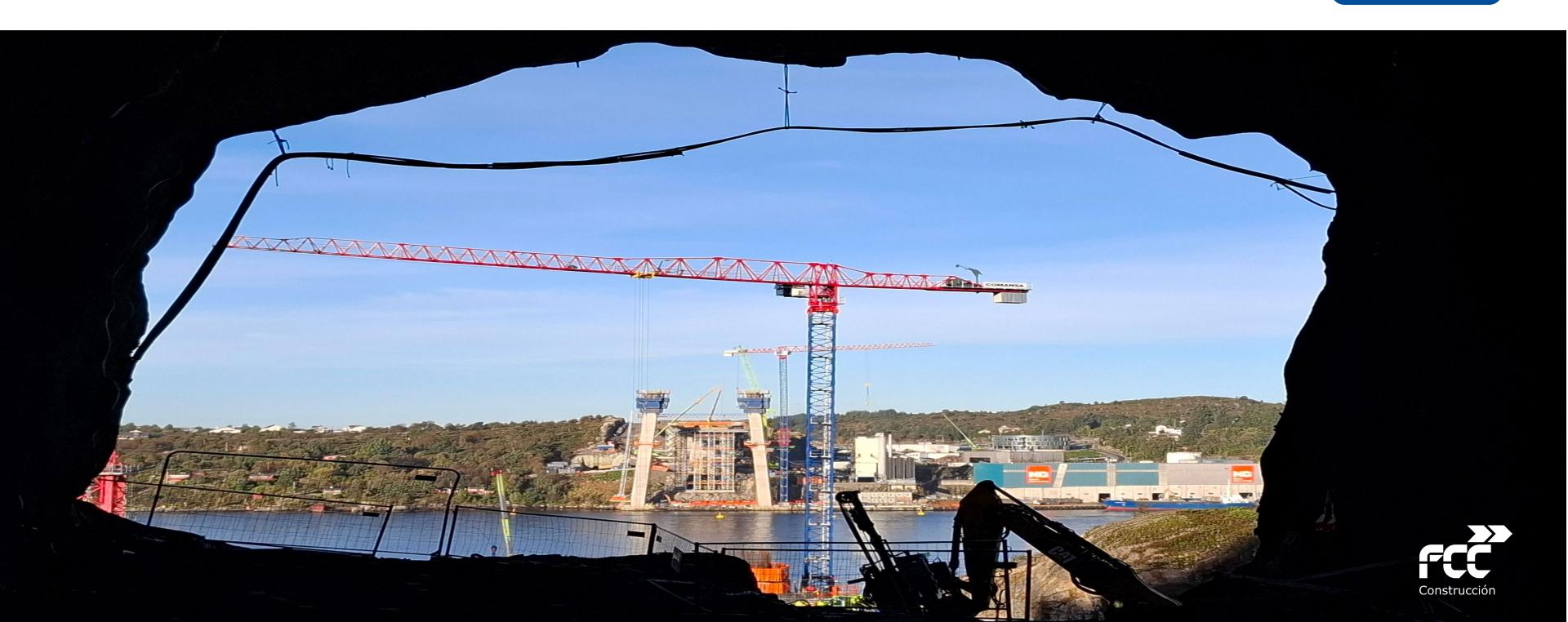
A-465 Sections 5-6, Wales, United Kingdom



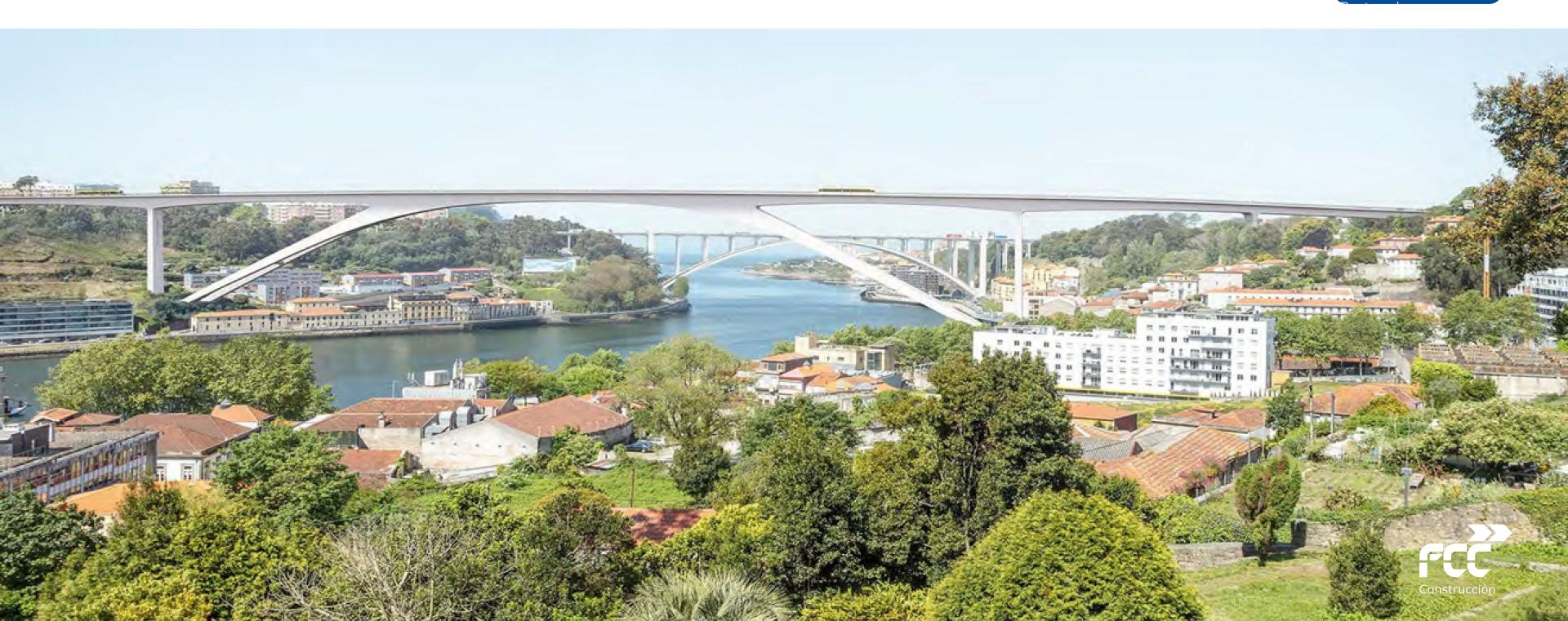
Cancer Treatment Centre Pallas, Netherlands



Sotra Project,



Porto Metro, Portugal



Melecas-Vedrãs Line, Portugal



Neom, Saudi



Mediterranean Corridor. Nijar-Andarax section, Spain

Concessions



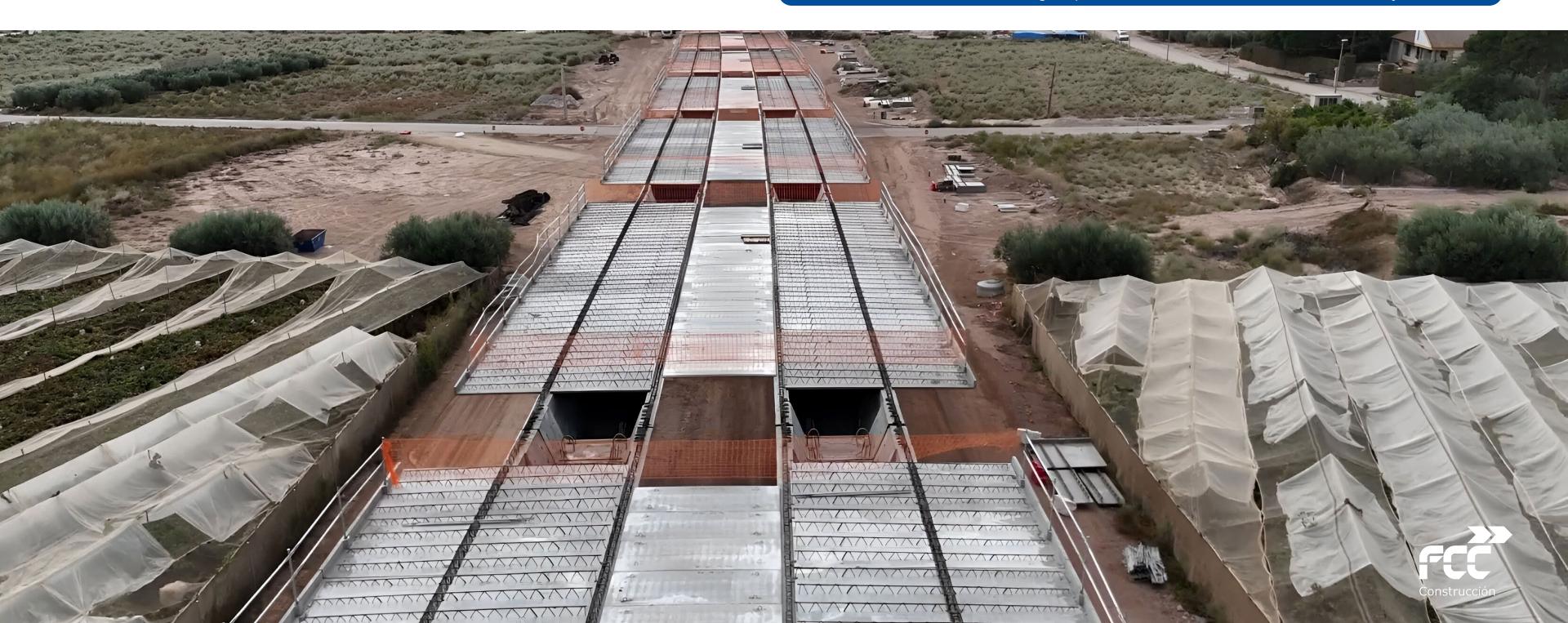




Insular ring of Tenerife, Spain

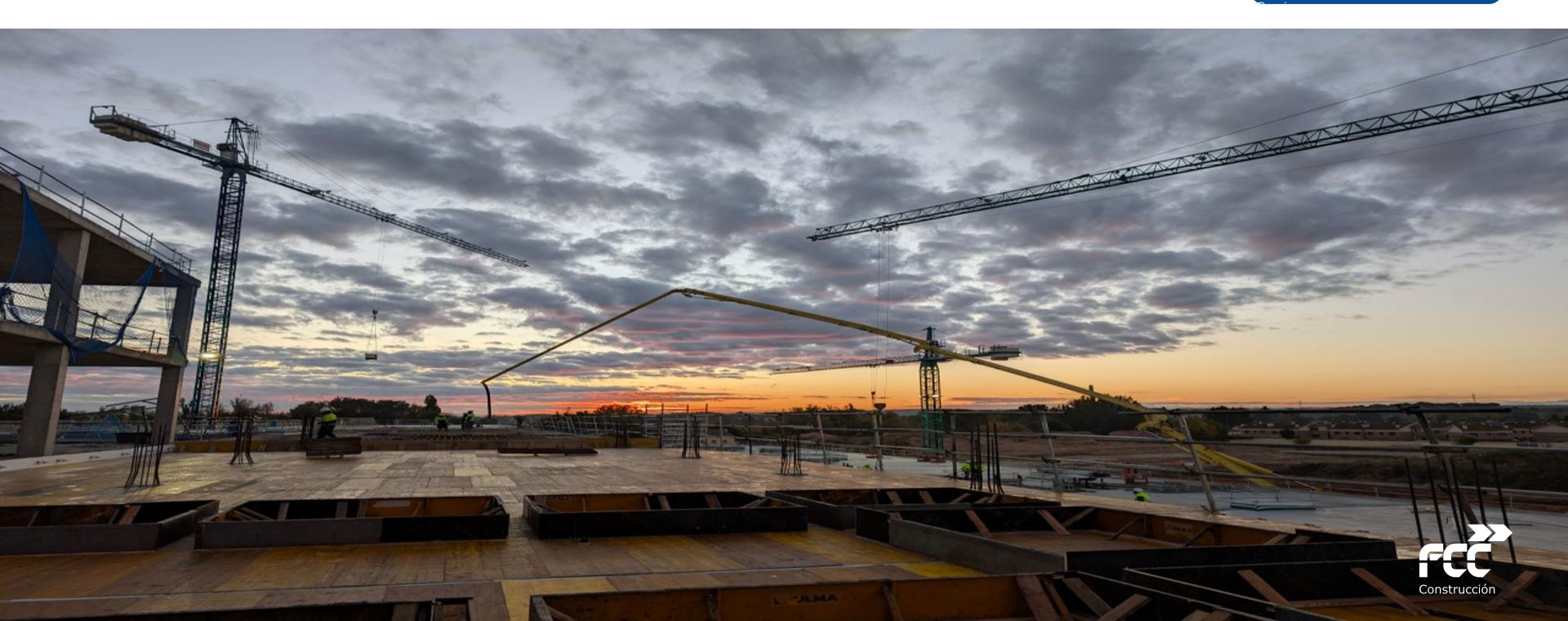
Main references - In progress

Platform of the Mediterranean High-Speed Corridor Murcia-Almería. Section Nijar-Andarax,



Main references - In progress

Hospital Aranda del Duero, Spain



Main references - In progress

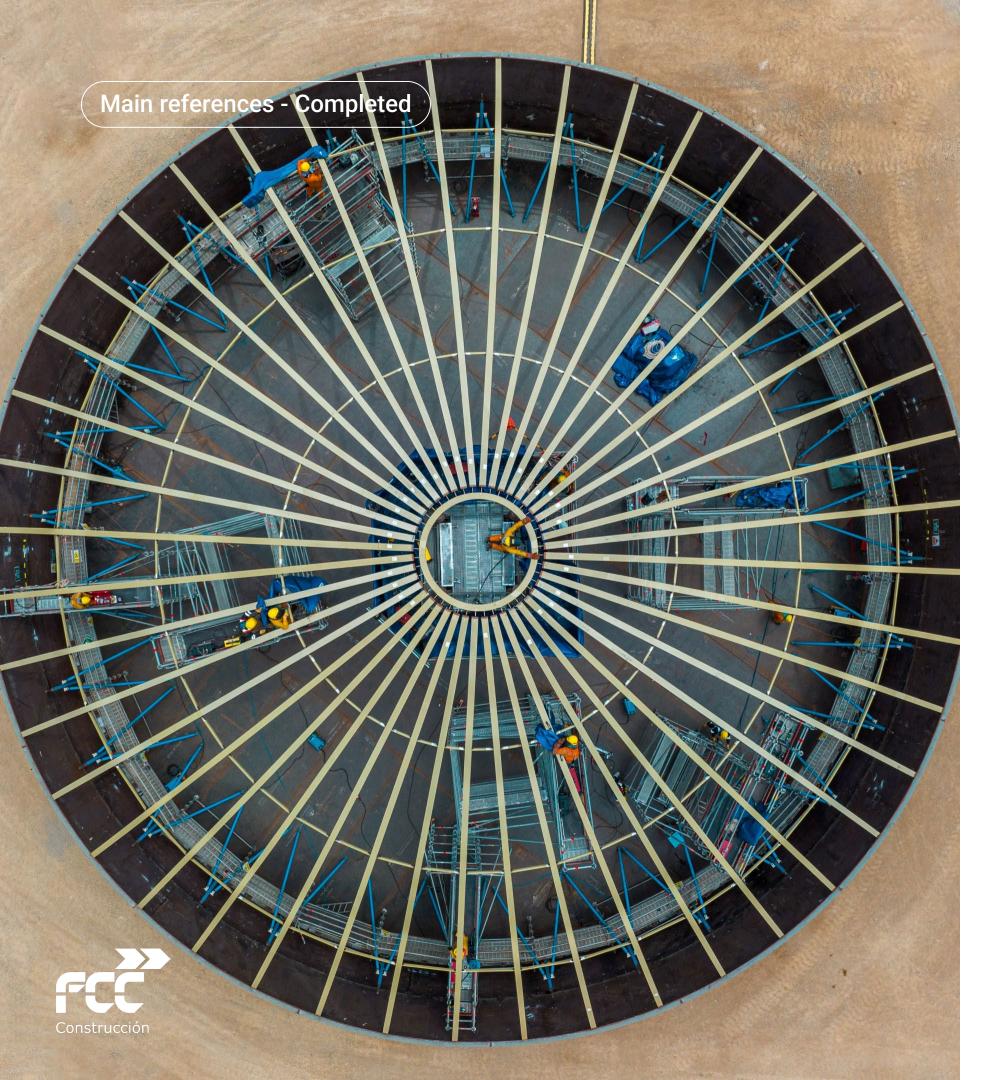
Access to the High-Speed Station La Sagrera, Spain

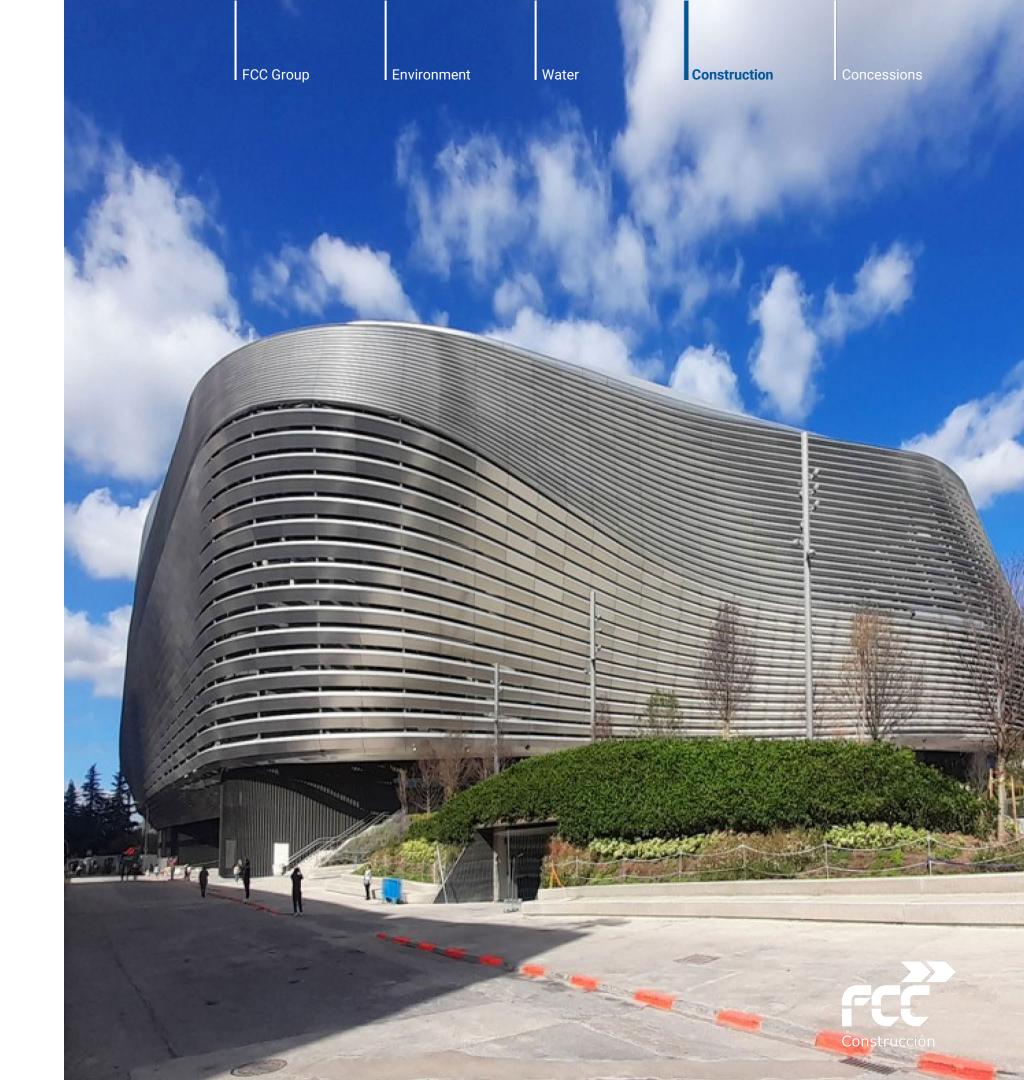


Section 2 Maya Train,





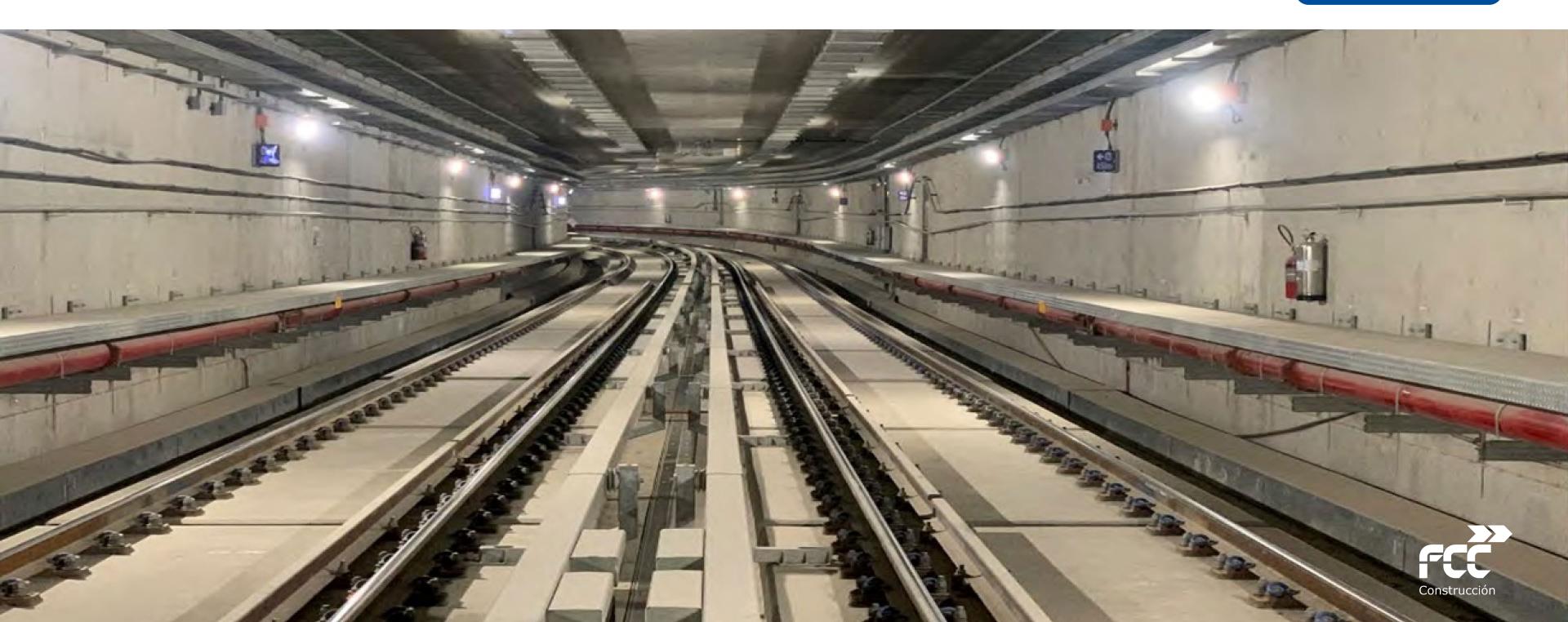




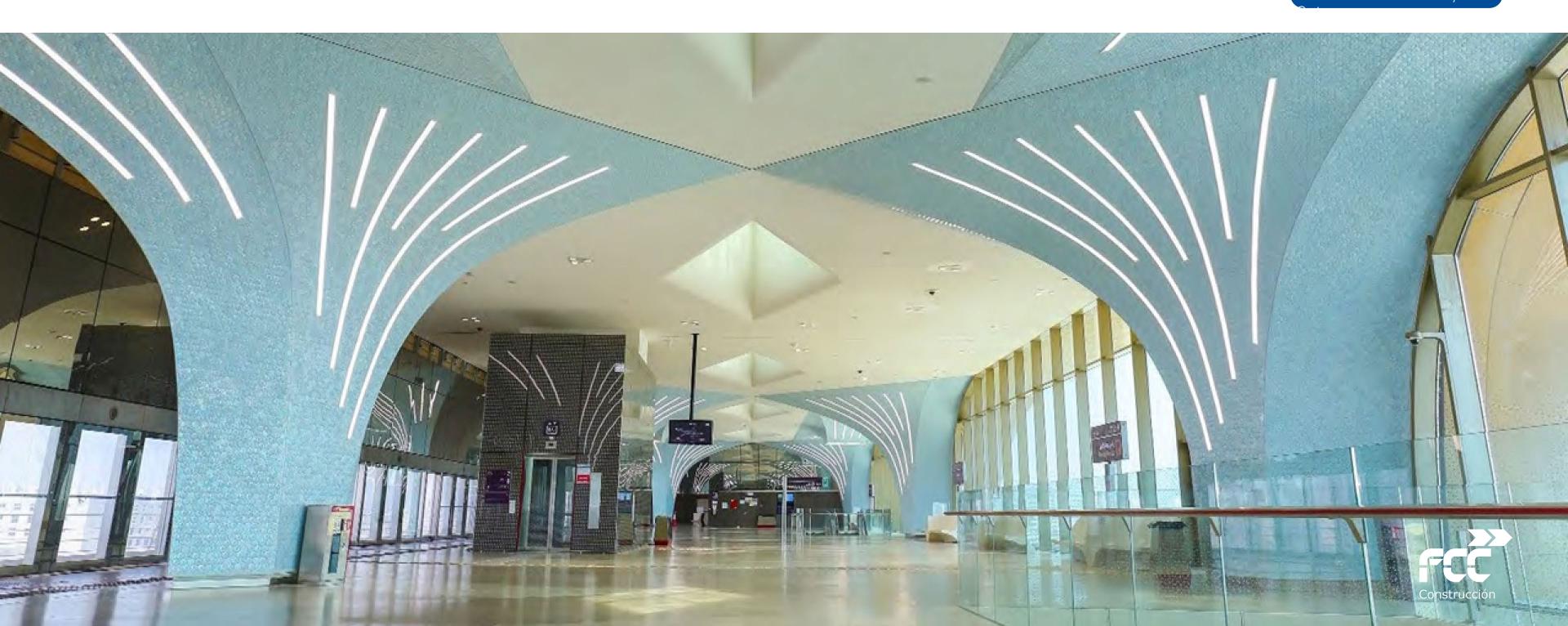
Riyadh Metro, Saudi

Concessions

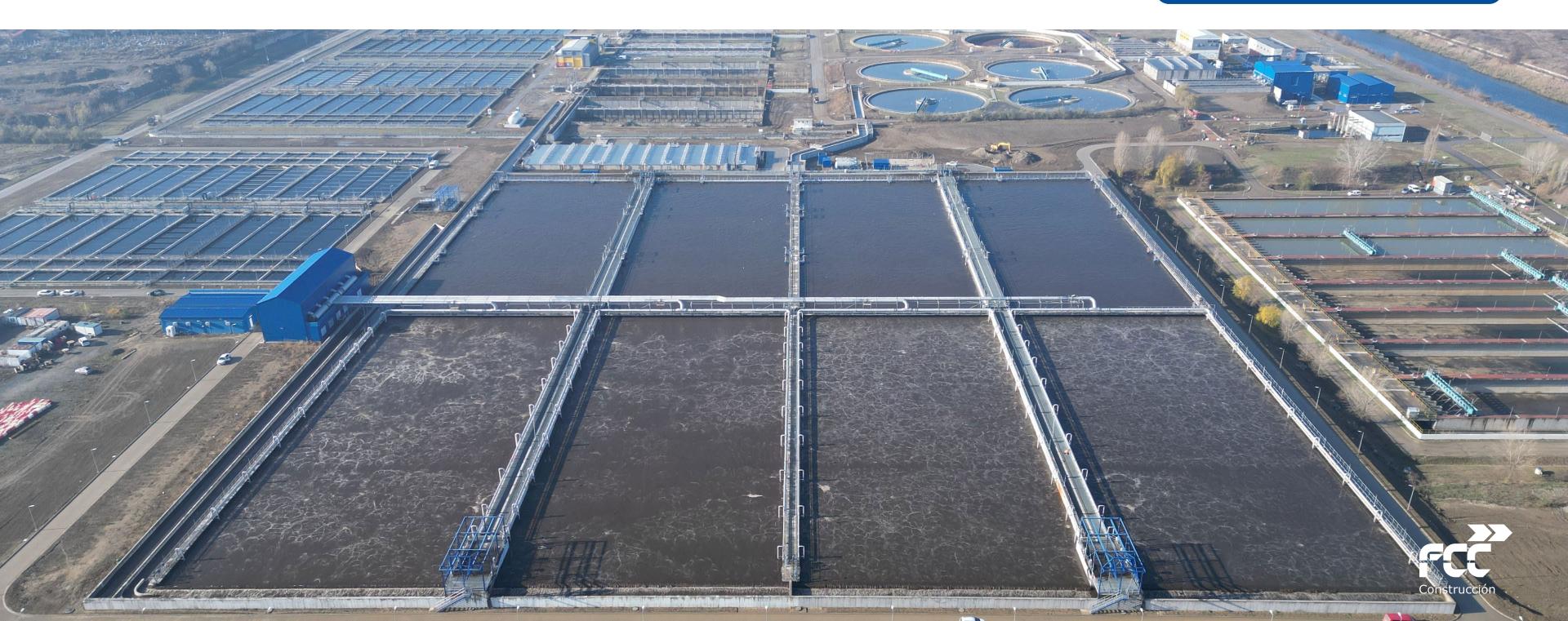
Construction



Red Line Metro Doha,



Wastewater treatment plant in Glina, Romania

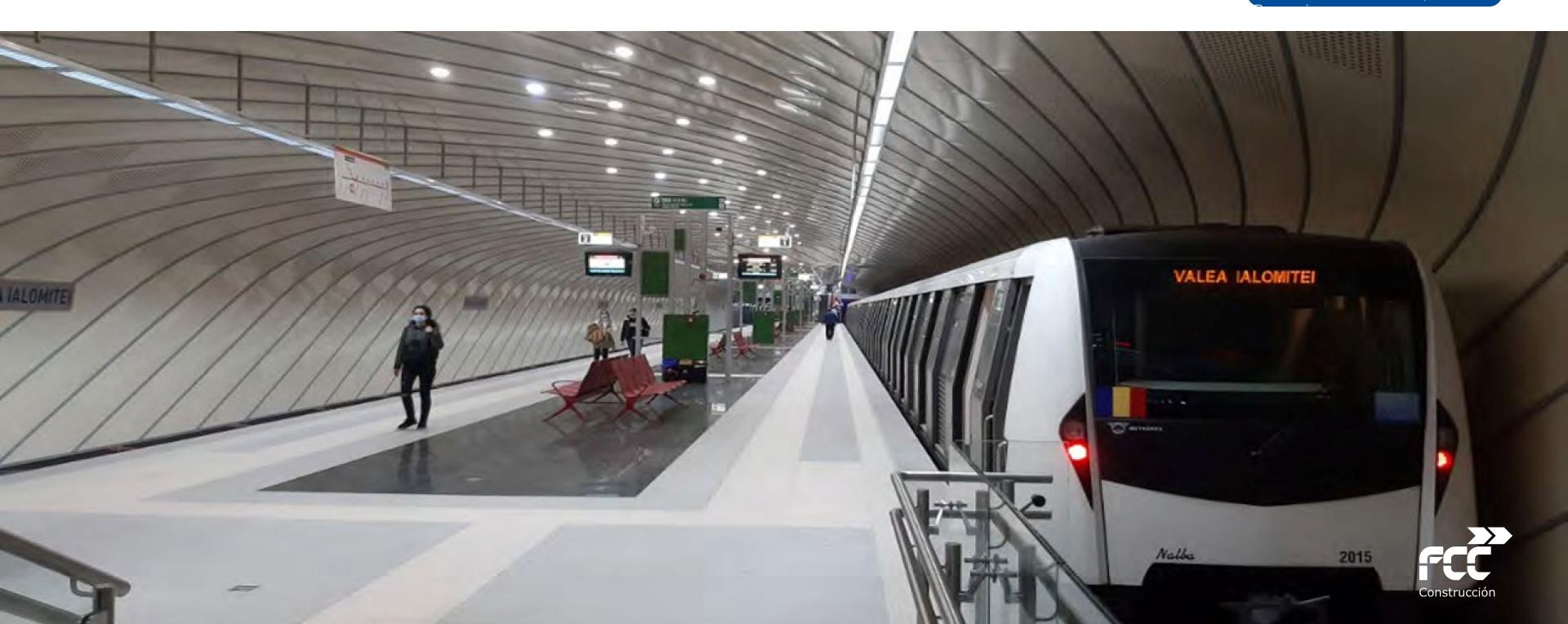




FCC Group Environment Water Construction Concessions

Haren Prison,

Line 5 Bucharest Metro, Romania





New runway Dublin Airport,

Concessions



Grangegorman University, Ireland



Gerald Desmond Bridge, United States



E Alamein Desalination Plant,



Abu Rawash Wastewater Treatment Plant, Egypt

Concessions



University Hospital Salamanca, Spain



Pizarro Photovoltaic Plant,



Fuel Storage Plant, Peru



























fccindustrial.com



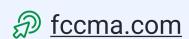
Concessions



fccconcesiones.com























This document may contain forward-looking statements regarding the intentions, expectations, or forecasts of the FCC Group or its management as of the date of its preparation, relating to various aspects such as the growth of different business lines, the results of the FCC Group, or other matters concerning its activities and situation.

These forward-looking statements or forecasts do not, by their nature, constitute guarantees of future performance, being subject to risks, uncertainties, and other relevant factors that could cause actual developments and results to differ materially from those expressed in these intentions, expectations, or forecasts.

This document does not constitute an offer or invitation to acquire or subscribe for shares, in accordance with Law 6/2023, of 17 March, on Securities Markets and Investment Services, Royal Decree-Law 5/2005, of 11 March, and/or Royal Decree 814/2023, of 8 November, and its implementing regulations. Furthermore, this document does not constitute an offer to purchase, sell, or exchange, nor a request for an offer to purchase, sell, or exchange securities, nor a request for any vote or approval in any other jurisdiction.

This document or any of its parts does not constitute a contractual document, nor may it be used to integrate or interpret any contract or any other type of commitment.

The information presented in this statement should be taken into account by all individuals or entities that may need to make decisions or prepare or disseminate opinions regarding securities issued by the FCC Group. All are encouraged to consult the public documentation and information communicated or registered by the FCC Group with the National Securities Market Commission.

This document contains financial information that has been audited and prepared in accordance with International Financial Reporting Standards (IFRS).



Corporate Presentation

2024