



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



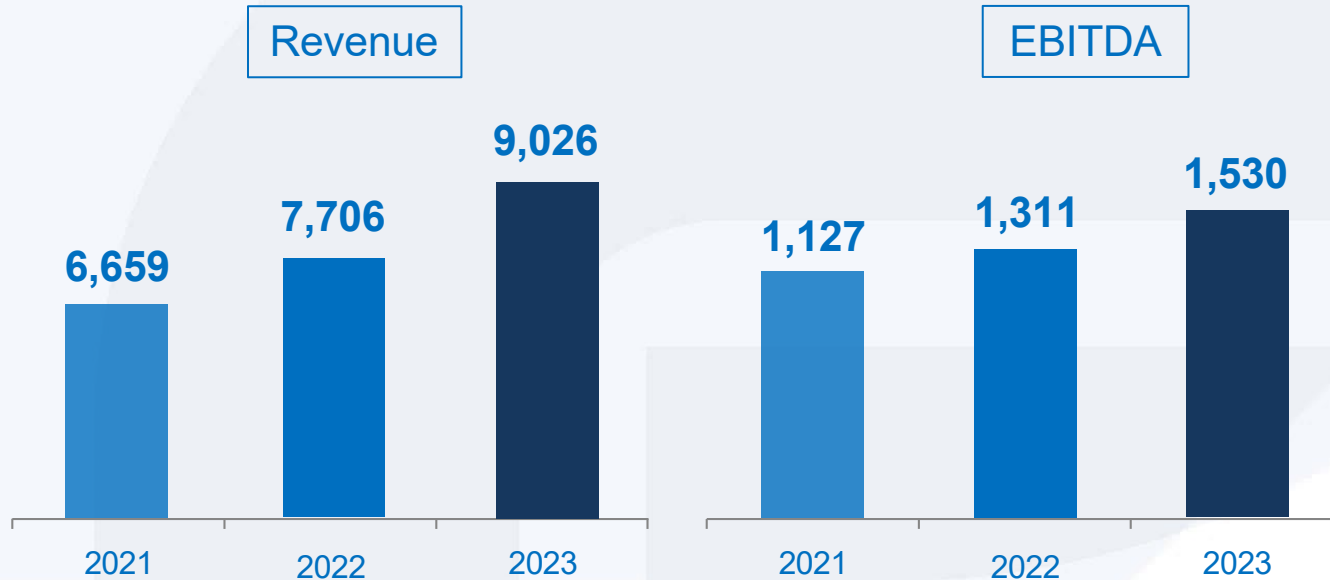
€ 9,026 M revenue
€ 1,530 M EBITDA in 2023



Comprehensive range
of services

FCC Group

1.2. Key Figures 2023



+ 67,000
employees



Backlog* (Dec. 31, 2023)

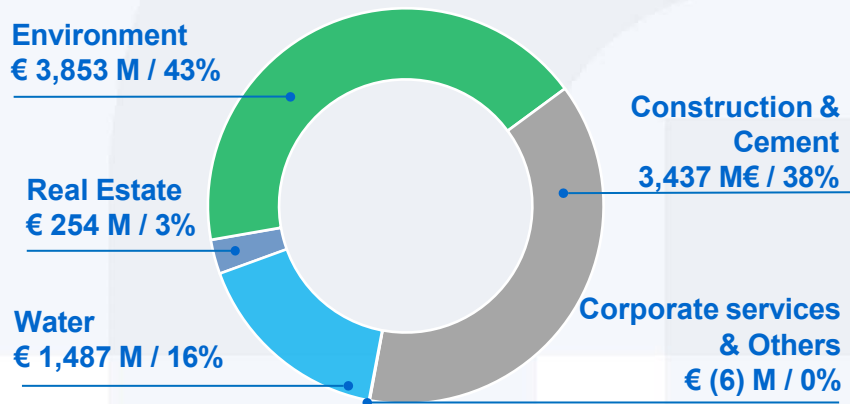
€ 41,621 M

* Environment, Water, Construction and Real Estate

Figures in million euros

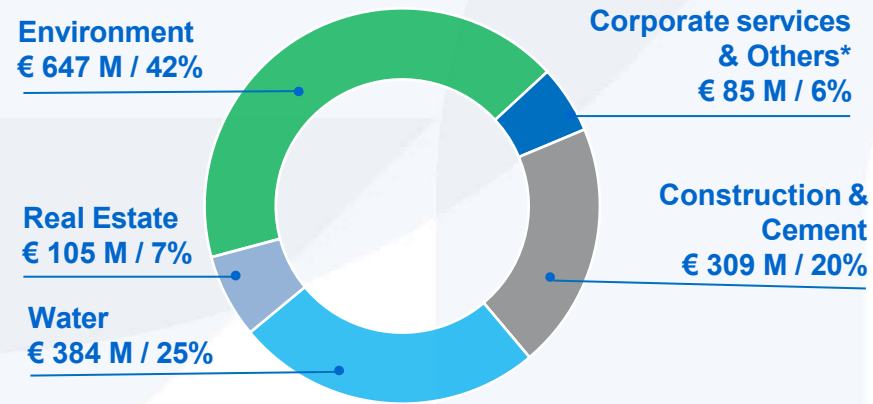
Revenue per business / 2023

Total: € 9,026 M



EBITDA per business area / 2023

Total: € 1,530 M



* Includes transport concessions

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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)

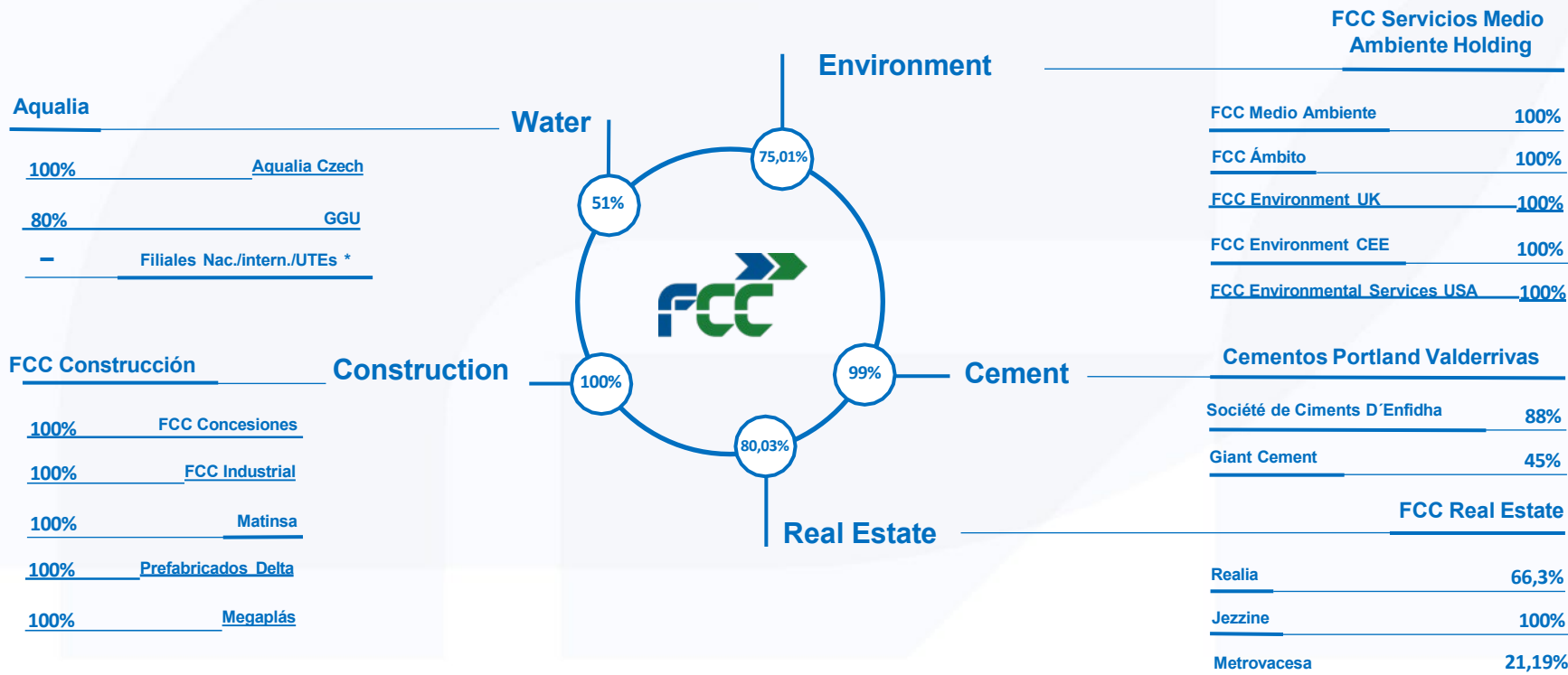


Real Estate

- Housing development
- Real Estate rentals
- Land management

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1.3. Diversified business model



* Different percentage of shares

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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

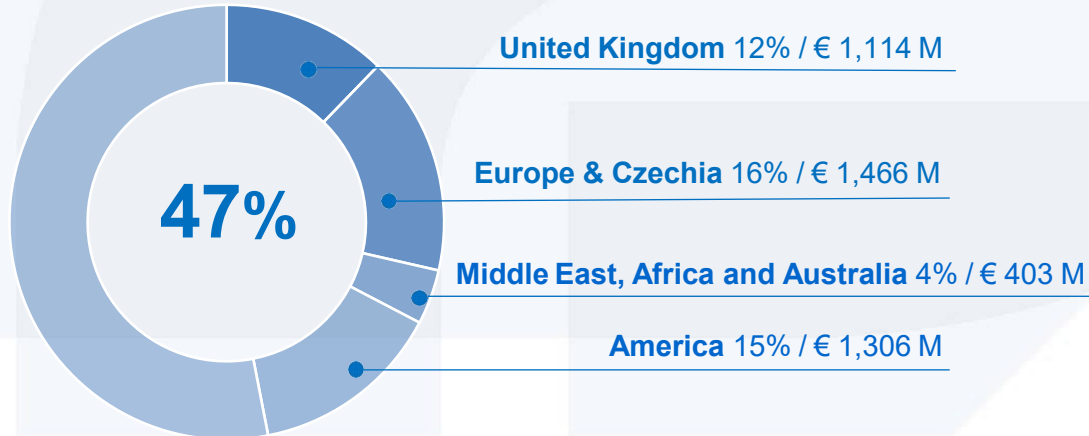
Real Estate:

- 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*

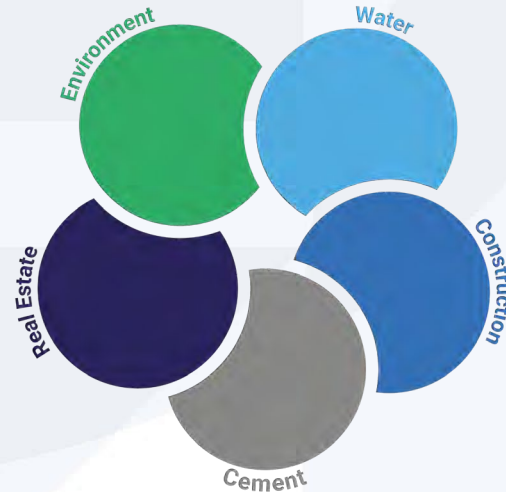
(Dec. 31, 2023) **€ 23,848 M**

*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

1.8. Corporate Governance Structure

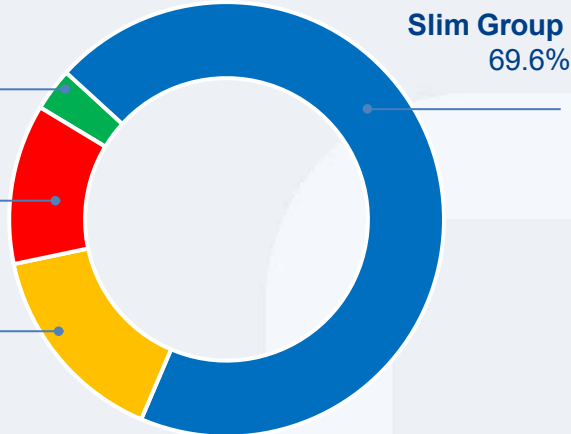
Shareholding Structure*

E.Koplowitz
3.2%

**Finver
Inversiones**
11.9%

Free Float
15.3%

Other relevant shareholders
• Melinda French Gates: 4.2%



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 Construcción



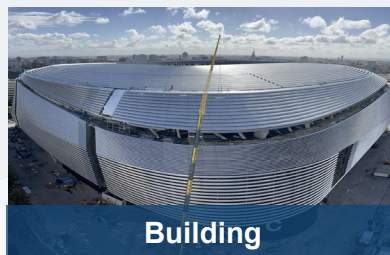
- 1. Activities**
- 2. Main features**
- 3. Key figures**
- 4. International presence**
- 5. Main references**
- 6. Webs**

2

Activities



- Railway infrastructure
- Roads
- Bridges
- Tunnels
- Maritime Infrastructures
- Airport Infrastructures
- Hydraulic Infrastructures



- Housing units and estates
- Non-residential buildings
- Rehabilitation



- Electromechanical installations and maintenance
- Electrical networks and railway works
- Industrial construction
- Systems
- Infrastructure maintenance
- Prefabrication
- Corporate image

Main features



Over
120 years
of experience



We are
global and local



Riyadh Metro,
the **largest contract**
awarded in the history
of Spanish construction
(Riyadh Metro, Toronto Railway Network)



Leader
in urban transport
infrastructure



Operating in
over
24 countries



One of the
top 30
construction companies
in the world

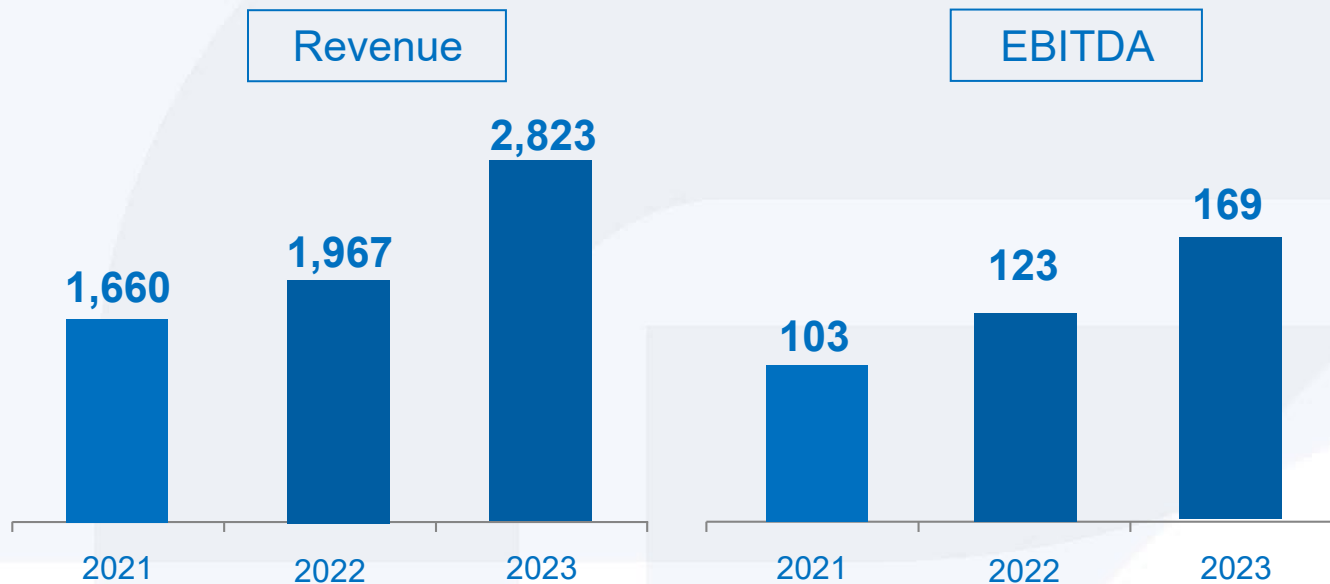


**International
benchmark**
in the selective execution of
large civil works (tunnels,
railway, metro)



More than 250 million
people use our
infrastructures

Key figures



Backlog (Dec. 31, 2023)
€ 6,426 M

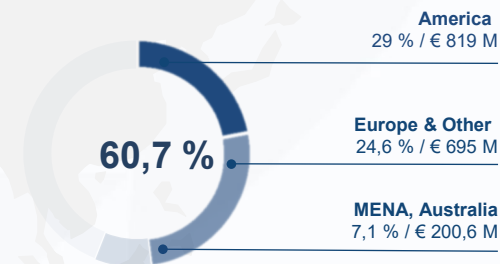
Figures in million euros

International presence



International Revenue 2023

Total : € 1,715 M



International Backlog*
(Dec. 31, 2023) € 4,040 M (2,7 years)

* 62,8 % of Total

Main references (projects in progress)



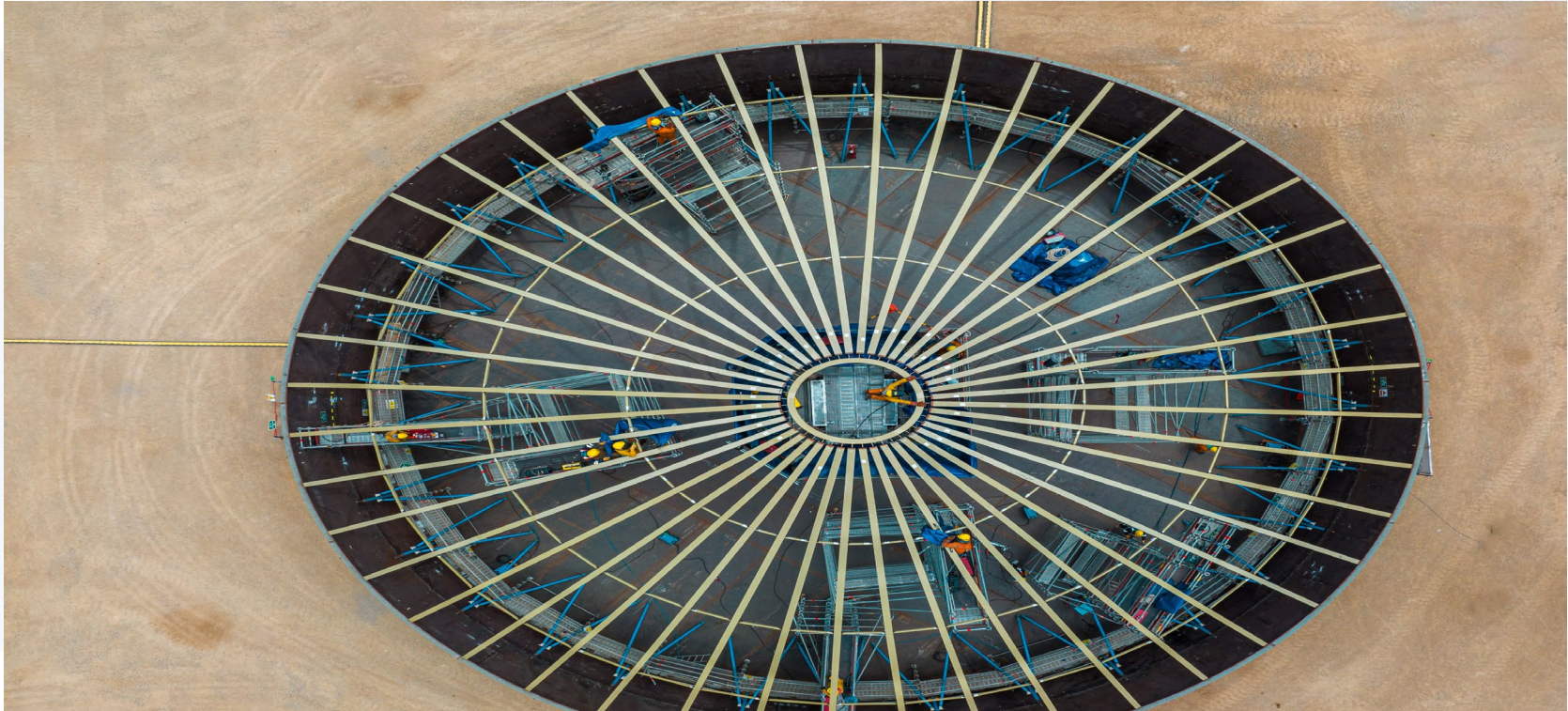
Section 2 Maya Train/ Mexico

Main references (projects in progress)



Line 2 and 4 Lima Metro/ Peru

Main references (projects in progress)



Fuel storage tanks A. International Lima/ Peru

Main references (projects in progress)



Industrial bridge/ Chile

Main references (projects in progress)



El Salitre WWTP / Colombia

Main references (projects in progress)



Guillermo Gaviria Echeverri Tunnel / Colombia

Main references (projects in progress)



Scarborough Subway Extension/ Canada

Main references (projects in progress)



RER-3, Toronto Railway Network / Canada

Main references (projects in progress)



Ontario Metro and Pape Tunnel/ Canada

Main references (projects in progress)



Replacement of 9 Bridges in Pennsylvania / United States

Main references (projects in progress)



Romanian Railway Sections

Main references (projects in progress)



A9 Badhoevedorp_Holendrecht Motorway / Netherlands

Main references (projects in progress)



A-465 Sections 5-6 / Wales (United Kingdom)

Main references (projects in progress)



Pallas Cancer Treatment Centre / Netherlands

Main references (projects in progress)



Sotra Project / Norway

Main references (projects in progress)



Oporto Metro/ Portugal

Main references (projects in progress)



Linha Melecas-Vedrãs/ Portugal

Main references (projects in progress)



Neom/ Saudi Arabia

Main references (projects in progress)



Tenerife Island Road / Spain

Main references (projects in progress)



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

Main references (projects in progress)



Access to La Sagrera High Speed Station/ Spain

Main references (finished projects)



Santiago Bernabéu stadium refurbishment / Spain

Main references (finished projects)



Riyadh Metro/ Saudi Arabia

Main references (finished projects)



Red Line Metro Doha / Qatar

Main references (finished projects)



Glina WTP / Romania

Main references (finished projects)



Haren Prison / Belgium

Main references (finished projects)



Line 5 Metro Bucharest / Romania

Main references (finished projects)



New Bacau airport runway/ Romania

Main references (finished projects)



New airport runway Dublin/ Ireland

Main references (finished projects)



Grangegorman University / Dublin-Ireland

Main references (finished projects)



Ramal Line 2 Metro Panama / Panama

Main references (finished projects)



Gerald Desmond bridge/ United States

Main references (finished projects)



El Alamein desalination plant / Egypt

Main references (finished projects)



Abbu Rawash wastewater treatment plant/ Egypt

Main references (finished projects)



University Hospital Salamanca/ Spain

Main references (finished projects)



Pizarro photovoltaic plant/ Spain

Main references (finished projects)



Yesa dam/ Spain

Main references (finished projects)



Data processing centers/ Spain

Main references (finished projects)

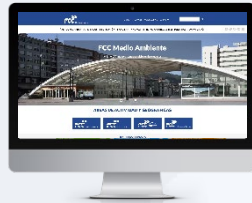


Industrial facilities Dublin Airport / Ireland

Business Areas

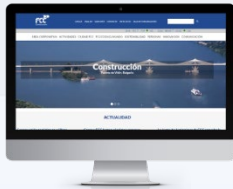
Webs

FCC Group



Environment

Construction



Water



Cement



Disclaimer



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