



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



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



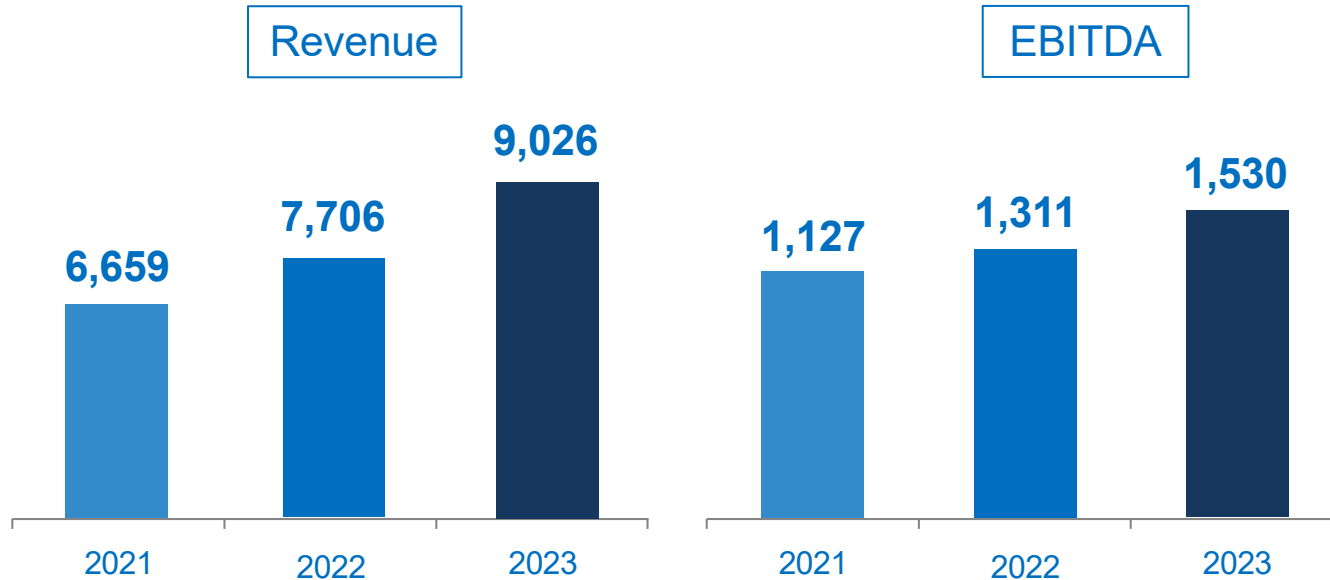
€ 9,026 M revenue
€ 1,530 M EBITDA in 2023



Comprehensive range
of services

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1.2. Key Figures 2023



Backlog* (Dec. 31, 2023)

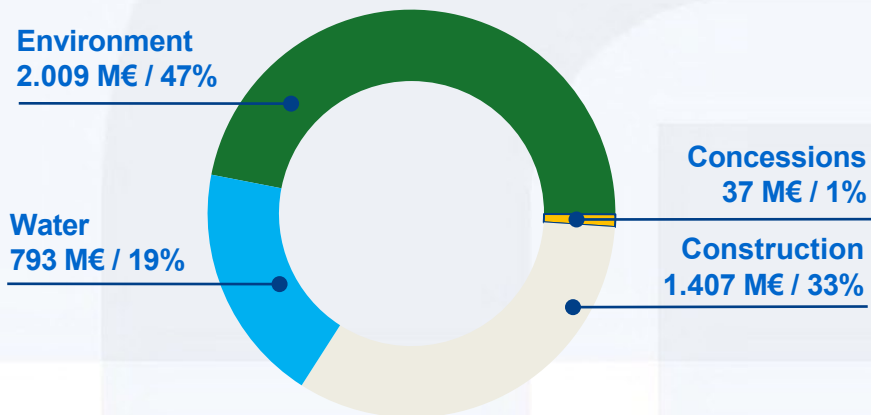
€ 41,485 M

* Environment, Water, Construction

Figures in million euros

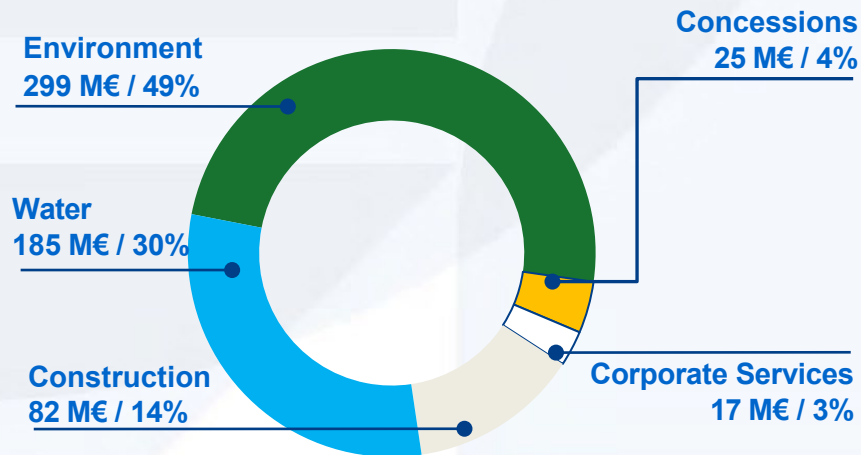
Revenues per business area
1S2024

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

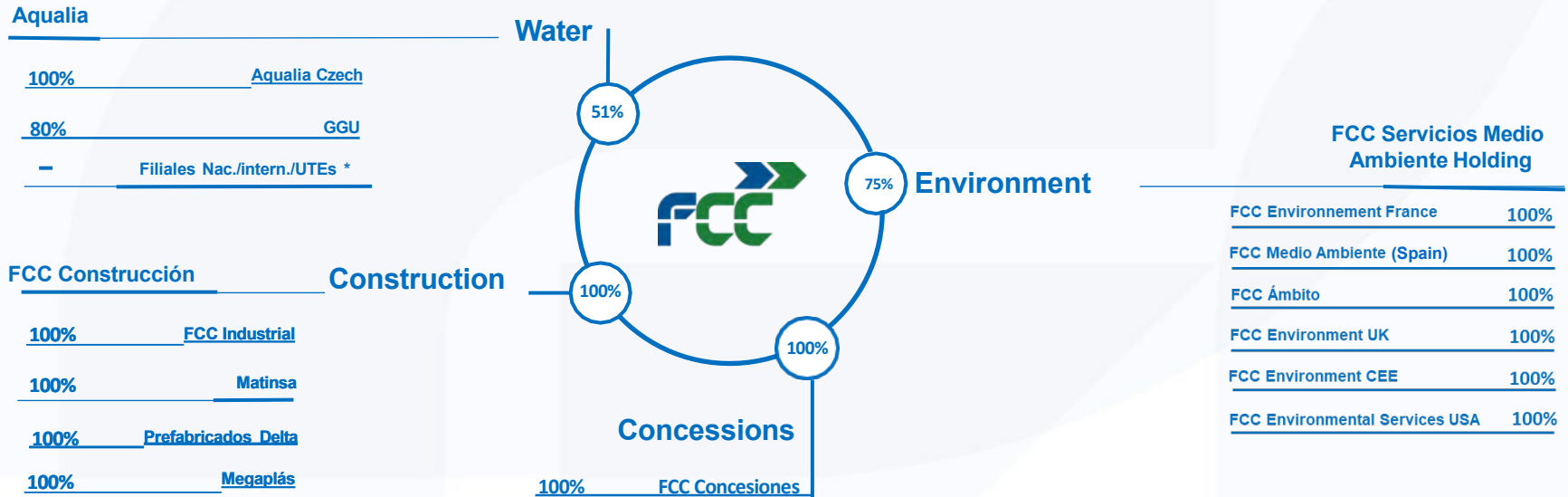


Concessions

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

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1.3. Diversified business model

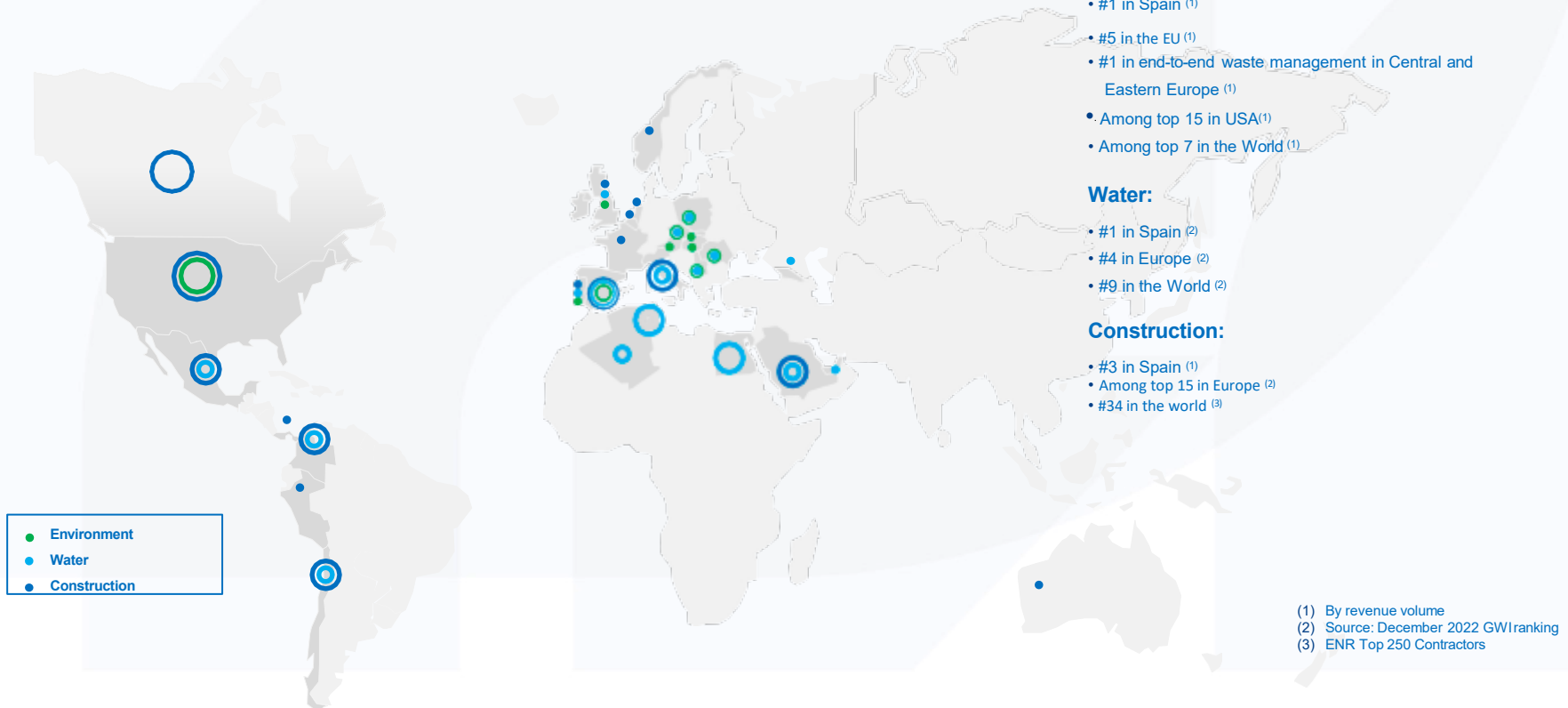


* Different percentage of shares

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1.4. Leadership position in all areas



Environment:

- #1 in Spain ⁽¹⁾
- #5 in the EU ⁽¹⁾
- #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 ⁽¹⁾

Water:

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

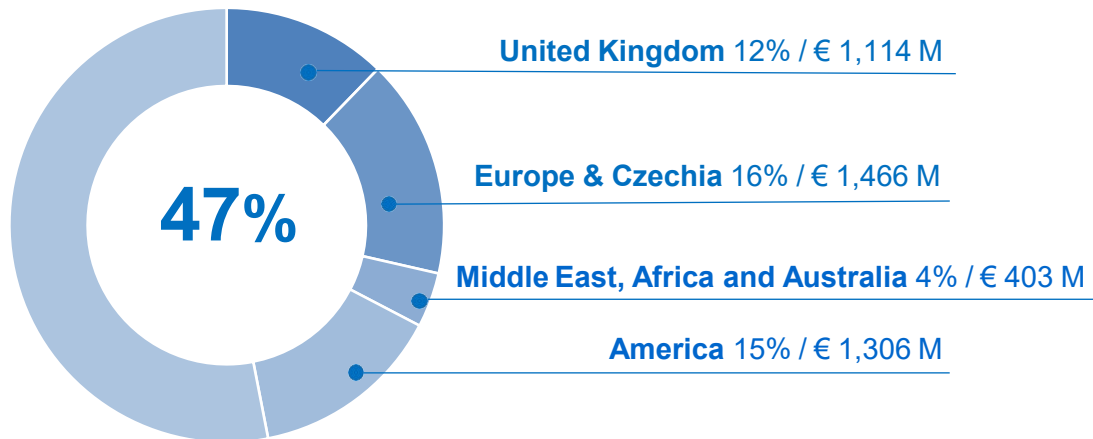
Construction:

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

(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.

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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 **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



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1.8. Corporate Governance Structure



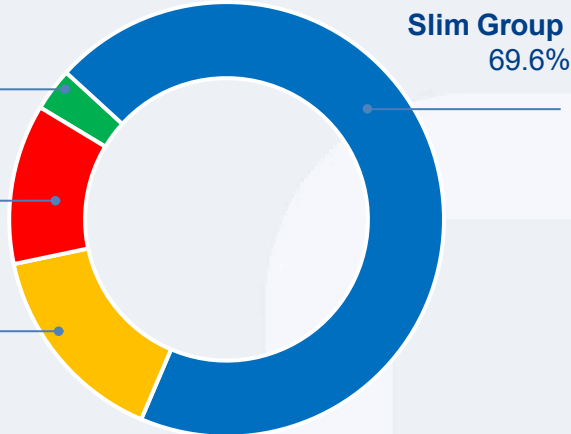
Shareholding Structure*

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

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

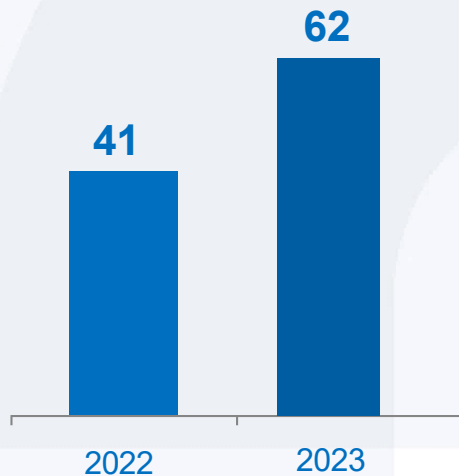


Present in **social**
infrastructures

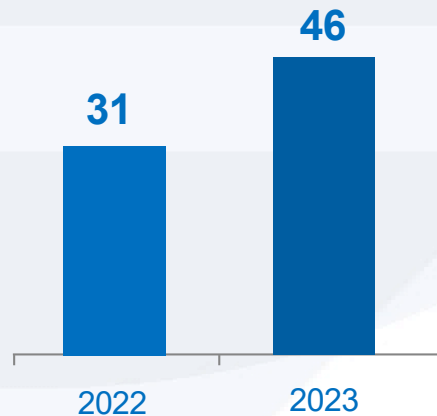
FCC Concesiones

2.2 Key figures

Revenue



EBITDA



171
employees



Concessions portfolio

- 14 concession companies
- 3 operators

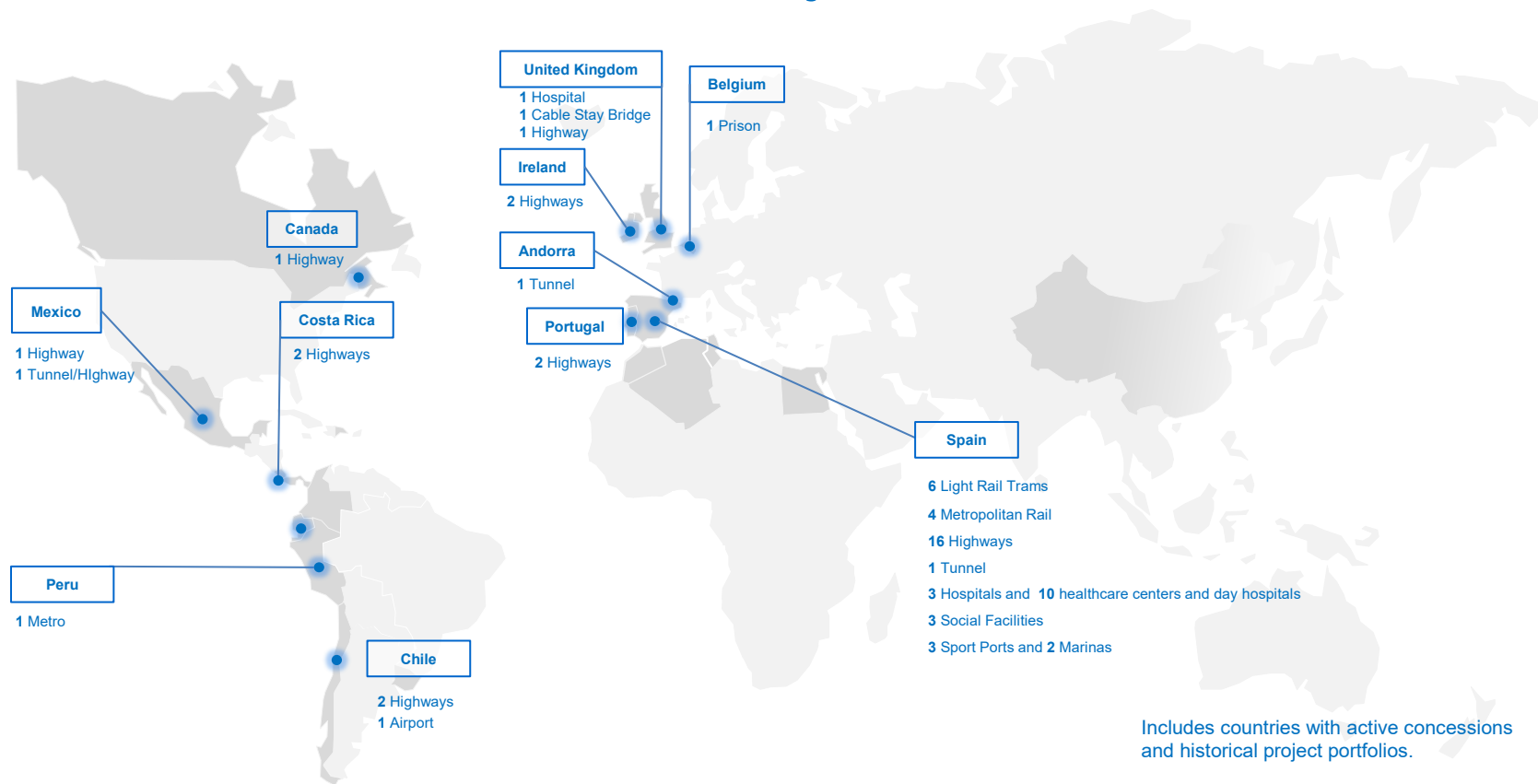
FCC Concesiones

2.3 International Presence



FCC Concesiones

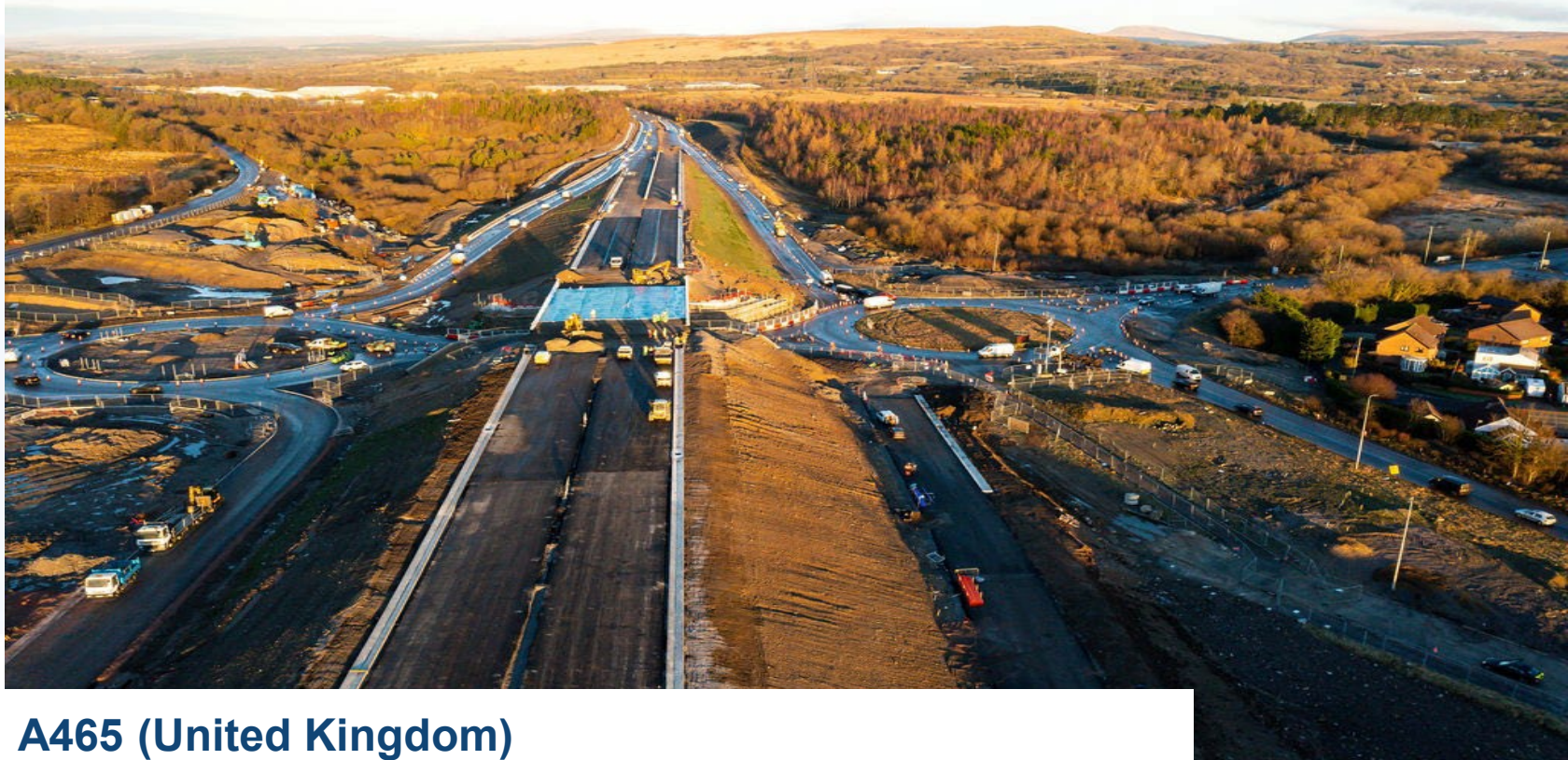
2.3.1 Global Infrastructure PPP Projects



Includes countries with active concessions and historical project portfolios.

FCC Concesiones

2.4 Main references



A465 (United Kingdom)

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2.4 Main references



Auconsa (Spain)

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2.4 Main references



Ibisán (Spain)

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2.4 Main references



Itinerario 8 Aragón (Spain)

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2.4 Main references



Line 2 and 4 Lima Metro (Peru)

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2.4 Main references



Murcia Tram (Spain)

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2.4 Main references



Parla Tram (Spain)

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2.4 Main references



Trambaix (Spain)

FCC Concesiones

2.4 Main references



Trambessos (Spain)

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2.4 Main references



Zaragoza Tram (Spain)

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2.4 Main references



Haren Prison (Belgium)

FCC Concesiones

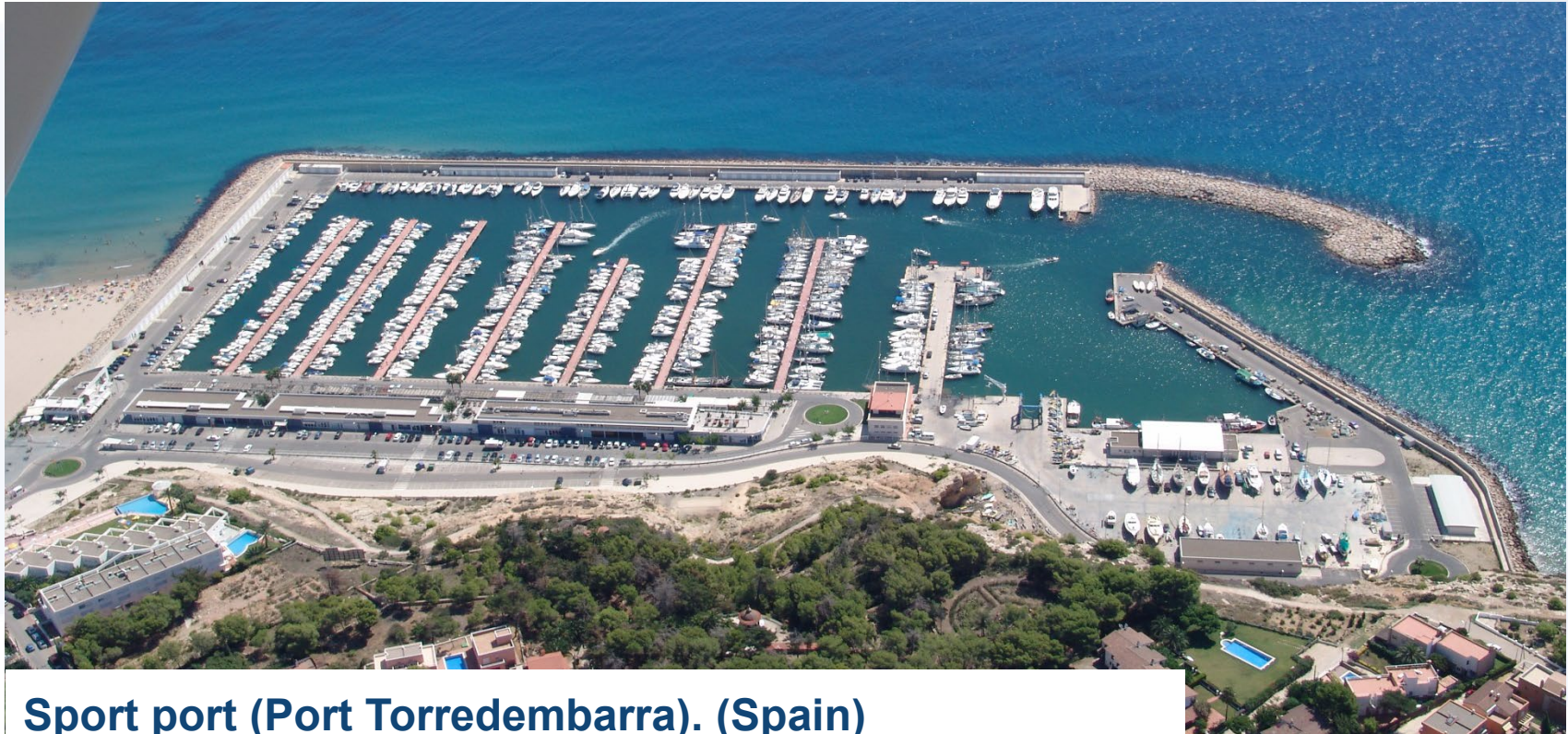
2.4 Main references



World Trade Center (Spain)

FCC Concesiones

2.4 Main references



Sport port (Port Torredembarra). (Spain)

Business Areas Webs

Grupo FCC



fcc.es

Construction



fccco.com



fccindustrial.com

Water



aqualia.com

Environment



fccma.com



fcccambio.es



fccenvironmental.com



fccenvironment.co.uk



fcc-group.eu

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