



Communication, Marketing Construction Area Group FCC

April 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



FCC Group



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



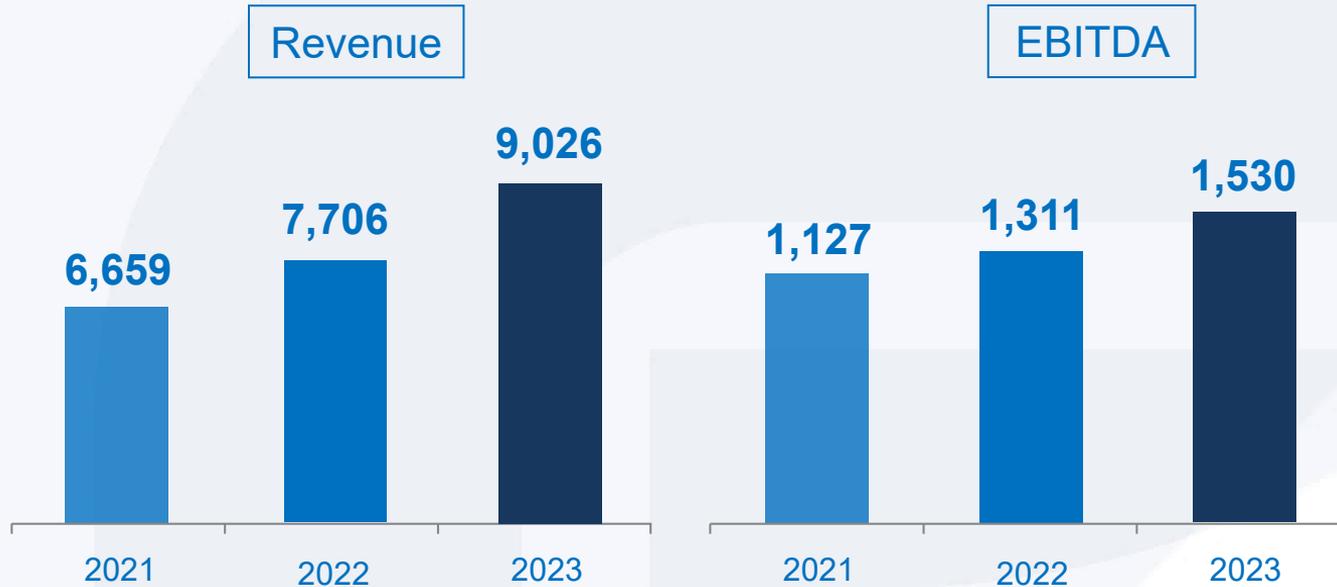
€ 9,026 M revenue
€ 1,530 M EBITDA in 2023



Comprehensive range
of services

FCC Group

1.2. Key Figures 2022



+ 67,000
employees



Backlog* (Dec. 31, 2023)

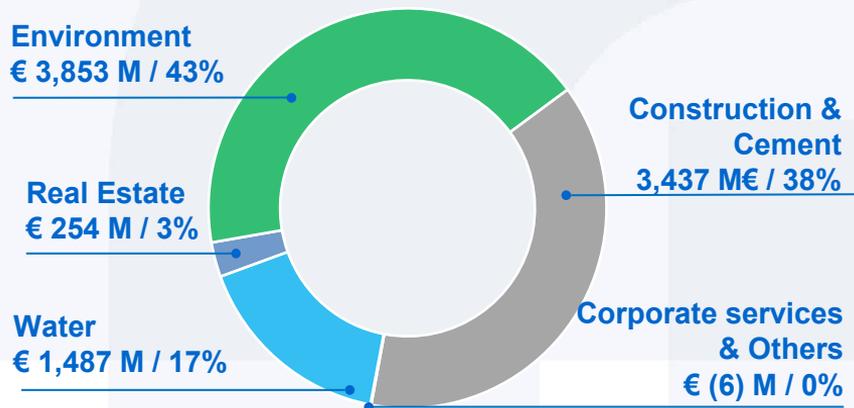
€ 41,621 M

* Environment, Water, Construction and Real Estate

Figures in million euros

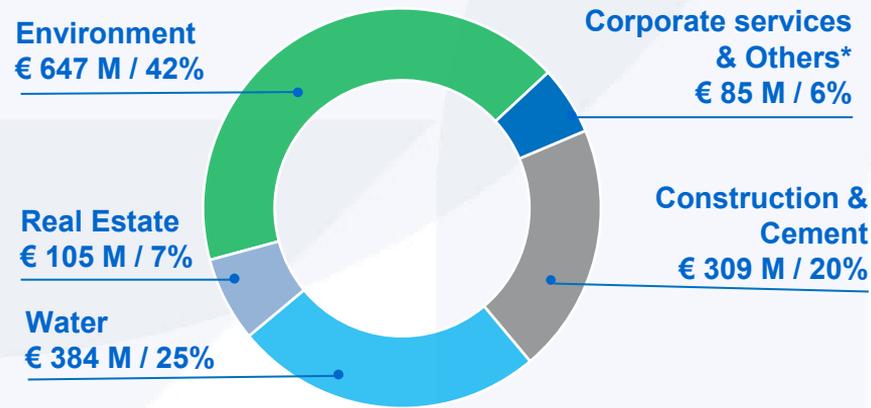
Revenue per business / 2023

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)

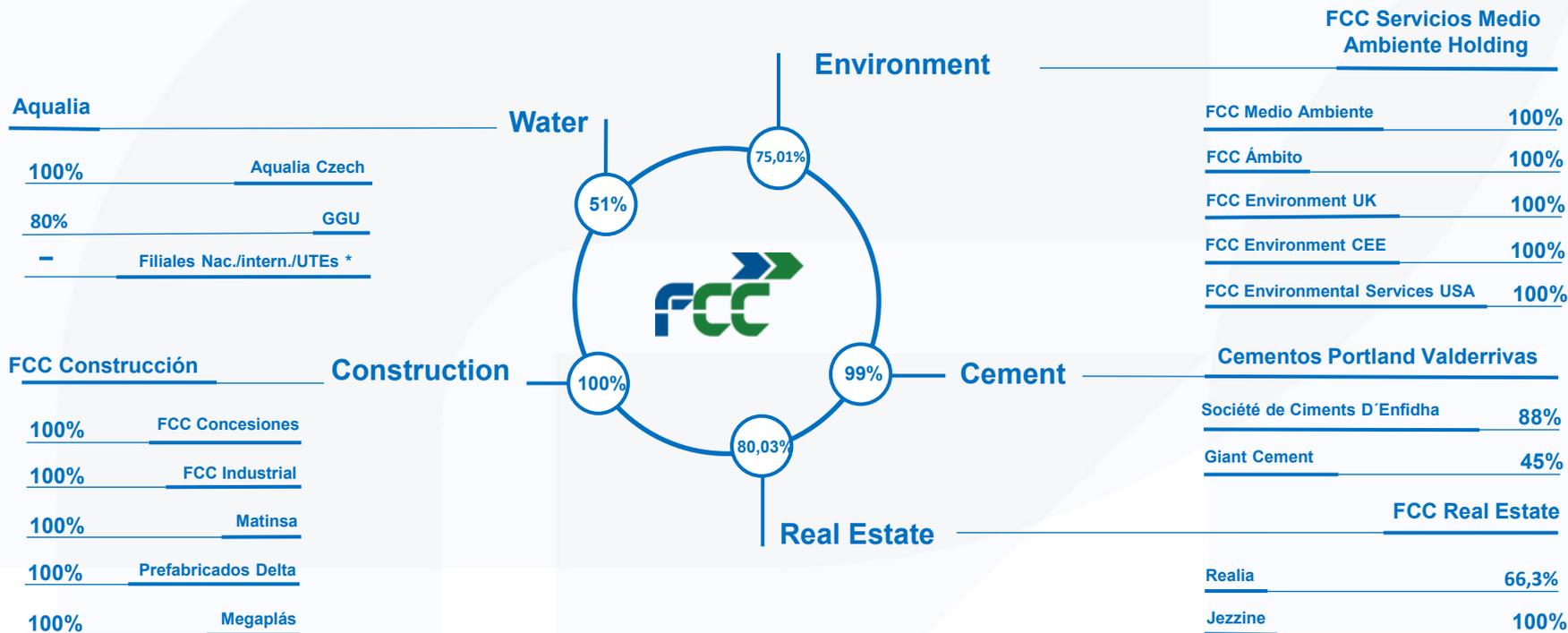


Real Estate

- Housing development
- Real Estate rentals
- Land management

FCC Group

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

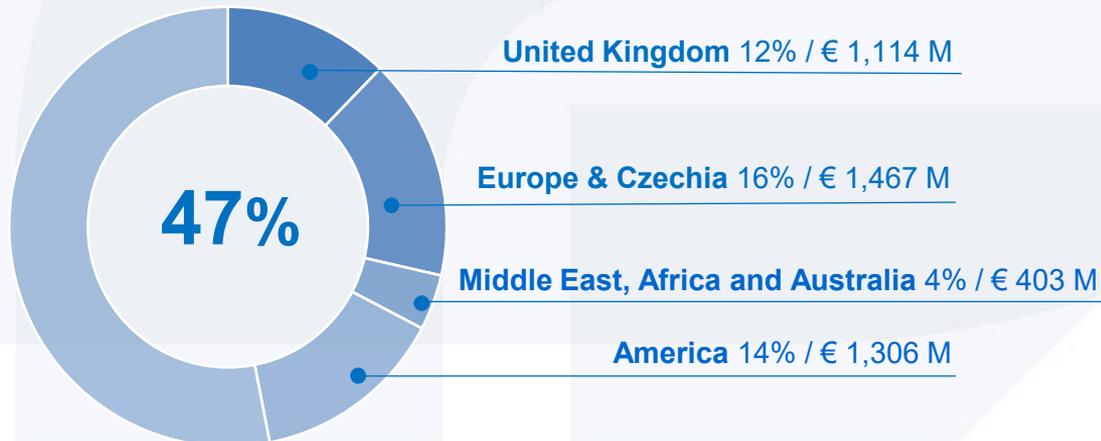
Real Estate:

- 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 : € 4,290 M



International Backlog*

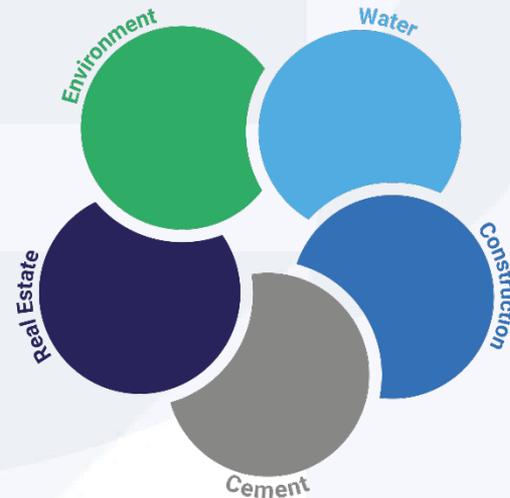
(Dec. 31, 2023) **€ 23,848 M**

*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

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).
- Expansion potential 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 integral 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 build to rent) and residential housing development in high demanded areas.

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 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



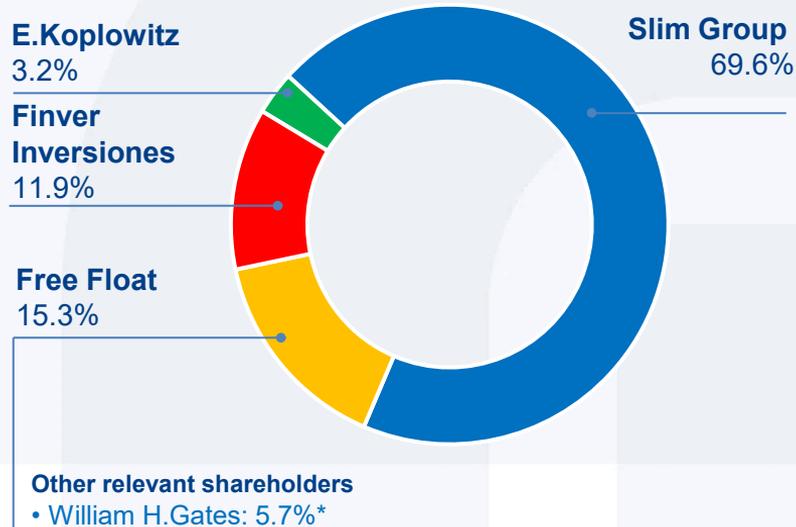
Local development commitment
Over 5,5 million euros allocated to
Projects for local development in 2021



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



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

* As of latest communications to the CNMV (Spanish stock market regulator)

FCC Group

1.9. Management Team



Chairwoman FCC Esther A. Koplowitz

CEO Pablo Colio Abril

Business Areas

Environment

Water

Construction

Cement

Real Estate

Jordi Payet Pérez – Iberia

Santiago Lafuente Pérez-Lucas

Pablo Colio Abril

Jaime Rocha Font

Ana Hernández Gómez

Steve Longdon– Reino Unido

Javier Fainé de Garriga

Bjoern Mittendorfer- CEE

Íñigo Sanz Pérez - América

FCC Concesiones

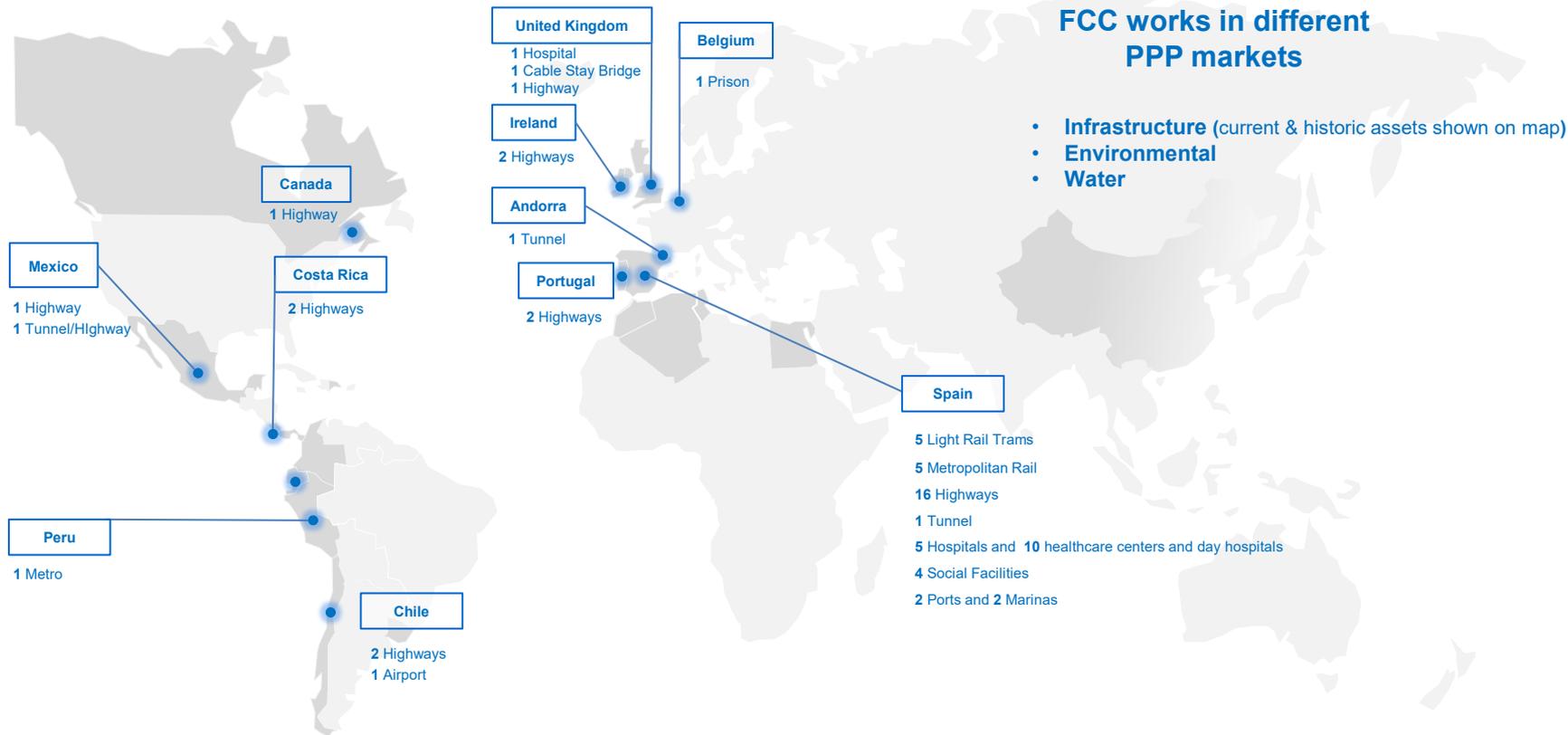


- 1. Global Infrastructure PPP Projects**
- 2. Infrastructure PPP Experience**
 - Roads
 - Metropolitan Railways
 - Healthcare and social infrastructure
- 3. Latest Infrastructure PPP projects awarded**



FCC Concessions

2.1. Global Infrastructure PPP Projects



FCC Concessions

2.2. Infrastructure experience



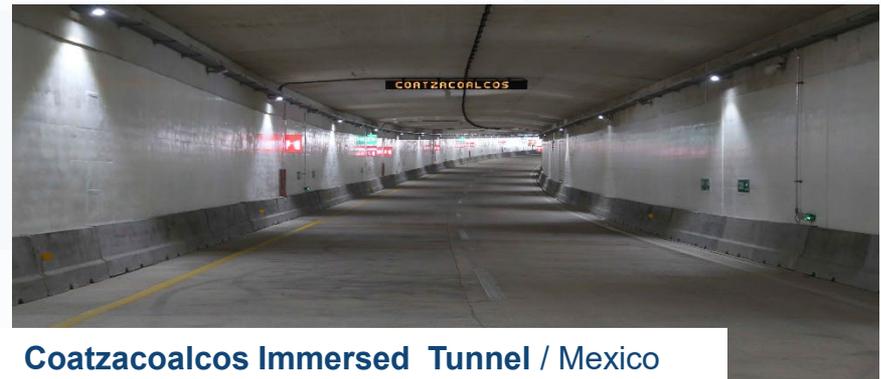
Mersey Gateway Bridge / United Kingdom

Roads PPPs

- More than 30 highway PPPs
- More than 2,100 km/1,300 miles
 - 440km/ 274miles with availability payment mechanism
 - 924km/ 574miles with direct toll paid by the user
 - 785km/ 488miles with shadow toll
- An overall capital investment of more than €8 billion
- Participating as investor, contractor, operator
- References in 9 countries: Spain, UK, Canada, Ireland, Portugal, Mexico, Chile, Costa Rica and Andorra.



A465/ United Kingdom



Coatzacoalcos Immersed Tunnel / Mexico

FCC Concessions

2.2. Infrastructure experience



L2 Lima Metro / Peru

Metropolitan Railways

- More than 150 km – 93 miles
- An overall capital investment of more than €6 billion
- 11 PPP Projects in Spain and Peru
 - Metropolitan Heavy Railways
 - Light Rail Trams
- Global experience in D&B and PPP Projects: Spain, Greece, Portugal, Romania, Canada, Panama, Peru, Saudi Arabia, Qatar



Murcia tramway / Spain



Zaragoza tramway / Spain

FCC Concessions

2.2. Infrastructure experience



Healthcare & Social Infrastructure

- **19 Healthcare & Social Infrastructure PPP Projects**
 - 4 Hospitals & 8 Healthcare / Day Centers
 - 4 Other Social Infrastructure Facilities
- **More than 700,000 square meters and more than 2,000 hospital beds**



Haren Prison / Belgium

Enniskillen Hospital / Northern Ireland

FCC Concessions

2.3. Latest Infrastructure PPP projects awarded



Mersey Bridge / UK

Design, construction, financing, maintenance and operation of this landmark cable stay bridge over the River Mersey.

Total bridge length of **2.13 km** which will serve around **80,000 vehicles** per day
Financial Close 2014



Haren Prison / Belgium

Design, build, financing, operation and maintenance of this new prison complex in Haren, a municipality in the City of Brussels. **108,000 square metres** with a capacity for **1.190 inmates**.
Financial Close 2018



L2 Lima Metro / Peru

Design, build, construction, financing, maintenance and operation of **35 underground stations** and **35 km of tunnel** as well as supply of rolling stock.

Financial Close 2015



A465 / Wales

Design, build, construction, financing, maintenance and operation of **19km** of highway through the **Heads of the Valleys** in Wales
Financial Close 2020

Business Areas

Webs

FCC Group



Environment

Construction



Water



Cement



Disclaimer



- *This document may contain forward-looking statements about intentions, expectations or predictions of the FCC Group on the date of issue, relating to various aspects such as the growth of the different lines of business, results of the FCC Group or other aspects of the business and its status.*
- *These forward-looking statements or predictions do not constitute —by their very nature— guarantees of future compliance, as they are dependent on risks, uncertainties, and other significant factors that could cause the actual developments and results to differ materially from those expressed in the said intentions, expectations or predictions.*
- *This document does not constitute an offering or an invitation to acquire or subscribe shares in accordance with Act 24/1988, of 28 July, on the Securities Market, Royal Decree-Act 5/2005, of 11 March, and/or Royal Decree 1310/2005, of 4 November, and their implementing regulations.*
- *This statement should be taken into account by all persons or institutions who may have to take decisions or prepare or disseminate opinions relating to securities issued by the FCC Group. Such persons are invited to consult the documentation and public information communicated or registered by the FCC Group with the Spanish National Securities Market Commission.*
- *This document contains financial information that has been audited and prepared in accordance with International Financial Reporting Standards (IFRS).*