



Communication, Marketing Construction Area Group FCC

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



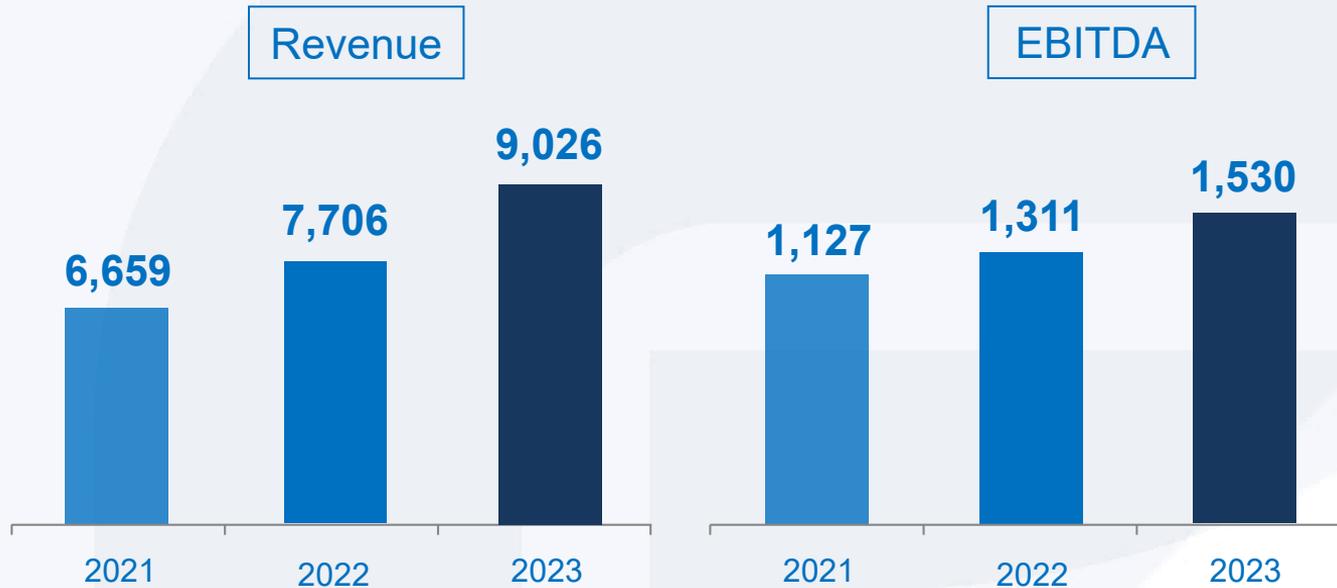
**€ 9,026 M** revenue  
**€ 1,530 M** EBITDA in 2023



**Comprehensive range**  
of services

# FCC Group

## 1.2. Key Figures 2023



**+ 67,000**  
employees



Backlog\* (Dec. 31, 2023)

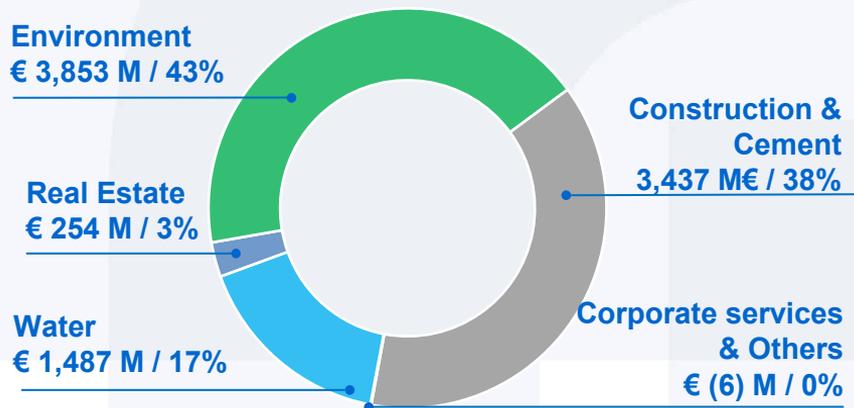
**€ 41,621 M**

\* Environment, Water, Construction and Real Estate

Figures in million euros

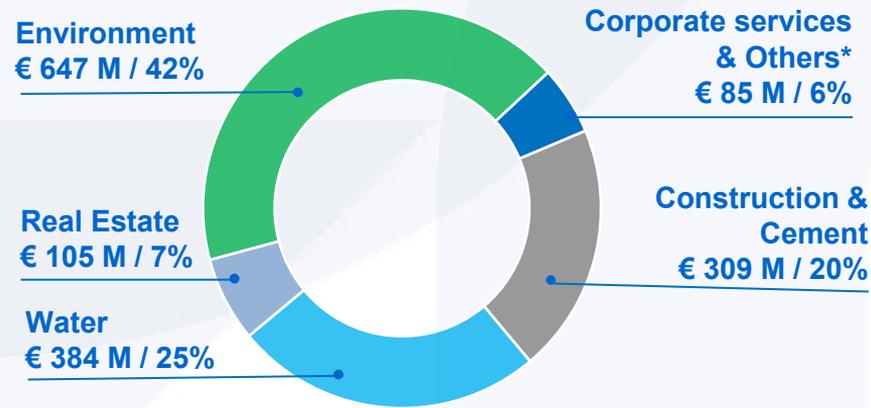
Revenue per business / 2023

**Total: € 9,026 M**



EBITDA per business area / 2023

**Total: € 1,530 M**



\* Includes transport concessions

# 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)*

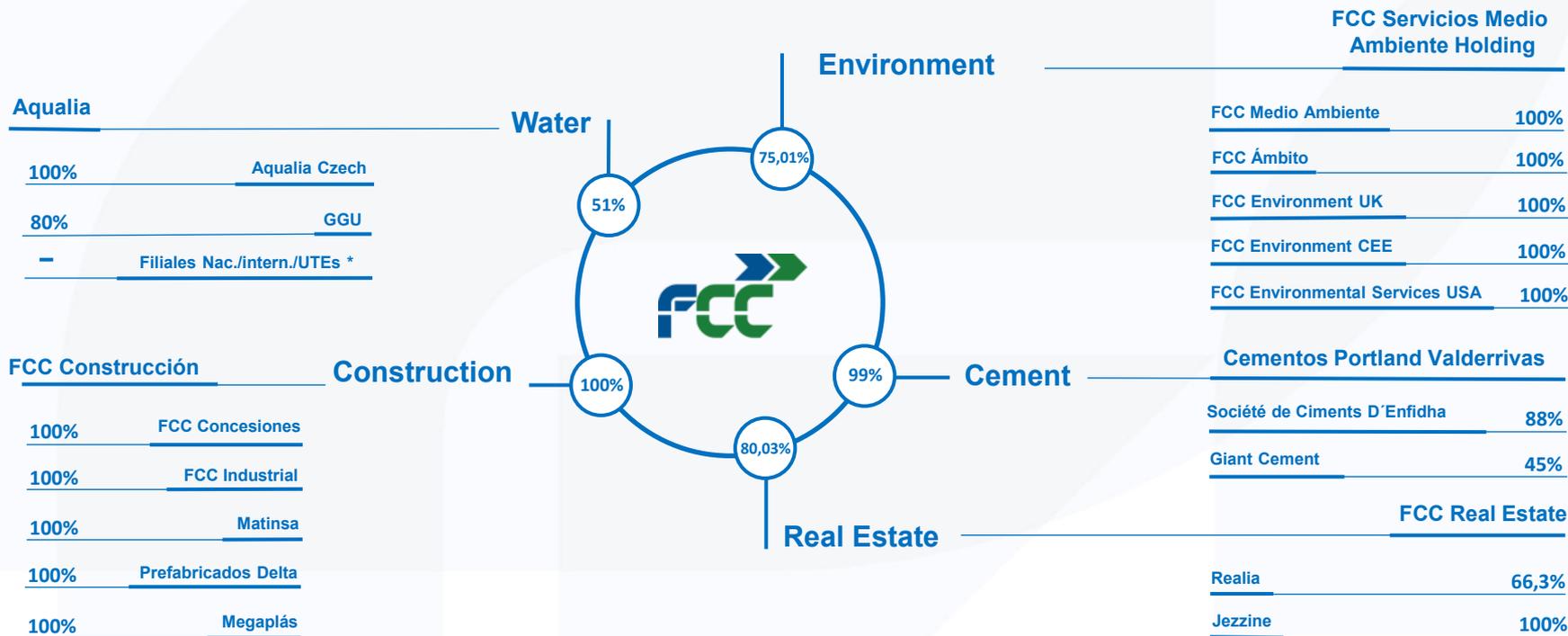


### Real Estate

- 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 <sup>(1)</sup>
- #5 in the EU
- #1 in end-to-end waste management in Central and Eastern Europe <sup>(1)</sup>
- Among top 15 in USA<sup>(1)</sup>
- Among top 7 in the World

### Water:

- #1 in Spain <sup>(2)</sup>
- #4 in Europe <sup>(2)</sup>
- #9 in the World <sup>(2)</sup>

### Construction:

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

### Cement:

- #1 producer in Spain <sup>(1)</sup>
- Large presence in Tunisia

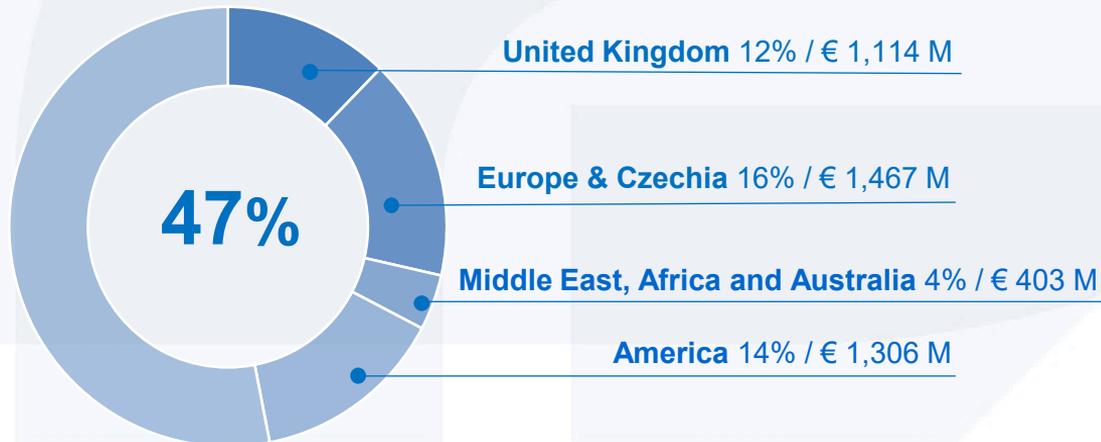
### Real Estate:

- 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\*

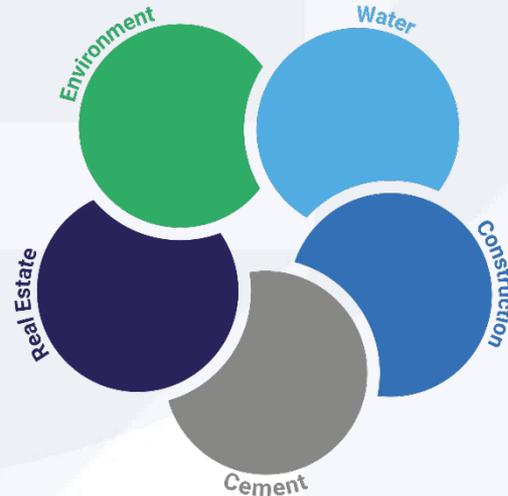
(Dec. 31, 2023) **€ 23,848 M**

\*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



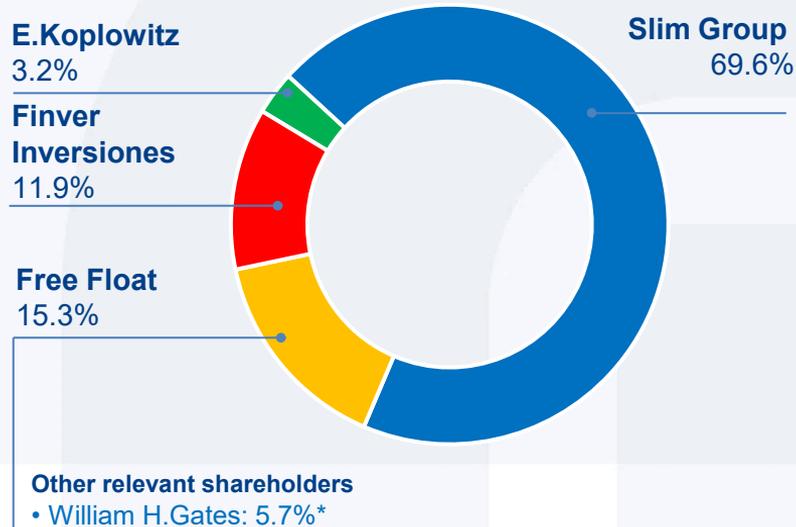
**Local development commitment**  
Over 5,5 million euros allocated to  
Projects for local development in 2021



**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

**01** Activities

**04** International presence

**02** Key features

**05** Projects

**03** Main figures

**06** Websites

2

# 01 Activities

## 01

### EPC PROJECTS

- Oil & Gas Projects
- Industrial Plants
- Power Generation Plants



## 02

### MEPs INSTALLATIONS

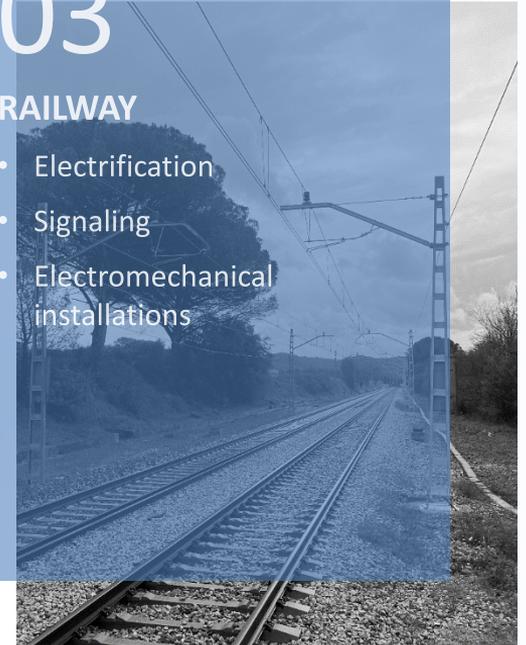
- Electromechanical installations in infrastructures and singular buildings
- Maintenance
- Energy efficiency and public lighting



## 03

### RAILWAY

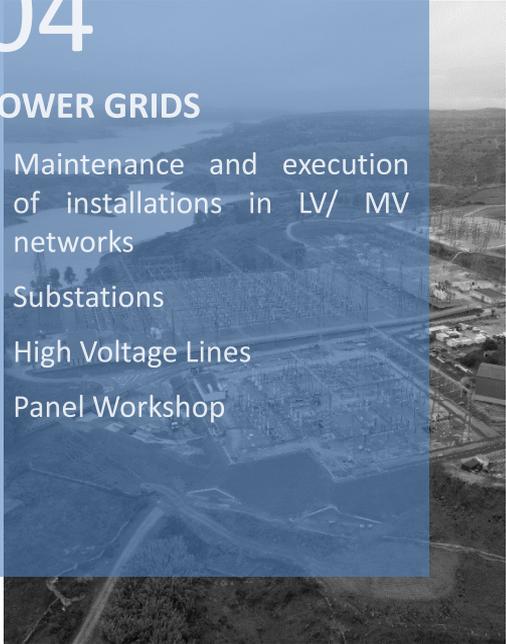
- Electrification
- Signaling
- Electromechanical installations



# 01 Activities

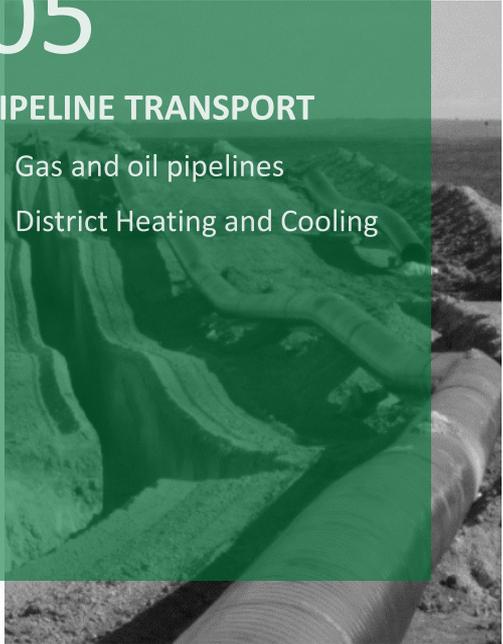
## 04

### POWER GRIDS

- Maintenance and execution of installations in LV/ MV networks
  - Substations
  - High Voltage Lines
  - Panel Workshop
- 

## 05

### PIPELINE TRANSPORT

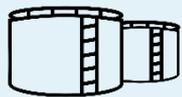
- Gas and oil pipelines
  - District Heating and Cooling
- 

## 06

### SYSTEMS AND SOFTWARE SOLUTIONS

- Connected infrastructures
  - Intelligent control systems
  - Training and simulation
  - Security and defence
  - Telecommunications installations and systems
- 

## 02 Key features



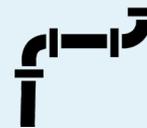
1.680.000 m<sup>3</sup>  
LNG storage



49.800 m<sup>3</sup>  
tank farms



1.428 MW  
Photovoltaic



+ 3,000 km  
of pipelines



150.000  
maintained light points



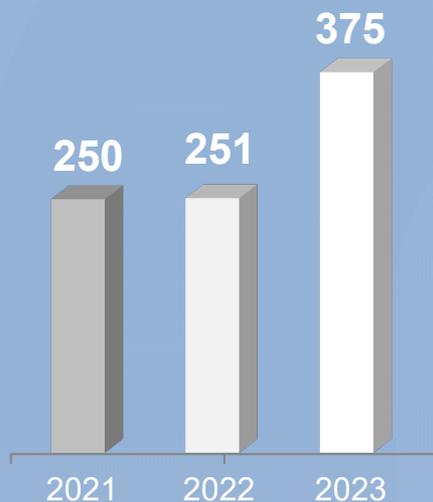
61.500 km  
of maintained  
power grid



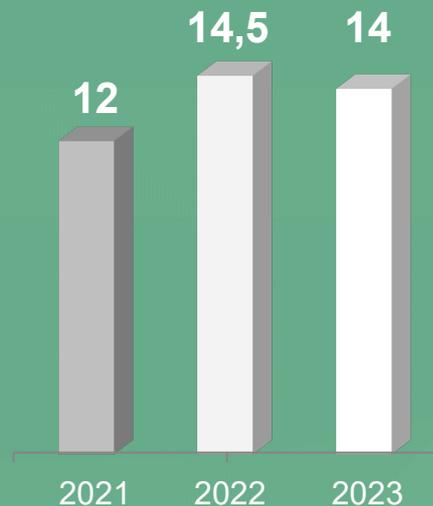
4.200 MVA  
Installed in  
substations

## 03 Main figures

### Revenues



### EBITDA



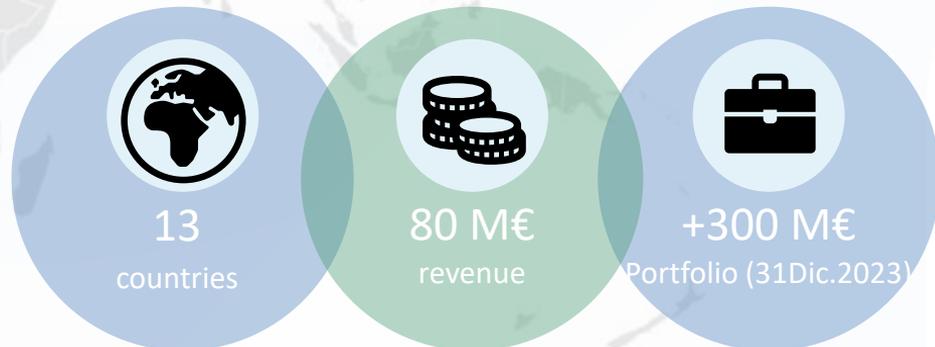
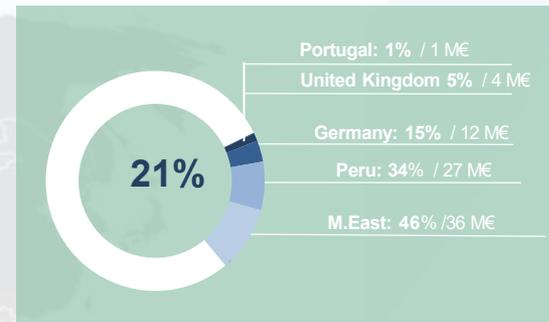
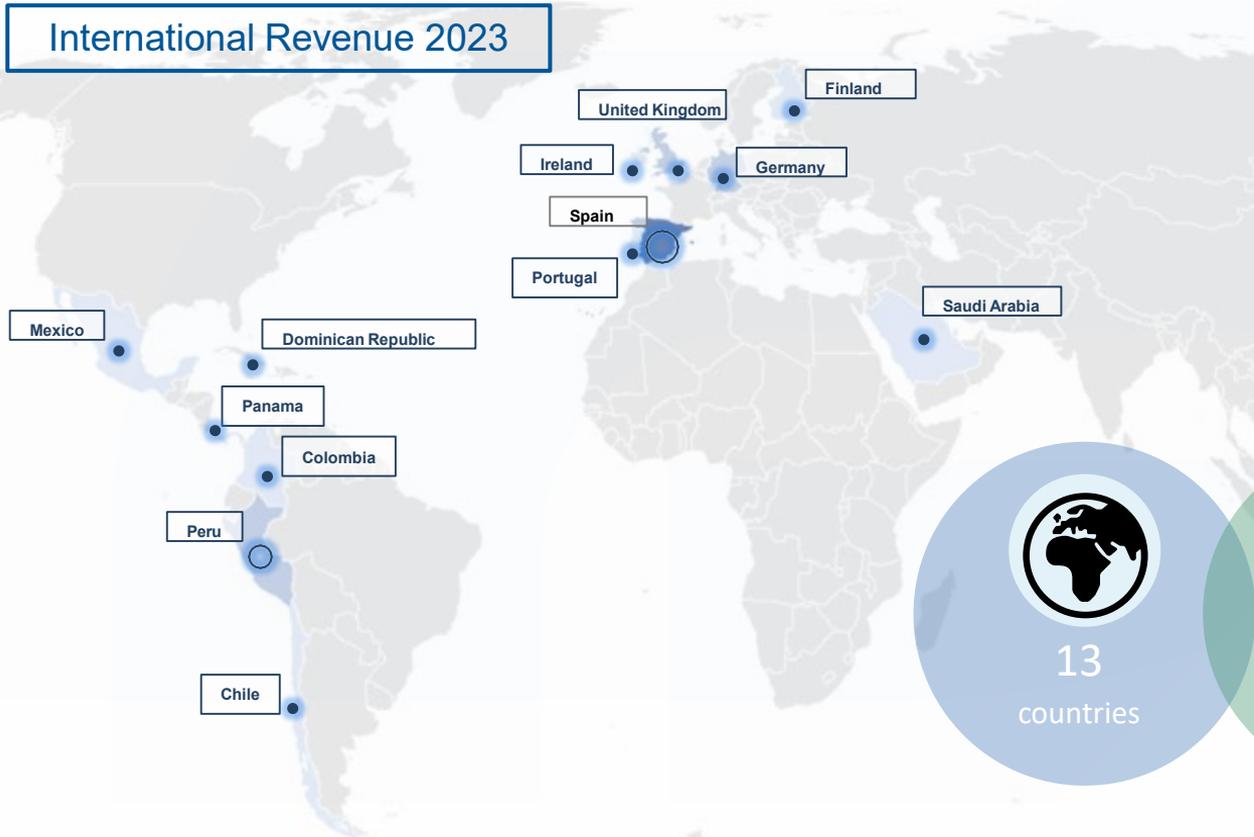
2.070  
people



552,3 M€  
Portfolio (31Dec.2023)

# 04 International presence

## International Revenue 2023



## 01 Oil & Gas Projects

### LNG storage and Regasification Plants

- Design and execution of LNG storage and regasification plants both nationally and internationally.
- **1.050.000 m<sup>3</sup>** of storage executed nationally (**28%** of Spain's capacity)
  - 4 tanks in port of Barcelona + regas facilities.
  - One tank in Cartagena (Murcia)
  - 2 tanks in El Musel, in Gijón (Asturias) + regas facilities.
- **510,000 m<sup>3</sup>** of storage executed internationally
  - **30.000 m<sup>3</sup>** LNG tank in Pori (Finland)
  - Expansion of regas facilities Quintero LNG (Chile).
  - Currently executing in consortium, the LNG regasification terminal in Stade (Germany) 2 tanks of **240,000 m<sup>3</sup>** capacity each.



Design and  
execution of  
**1.560.000 m<sup>3</sup>**



### 01 Oil & Gas Projects

#### Fuel Storage Plants

- Design and execution of **49,800 m<sup>3</sup>** storage:
  - 3 tanks of **5,000 m<sup>3</sup>** each at the new terminal of Dublin International Airport (Ireland).
  - 4 tanks of **8,700 m<sup>3</sup>** each at the new Jorge Chávez International Airport in Lima (Peru).



### 02 Industrial Plants

- Turnkey execution of industrial plants.
- Zinc processing plant in Ghazaouet (Algeria).



03

## Power Generation Plants

### Solar Thermal Plants

- **100 MW** installed.
- Engineering, procurement, construction, commissioning, operation and maintenance:
  - Villena Solar Thermal 50 MW
  - Guzmán Solar Thermal 50 MW

### Photovoltaic Power Plants

- **1.428 MW** installed:
  - Barciencia PVPP 50 MW
  - Puertollano PVPP 100 MW
  - Pizarro PVPP 190 MW
  - Tagus II III IV PVPP 150 MW
  - Cedillo PVPP 220 MW
  - Velilla 1 PVPP 75 MW
  - Guillena PVPP 263 MW
  - Tagus XL PVPP 380 MW

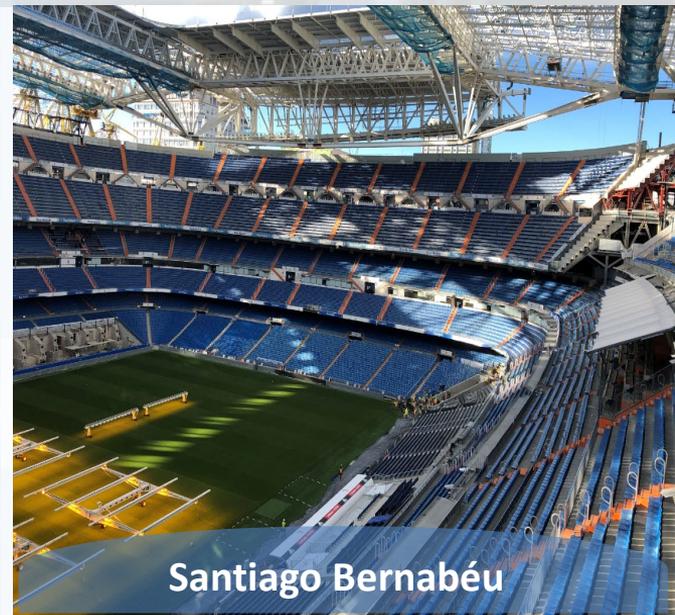
100 MW  
Solar  
Thermal  
Installation



Installation of  
**1.428 MW**  
Photovoltaic

## 01 Infrastructure and singular buildings

- Main contractor of installations, executing from design to commissioning and subsequent operation and maintenance.
- Developed works:
  - Electricity.
  - Air conditioning.
  - Fire Protection.
  - Ventilation.
  - Energy efficiency.
  - Automation and control.
  - Management systems.
  - Security.
  - Public address system and sound.
  - Telecommunications.
  - Plumbing and sanitation.



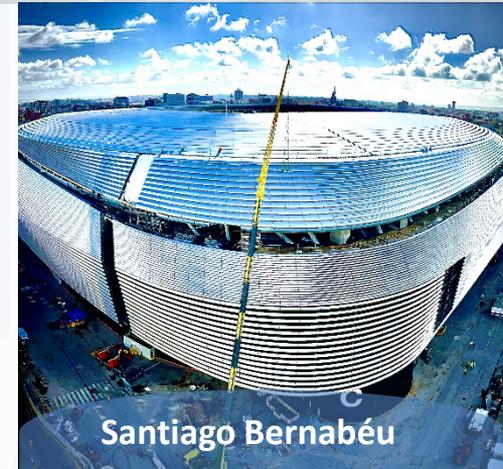
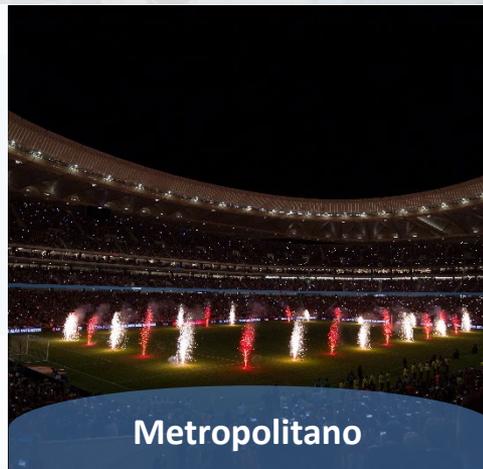
## 01 Infrastructure and singular buildings

### Sports facilities

- Atlético de Madrid Metropolitan Civic Stadium.
- Real Madrid New Santiago Bernabéu Stadium.
- Real Madrid Sports City.
- Valdeasfuentes Sports City of Alcobendas.

### Hospital Installations

- University Hospital of Salamanca.
- Santa Barbara Hospital in Soria.
- San Juan de Dios Hospital in Seville.
- Virgen del Rocio Hospital in Seville.
- Virgen de las Nieves University Hospital of Granada.
- University Hospital of Valencia.



## 01

## Infrastructure and singular buildings

### Penitentiary institutions, police and Civil Guard

- Burgos Penitentiary Center.
- Cordoba Penitentiary Center.
- Canillas National Police Complex.
- General Directorate of the Civil Guard (Madrid).

### Data Centers (DCs)

- DC in Torija.
- DC in Murcia.

### Tertiary and Offices

- AIRBUS Complex Campus in Getafe (Madrid)..
- Titania Tower, El Corte Inglés (Madrid).
- H10 Hotel Chain.
- Fedola Group Hotel Chain.



Torija  
DPC

## 02 Maintenance

FCC Industrial offers personalized comprehensive maintenance services for each type of installation, including, among others, the following:

- Preventive Maintenance.
- Technical Legal Maintenance.
- Predictive Maintenance.
- Corrective Maintenance.
- Operation of facilities.
- Functional and energy operation of facilities

### Landmark Buildings

- Royal Theater of Madrid
- Metropolitan Stadium of Atlético de Madrid
- Prisa Group Buildings
- Office Buildings and Shopping and Leisure Centers of Realia
- Torija DC
- Famar Laboratories



Royal  
Theater



Europe Tower



Eisenhower Bldg.



03

## Energy Efficiency and Public Lighting

FCC Industrial aims to be a pioneer in energy efficiency solutions in public lighting.

- Implementation of advanced LED lighting technologies and intelligent control systems.
- Currently, FCC Industrial maintains around **150,000 light points** throughout Spain.
- More than **30,000 new light points** have been installed.
- Main clients:
  - Madrid City Council.
  - Granada City Council.
  - Arganda del Rey City Council.
  - Úbeda City Council.



Installation of  
**30.000**  
light points

Maintenance of  
**150.000**  
light points

## 01 Electrification

- More than **25 years** of experience in railway electrification activities in Iberian, UIC and metric gauges.
- **370 km** of overhead line execution
- Main works:
  - Eastern Variant of Valladolid.
  - Girona – Figueres.
  - Cabezón de Pisuerga (Valladolid).
  - Castellón – Vinaroz.
  - Vigo – Coruña.
  - Sant Andreu Comtal (Barcelona).
  - Blanes (Girona) and La Sagrera (Barcelona).
- Own machinery park composed of catenary laying train, wagon/mast, rail trucks, platforms, dresines and road-rail trucks.



370 km  
overhead  
line installed



## 02 Signaling

- Design and execution of power systems, communications, civil works and buildings.
- **680 km** of railway lines.
- Vandellós - Tarragona, Monforte del Cid - Murcia, R2 and R4 of Rodalies (Barcelona), Zafra (Badajoz) - Rosales (Seville), Villanueva (Ciudad Real) - Brazatortas (Cáceres), Bobadilla (Granada) - Ronda (Malaga), Bilbao - Zaramillo (Vizcaya), Modal Center of La Llagosta (Barcelona) and access to El Prat airport (Barcelona).



Signaling  
**680 km**  
of lines

Installation  
**50 km**  
of lines

## 03 Electromechanical installations

- **19 tunnels.**
- More than **50 km.**
- Railway lines of Barcelona-Figueres-French Border, Vigo-Das Maceiras, Vandellós-Tarragona and the eastern variant of Valladolid.



Installations  
**19 tunnels**

## 01 Maintenance and execution of LV/MV transmission lines

- More than **50 years** of experience.
- Currently, FCC Industrial provides service both nationally and internationally in:
  - **37.000 km** of LV lines.
  - **21.600 km** of MV lines.
  - **2.900 km** of HV lines.
  - **21.600 transformation centers (TC).**



## 02 Substations

- **36 substations** (25 complete and 11 expansions or renovations).
- Voltages from **20kV to 400kV**.
- Installed power of **4.200 MVA**:
  - Oriol (400kV).
  - Pizarro (400kV).
  - Guillena (400kV).
  - Barbosa/Bosque (115kV) in Colombia.
  - Veracruz (115kV) in Mexico.

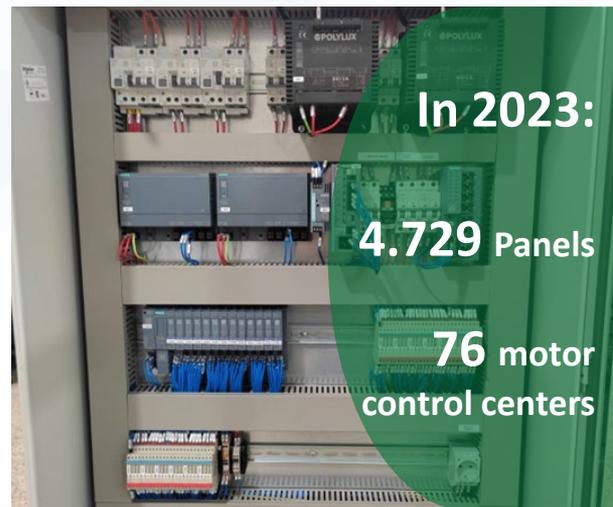


### 03 High Voltage Lines

- 350km built of 132kV to 400 kV lines.
- Major projects:
  - Bacatá-Nueva Esperanza 500kV and 45km in Cundinamarca (Colombia).
  - 115kV line and 8 km in Tamaulipas (Mexico).
  - 66kV line and 18 km in Magraners-Altorricon (Spain).
  - Double circuit 132kV line and 21 km connection to the Alhorines substation (Spain).



350 km of  
132kV - 400 kV  
lines



In 2023:

4.729 Panels

76 motor  
control centers

### 04 Board manufacturing panel

- Only in 2023 FCC Industrial manufactured:
  - 1.000 power and distribution panels.
  - 76 Motor Control Centers.
  - 529 LV panels.
  - 3.200 combiner box and switching box panels.

## 01 Gas and Oil Pipelines

- More than **3,000 km** of gas and oil pipelines with a diameter of **up to 40"**.
- The following projects stand out:
  - Denia-Ibiza-San Juan de Dios Submarine Pipelines, 269 km.
  - Yela-Villar de Arnedo of 110 km in 30".
  - Tivissa-Paterna Gas Pipeline of 54 km and 40".
  - Samalayuca-Sasabe Gas Pipeline of 640 km in 36" in Mexico.



## 02 District Heating & Cooling

- Pioneer in Spain in the execution of District Heating & Cooling networks for over two decades.
- Highlights:
  - Molins de Rei.
  - Barcelona Forum.
  - Technological Park of the Olive and Oil in Mengíbar (Jaén).



More than  
**3.000 km**  
executed

Up to  
**40"**

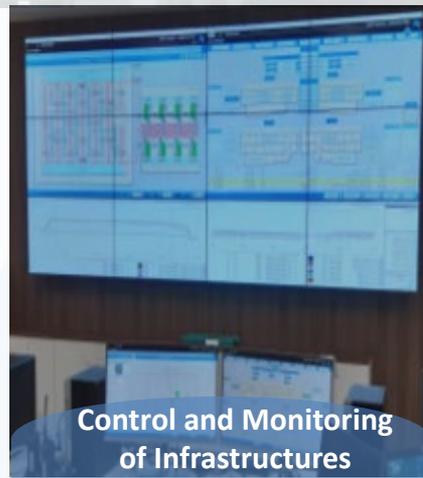


## 01 Connected Infrastructures

- Platforms capable of collecting asset data in real time, analyzing it, and acting proactively to optimize infrastructure operation.



Traffic and Tunnel Management



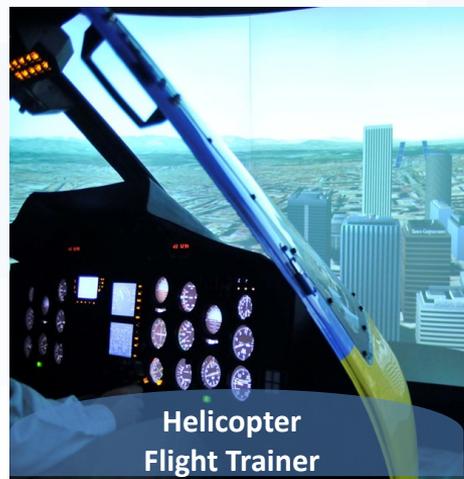
Control and Monitoring of Infrastructures

## 02 Intelligent Control Systems

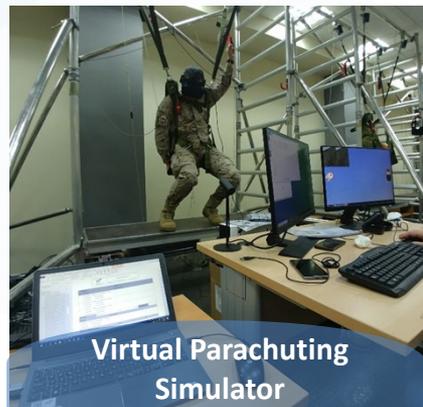
- Monitoring and control systems for physical assets and traffic management, tunnels, industrial production, and urban environments.

## 03 Training and Simulation

- Immersive collaborative training environments based on virtual and mixed reality.
- Training and formation of helicopter pilots, combat aircraft, and paratroopers.



Helicopter Flight Trainer



Virtual Parachuting Simulator

## 04

## Security and Defence

- Collaborative operation planning systems at strategic, operational, and tactical levels, data monitoring and fusion for mission reconstruction, analysis and collection of intelligence information, definition and configuration of operational scenarios.
- Support for planning air missions of Spanish Air Force aircraft.
- Operation planning in NATO joint force headquarters.



Operation  
Planning  
Systems

## 05 Telecommunications Installations and Systems

### Infrastructures

- Data centers, control centers, over **1,150 km** of highways and freeways, over **90 urban and interurban tunnels**, and over **250 km** of service tunnels and galleries.

### Communications and IT Systems

- Network architecture. Grouped communications, data/video/voice over IP. Network security. Network monitoring and management services.

### SMARCITY

- Comprehensive control and management of public lighting and energy efficiency, etc., in municipalities such as Madrid, Totana (Murcia), Lepe (Huelva), Los Palacios (Seville), Tías (Lanzarote), etc.

### Infrastructure Control and Automation

Technical installations in buildings (BMS systems, Building Management System) for hospitals, shopping malls, hotels, universities, etc. Infrastructure and technical installations in the transportation sector (airports, railways, ports, metros, tunnels, etc.), electrical, wind, photovoltaic, solar thermal, etc. Infrastructures in the environmental sector (control of recycling plants, irrigation, wastewater treatment plants, etc.)



# 06 Websites

FCC City



[www.ciudadfcc.com](http://www.ciudadfcc.com)



FCC Industrial



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



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- *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.*
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- *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.*
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