Services for Citizens

Finance Department
Investor Relations

Services for Citizens

2009 Results

26 February 2010

Finance Department
Investor Relations

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Services for Citizens

summary

1. **Introduction** - Mr. Baldomero Falcones
2. **2009 Results** - Mr. Victor Pastor
3. **Conclusion** - Mr. Baldomero Falcones

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Introduction

Mr. Baldomero Falcones
Executive Chairman and CEO

2009 Highlights

- **Growth in recurrent business activities:** In 2009, and for the first time, over 50% EBITDA comes from services and energy, activities with a strong long-term demand.
- **International growth:**
  - Over 44% earnings are international
  - Representing 53% of construction revenues
  - Overseas portfolio grows 8%
- **Financial strength and balance sheet management**: Corporate debt reduced by 10.3% with a Debt/EBITDA of 3.45x.
- **Free Cash Flow generation**: 536M€ (FCF yield: 17.8%) and operating cash flow increase (+38,8%)
- **Market leadership:** Leadership position reinforced in core business areas with client portfolio increase, despite the difficult economic circumstances (+5.5% versus 2008)
- **Selective growth:** Entry culmination in renewable energies and environmental investments amounting to c1billion euro.
- **Optimization and cost savings**: 115M€ reduction in general and indirect costs, additional to 71M€ achieved in 2008.
- **Committed to value creation**: High dividend yield (6.7%), sustained pay-out and with 33% share return in 2009.

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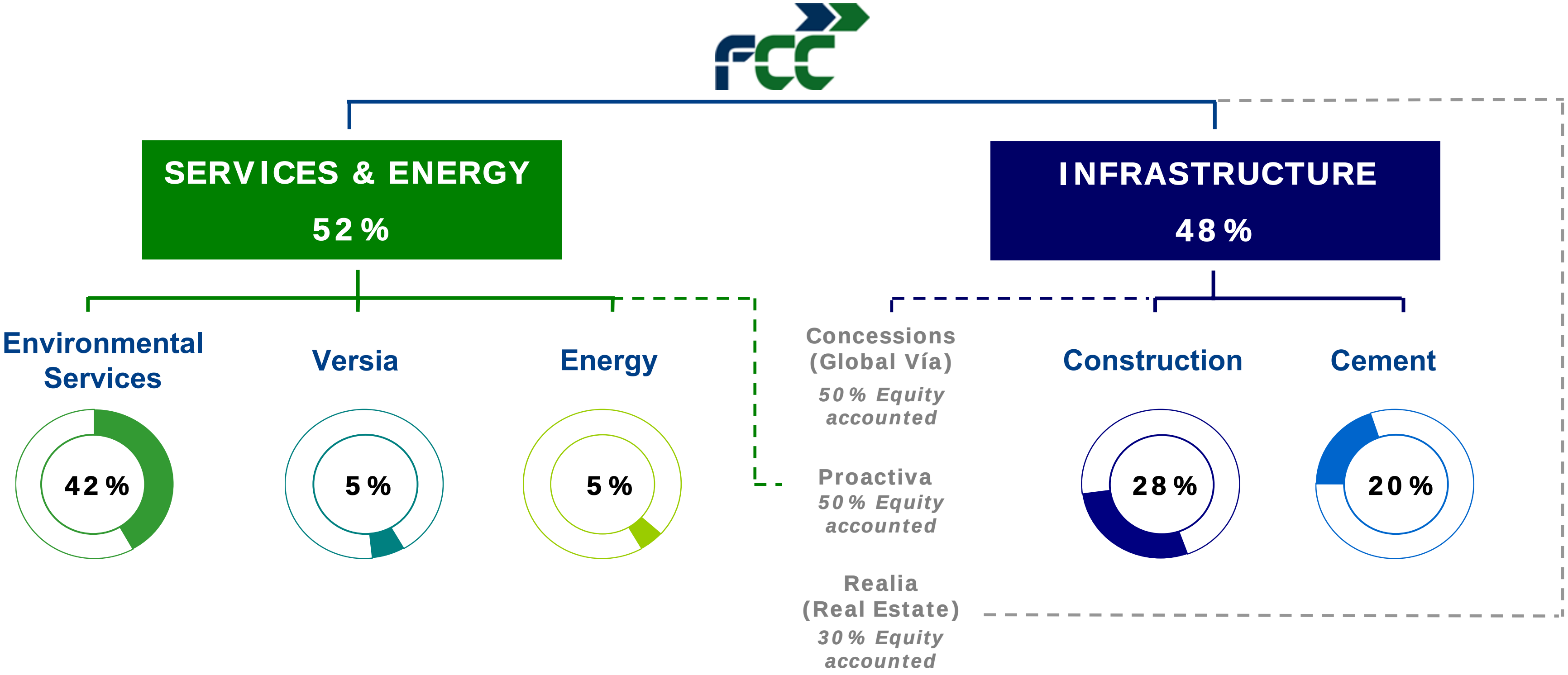
Key figures

	2009 (M€)	Chg./2008 (%)
Revenues	12,699.6	- 6.7%
EBITDA	1,460.6	- 10.5%
EBITDA Margin	11.5%	- 0.5 p.p.
Net Income	307.2	- 8.0%
Operating Cash Flow	1,577.6	+ 38.8%
Net Debt with recourse	4,773.4	- 10.3%
Backlog	35,547.2	+ 5.6%

Services for Citizens

A more balanced business model

2009 EBITDA business area breakdown: An integrated and international Group



- Value creation supported by balanced infrastructure, service and energy business activities, with a strong long-term growth potential
- In 2009, and for the first time, over 50% EBITDA comes from recurrent activities with high visibility on cash flow generation such as environmental services and energy.

A more balanced business model

FCC position in services & energy

SERVICES & ENERGY

Services

- **Consolidated domestic market share**
  - Leadership in urban services and water
- **International presence – "Buy and Build"**
  - Growth in neighborhood markets with economies of scale usage
  - Priority in Central and Eastern Europe and USA
- **Treatment & reduction activity increase**
  - EfW in developed markets
  - Synergies with the Energy business activity
- **Strict control of financial needs**

Energy

- **Well-known player in domestic market**
  - Critical mass to be reinforced with organic growth: 2 thermo-solar plants assigned
  - Return increase over past investments
- **Human and technical resources (in house "Know how")**
  - Creation of "FCC energía" oriented towards green field projects and energetic efficiency
- **Synergies with other business activities**
  - Industrial Construction
  - EfW and new locations

- **FCC's position in utility areas is a recurrent and regulated one, with a high earnings visibility that enables project financing.**

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A more balanced business model

FCC position in Infrastructure

INFRASTRUCTURE

Construction

- **Skills & references are our competitive edge**
  -Specialized group in civil engineering
- **High international presence**
  -Portugal, Central and Eastern Europe, North and Central America and selective in emerging markets
- **New products and services**
  -Synergies between business lines (GVI)
  -Industrial fitting and maintenance (5% of revenues in 09) and refurbishment

Cement

- **Domestic leadership position**
  - Strong entry barriers and high operating profitability
- **Technological capacity and synergies**
  -Energy consumption reduction (alternative fuels)
  -Renewable energies and Co2 capture and storage
- **Selective geographical positioning**
  - High return requirements and local production market share

+

- **Potential cost savings: centralized purchases and energetic efficiency**

- **FCC's position in infrastructure is a leading one, with a high operating profitability and high quality niche markets (civil engineering-important clients, vertical integration in cement)**

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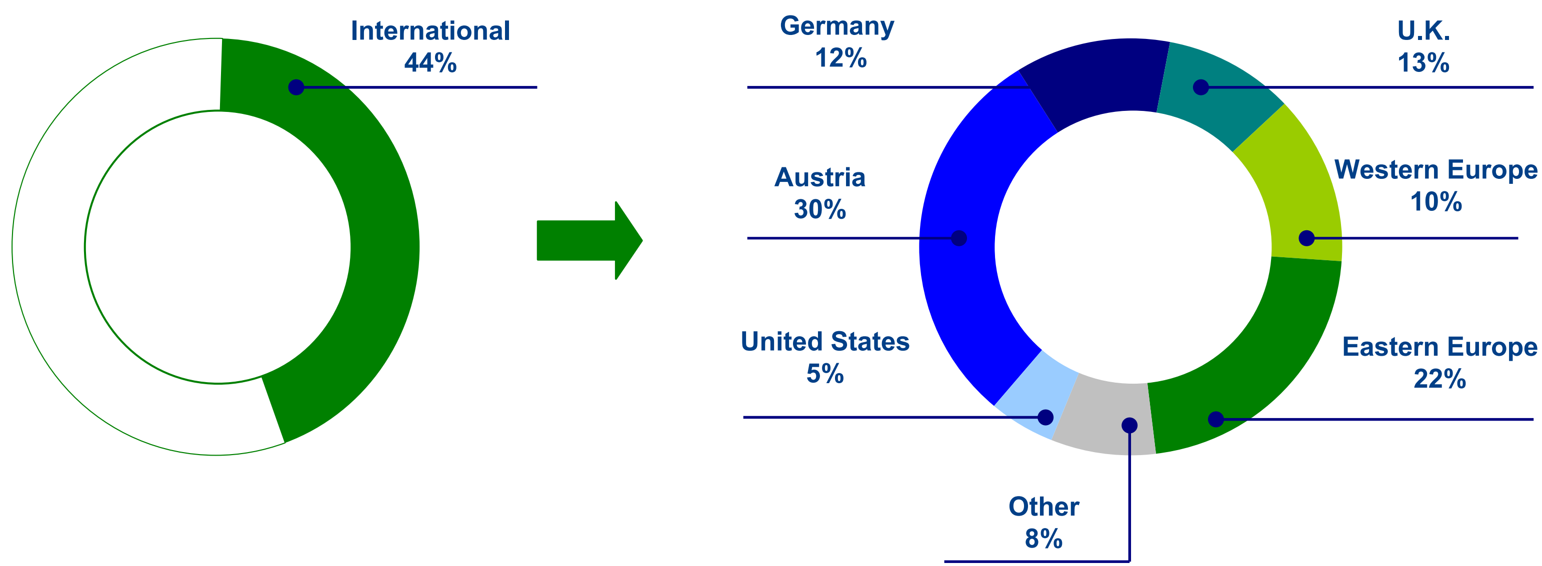
A more balanced business model

Consolidated international position

Geographical revenues breakdown



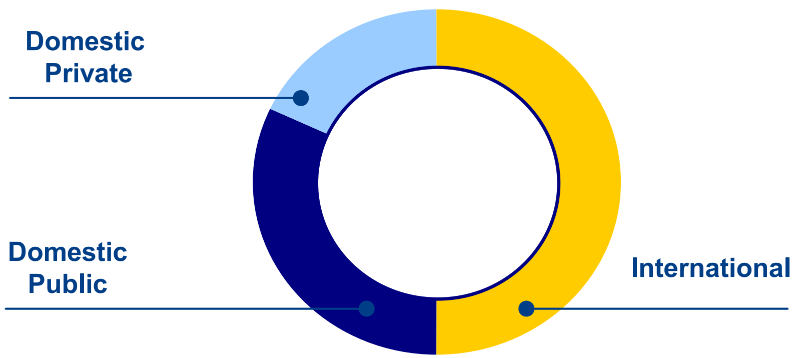
- **International business accounted for 44% of the Group's total revenues, 5% higher than 2008**
- **Europe, where FCC has a strong presence in infrastructure and environmental services, accounts for 87% of total foreign revenues**
- **Presence in fast-growing economies**

A more balanced business model

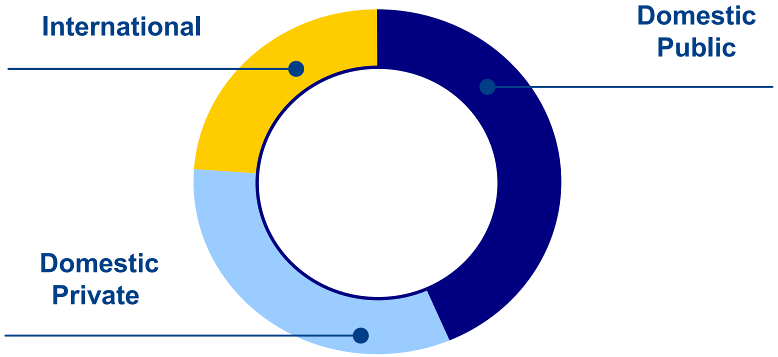
2009 Infrastructure breakdown by Client

INFRASTRUCTURE

Revenues
65%



EBITDA
48%



- 21% of consolidated EBITDA is generated through infrastructure demand of domestic public clients.

Leading position in solid markets

Operative efficiency

	2009 (M€)	(Chg. / 08)
Revenues	12,699.6	- 6.7%
-		
Operating expenses	11,239.0	- 6.2%
=		
EBITDA	1,460.6	

	2009 (M€)	(Chg. / 08)	Cost savings 2009 (M€)
Direct costs	7,184.3	- 8.8%	- 164.2 M€
Indirect costs	770.1	- 12.9%	- 114.5 M€
Personnel expenses	3,296.5	+ 1.8%	-

- The variation of the costs that are directly related to production, include 164M€ savings from efficiency improvement
- General expenses and indirectly related to production are reduced by 115M€, additional to 71M€ achieved in 2008
- The c50% increase in personnel expenses are due to compensations (24 M€)

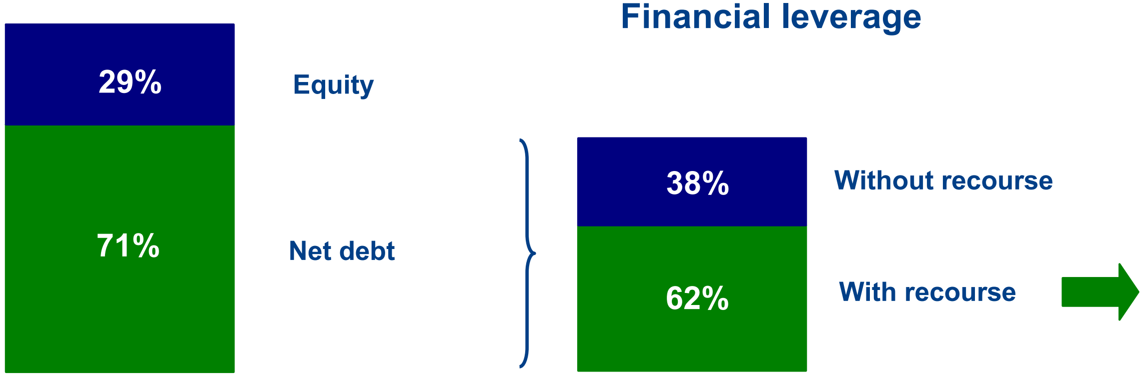
Earnings visibility

Backlog 09	(Chg. / 08)		Revenues 09		Coverage
34,960.1 M€	(+ 5.6%)		12,699.6 M€		2,8x earnings 09
Environmental Services 69%	+ 5.1%	:	Environmental Services 28%	=	6.6x earnings 09
Construction 31%	+ 6.9%	:	Construction 57%	=	1.5x earnings 09
+			+		+
Energy	+422 MW		Energy 1%		Regulated tariff

- High visibility over 86% of revenues
- Environmental Services linked to public, regulated and long-term contracts
- Recurrent earnings with guaranteed minimum tariffs in energy area

Healthy financial position

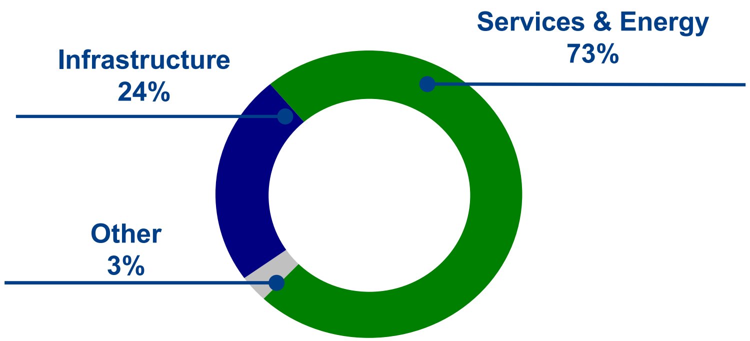
Financial leverage



$$\frac{\text{Operating C.F.}}{\text{Financial Expenses}} = 5.74$$

$$\frac{\text{Net Debt}}{\text{EBITDA}} = 3.45^{*}$$

Debt structure

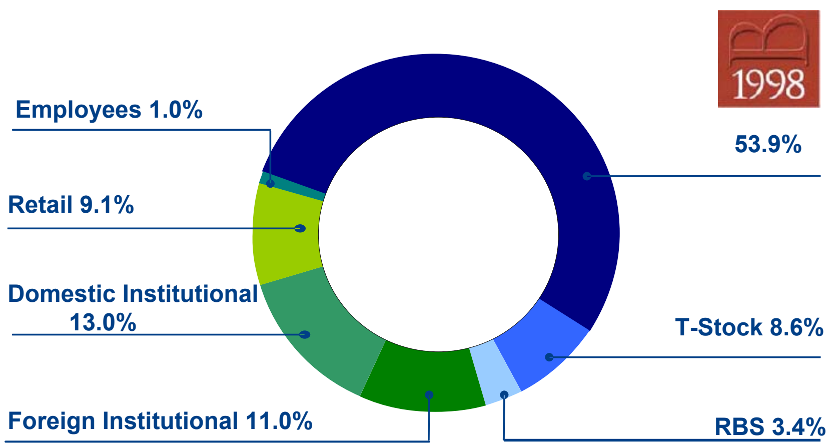


- Lower recourse debt, 10.3% less as of december 2009
- Debt structure is in line with cash-flow visibility
- Strong liquidity position with over 2 billion € in available credit lines

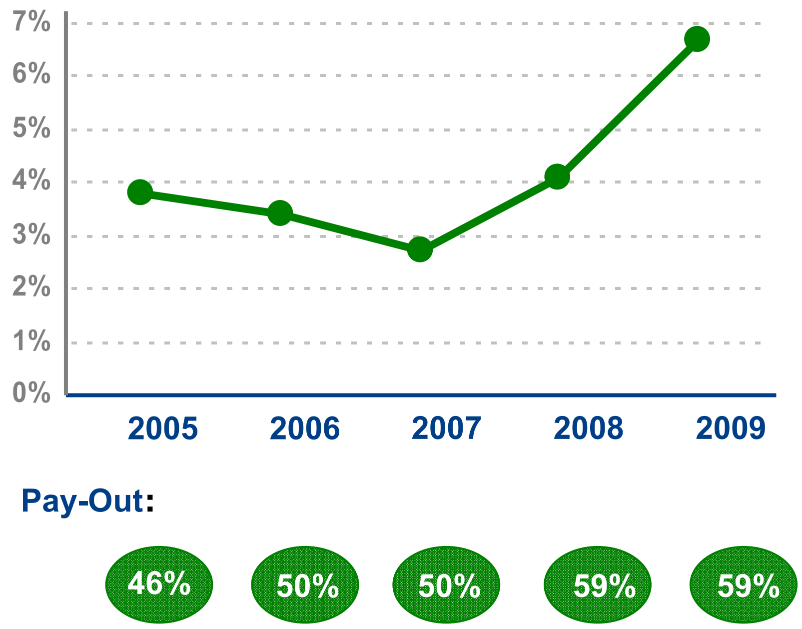
* Net Debt and EBITDA, both with recourse

Solid shareholding and remuneration policy

Shareholding structure



Dividend yield*



- Stable and committed shareholding structure
- Pay-Out at 59% with a 6.7% dividend yield in 2009
- Dividend policy: Minimum pay-out of 50%
- A 4% average dividend yield in last 5 years

* Based on opening price of each year

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2009 Results

2.1 Revenues and EBITDA

2.2 Cash Flow generation

2.3 Debt variation

2.4 Debt structure and maturity

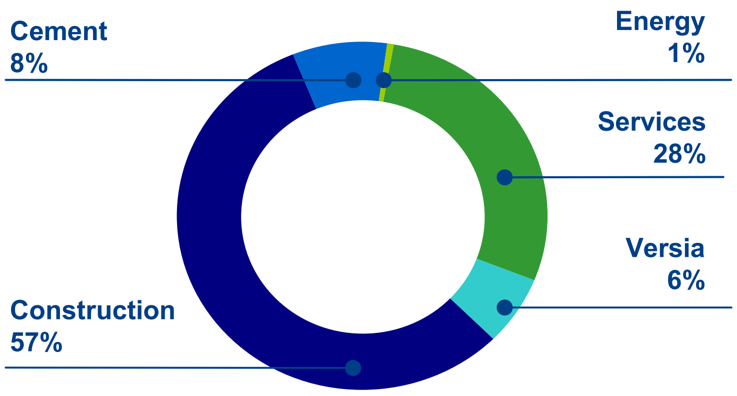
2.5 Detailed results by business area

D. Victor Pastor
Chief Financial Officer

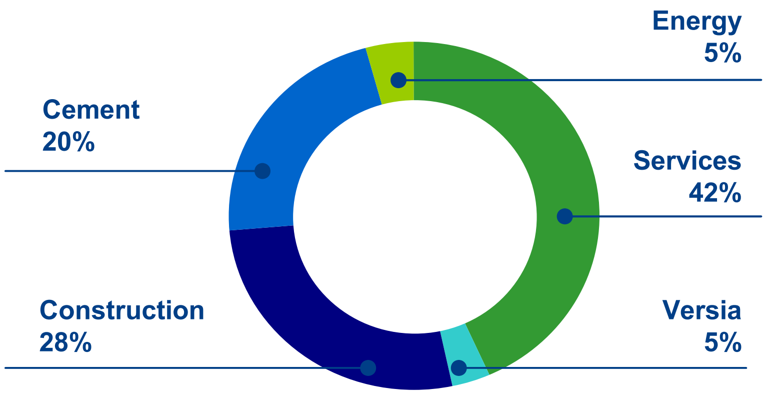
Revenues and EBITDA

	Revenues 09 (M€)	Chg./08 (%)	EBITDA 09 (M€)	Chg./08 (%)
Envir. Services	3,601.7	- 1.0%	610.1	+ 0.7%
Construction	7,201.2	- 7.0%	406.1	- 12.3%
Cement	1,035.4	- 27.3%	289.0	- 30.7%
Versia	820.0	- 8.6%	74.6	- 22.7%
Energy	81.9	N.A	65.8	N.A
Other	(40.6)	N.M	(7.7)	N.M
Total	12,699.6	- 6.7%	1,460.6	- 10.5%

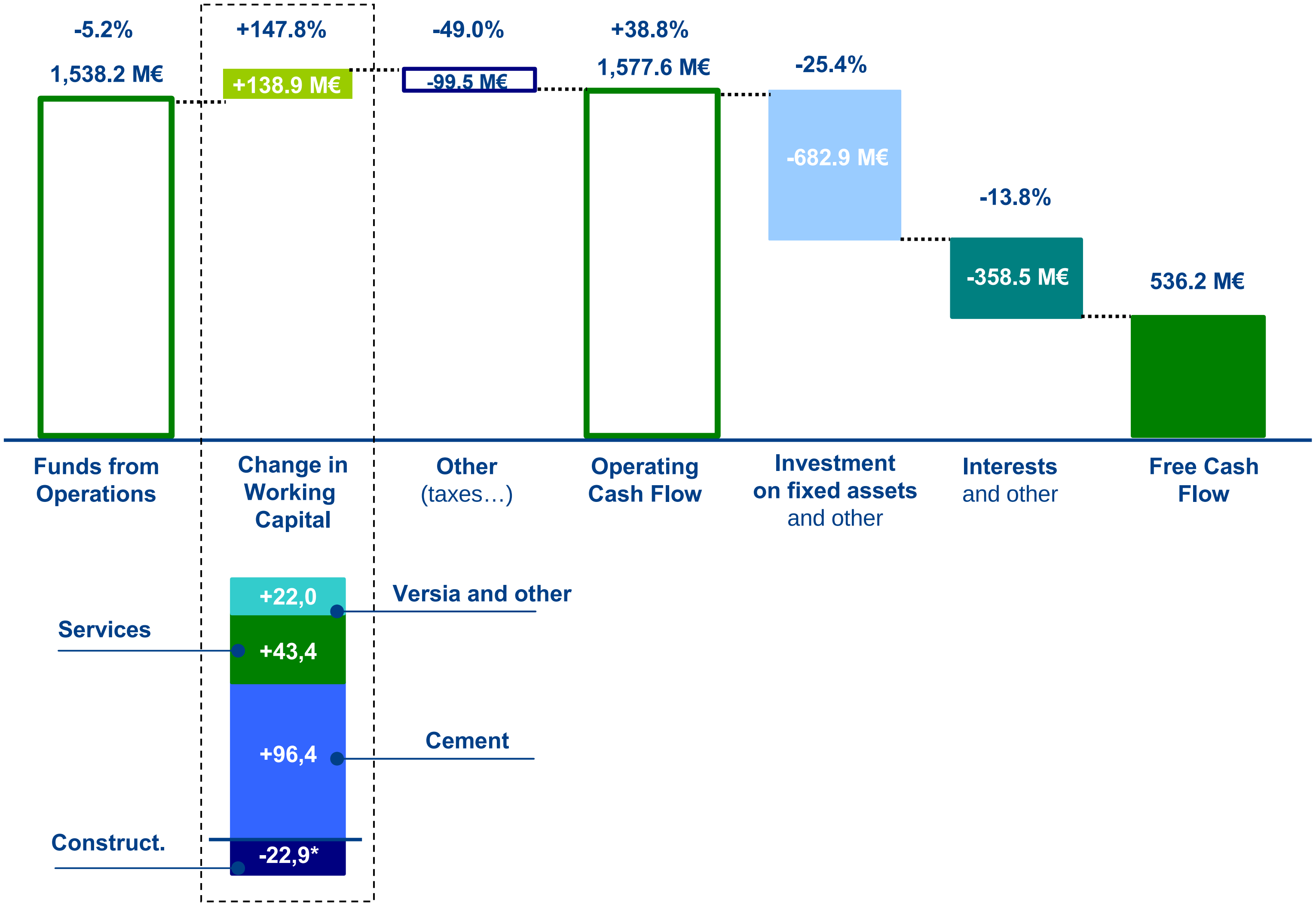
Revenue by business area



EBITDA by business area

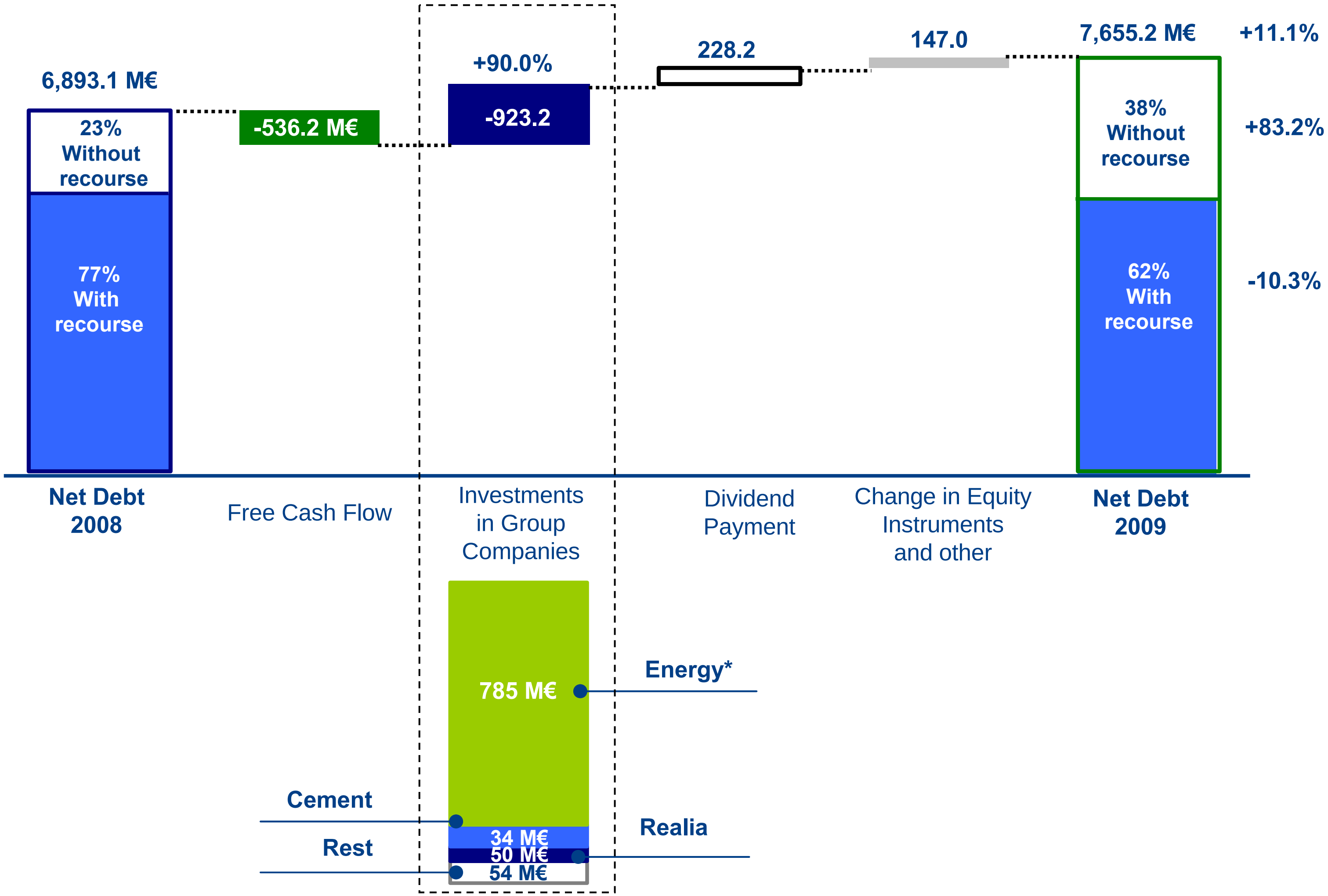


Cash Flow generation



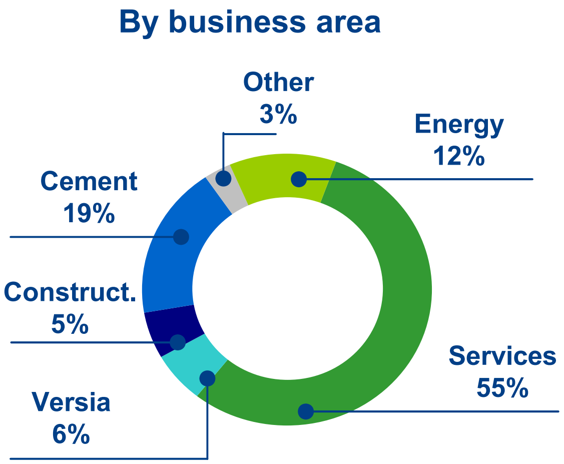
*Afigesa cease effect adjusted

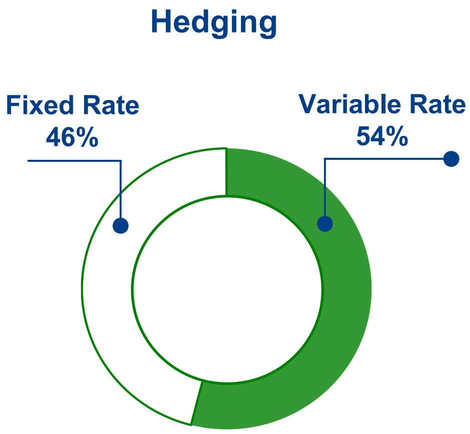
Debt change

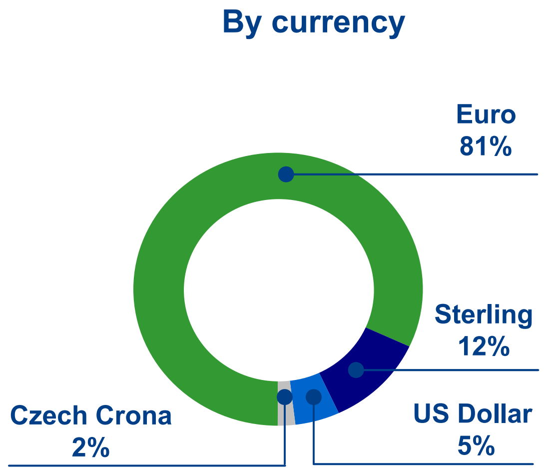


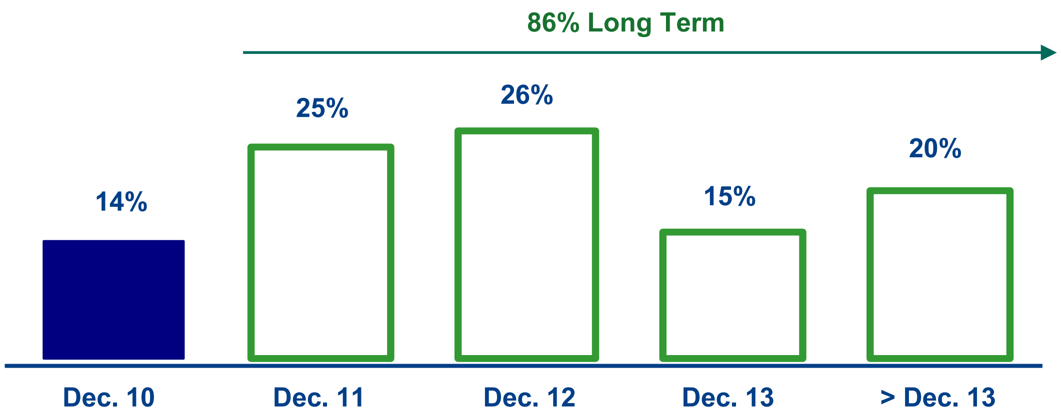
*Debt from incorporation of wind energy group Olivento for 569 M€ in 2009 included

Debt structure and maturity







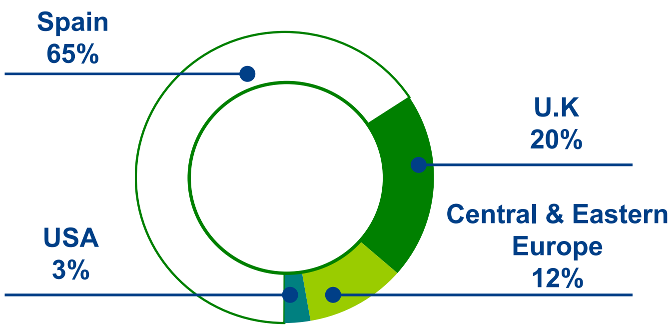


Environmental Services

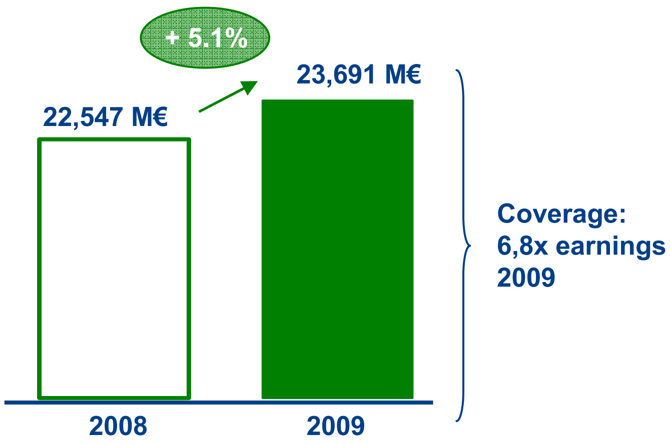
Revenues by activity

Activity	Revenues 09 (M€)	%/ Total	Chg./08 (%)
Environment, Spain	1,489.0	41%	+ 3.4%
Environment, International	1,002.1	28%	- 5.5%
Water	872.0	24%	+ 3.1%
Industrial Waste	238.5	7%	- 17.7%
Total	3,601.7	100%	-1.0%

Geographical revenue breakdown



Backlog

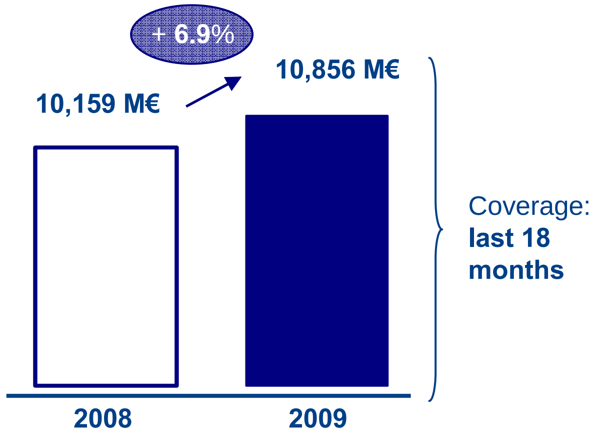


Construction

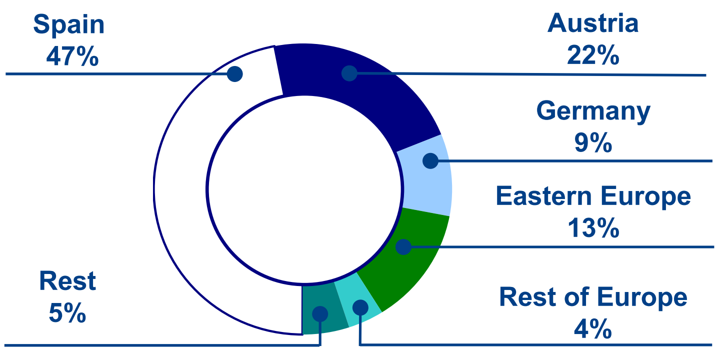
Revenues by activity

Activity	Revenues 09 (M€)	%/ Total	Chg./08 (%)
Civil engineering	4,936.6	68%	- 2.6%
Non-residential building	1,603.2	22%	- 8.9%
Residential building	661.4	9%	- 27.8%
Total	7,201.2	100%	-7.0%

Backlog

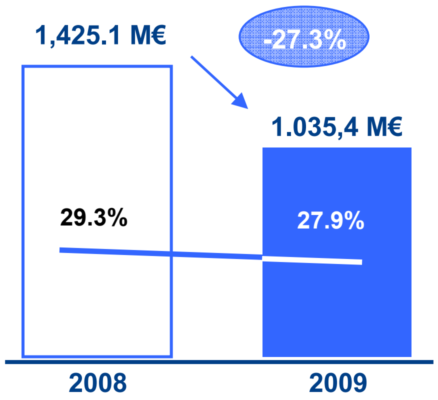


Geographical revenues breakdown

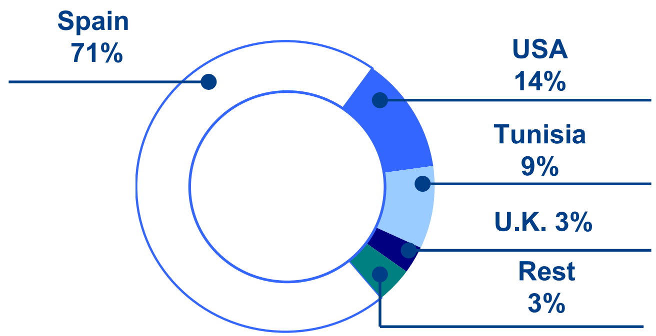


Cement

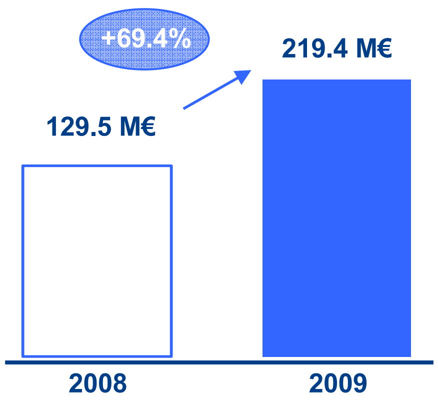
Revenues & EBITDA margin



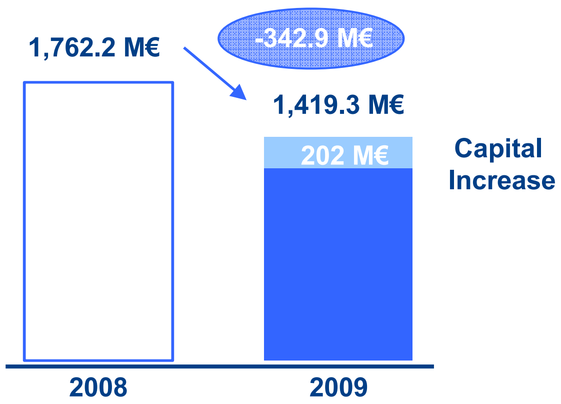
Geographical revenue breakdown



Free Cash Flow*



Net Debt



*Before net investment in group companies

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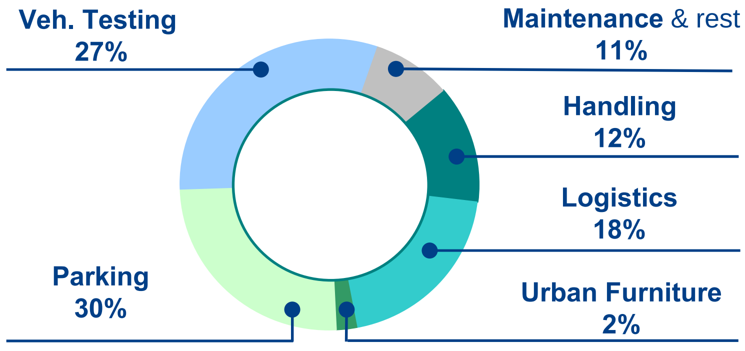
Versia

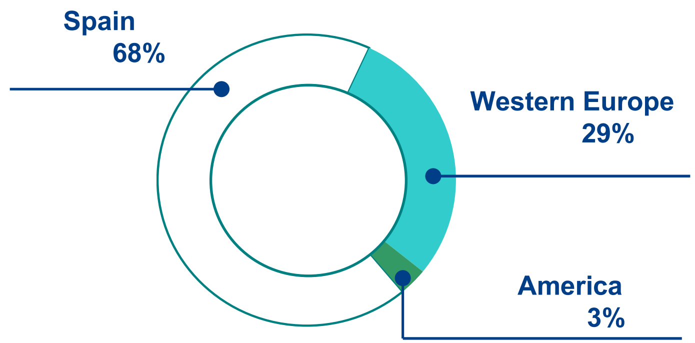
Revenues by activity

Activity	Revenues 09 (M€)	%/ Total	Chg./08 (%)
Logistics	289.6	35%	- 10.3%
Handling	228.1	28%	- 9.8%
Urban Furniture	108.1	13%	- 18.6%
Parking	77.1	10%	+ 3.8%
Vehicle Testing	51.7	6%	+ 11.7%
Maintenance & Rest	65.3	8%	- 9.2%
Total	820.0	100%	-8.6%

EBITDA by activity



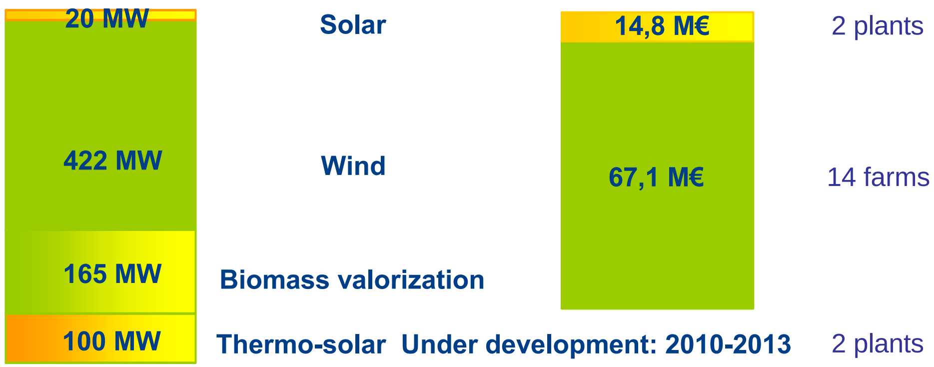
Geographical revenues breakdown



Energy

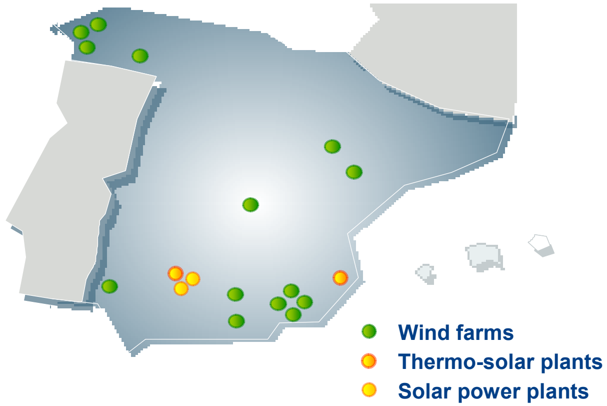
Wind & Solar

Installed capacity (MW) **2009 Revenues**



Total 707MW

Location



Biomass valorization (EfW)

	Location	Capacity (MW)	Status	FCC stake
Zabalgarbi	Spain	90	Operational	30%
Allington	UK	35	Operational	100%
Eastcroft	UK	27	Operational	100%
Zisterdorf	Austria	13	Operational	100%
		165		

- **The installed and under development capacity in renewable energies totalizes more than 646MW.**

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Concessions – Global Vía

	Nº of Concessions	Countries	Key figures
TOLL ROADS	**23** 17 Real toll 8 Shadow toll 1 High-occupancy toll	**6** 13 Spain 2 Portugal 2 Ireland 2 Chile 2 Mexico 2 Costa Rica	**1.500 km. managed**
CITY RAILWAYS	**7**	Spain	**83 km. managed**
AIRPORTS	**2**	**2** 1 Spain 1 Chile	**9 million passengers per year**
HOSPITALS	**2**	Spain	**1.100 beds**
PORTS	**7** 3 commercial 4 seaport	Spain	**1.500.000 m2**

- **41 infrastructure concessions under management with an average life of 31 years**
- **Equity attributable to FCC of 619 M€***
- **Management focused on operative efficiency along with optimization, backlog enhancement and GVI's "Know How"**

*** Includes the value of concessions to transfer from FCC to GVI at 31-12-09**

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3

Conclusion

3.1 *Strategic objectives*

3.2 *2010 Priorities*

Mr. Baldomero Falcones
Executive Chairman and CEO

Strategic objectives

- **At a global level, focus on quick-growth areas**

  - Environmental Services
  - Water Management
  - Infrastructure
  - Energy

- **Maintain world wide expansion process**

  - Services: expansion through core products in neighbor markets – buy & build
  - Infrastructure: focus in a reduced number of markets

- **Active assets portfolio management to maximize shareholders value**

- **Increase organizational efficiency**

  - Purchase management, cost optimization and information systems
  - Stringent Human Resource management, talent management and goal-management implementation
  - Take advantage of synergies between business lines

- **Corporate Social Responsibility (CSR)**

  - Corporate governance and CSR integrated management
  - In-house social dimension and external reputation
  - Responsible communication/ enhance and unify FCC's trademark

Services for Citizens

2010 Priorities

- **To beat 2009 results**
  - Revenues
  - EBITDA
  - Net profit
- **Strict management of balance sheet and cash generation**
  - Reduction of debt
  - Rigorous working capital management
  - Efficiency and cost saving (purchases and structure)
- **Reinforce our leadership**
  - Raise market share with improved profitability
  - Increase presence in international markets
- **Shareholder value commitment**
  - Active management of asset portfolio
  - Sustained Pay-out

Constitute 2010 as year of the cycle change

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We help create eco-efficient communities

Thank you

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