FCC

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

Finance Department
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Services for Citizens

Introduction

1

Mr. Baldomero Falcones
Executive Chairman and CEO

Services for Citizens

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.

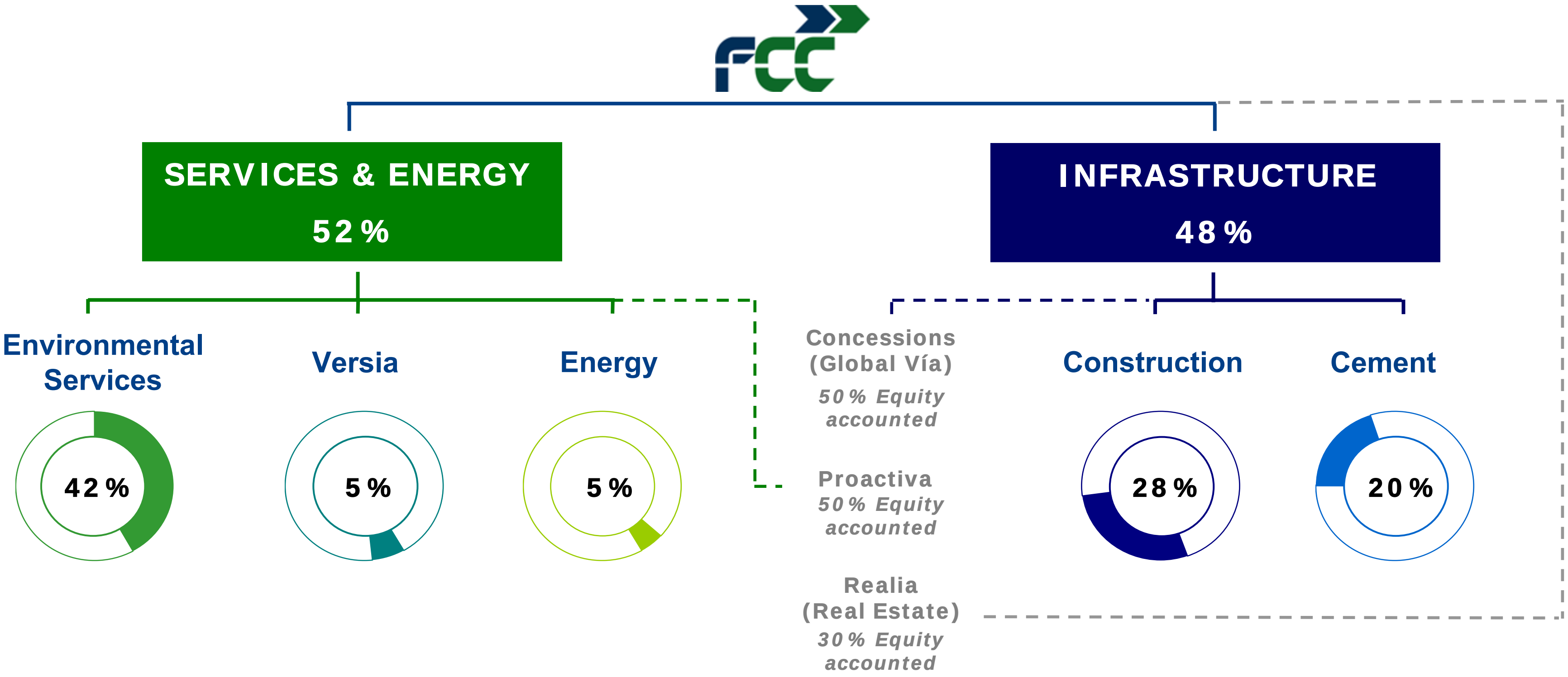
Key figures

	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.**

Servicios Ciudadanos

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.**

Services for Citizens

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**

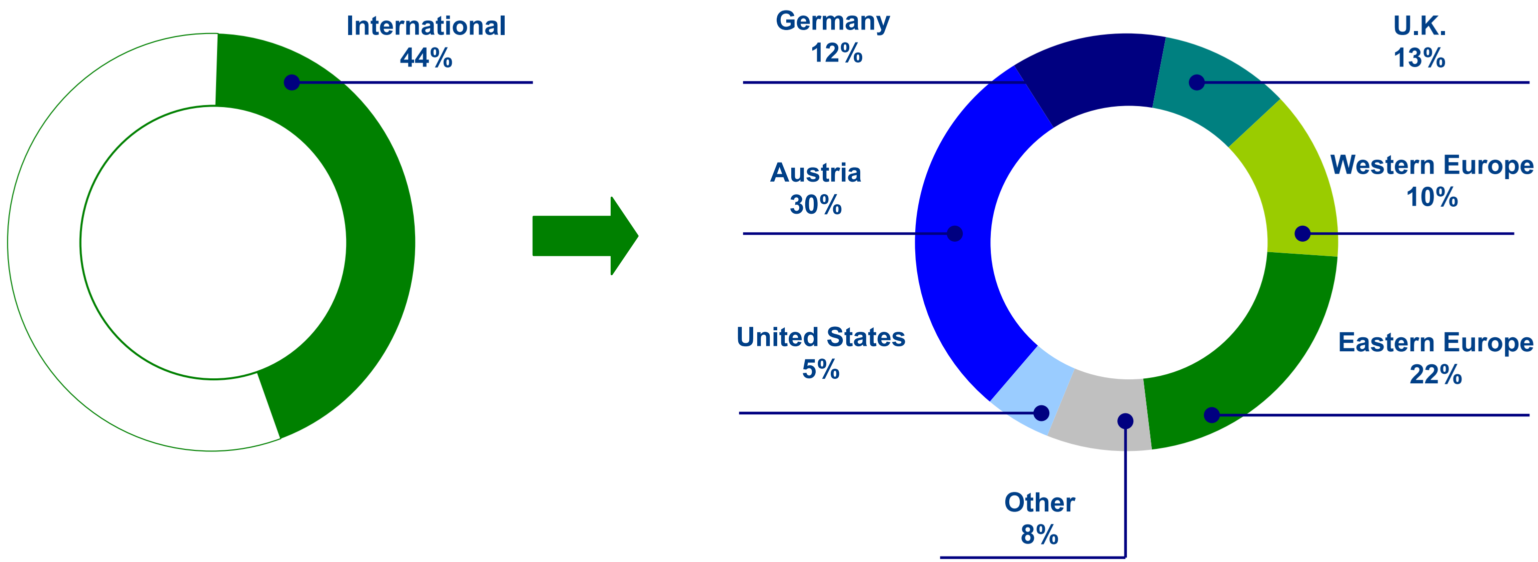
- **FCC's position in infrastructure is a leading one, with a high operating profitability and high quality niche markets (civil engineering-important clients, vertical integration in cement)**

Services for Citizens

A more balanced business model

Consolidated international position

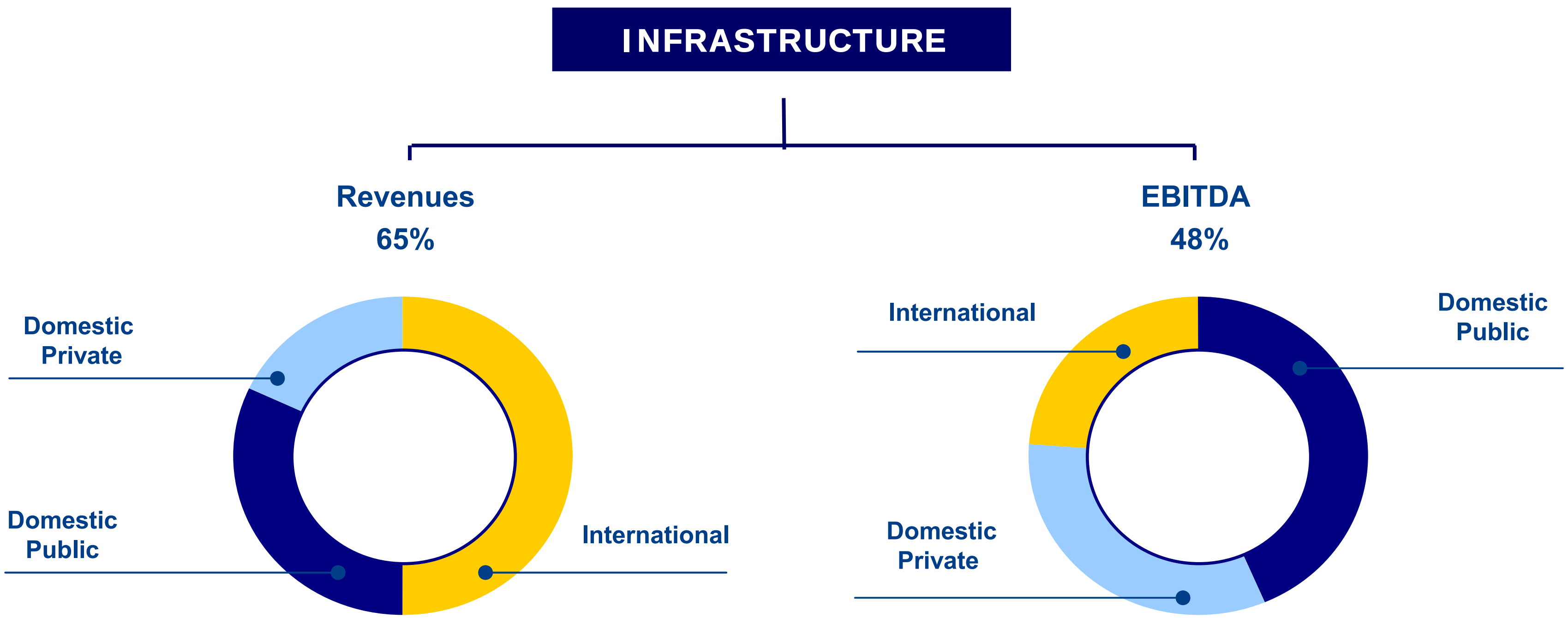
Geographical revenues breakdown



- 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



- **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€)

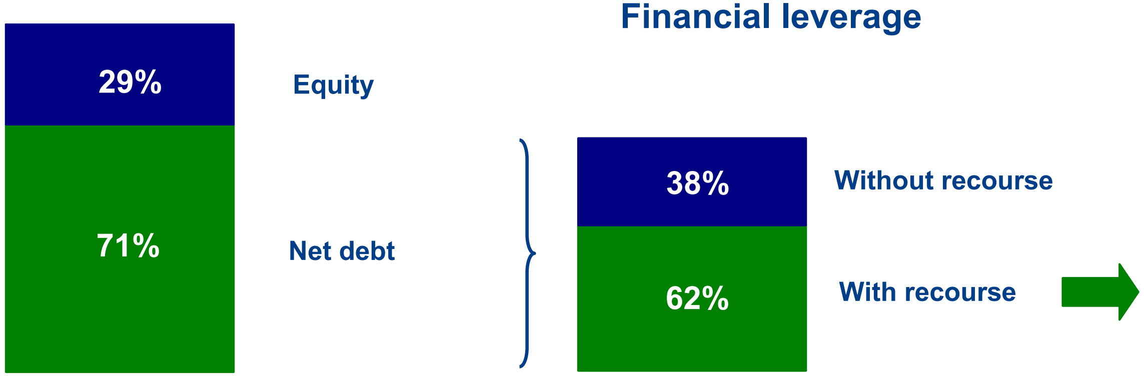
Earnings visibility

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

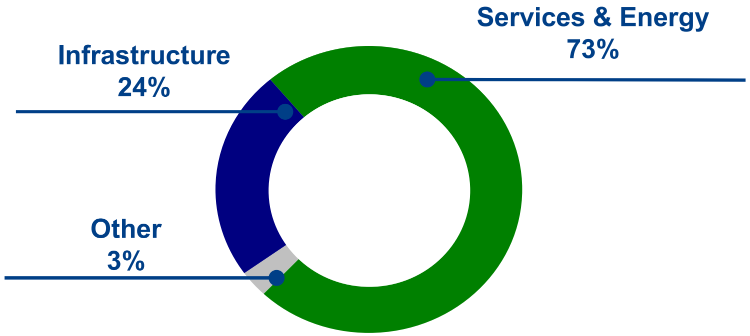
Financial leverage



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

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

Debt structure

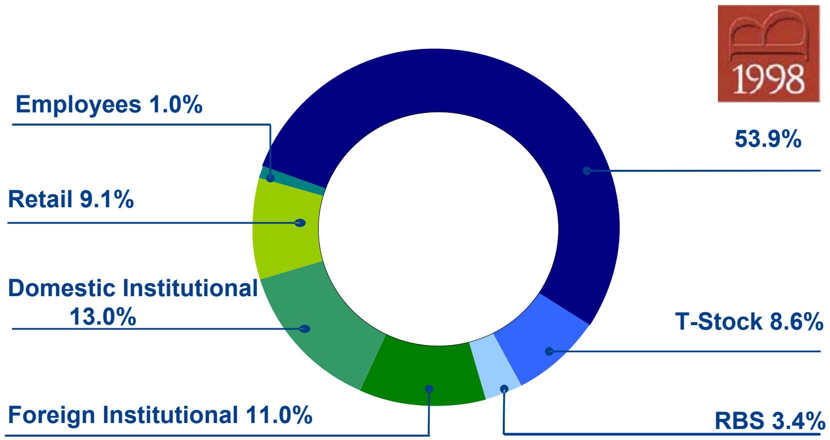


- Lower recourse debt, 10.3% less as of december 2009
- Debt structure is in line with cash-flow visibility
- Strong liquidity position with over 2 billion € in available credit lines

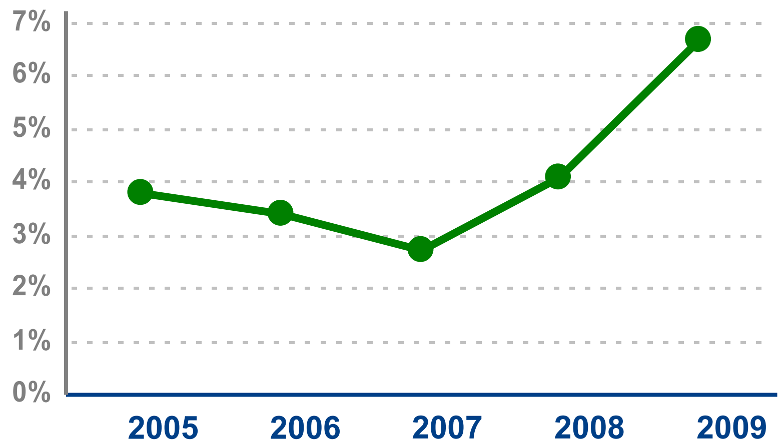
* Net Debt and EBITDA, both with recourse

Solid shareholding and remuneration policy

Shareholding structure



Dividend yield*



Pay-Out:

2005	2006	2007	2008	2009
46%	50%	50%	59%	59%

- 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

Services for Citizens

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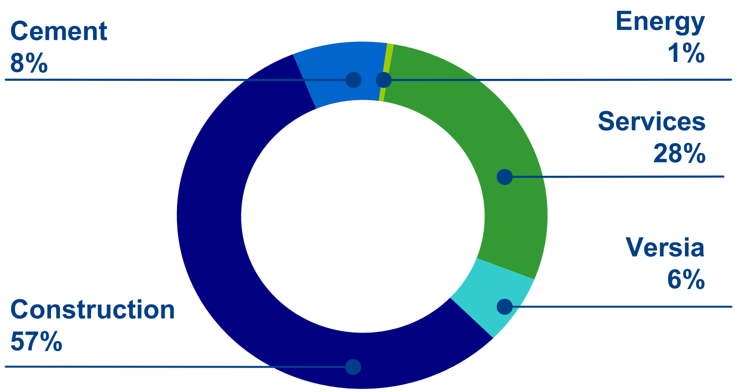
2009 Results

D. Victor Pastor
Chief Financial Officer

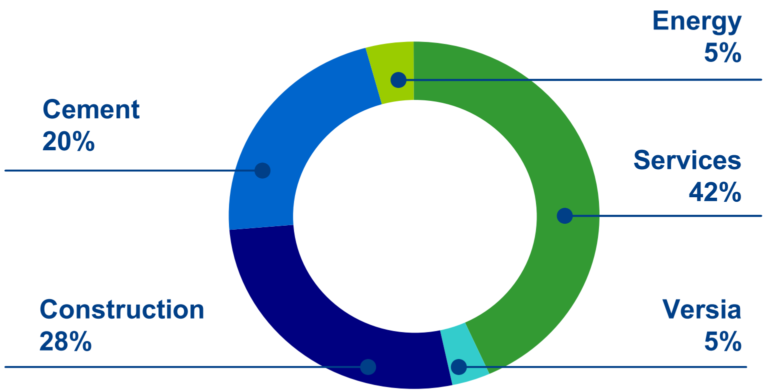
Revenues and EBITDA

	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%

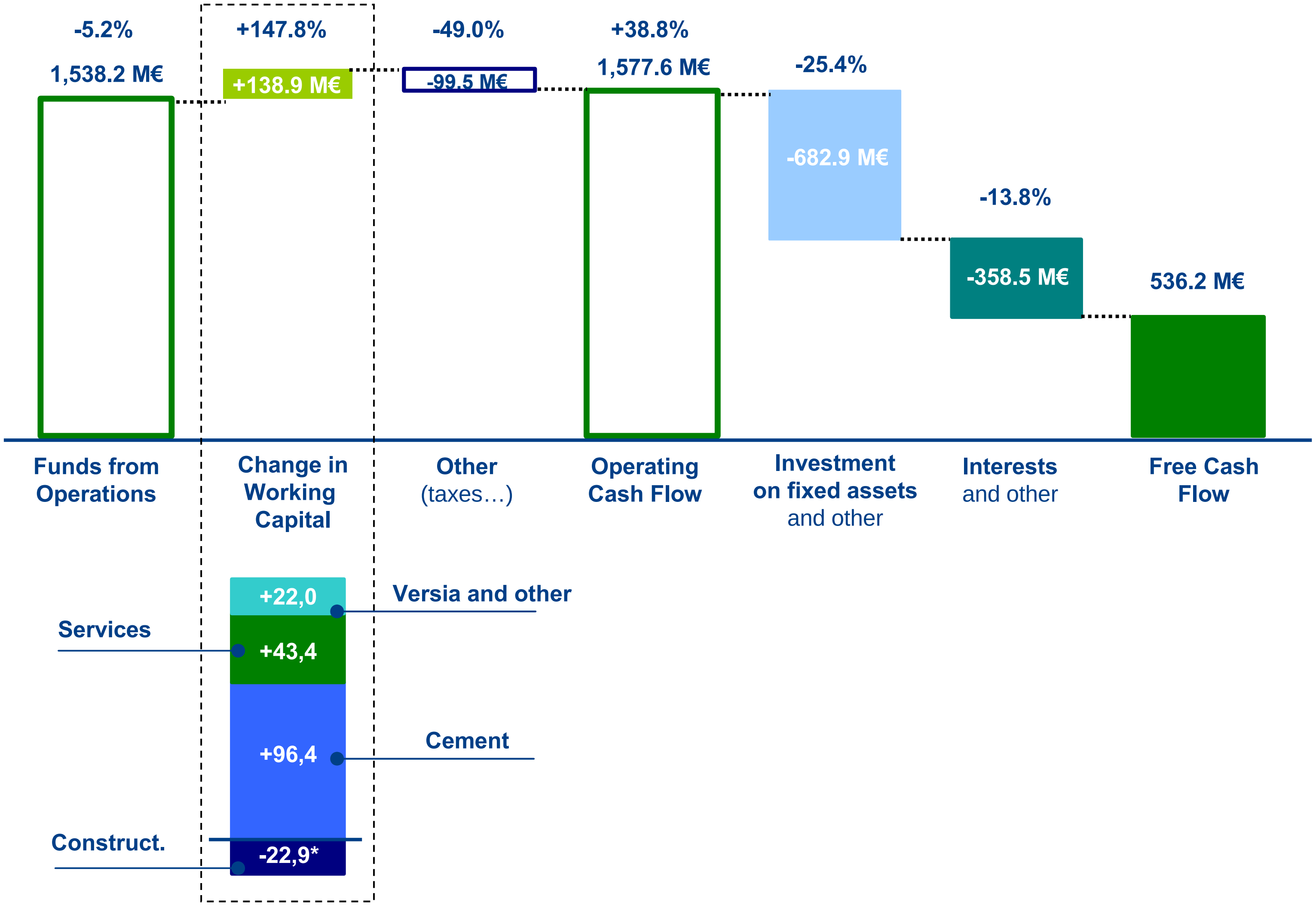
Revenue by business area



EBITDA by business area

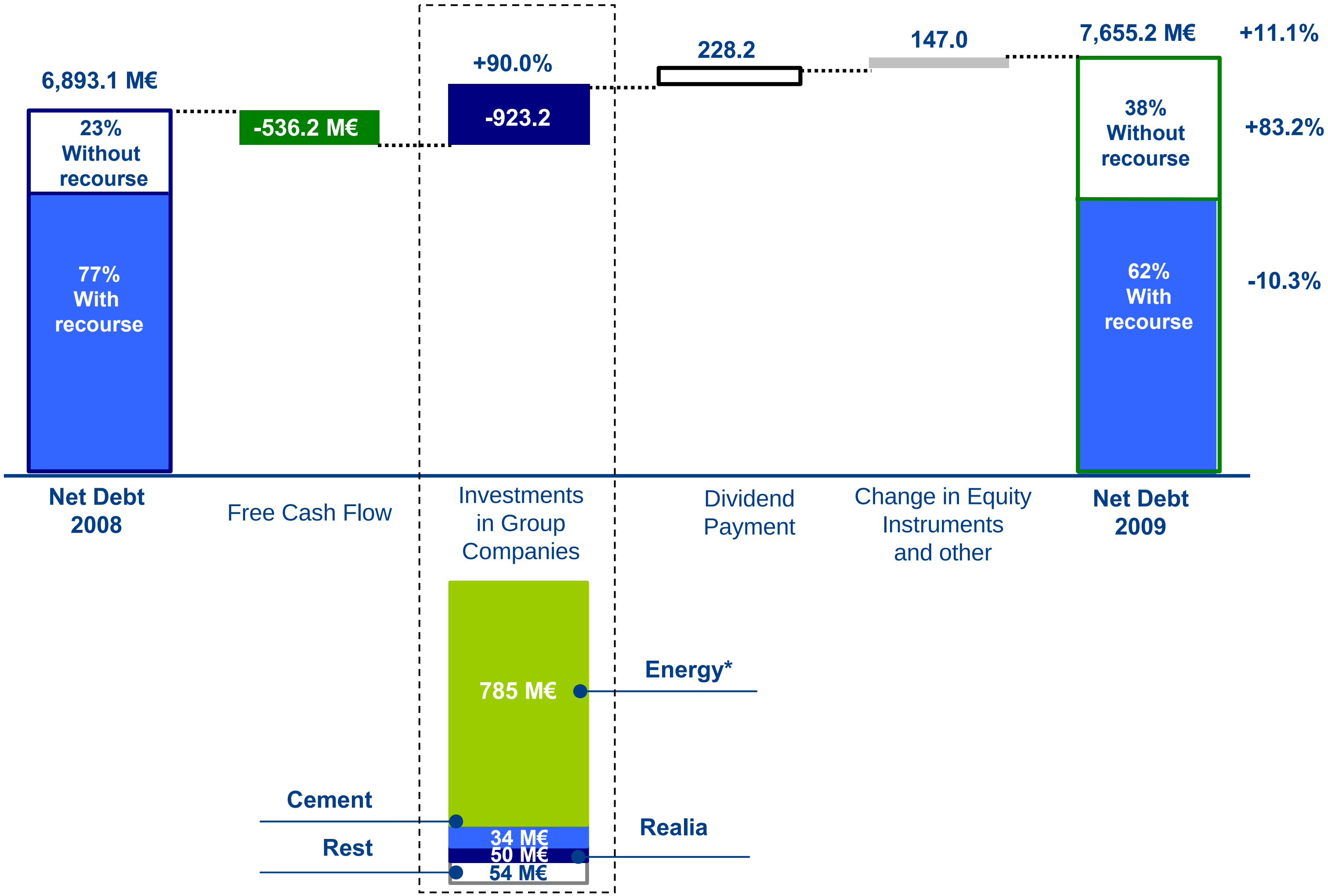


Cash Flow generation



*Afigesa cease effect adjusted

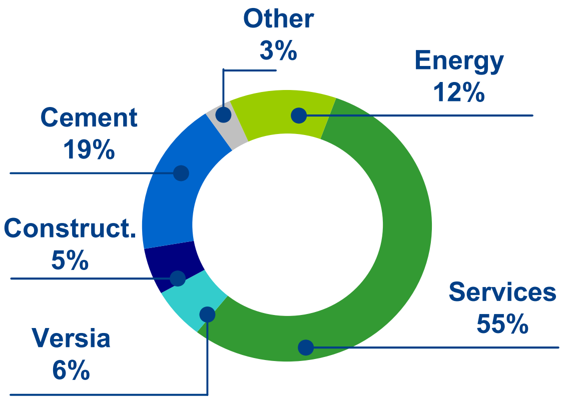
Debt change



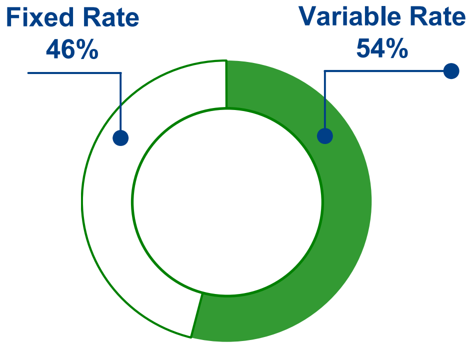
*Debt from incorporation of wind energy group Olivento for 569 M€ in 2009 included

Debt structure and maturity

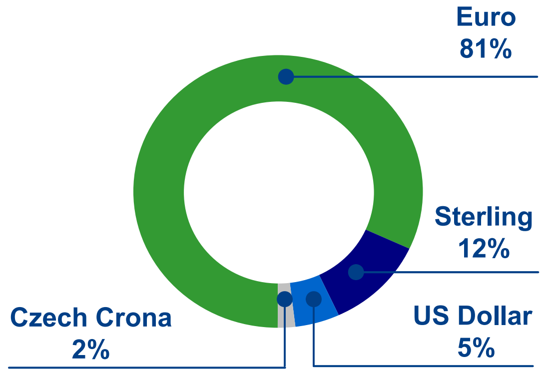
By business area

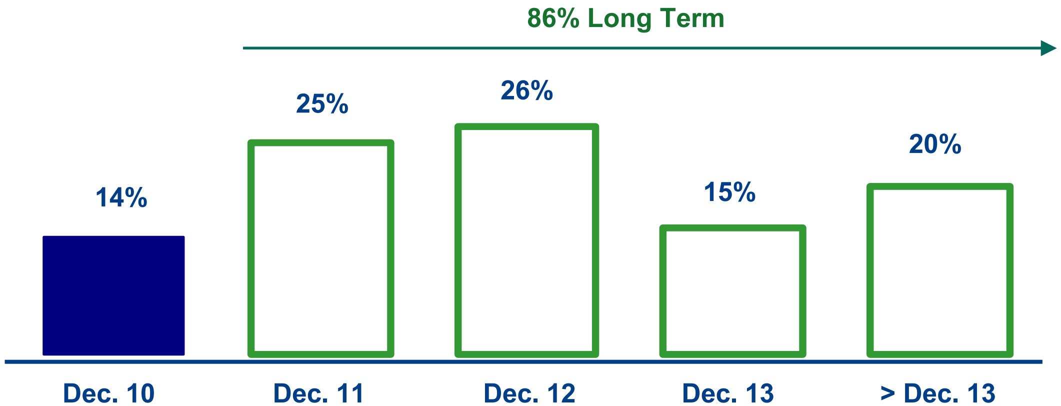


Hedging



By currency



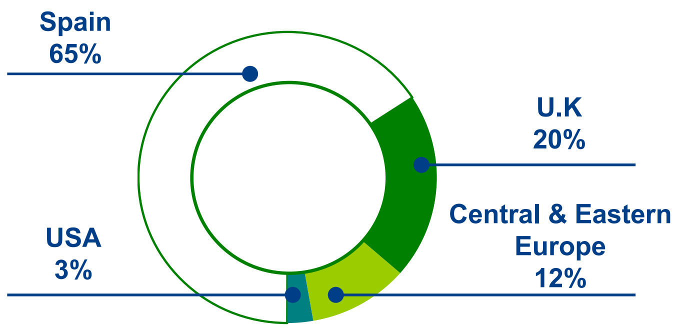


Environmental Services

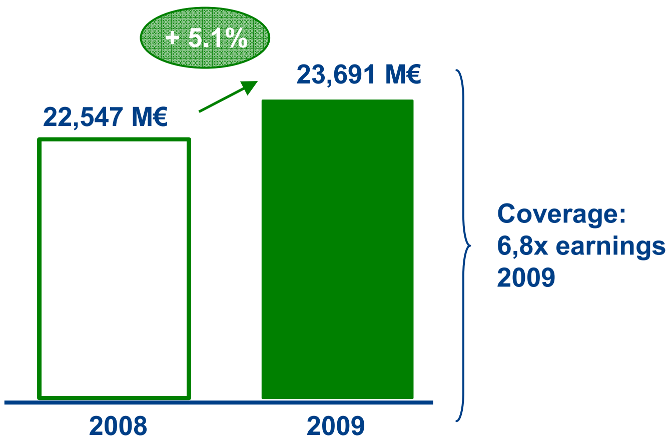
Revenues by activity

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



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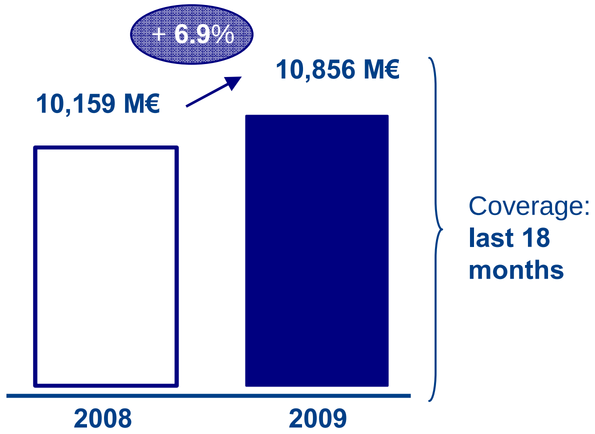
Construction

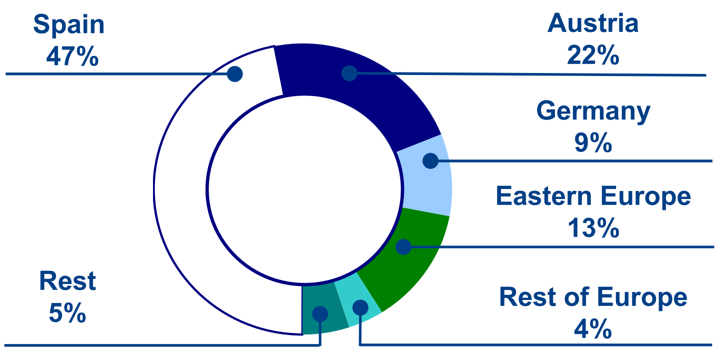
Revenues by activity

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

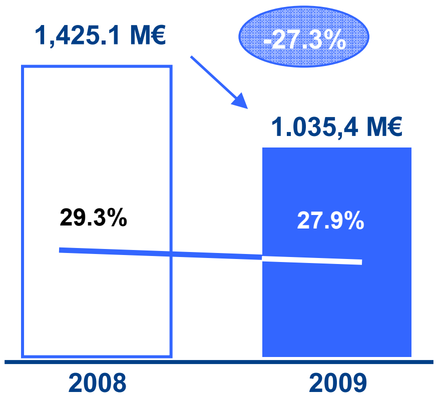


Geographical revenues breakdown

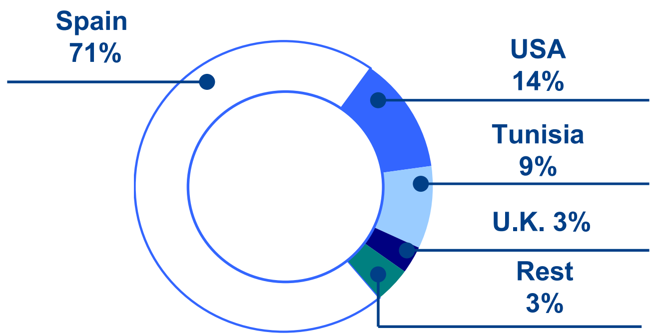


Cement

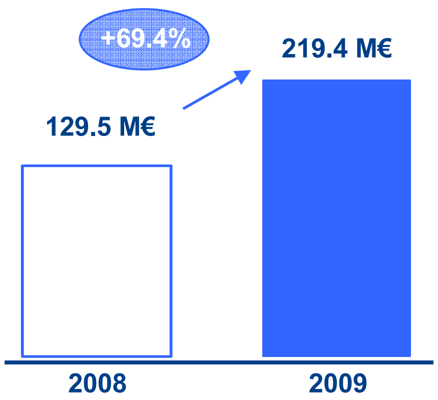
Revenues & EBITDA margin



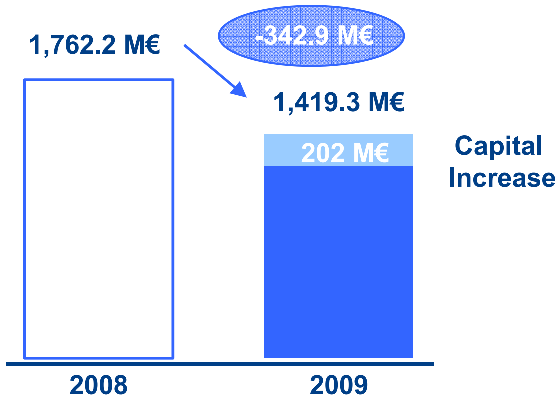
Geographical revenue breakdown



Free Cash Flow*



Net Debt



*Before net investment in group companies

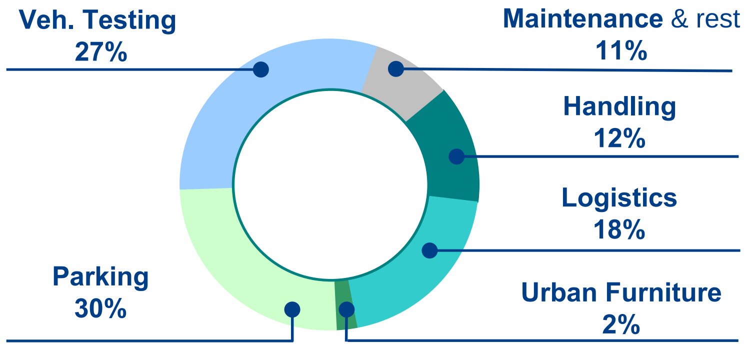
Services for Citizens

Versia

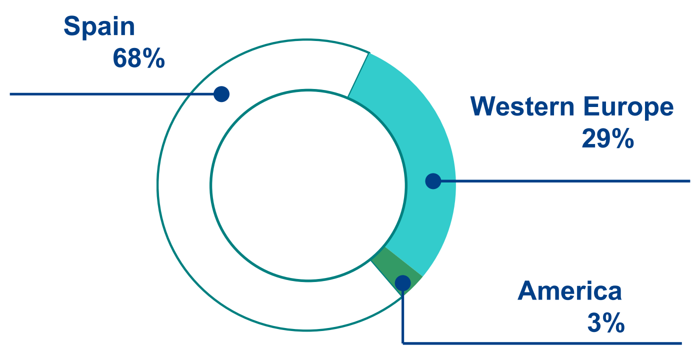
Revenues by activity

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



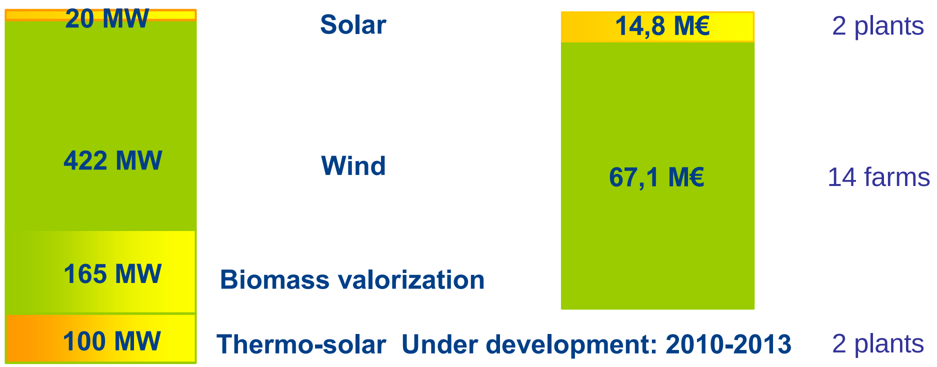
Geographical revenues breakdown



Energy

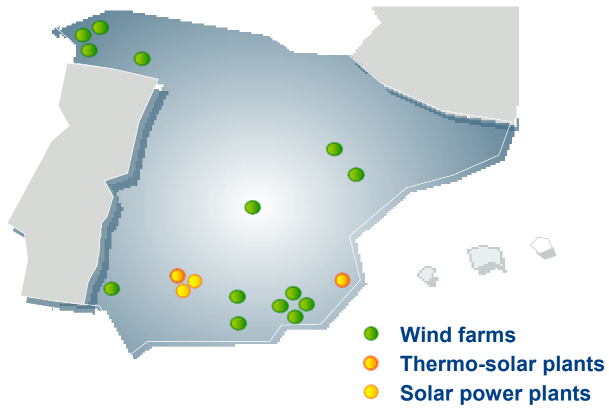
Wind & Solar

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.**

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

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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for Citizens

We help create eco-efficient communities

Thank you

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