



RESULTS
2008

26 de febrero de 2009



RESULTS

2008



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RESULTS
20
08

26 de febrero de 2009

Mr Baldomero Falcones
Executive Chairman
and CEO

1. 2008 Results: Key figures

2. Strategic strength

Businesses for the future

Sound markets

Leader in markets and businesses

3. Proprietary cash flow

4. Financial strength

5. Committed shareholding

6. Attractive valuation

7. Corporate responsibility

1. 2008 Results: Accounting methods



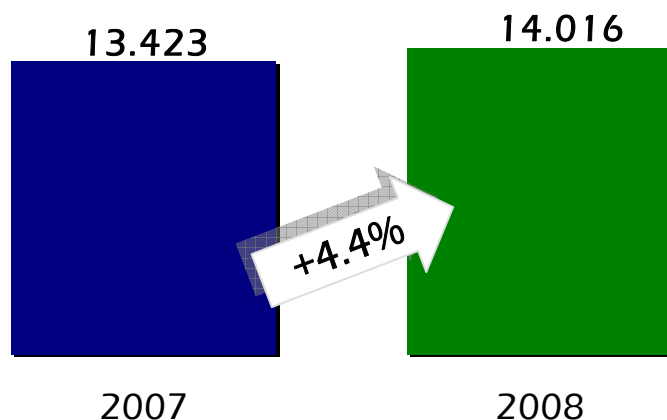
RESULTS
2008

- In 2008, among the allowed alternative approaches under IAS 31 for the recognition of interests in joint ventures, FCC adopted the equity method of accounting for recognising jointly controlled entities, whereas it had used proportionate consolidation until 2007. For that reason, in compliance with the provisions of IAS 8, FCC restated the 2007 financial statements which are presented for comparison with the accompanying consolidated financial statements; therefore, they differ from the 2007 financial statements approved by the Shareholders' Meeting.
- Realia was fully consolidated in 2008 and in the period June-December 2007 after it was floated in June 2007. FCC's 49.16% stake was equity-accounted in the period January-May 2007.

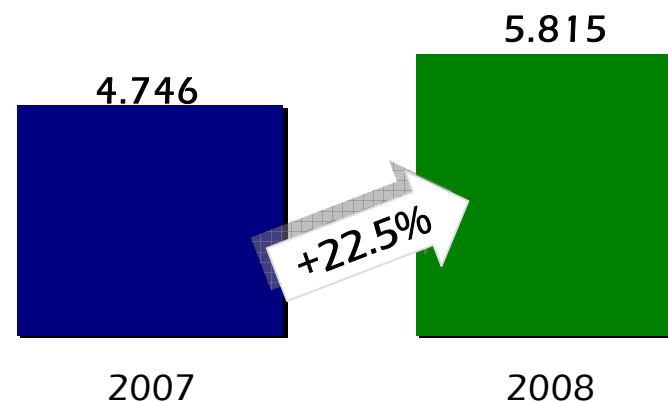
Also, at 2008 year-end, FCC commenced joint management of Realia. As a result, at year-end Realia is recognised on the balance sheet as an equity-accounted investment.

1. 2008 Results: Key figures

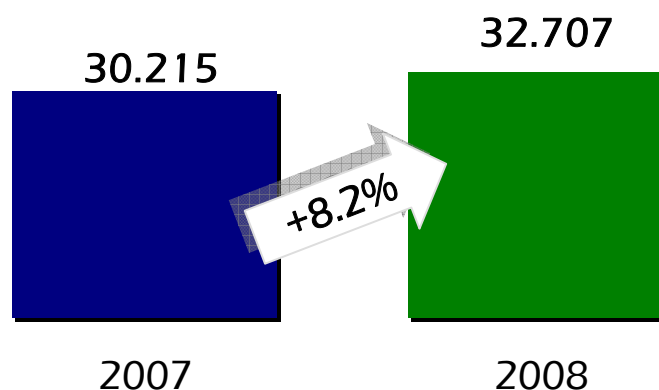
Revenues



International revenues

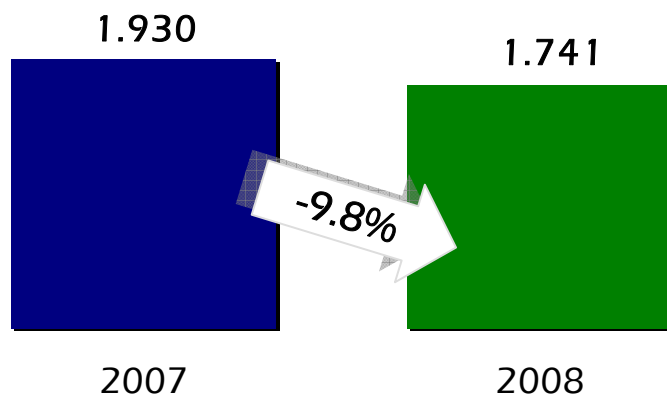


Backlog

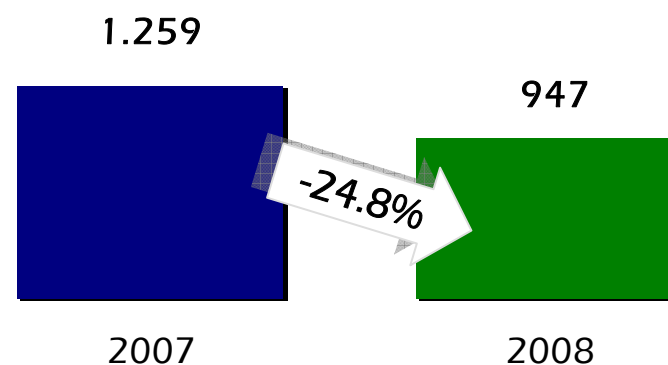


1. 2008 Results: Key figures

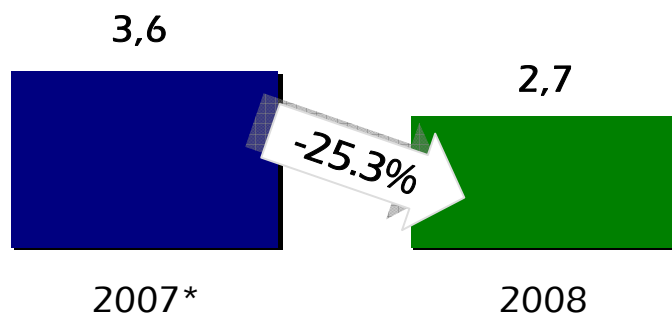
EBITDA



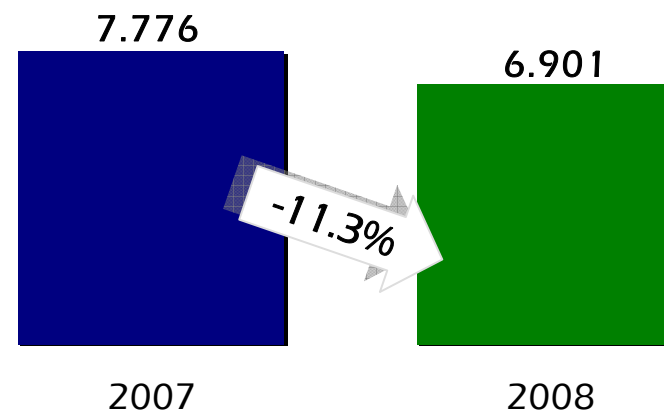
EBIT



EPS



Net debt



* Excludes gain on the sale of Realia

1. 2008 Results: Key figures



RESULTS
2008

		2008	2007	Change
Growth	Revenues	14,016	13,423	+4.4%
	EBITDA	1,741	1,930	-9.8%
	Net income	337	465	-27.5%
Returns	EBITDA margin	12,4%	14,4%	
Cash flow	Operating cash flow	1,105	1,252	
Solidity	Total net debt	6,901	7,776	-11.3%
Future	Backlog	32,706	30,510	+8.2%

2. Strategic strength: Businesses for the future

Infrastructure



Construction
Concessions
Cement



Global investment envisaged for transport infrastructure of 53 trillion euro*

Euroconstruct expects civil engineering projects in Eastern Europe will expand over 30% in 09-10

*Source: OECD, Global Infrastructure to 2030, 29/04/08

Services



Environment, Spain
Environment, International
Water
Industrial waste
Versia



In 2020, waste will grow 35% with respect to 2000 figures

The EU objective is to increase recycling and reuse/EfW by 20% in 2010 (with respect to 2000 levels)

Source: EU Directive on Waste, April 2006

Renewable Energy



Wind
Solar
Waste



In 2020, 20% of EU energy will come from renewable sources, vs. 12% forecast for Spain in 2010*

*Source: EU Directive and National Renewable Energy Plan

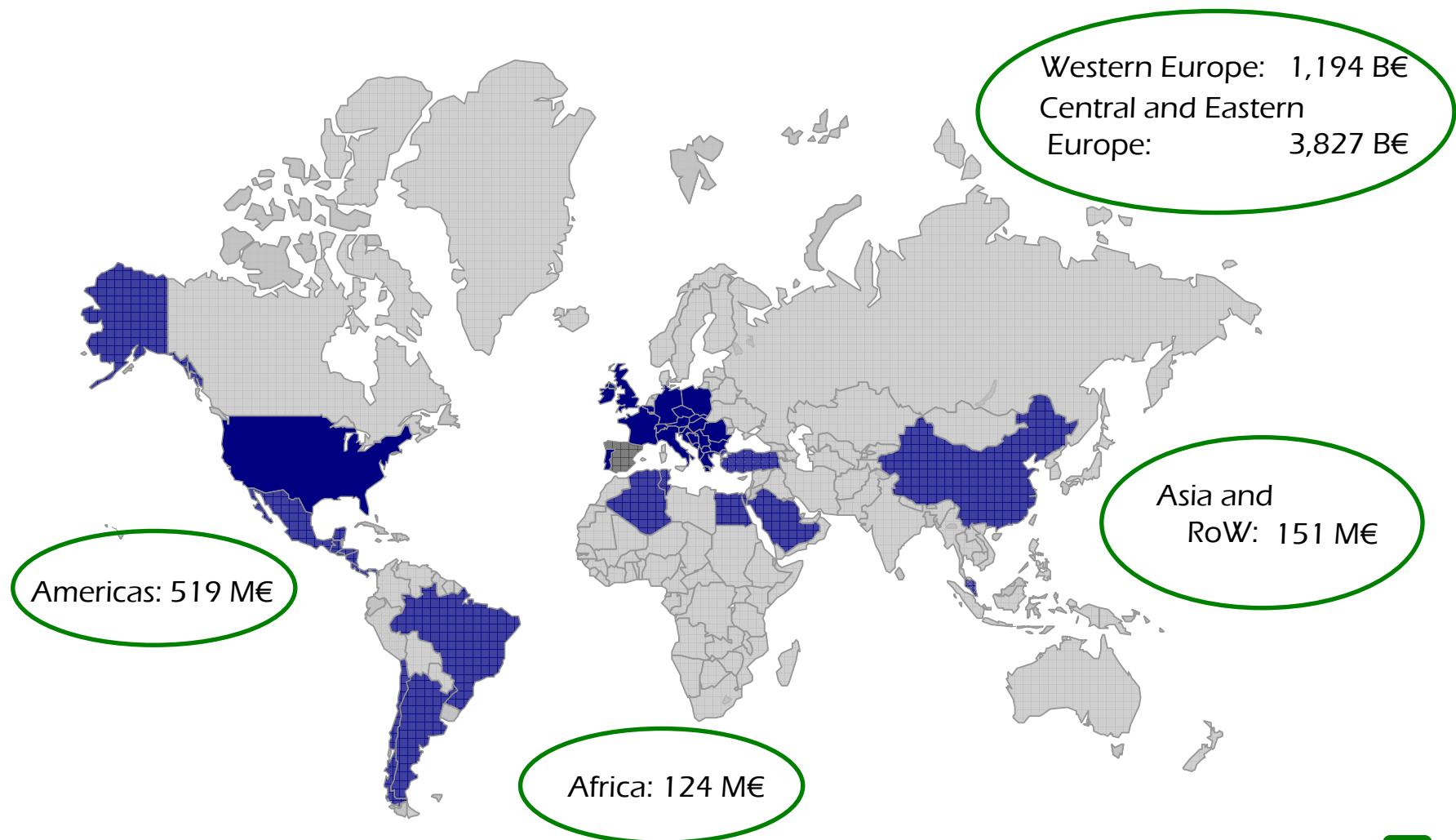
- FCC is involved in recurring businesses with strong growth potential

2. Strategic strength:

Sound markets – International Presence

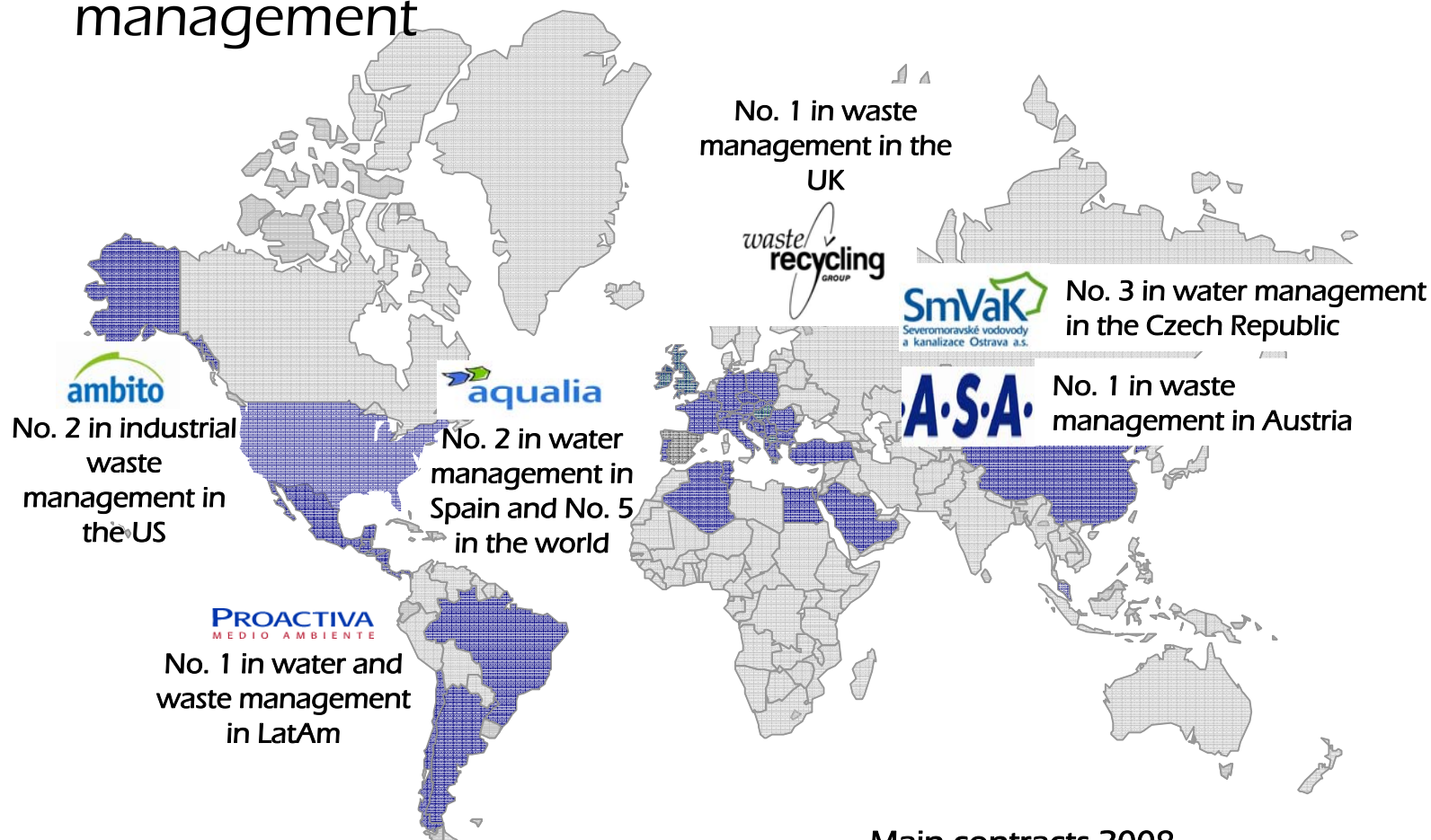
- Solid platforms for international growth

REVENUES BY REGION (08)



2. Strategic strength: Sound markets

- One of world's leading companies in water and waste management



No. 1 in water and waste management in Spain

Main contracts 2008

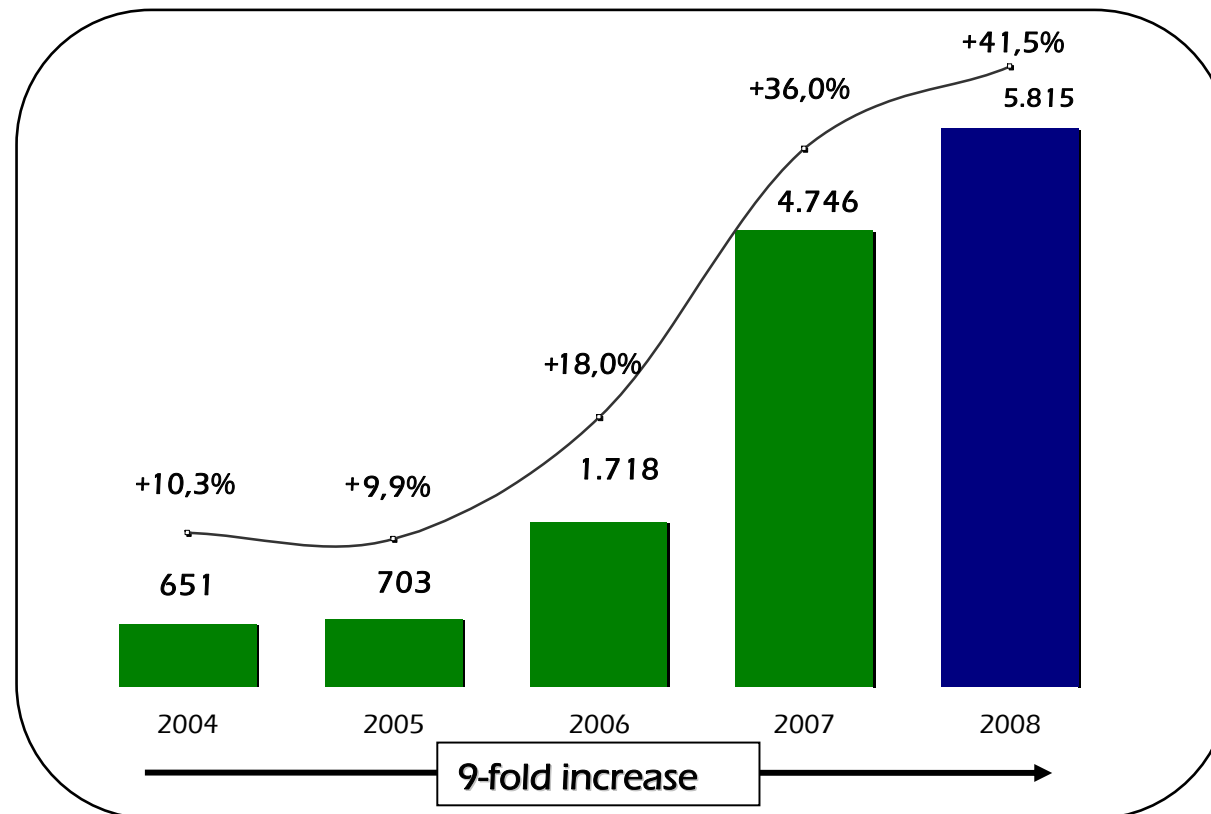
- Urban sanitation in Barcelona (798M€)
- Waste management in Madrid (694M€)
- Street cleaning in Zaragoza (736M€)
- Waste management in Valencia (217M€)

2. Strategic strength:

Sound markets – International Expansion

➤ International revenues:

- Up 23%
- Close to 6 billion euro
- Represents 42% of the Group's revenues



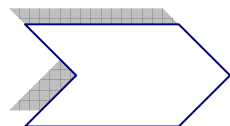
2. Strategic strength:

Leader in markets and businesses



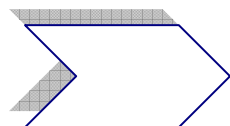
RESULTS
2008

WASTE
MANAGEMENT



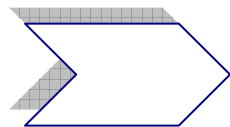
Leader in Spain
Leader in the UK
3rd in Europe

WATER
MANAGEMENT



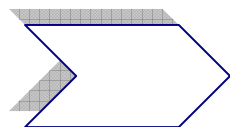
2nd in Spain
5th in the world

INDUSTRIAL WASTE
MANAGEMENT



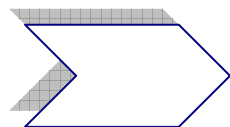
Leader in Spain
2nd in the US

CONSTRUCTION



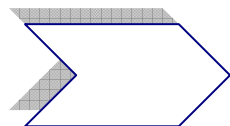
1st Spanish contractor
2nd in Austria
3rd in Eastern Europe

TOLL ROAD
MANAGEMENT



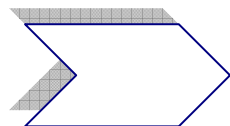
5th in the world

CEMENT
PRODUCTION



Leader in Spain

RENEWABLE
ENERGY



6th wind producer in Spain

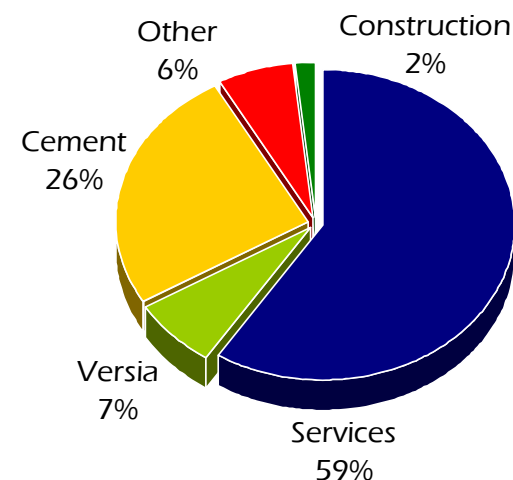
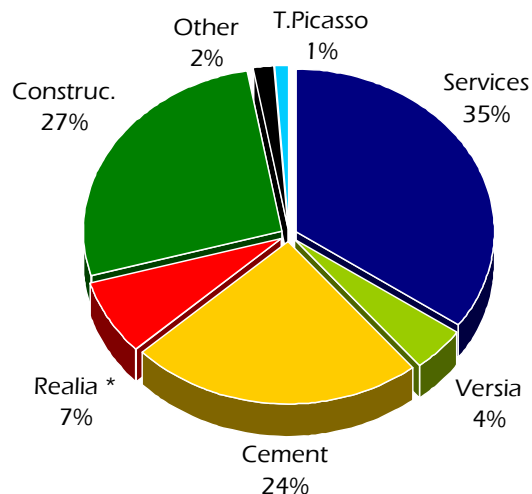
2. Strategic strength:

Leader in markets and businesses

EBITDA (1,741M€)

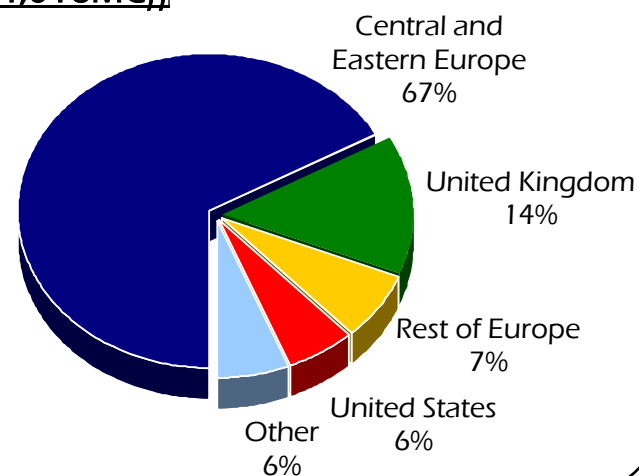
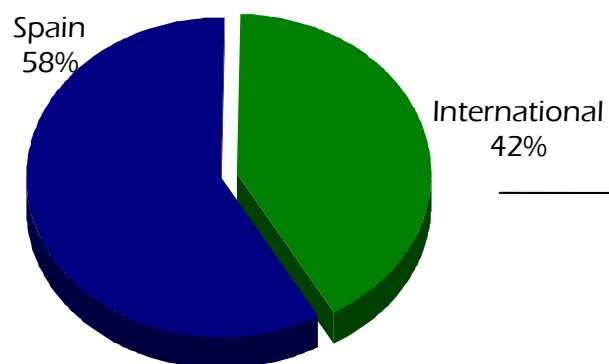
BY BUSINESS

NET DEBT (6,901 M€)



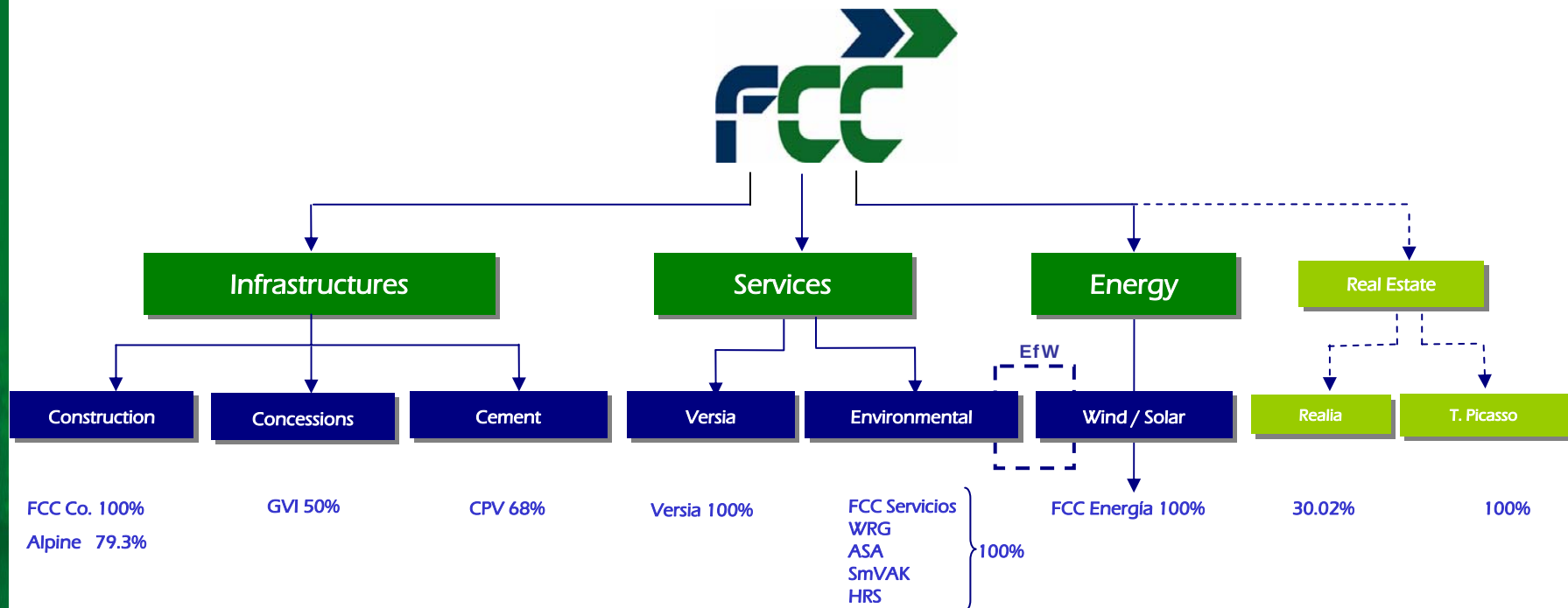
* Equity-accounted from 2009 onwards

BY MARKET (Revenues 14,016M€)



3. Proprietary Cash Flow

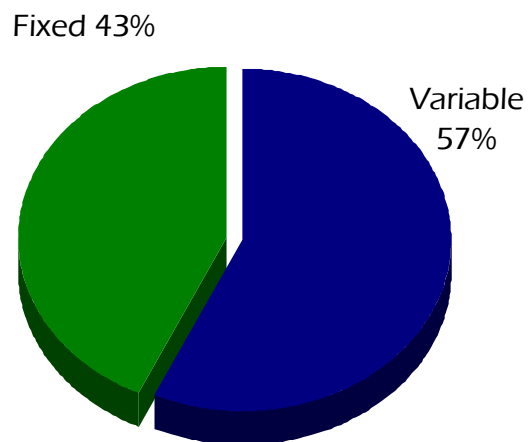
- Full control of cash flow in key areas
 - Full control over management and cash flow in businesses where FCC has long experience and leadership
 - Qualified human resources with know-how and own technology
 - Co-managed businesses and affiliates ➡ equity-accounted



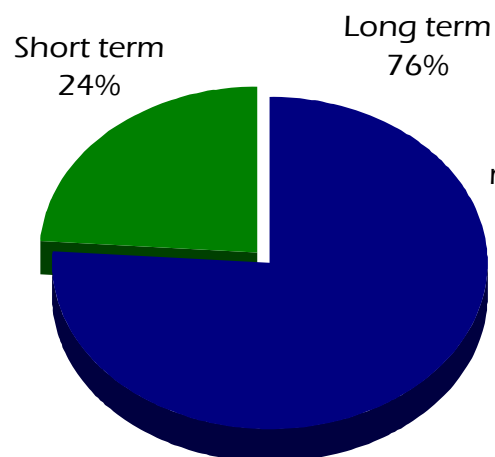
4. Financial strength

- Solid balance sheet
 - Net debt/EBITDA = 3.68x*
 - Leverage = 62.4%
- 100% of the debt assigned to cash-generative activities
- Strong financial structure

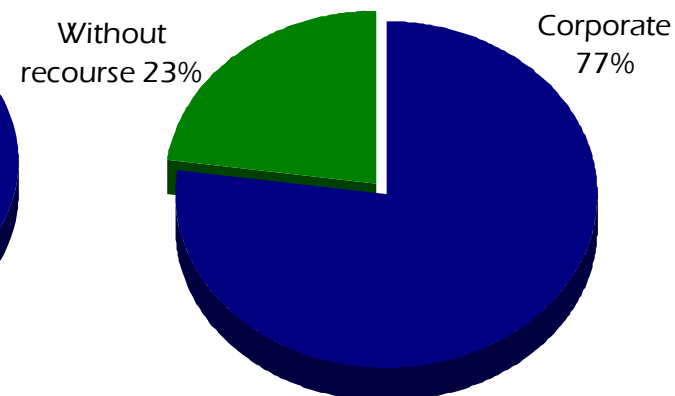
By type



By term



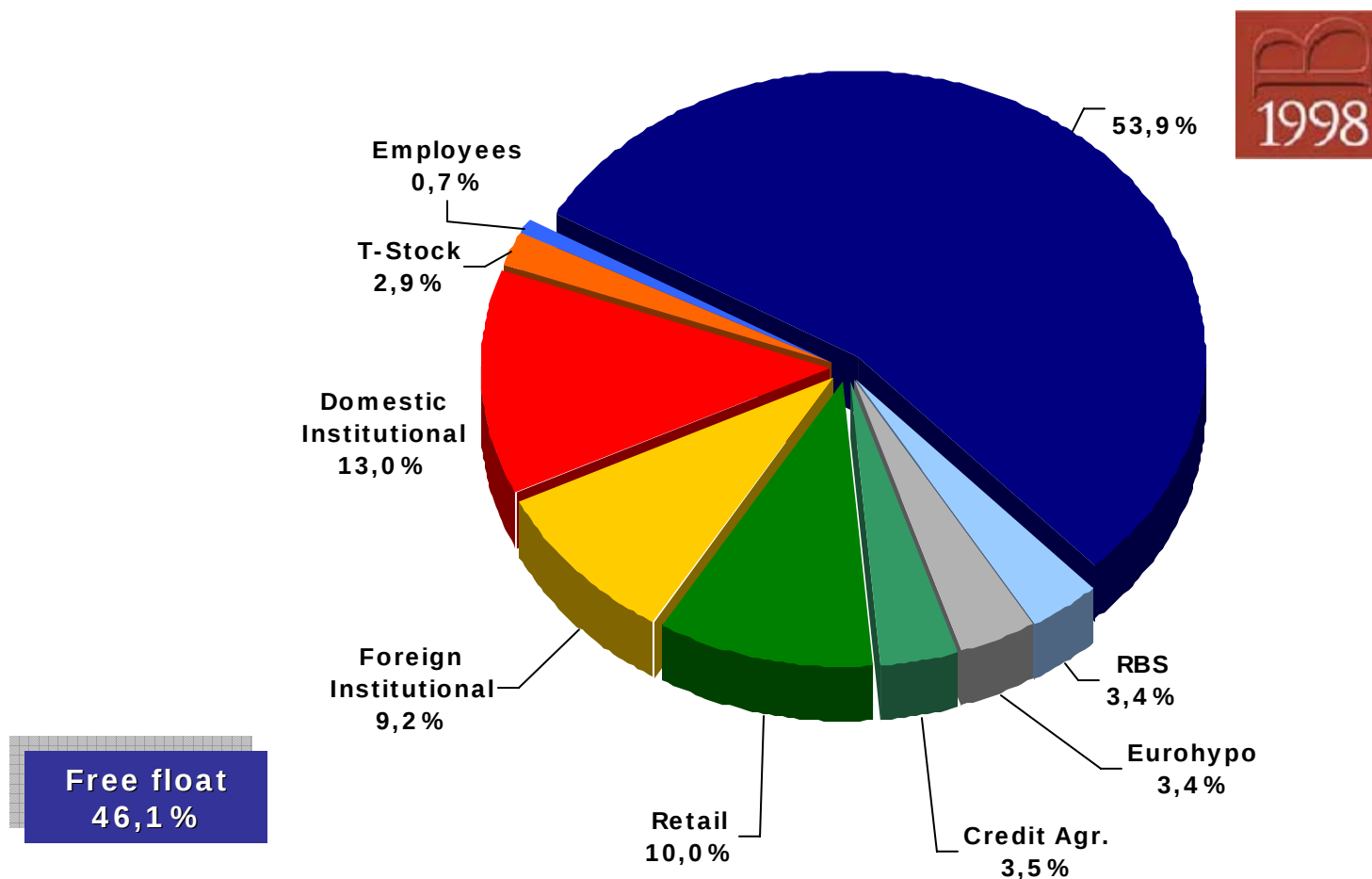
By recourse



* Corporate Debt and Ebitda

5. Committed shareholding

SHAREHOLDER STRUCTURE (Feb. 09)



B 1998 is 83.92% controlled by E. Koplowitz and 16.07% by minority shareholders

6. Attractive valuation

➤ Share ratios*:

- Price-to-book = 1.0
- P/E = 7.6
- EV/EBITDA = 5.4

➤ Generous dividend policy

- High dividend yield: 7.8%*
- Maintenance of payout on ordinary net income

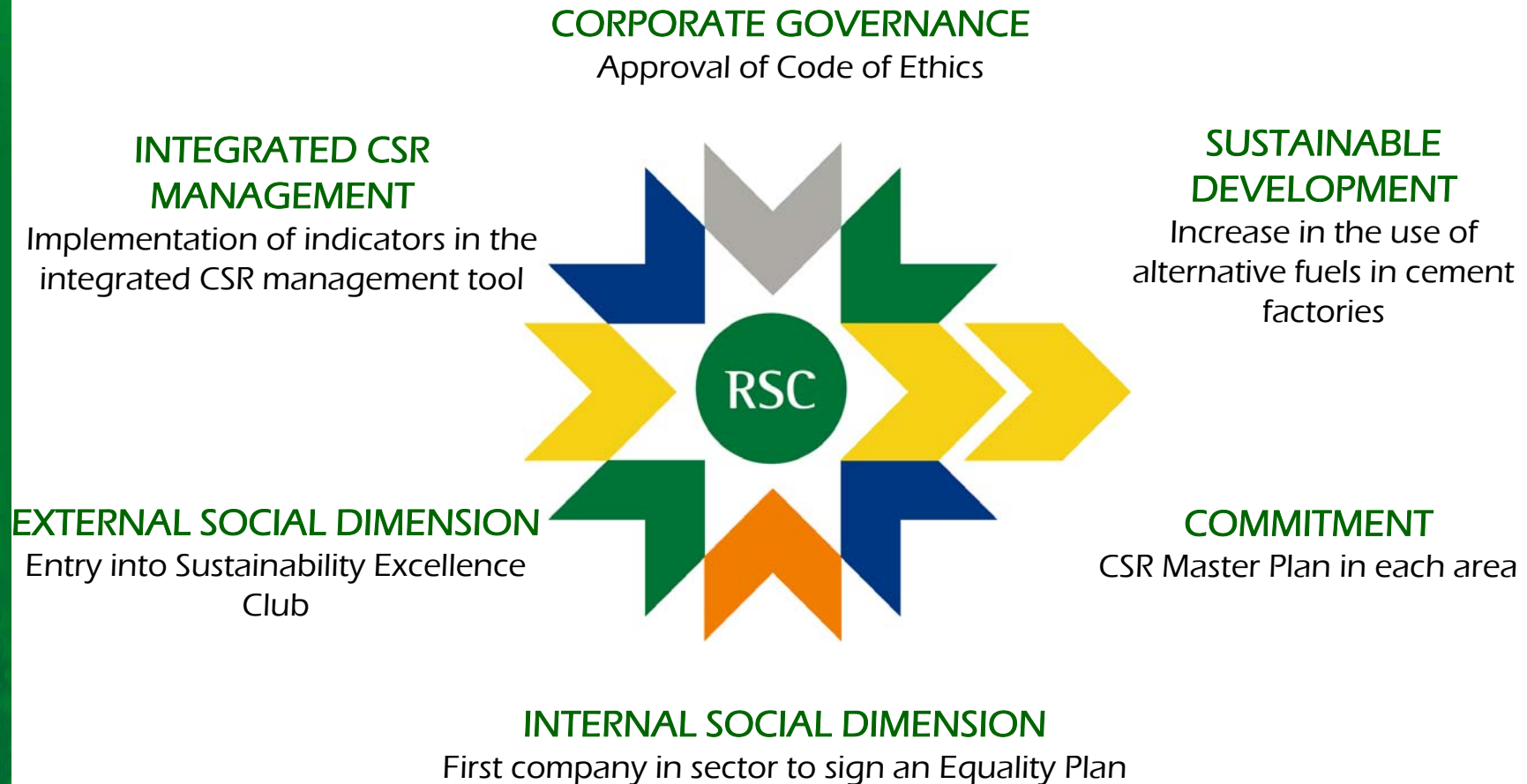


➤ Price-to-book ratio is at its lowest, clearly under 2.3 average since FCC Group was born (1991)

**Based on a share price of €20.15/share (24/02/09)*

7. Corporate Responsibility

NOTEWORTHY ACTIONS IN 2008



- FCC is part of the Dow Jones Sustainability Index (DJSI)



PRESENTACION
DE RESULTADOS

20
08

26 de febrero de 2009

Mr Victor Pastor
Chief Financial Officer

2008 Results



RESULTS
2008

1. 2008 Income Statement
2. Cash flow
3. Capital expenditure
4. Finance
5. Business areas

1. 2008 Income statement



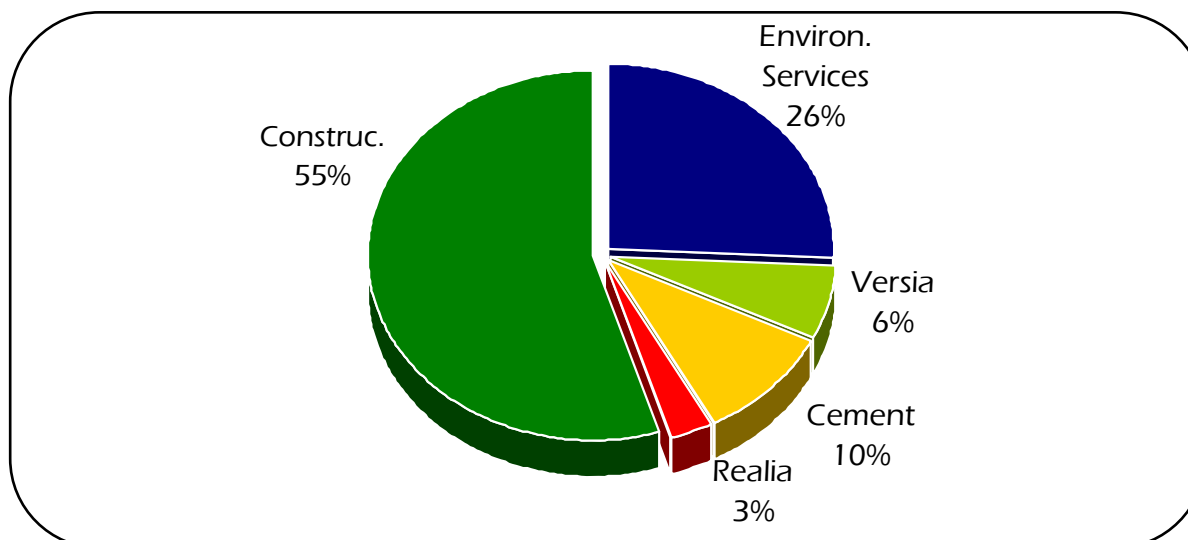
RESULTS
2008

	2008	2007	Change
Net sales	14,016.3	13,423.2	+4.4%
EBITDA	1,740.8	1,929.9	-9.8%
<i>Margin</i>	<i>12.4%</i>	<i>14.4%</i>	
Depreciation and amortisation	-724.0	-684.1	+5.8%
Operating provisions	-70.3	13.4	N/A
EBIT	946.5	1,259.2	-24.8%
<i>Margin</i>	<i>6.8%</i>	<i>9.4%</i>	
Financial income	-484.6	-389.5	+24.4%
Equity-accounted affiliates	12.6	63.0	-80.0%
Other operating income	15.8	319.6	-95.1%
Earnings before taxes (EBT)	490.3	1,252.3	-60.8%
Corporate income tax expense	-94.3	-332.2	-71.6%
Minority interest	-58.9	-182.2	-67.7%
Income attributable to equity holders of parent	337.2	737.9	-54.3%
Recurring EPS	3.62	2.71	-25.3%

1. 2008 Income statement

REVENUES BY BUSINESS AREA

	2008	2007	Change
Construction	7,744.0	6,922.2	+11.9%
Environmental services	3,633.3	3,464.7	+4.9%
Versia	897.4	923.2	-2.8%
Cement	1,425.1	1,790.8	-20.4%
Realia	402.3	472.4	-14.8%
Others*	-85.8	-150.1	-42.8%
Total	14,016.3	13,423.2	+4.4%

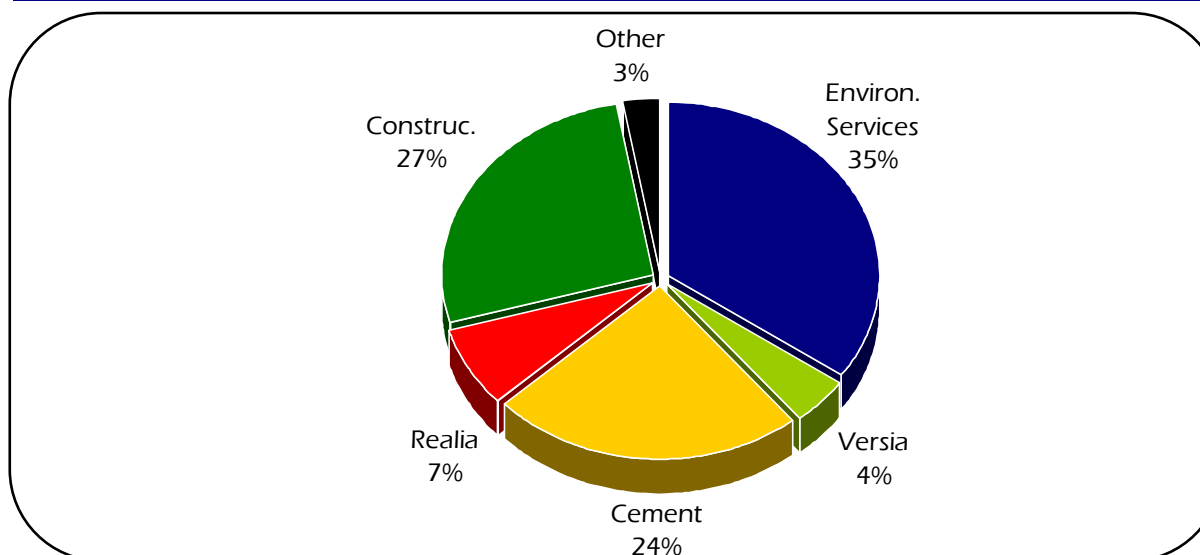


*Others include Torre Picasso and consolidation adjustments

1. 2008 Income statement

EBITDA BY BUSINESS AREA

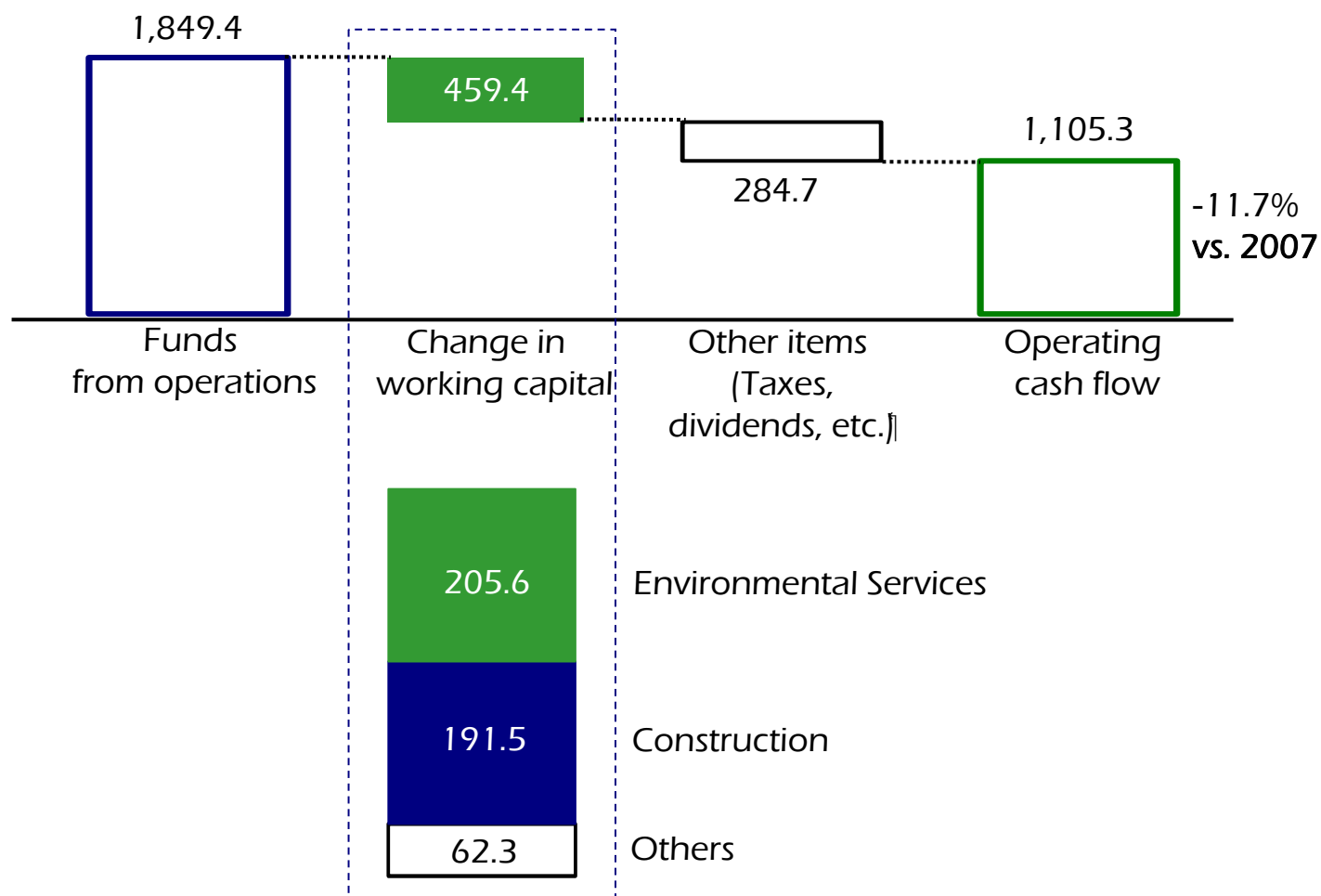
	2008	2007	Change
Construction	463.1	373.8	+23.9%
Environmental services	606.0	660.8	-8.3%
Versia	74.8	91.9	-18.7%
Cement	417.3	581.7	-28.3%
Realia	131.1	210.8	-37.8%
Others*	48.5	10.9	N/A
Total	1,740.8	1,929.9	-9.8%



*Others include Torre Picasso

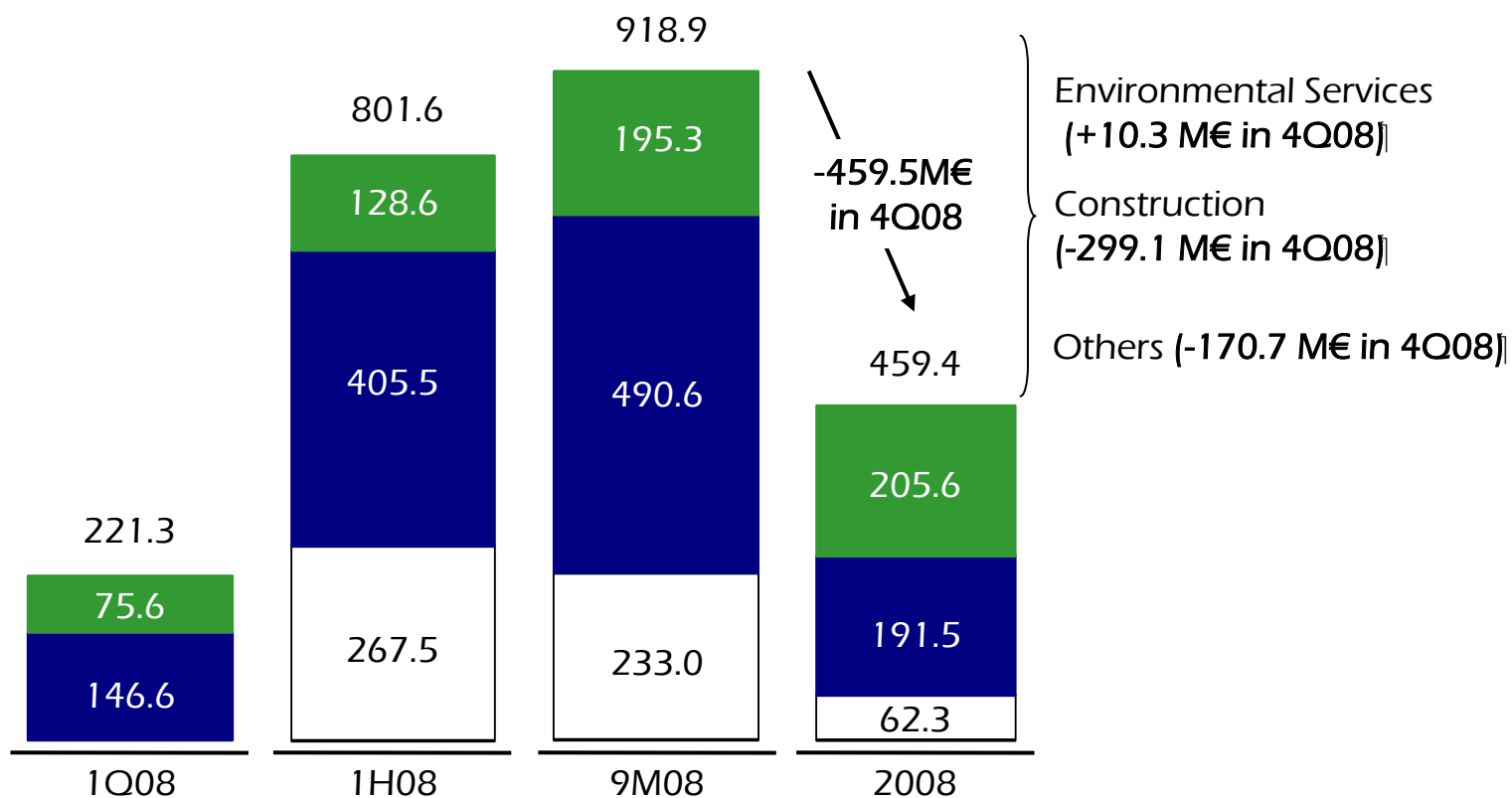
2. Cash flow

2008 OPERATING CASH FLOW (M€)



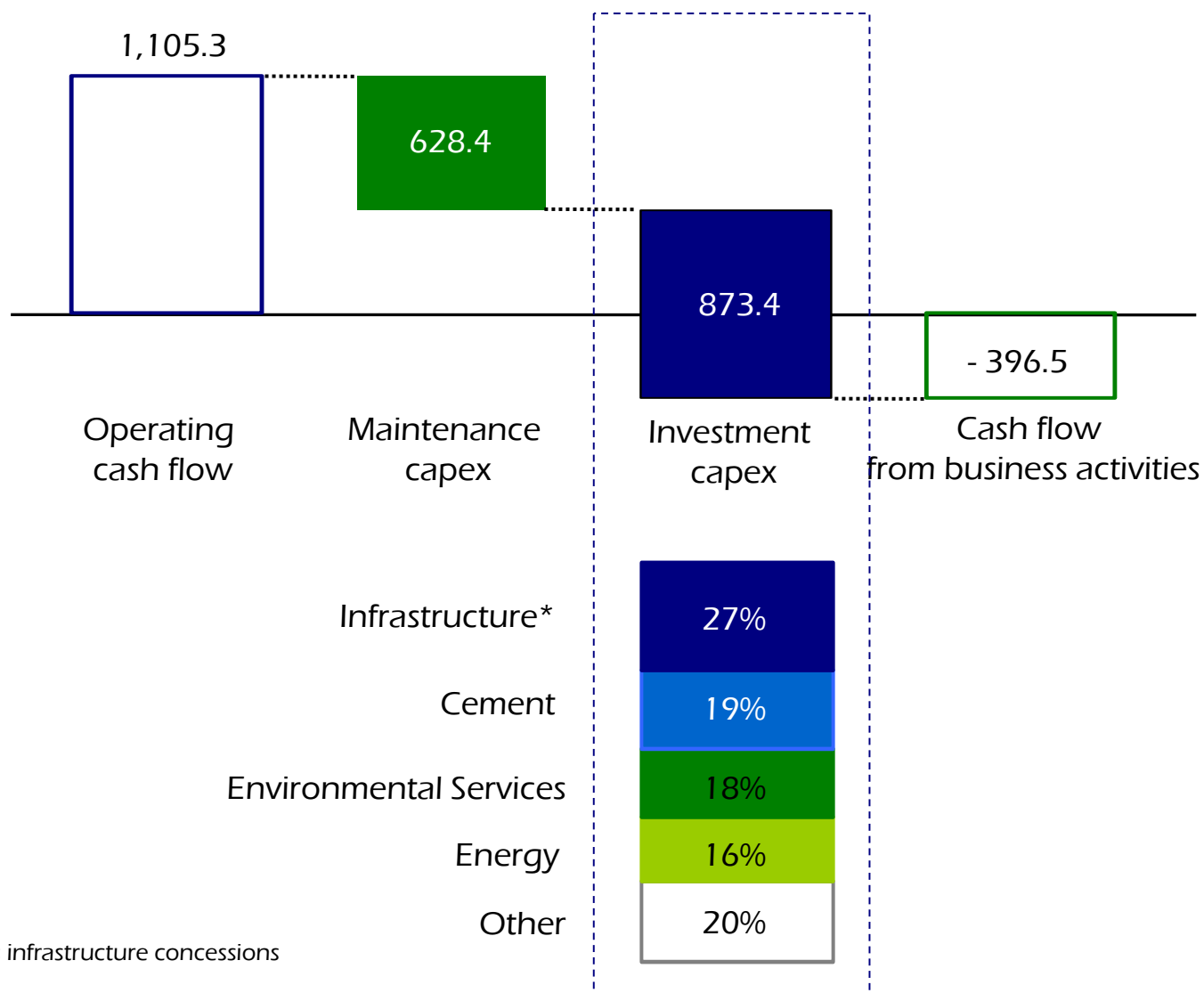
2. Cash flow

2008 PERFORMANCE OF WORKING CAPITAL (M€)



2. Cash flow

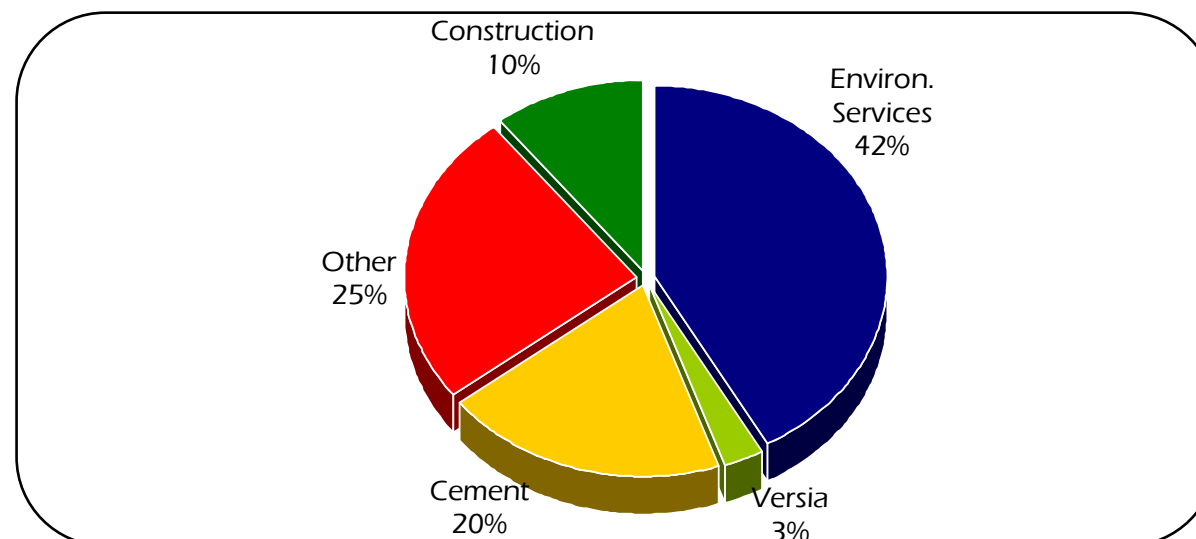
2008 CASH FLOW FROM BUSINESS ACTIVITY (M€)



3. Capital expenditure

BY BUSINESS AREA

	2008	2007
Construction	156.9	178.0
Environmental services	628.8	516.5
Versia	43.0	153.4
Cement	295.7	294.8
Others*	377.4	-51.5
Total	1,501.8	1,091.2

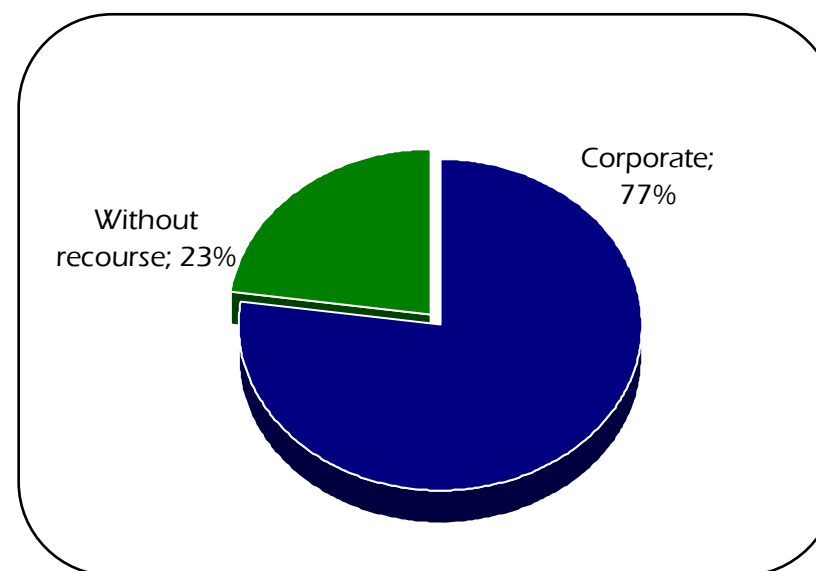
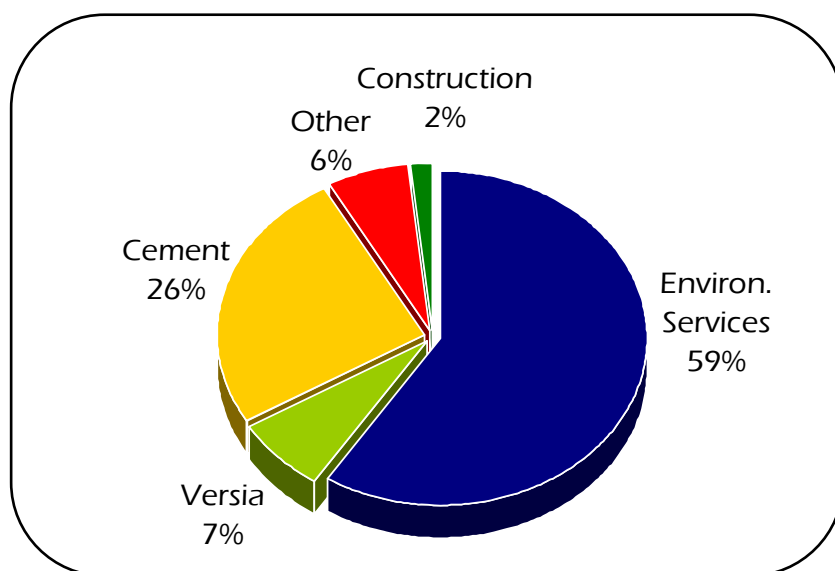


*Others includes the sale of Realia in 2007

4. Finance

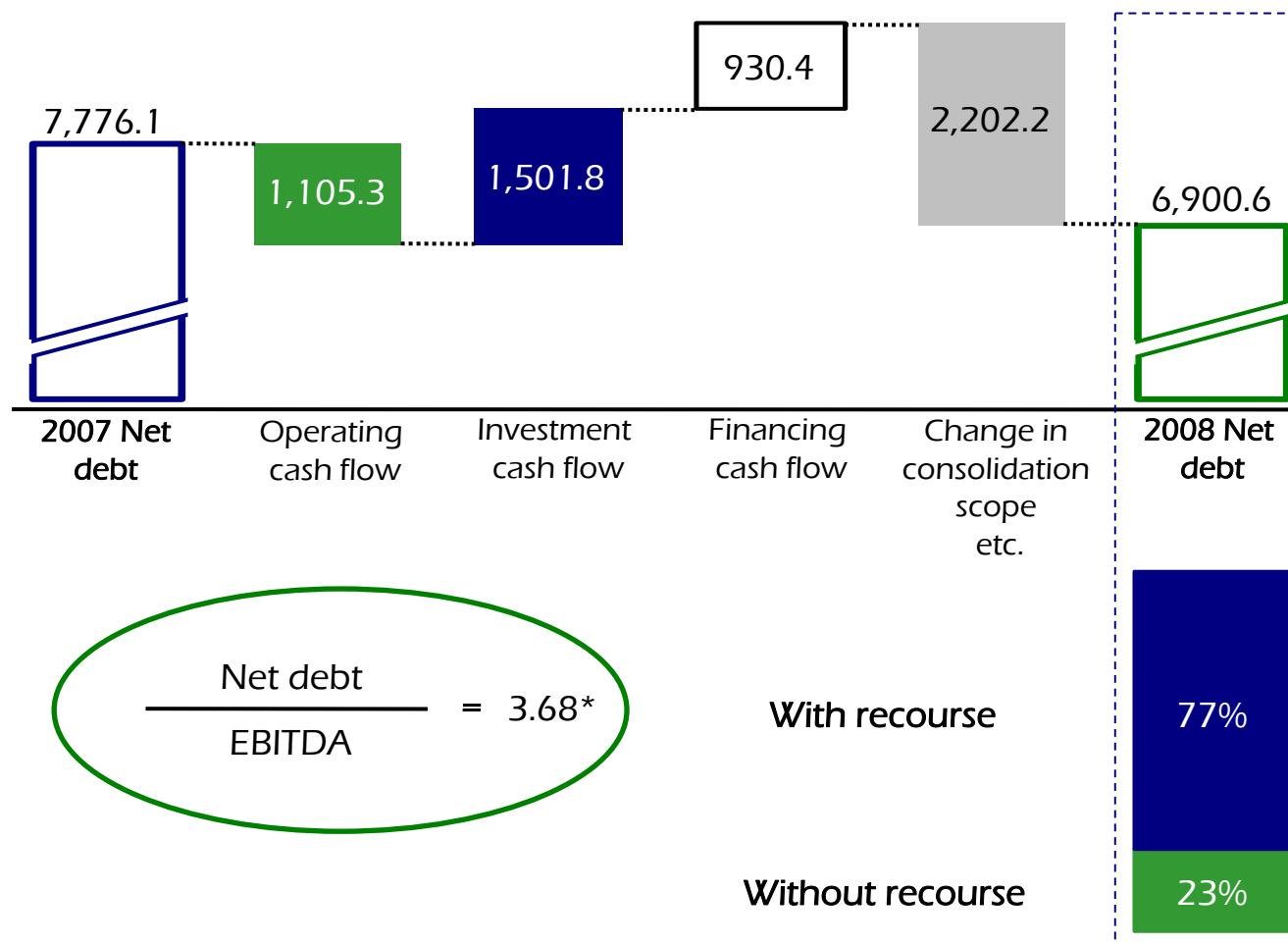
BREAKDOWN OF DEBT BY BUSINESS AREA

	2008	2007
Construction	119.8	272.0
Environmental services	4,076.4	3,792.8
Versia	509.4	521.6
Cement	1,762.2	1,520.5
Other	432.8	1,669.2
Total	6,900.6	7,776.1



4. Finance

BREAKDOWN OF DEBT 2008 (M€)



$$\frac{\text{Net debt}}{\text{EBITDA}} = 3.68^*$$

With recourse

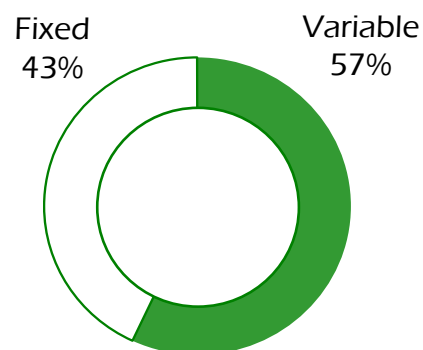
Without recourse

*With recourse.

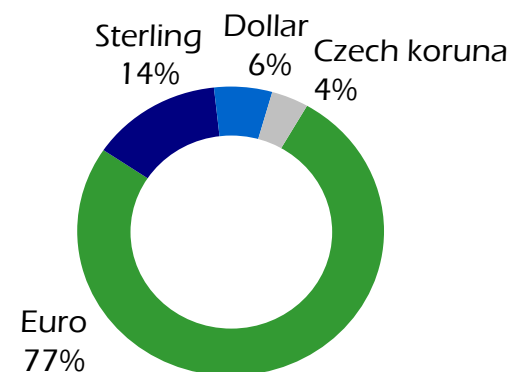
4. Finance

STRUCTURE AND MATURITY (Dec. 08)

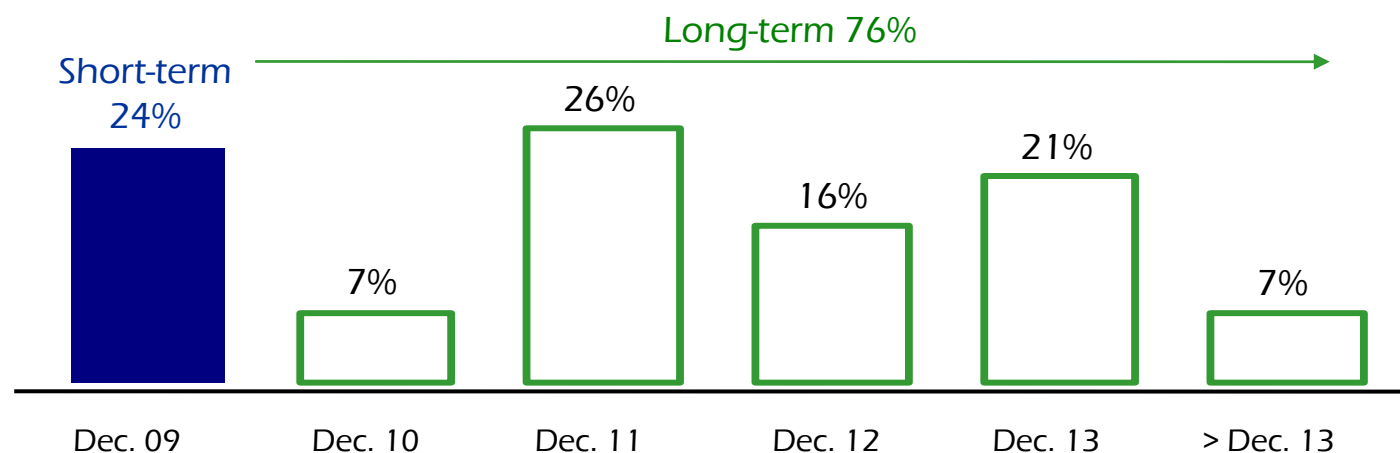
By type



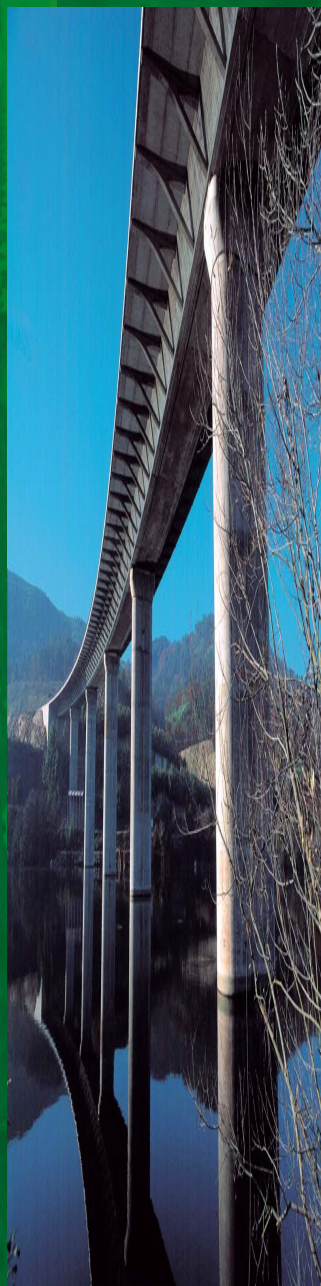
By currency



Maturities calendar

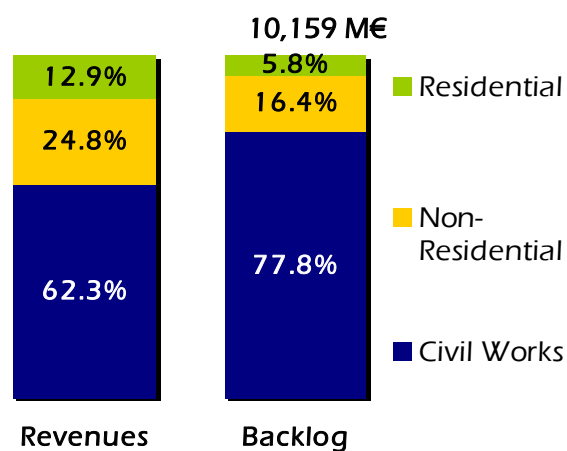


5. Business areas: Construction

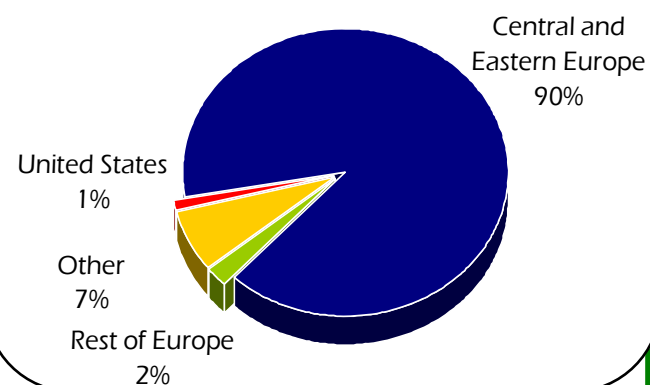


	2008	2007	Change
Revenues	7,744.0	6,922.2	+11.9%
EBITDA	463.1	373.8	+23.9%
<i>EBITDA margin</i>	<i>6,0%</i>	<i>5,4%</i>	
EBIT	325.4	262.3	+24.1%
<i>EBIT margin</i>	<i>4,2%</i>	<i>3,8%</i>	
Operating cash flow	178.4	-30.4	N/A
Investment cash flow	-156.9	-178.0	-11.9%
Net debt	-119.8	-272.0	-56.0%

Business and backlog by type of project



International revenues (50%/Total)

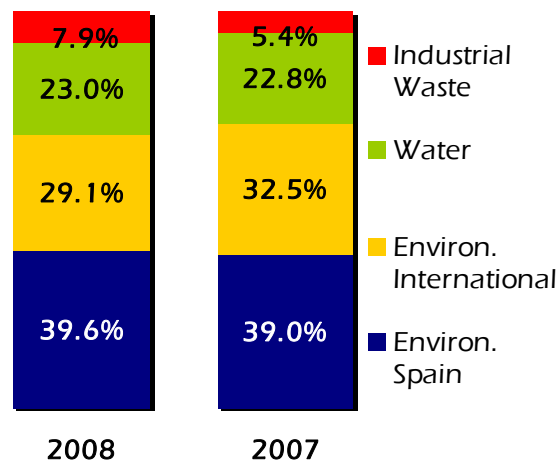


5. Business areas: Environmental Services

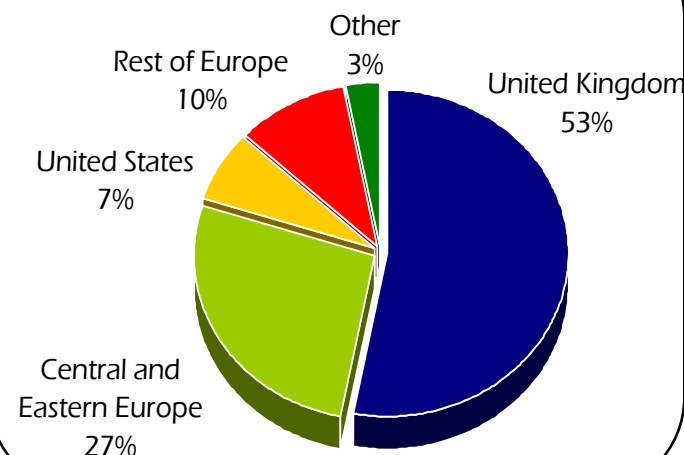


	2008	2007	Change
Revenues	3,633.3	3,464.7	+4.9%
EBITDA	606.0	660.8	-8.3%
<i>EBITDA margin</i>	<i>16.7%</i>	<i>19.1%</i>	
EBIT	298.6	342.0	-12.7%
<i>EBIT margin</i>	<i>8.2%</i>	<i>9.9%</i>	
Operating cash flow	360.3	578.2	-37.7%
Investment cash flow	-628.8	-516.5	+21.7%
Net debt	-4,076.4	-3,792.8	+7.5%

Breakdown of revenues by business



International revenues (36%/Total)

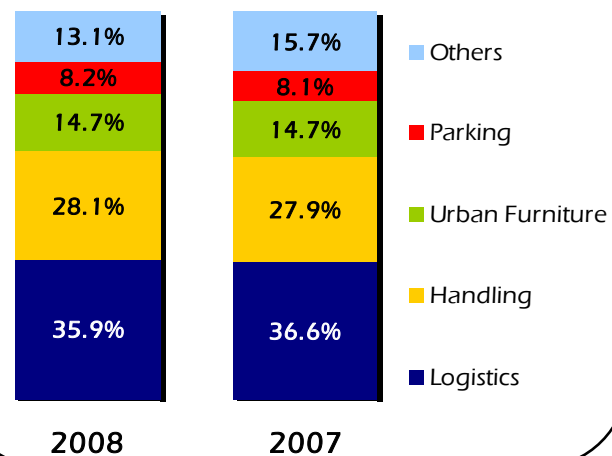


5. Business areas: Versia

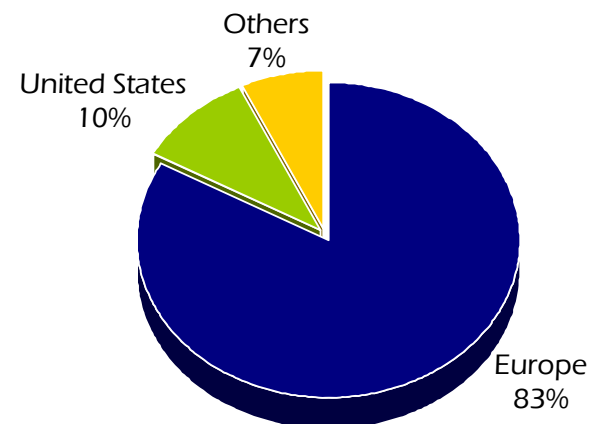


	2008	2007	Change
Revenues	897.4	923.2	-2.8%
EBITDA	74.8	91.9	-18.7%
<i>EBITDA margin</i>	<i>8.3%</i>	<i>10.0%</i>	
EBIT	-6.1	40.6	-114.9%
<i>EBIT margin</i>	<i>-0.7%</i>	<i>4.4%</i>	
Operating cash flow	83.5	172.4	-51.6%
Investment cash flow	-43.0	-153.4	-72.0%
Net debt	-509.4	-521.6	-2.3%

Breakdown of revenues by business



International revenues (31%/Total)

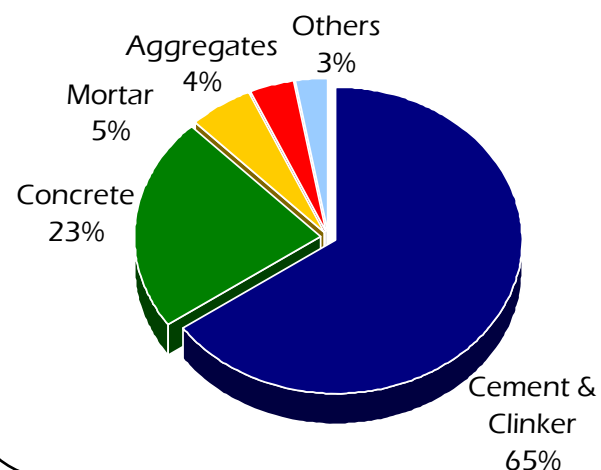


5. Business areas: Cement

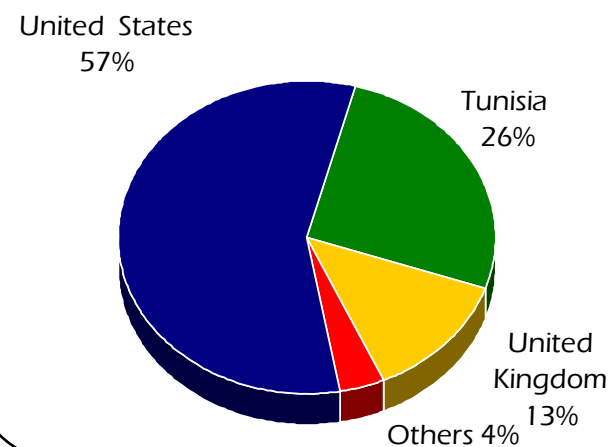


	2008	2007	Change
Revenues	1,425.1	1,790.8	-20.4%
EBITDA	417.3	581.7	-28.3%
<i>EBITDA margin</i>	<i>29.3%</i>	<i>32.5%</i>	
EBIT	235.6	412.3	-42.9%
<i>EBIT margin</i>	<i>16.5%</i>	<i>23.0%</i>	
Operating cash flow	359.7	454.5	-20.9%
Investment cash flow	-295.7	-294.8	+0.3%
Net debt	-1,762.2	-1,520.5	+15.8%

Breakdown of revenues by product



International revenues (24%/Total)



5. Business areas: Renewable energy

	Location	Capacity (MW)	% of Total	Investment (M€)	Status
14 farms	Spain	422	87%	760	Operational
2 farms	Spain	45	9%	45	Under development
	Wind	467	66%	805	
2 farms	Spain	20	4%	140	Operational
	Photovoltaic	20	4%	140	
	Total	487	100%	945	

Tariff scheme

Wind energy:

- Capacity installed before 1 January 2008 (65% of capacity):
Pool price + 40% of ART* in premiums + 10% of ART* as incentive.
- Capacity installed after 1 January 2008 (35% of capacity):
Pool price plus premium (€31.27/MWh) with a floor/cap.
(76.10€/90.69M€Wh)*

Solar energy:

- Fixed price during the facility's lifetime (€470/MWh)

- Recurring revenues and a high contribution to operating margin (>80%)

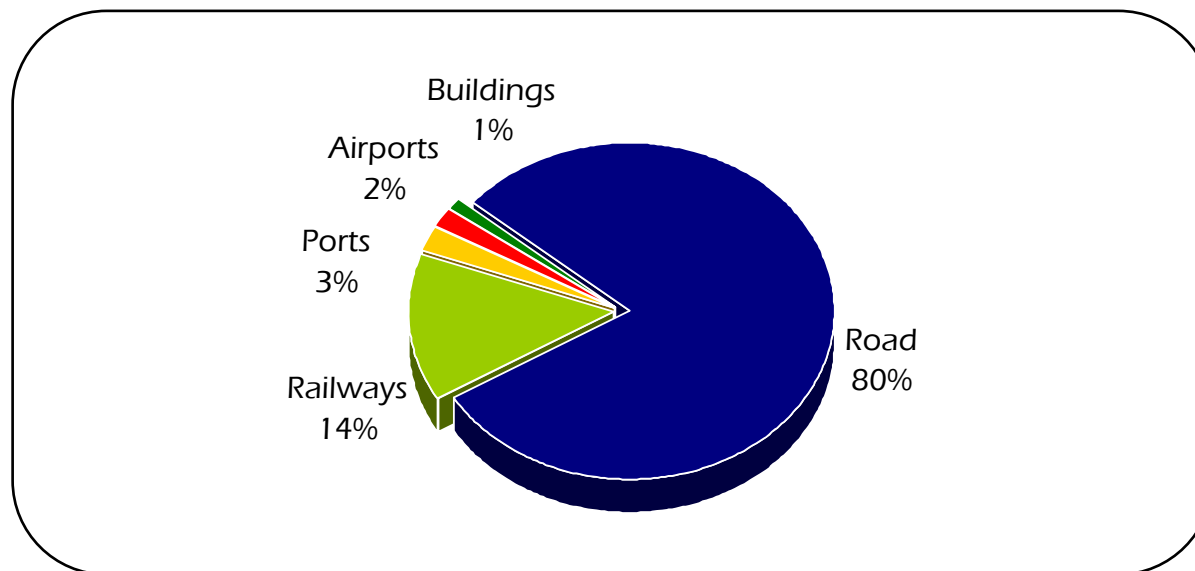
*This tariff will be applied to all existing installations from 31 December 2012.

5. Business areas: Infrastructure concessions



- Equity invested attributable to FCC in transport infrastructure concessions reached 546.7 million euro on 31st December 2008

CONCESSION TYPE BREAKDOWN



- Backlog: 39 concessions
 - 23 highways and tunnels (2 Portugal, 2 Chile, 2 Ireland, 2 Mexico and 1 C. Rica)
 - 5 railways (Spain)
 - 9 ports and airports (1 en Chile)
 - 2 buildings (Spain)



RESULTS
20
08

26 de febrero de 2009

Mr Baldomero Falcones
Executive Chairman
and CEO

Investing in the future

1. Capital investments
2. Operating efficiency
3. Human resources
4. 09 Objectives
5. Value Creation

1. Capital investments

➤ 1.28 B€ invested

MOST IMPORTANT ACQUISITIONS (JAN. 08 - JAN. 09)

Date	Company	Location	Investment (M€)	Area	Business
Mar. 08	H.R.S and I.P.C	USA	123	Environment	Industrial waste management
Jun. 08	GVI	Spain	146	Concessions	Chilean toll roads
Sept. 08	Sky Global Solar	Spain	140	Energy	2 Photovoltaic plants
Sept. 08	Toll roads	Spain	49	Concessions	Toll roads and rail transport
	Others	Europe	25	Environment	Waste management
	Others	Europe	44	Environment	Water
Jan. 09	Olivento	Spain	760	Energy	14 Wind farms
Total			1.287 M€		

➤ Acquisitions create a basic growth platform in line with the strategic objectives

1. Capital investments: Energy

- Comprehensive strategy to strengthen Alternative Energies

Waste

Wind &
Solar

Energy
efficiency

RENEWABLE ENERGY ASSETS

	Location	Attributable capacity (MW)	% of total	Attributable investment (M€)	Status	FCC stake
Zabalgarbi	Spain	29	5%	49	Operational	30%
Allington	UK	35	6%	178	Operational	100%
Eastcroft*	UK	27	5%	-	Operational	100%
Zisterdorf	Austria	13	2%	78	Under development	100%
Biomass		104	18%	305		
14 farms	Spain	422	71%	760	Operational	100%
2 farms	Spain	45	8%	45	Under development	100%
Wind		467	79%	805		
2 farms	Spain	20	3%	140	Operational	100%
Photovoltaic		20	3%	140		
Total		591	100%	1,250*		

- FCC has in-house capabilities to reinforce its foothold in the renewable energy sector: Recycling and EfW (urban waste and sludge)
- Energy efficiency: use of alternative fuels (cement 2008; 7.3% -> 2010: 12%)

*Investment in Eastcroft is fully depreciated.

2. Operating efficiency

PLAN 10 OBJECTIVE

100 M€ in savings in 2010 (5.5% of EBITDA 2007)
Estimated 740 M€ increase in equity value

PLAN ACTIONS

Reduction in
general costs:
purchase control,
consumption
reduction

Process re-
engineering:
Integra project, shared
services

ACTIONS EXECUTED IN 08

- Creation of the Efficiency and Reengineering Process area
- Renegotiation of procurements and general services plans

2008 SAVINGS: 71 M€ ON GENERAL EXPENSES AND
INDIRECT COSTS

3. Human resources

PLAN 10 OBJECTIVE

Talent management

- Attract and retain talent
- Boost productivity and international management profile
 - Remuneration Plans linked to share evolution

ACTIONS EXECUTED IN 08

Implementation of a remuneration plan based on multi-year objectives (08-10)

Support for an employee share ownership plan

Stock option plan equivalent to 3.3 million shares

Wage freeze in 09 for executive team

GENERATE COST SAVING AND INCENTIVATE HIGHER
EARNINGS/ DIVIDENDS

4. 09 Objectives

Change 09/08

REVENUES*

>3%

EBITDA*

>4%

** Like for like figures, Realia under equity method*

4. 09 Objectives

Consolidate business and margins

Strengthen cash flow generation

- Implement cost-cutting programme
- Enhance growth pass-through into cash

Preserve financial solidity

- Controlling investment and return on capex

Generating shareholder value

- Maintaining pay-out ratio



RESULTS
2008

26 de febrero de 2009



RESULTS

2008

