



FCC Group



1. FCC Group
2. History
3. Key Figures
4. Diversified business model
5. Leadership position in all areas
6. International presence
7. Integrated Offer
8. Value Creation
9. Corporate Governance Structure
10. Management Team



FCC Group

1.1. FCC Group



Over
100 years
of experience



Over
57,000
employees



Working in
over **40 countries**,
48% of revenue comes from
international markets



High degree of
**revenue
visibility**



Leader
in Environment, Water and
Infraestructure Development



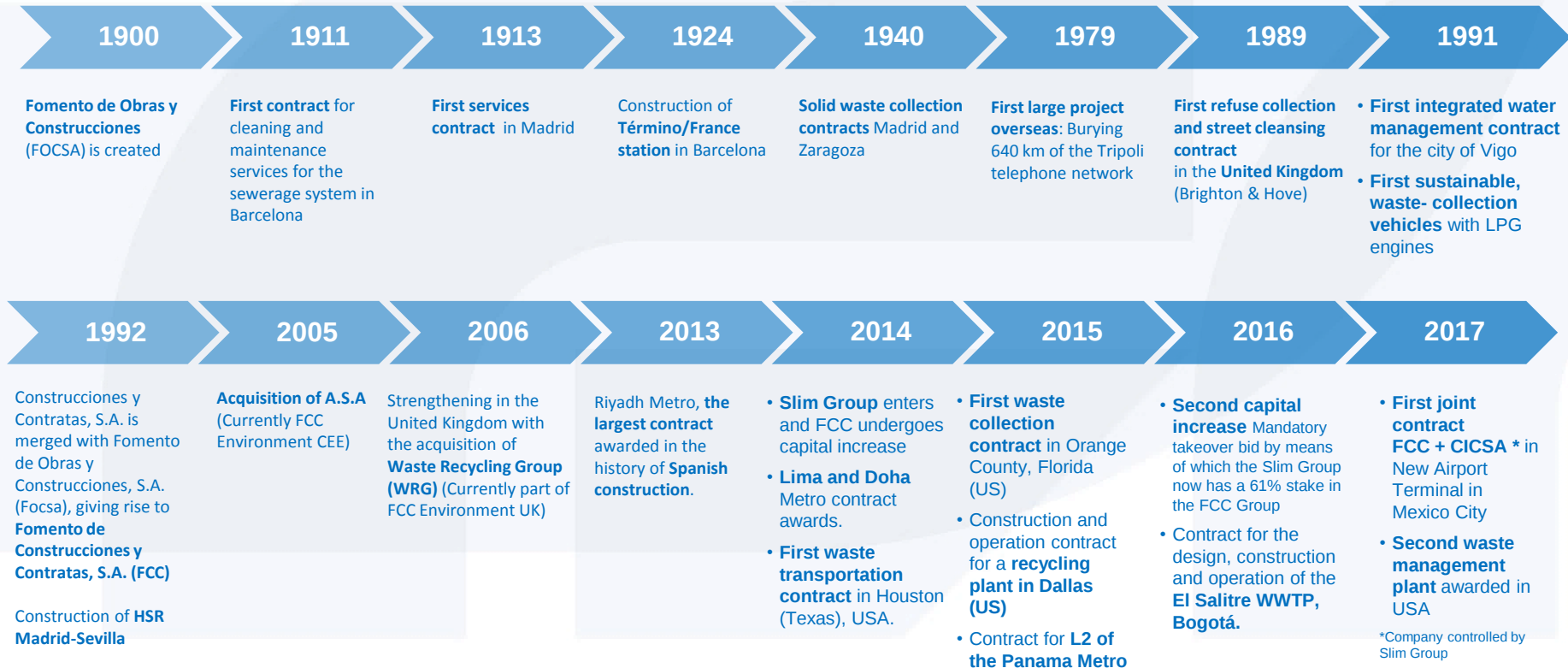
€ 5,802 M revenue and
€ 815 M EBITDA in 2017



Comprehensive range
of services

FCC Group

1.2. History

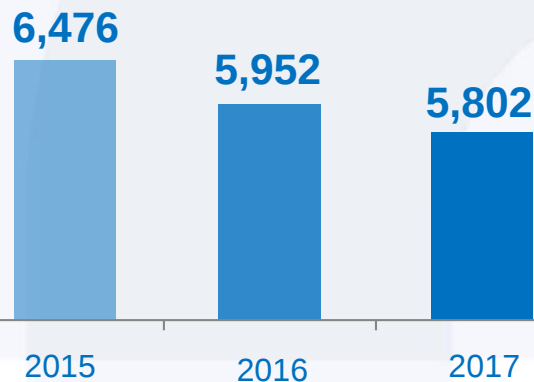


FCC Group

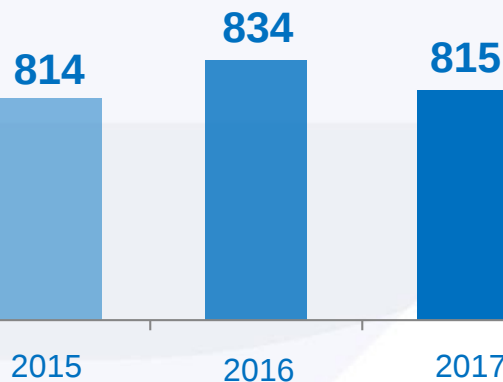
1.3. Key figures 2017



Revenue



EBITDA



57,405
employees



Backlog * (Dec 31 2017)

€ 29,377 M

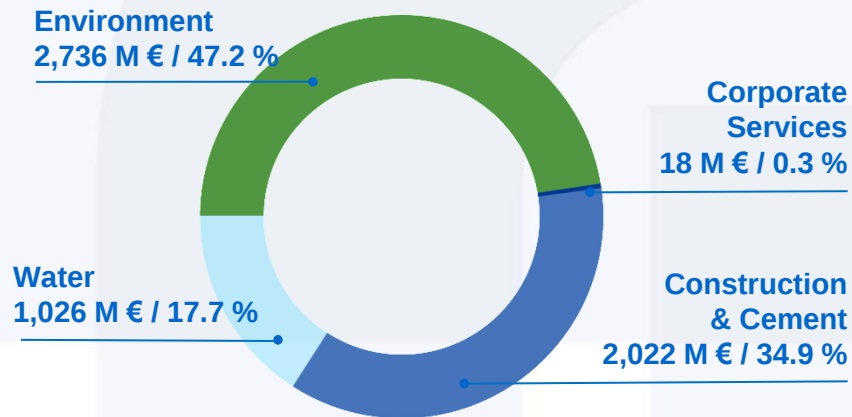
* Environment, Water & Construction

Figures in million euros

1.4. Diversified business model

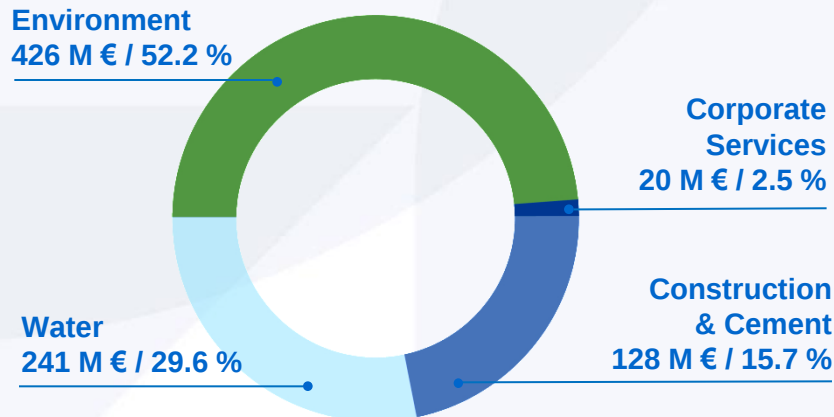
Revenue per business area / 2017

Total: € 5,802 M



EBITDA per business area / 2017

Total: € 815 M



FCC Group

1.4. Diversified business model



Business Areas



Environment

- Refuse collection
- Urban waste treatment and recycling
- Street cleaning
- Ground maintenance
- Industrial waste treatment and recycling
- Remediation of polluted soils



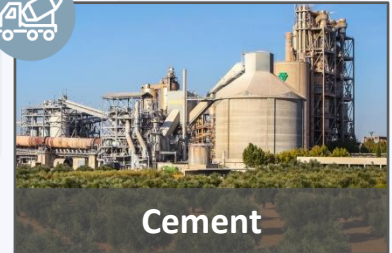
Water

- Integrated management of public services
- Operation, maintenance and technical assistance services
- Design, construction and financing of water infrastructures



Construction

- Civil Works
- Building
- Industrial
- Concessions
- Infrastructure maintenance
- Prefabrication

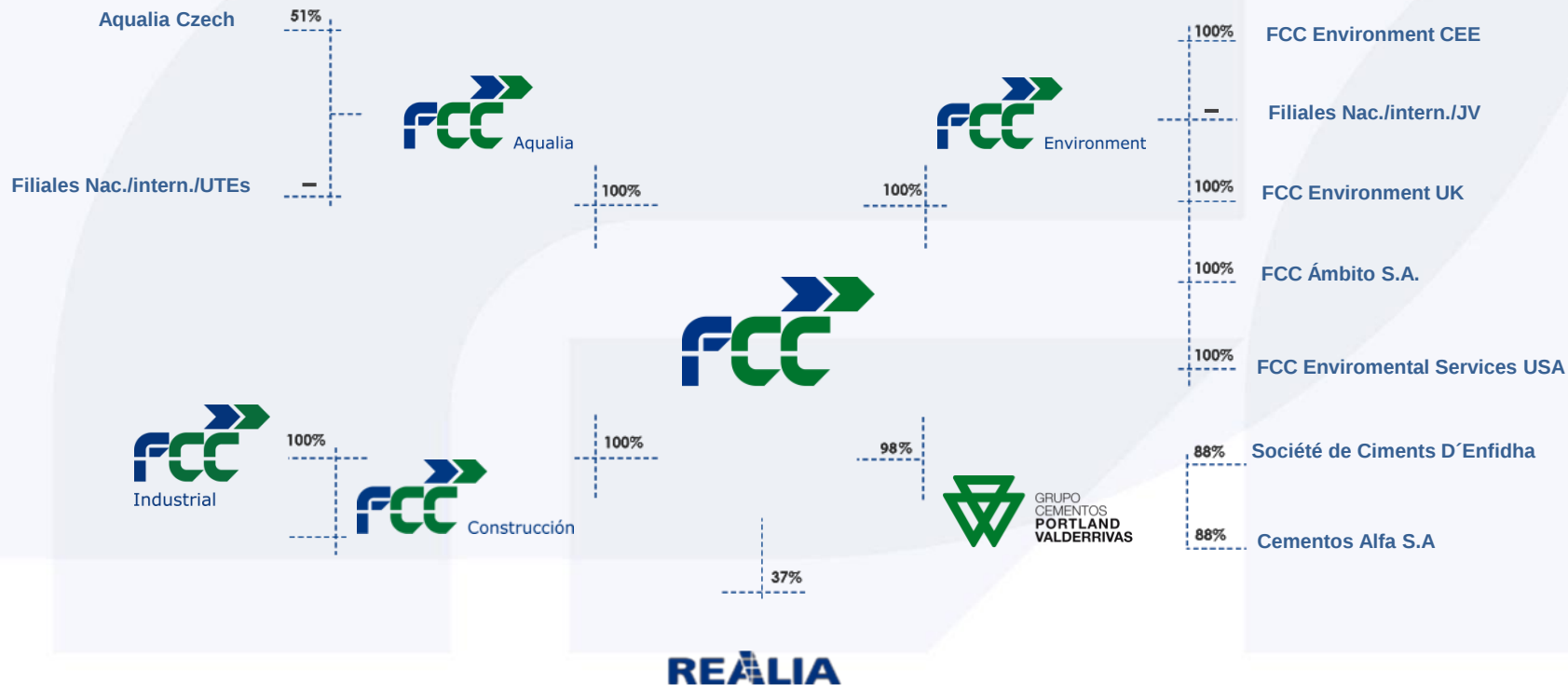


Cement

- Cement
- Trading
- Other businesses
(Concrete, Aggregate, Mortar
Waste reduction in USA)

FCC Group

1.4. Diversified business model



1.5. Leadership position in all areas



Environment:

- #1 in Spain ⁽¹⁾
- Among the top 5 in waste management in the United Kingdom ⁽¹⁾
- #1 in comprehensive waste management services in Central and Eastern Europe ⁽¹⁾

Water:

- #1 in Spain ⁽²⁾
- #4 in Europe ^{(2) (3)}
- #10 in the world ^{(2) (3)}

Construction:

- #4 in Spain ^{(1) (4)}
- Among the 15 largest construction companies in Europe ^{(1) (4)}

Cement:

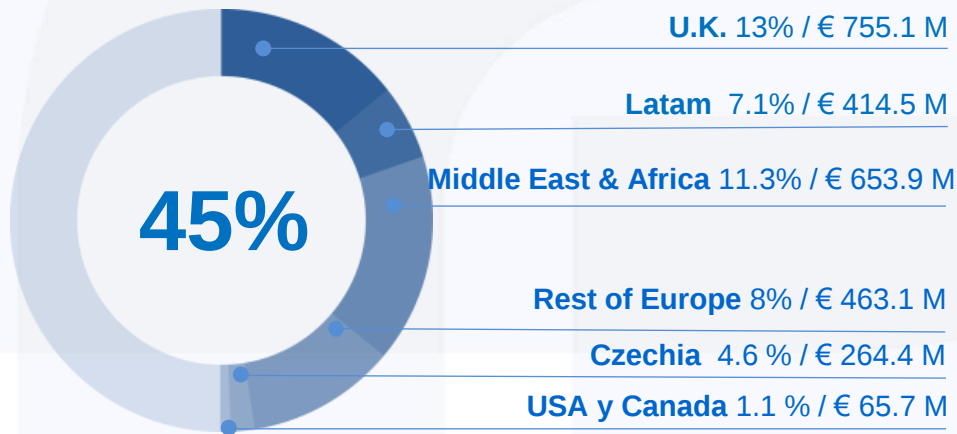
- #1 producer in Spain ⁽¹⁾
- Large presence on Tunisia

(1) According to amount of revenue
 (2) According to population served
 (3) Source: Nov.2017 GWI ranking
 (4) Source: 2016. Epoc. Deloitte

1.6. International presence

International revenue 2017

Total : € 2,617 M



International Backlog*

(Dec 31, 2017) **€ 13,974 M** (2,3 years)

***47.5 %** of the Total

FCC Group

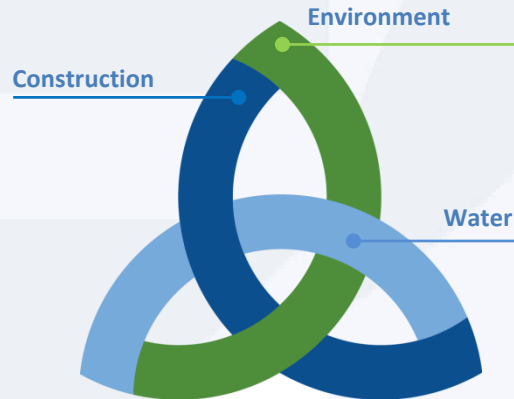
1.7. Integrated Offer



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.

Integrated 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

1.8. Value Creation



Our leadership position strengthens our capacity to take the demand of our activities



Environment

- The Circular Economy Package plans to require member states to recycle at least 50% of municipal waste by 2020 and 65% by 2030 (70% for packaging waste)
- Potential for international organic growth (America, Central Europe)



Water

- Long-term positive forecasts due to environmental and regulatory trends
- Expected increase in water consumption for industrial and residential use in Spain
- Potential for growth in Latam and MENA



Construction

- Need for infrastructures in emerging markets
- Cyclical business in Spain after fiscal consolidation

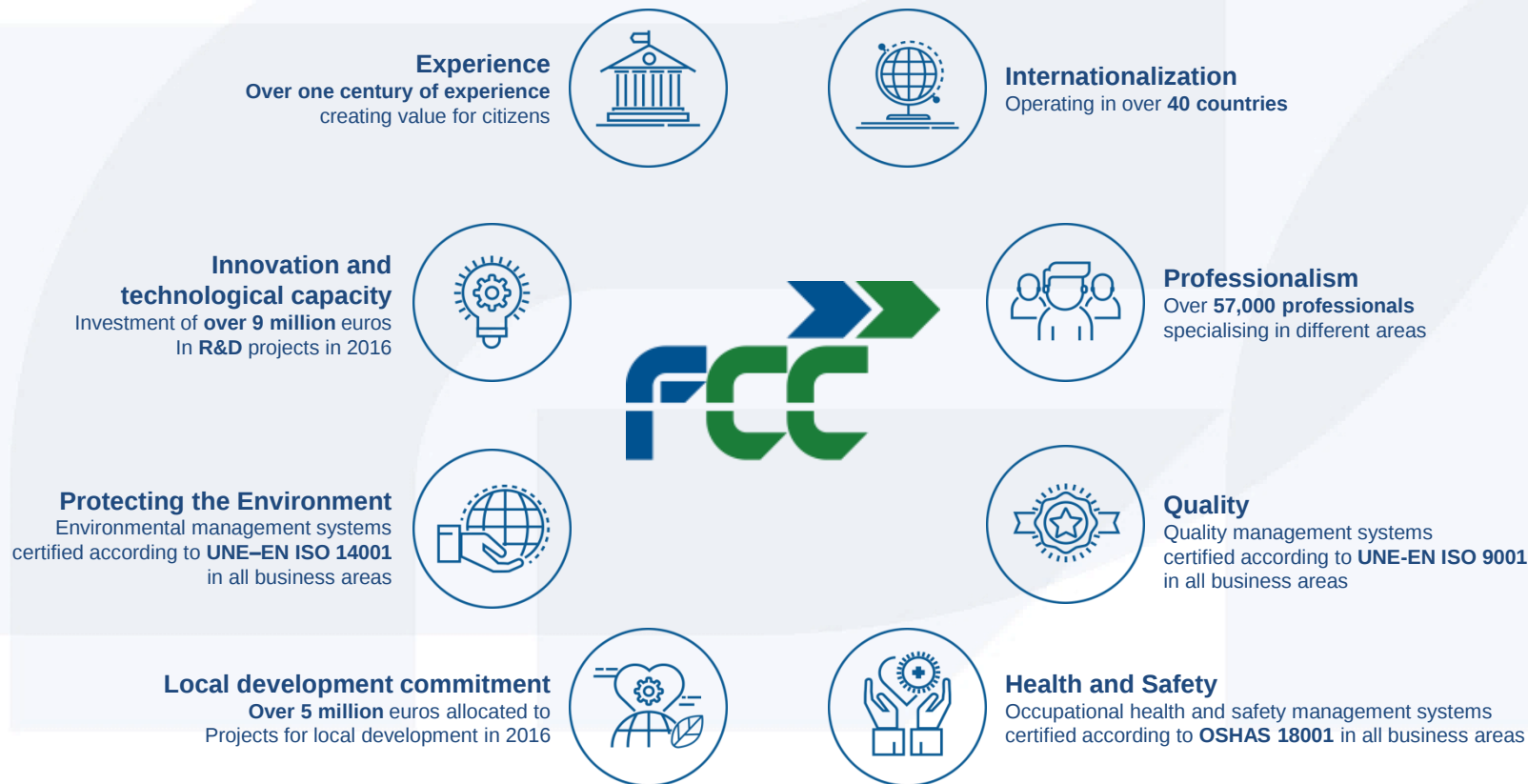


Cement

- Sustained expansion in national consumption. Consolidation (reinforcement) of a new cycle
- Expected stabilisation in Tunisia

FCC Group

1.8. Value Creation

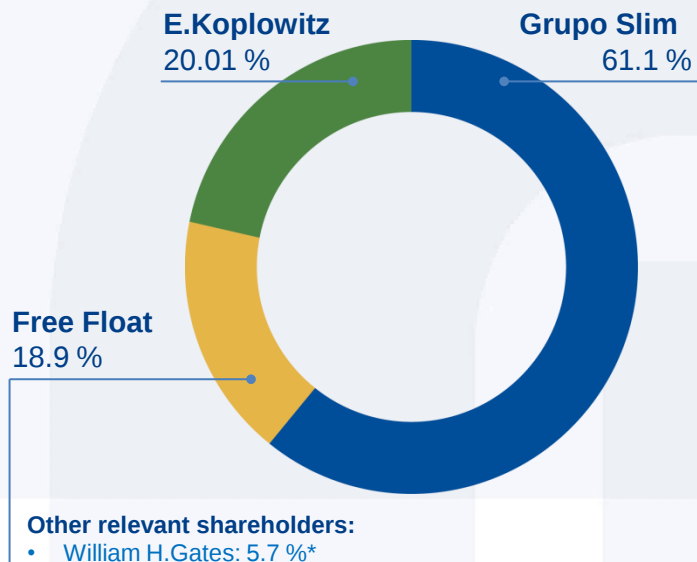


FCC Group

1.9. Corporate Governance Structure



Shareholding structure *



Composition of the Board

15 members:

- 7 appointed by Slim Group
- 4 appointed by E. Koplowitz
- 3 independent members
- 1 Chief Executive Officer

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

1.10. Management Team



Chairman of FCC Esther Alcocer Koplowitz

CEO Pablo Colio Abril

Business Areas

FCC Construction

Pablo Colio Abril

FCC Environment

Agustín García Gila

FCC Aqualia

Felix Parra Mediavilla

Cementos Portland Valderrivas

Gerardo Kuri Kaufmann

Business Areas



1. Environment
2. Water
3. Construction
4. Cement

2

Business Areas

2.1. Environment



Activities



Business Areas

2.1. Environment



Providing services
to cities
since 1911



**Top 7 in
the world**



Serves over
**59 million
citizens**



**Most technologically
advanced vehicle
fleet in the world**
with over 15,000 units



Over 300 waste
treatment, recycling
and disposal centres



ISO 50001 certificate
Comprehensive Energy
Management



Management of
**24 million tons
waste** per year



Operating in over
**5,000
municipalities**



About
**1,800 sustainable
vehicles**
(CNG, electric,
hybrid and bi-power)



Over **40,000
employees**



**Inclusion of
underprivileged
groups** in the workplace

Business Areas

2.1. Environment



Revenue

EBITDA

2,856

2,728

2,736

425

439

426

2015

2016

2017

2015

2016

2017



40,239
employees



Backlog (Dec 31.2017)

€ 10,286 M

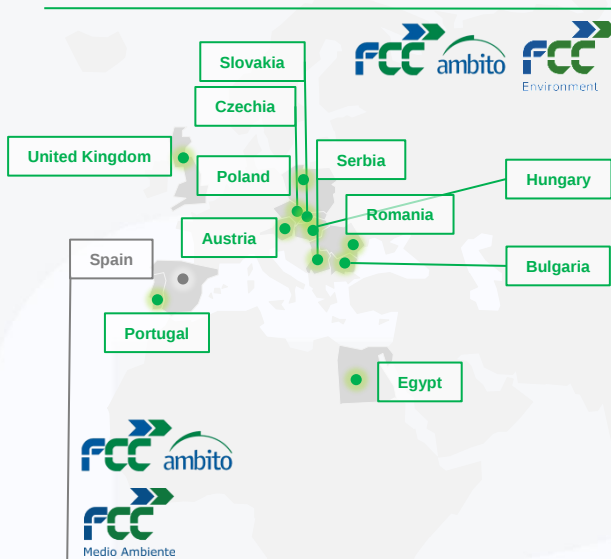
Figures in million euros

Business Areas

2.1. Environment / International presence

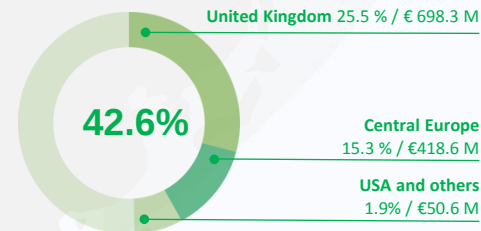


USA



International Revenue 2017

Total: € 1,167.5 M



International backlog*

(Dec 31. 2017) €4,156 M (1.4 years)

*40.4 % of the Total

Business Areas

2.1. Environment / Main references



Mechanical-biological treatment plant, Ecocentral / Granada (Spain)

Renewal of the integrated waste management contract in the province of Granada

Treatment of 382,000 tons of waste per year

Business Areas

2.1. Environment / Main references



Maintenance and preservation of the sewerage network in Barcelona / Spain

Renewal of maintenance and preservation contract, operated by FCC since 1911.

Extension of 630 km / Collection of 5,000 tons of waste per year.

Business Areas

2.1. Environment / Main references



Street cleansing and related services in San Sebastián / Spain

Renewal of the contract for street cleansing and related services. 300 vehicles. 186,000 inhabitants.

Business Areas

2.1. Environment / Main references

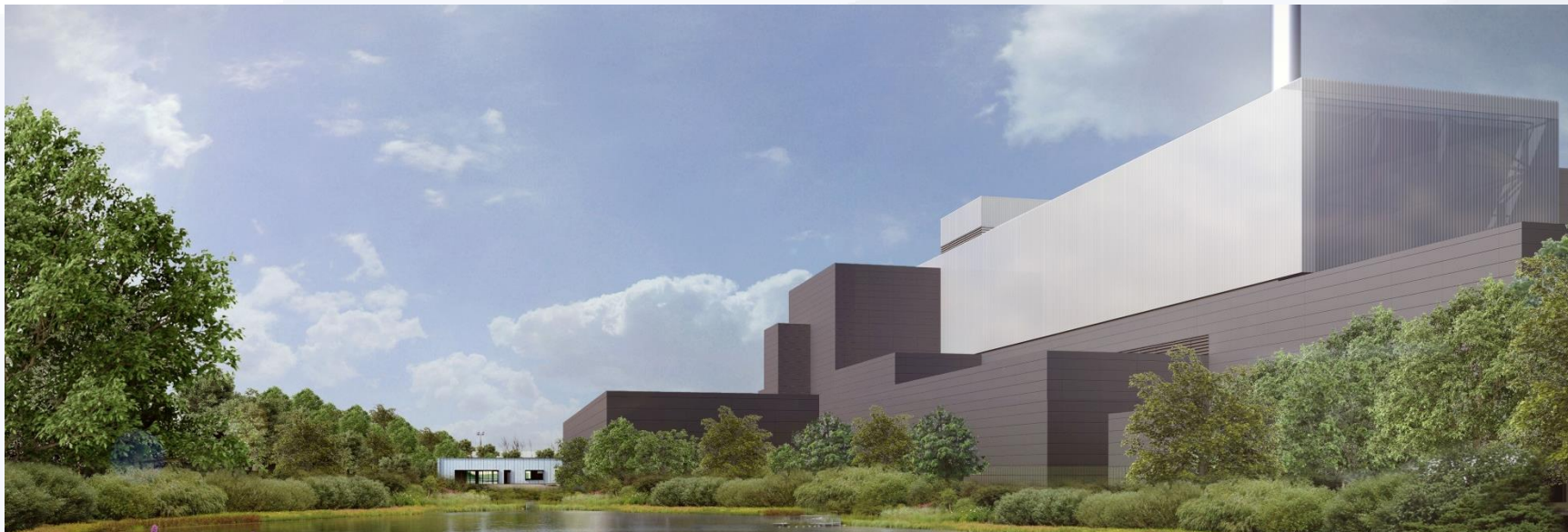


Greatmoor's WTE facility / Buckinghamshire (U.K.)

30 years contract (€1,100M) / 300,000 tons of waste per year to generate 22 MW

Business Areas

2.1. Environment / Main references



Zero Waste: Edinburgh and Midlothian / U.K

Backlog: £ 450 M (€ 511 M) Design, financing, construction and operation of a recycling plant and an energy-from-waste facility in Millerhill (Midlothian), south of Edinburgh. 25-year contract. Management and treatment of 160,000 t/y to power 32,000 homes.



Business Areas

2.1. Environment / Main references



University Park

Garland

Dallas

Mesquite

Single-Stream Recycling Facility / Dallas (USA)

Design, Financing, Construction and Operation. 25-year operation period.

Backlog: € 270 M. Service: 140,000 tons of recyclables per year

Recyclables management at Dallas, University Park, Garland and Mesquite (Dallas Metroplex Area)

Business Areas

2.1. Environment / Main references



Solid waste and recyclables collection in Orange County / Florida (USA)

Service: 400,000 inhabitants. Backlog: \$100 M. Operation period: 10 years. 34 CNG vehicles

Business Areas

2.2. Water



Activities



- Management of Water Utilities for municipalities, groups of municipalities and public enterprises

- Collection, purification, sanitation and water treatment

- Development of Infrastructure Master Plans with financing, management and operation

- Other markets



- Infrastructure revision and analysis

- Infrastructure control and management

- Water quality



- Purification

- Desalination

- Treatment

- Reuse

- Industry

Business Areas

2.2. Water



22,500,000
Population served
(GWI)



1,100
Municipalities
served



22
Countries
present



**Over
7,800**
Employees



807
WWTP's



70,577 km
of managed
networks



15.7 M
Invoices
issued / year



206
WPP's



618 hm³/year
Drinking water
produced



20
Desalination
Plants



2,690
Drinking water
repositories



7
Laboratories
certified according to
ISO-17025



22
Sports
centres

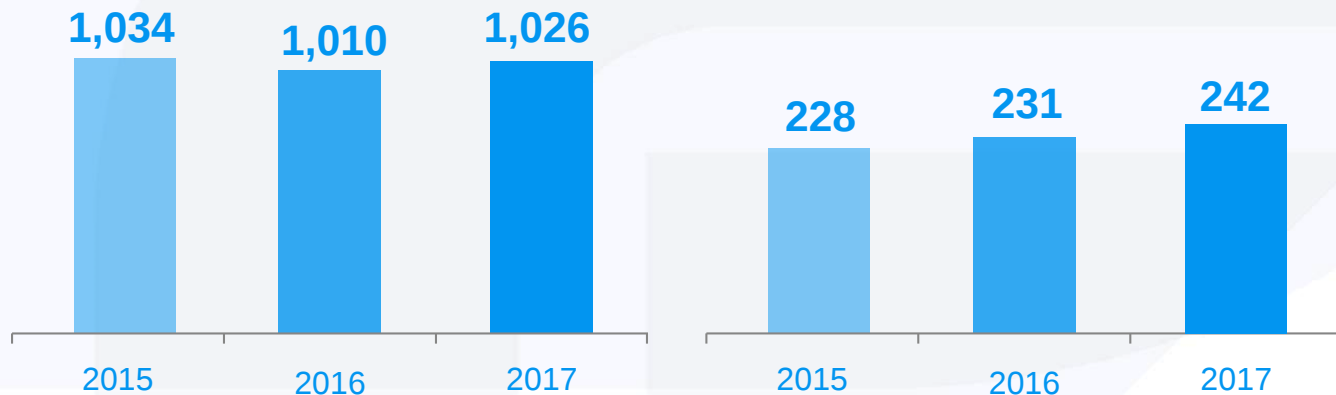
Business areas

2.2. Water / 2017



Revenue

EBITDA



7,870
employees

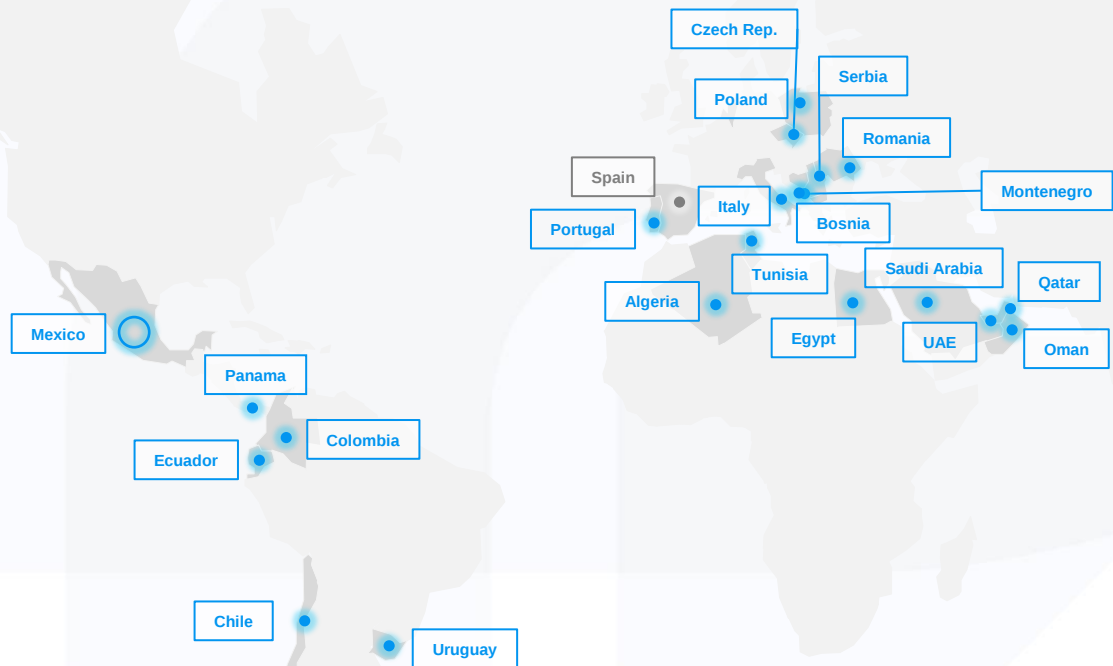


Backlog (Dec 31.2017)
€ 14,792 M

Figures in million euros

Business Areas

2.2. Water / International presence



International Revenue 2017

Total: € 235 M

22.9%

Central Europe 10 % / € 103.0 M

Rest of Europe 5.4 % / € 55.8 M

Latam 1.4 % / € 14.5 M

M.East / N.Africa 6.1 % / € 61.7 M and others



International backlog*

(Dec 31.2016) € 6,517 M (6.4 years)

*44% of the Total

Business Areas

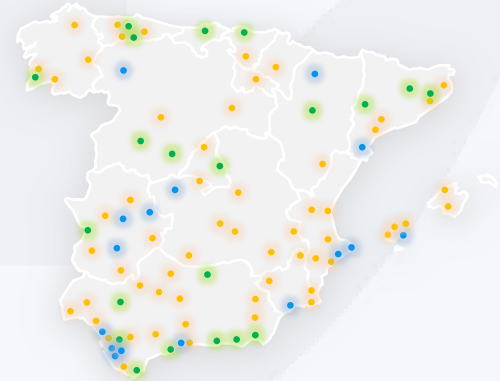
2.2. Water / Spain / main references



WWTP Avila

Thousands of people

- > 100
- 50 a 100
- 20 a 50



CRM



Aqualia team, Santander

Business Areas

2.2. Water / Spain / Main references

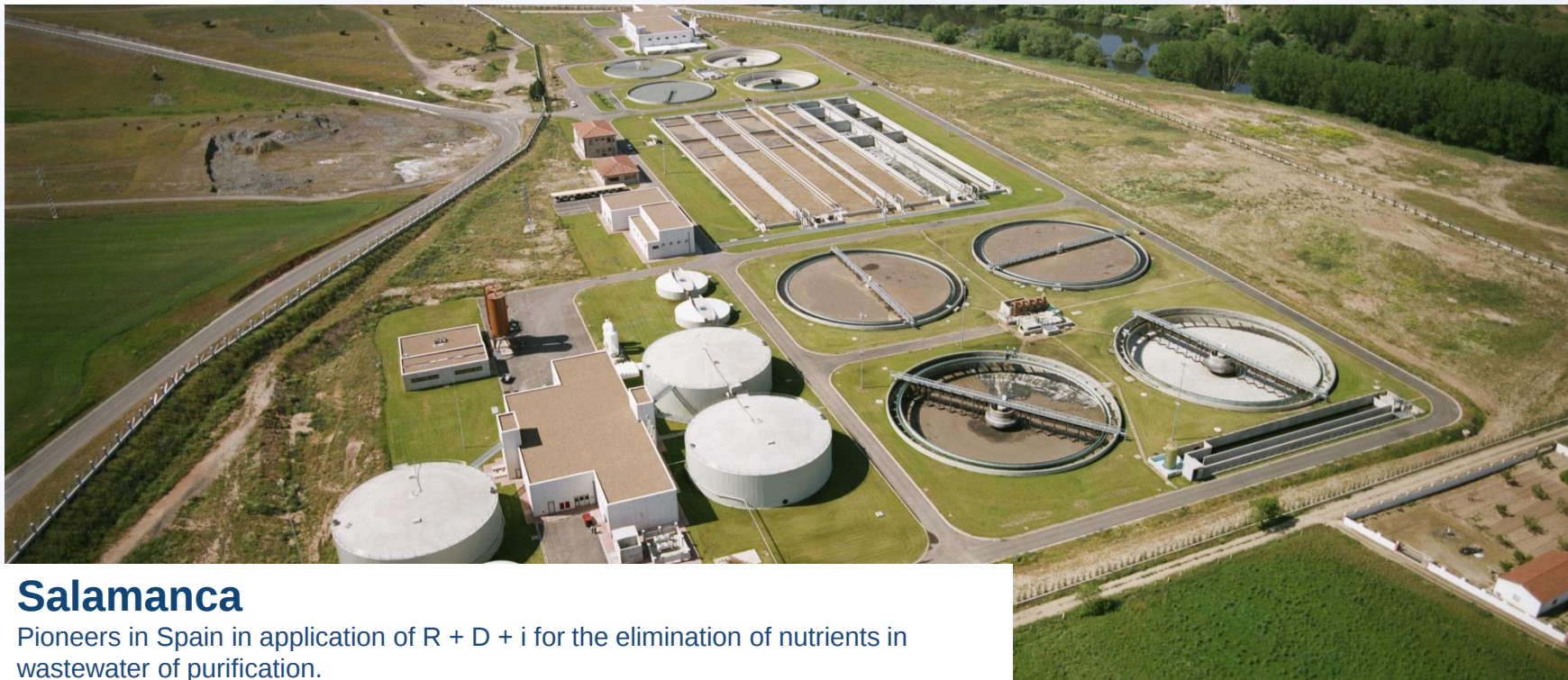


Oviedo

The only municipality in Asturias that has drinking water treatment with ozone to generate 1,500 l / s of high quality water.

Business Areas

2.2. Water / Spain / Main references



Salamanca

Pioneers in Spain in application of R + D + i for the elimination of nutrients in wastewater of purification.

Business Areas

2.2. Water / Spain / Main references



Vigo

Managing, since 1991, the largest hydraulic infrastructure in Galicia

Business Areas

2.2. Water / Latam / Main references



Aqueduct of Queretaro / Mexico

Service: Collection, Drive, Potabilización, Driving gravity, Distribution and Storage

Capacity: **130,000 m3/day**

Business Areas

2.2. Water / Africa / Main references



Desalination Plant of Mostaganem / Argelia

Capacity: 200,000 m³/d. Serving more than 1.2 million of people

Business Areas

2.2. Water / Europe / Main references



Czech Republic - SmVak

Project: Integrated Water Management, is the main operator of the regions of Moravia and Silesia. SmVak owns the infrastructure (and is therefore an activity of indefinite duration). It is one of the few existing cases of transboundary water supply, providing service through its infrastructure to 100,000 people in nearby Poland.

SmVak subsidiary aqualia has 1,200,000 users. It has a supply network that measures 4,627 kilometers and a 1,379 kilometers sewer network.



Business Areas

2.3. Construction

Activities



Civil Works

- Railway infrastructures
- Roads
- Bridges
- Residential buildings
- Non-residential buildings
- Tunnels
- Maritime infrastructure
- Airport infrastructure
- Water Infrastructure



Building

- Housing units and estates
- Non-residential buildings
- Rehabilitation



Industrial

- Industrial construction
- Energy
- Electromechanical installations
- Electricity distribution networks
- Systems
- Facility maintenance and efficiency
- Infrastructure maintenance
- Prefabrication
- Corporate Image

Business Areas

2.3. Construction



Over
100 years
of experience



We are
global
and **local**



Riyadh Metro,
the **largest contract**
awarded in the history
of Spanish construction



Over **900 km**
of High Speed
Railways built



Operating in
over
25 countries



One of the
top 100
construction companies
in the world



International leader
in the selective execution of large
civil works (tunnels, railway, metro)



Over **600 km**
of tunnels built

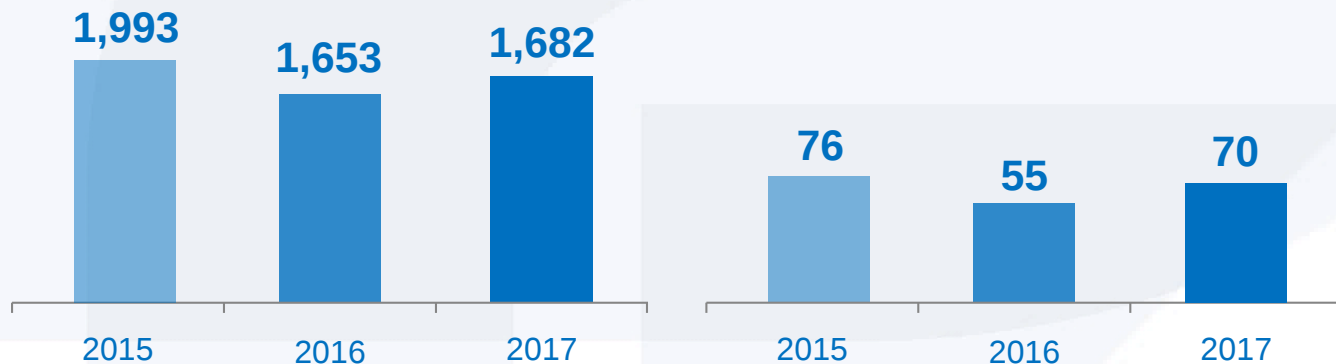
Business Areas

2.3. Construction



Revenue

EBITDA



7,906
employees



Backlog (Dec 31.2017)
€ 4,300 M

Figures in million euros

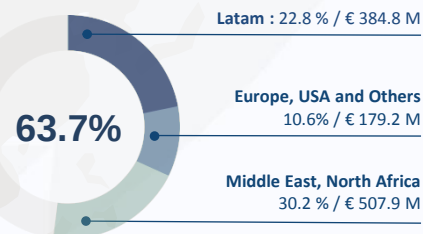
Business Areas

2.3. Construction / International presence



International Revenue 2017

Total: € 1,072 M



International backlog*

(Dec 31.2017) € 3,301.7 M (1.9 years)

*76.7% of the Total

Business Areas

2.3. Construction / Main references



Riyadh Metro / Saudi Arabia (€6,070 M)

Connection of metro lines 4, 5 and 6. Total length of **64 km** and **24** stations

Business Areas

2.3. Construction / Main references



Mersey Bridge / United Kingdom (€700 M)

Design, construction, financing, maintenance and operation of the bridge over the River Mersey.
Total length of **2.13 km** which will serve around **80,000 vehicles**



Business Areas

2.3. Construction / Main references



Lima Metro / Peru (€3,900 M)

Construction of **35 underground stations** distributed across **35 km of tunnels**. Line 2 and branch 4

Business Areas

2.3. Construction / Main references



City of Health / Panama (€440 M)

The healthcare facilities will have a floor area of **219,000 m²** and will be equipped with **43 operating theatres**, over **284 consultation rooms** and **1,235 hospital beds**

Business Areas

2.3.1. Industrial / Main references



Industrial facilities Dublin Airport / Ireland (€33 M)

Construction of **three double wall storage tanks** each with a capacity of **5,000 cubic meters**

Business Areas

2.4. Cement



Activities



- Concrete
- Aggregate
- Mortar
- Waste reduction USA

Business Areas

2.4. Cement



Present in
3 continents



“El Alto” plant, the
**second largest
cement factory
in Europe**



High use of
**fuel and alternative
raw materials**



Spain
Market leader
with extensive
territorial coverage



Production capacity of
**15.6 million tonnes
of cement**



The **most advanced
technology**
to guarantee
sustainable production



Tunisia
Market leader

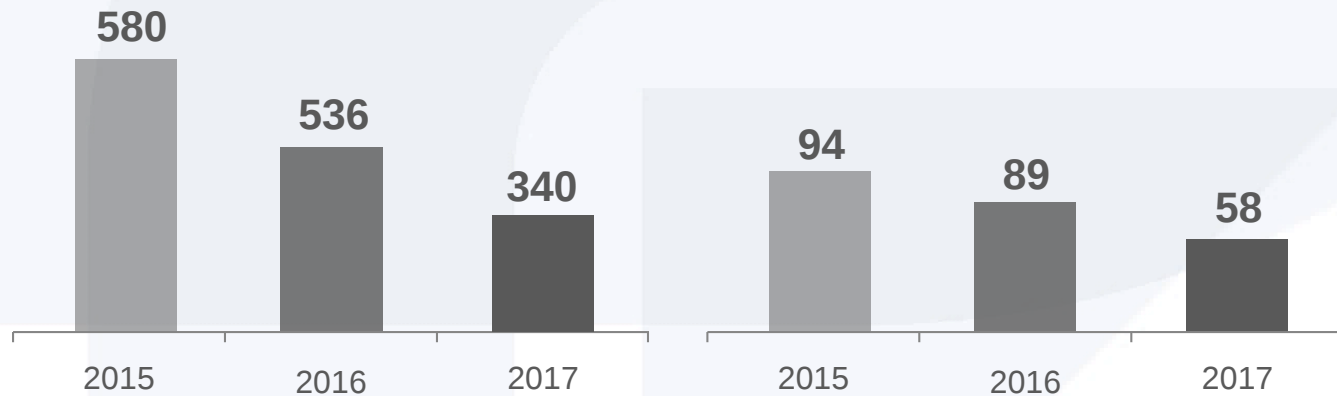
Business Areas

2.4. Cement



Revenue

EBITDA



Figures in million euros



1,079
employees

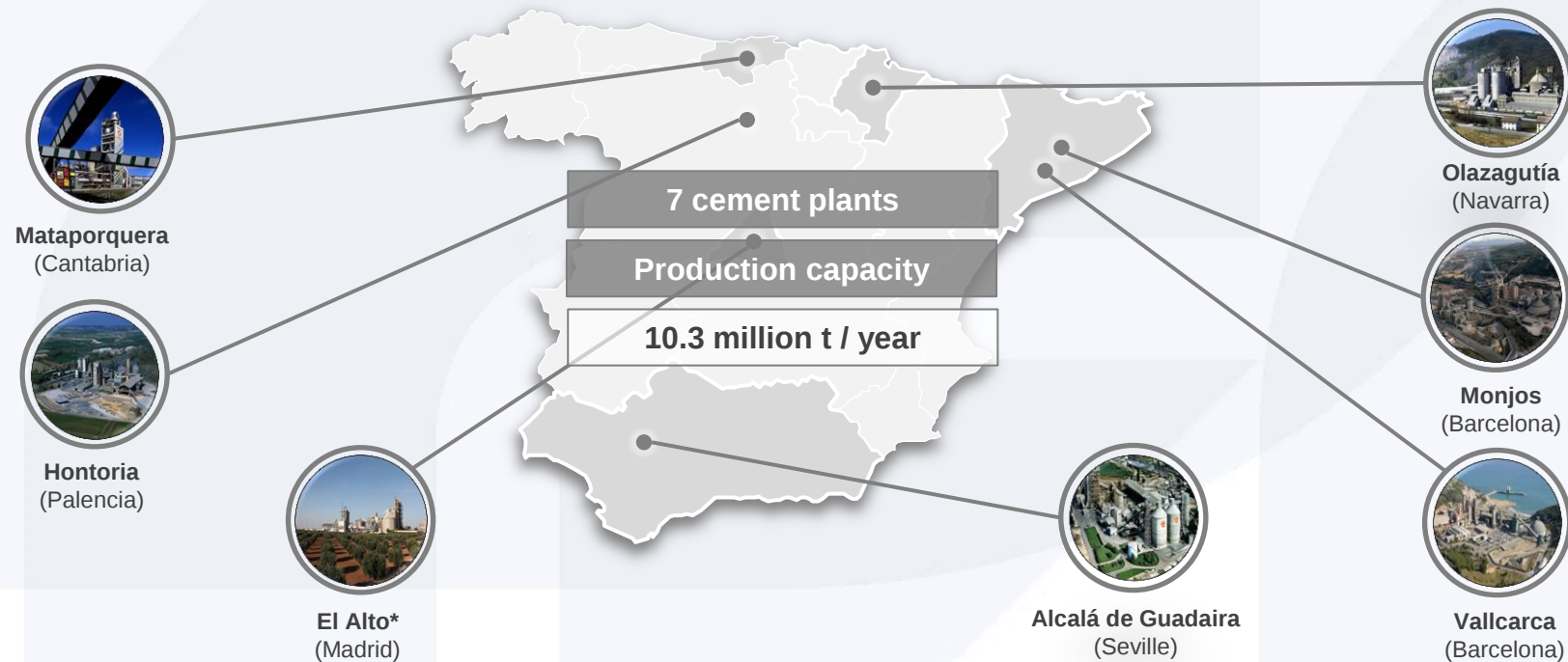
Áreas de Negocio

2.4. Cemento / Presencia internacional



Business Areas

2.4. Cement / Spain / Main references



*Grey and white cement production

Business Areas

2.4. Cement / Main references



El Alto plant / Madrid (Spain)

Business Areas

2.4. Cement / Main references



Enfidha plant / Sousse (Tunisia)

Annual production capacity: 2.1 million tonnes / year

FCC Group Websites

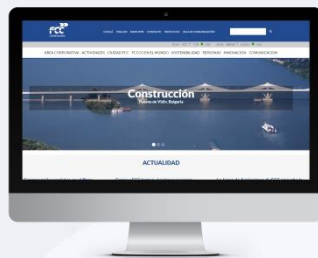


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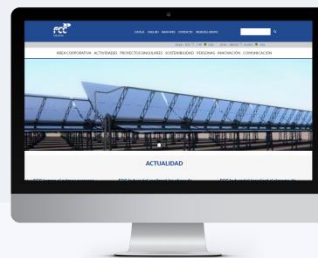


www.fcc.es

Construction



www.fccco.com



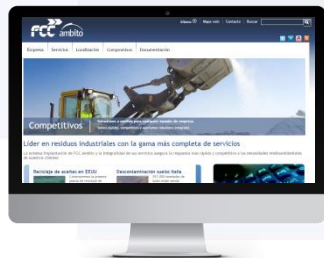
www.fccindustrial.com

Cement

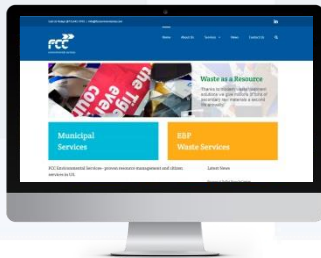


www.valderrivas.es

Environment



www.fccambiente.es



www.fccenvironmental.com



www.fccenvironment.co.uk



www.fcc-group.eu

Water



www.aqualia.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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