



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.Drivers



120 years
of experience



Over
59,000
employees



Working in
over **30 countries**,
40% of revenue comes from
international markets



High degree of
**revenue
visibility**



Leader
in Environment, Water and
Infrastructure Development



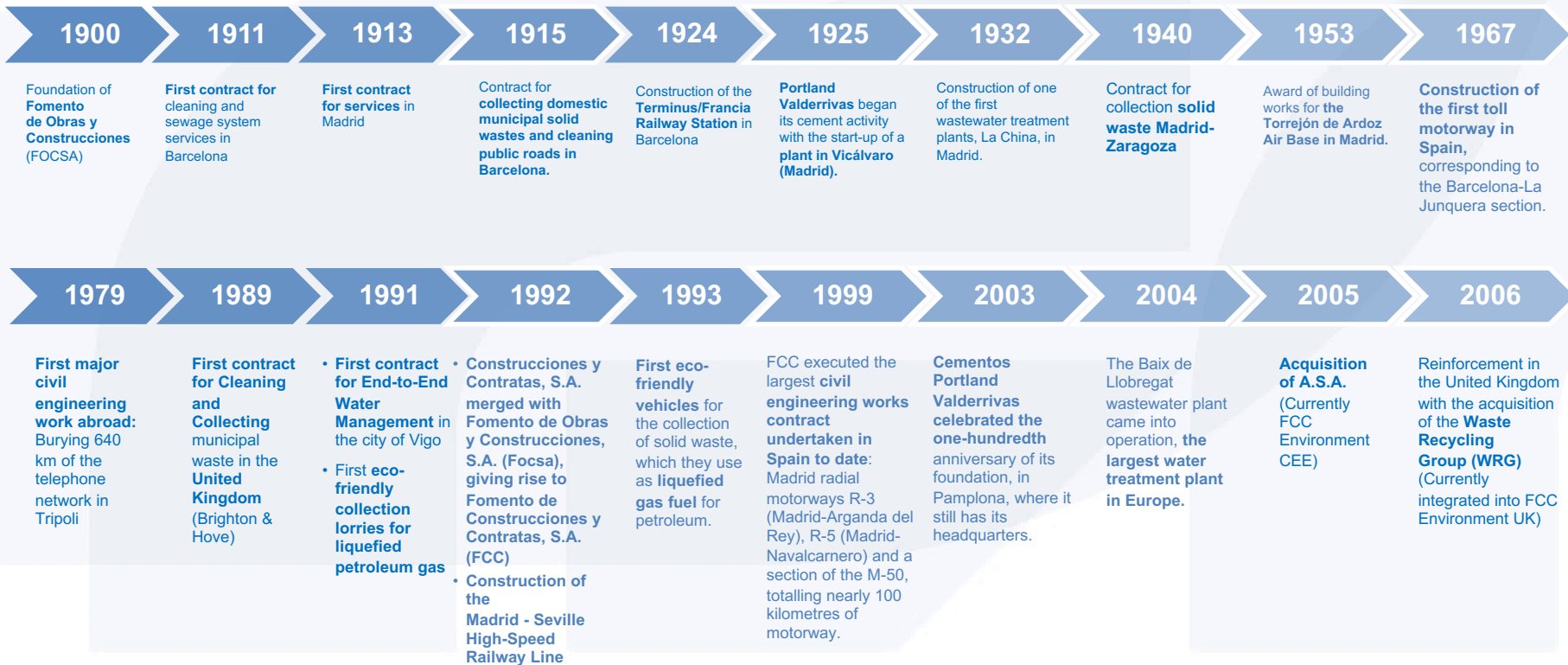
€ 6,158 M revenue and
€ 1,048 M EBITDA in 2020



Comprehensive range
of services

FCC Group

1.2 History



2013

Award of the Riyadh Metro, the largest contract in the history of Spanish construction.

2014

- Entry of the **Slim Group** and capital increase for FCC
- Award of the **Lima Metro** (Concession) and the **Doha Metro**.
- **First waste transport contract in USA** in Houston (Texas)

2015

- **First waste collection contract in the USA** in Orange County (Florida)
- Contract for the Construction and Operation of a **recycling plant in Dallas (USA)**
- Award of the **L2 Metro Panama**

2016

- **Second increase** of capital. Obligatory takeover bid with which the Slim Group took control of FCC with 61% of the capital.
- Contract for the design, construction and operation of the **El Salitre Plant**, Bogota (Colombia)

2018

- FCC sold **49% of Aqualia** to the Australian ethical fund IFM.
- Award of the **Second Waste Management Plant in Houston TX USA**.

2019

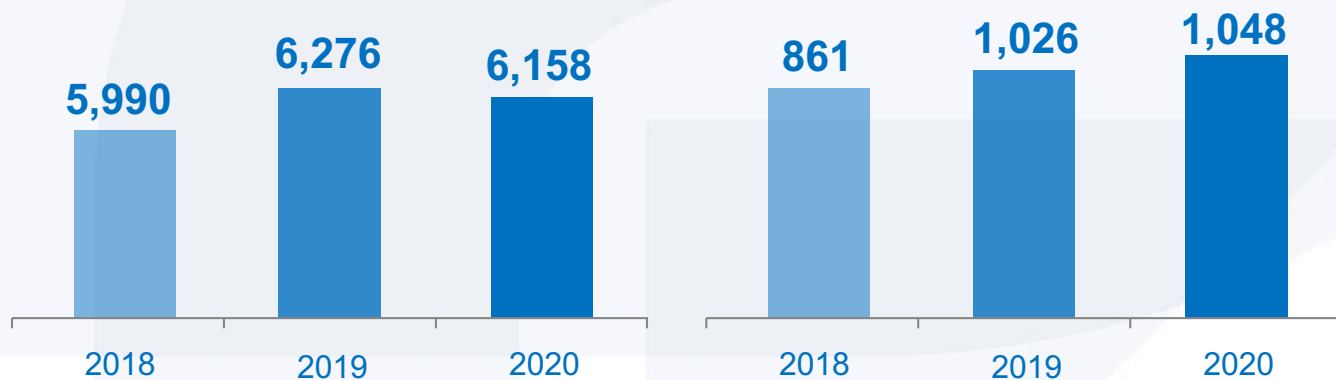
- Aqualia acquired the French company **Services Publics et Industries Environnement (SPIE)**.
- FCC Environment issued a **Green Bond** for an amount totalling 1,100 million euros.

2020

- Aqualia was assigned its **first concessions in Colombia and Saudi Arabia**.
- FCC Environment entered into the **Icon Infrastructure Partners** fund in the British business for **Energy from Waste Incinerators**
- **FCC Construcción strengthens in the United Kingdom**: design and construction hospital in Jersey and A465 Wales

Revenue

EBITDA



Figures in million euros



59.746
employees



Backlog * (Dec. 31, 2020)

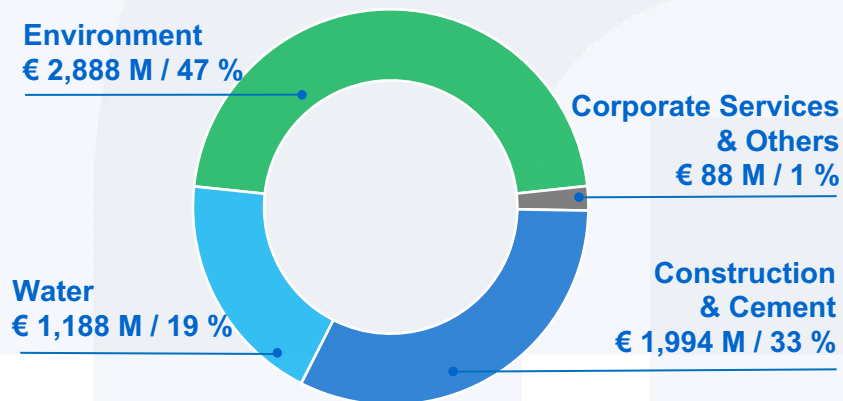
€29,412 M

* Environment, Water and
Construction

1.4. Diversified business model

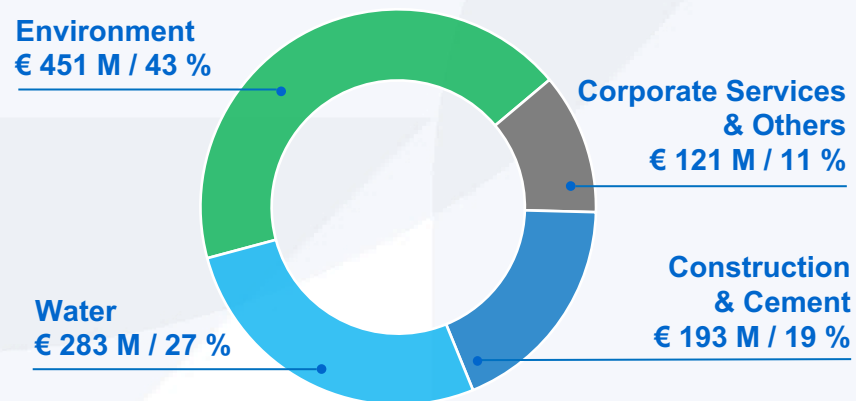
Revenue per business / 2020

Total: € 6,158 M



EBITDA per business area / 2020

Total: € 1,048 M



*Fitted by Corporate Services & Others



Environment

- Refuse collection
- Street cleaning
- Solid waste treatment and recycling
- Ground maintenance
- Sewer networks maintenance
- Building Cleaning & maintenance
- Industrial waste treatment and recycling
- Remediation of polluted soils



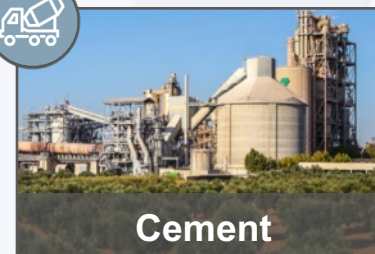
Water

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



Construction

- Civil Works
- Railway Works
- Building
- Industrial
- Concessions
- Infrastructure maintenance
- Construction precast
- Corporate image

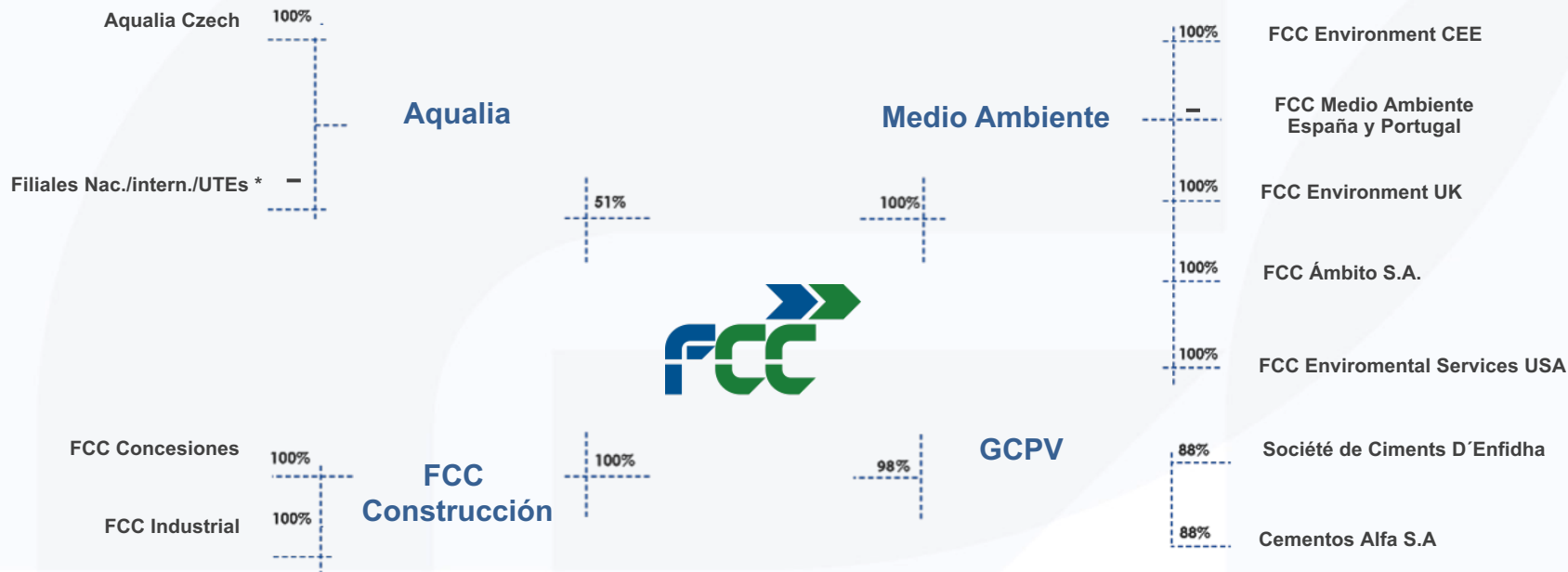


Cement

- Cement
- Trading
- Other businesses
(Concrete, Aggregate, Mortar)

FCC Group

1.4. Diversified business model



* Porcentaje de participación diverso

FCC Group

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⁾
- More than 8 Million citizens serviced in the USA

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)}

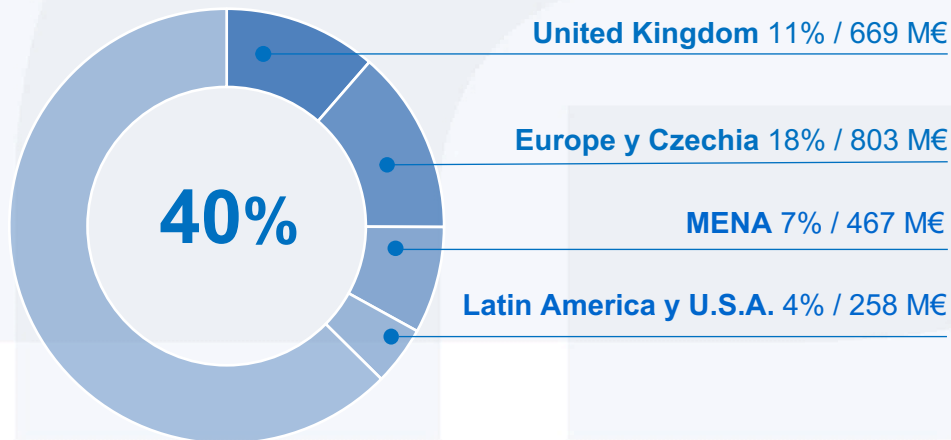
Cemento:

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

(1) According to amount of revenue
(2) According to population served
(3) Source: August. 2019 GWI ranking
(4) Source: 2019 Gpoc. Deloitte

International Revenue 2020

Total : € 2,463 M



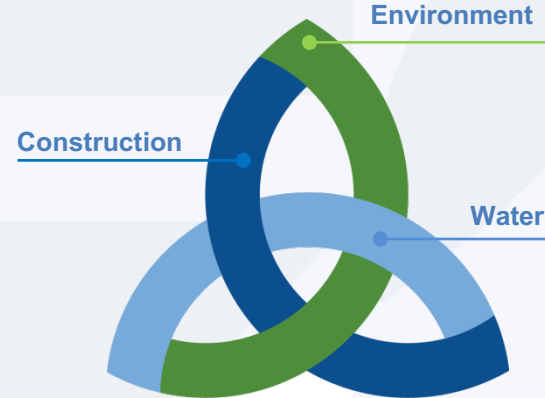
International Backlog*
(Dec,31,2020) **€ 15,640 M** (2.5 years)

***51% 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

1.8. 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 up to 10% also in 2035
- New opportunities offered by expected reforms in Spain on recycling and composting
- Organic international expansion potential, particularly in America, UK and some Central European countries



Water

- Positive long-term outlook due to regulatory developments and environmental considerations
- Increase in water consumption, both industrial and residential, in Spain with economic recovery
- Growth potential in Latam, MENA and America

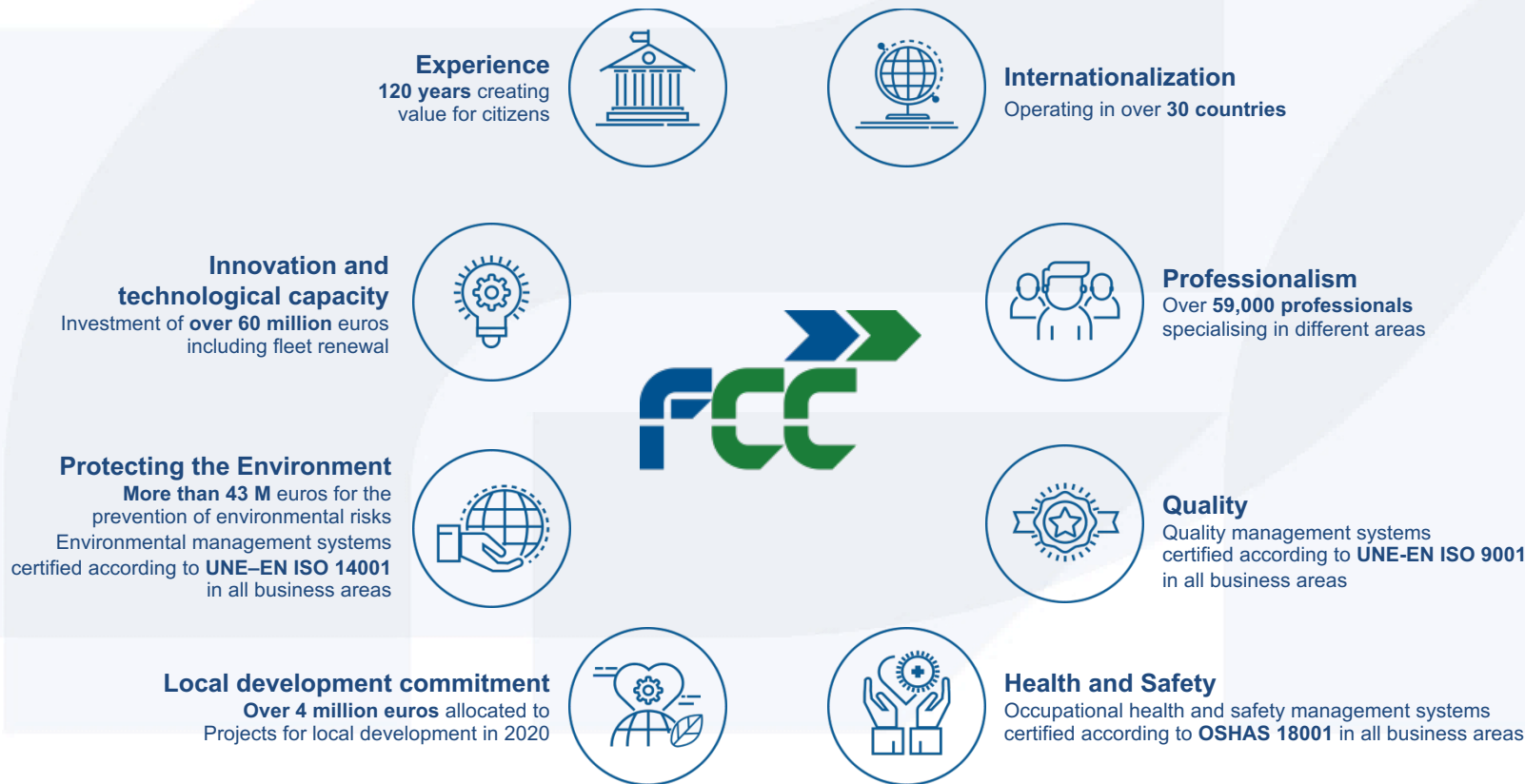


Construction & Cement

- Continued infrastructure gap in selected emerging markets providing further upside
- Potential growth in Spain based on Next Generation EU plan linked to clean energy, efficiency and related facilities.

FCC Group

1.8.Value creation



Shareholding Structure*

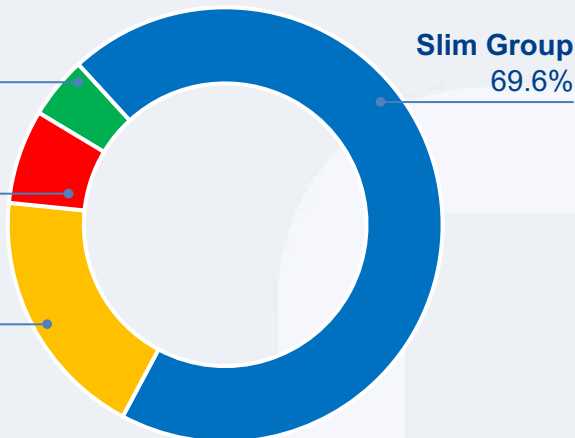
E.Koplowitz
4.6 %

**Finver
Inversiones**
7 %

Free Float
18.8 %

Other relevant shareholders:

- William H.Gates: 5.7 %*



Composition of the Board

14 members:

- 7 appointed by Slim Group
- 4 appointed by E.Koplowitz
- 3 independent members

Audit and Remuneration Board Commissions:

- Chaired by independent members

* As of latest communications to the CNMV (Spanish stock market regulator)

Chairman of FCC

Esther Alcocer Koplowitz

CEO

Pablo Colio Abril

Business Areas

FCC Construcción

Pablo Colio Abril

FCC Medio Ambiente

Jordi Payet Pérez – Iberia

Paul Taylor – U.K

Björn Mittendorfer- CEE

Iñigo Sanz - Americas

Aqualia

Felix Parra Mediavilla

Cementos Portland Valderrivas

Gerardo Kuri Kaufmann

Business Areas



1.Environment

2.Water

3.Construction

4.Cement

2

2.1.Environment

Activities



2.1.Environment



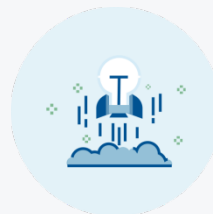
Providing services
to cities
since 1911



**Top 7 in
the world**



Serves over
60 million
citizens



**Most technologically
advanced vehicle
fleet in the world**
with **over 16,000** units



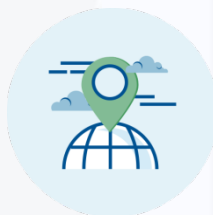
Over 700 waste
treatment, recycling
and disposal centres



ISO 50001 certificate
Comprehensive Energy
Management



Management of
25 million tons
waste per year



Operating in over
5,000
municipalities



About
2,394 sustainable
vehicles
(CNG, electric,
hybrid and bi-power)



Over **40,000**
employees



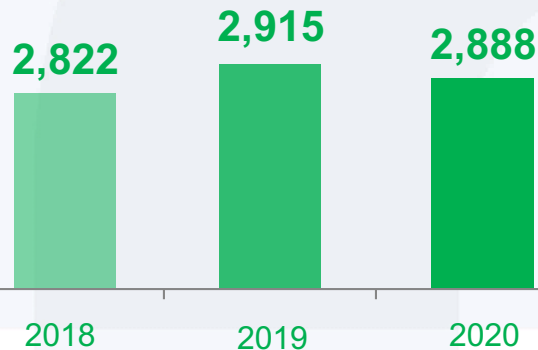
**Inclusion of
underprivileged
groups in the workplace**

2.1.Environment

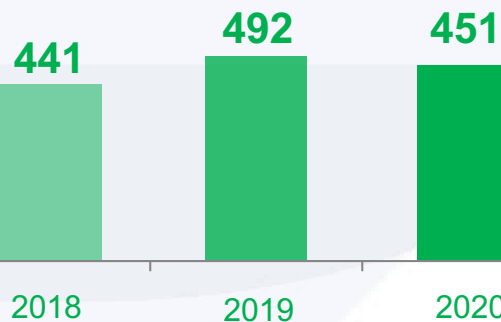
Key Figures 2020



Revenue



EBITDA



40.332
employees



Backlog (Dec. 31, 2020)
€ 9,185 M

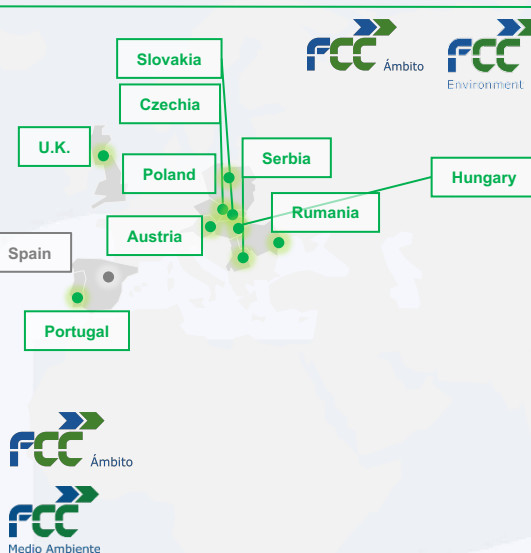
Figures in million euros

2.1.Environment

International presence



U.S.A.



International Revenue 2020

Total : 1,171 M€

40%

U.K. 21 % / € 605 M

Central Europe
16 % / € 464 M

U.S.A & Others
3 % / € 102 M



International Backlog*

(Dec. 31. 2020) € 4,312 M (1,4 years)

*47 % of Total

2.1.Environment

Main references



Waste Collection and Street Cleansing in Barcelona / Spain

Central Zone Contract since 1915 - 440 vehicles, more than 65% electric, 1,600 people, 593 km of streets served / 268,000 tons per year. **Backlog:** € 846 million. 8 years.

2.1.Environment

Main references



Street Cleansing A Coruña (Galicia) / Spain

Street cleansing contract. 19 Compressed Natural Gas (CNG) vehicles + 19 electric, 290 people, 617 km of streets served. **Backlog:** € 105 million. 8 years.

2.1.Environment

Main references



Waste Collection and Street Cleansing. Segovia / España

Renewal of the Waste collection and Street Cleansing contract. Since 1996. 51,964 inhabitants. 57 vehicles, 18 CNG, 22 electric, 124 people. 300 km of streets served / 29,025 tons per year. **Backlog:** € 56 million. 10 years.

2.1.Environment

Main references



Environmental Facility Mancomunidad del Este Madrid - Loeches / Spain

New Environmental Facility. Investment: € 58 million. 730,000 inhabitants served. 31 Municipalities 5 recycling lines - 254,000 tons of waste per year.

2.1.Environment

Main references



Selective Waste Collection and Treatment. Bytom / Poland

Waste Collection and Treatment and Selective Collection. Collection of bulky waste and the Municipal Recycling Center. Collection of construction waste containers type BIG BAG - 164,000 inhabitants served. 27 vehicles.

Backlog: € 15.8 million. 2 years.



2.1.Environment

Main references



Waste to Energy facility 'Zistersdorf' / Austria

155,000 tons of waste per year to generate 14.5 Mw net of electrical energy, with an annual energy export to the grid of 106,000 Mwh to supply more than 30,000 homes.

2.1.Environment

Main references



Malesice Facility / Praga (Czechia)

Waste Transfer and Recovery Facility operational since October 2017. **Capacity:** more than 70,000 tons per year.

2.1.Environment

Main references



Management of 12 recycling Centers. Kent / United Kingdom

Management of 12 recycling centers in Central and East Kent and transport of waste from recycling centers to transfer stations. **Backlog:** € 40 million. 5 + 5 years

2.1.Environment

Main references



Zero Waste Facility Edinburgh and Midlothian / United Kingdom

New recycling and energy recovery plant in Millerhill (Midlothian). 25-year term of operation. Management and treatment of 160,000 t / year. 14.2 MW production capacity that will provide energy to 32,000 homes.

2.1.Environment

Main references



Waste to Energy Facility 'Lostock' / United Kingdom

Development of a 600,000 tpa waste to energy recovery plant in association with Copenhagen Infrastructure Partners (CIP), with an investment of 480 million pounds.

2.1.Environment

Main references



Waste to Energy Facility 'EnviRecover' / Hereford and Worcester (U.K.)

Operational since March 2017, 700,000 inhabitants. 200,000 tons of waste to generate 160,000 MWh per year.

2.1.Environment

Main references



Waste Collection Palm Beach / Florida (U.S.A.)

Contract for the collection of urban solid waste for an amount of 215 million dollars and a duration of seven years. Service to 680,000 inhabitants.

2.1.Environment

Main references



Urban Solid Waste Collection. Omaha / Nebraska (U.S.A.)

Contract for the collection of municipal solid waste in Omaha, for a period of 10 years and a value of up to 560 million dollars. 460,000 inhabitants. 69 CNG vehicles.

2.1.Environment

Main references



Recycling Facility / Dallas (U.S.A.)

Design, Financing, Construction and Operation. Term of operation: 25 years.

Backlog: € 300m. **Service:** 140,000 t. recyclables / year. **Best Recycling Facility of the Year by the US NWRA.** Management of recyclables in the cities of Dallas, University Park, Garland, Rowlett and Mesquite (Dallas Metroplex Area).

2.1.Environment

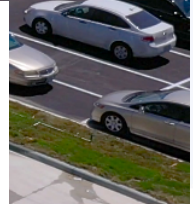
Main references



Recycling Facility / Houston (Texas, U.S.A.)

Design, Financing, Construction and Operation. Term of operation: 15 + 5 years.

Backlog: \$ 250 M. **Service:** Up to 145,000 t. recyclables / year. Management of recyclables in the city of Houston, 2.3 million inhabitants.



2.2.Water

Activities



Integrated Management of
Public Services

- 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 Activities



Operation, Maintenance and
Technical Assistance

- Infrastructure revision and analysis

- Infrastructure control and management

- Water quality



Design, construction and
financing of water infrastructures

- Purification

- Desalination

- Treatment

- Reuse

- Industry

2.2.Water



29,662,500
Population served
(GWI)



548,273
Clients with
electronic invoice



17
Countries
present



10,525
Employees



827
WWTP's



81,156 km
of managed
networks



15.7 M
Invoices
issued / year



238
WPP's



643 hm³/year
Drinking water
produced



26
Desalination
Plants



2,855
Drinking water
repositories



5
Laboratories
certified according to
ISO-17025



22
Sports
centres

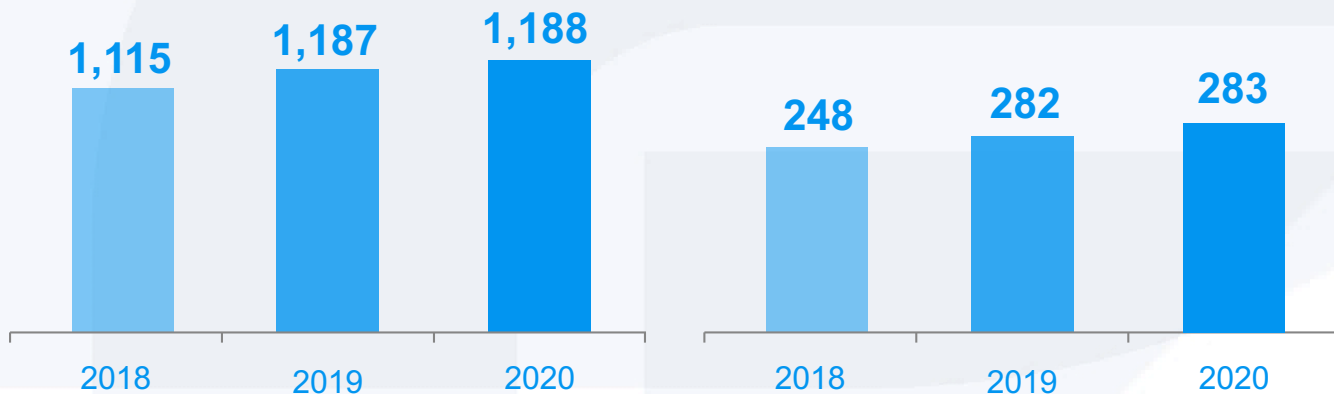
2.2. Water

Key Figures 2020



Revenue

EBITDA



10,525
employees



Backlog (Dec. 31, 2020)
€ 15,026 M

Figures in million euros

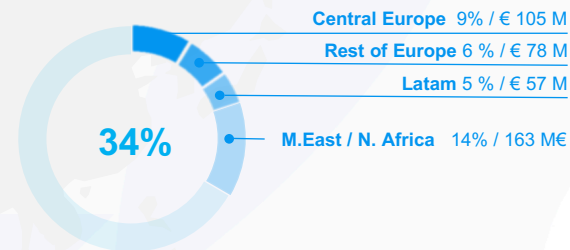
2.2.Water

International presence



International Revenue 2020

Total : € 403 M



International Backlog*

(Dec. 31, 2020) € 7,801 M (6.5 years)

*52 % of Total

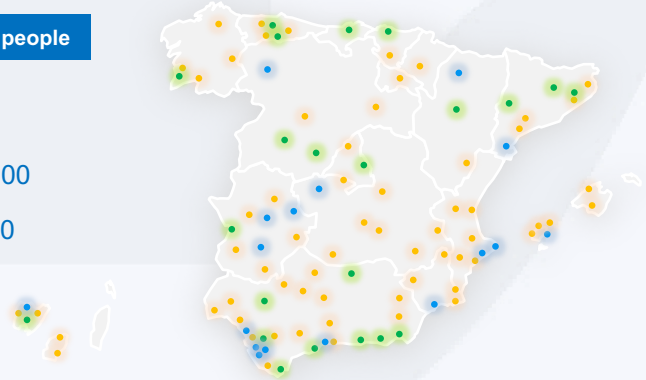
2.2. Water

Spain. Main references



Thousands of people

- > 100
- 50 a 100
- 20 a 50



2.2. Water

Spain. Main references



Mar de Alborán Desalination Plant (Níjar-Almería)

The previous Rambla Morales Desalination Plant. Acquired in 2019 by Servicios Hídricos.
The infrastructure is currently being rehabilitated and there are plans to build a photovoltaic plant.

2.2. Water

Spain. Main references



Ibiza Desalination (Ibiza, Santa Eulalia and San Antonio)

Management of the 3 desalination plants on the Ibiza island, with a production capacity of 45,000 m³/day, supplying 10 million m³ of water per year. Population: 150,000 inhabitants. Client: Agencia Balear del Agua (ABAQUA)

2.2. Water

Spain. Main references



Oviedo

The only municipality in Asturias that has ozone treatment of its drinking water to generate 1,500 l/s of high quality water. Managed since 1996. Population: 220,000 inhabitants. Client: Oviedo City Council. Headquarters of Aqualia's reference laboratory in Spain.

2.2. Water

Spain. Main references



Salamanca

Pioneers in Spain in the application of R+D+i for the elimination of nutrients in return water from purification. Management since 1997. Population: 200,000 inhabitants. Client: Salamanca City Council.

2.2. Water

Spain. Main references



Vigo

Managing, since 1991, the largest hydraulic infrastructure in Galicia.
Population: 218,000 inhabitants. Client: Vigo City Council.

2.2.Water

Latam. Main references



Aqueduct of Queretaro / Mexico

Service: Pumping, Water Treatment, Gravity flow, Distribution and Storage.

Extension: 128 km of pipeline, reservoir, tunnel (4.8 km), pumps, tanks and water treatment plant.

Type of project: BOT (20 years). Client: Querétaro State Water Commission. Capacity: 130,000 m³/day.

Population: 900,000 inhabitants. Managed since 2011.

2.2. Water

Latam. Main references



Aqueduct of El Realito / Mexico

Service: Piping and purification of water from El Realito dam to San Luis de Potosí.

Extension: 132 km of pipes, pumps, tanks and water treatment plant (86,400 m³/d).

Type of project: BOT (25 years). Client: San Luis de Potosí State Water Commission.

Population: 430,000 inhabitants. Managed since 2011.

2.2. Water

Latam. Main references



End-to-end water Cycle / Colombia

Management of the end-to-end water cycle since 2019 in 13 municipalities, providing service to more than **450,000 inhabitants**. 12 municipalities are located in the department of Córdoba and the last one in Cúcuta, Norte de Santander.

2.2. Water

Latam. Main references



El Salitre / Colombia

Service: Expansion and improvement of the El Salitre Wastewater Treatment Plant, in Bogotá.
Capacity: **600,000 m³/day**. Serving more than **3 million inhabitants**.



2.2. Water

Africa. Main references



Desalination Plant of Mostaganem / Argelia

Type of project: BOT (25 years). Client: SONATRACH/AEC.

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

2.2. Water

Africa. Main references



Desalination Plant in Djerba / Tunisia

Capacity: **50,000 m³/d**. Service to the equivalent of **250 thousand inhabitants**.

Client: SONEDE.

2.2. Water

Africa. Main references



Desalination Plant in El Alamein / Egypt

Capacity: **150,000 m³/d**. Service to **1 million inhabitants**.

Client: **MINISTRY OF DEFENSE**.

2.2. Water

Europe. Main references



Czechia - 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.



2.2. Water

Europe. Main references



France - SEFO / CEG

Serving **140,000 inhabitants** in the Île de France region (France):
8 supply management contracts and 2 sanitation contracts through the companies SEFO and CEG. Management of 700 kilometers of distribution networks, 32 water storage tanks and 70 pumping stations, as well as 200 kilometers of sewage networks.

2.2. Water Webs



www.aqualia.com

Webs

[Adeje](#)
[Linares](#)
[Lleida](#)
[Alcalá de Henares](#)
[Almería](#)
[Ávila](#)
[Calahorra](#)
[Écija](#)
[El Vendrell](#)
[Entemanser](#)
[Granadilla de Abona](#)
[Guía de Isora](#)
[Ingenio](#)
[Jaén](#)
[San Miguel de Abona](#)
[Jerez de la Frontera](#)
[Lloret de Mar](#)
[Medina del Campo](#)
[Mérida](#)

[Muro](#)
[Narón](#)
[Nerja](#)
[Oviedo](#)
[Puerto de la Cruz](#)
[Salamanca](#)
[San Lorenzo de El Escorial](#)
[Santander](#)
[Talavera de la Reina](#)
[Vélez Málaga](#)
[Vigo](#)
[Santa Marta de Tormes](#)
[Santiago del Teide](#)
[Sanlúcar de Barrameda](#)
[Ostrava \(Czech Republic\)](#)
[Caltanissetta](#)
[Campomaior \(Portugal\)](#)
[Elvas \(Portugal\)](#)
[Fundao \(Portugal\)](#)
[France](#)

2.3.Construction

Activities



Civil Works

- Railway infrastructures
- Roads
- Bridges
- 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

2.3.Construction



Over
120 years
of experience



We are
global and local



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



Leader
in urban transport
infrastructure



Operating in
over
25 countries



One of the
top 45
construction companies
in the world



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



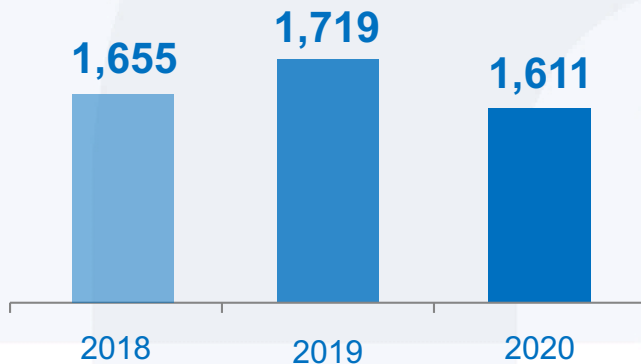
More than 25 million
people use our
infrastructures

2.3.Construction

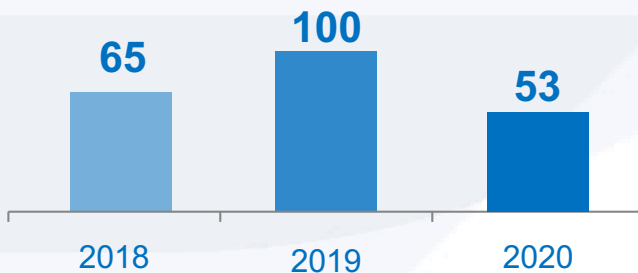
Key Figures 2020



Revenue



EBITDA



 **7.323**
employees



Backlog (Dec. 31, 2020)
€ 5,156 M

Figures in million euros

2.3. Construction

International presence



International Revenue 2020

Total : € 762 M

Latam & U.S.A.
8 % / € 126 M

Europe
24 % / € 390 M

M.East & N. Africa
15 % / € 246 M

47 %



International Backlog*

(Dec. 31, 2020) € 3,527 M (2,1 years)

* 68 % of Total

2.3. Construction

Main references



Riyadh Metro / Saudi Arabia

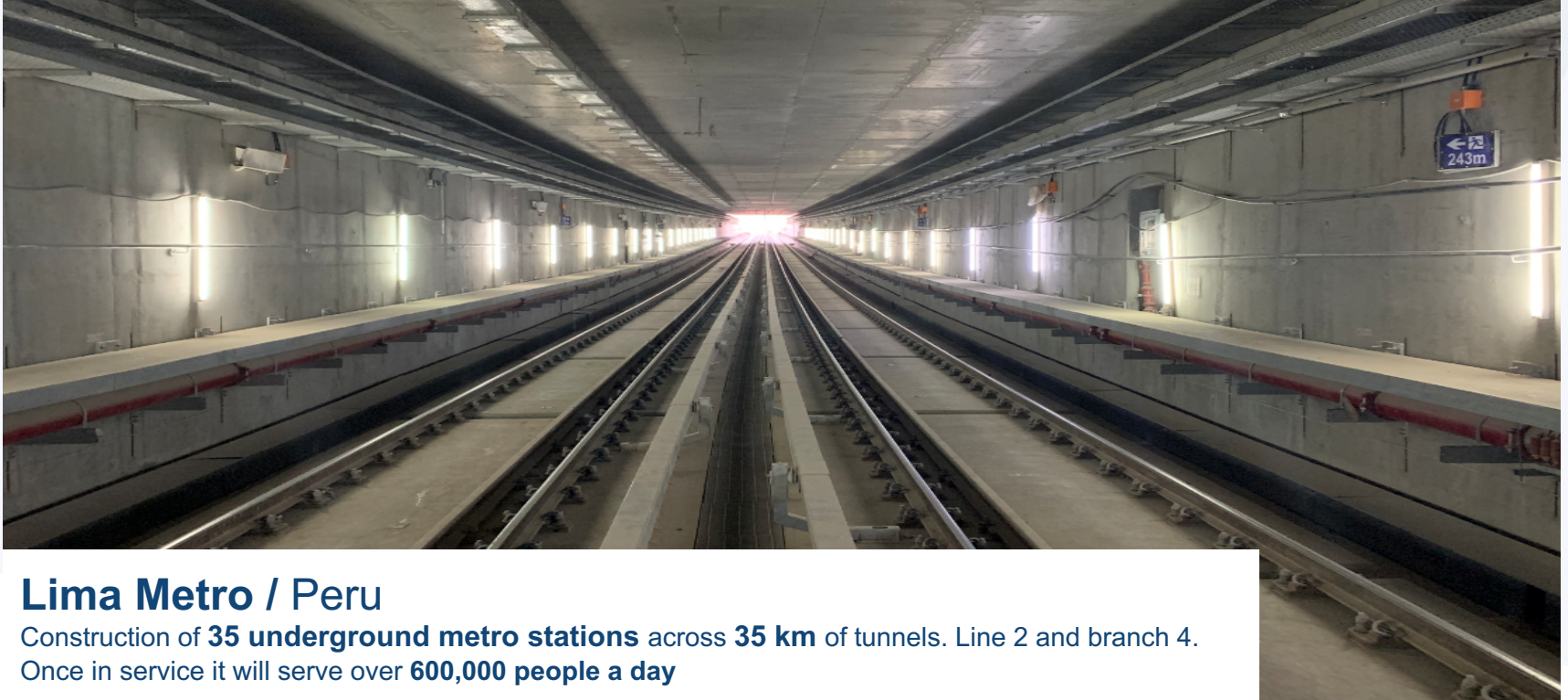
Construction of metro lines 4, 5 and 6. Total length of **64 km** and **25** stations.

We are also currently executing the extension of line 4 to the Riyadh International Airport



2.3. Construction

Main references



Lima Metro / Peru

Construction of **35 underground metro stations** across **35 km** of tunnels. Line 2 and branch 4.
Once in service it will serve over **600,000 people a day**

2.3. Construction

Main references



A9 Badhoevedorp_Holendrecht Motorway / Netherlands

Design, construction, operation, maintenance and financing of the A9 motorway. Remodelling of a 10.4-kilometre section, carried out while maintaining road traffic on the existing motorway.

2.3. Construction

Main references



E6 Ulsberg-Vindasliene Motorway / Norway

Design and construction of a two-lane motorway section in each direction with carriageways separated by central road divider. The motorway will cover a length of 25 kilometres of new road.

2.3. Construction

Main references



Bucharest Metro Line 5 / Romania

Design and construction of section 1 of Bucharest metro line 5, between Raul Doamnei and Eroilor stations. A total of 7.7 kilometres of line have been built in two tunnels and 10 stations.

2.3. Construction

Main references



Doha Metro Red Line / Qatar

The project included the construction of three elevated stations, underground construction of a section of urban highway in the city of Al Wakra, and 6.97 kilometres of railway track.

2.3. Construction

Main references



Romanian Railway Sections

Over five railway line rehabilitation contracts in Romania, all of them belong to the Pan-European Rail Corridor.

2.3. Construction

Main references



El Alamein Desalination Plant / Egypt

The project is considered to be the largest water supply for Egypt's northern coast. Through reverse osmosis technology, the plant desalinates seawater to produce 150,000 m³/day of drinking water, thus covering the strong local demand for water.



2.3. Construction

Main references

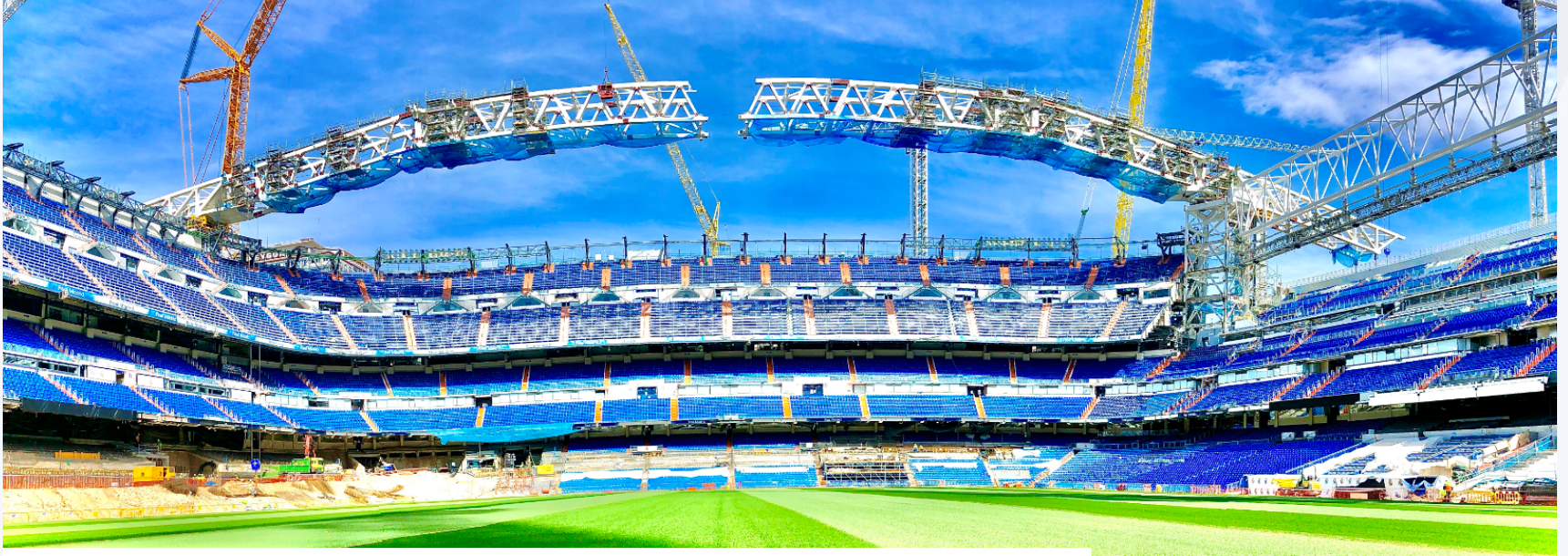


Guillermo Gaviria Echeverri Tunnel / Colombia

Design, construction, operation and maintenance of the Guillermo Gaviria Echeverri tunnel. Once completed, this infrastructure will be the longest of its kind in Latin America.

2.3. Construction

Main references



Santiago Bernabéu stadium refurbishment / Spain

Europe's largest sports infrastructure project

2.3. Construction

Main references



Grangegorman University / Dublin-Ireland

Design and construction of two buildings for the Dublin Institute of Technology (DIT).
When completed, they will provide university services to **10,000 students**

2.3. Construction

Main references



New Dublin Airport runway / Ireland

The new North Runway is **3,110 metres** long and will be located in the northern part of the airport, parallel to the existing main runway 10R/28L.

2.3. Construction

Main references



Haren Prison / Belgium

Contract for the design, construction, financing, operation and maintenance for 25 years of a new penitentiary complex. Largest prison in Belgium

2.3. Construction

Main references



Gerald Desmond/ USA

First cable-stayed bridge in the state of California.

2.3. Construction

Industrial / Main references



Dublin Airport industrial facilities / Ireland

Construction of **three double-walled** storage tanks with a capacity of **5,000 cubic metres**.

2.4.Cement

Activities



Other businesses

Aggregate
Mortar

2.4.Cement



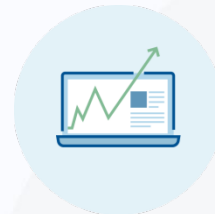
Present in
3 continents



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



Promoting
**fuel and alternative
raw materials**



Spain
Market leader
with extensive
territorial coverage



Production capacity of
**12 million tonnes
of cement**



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



Tunisia
Market leader

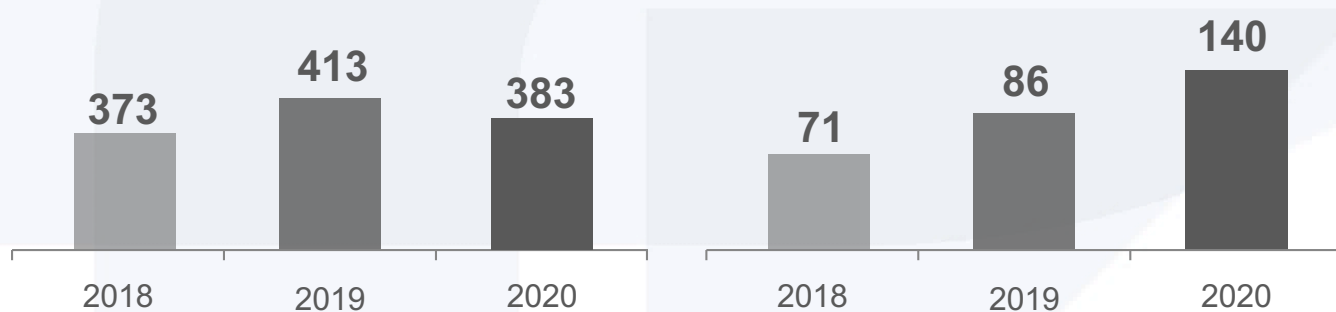
2.4.Cement

Key Figures 2020



Revenue

EBITDA



 **1,036**
employees

Figures in million euros

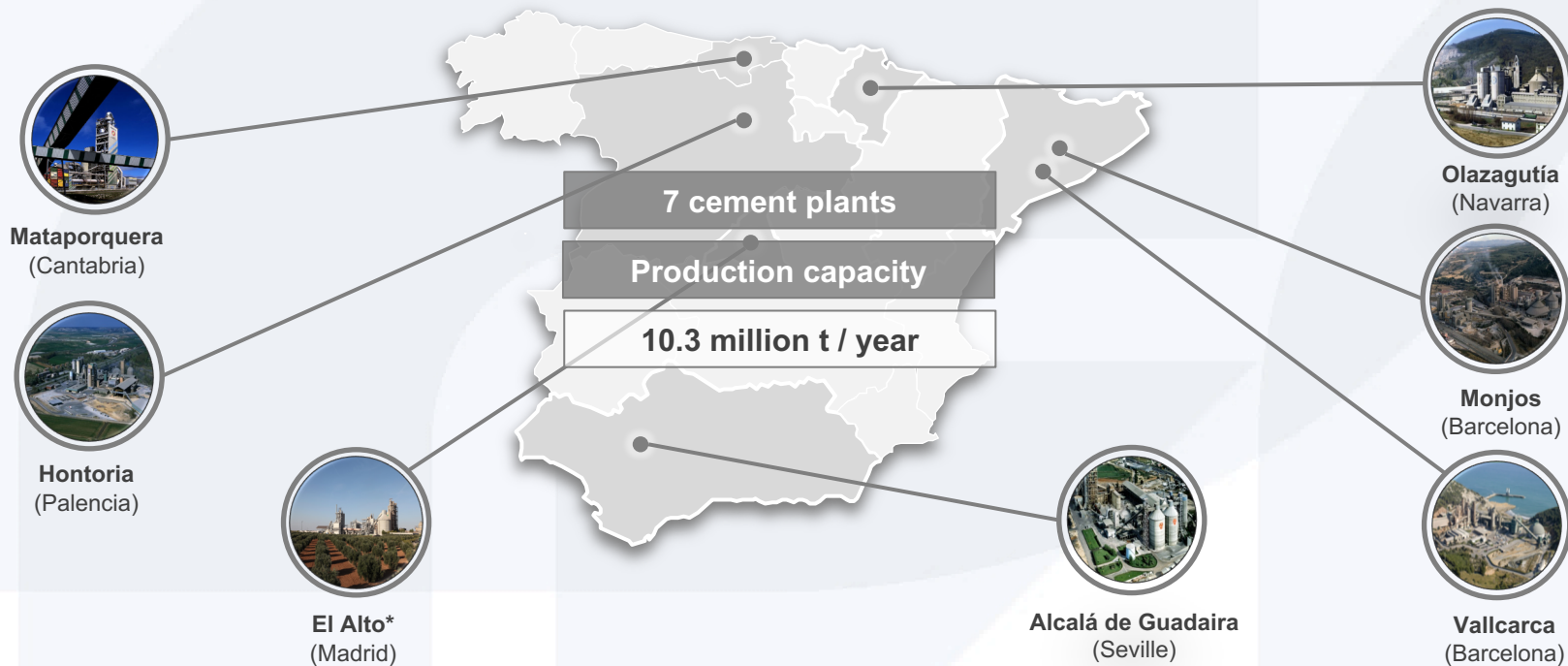
2.4.Cement

International presence



2.4.Cement

Spain. Main references



*Grey and white cement production

2.4.Cement

Spain. Main references



El Alto plant / Madrid (Spain)

2.4.Cement

África. Main references



2.4.Cement

Main references



Trading

2.4.Cement

Main references



Concrete

FCC Group Webs

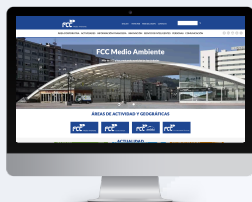


FCC Group



www.fcc.es

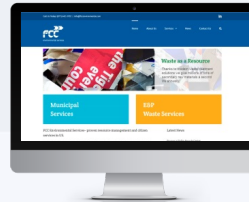
Environment



www.fccma.com



www.fccambito.es



www.fccenviromental.com

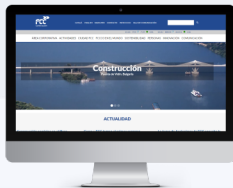


www.fccenvironment.co.uk



www.fcc-group.eu

Construction



www.fccco.com



www.fccindustrial.com

Water



www.aqualia.com

Cement



www.valdearrivas.es

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