



Corporate Presentation

2025



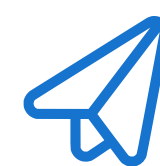
FCC Group

Environment

Water

Construction

Concessions



Over
125 years
of experience



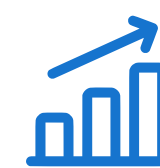
Over
72,000
employees



International leader in environmental services, in the comprehensive management of water, in infrastructure construction, and in the development of concession projects.



Operations in over **25 countries**,
51% of revenue from international markets



High **revenue stability**



Integrated service
offering



€9,700 M in revenue
€1,419 M EBITDA in 2025

Diversified business model

Environment

- Municipal waste collection and street cleaning
- Parks and ground maintenance
- Waste treatment and recycling
- Energy recovery from waste
- Industrial waste management
- Soil and environmental liability remediation



Water

- Municipal concessions for water cycle management (MWC).
- Infrastructure concessions (BOT).
- Operation and maintenance (O&M).
- Technology and Networks (EPC).



Construction

- Civil engineering
- Railway works
- Industrial building
- Concessions
- Infrastructure maintenance
- Construction prefabricates
- Corporate image



Concessions

- Road infrastructure
- Urban transport
- Social infrastructure
- Other infrastructure



Leadership position in all Areas



Environment

#1 in Spain
 #1 in integrated waste management in Central and Eastern Europe
 Top 3 in UK
 Top 10 in the world

Water

#1 in Spain²
 #4 in Europe²
 #9 in the world²

Construction

#3 in Spain¹
 Among the 10 largest construction companies in Europe²

Concessions

Among the top 10 concessionaires in Europe



¹ By revenue volume

² Source: December 2024 GWI Ranking

Integrated offering

Advanced technology

Proprietary technology for waste collection and street cleaning

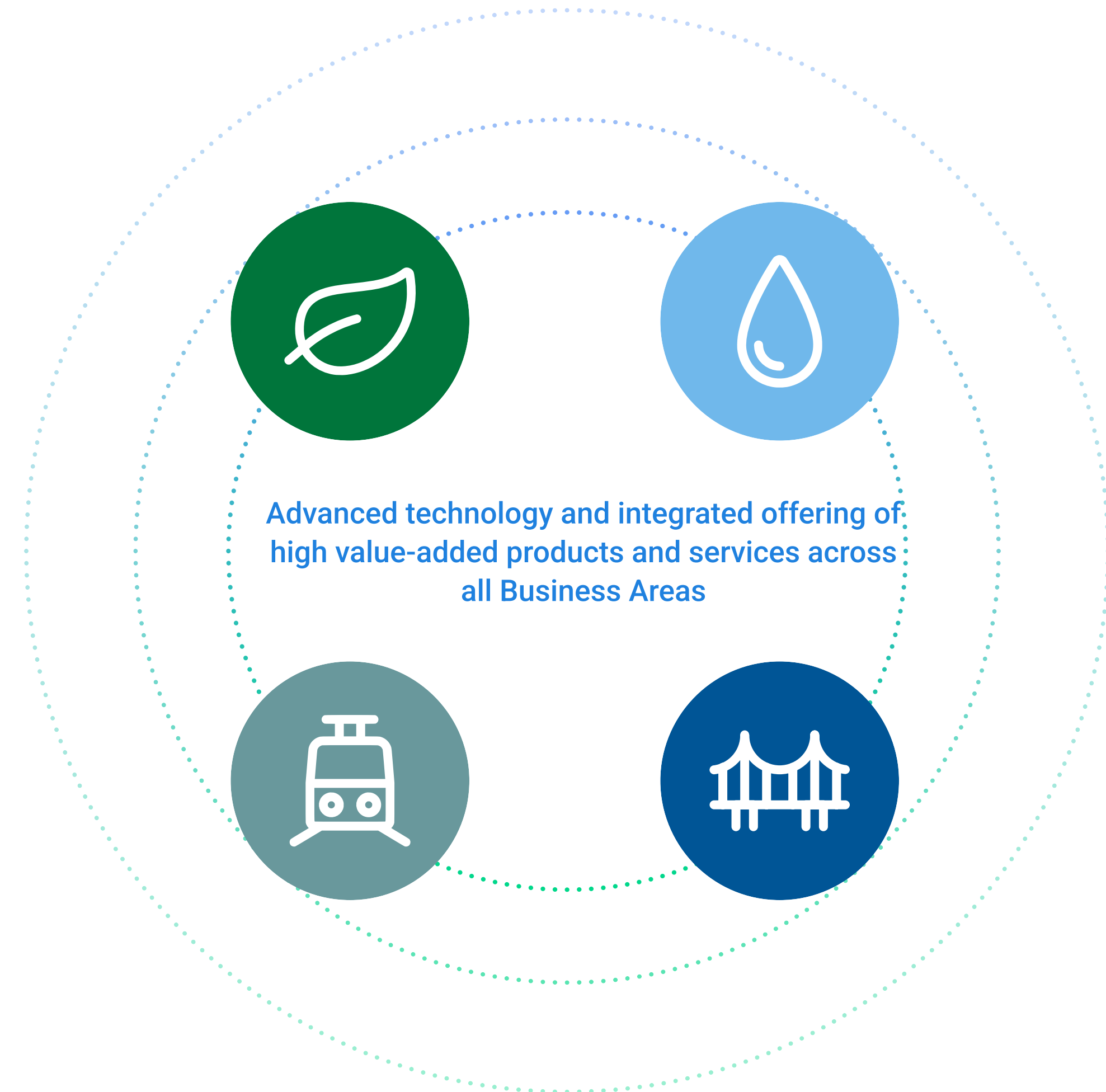
Leadership in recycling systems and energy recovery from waste

Experts in providing solutions across all phases of the comprehensive water cycle for all uses: residential, agricultural, and industrial, and for all needs of public and private entities and organizations

Specialists in technically complex bridges and ports

Innovative processes for high-speed lines, metro, and tunnels

Specialists in turnkey projects in the industrial sector



Creation of value

Our leadership allows us to capitalise on the demand for our activities.

Environment



Positive long-term outlook due to regulatory developments and environmental considerations. The EU Waste Framework Directive requires member states to recycle at least 60% of their municipal solid waste by 2030 and 65% by 2035 and reduce landfill to 10% by 2035.

Organic potential for international expansion, particularly in the United Kingdom, some Central European countries and growth of the energy recovery division in the United States.

Water



Aqualia's business model is distinguished by ensuring an essential service for life, social well-being, and industrial development, adapting to the particularities of each of the 19 countries in which it operates. Thanks to its solid experience and strategic leadership, the company adds value in changing environments through a global vision that translates into concrete and effective actions and solutions at the local level.

It will continue its development with a strict criterion of geographical selection, prioritising activities in regulated environments and contracts where its technical, engineering, and digitalisation capabilities provide competitive advantages.

It will continue to focus on markets with a stable presence and projects with secured financing.

Construction



Selective contracting, both national and international, through rigorous risk management that guarantees profitability and generation of cash flows.

To become a benchmark in the Infrastructure Concessions sector in all the countries in which it is already present and to expand its presence to new markets.

Concessions



Continuous search for growth with a strategic focus on the international arena, mainly in the United States, Europe (Czech Republic, United Kingdom, Portugal and Ireland) and Asia (Middle East), as main markets.



Environment



- Municipal waste collection and street cleansing
- Parks and ground maintenance
- Waste treatment and recycling
- Energy recovery from waste
- Industrial waste management, soil and environmental liability remediation

Figures



FCC Group

Environment

Water

Construction

Concessions



Providing services to citizens since **1911**



Among the top 10 in the world



Serving over **83,5 million** citizens



Over **880** waste treatment, recycling, and disposal centres



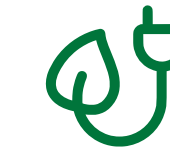
Operating in over **5,900** municipalities



Managing nearly **27 million tonnes** of waste per year



24,000 units of the most advanced fleet in the world



Nearly **4,700** sustainable vehicles (CNG, electric, and Bi Power)



56,400 people

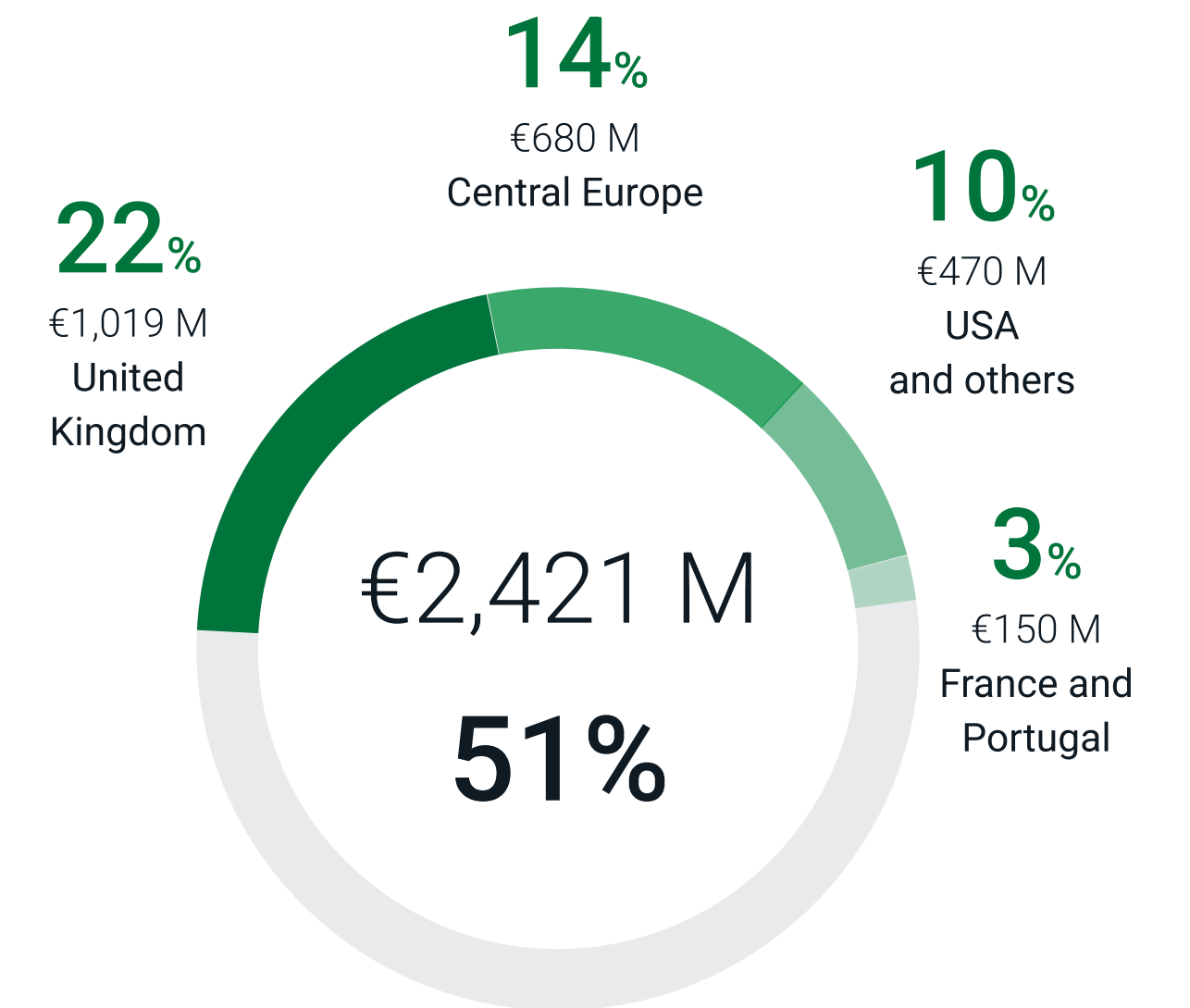


Labour of **underprivileged groups** in the workplace

International presence



International revenues 2025



International portfolio

€6,399 M

41% of the total,
as of 31 December 2025





Water

Concessions for water cycle management – GCIA

Management of Own and Public Services such as collection, treatment, purification, distribution, sanitation, and depuration, as well as water quality analysis.

Operation and maintenance – O&M

O&M contracts ensure a continuous supply of quality water, which requires the dedication, technology, professionalism, and experience necessary to achieve maximum excellence in the processes of the end-to-end water cycle.

Infrastructure concessions – BOT

Design, construction, financing, and long-term operation of infrastructures, treatment plants (purification, depuration, and desalination) or reuse facilities through BOT-type contracts and take or pay mechanisms.

Technology and networks – EPC (Engineering, Procurement and Construction)

Execution of design and construction projects, without involving the operation of the same once the construction phase is completed.

Figures



FCC Group

Environment

Water

Construction

Concessions



44,985,072
Population served



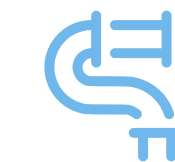
19 countries present



14,200 employees



934 WWTPs



91,748 km
of managed
networks



253 WTPs



1,256 hm³/year
Potable water
produced



37 IDAMs



3,285 potable water
storage tanks



20 sports centres



22 accredited central laboratories according to ISO-17025

International presence



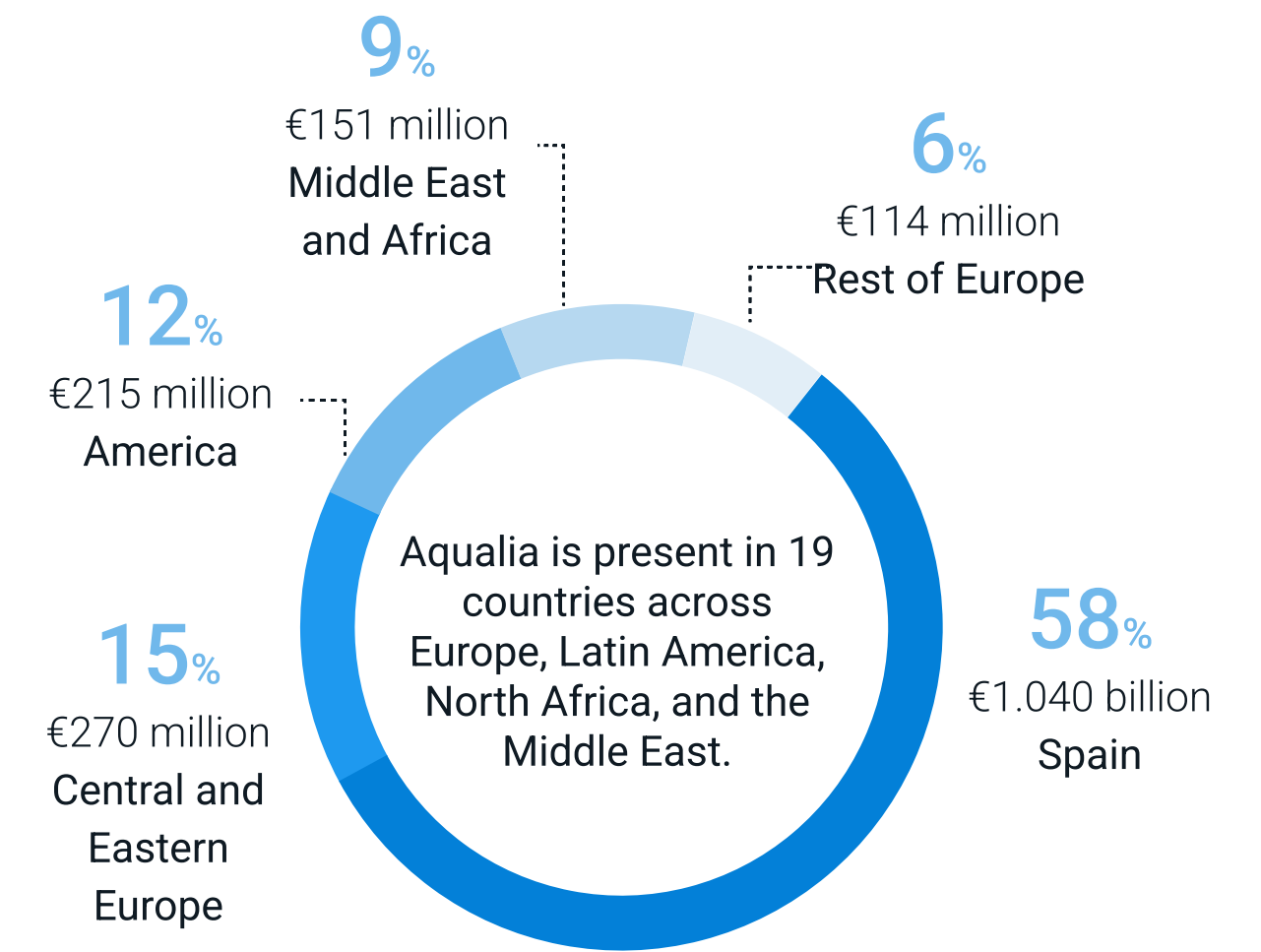
Europe

- Portugal
- Spain
- France
- Italy
- Czech Republic
- Romania

MENA

- Algeria
- Egypt
- Georgia
- Saudi Arabia
- Qatar
- Oman
- United Arab Emirates
- Japan

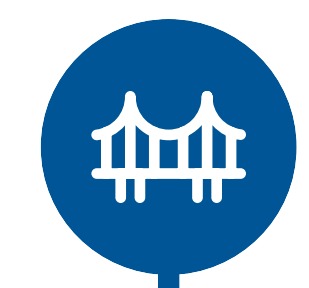
Revenue Breakdown 2025



Spain
€1,040 M
58% of total

International
€749 M
42% of total

Activities



Construction

Civil works

- Railway infrastructure
- Roads
- Bridges
- Tunnels
- Maritime infrastructure
- Airport infrastructure
- Hydraulic infrastructure

Building

- Housing units and estates
- Non-residential building
- Renovation

Industrial

- Electromechanical installations and maintenance
- Electrical networks and railway works
- Industrial construction
- Systems
- Infrastructure maintenance
- Prefabrication
- Corporate image

Figures



FCC Group

Environment

Water

Construction

Concessions



Over **125 years** of experience



We are **global and local**



Awarded the **largest urban transport infrastructure contracts** (Riyadh Metro, Toronto Rail Network)



Leader in urban transport infrastructure



Present in **24 countries**



One of the **top 25** construction companies in the world



More than 500 million people use our infrastructures



International benchmark in the selective execution of large civil works (tunnels, railways, metro...)

International presence



Europe

- Portugal
- Spain
- France
- Italy
- United Kingdom
- Ireland
- Belgium
- Netherlands
- Germany
- Norway
- Poland
- Romania

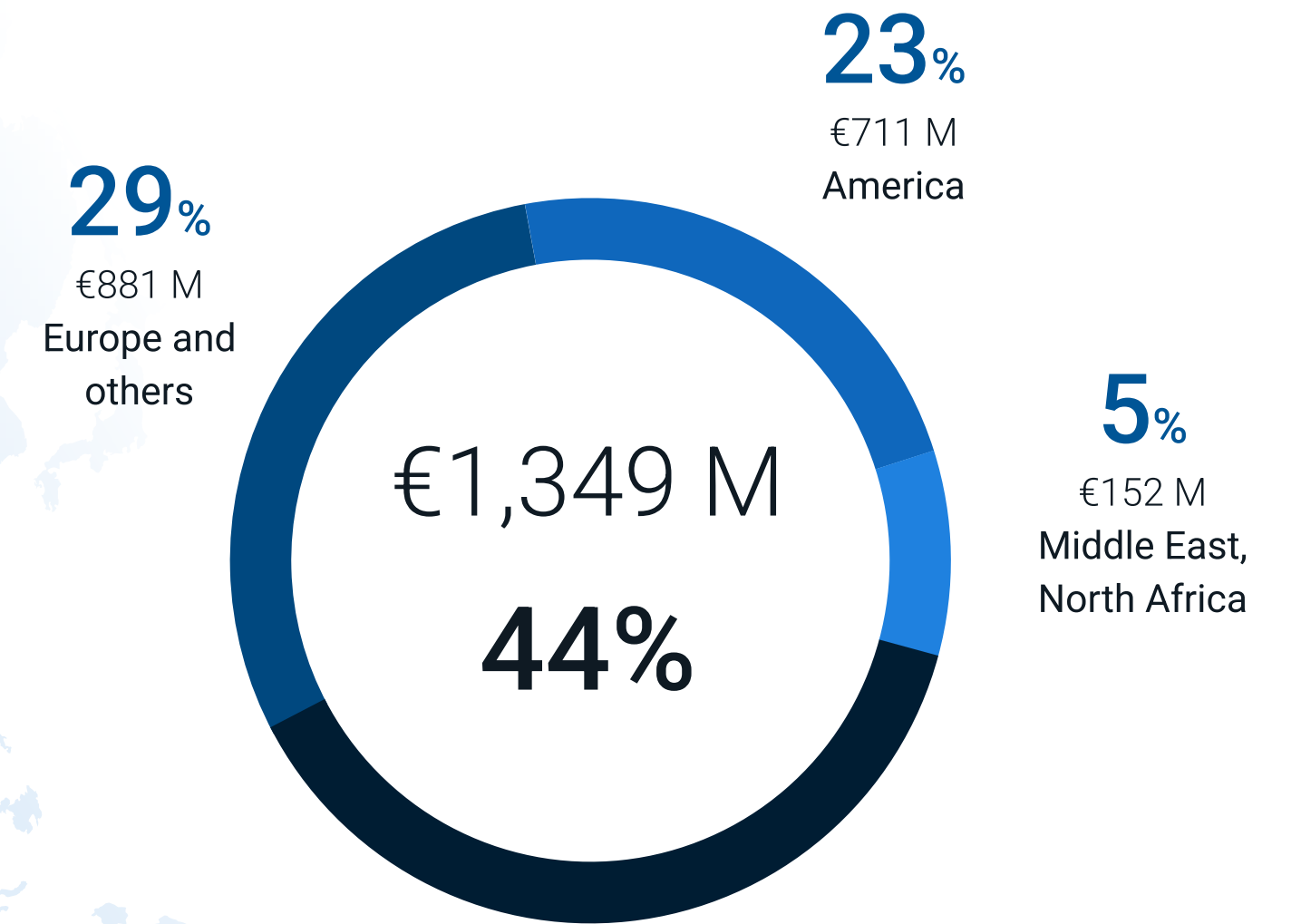
MENA

- Egypt
- Saudi Arabia
- Qatar

Oceania

- Australia

International revenues 2025



International portfolio

€6,846 M
71% of total,
as of 31 December 2025





Activities



FCC Group

Environment

Water

Construction

Concessions



Concessions

- Road infrastructures
- Urban transport
- Social infrastructures*
Includes sanitary facilities and public buildings
- Other infrastructures



Figures



FCC Group

Environment

Water

Construction

Concessions



Leaders
in urban transport
concessions



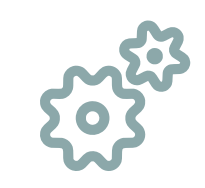
Present in **5 countries**



**More than 200
million** people use
our concessions



Specialised in
sustainable mobility
infrastructure



We are part of the **FCC
Group**, an international
leader in infrastructure

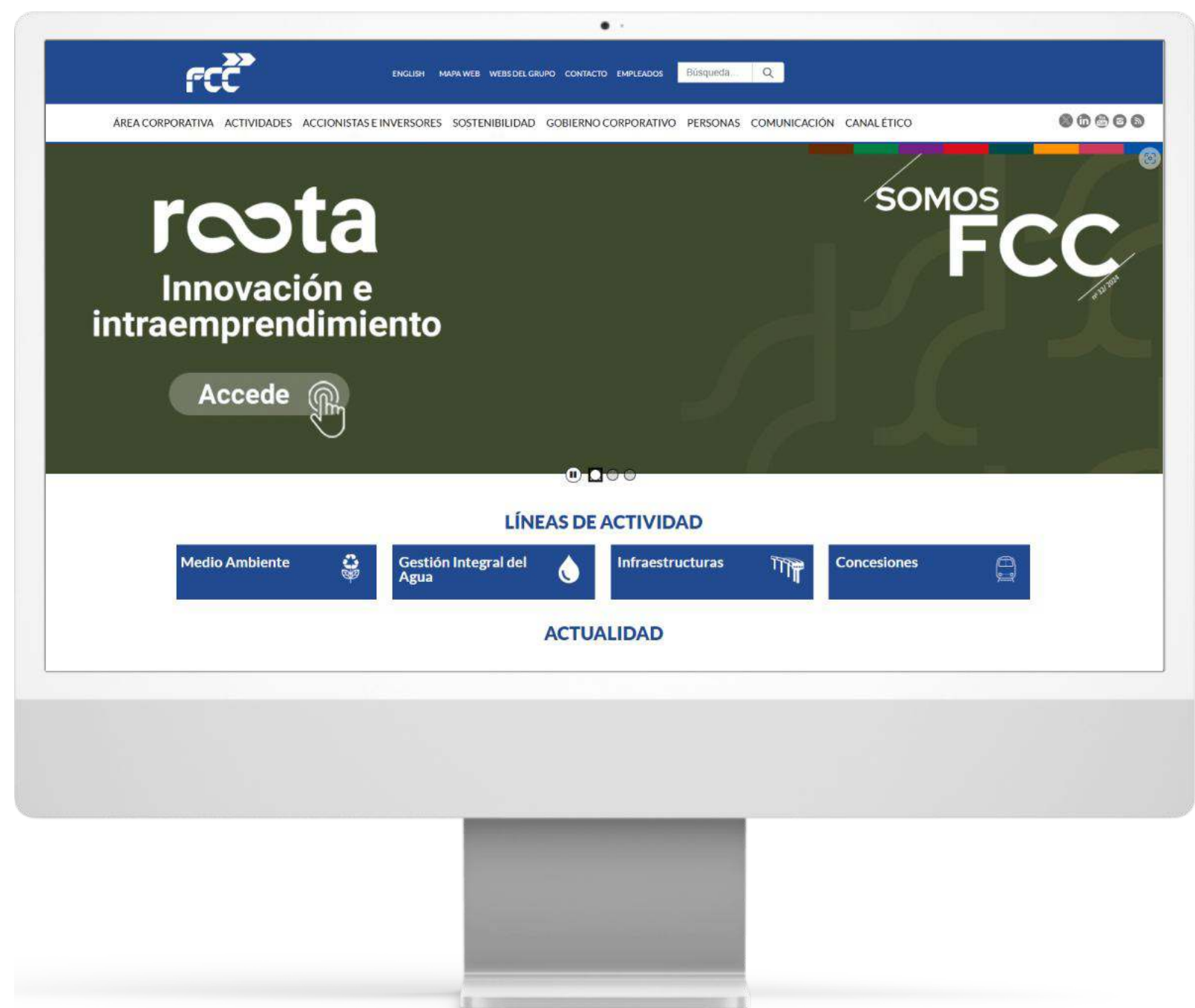


Present in **social**
infrastructure

International presence



Web



Grupo FCC

Medio Ambiente

Agua

Construcción

Concesiones

FCC Group



fcc.es



Water



aqualia.com



Construction



fccco.com



fccindustrial.com



Concessions



fccconcesiones.com



Environment



fccenviro.com



fccma.com



fccambito.es



fcc-group.eu



fccenvironment.co.uk



fccenvironmental.com

Legal notice

- This document may contain forward-looking statements regarding intentions, expectations, or forecasts of the FCC Group or its management as of the date of its preparation, relating to various aspects such as the growth of different business lines, the results of the FCC Group, or other aspects concerning its activities and situation.
- These forward-looking statements or forecasts do not, by their nature, constitute guarantees of future performance, being subject to risks, uncertainties, and other relevant factors that could cause actual developments and results to differ materially from those expressed in these intentions, expectations, or forecasts.
- This document does not constitute an offer or invitation to acquire or subscribe for shares, in accordance with the provisions of Law 6/2023, of 17 March, on Securities Markets and Investment Services, Royal Decree-Law 5/2005, of 11 March, and/or Royal Decree 814/2023, of 8 November, and its implementing regulations. Furthermore, this document does not constitute an offer to purchase, sell, or exchange, nor a solicitation of an offer to purchase, sell, or exchange securities, nor a request for any vote or approval in any other jurisdiction.
- This document or any of its parts does not constitute a contractual document, nor may it be used to integrate or interpret any contract or any other type of commitment.
- The information presented in this statement should be considered by all individuals or entities that may need to make decisions or formulate or disseminate opinions regarding securities issued by the FCC Group. All are encouraged to consult the public documentation and information communicated or registered by the FCC Group with the National Securities Market Commission.
- This document contains financial information that has been audited and prepared in accordance with International Financial Reporting Standards (IFRS).