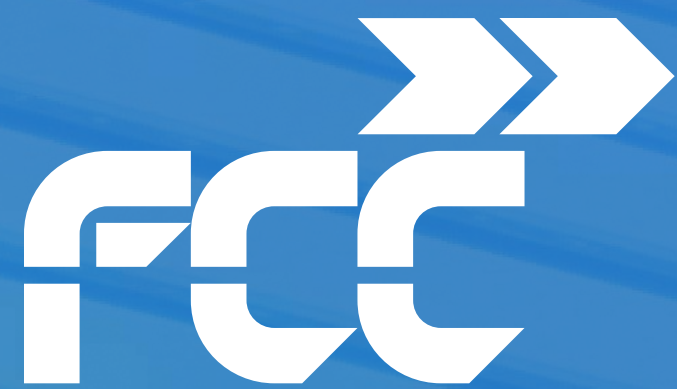




Corporate Presentation

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**

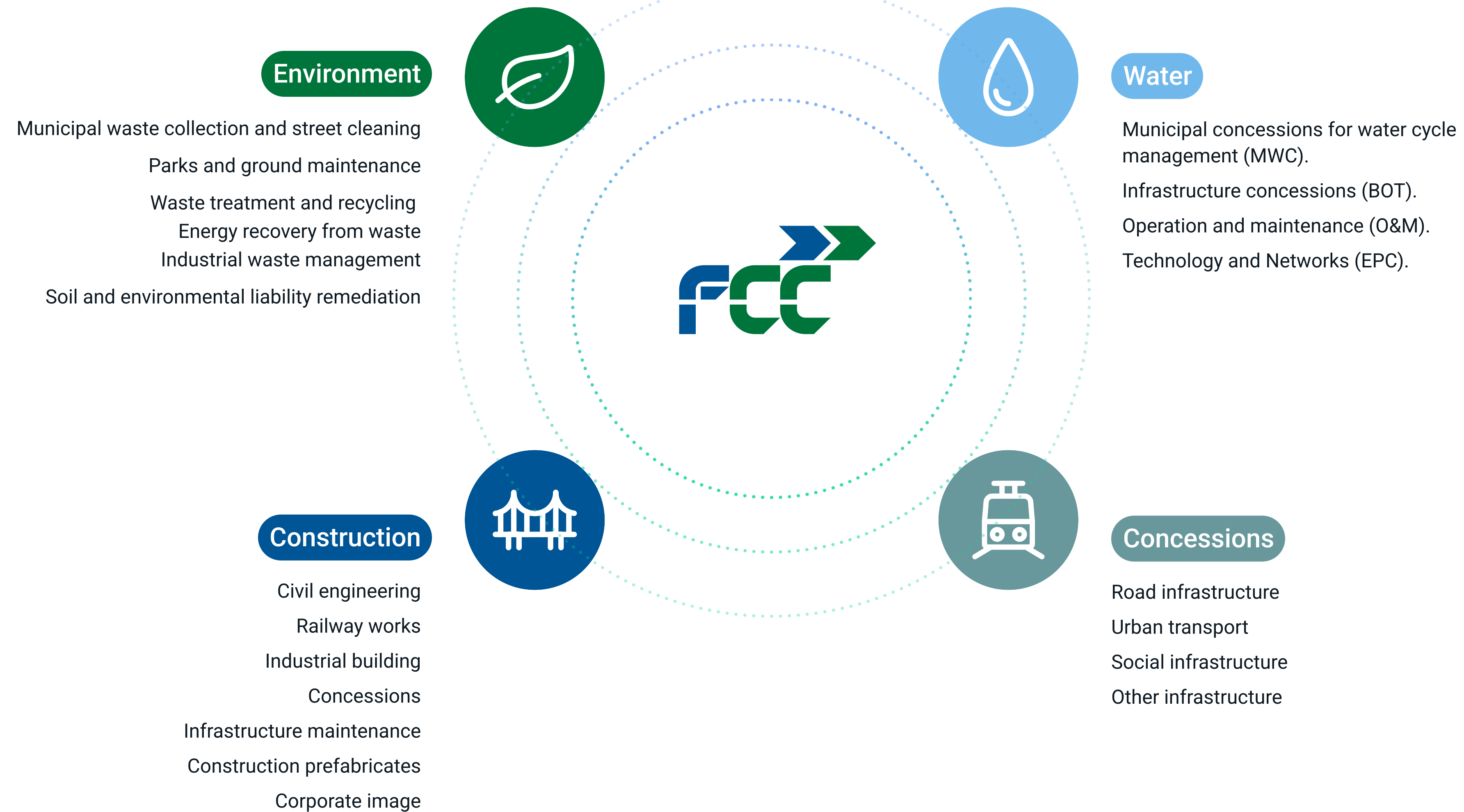


Integrated service
offering



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

Diversified business model





Leadership position in all Areas

FCC Group

Environment

Water

Construction

Concessions

North America

- USA
- Canada
- Mexico

Central America

- Panama

South America

- Peru
- Colombia
- Chile

Europe

- Spain
- Portugal
- United Kingdom
- Italy
- France
- Belgium
- Czech Republic
- Poland
- Austria
- Netherlands
- Germany
- Romania
- Serbia
- Slovakia
- Hungary
- Norway

MENA

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

Oceania

- Australia

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

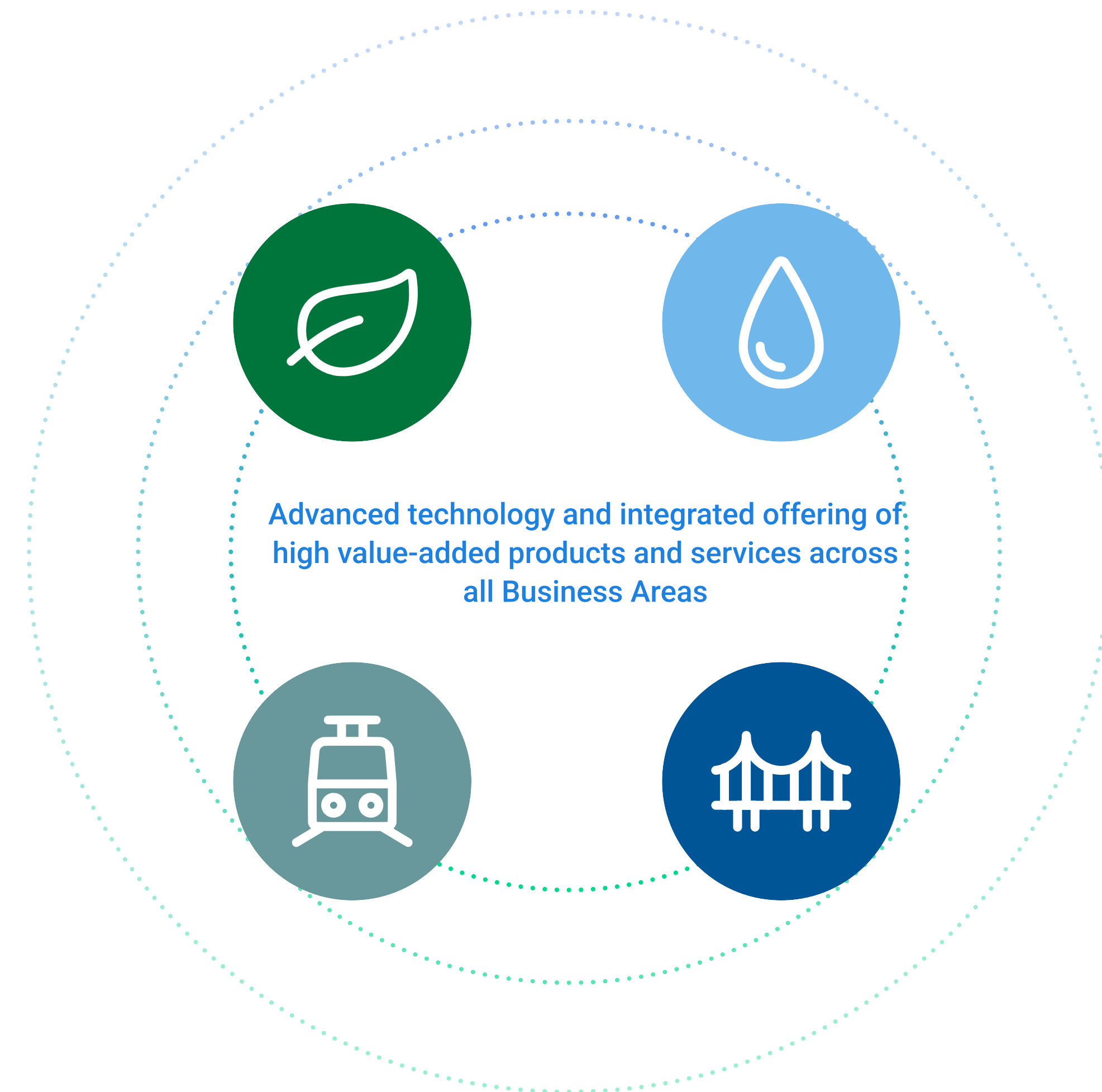
Leadership in recycling systems and energy recovery from waste

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



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.

Construction



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

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

Concessions



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.

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

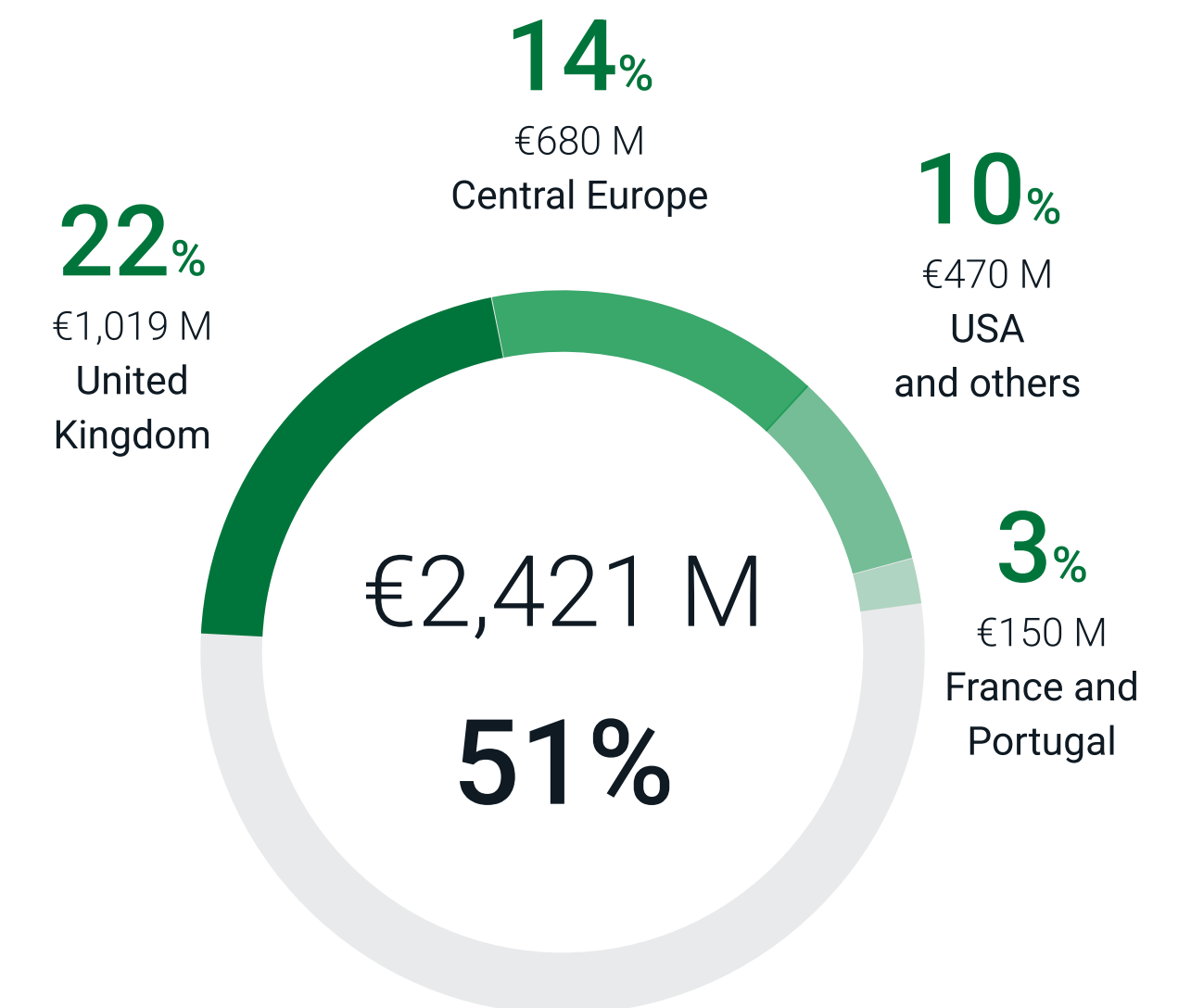


Labour of underprivileged groups in the workplace

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

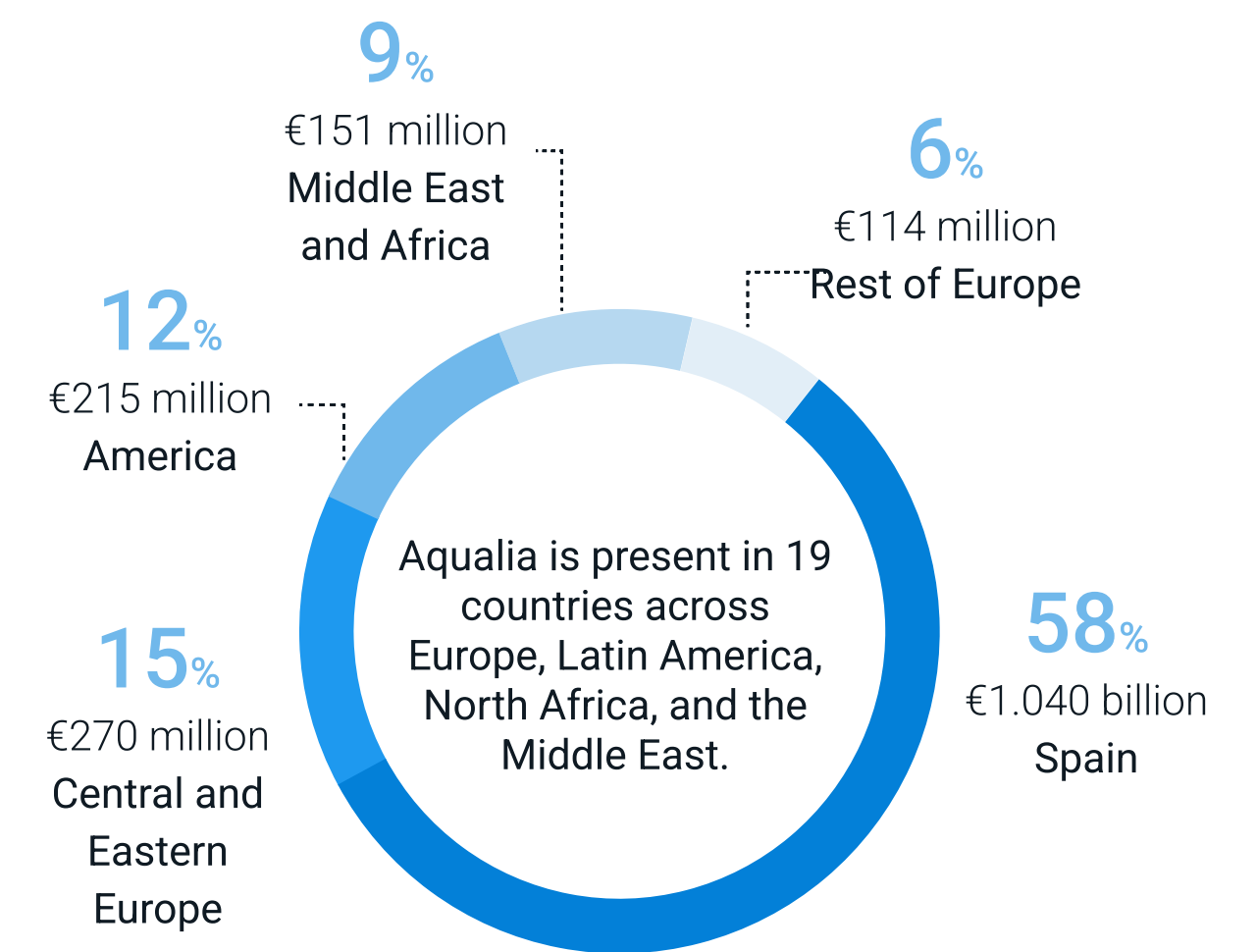


22 accredited central laboratories according to ISO-17025

International presence



Revenue Breakdown 2025



Spain

€1,040 M

58% of total

International

€749 M

42% of total



Activities



FCC Group

Environment

Water

Construction

Concessions



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

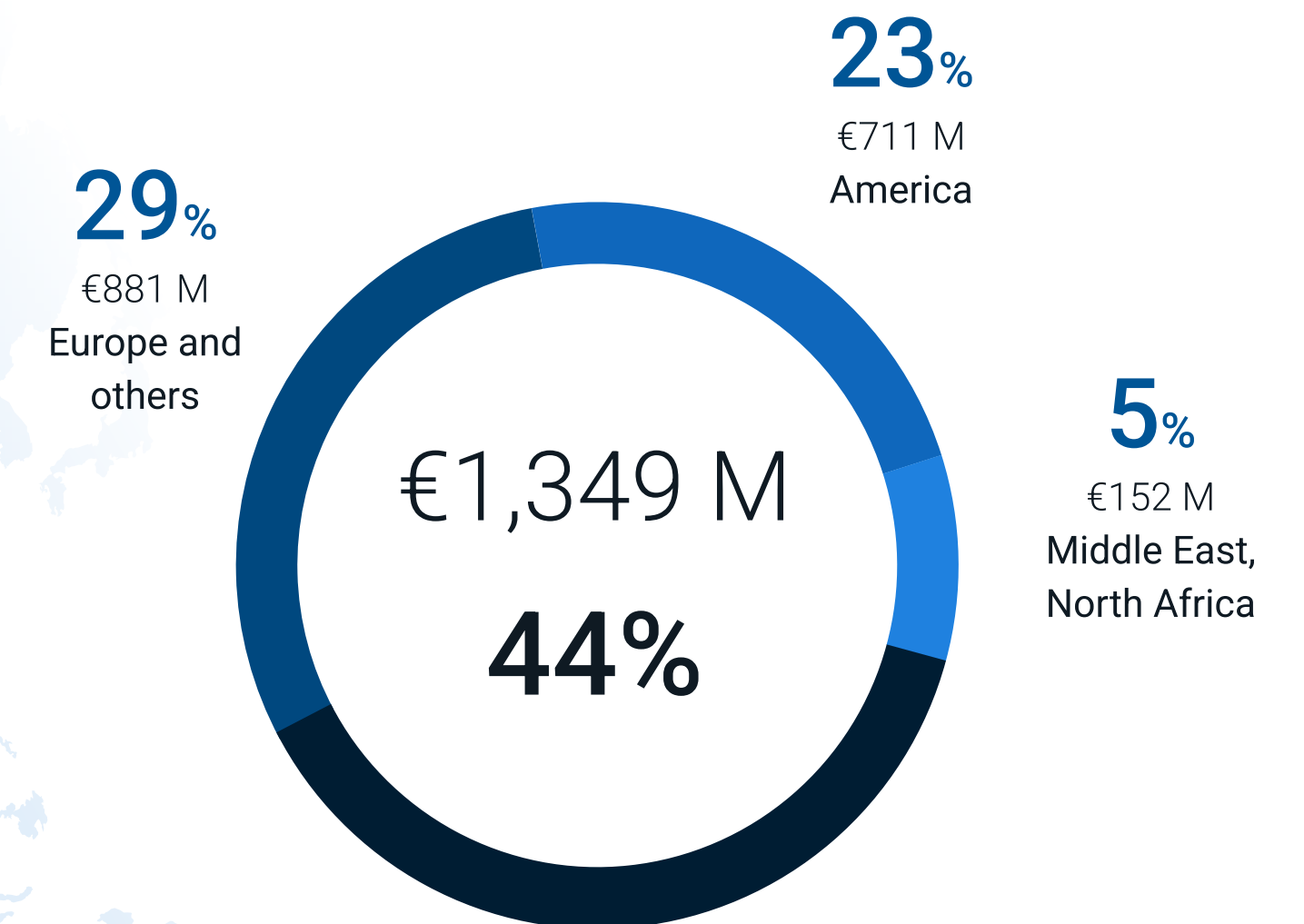
MENA

- Egypt
- Saudi Arabia
- Qatar

Oceania

- Australia

International revenues 2025



International portfolio

€6,846 M

71% of total,
as of 31 December 2025



Activities



Concessions

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



Figures



Leaders
in urban transport
concessions



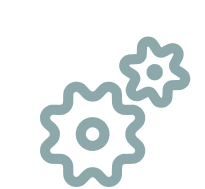
Present in **5 countries**



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

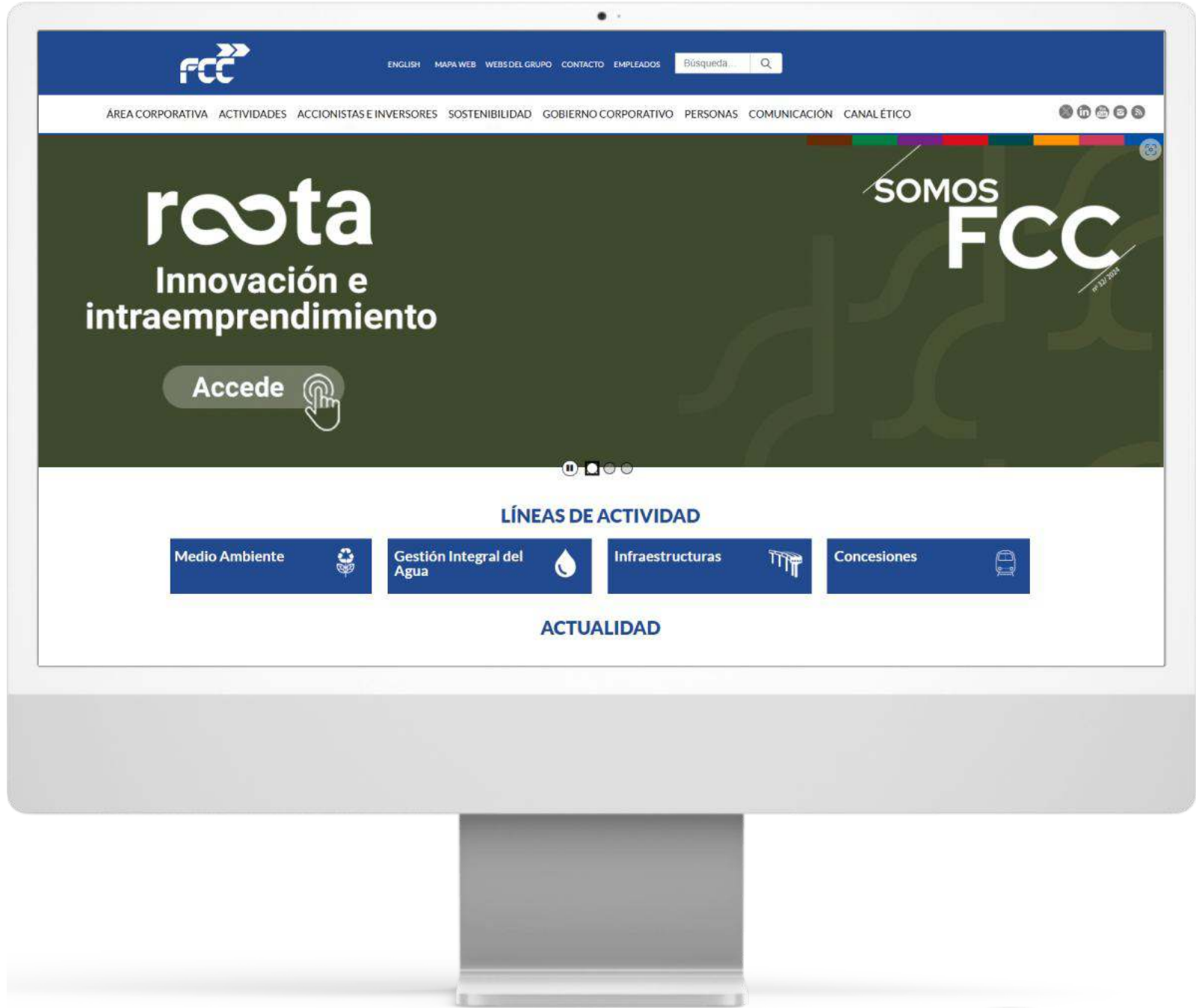


Present in **social**
infrastructure

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

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