



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



Over  
**120 years**  
of experience



Over  
**59.000**  
employees



Working in  
over **30 countries**,  
45% of revenue comes from  
international markets



High degree of  
**revenue  
visibility**



**Leader**  
in Environment, Water and  
Infrastructure Development



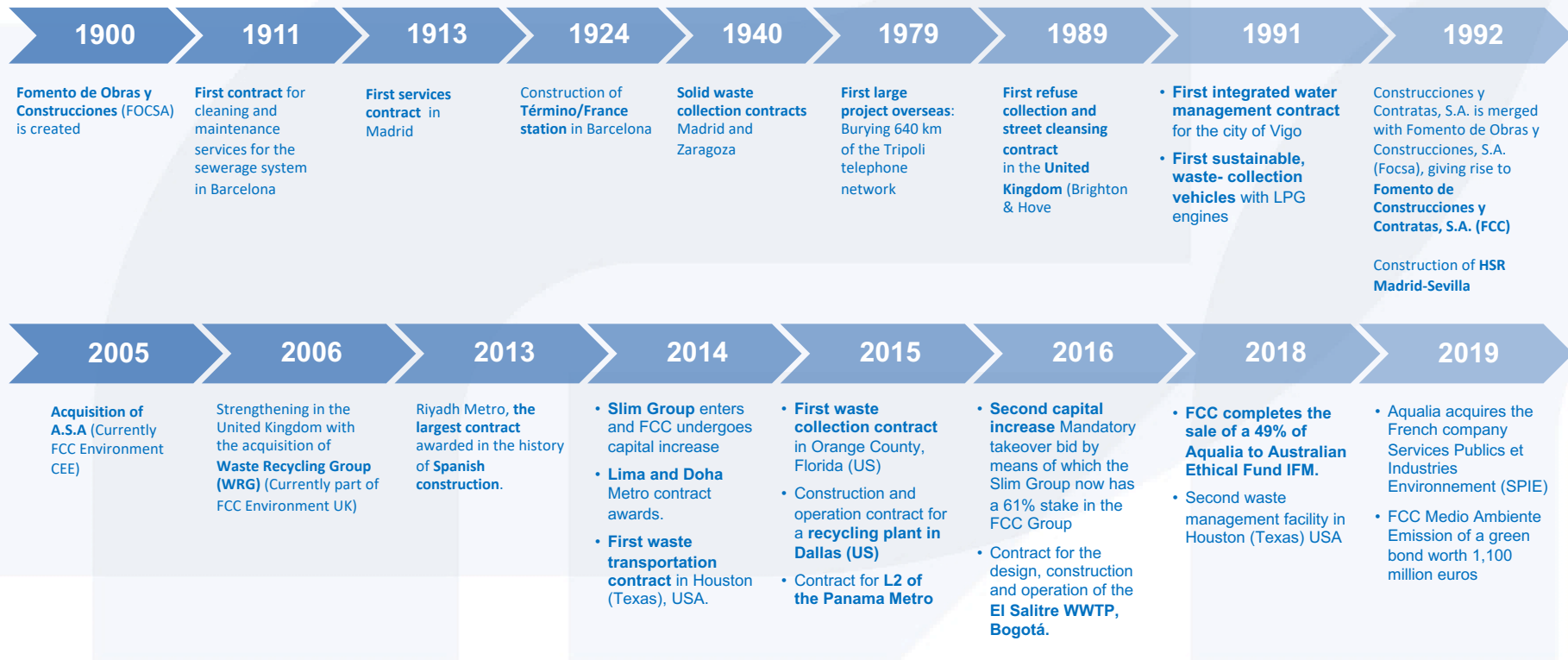
**€ 6,276 M** revenue and  
**€ 1,026 M** EBITDA in 2019



**Comprehensive range**  
of services

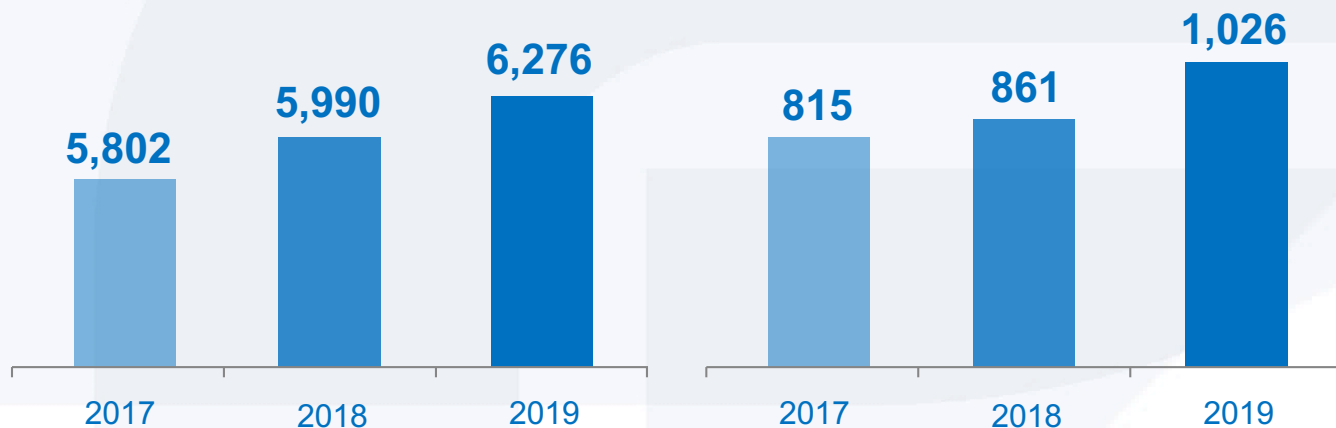
# FCC Group

## 1.2. History



Revenue

EBITDA



**59.314**  
employees



Backlog \* (Dec.31. 2019)

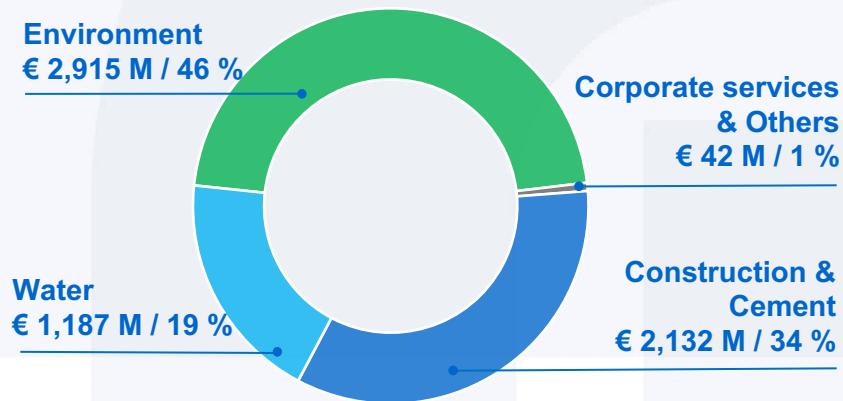
**€ 31.038 M**

\* Environment, Water and  
Construction

## 1.4. Diversified business model

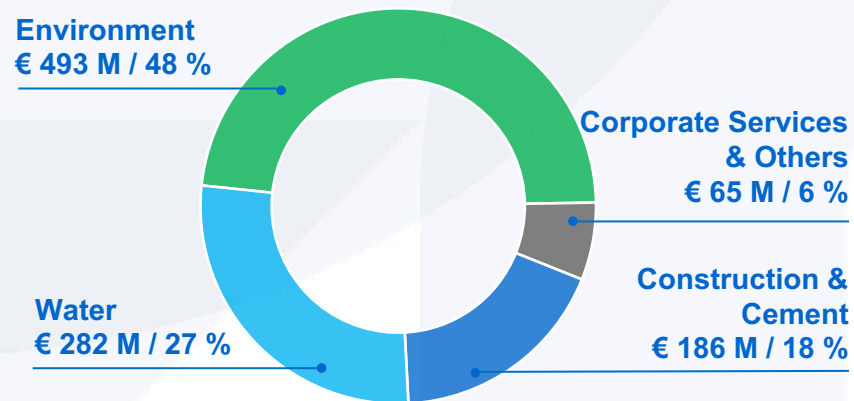
Revenue per business / 2019

**Total: € 6,276 M**



EBITDA per business area / 2019

**Total: € 1,026 M**





### 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



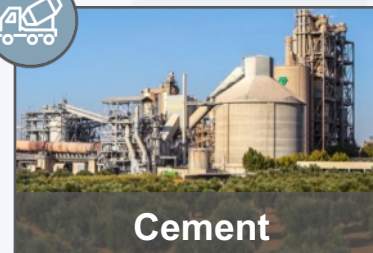
### Water

- 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

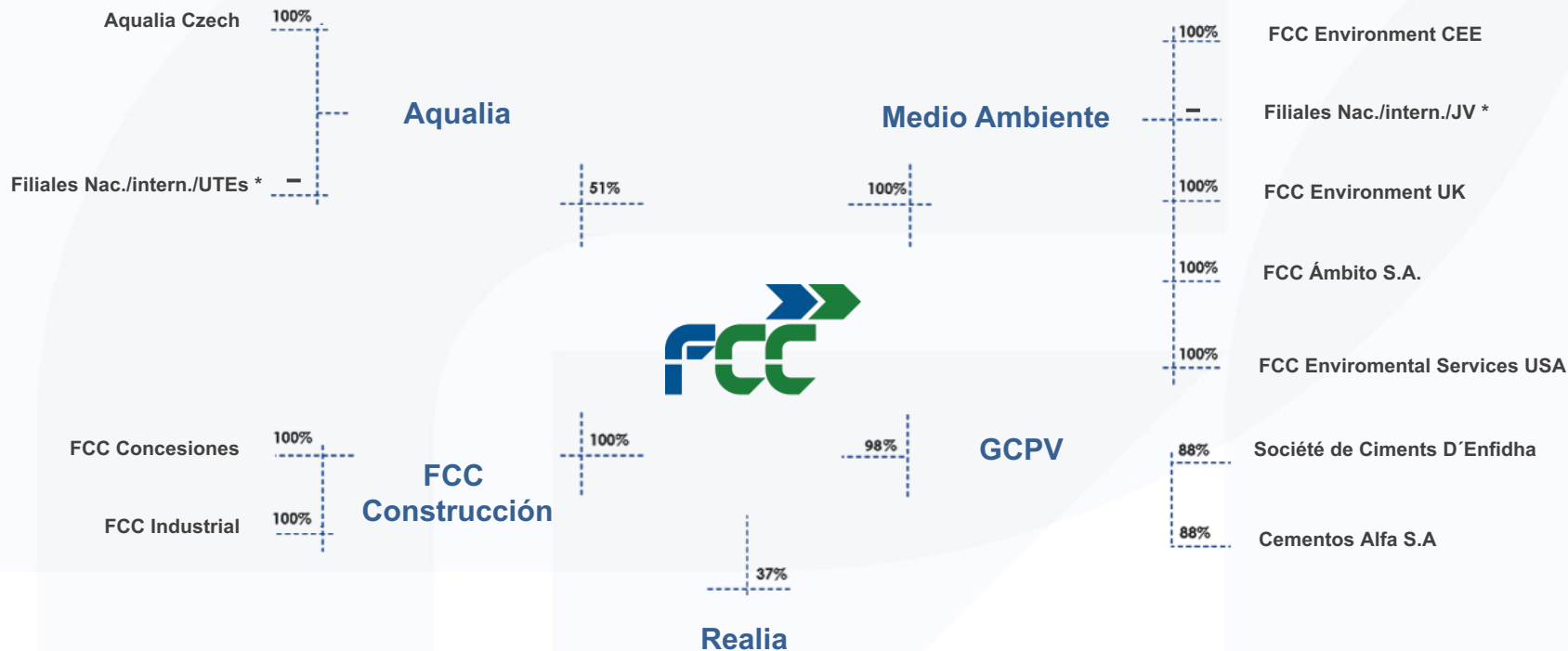


### Cement

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

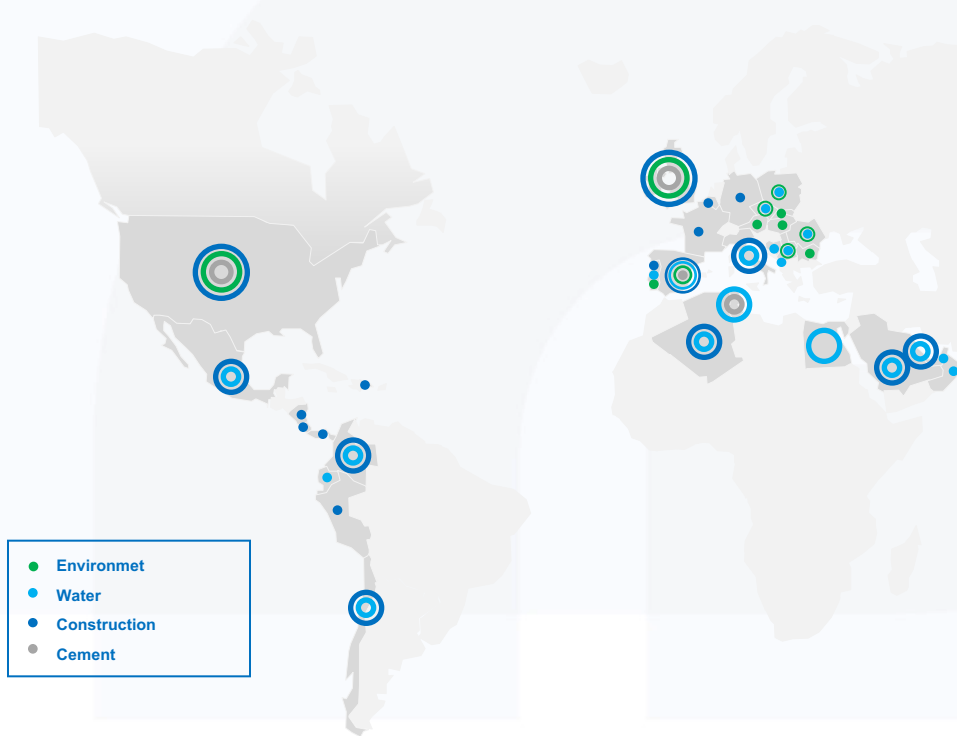
# FCC Group

## 1.4. Diversified business model



\* Wide range of shareholding

## 1.5. Leadership position in all areas



### Environment

- #1 in Spain <sup>(1)</sup>
- Among the top 5 in waste management in the United Kingdom <sup>(1)</sup>
- #1 in comprehensive waste management services in Central and Eastern Europe <sup>(1)</sup>
- 8 Million citizens serviced in the USA

### Water:

- #1 in Spain <sup>(2)</sup>
- #4 in Europe <sup>(2) (3)</sup>
- #10 in the world <sup>(2) (3)</sup>

### Construcción:

- #4 in Spain <sup>(1) (4)</sup>
- Among the 15 largest construction companies in Europe <sup>(1) (4)</sup>

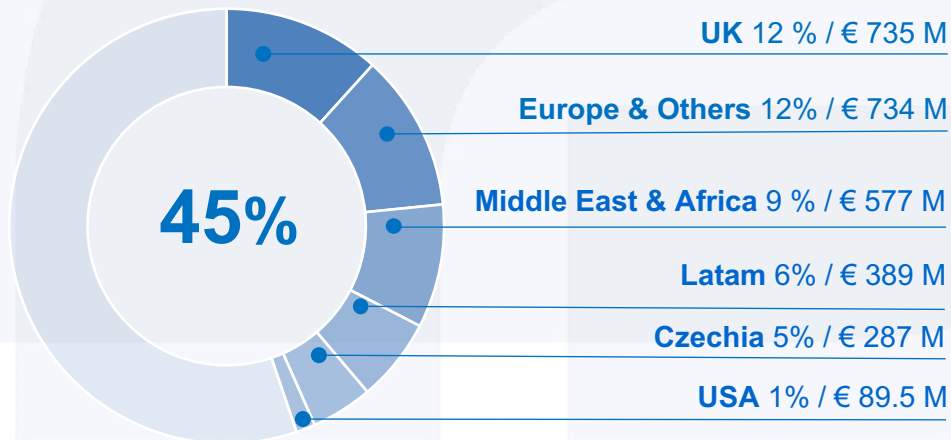
### Cemento:

- #1 producer in Spain <sup>(1)</sup>
- Large presence on East Coast of USA and Tunisia

(1) According to amount of revenue  
(2) According to population served  
(3) Source: August. 2019 GWI ranking  
(4) Source: 2017 Gpoc. Deloitte

International revenue 2019

**Total : € 2,811 M**



International Backlog\*  
**€ 15,830 M** (2,5 years)  
(Dec 31. 2019)

**\*51% of the Total**



# FCC Group

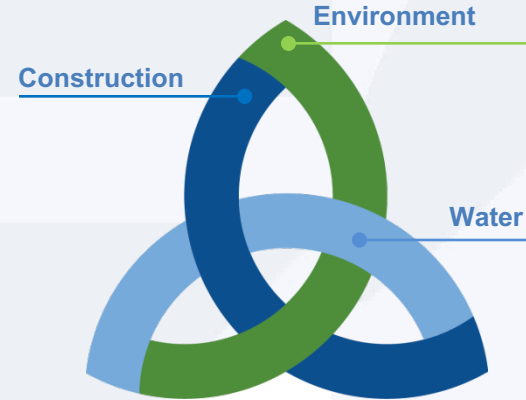
## 1.7.Integrated Offer



### 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 55% of municipal waste by 2025 and 65% by 2035 and 10% of landfill waste by 2035
- New opportunities due to legal reforms in recycling, incineration and composting in Spain
- Potential for international organic growth (America, Central Europe & U.K.)



### Water

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



### Construction

- Potential growth due to infrastructure gap in emerging markets
- Cyclical business in Spain after fiscal consolidation
- Selective growth and alliance with CICSA in Latam



### Cement

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

# FCC Group

## 1.8.Value creation



**Experience**  
Over one century of experience  
creating value for citizens



**Internationalization**  
Operating in over **30 countries**



**Innovation and technological capacity**  
Investment of **over 60 million euros**  
including fleet renewal



**Professionalism**  
Over **59,000 professionals**  
specialising in different areas



**Protecting the Environment**  
Environmental management systems  
certified according to **UNE-EN ISO 14001**  
in all business areas



**Quality**  
Quality management systems  
certified according to **UNE-EN ISO 9001**  
in all business areas



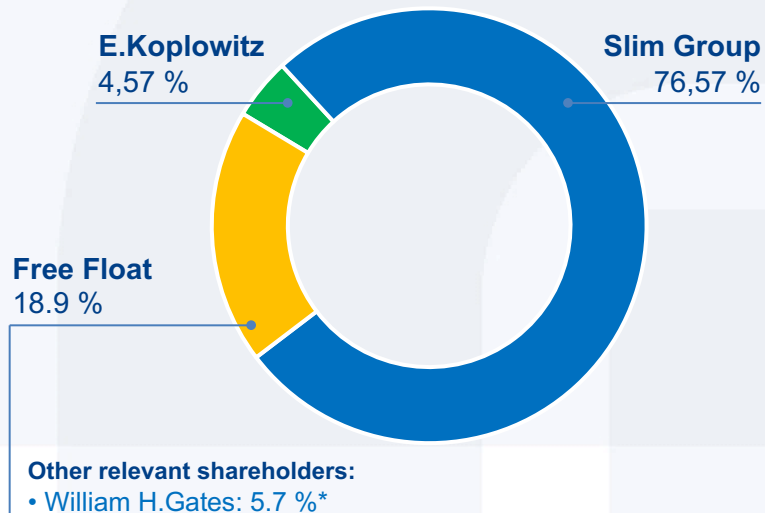
**Local development commitment**  
**Over 4.5 million euros** allocated to  
Projects for local development in 2019



**Health and Safety**  
Occupational health and safety management systems  
certified according to **OSHAS 18001** in all business areas



### Shareholding structure \*



### Composition of the Board

#### 14 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)

Chairman of FCC

Esther Alcocer Koplowitz

CEO

Pablo Colio Abril

Business Areas

FCC Construcción

Pablo Colio Abril

FCC Medio Ambiente

Jordi Payet Pérez – Iberia

Pau 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 15,000 units**



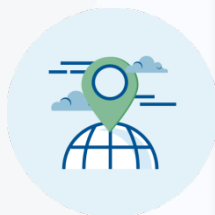
**Over 700** waste  
treatment, recycling  
and disposal centres



**ISO 50001** certificate  
Comprehensive Energy  
Management



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



Operating in over  
**5,000  
municipalities**



About  
**2,126 sustainable  
vehicles**  
(CNG, electric,  
hybrid and bi-power)



Over **40,000  
employees**



**Inclusion of  
underprivileged  
groups in the workplace**



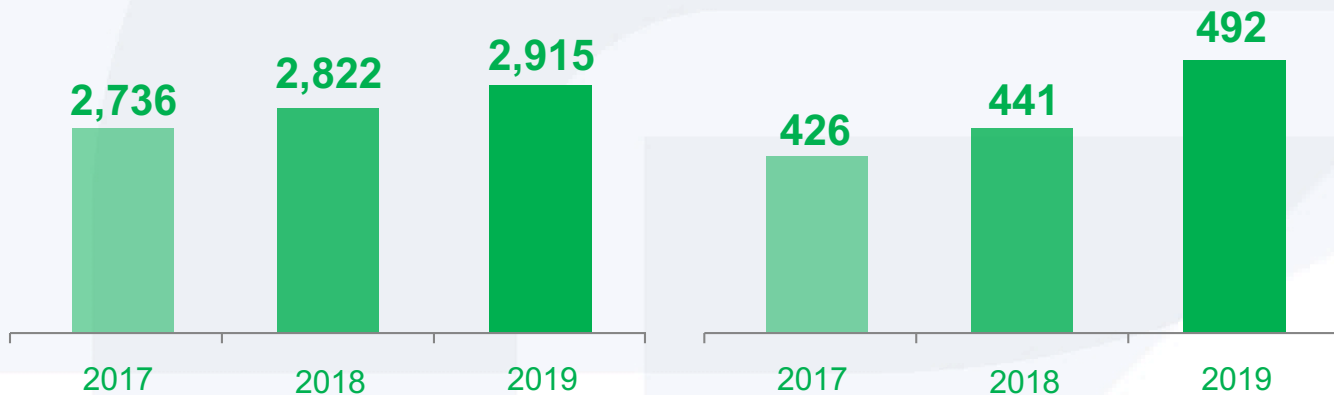
# 2.1.Environment

## Key Figures 2019



Revenue

EBITDA



 **40,007**  
employees



Backlog (Dec. 31 2019)  
**€ 10,366 M**

Figures in million euros

# 2.1.Environment

## International presence



USA

United Kingdom

Slovakia

Czechia

Polonia

Austria

Spain

Portugal

Serbia

Rumania

Hungary

Bulgaria



### International Revenue 2019

Total : € 1,213.5 M

U.K. 23.4 % / € 682 M

41%

Central Europe  
15.6 % / € 467 M

USA and others  
2.0 % / € 64.5 M



### International Backlog\*

(Dec. 31, 2019) € 5,012 M (1,7 years)

\*49 % of the Total

## 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.

## 2.1.Environment

### Main references



### Street cleansing and related services in San Sebastian / Spain

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



## 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

## 2.1.Environment

### Main references



#### **Waste to Energy facility 'Zistersdorf' / Austria**

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



## 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.

## 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



## 2.1.Environment

### Main references



#### **Waste to Energy facility 'Lostock' / U.K.**

Agreement to develop a 600 ktpa waste-to-energy recovery plant in association with Copenhagen Infrastructure Partners (CIP), with an investment of £480 million.

## 2.1.Environment

### Main references



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

Operating from March 2017. 700,000 inhabitants. 200,000 tons of recyclables producing 160,000 MWh per year

## 2.1.Environment

### Main references





## 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

## 2.1.Environment

### Main references



#### **Residential Solid waste collection. Omaha / Nebraska (EE.UU.)**

Urban solid waste collection contract in Omaha, for a period of 10 years and a value of up to \$560 million. 460,000 inhabitants. 69 CNG vehicles.





## 2.1.Environment

### Main references



### **Residential solid waste collection. Volusia / Florida (USA)**

Urban solid waste collection contract in Volusia County worth up to \$170 million.  
539,000 inhabitants. 36 CNG vehicles.



# 2.1.Environment

## Main references



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

Design, Financing, Construction and Operation. 15+5 years operation period. Backlog: \$ 250 m.  
Up to 145.000 tons of recyclables per year. Houston recyclables management, 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 markets



**Operation, Maintenance and Technical Assistance**

Infrastructure revision and analysis

Infrastructure control and management

Water quality



**Design, construction and financing of water infrastructures**

Purification

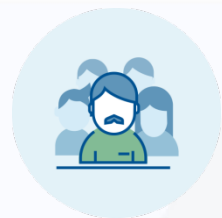
Desalination

Treatment

Reuse

Industry

## 2.2. Water



**22,500,000**  
Population served  
(GWI)



**1,100**  
Municipalities  
served



**17**  
Countries  
present



**9,504**  
Employees



**853**  
WWTP's



**79,868** km  
of managed  
networks



**15.7 M**  
Invoices  
issued / year



**218**  
WPP's



**628 hm<sup>3</sup>/year**  
Drinking water  
produced



**25**  
Desalination  
Plants



**2,730**  
Drinking water  
repositories



**5**  
Laboratories  
certified according to  
ISO-17025



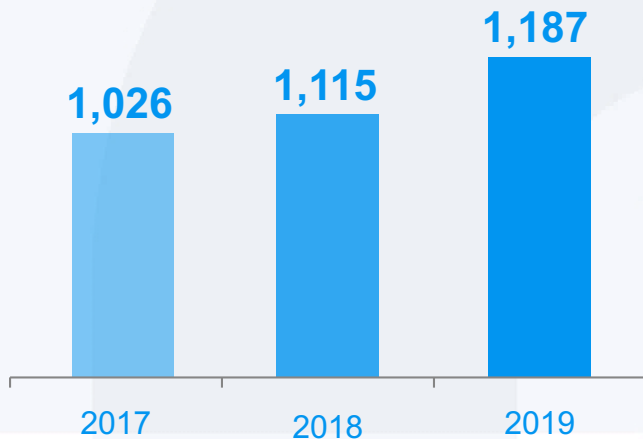
**22**  
Sports  
centres

## 2.2.Water

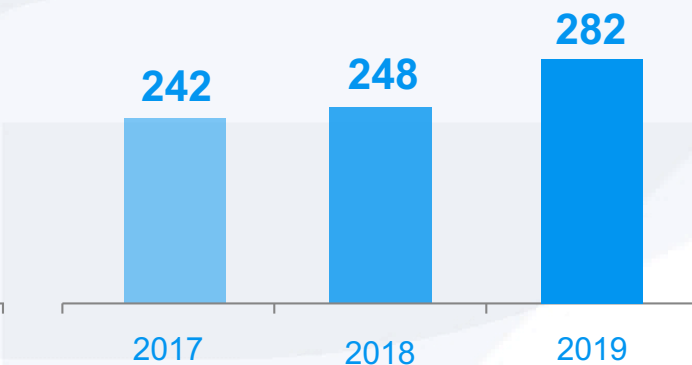
### Key Figures 2019



Revenue



EBITDA



**9,504**  
employees



Backlog (Dec. 31, 2019)  
**€ 15,018 M**

Figures in million euros

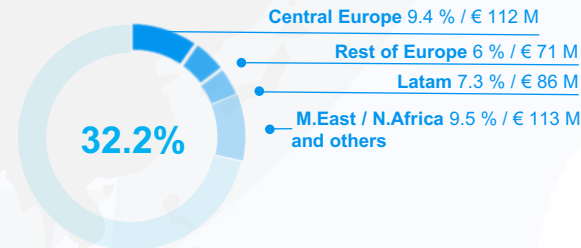
## 2.2.Water

### International presence



#### International Revenue 2019

Total: € 382 M



#### International backlog\*

(Dec 31, 2019) € 7,205 M (6 years)

\*48% of the Total



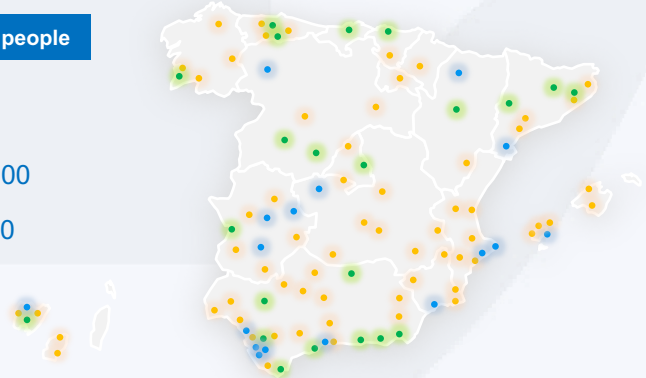
## 2.2. Water

### Spain. Main references



Thousands of people

- > 100
- 50 a 100
- 20 a 50



## 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.



## 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.



## 2.2. Water

### Spain. Main references



### Vigo

Managing, since 1991, the largest hydraulic infrastructure in Galicia



## 2.2. Water

### Latam. Main references



### Aqueduct of Queretaro / Mexico

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

Capacity: 130,000 m3/day



## 2.2. Water

### Latam. Main references

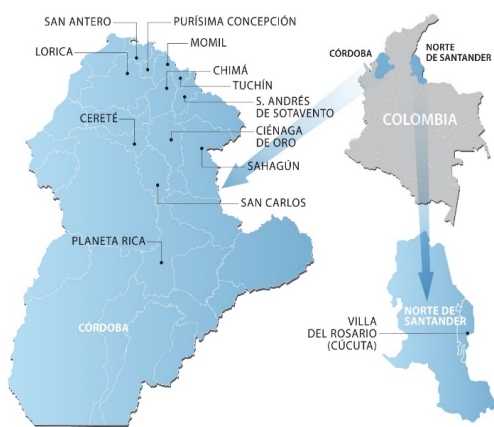


### El Realito / Mexico

Service: Piping and purification of water from El Realito dam to San Luis de Potosí.  
Capacity: **1m<sup>3</sup>/s**. Service for more than **1.2 million inhabitants**.

## 2.2.Water

### Latam. Main references



### End-to-end water Cycle / Colombia

Management of the end-to-end water cycle 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 m<sup>3</sup>/day**. Serving more than **3 million inhabitants**.



## 2.2. Water

### Africa. Main references



**Desalination Plant of Mostaganem / Algeria**

Capacity: 200,000 m<sup>3</sup>/d. Serving more than 1.2 million of people



## 2.2. Water

### Africa. Main references



### Desalination Plant in Djerba / Tunisia

Capacity: 50,000 m<sup>3</sup>/d. Service to 250 thousand equivalent inhabitants.

## 2.2. Water

### Africa. Main references



**Desalination Plant in El Alamein / Egypt**

Capacity: 150,000 m<sup>3</sup>/d. Service to 1 million inhabitants.



## 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](http://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 \(República Checa\)](#)  
[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



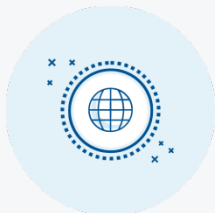
**Industrial**

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

## 2.3.Construction



Over  
**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



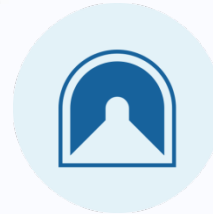
Operating in  
over  
**25 countries**



One of the  
**top 50**  
construction companies  
in the world



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



Over **600 km**  
of tunnels built

## 2.3. Construction

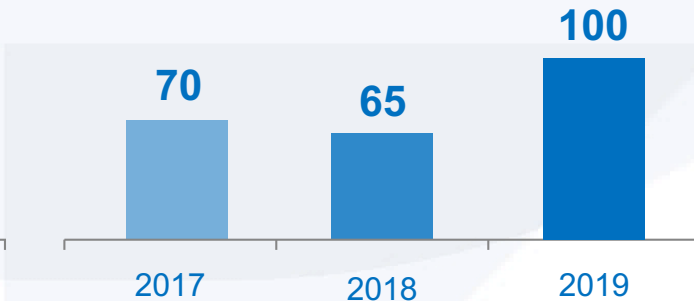
### Key Figures 2019



Revenue



EBITDA



**8,201**  
employees



Backlog (Dec 31. 2019)

**€ 5,623 M**

Figures in million euros



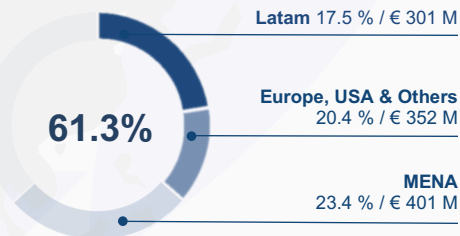
## 2.3.Construction

### International presence



#### International Revenue 2019

Total : 1,054 M€



#### International Backlog\*

(Dec 31.2019) € 3,613 M (2.1 years)

\* 65 % of the Total

## 2.3.Construcción

### Main references



### Riyadh Metro / Saudi Arabia

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

Currently we also execute the extension of line 4 to the International Airport of Riyadh

## 2.3.Construcción

### Main references



### Lima Metro / Peru

Construction of **35** underground metro stations distributed through **35 km** of tunnels. Line 2 and branch 4. Once commissioned, it will serve more than **600,000 people a day**



## 2.3.Construcción

### Main references



### **Highway A9 Badhoevedorp\_Holendrecht / Netherlands**

Design, construction, operation, maintenance and financing of the A9 highway. Remodeling of a 10.4 kilometer section, executed while maintaining road traffic on the existing highway.



## 2.3.Construcción

### Main references

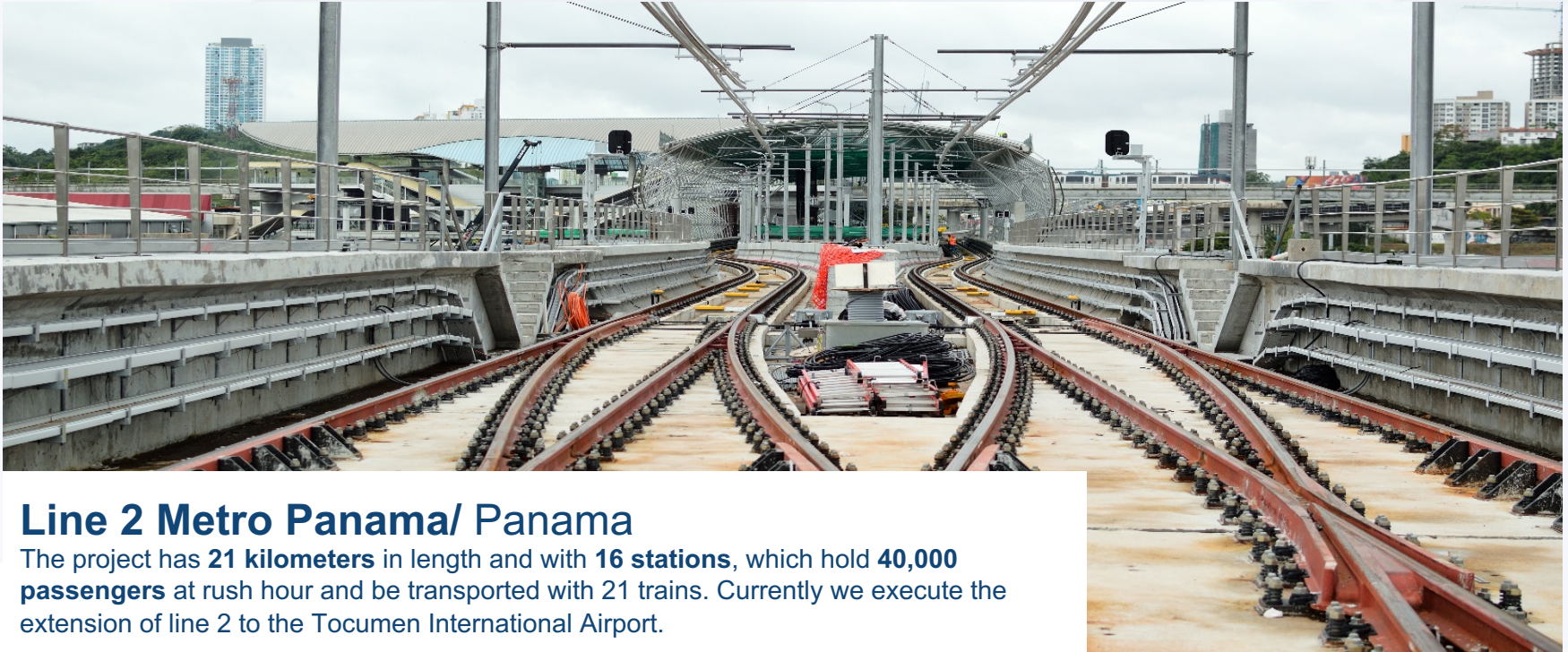


#### **Highway E6 Ulsberg-Vindasliene/ Norway**

Design and construction of a two-lane section of motorway in the direction of traffic with roads separated by medians. The highway will have a 25-kilometer length of new layout.

## 2.3.Construcción

### Main references



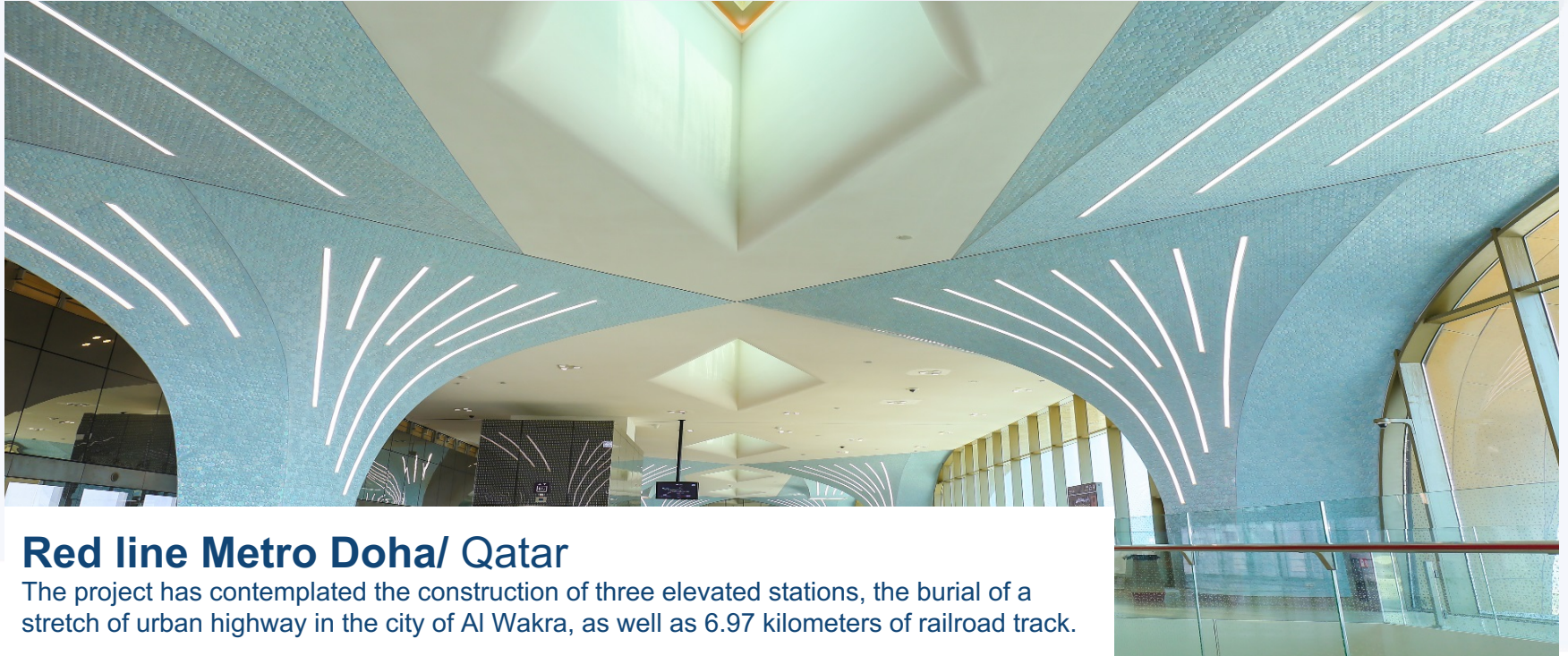
### Line 2 Metro Panama/ Panama

The project has **21 kilometers** in length and with **16 stations**, which hold **40,000 passengers** at rush hour and be transported with 21 trains. Currently we execute the extension of line 2 to the Tocumen International Airport.



## 2.3.Construcción

### Main references

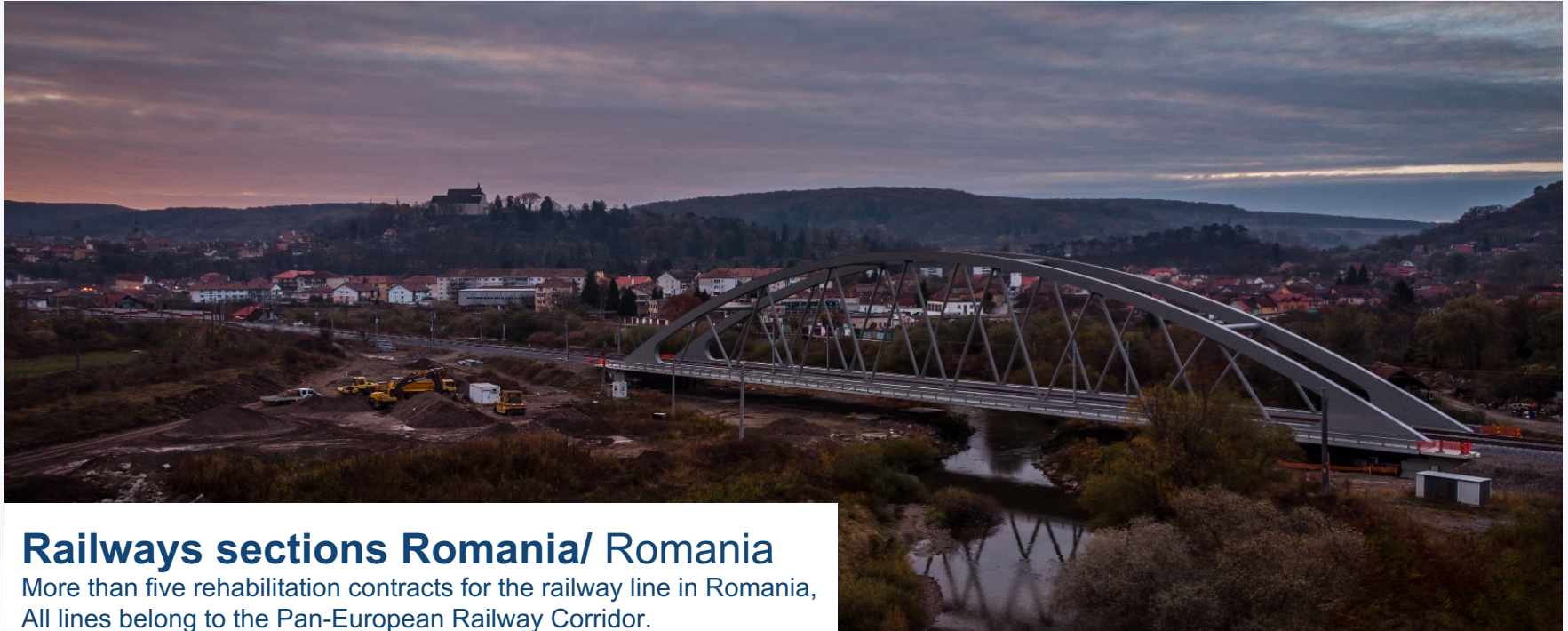


### Red line Metro Doha/ Qatar

The project has contemplated the construction of three elevated stations, the burial of a stretch of urban highway in the city of Al Wakra, as well as 6.97 kilometers of railroad track.

## 2.3.Construcción

### Main references



### **Railways sections Romania/ Romania**

More than five rehabilitation contracts for the railway line in Romania,  
All lines belong to the Pan-European Railway Corridor.



## 2.3.Construcción

### Main references



### Tunnel of Toyo/ Colombia

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

## 2.3.Construcción

### Main references



### **Gerald Desmond bridge/ L.A-USA**

The new bridge has a cable-stayed structure with a main span of 305 meters in length located 61 meters above the Back Channel of the Long Beach port.



## 2.3.Construcción

### Main references



### University Grangegorman/ Dublín-Ireland

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

## 2.3.Construcción

### Main references



### New airport runway Dublin / Ireland

The new runway "North Runway" has a length of **3,110 meters** and will be located in the north of the airport and parallel to the existing main runway 10R / 28L.



## 2.3.Construcción

### Main references



## 2.3.Construcción

### Main references



### **South access to Alto Hospicio / access to Iquique / Chile**

Construction of road section that will connect the towns of Iquique and Alto Hospicio.



## 2.3.Construcción

### Industrial / Main references



### Industrial facilities Dublin Airport / Ireland

Construction of three double-wall storage tanks of 5,000 cubic meters of capacity



## 2.4.Cement

### Activities



Cement



Trading



Concrete

### Other businesses

- Aggregate
- Mortar
- Waste reduction USA

## 2.4.Cement



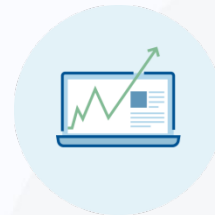
Present in  
**3 continents**



“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

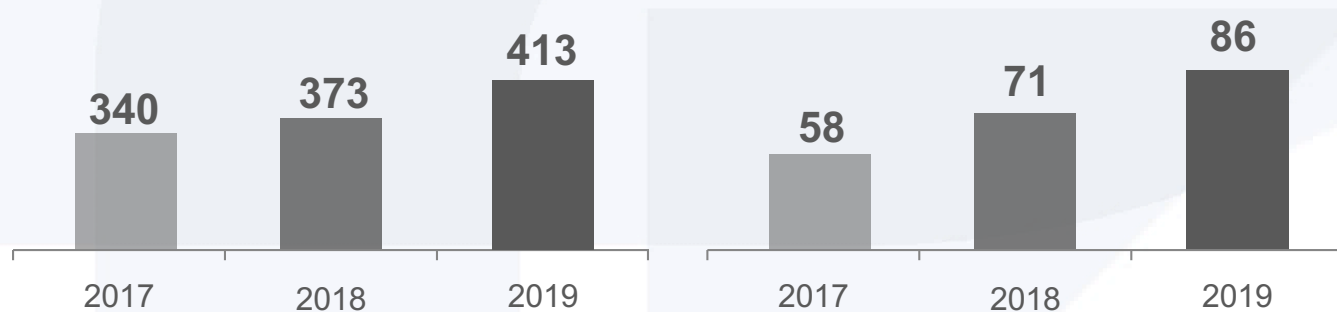
## 2.4.Cement

### Key Figures 2019



Revenue

EBITDA



Figures in million euros



**1,083**  
employees



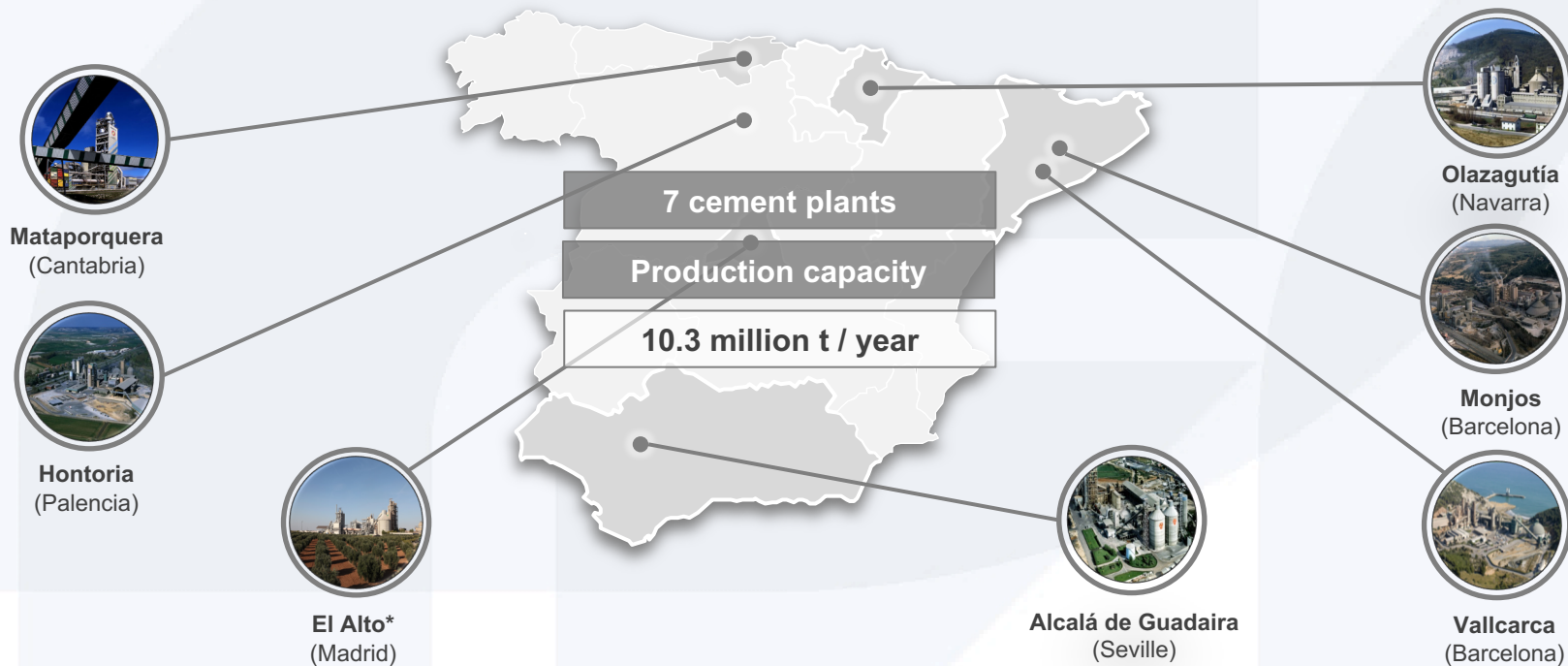
## 2.4.Cement

### 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



**Enfidha plant / Sousse (Tunisia)**  
Annual production capacity: 2.1 million tonnes / year

## 2.4.Cement

### Main references



Trading

## 2.4.Cement

### Main references



**Concrete**



# FCC Group Webs

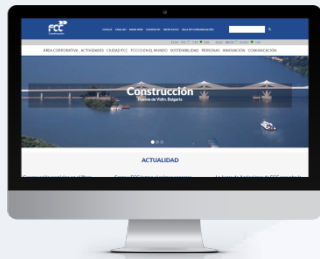


## FCC Group

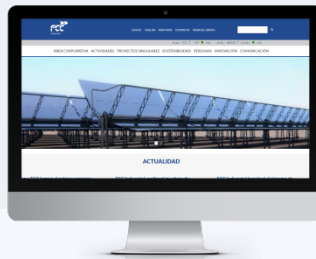


[www.fcc.es](http://www.fcc.es)

## Construction



[www.fccco.com](http://www.fccco.com)



[www.fccindustrial.com](http://www.fccindustrial.com)

## Water



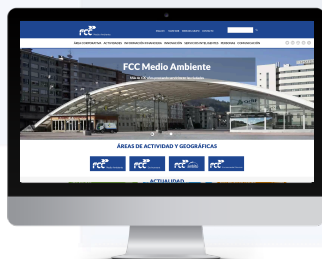
[www.aqualia.com](http://www.aqualia.com)

## Cement



[www.valdeirivas.es](http://www.valdeirivas.es)

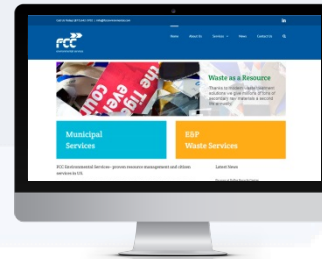
## Environment



[www.fccma.com](http://www.fccma.com)



[www.fccambito.es](http://www.fccambito.es)



[www.fccenviromental.com](http://www.fccenviromental.com)



[www.fccenvironment.co.uk](http://www.fccenvironment.co.uk)



[www.fcc-group.eu](http://www.fcc-group.eu)

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