



Citizen Services

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
54,000
employees



Working in
over **50 countries**,
48% of revenue comes from
international markets



High degree of
**revenue
visibility**



Leader
in Environment, Water and
Infraestructure Development



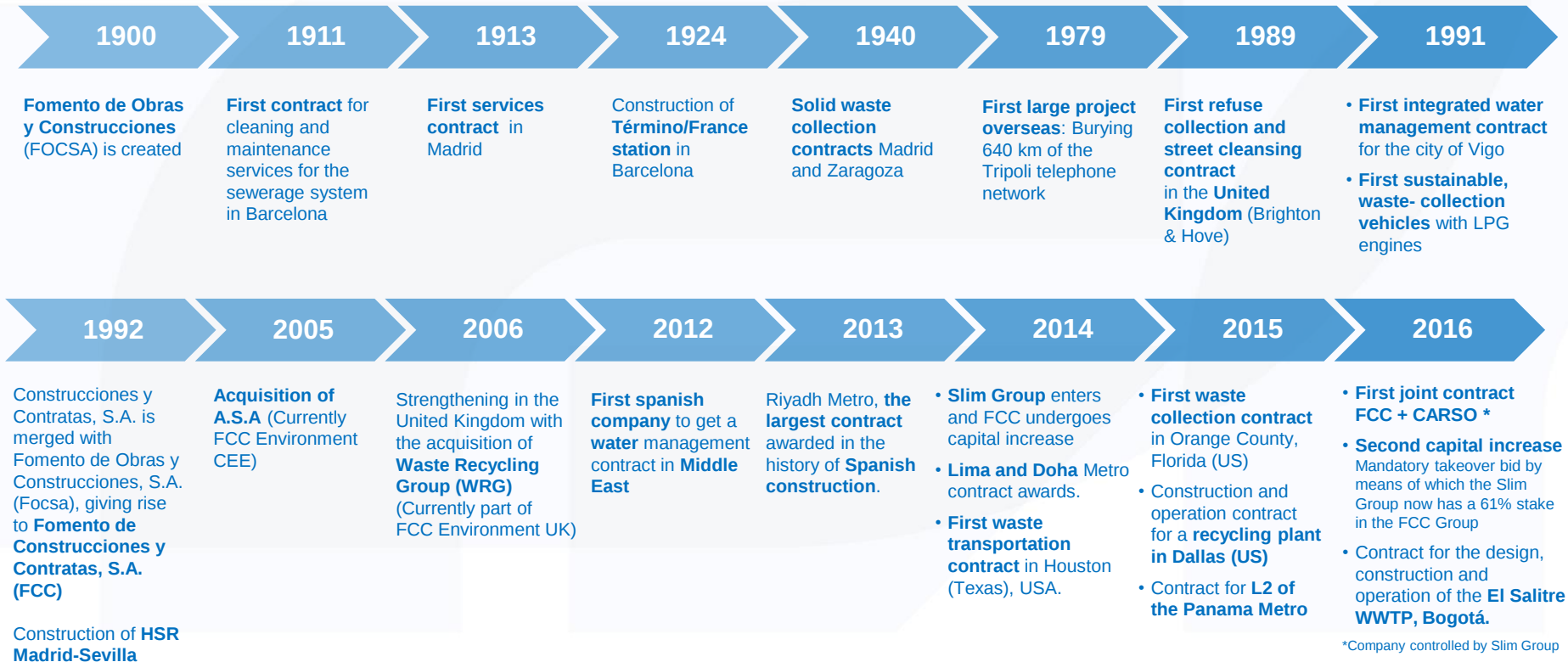
€ 5,952 M revenue and
€ 834 M EBITDA in 2016



Comprehensive range
of services

FCC Group

1.2. History



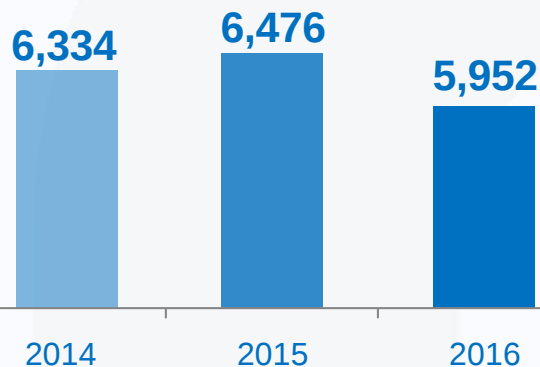
*Company controlled by Slim Group

FCC Group

1.3. Key Figures / 2016

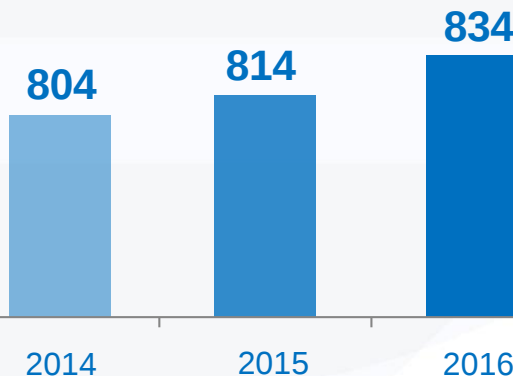
Revenue

*million euro



EBITDA

*million euro



54,467
employees



Backlog * (31Dec.2016)

€30,590 M

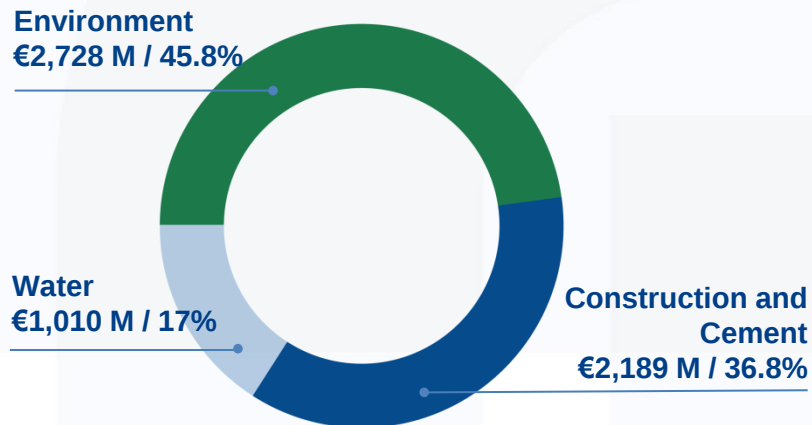
* Environment, Water and Construction

FCC Group

1.4. Diversified business model

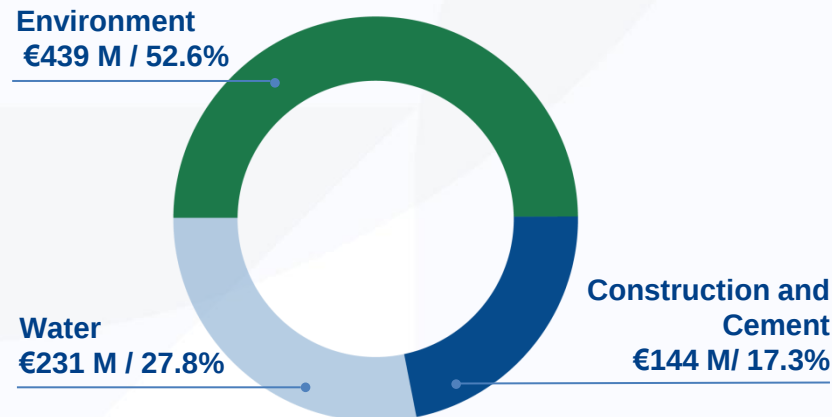
Revenue per business area / 2016

Total: € 5,952 M *



EBITDA per business area / 2016

Total: € 834 M*



* Including corporate services and adjustments

FCC Group

1.4. Diversified business model

Business Areas



Environment

- Refuse collection
- Urban waste treatment and recycling
- Street cleaning
- Ground maintenance
- Maintenance of sewerage systems
- 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

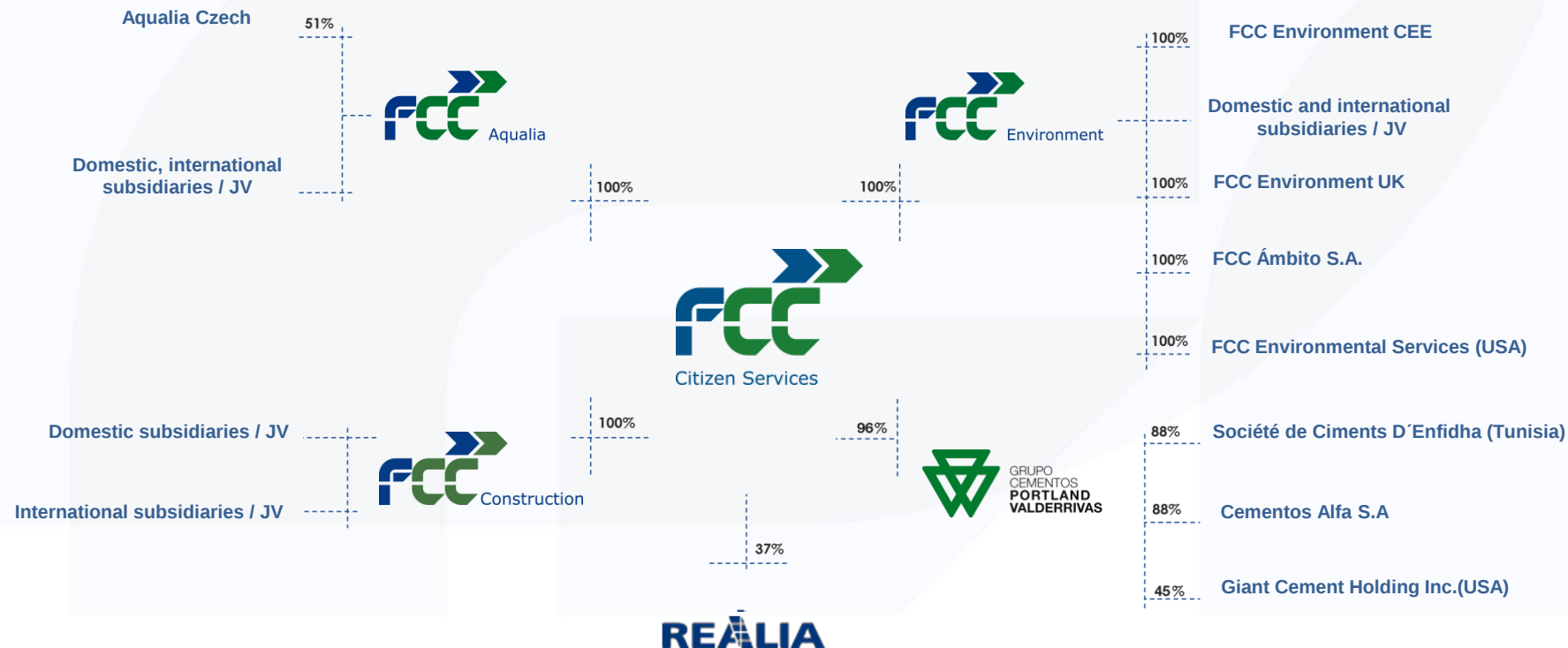


Cement

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

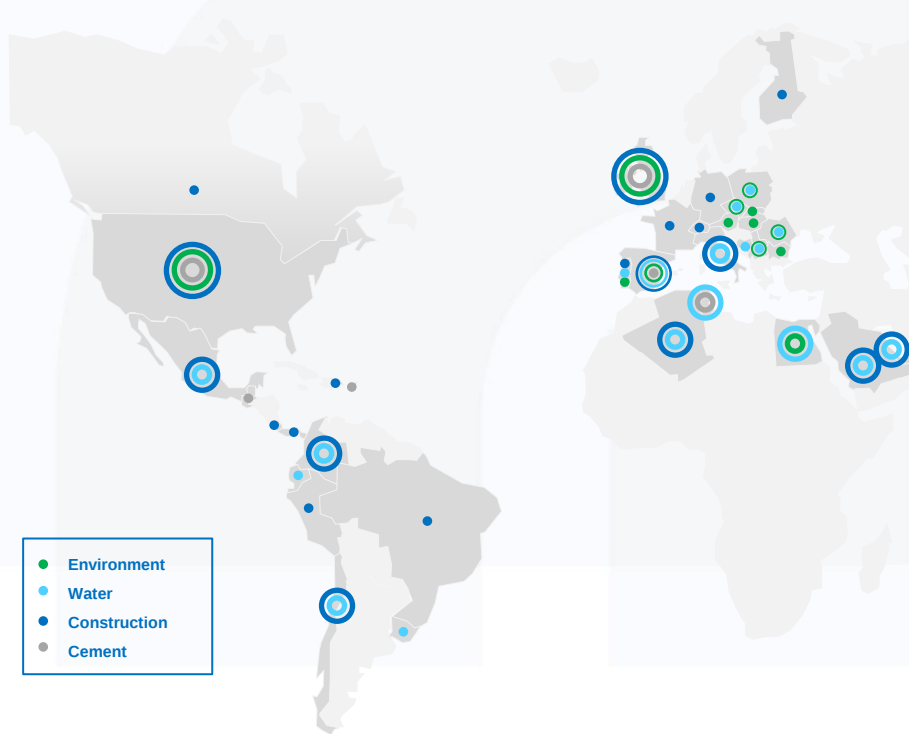
FCC Group

1.4. Diversified business model



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⁾

Water:

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

Construction:

- #3 in Spain ^{(1) (4)}
- Among the 20 largest construction companies in Europe ^{(1) (4)}

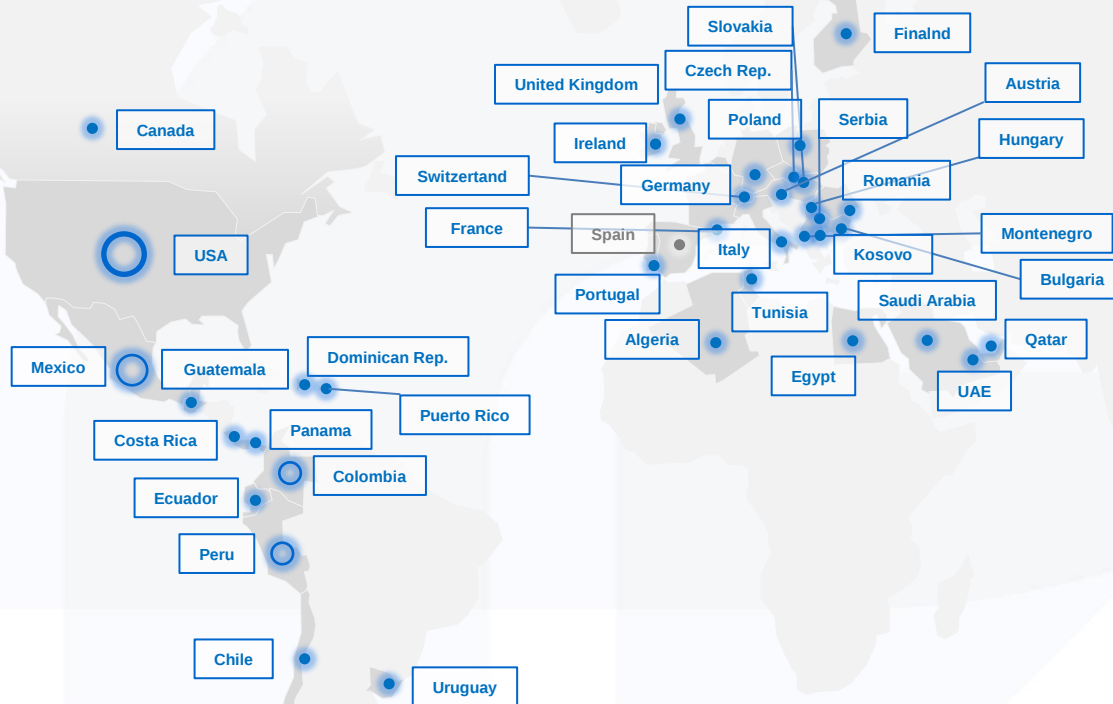
Cement:

- #1 producer in Spain ⁽¹⁾
- Large presence on the eastern coast of the United States and Tunisia

(1) According to amount of revenue
(2) According to population served
(3) Source: 2013 GWI ranking
(4) Source: 2014 Epoc. Deloitte

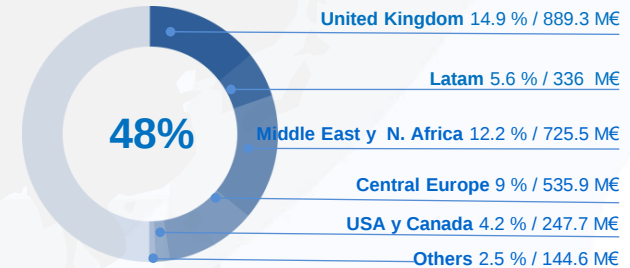
FCC Group

1.6. International presence



International revenue 2016

Total : €2,879 M



International Backlog*

(31Dec.2016) € 14,134 M (2.4 years)

*46.2% of the Total

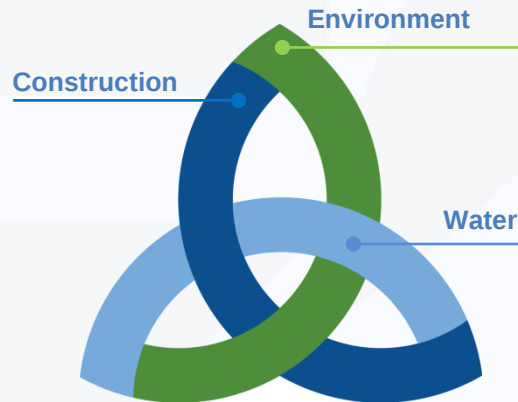
FCC Group

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

- Increase expected in water consumption due to the economic recovery in Spain and the demand in emerging economies.
- Potential for growth in Latin America, Central Europe and MENA.



Construction

- Sustained increase in investment in urban infrastructure related to telecommunications, electricity and transport.
- Great need for infrastructure in emerging markets.
- Cyclical business.



Cement

- Indicators point towards the beginning of a new expanding cement consumption cycle.
- The sustained growth cycle is maintained in the US.
- The levels of cement consumption in Tunisia are maintained in line with the cement consumption over recent years.

FCC Group

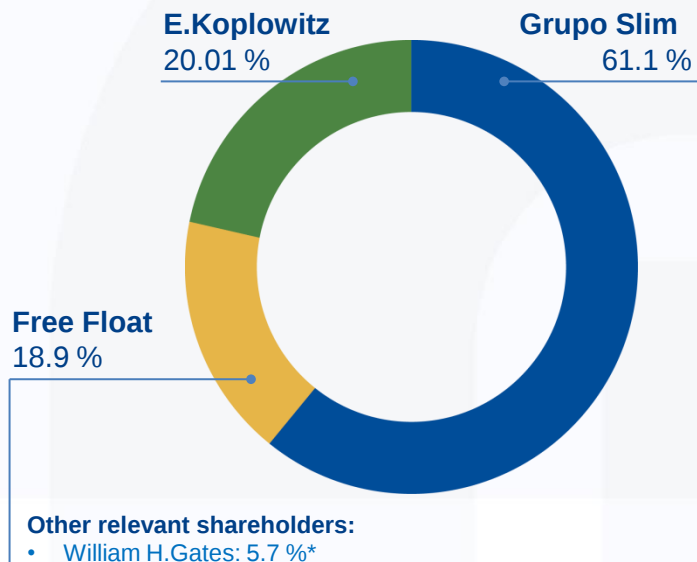
1.8. Value Creation



FCC Group

1.9. Corporate Governance Structure

Shareholding structure *



Composition of the Board

15 members:

- 8 representing Slim Group
- 4 representing E. Koplowitz
- 3 independent directors

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 6 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 **39,000
employees**



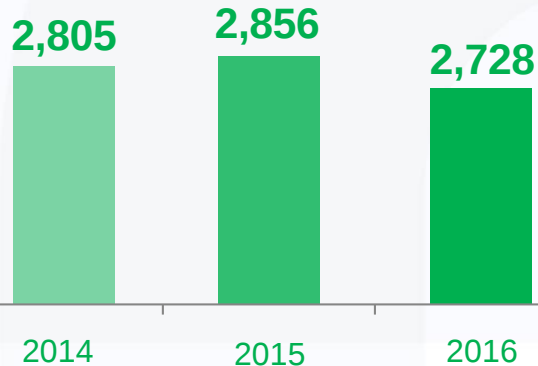
**Inclusion of
underprivileged
groups** in the workplace

Business Areas

2.1. Environment / 2016

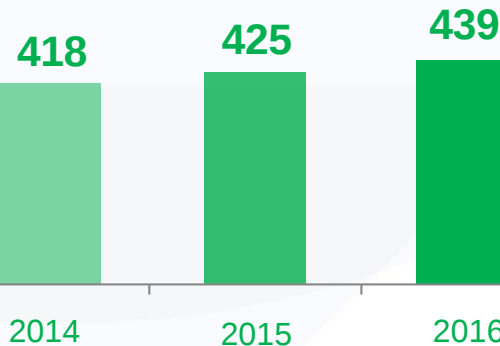
Revenue

*million euro



EBITDA

*million euro



39,400
employees



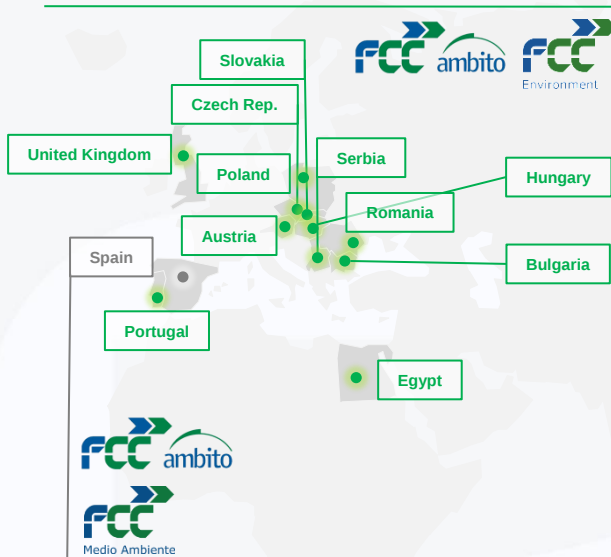
Backlog (31Dec.2016)
€11,152 M

Business Areas

2.1. Environment / International presence

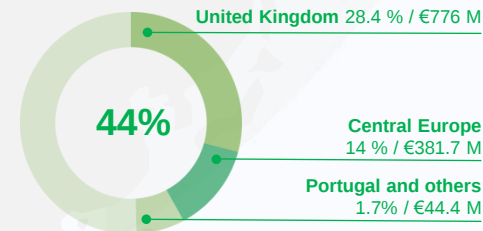


USA



International Revenue 2016

Total: €1,202 M



International backlog*

(31Dec.2016) €4,488 M (1.6 years)

*40% 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

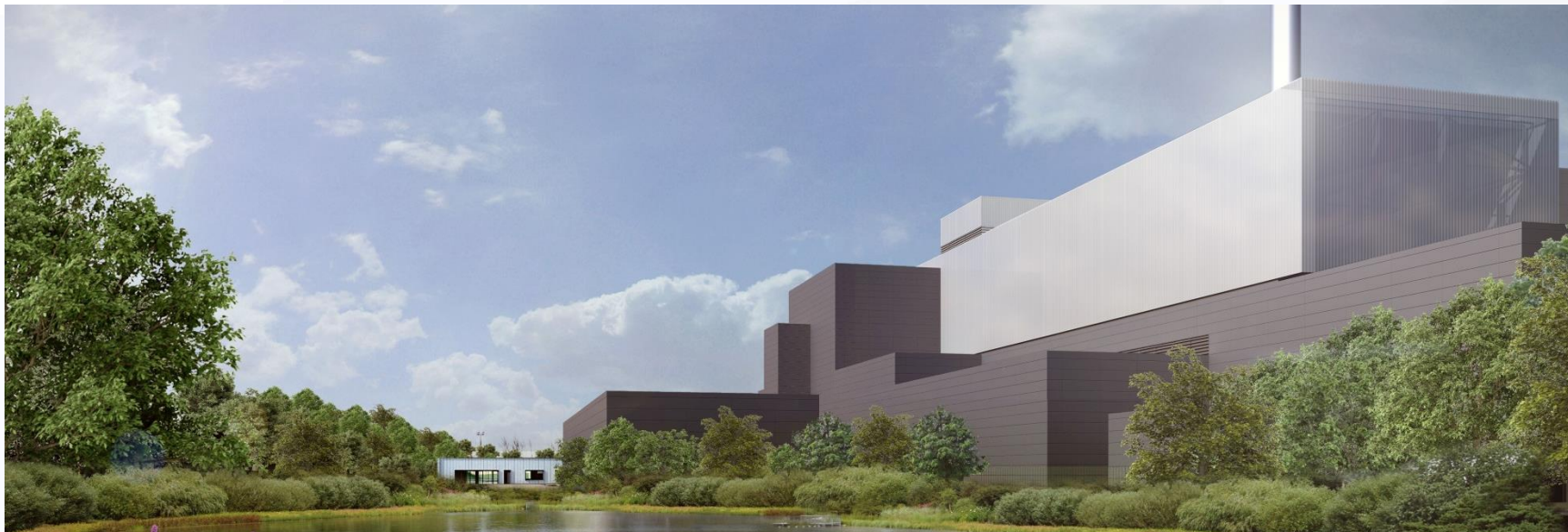


Greatmoor's WTE facility / Buckinghamshire (U.K.)

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



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



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

Business Areas

2.2. Water



23,620,000
Population served
(GWI)



1,100
Municipalities
served



22
Countries
present



**Over
7,900**
Employees



445
WWTP's



70,577 km
of managed
networks



13.5 M
Invoices
issued / year



246
WPP's



618 hm³/year
Drinking water
produced



33
Desalination Plants



2,570
Drinking water
repositories



5
Laboratories
certified according to
ISO-17025



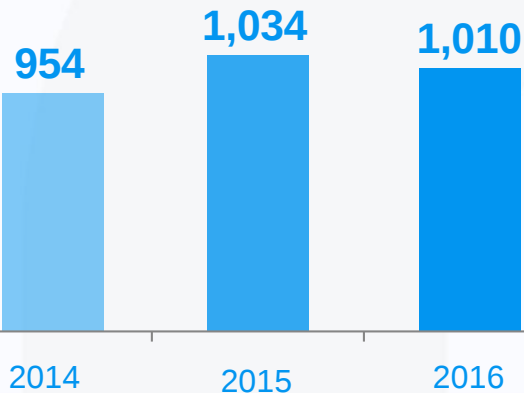
17
Sports
centres

Business Areas

2.2. Water / 2016

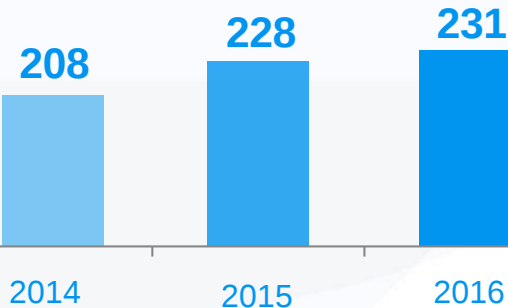
Revenue

*million euro



EBITDA

*million euro



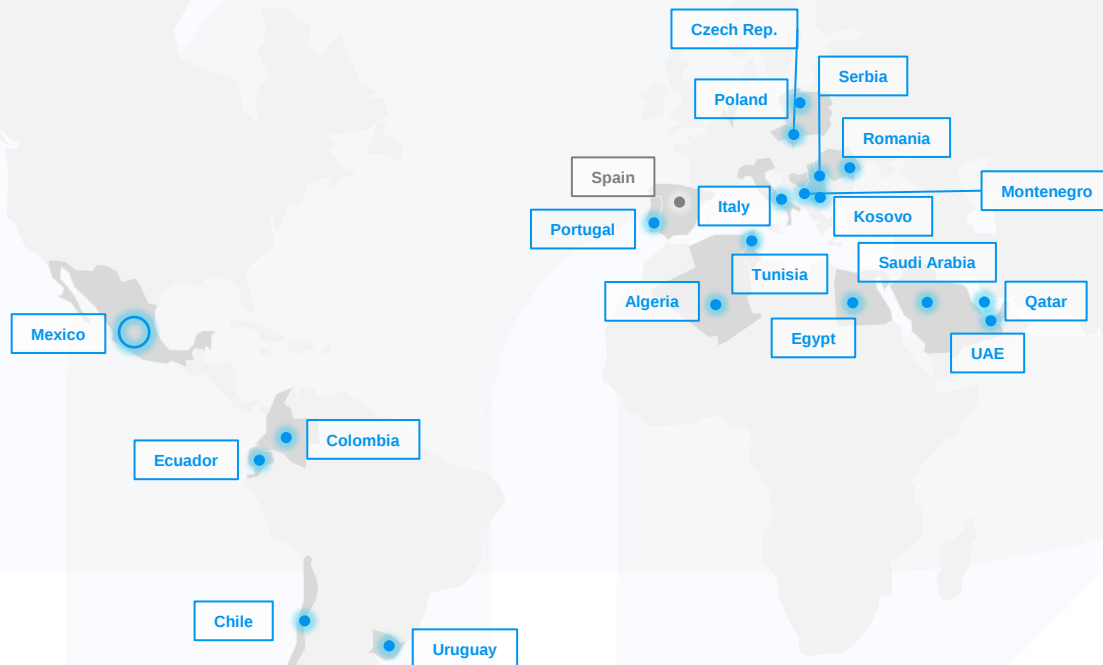
7,952
employees



Backlog (31Dec.2016)
€14,956 M

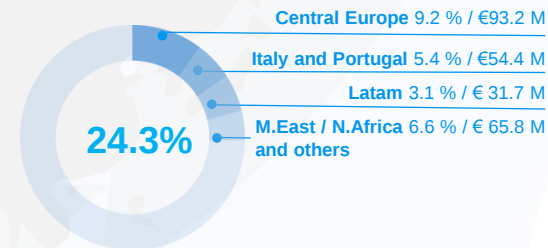
Business Areas

2.2. Water / International presence



International Revenue 2016

Total: € 245 M



International backlog*

(31Dec.2016) € 6,203 M (6.1 years)

*41.5% of the total

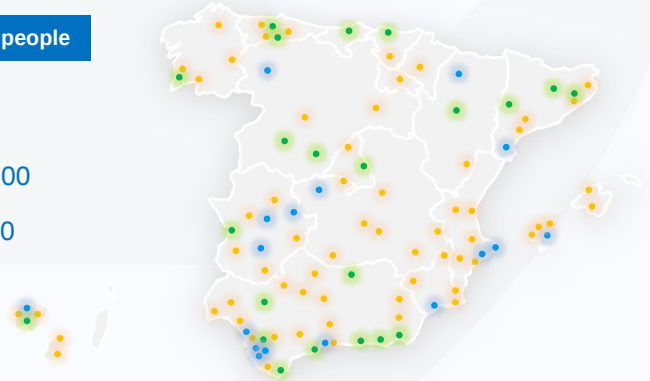
Business Areas

2.2. Water / Spain / main references



Thousands of people

- > 100
- 50 a 100
- 20 a 50



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 / Algeria

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 1,300,000 users and has a supply network that measures 6,000 kilometers.



Business Areas

2.3. Construction

Activities



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



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



- 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)



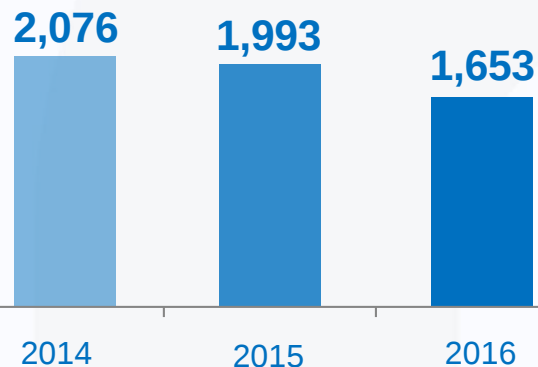
Over **600 km**
of tunnels built

Business Areas

2.3. Construction / 2016

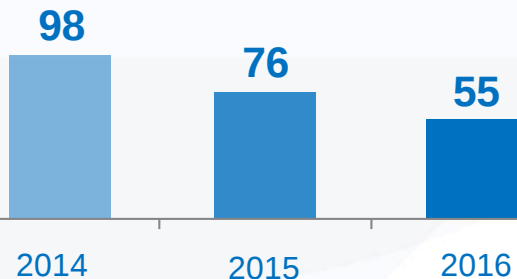
Revenue

*million euro



EBITDA

*million euro



5,671
employees



Backlog (31Dec.2016)
€ 4,482 M

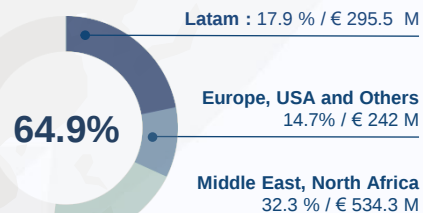
Business Areas

2.3. Construction / International presence



International Revenue 2016

Total: € 1,071 M



International backlog*

(31Dec.2016) € 3,444 M (2 years)

*76% 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



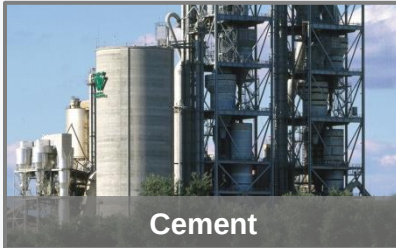
Industrial facilities Dublin Airport / Ireland (€33 M)

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



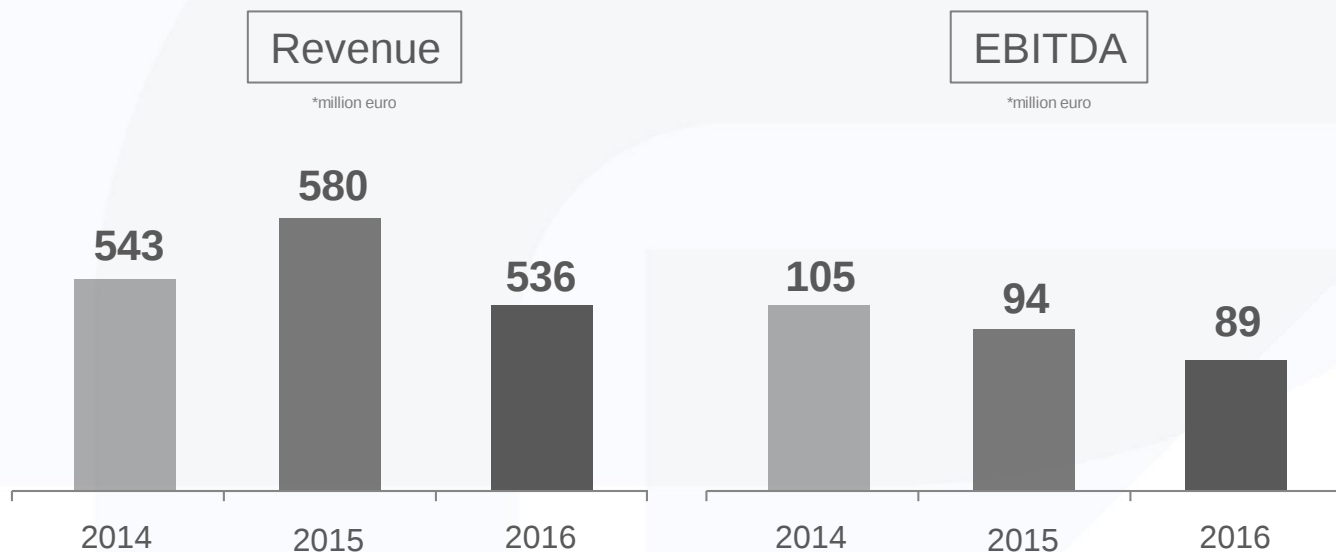
4th player
on east coast
of the US



Tunisia
Market leader

Business Areas

2.4. Cement / 2016



1,093
employees

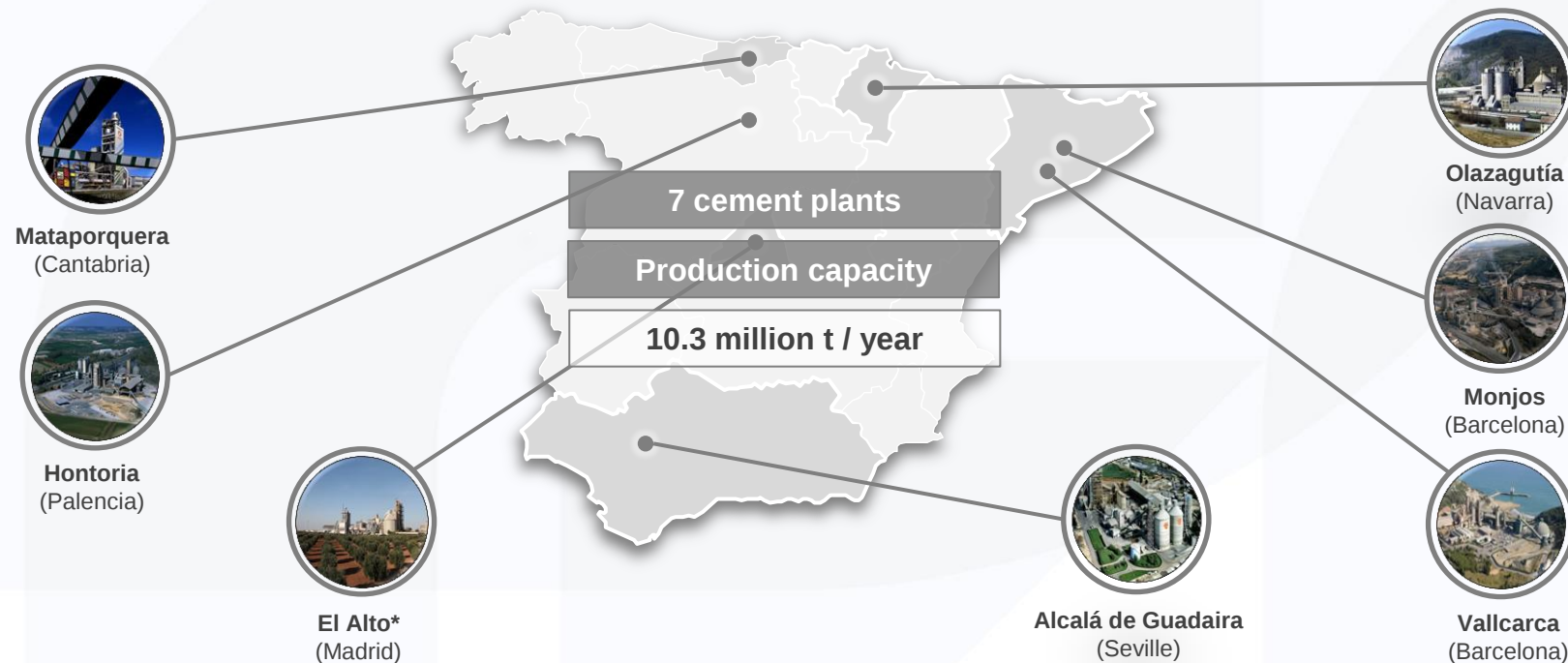
Business Areas

2.4. Cement / International presence



Business Areas

2.4. Cement / Spain / Main references



*Grey and white cement production

Business Areas

2.4. Cement / United States / Main references

3 cement plants
and waste management
facilities

Production capacity

2.7 million t / year



Harleyville
(South Carolina)



Thomaston
(Maine)



Keystone
(Pennsylvania)

Business Areas

2.4. Cement / Main references



El Alto plant / Madrid (Spain)

Business Areas

2.4. Cement / Main references



Business Areas

2.4. Cement / Main references



Harleyville plant / South Carolina (USA)

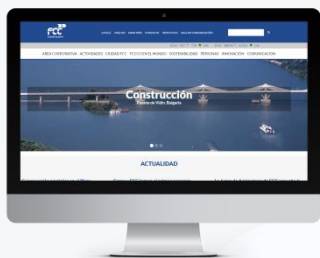
FCC Group Websites

FCC Group

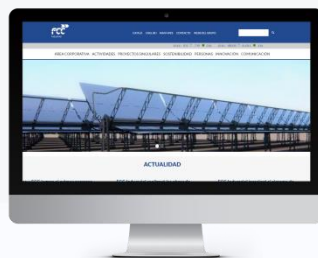


www.fcc.es

Construction



www.fccco.com

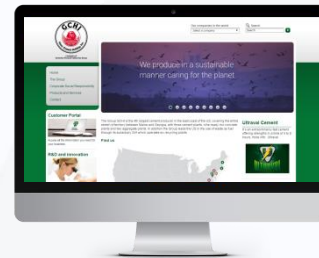


www.fccindustrial.com

Cement

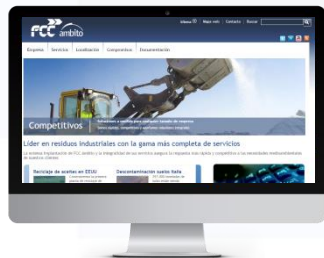


www.valderrivas.es

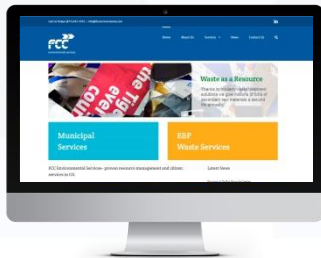


www.gchi.com

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.*
- *This document does not constitute an offering or an invitation to acquire or subscribe shares in accordance with Act 24/1988, of 28 July, on the Securities Market, Royal Decree-Act 5/2005, of 11 March, and/or Royal Decree 1310/2005, of 4 November, and their implementing regulations.*
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- *This document contains financial information that has been audited and prepared in accordance with International Financial Reporting Standards (IFRS).*