



Business performance 9M2025

1. FCC GROUP – EXECUTIVE SUMMARY

KEY FIGURES

(million euros)	Sept. 25	Sept. 24	Chg. (%)
Net turnover	7,051.5	6,549.5	7.7%
Gross operating profit (EBITDA)	1,058.6	985.2	7.5%
EBITDA margin	15.0%	15.0%	0.0 p.p
Profit/(loss) attributed to the Parent Company	156.9	429.0	-63.4%
	Sept. 25	Dec. 24	Chg. (%)
Equity	3,755.5	3,736.0	0.5%
Net financial debt	3,520.4	2,990.4	17.7%
Portfolio	49,720.0	46,326.6	7.3%

- In the first nine months of 2025, the FCC Group increased its revenue by 7.7% to €7,051.5 million due to the balanced combination of both the acquisitions made in 2024 in the United Kingdom, the United States and France in the Environment area, and organic growth in all business areas, particularly Concessions, up by 38% due to the execution of new contracts and the increase in traffic, followed by Water, with progress in its lines of activity.
- Gross operating profit (EBITDA) increased to €1,058.6 million, up 7.5% YoY, driven by increased revenues. The Group's gross operating margin thus remained at 15%, the same level as the previous year.
- The Cement and Real Estate divisions were split off in November 2024. Until September 2024, these units contributed €148.5 million to attributable net income, while this year's figure naturally stands at zero. Various items that had a significantly negative impact during this period, without hardly any impacting cash flow, included: (i) The relative strength of the euro against various currencies, with an impact of €-61.8 million on Other financial results; and (ii) the non-recurring provisions recognised in certain activities, along with adjustments to investments in UK-based Treatment assets within the Environment area, of a combined amount of €-87.8 million under Other operating results and Entities valued using the equity method.
- The extraordinary factors outlined above dampened an otherwise strong EBITDA performance, leading to a decline in net profit attributable to the parent company to €156.9 million in the period, compared to €429.0 million in 2024.
- Net financial debt closed at €3,520.4 million on 30 September, a 17.7% increase compared to December 2024, due to investments totalling €857.7 million in both the renewal and development of new contracts and acquisitions, with a focus on Environment.
- Equity increased slightly by 0.5% to €3,755.5 million. Growth was subdued by the impact of exchange rate changes on the valuation adjustments for FCC Group entities located outside the eurozone, primarily in the Water and Environment sectors.
- The FCC Group's revenue portfolio at close of September grew to €49,720 million, up 7.3% on the end of the previous year. This growth was spearheaded by Construction, aided to a large extent by the increase in international order intake of large infrastructure contracts.

NOTE: DISCONTINUED OPERATIONS

In November 2024, the partial financial spin-off of the Real Estate and Cement activities was completed. Therefore, in light of the changes made, the items reported in the income statement for the third quarter of 2024 have been restated for easier comparison. Additionally, all results from the start of 2024 up to that date were included under "Gains/(losses) from discontinued operations" heading, with no contribution from that date onwards.

2. FCC GROUP – KEY FIGURES BY AREA

(million euros)

Area	Sept. 25	Sept. 24	Chg. (%)	% of 25 total	% of 24 total
REVENUE BY BUSINESS AREA					
Environment	3,493.2	3,133.7	11.5%	49.5%	47.8%
Water	1,339.3	1,232.0	8.7%	19.0%	18.8%
Construction	2,162.9	2,137.8	1.2%	30.7%	32.6%
Concessions	81.4	59.0	38.0%	1.2%	0.9%
Corporate Services	(25.3)	(13.0)	94.6%	-0.4%	-0.2%
Total	7,051.5	6,549.5	7.7%	100.0%	100.0%

REVENUE BY GEOGRAPHICAL AREA					
Spain	3,542.4	3,294.8	7.5%	50.2%	50.3%
Rest of Europe	1,191.1	892.1	33.5%	16.9%	13.6%
Americas	979.8	869.6	12.7%	13.9%	13.3%
United Kingdom	757.6	857.9	-11.7%	10.7%	13.1%
Czech Republic	346.5	321.7	7.7%	4.9%	4.9%
Middle East, Africa and Australia	234.1	313.4	-25.3%	3.3%	4.8%
Total	7,051.5	6,549.5	7.7%	100.0%	100.0%

EBITDA*					
Environment	546.1	491.9	11.0%	51.6%	49.9%
Water	319.2	303.3	5.2%	30.2%	30.8%
Construction	121.1	121.4	-0.3%	11.4%	12.3%
Concessions	44.6	41.2	8.3%	4.2%	4.2%
Corporate serv. and others	27.6	27.4	0.8%	2.6%	2.8%
Total	1,058.6	985.2	7.5%	100.0%	100.0%

Area	Sept. 25	Dec. 24	Chg. (%)	% of 25 total	% of 24 total
NET FINANCIAL DEBT*					
Corporate	(719.4)	(1,061.5)	-32.2%	-20.4%	-35.5%
Operating					
Environment	2,473.9	2,263.4	9.3%	70.3%	75.7%
Water	1,765.9	1,788.5	-1.3%	50.2%	59.8%
Concessions	0.0	0.0	N/A	0.0%	0.0%
Total	3,520.4	2,990.4	17.7%	100.0%	100.0%

PORTFOLIO*					
Environment	14,295.1	14,110.4	1.3%	28.7%	30.5%
Water	22,934.2	22,565.0	1.6%	46.1%	48.7%
Construction	9,350.1	6,368.4	46.8%	18.8%	13.7%
Concessions	3,199.0	3,282.8	-2.6%	6.4%	6.6%
Total	49,778.4	46,326.6	7.5%	100.0%	100.0%

* See page 13 for a definition of the calculation in accordance with ESMA Guidelines (2015/1415en).

3. PERFORMANCE BY BUSINESS AREA

3.1. Environment

<i>(million euros)</i>	Sept. 25	Sept. 24	Chg. (%)
Turnover	3,493.2	3,133.7	11.5%
EBITDA	546.1	491.9	11.0%
<i>EBITDA margin</i>	<i>15.6%</i>	<i>15.7%</i>	<i>-0.1 p.p</i>

Revenue from the Environment area increased by 11.5% to €3,493.2 million, driven by new contracts in Spain and the United States, along with new acquisitions in France, the United Kingdom and the United States in the middle of last year.

Breakdown of revenue by geographical area			
<i>(million euros)</i>	Sept. 25	Sept. 24	Chg. (%)
Spain	1,785.7	1,669.0	7.0%
United Kingdom	745.2	655.6	13.7%
Central Europe	508.0	484.4	4.9%
United States	342.7	274.6	24.8%
France and Portugal	111.6	50.1	122.8%
Total	3,493.2	3,133.7	11.5%

By geographical area, turnover in Spain was up 7% year on year to reach €1,785.7 million. This increase is due to the award of new waste collection and street cleaning contracts, together with increased contribution from industrial waste management and other municipal-related services.

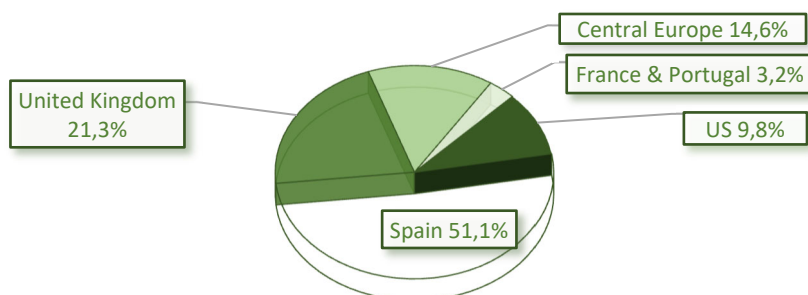
In the United Kingdom, revenue grew by 13.7% to €745.2 million, due to the contribution of UK Urbaser, acquired in June of last year, which offset lower landfill activity.

In Central Europe, revenue increased by 4.9% to €508 million, mainly due to higher contributions from the Czech Republic and Poland and despite lower sales prices for secondary raw materials.

Turnover in the United States came to €342.7 million, up 24.8% on the previous year, thanks to the extra revenue generated by the new residential waste collection contracts, mainly in Florida, as well as the contribution made by the waste energy recovery plant in South Broward (Fort Lauderdale, Florida), acquired in July. All this has offset the decreased contribution from processing activity.

Lastly, turnover in France and Portugal came to €111.6 million compared to €50.1 million the previous year. This significant increase is down to the consolidation of the company ESG in France, which was acquired in August last year. Portugal recorded slight growth, exceeding 4% in revenue.

Breakdown of revenue by geographical area



Gross operating profit (EBITDA) was up 11% to €546.1 million, following the aforementioned increase in revenues, notably including the contributions made by new contracts in the United Kingdom, France and the United States. As a result, the operating margin stood at 15.6%, compared with 15.7% the previous year.

Breakdown of portfolio by geographical area

<i>(million euros)</i>	Sept. 25	Dec. 24	Chg. (%)
Spain	8,672.8	8,501.3	2.0%
International	5,622.3	5,609.1	0.2%
Total	14,295.1	14,110.4	1.3%

At the end of September, the portfolio amounted to €14,295.1 million, 1.3% up on December 2024. In Spain, it was 2% higher, with notable new contracts secured for waste collection and street cleaning in Oviedo, and urban sanitation in Puerto de Santa María (Cadiz). The international area remained at similar levels to the previous year, with a portfolio of €5,622.3 million.

Operational and contracting milestones

- On 15 July, the subsidiary company, which operates the US platform, strengthened its presence with the acquisition of Wheelabrator South Broward Inc., owner of the South Broward waste energy recovery plant (Fort Lauderdale, Florida). The acquisition value was \$285 million. This addition will act as a platform to consolidate the company's entry into the Treatment business in Florida, as well as to develop synergies with the waste collection operations already underway in its extensive area of influence.
- Additionally, last September, a contract was signed to purchase Cumbria Waste Group in the United Kingdom, a company that carries out various waste collection and recycling operations in the Cumbria region for municipal and commercial clients. Its location will allow us to leverage synergies with both current activities in the region and those currently underway, in Waste Treatment and EfW. The transaction was completed on 15 October, 2025, with the payment of £76 million.
- On 30 September, the municipality of Granada signed a new street cleaning and waste collection contract, which will now be managed by FCC Medio Ambiente for the first time. It has a value of €740 million and will run for 15 years. This is consolidated after the end of various appeals and the extension affecting its management since 2020. Among miscellaneous contracts of lesser relevance, we should note the award by Montcada i Reixac municipality of the new waste collection & transport and street cleaning contract for eight years and a portfolio of 41 million euros.
- As regards to new Treatment contracts, the contract for selective waste collection and management & operation of the El Culebrete waste treatment plant and landfill (Mancomunidad de la Ribera, Navarre, Spain) was renewed, with a portfolio of 71.3 million euros for 10 years and coverage for 19 municipalities (92,500 inhabitants).
- FCC Enviro is positioned as the flagship mark for the area, FCC Servicios Medio Ambiente Holding S.A. Following recent acquisitions and entry into new markets, the company has adopted a global name that is easily recognisable worldwide and with which all stakeholders can identify. FCC Enviro is an easy-to-

understand name, closely linked to environmental activities, while establishing a connection with the various brands of the four geographic platforms, which remain unchanged (FCC Medio Ambiente, FCC Environment, FCC Environmental Services, FCC Environnement, etc.).

3.2. Water

<i>(million euros)</i>	Sept. 25	Sept. 24	Chg. (%)
Turnover	1,339.3	1,232.0	8.7%
EBITDA	319.2	303.3	5.2%
<i>EBITDA margin</i>	23.8%	24.6%	-0.8 p.p

Until September, turnover went up by 8.7% YoY, amounting to €1,339.3 million. The largest growth was in End-to-end water cycle management and Services, supported by increased rates and consumption in many jurisdictions, along with an increase in Technology and Networks activity due to greater activity in most geographies.

Breakdown of revenue by geographical area			
<i>(million euros)</i>	Sept. 25	Sept. 24	Chg. (%)
Spain	782.7	702.6	11.4%
Central and Eastern Europe	196.9	186.8	5.4%
Americas	156.4	138.9	12.6%
Middle East, Africa and Other	115.7	121.5	-4.8%
Rest of Europe (France, Portugal and Italy)	87.6	82.2	6.6%
Total	1,339.3	1,232.0	8.7%

By zone, revenues in Spain were up 11.4% to €782.7 million, driven by growth in Water Cycle Management and Services as a product of higher tariffs and an increase in m3 consumed. Technology and Networks also reported marked growth, thanks to further progress towards the investment plans associated with full cycle activity and the execution of extraordinary works.

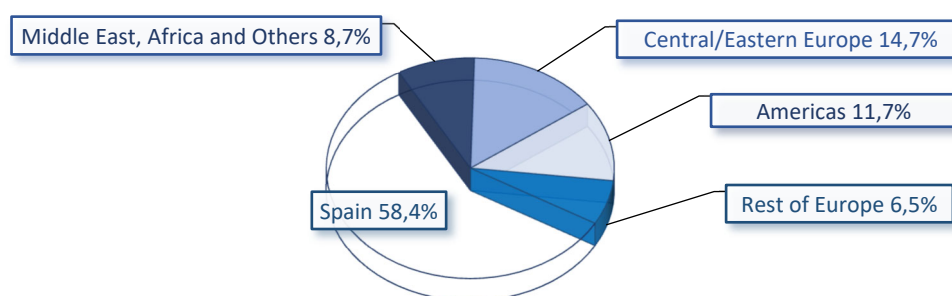
In Central and Eastern Europe, turnover grew by 5.4% to €196.9 million due (i) to a significant increase in rates in the Czech Republic and an increase in residential consumption, which offset the decreases in industrial consumption, (ii) and an increase in both residential and industrial consumption in Georgia, which offset the unfavourable performance of the Georgian Lari exchange rate over the period (-4.5%).

Revenues in the Rest of Europe rose by 6.6% to €87.6 million, driven by increased tariffs at the Acque di Caltanissetta concession in Sicily, despite lower consumption owing to drought-related restrictions, as well as higher pricing and increased consumption in Portugal. All of this is moderated by the lower contribution of Technology and Networks activity in Italy.

In the Americas, revenue grew 12.6% to €156.4 million, driven by a significant increase in the United States, up to €67 million, along with an increase in rates and consumption in Colombia's full-cycle contracts. Technology and Networks activity also experienced increased activity in water infrastructure works in Mexico and Peru.

In the Middle East, Africa and Other, turnover decreased by 4.8% to €115.7 million, mainly due to the reduction in concession revenue in Algeria, resulting from the downward revision of its tariffs, which could not be fully offset by increased Technology and Networks activity in regional contracts ("Clusters") in Saudi Arabia. Additionally, activity has been affected by the depreciation of the Saudi Riyal (2.9%) and the end of a project in the United Arab Emirates (UAE).

Breakdown of revenue by geographical area



Gross operating profit (EBITDA) experienced growth of 5.2% to €319.2 million, as a result of the aforementioned growth in revenue, largely due to tariff and consumption increases. Thus, the operating margin stood at 23.8%, compared to 24.6% the previous year, with a slight drop due to the greater weight of Technology and Networks and O&M activities, along with the aforementioned tariff effects.

Breakdown of portfolio by geographical area

<i>(million euros)</i>	Sept. 25	Dec. 24	Chg. (%)
Spain	6,399.0	6,495.4	-1.5%
International	16,535.2	16,069.6	2.9%
Total	22,934.2	22,565.0	1.6%

The portfolio at the end of September 2025 increased by 1.6% compared to December 2024, reaching €22,934.2 million. Internationally, it grew by 2.9% to €16,535.2 million, where the new contract for the improvement and expansion of the wastewater treatment service in Chincha, Peru, stands out. Spain remained at similar levels to the previous year.

Operational and contracting milestones

- During the second quarter of the year, an inaugural contract was entered into in Peru, covering the design, funding, construction, operation and maintenance of a wastewater treatment system in Chincha. The €78 million project is expected to serve 345,000 residents directly.
- Last September, Aqualia renewed its contract for the operation and maintenance of the Abu Rawash wastewater treatment plant (WWTP) in Cairo, Egypt, for a period of four years, until September 2029.
- As for acquisitions, Aqualia Latinoamérica signed a purchase agreement last August for all assets related to the provision of water, sewage and sanitation services in Villa Olímpica (northern part of the municipality of Galapa, Colombia). This means adding €91.4 million in income portfolio, with a concession term of 50 years.

3.3. Construction

(million euros)	Sept. 25	Sept. 24	Chg. (%)
Turnover	2,162.9	2,137.8	1.2%
EBITDA	121.1	121.4	-0.3%
<i>EBITDA margin</i>	5.6%	5.7%	-0.1 p.p

In the first nine months of the year, revenue grew 1.2% to €2,162.9 million, thanks to greater progress made in the third quarter on some of the portfolio projects, including rail and road infrastructure projects.

Breakdown of revenue by geographical area			
(million euros)	Sept. 25	Sept. 24	Chg. (%)
Spain	921.2	878.1	4.9%
Europe	645.4	614.9	5.0%
Americas	477.2	452.8	5.4%
Middle East, Africa, Australia and Others	119.1	192.0	-38.0%
Total	2,162.9	2,137.8	1.2%

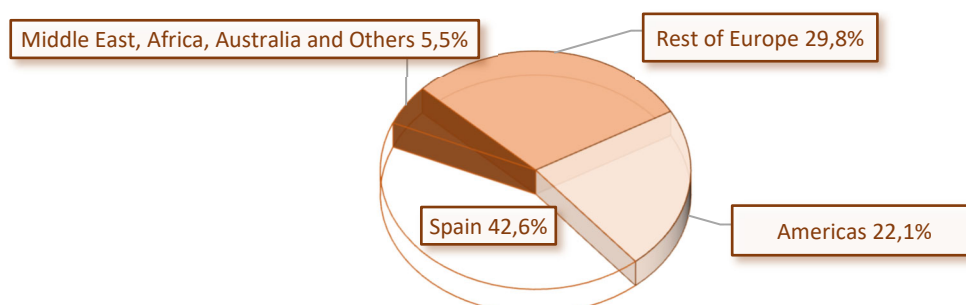
By geographic area, turnover in Spain increased by 4.9% to €921.2 million, driven by progress on various projects, including renovations, road, rail and emergency projects.

In the Rest of Europe, turnover increased by 5% to €645.4 million, mainly driven by the progress of motorways in the Netherlands and railway facilities in Romania, which offset the completion of work on the A-465 concessionary motorway in the United Kingdom.

In the Americas, turnover climbed to €477.2 million, up 5.4% year on year, mainly due to the growing contribution made by the rail projects in Toronto (Canada) and Pennsylvania (United States), which offset the completion of the Mayan Train in Mexico.

Revenue in the Middle East, Africa, and Australia region dropped sharply by 38%, falling to €119.1 million, mainly as a result of the completion of several contracts in Saudi Arabia (Riyadh metro and the Neom project), which were not fully offset by the works in Australia (social housing project in Cairns).

Breakdown of revenue by geographical area



Gross operating profit was down 0.3% to €121.4 million, with an operating margin of 5.6%, similar to the 5.7% reported in 2024. This variation in the result and its contribution margin is due to the aforementioned revenue changes, with no significant alterations due to the changes in the projects being executed.

Breakdown of portfolio by geographical area

<i>(million euros)</i>	Sept. 25	Dec. 24	Chg. (%)
Spain	2,986.5	2,412.3	23.8%
International	6,363.6	3,956.1	60.9%
Total	9,350.1	6,368.4	46.8%

The income portfolio increased by a sizeable 46.8% compared with 2024, to reach €9,350.1 million. The international area experienced significant growth of 60.9%, reaching €6,363.6 million, driven primarily by the completion of new railway projects, highlighting the award of a new phase of the Scarborough project in Canada, the Second Avenue Subway in New York and the expansion of the Yongue North Subway, also in Canada. As for Spain, the portfolio rose by 23.8%, driven by several relevant projects, including the contract for the second phase of the Nou Mestalla stadium and a new section of the Burgos-Vitoria high-speed rail line.

Operational and contracting milestones

- In August, the Connect Plus Partners consortium, a joint venture between FCC Construcción and Halmar International, won the contract for the design and construction of phase 2 of the Second Avenue Subway in New York City, valued at over €1,500 million (€881 million corresponding to FCC Construcción), with the contract starting in September.
- Also in September, in Mexico, the consortium comprised of FCC Construcción and CICSA was awarded the construction (50/50) and design contract for 111 kilometres of the Tren del Norte, on the Saltillo to Santa Catarina stretch. The project has a budget of over €1,470 million and a 31-month execution period (this work has not yet been included in the portfolio at the end of this period).
- In August, the contract for the first phase of construction of the Qiddya stadium in Saudi Arabia was awarded (with a 55% stake for FCC Construcción and a 45% stake for Nesma Holding Co.). With the completion of the "early phase", the first stage of the Design and Construction contract begins, amounting to more than €380 million.
- Additionally, in this third quarter, the North End Connectors consortium, where FCC Construcción holds a 33.3% stake, has been granted financing from Infrastructure Ontario and Metrolinx for the Yonge North Subway Extension Advance Tunnel project in Ontario. The design, construction and financing contract is valued at \$1,400 million, of which €477 million correspond to FCC Construcción. It includes the design and construction of a 6.3-kilometre tunnel, as well as a section of the existing rail corridor. The scope of works also includes the supply of tunnel boring machines, the installation of tunnel linings and ancillary activities. Once the design development phase is complete, construction is expected to begin in the fourth quarter of 2026 and be completed by 2030.

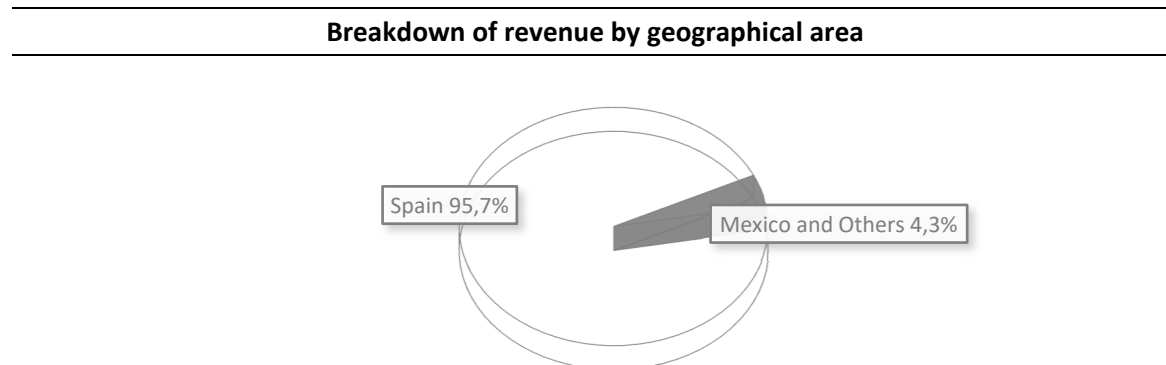
3.4. Concessions

<i>(million euros)</i>	Sept. 25	Sept. 24	Chg. (%)
Turnover	81.4	59.0	38.0%
EBITDA	44.6	41.2	8.3%
<i>EBITDA margin</i>	54.8%	70.1%	-15.3 p.p

The turnover amounted to €81.4 million in the period, marking an outstanding increase of 38%. This performance is mainly explained by the development phase of the concession in Aragon and the global consolidation of Ibisan in Spain last June. An increase in road and tram traffic also contributed to the strong performance.

Breakdown of revenue by geographical area			
<i>(million euros)</i>	Sept. 25	Sept. 24	Chg. (%)
Spain	77.9	52.5	48.4%
Mexico and Others	3.5	6.5	-46.2%
Total	81.4	59.0	38.0%

By geographical area, Spain accounted for the bulk of total revenues, with a total of €77.9 million, marking an increase of 48.4% on the previous year. This performance is largely due to the introduction of the Aragón (Route 8) and Ibisan (Ibiza-San Antonio motorway) concessions. Elsewhere, the Cotuco concession in Mexico continued to perform well, showing a year-on-year improvement of 6.8%, while the divestment at Cemusa Portugal last year explains the reduction in this heading.



Gross operating profit amounted to €44.6 million, up 8.3% on the same period of 2024, following an increase in traffic and the incorporation of new concessions. Meanwhile, the operating margin stood at 54.8%, compared with 70.1% in the first nine months of 2024, due to the fact that the road concession in Aragon (currently in the development stage) has been contributing less to the total revenue margin. However, this figure will increase as it enters its long-term concession operating phase.

Breakdown of portfolio by geographical area			
<i>(million euros)</i>	Sept. 25	Dec. 24	Chg. (%)
Spain	2,648.7	2,729.5	-3.0%
International	550.3	553.3	-0.5%
Total	3,199.0	3,282.8	-2.6%

At the end of September 2025, the concessionary portfolio had decreased by 2.6% compared to the levels recorded in December of the previous year, standing at €3,199 million. This drop has been concentrated mainly in Spain (3%), while internationally the contraction has been much more moderate.

Operational and contracting milestones

- The increase in user traffic on tram concessions through September was up between 1.6% and 5.5% YoY. More than 32 million passengers used the lines in operation in Murcia, Parla and Zaragoza. Meanwhile, traffic levels (IMD) on the collection of road concessions grew by 1% to 3% during the first nine months of the year.
- Between April and May, the final two sections of the A465 motorway between the towns of Hirwaun and Dowlais in Wales (co-managed by FCC Concesiones, with a 42.5% stake) came into operation, joining the three that started operating at the beginning of the year. This milestone marks the completion of the contract's construction phase, which began in October 2020.
- On 19 June, an agreement was signed with Cívica, Ibisan's partner that holds the remaining 50% of the capital, whereby FCC Concesiones takes global control and consolidates concession.

Explanatory note

EBITDA

We define EBITDA as earnings from continuing operations before tax, earnings of companies accounted for using the equity method, financial profit/(loss), depreciation and amortisation charges, impairment, gains or losses on disposals of non-current assets, grants, net changes in provisions and other non-recurring revenues and expenses.

EBITDA Margin

Considered as EBITDA (or gross operating profit) divided by Net Turnover in each case.

EBIT

This corresponds to the operating profit/(loss) in the consolidated income statement presented in the accompanying consolidated financial statements.

EBIT margin

Considered as EBIT (or operating profit) divided by Net Turnover in each case.

PORTFOLIO

As at any given date, the portfolio reflects pending production, that is, amounts under contracts or client orders, net of taxes on production, less any amounts under those contracts or orders that have already been recognised as revenue. We value pending production according to current prices as at the date of calculation. We include in portfolio only amounts to which clients are obligated by a signed contract or firm order.

At the Environment division, we recognise the portfolio for our waste management contracts only when the relevant contract grants us exclusivity in the geographical area where the plant, landfill or other facility is located.

In our Water business area, we calculate the income portfolio on the basis of the same long-term volume estimates that serve as the basis for our contracts with clients and for the tariffs set in those contracts.

In our Construction business area, we recognise the portfolio only when we have a signed contract with, or a firm order from, the end client. Once we have included a contract in our portfolio, the value of pending production under that contract remains in the portfolio until fulfilled or cancelled. However, we do adjust the values of orders in the portfolio as needed to reflect any price or schedule changes that may be agreed with the client. For example, after the date of calculation, a price may increase or decrease as a result of changes in contractual production due to additional works to be performed. Due to a number of possible factors, we could fail to realise as revenue part or all of our calculated portfolio with regard to a given contract or order. Our portfolio is subject to adjustments and project cancellations and is, therefore, an uncertain indicator of future earnings.

In the Concessions area, the FCC Group calculates the income portfolio based on the estimates expected for the term of the concession contract, as set forth in the financial economic plan of the concessionary company, according to forecasted direct revenue from its users and the availability payments established in said contracts.

GROSS FINANCIAL DEBT

Debts (current and non-current) with credit institutions, debt instruments and loans, financial lease payables and other financial borrowings from third parties, joint ventures and associates on the Liabilities side of the consolidated balance sheet.

NET FINANCIAL DEBT

Net financial debt is defined as total gross financial debt less current financial assets, cash and other cash equivalents.

WORKING CAPITAL

The part of Current assets financed using non-current funds (non-current liabilities and Equity). It is calculated as the sum of Current Assets minus the sum of Current Liabilities.

4. DISCLAIMER

The interim financial information contained in this document was obtained from the consolidated interim financial statements as at 30 September 2025, prepared in accordance with the International Financial Reporting Standards (IFRS) that had been adopted by the European Union at the end of the period, in conformity with Regulation (EC) no. 1606/2002 of the European Parliament and of the Council of 19 July 2002.

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5. CONTACT DETAILS

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