

QUARTERLY REPORT

Business Performance

9M 2026

FCC Group

1. Executive summary

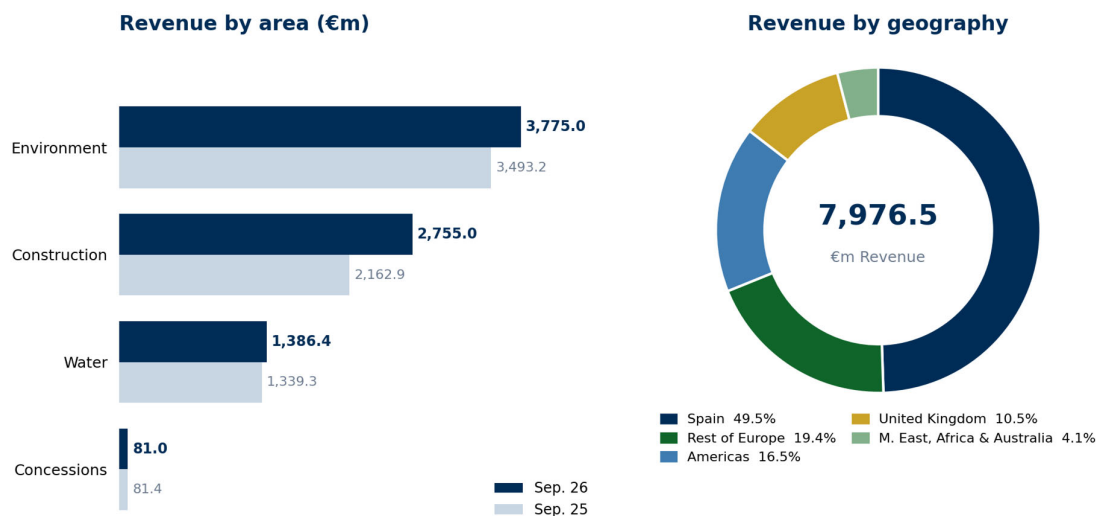
REVENUE 7,976.5 +13.1% vs Sep. 25	EBITDA 1,147.7 +8.4% · margin 14.4%	ATTRIBUTABLE NET PROFIT 230.0 +46.6% vs Sep. 25	BACKLOG 56,058.7 +8.6% vs Dec. 25
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KEY FIGURES (€m)

	Sep. 26	Sep. 25	Change (%)
Revenue	7,976.5	7,051.5	13.1%
EBITDA	1,147.7	1,058.6	8.4%
EBITDA margin	14.4%	15.0%	-0.6 p.p.
Attributable net profit	230.0	156.9	46.6%
Balance sheet and backlog	Sep. 26	Dec. 25	Change (%)
Equity	4,907.2	4,742.7	3.5%
Net financial debt	2,802.0	2,301.8	21.7%
Backlog	56,058.7	51,606.8	8.6%

- In the first nine months of 2026, FCC Group revenue increased by 13.1% to €7,976.5 million, compared with €7,051.5 million in the same period of 2025. Growth was led by Construction (+27.4%), followed by Environment (+8.1%) and Water (+3.5%), while Concessions remained at similar levels (€81.0 million). International activity grew by 14.8% to €4,029.1 million and accounts for 50.5% of revenue, while revenue in Spain rose by 11.4% to €3,947.4 million.
- EBITDA increased to €1,147.7 million, 8.4% higher than in the previous year, supported by revenue growth across all the main business areas. The Group's EBITDA margin stood at 14.4%, compared with 15% in the previous year, reflecting the greater weight of Construction, the lowest-margin area, in the revenue mix. The remaining business areas recorded an expansion in their operating contribution margins.
- Attributable net profit rose to €230 million, compared with €156.9 million in the previous year, an increase of 46.6%. This growth was mainly driven by the combination of the aforementioned increase in EBITDA and the positive impact of exchange differences, which contributed €40.4 million in the period compared with -€61.8 million in the same period of the previous year. Profit attributable to non-controlling interests also increased, following the additional sale of a stake in the Environment parent company at the end of last year.
- Net financial debt at 30 September 2026 stood at €2,802 million, compared with €2,301.8 million at the end of the previous year, mainly due to the seasonal increase in working capital.
- Equity increased by 3.5% compared with December 2025 to €4,907.2 million. Equity attributable to the parent company rose by 1.4% to €3,533 million.
- FCC Group's backlog at 30 September 2026 rose to €56,058.7 million, an increase of 8.6%, with growth in all main business areas led by Water.

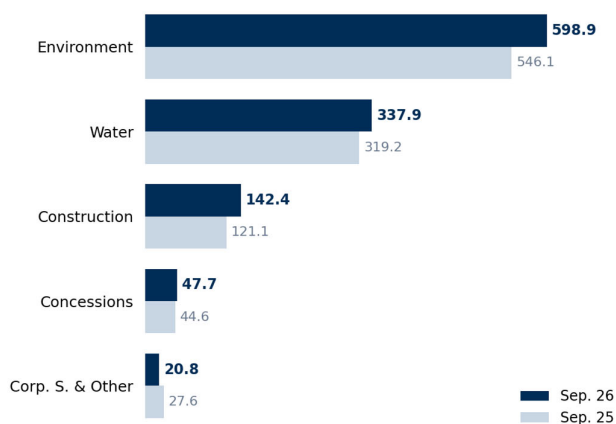
2. Overview by business area



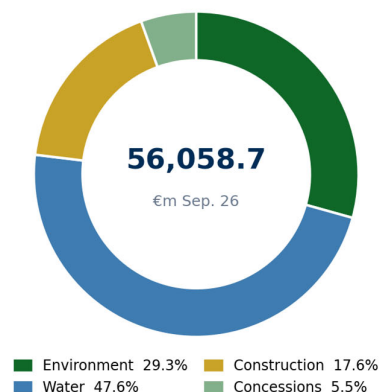
REVENUE BY BUSINESS AREA AND GEOGRAPHY (€m)

Area	Sep. 26	Sep. 25	Change (%)	% of 26	% of 25
Revenue by business area					
Environment	3,775.0	3,493.2	8.1%	47.3%	49.5%
Water	1,386.4	1,339.3	3.5%	17.4%	19.0%
Construction	2,755.0	2,162.9	27.4%	34.6%	30.7%
Concessions	81.0	81.4	-0.5%	1.0%	1.2%
Corporate Services	(20.9)	(25.3)	-17.4%	-0.3%	-0.4%
Total	7,976.5	7,051.5	13.1%	100.0%	100.0%
Revenue by geography					
Spain	3,947.4	3,542.4	11.4%	49.5%	50.2%
Rest of Europe	1,547.7	1,539.1	0.6%	19.4%	21.8%
Americas	1,320.5	979.8	34.8%	16.5%	14.0%
United Kingdom	836.7	757.6	10.4%	10.5%	10.7%
Middle East, Africa and Australia	324.2	232.6	39.4%	4.1%	3.3%
Total	7,976.5	7,051.5	13.1%	100.0%	100.0%

EBITDA by area (€m)



Backlog by area



EBITDA* (€m)

Area	Sep. 26	Sep. 25	Change (%)	% of 26	% of 25
Environment	598.9	546.1	9.7%	52.2%	51.6%
Water	337.9	319.2	5.9%	29.4%	30.2%
Construction	142.4	121.1	17.6%	12.4%	11.4%
Concessions	47.7	44.6	7.0%	4.2%	4.2%
Corp. Services and other	20.8	27.6	-24.6%	1.8%	2.6%
Total	1,147.7	1,058.6	8.4%	100.0%	100.0%

NET FINANCIAL DEBT* AND BACKLOG* (€m)

Area	Sep. 26	Dec. 25	Change (%)	% of 26	% of 25
Net financial debt					
Corporate	(1,334.2)	(1,888.7)	-29.4%	-47.6%	-82.1%
Operating · Environment	2,320.2	2,370.1	-2.1%	82.8%	103.0%
Operating · Water	1,816.0	1,820.5	-0.2%	64.8%	79.1%
Total	2,802.0	2,301.8	21.7%	100.0%	100.0%
Backlog					
Environment	16,436.7	15,623.8	5.2%	29.3%	30.3%
Water	26,681.5	23,227.0	14.9%	47.6%	45.0%
Construction	9,849.5	9,581.5	2.8%	17.6%	18.6%
Concessions	3,091.0	3,174.5	-2.6%	5.5%	6.1%
Total	56,058.7	51,606.8	8.6%	100.0%	100.0%

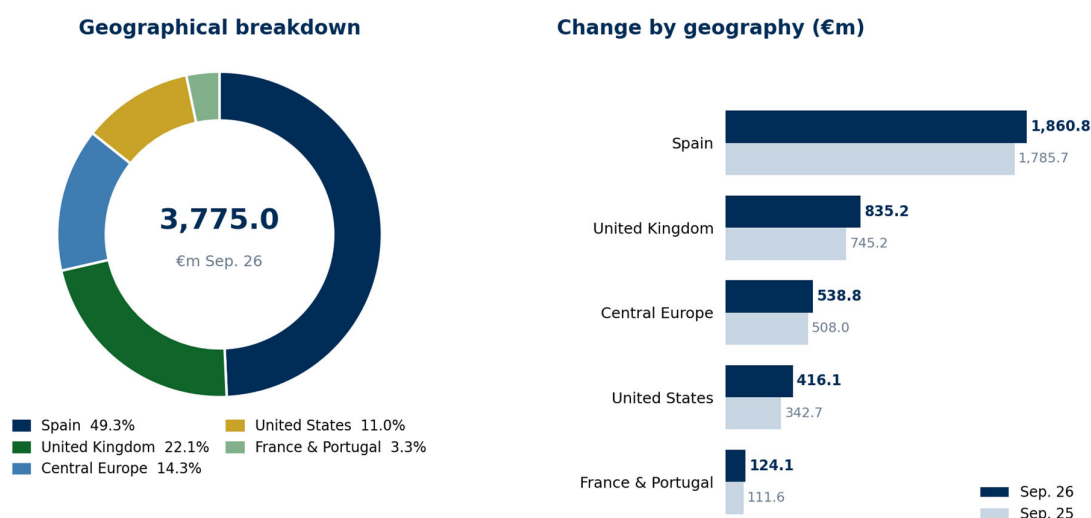
* See the calculation definition in the explanatory note on page 15, as required by ESMA guidelines (2015/1415en).

3. Performance by business area

3.1. Environment

REVENUE 3,775.0 +8.1%	EBITDA 598.9 +9.7%	EBITDA MARGIN 15.9% +0.3 p.p.
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In the first nine months of 2026, revenue increased by 8.1% to €3,775 million. This growth was mainly driven by new waste collection and street cleaning contracts in Spain and by the contribution from acquisitions completed in the United States and the United Kingdom in the second half of the previous year.



REVENUE BY GEOGRAPHY

(€ million)	Sep. 26	Sep. 25	Change (%)
Spain	1,860.8	1,785.7	4.2%
United Kingdom	835.2	745.2	12.1%
Central Europe	538.8	508.0	6.1%
United States	416.1	342.7	21.4%
France and Portugal	124.1	111.6	11.2%
Total	3,775.0	3,493.2	8.1%

By geography, revenue in Spain grew by 4.2% compared with September of the previous year to €1,860.8 million. This growth was driven by new waste collection and street cleaning contracts and by higher waste treatment activity, which offset the lower contribution from industrial waste management following the sale, in December 2025, of the business recovering paper, cardboard and other non-hazardous industrial and commercial waste.

In the United Kingdom, revenue rose by 12.1% to €835.2 million, mainly due to the contribution from Cumbria Waste Group, acquired in October of the previous year, which offset lower landfill activity.

In Central Europe, revenue increased by 6.1% to €538.8 million, driven by a higher contribution from the Czech Republic and the favourable performance of the Czech koruna exchange rate (+2.2%). The remaining regions also performed positively.

Revenue in the United States reached €416.1 million, 21.4% higher than in the previous year, mainly due to the contribution from the South Broward and Pinellas waste-to-energy plants, both in Florida, and, to a lesser extent, from new residential collection contracts. This offset lower recycling activity.

Lastly, revenue in France and Portugal reached €124.1 million, 11.2% higher than in the previous year, supported by the favourable performance of organic contract awards.

EBITDA increased by 9.7% to €598.9 million, driven by revenue growth across all geographies and the contribution from acquisitions in the United Kingdom and the United States. The EBITDA margin stood at 15.9%, compared with 15.6% in the previous year.

BACKLOG BY GEOGRAPHY

(€ million)	Sep. 26	Dec. 25	Change (%)
Spain	9,377.6	9,224.4	1.7%
International	7,059.1	6,399.4	10.3%
Total	16,436.7	15,623.8	5.2%

At the end of September, backlog increased by 5.2% compared with December of the previous year to €16,436.7 million. In Spain, which accounts for 57.1% of the total with €9,377.6 million, the Badalona urban sanitation contract stands out. International backlog reached €7,059.1 million, 10.3% higher than in December 2025, with the addition of new contracts, notably municipal solid waste collection in New Smyrna Beach (Florida) and the operation, maintenance and modernisation of the UVE (Unité de Valorisation Énergétique) in Veuve (France).

Operational milestones and contract awards

In Spain, several renewals and awards stand out:

- In Badalona, the urban services contract, provided since 1960, has been renewed. The new contracts awarded for waste collection, street cleaning and household recycling centre management represent combined backlog of €464 million for the next 12 and 10 years, respectively.
- Barcelona City Council has renewed the cleaning and maintenance service for its sewer network with FCC Environment for €123.1 million over the next eight years, with a possible two-year extension. This renewal reaffirms the trust placed in FCC Environment since 1911.
- Parla City Council again awarded municipal solid waste collection, street cleaning and household recycling centre management to the joint venture formed by FCC Environment. The contract represents attributable backlog of €75.9 million over the next 11 years and includes investment of €10 million.
- In waste treatment, the following stand out: last February, the award of the El Puerto de Santa María recovery and recycling centre, for 14 years and with associated backlog of €62.7 million. In France, the La Veuve concession contract, with a term of more than 10 years and a value of €153 million. It covers the operation, maintenance and modernisation of the UVE (Unité de Valorisation Énergétique), with a capacity of 110,000 t/year of non-recyclable waste (residual household waste, incinerable bulky waste and sorting rejects).
- In the United States, FCCenviro renewed the household waste and recycling collection contract for Service Area 4 in Palm Beach County, first awarded in 2019. The new contract came into force this October 2026, with associated backlog of USD 130 million for the next seven years. It was also awarded the municipal solid waste collection service in New Smyrna Beach (Florida). The contract represents backlog of around €78 million over

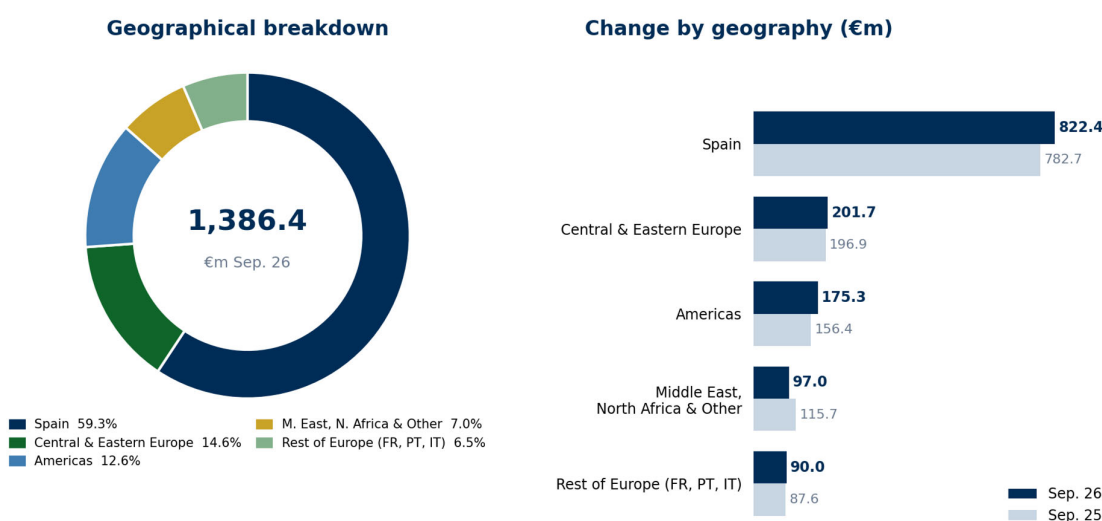
the next 10 years, with a possible further ten-year extension, consolidating the company's presence in Volusia County, where it already serves other nearby communities.

- Lastly, among the investments made, this October FCC Ámbito, the subsidiary specialising in industrial waste, reached an agreement to acquire 100% of Rymoil, S.A., including its interests in Aprochim Getesarp Rymoil and AGR Catalysts Recovery, companies operating in northern Spain.

3.2. Water

REVENUE 1,386.4 +3.5%	EBITDA 337.9 +5.9%	EBITDA MARGIN 24.4% +0.6 p.p.
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Revenue increased by 3.5% year-on-year to September, reaching €1,386.4 million. Growth was mainly driven by Municipal Service Concessions, supported by tariff updates and higher consumption, as well as by increased operation and maintenance activity in Spain and the United States. In contrast, Technology and Networks revenue fell by 21.6% due to lower execution of works linked to integrated water cycle investment plans and the completion of non-recurring works in the previous year.



REVENUE BY GEOGRAPHY

(€ million)	Sep. 26	Sep. 25	Change (%)
Spain	822.4	782.7	5.1%
Central and Eastern Europe	201.7	196.9	2.4%
Americas	175.3	156.4	12.1%
Middle East, North Africa and Other	97.0	115.7	-16.2%
Rest of Europe (France, Portugal and Italy)	90.0	87.6	2.7%
Total	1,386.4	1,339.3	3.5%

By geography, revenue in Spain increased by 5.1% to €822.4 million, driven by growth in Municipal Service Concessions thanks to tariff updates and higher consumption, together with increased operation and maintenance of water assets.

In Central and Eastern Europe, revenue grew by 2.4% to €201.7 million, due to the increase in the average tariff and a slight rise in residential and non-residential consumption in the Czech Republic, as well as higher billed volumes and increased electricity generation in Georgia.

Revenue in the Rest of Europe grew by 2.7% to €90 million, supported by new contracts in France and higher consumption, together with a slight increase in Technology and Networks in Portugal.

In the Americas, revenue grew by 12.1% to €175.3 million, driven by growth in service concessions in Colombia and infrastructure concessions in Mexico. In the United States, concession activity performed well and Technology and Networks grew following the award of emergency desalination plants in Texas.

In the Middle East, North Africa and Other, revenue decreased by 16.2% to €97 million, mainly due to lower Technology and Networks activity and the completion of certain management and maintenance contracts. Performance was also affected by the negative impact of exchange rates against the euro.

EBITDA increased by 5.9% to €337.9 million, as a result of the aforementioned revenue growth together with a higher contribution from water cycle management, which raised the EBITDA margin to 24.4% in the period.

BACKLOG BY GEOGRAPHY

(€ million)	Sep. 26	Dec. 25	Change (%)
Spain	7,093.7	6,558.9	8.2%
International	19,587.8	16,668.1	17.5%
Total	26,681.5	23,227.0	14.9%

At the end of the third quarter, backlog reached €26,681.5 million, 14.9% higher than in December 2025, with growth of 17.5% internationally and 8.2% in Spain. In Spain, new contracts were awarded in Guipúzcoa and Madrid, while new projects in Japan and Texas were added internationally.

Operational milestones and contract awards

New contract awards during the period were particularly notable in Spain, Peru, the United States and Japan:

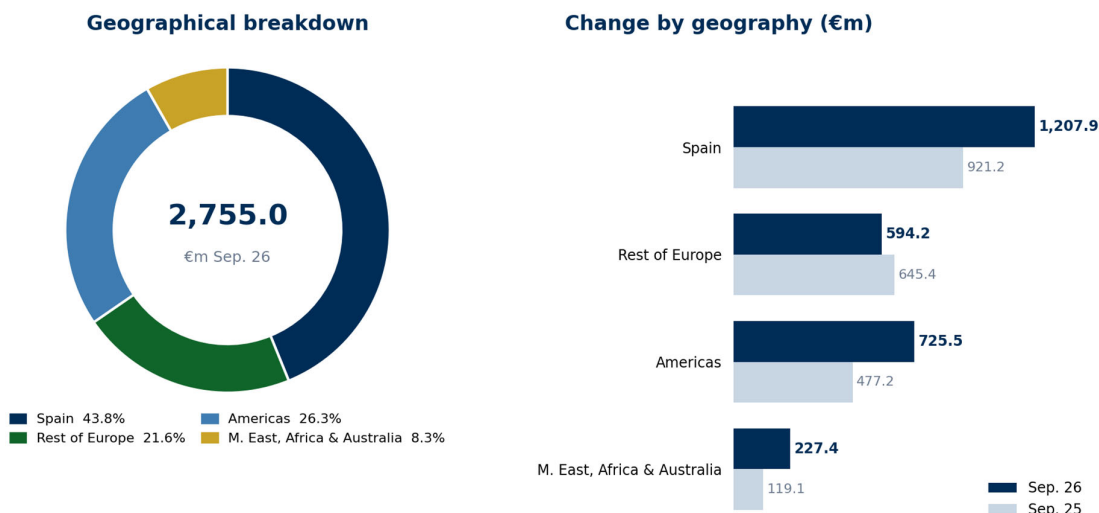
- Spain: various extensions and new contracts, maintaining a success rate above 90%, with an aggregate value of more than €800 million. These include the renewal of the Ibiza water supply and sewerage management contract for more than €348 million over 20 years, the 5-year extension of the Adeje water supply contract for a total of €125 million and of the Jaén contract for more than €104 million for water supply, sanitation and wastewater treatment; the joint venture award for the management of Agua de Añarbe, in Guipúzcoa, for €29.2 million, the €24.2 million extension of the Santa Marta de Tormes contract and the extension of the water supply, sewerage, treatment and ancillary works service in the municipality of Sant Joan de Labritja (Balearic Islands) for €17.5 million.
- In Peru, FCC Aqualia will develop the Cajamarca Wastewater Treatment Plant (WWTP). The project includes design, financing and construction, as well as operation and maintenance for a period of 26 years, and represents backlog of more than €490 million. The award comes one year after the Chíncha sanitation contract and strengthens FCC Aqualia's leadership in Public-Private Partnership projects in Peru.
- In the United States, FCC Aqualia has strengthened its position by signing a strategic contract with the authorities of Corpus Christi, Texas, to commission a desalination plant. The project will strengthen the city's water security in the face of an unprecedented drought, as part of a public investment programme of around €148 million. FCC Aqualia will be responsible for the design, supply, construction, commissioning and five-year operation of a brackish water reverse osmosis (BWRO) plant, which will be integrated into the municipal water supply system.

- First concession contract in Japan (Toyohashi), for the modernisation and operation, as part of a consortium, of a water treatment plant for a period of 30 years and with associated backlog of more than €120 million.
- In addition, Aqualia has been recognised as one of the five best companies at the 'Water Oscars 2026'. Aqualia was a finalist in two categories of the prestigious Global Water Awards 2026, the most relevant international awards in the water sector, granted by the specialist platform Global Water Intelligence. The company was nominated in the 'Water Company of the Year' and 'Reuse Project of the Year' categories.

3.3. Construction

REVENUE 2,755.0 +27.4%	EBITDA 142.4 +17.6%	EBITDA MARGIN 5.2% -0.4 p.p.
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From January to September 2026, Construction revenue increased by 27.4% to €2,755 million, driven by the contribution from new railway works and sports infrastructure projects, both in Spain and internationally.



REVENUE BY GEOGRAPHY

(€ million)	Sep. 26	Sep. 25	Change (%)
Spain	1,207.9	921.2	31.1%
Rest of Europe	594.2	645.4	-7.9%
Americas	725.5	477.2	52.0%
Middle East, Africa and Australia	227.4	119.1	90.9%
Total	2,755.0	2,162.9	27.4%

By geography, revenue in Spain grew by 31.1% compared with the same period of the previous year to €1,207.9 million, driven by greater progress on the Nou Mestalla works (Valencia) and new energy and photovoltaic infrastructure projects.

In the Rest of Europe, revenue fell by 7.9% to €594.2 million, mainly due to the slower pace of execution and progress on motorway projects in the Netherlands and Norway.

In the Americas, revenue reached €725.5 million, 52% higher than in the same period of the previous year, driven by the growing contribution from railway works in Toronto (Canada), Pennsylvania and New York (United States).

The Middle East, Africa and Australia region recorded strong growth of 90.9% to €227.4 million, mainly driven by progress on the Qiddiya stadium works (Saudi Arabia), together with the progress of other smaller projects.

EBITDA increased by 17.6% to €142.4 million, driven by revenue growth and changes in the project backlog mix. The EBITDA margin stood at 5.2%, in line with the plan for the period.

BACKLOG BY GEOGRAPHY

(€ million)	Sep. 26	Dec. 25	Change (%)
Spain	2,640.4	2,735.9	-3.5%
International	7,209.1	6,845.6	5.3%
Total	9,849.5	9,581.5	2.8%

Construction backlog stood at €9,849.5 million at 30 September 2026, 2.8% above December 2025. International backlog rose by 5.3% to €7,209.1 million, driven by the start of the execution phase and the addition to backlog of a railway infrastructure project in Toronto (Canada). Backlog in Spain decreased by 3.5% to €2,640.4 million due to the completion of several contracts.

Operational milestones and contract awards

During this period, following the considerable increase in contract awards in the previous year, there has been a process of consolidation; nevertheless, the following projects stand out:

- Last August, FCC Canada Ltd announced that ONxpress Civils Contractor General Partnership (“ONxpress”), a 50/50 consortium between Aecon and FCC Canada, has signed alliance contracts with Metrolinx to advance the “GO Expansion” rail project in Ontario. FCC's share of the contracts amounts to more than USD 1.2 billion.
- In September, FCC Construction Australia, in collaboration with Ecove, secured the Sydney Olympic Park Integrated Station Development Precinct (ISDP) contract, which will be delivered as part of the Sydney Metro West project. It will consist of the construction of a new metro station, together with the development of a wider area in Sydney Olympic Park, one of the city's most important areas. The works will include public realm improvements, development of the station precinct and integration with the Sydney Metro West rail network.
- The consortium led by FCC Construction was awarded a contract worth more than €735 million to build the third runway at Riyadh International Airport (Saudi Arabia), together with the associated auxiliary infrastructure. The project has an estimated execution period of 3.5 years and contributes attributable backlog of more than €400 million.

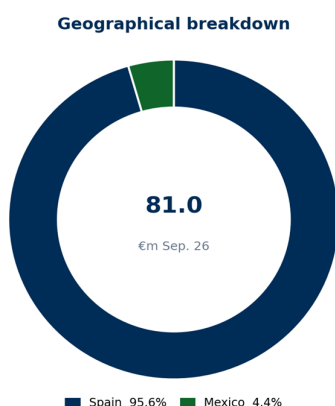
In Spain, the following works stand out:

- In civil works, the contract to upgrade a section of the A-4, with a combined value of €125 million, and participation in the consortium awarded the €135.8 million contract to build 11.8 kilometres of double-track line in Catalonia (Cambrils - Adif Vila-seca station section), with eleven stops, two of them interchanges.
- Particularly noteworthy for its uniqueness is the €174 million contract awarded last March to the consortium in which FCC Construction participates for the design and construction of IFMIF-DONES, a particle accelerator to be built in Escúzar (Granada) to experiment with fusion energy and advance towards a new model of clean and unlimited energy, like that produced by the stars.

3.4. Concessions

REVENUE 81.0 -0.5%	EBITDA 47.7 +7.0%	EBITDA MARGIN 58.9% +4.1 p.p.
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In the first nine months of 2026, Concessions revenue reached €81 million, a decrease of 0.5% compared with the same period of the previous year. This reflects the lower contribution of the Aragon concession (Route 8) during its development phase, which could not be fully offset by the higher contribution from Ibisan (Ibiza-San Antonio motorway) following its full consolidation throughout the year.



REVENUE BY GEOGRAPHY

(€ million)	Sep. 26	Sep. 25	Change (%)
Spain	77.4	77.9	-0.6%
Mexico	3.6	3.5	2.9%
Total	81.0	81.4	-0.5%

By geography, revenue in Spain, which accounts for 95.6% of the total, decreased slightly compared with the previous year to €77.4 million. The higher contribution from the Ibisan concession mentioned above could not fully offset the slower execution of the works associated with Route 8 of the Aragon concession. The remaining road and tram concessions made a stable contribution. The Cotuco concession in Mexico generated revenue of €3.6 million, an increase of 2.9%.

EBITDA increased by 7% to €47.7 million, mainly due to the higher contribution from the Ibisan concession and the lower weight of works on the expansion of the Route 8 concession in Aragon. As a result, the EBITDA margin stood at 58.9%, compared with 54.8% in the previous year.

BACKLOG BY GEOGRAPHY

(€ million)	Sep. 26	Dec. 25	Change (%)
Spain	2,544.9	2,625.3	-3.1%
International	546.1	549.2	-0.6%
Total	3,091.0	3,174.5	-2.6%

Concessions backlog stood at €3,091 million at 30 September 2026, 2.6% lower than in December 2025 (€3,174.5 million). Backlog in Spain, which accounts for 82.3% of the total, decreased by 3.1% to €2,544.9 million, while international backlog remained practically at the same level as in December of the previous year.

Operational milestones and contract awards

- Development of the Route 8 road concession in Aragon reached 71% completion at the end of the period. In addition, the two equity-accounted concessions, Lima Metro (Peru) and WTC (Barcelona), are progressing with the start-up of operations at new stations and the redevelopment of uses of the concession space, respectively.
- In the first nine months of the year, passenger volumes on tram concessions grew by 2.5%, while vehicle traffic on road concessions rose by more than 1%.
- In terms of awards, the A-465 dualling concession (Wales, United Kingdom) was named Bronze Winner 2026 at the CCS National Site Awards.

Explanatory note

EBITDA

We define EBITDA (also referred to as gross operating profit) as profit from continuing operations before tax, profit or loss of equity-accounted companies, financial result, depreciation and amortisation charges, impairment and gains or losses on disposals of non-current assets, grants, net changes in provisions and other non-recurring income or expenses.

EBITDA MARGIN

Defined as EBITDA (also referred to as gross operating profit) divided by Revenue in each case.

EBIT

Corresponds to Operating Profit in the Consolidated Income Statement presented in the accompanying consolidated financial statements.

EBIT MARGIN

Defined as EBIT (also referred to as Operating Profit) divided by Revenue in each case.

BACKLOG

At a given date, backlog is defined as pending production or services, i.e. contractual amounts or customer orders, excluding taxes, less any amounts under such contracts or orders that have already been recognised as revenue. Pending revenue is measured at current prices at the calculation date. Only amounts for which customers are bound by a signed contract or firm order are included in backlog.

In the Environment area, we recognise backlog from waste treatment management contracts only when the contract guarantees exclusivity in the geographical area where the plant, landfill or facility is located.

In the Water area, FCC Group calculates revenue backlog based on long-term estimates over the term of the contract, which form the basis for customer contracts and the tariffs established in those contracts.

In the Construction area, FCC Group recognises order backlog only when there is a contract or order signed by the end customer. Once a contract has been included in backlog, the value of the production pending execution under that contract remains in backlog until it has been completed or cancelled. However, we make valuation adjustments to reflect changes in prices and deadlines that may be agreed with the customer. For example, after the calculation date, a price may increase or decrease as a result of changes in contracted production due to additional work to be performed. Due to multiple factors, all or part of the backlog linked to a contract may not translate into revenue. Our backlog is subject to project adjustments and cancellations and cannot be taken as a certain indicator of future earnings.

In the Concessions area, FCC Group calculates revenue backlog based on the estimates over the term of the Concession contract set out in the Concession company's economic and financial plan, according to forecast direct revenue from users and availability payments established in those contracts.

GROSS FINANCIAL DEBT

Refers to the items of current and non-current Borrowings from credit institutions, Bonds and other marketable securities, Finance lease payables and Other financial debt with third parties, joint ventures and associates included in Liabilities in the consolidated balance sheet.

NET FINANCIAL DEBT

Net financial debt is considered to be total gross financial debt less current financial assets, cash and other cash equivalents.

WORKING CAPITAL

Defined as the portion of Current Assets financed with long-term resources (Non-current Liabilities and Equity). It is calculated as total Current Assets less total Current Liabilities.

4. Legal notice

The financial information included in this document has been obtained from the consolidation process for the consolidated financial statements at 30 September 2026, which have been prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union at the reporting date, pursuant to Regulation (EC) No 1606/2002 of the European Parliament and of the Council of 19 July 2002.

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