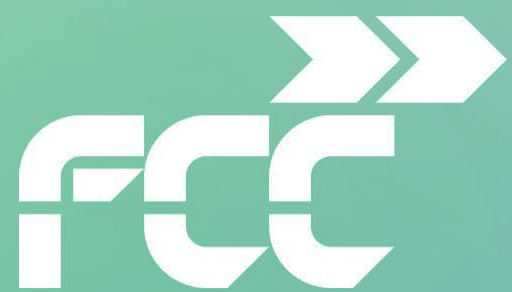




Corporate Presentation

2025



FCC Group

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The FCC Group



FCC Group

Environment

Water

Construction

Concessions



Over 125 years of experience



Over 72,000 employees



International leader in environmental services, in the comprehensive management of water, in infrastructure construction, and in the development of concession projects.



Operations in over 25 countries, 51% of revenue from international markets



High revenue stability



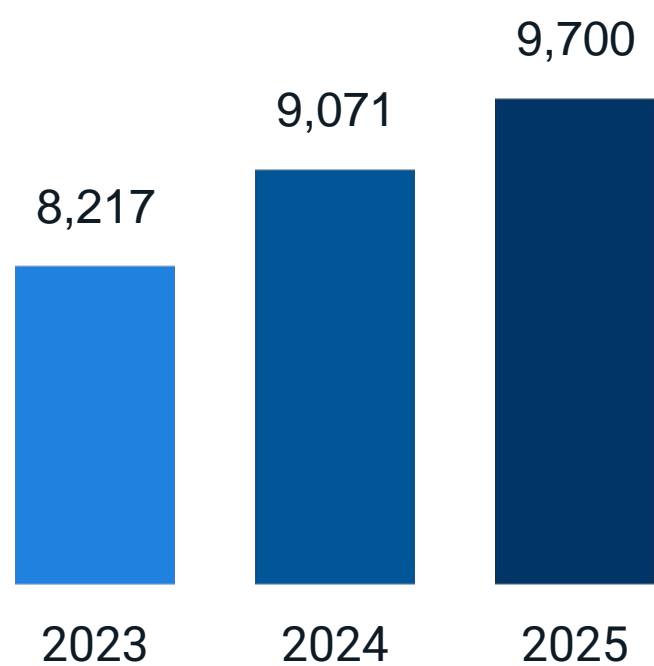
Integrated service offering



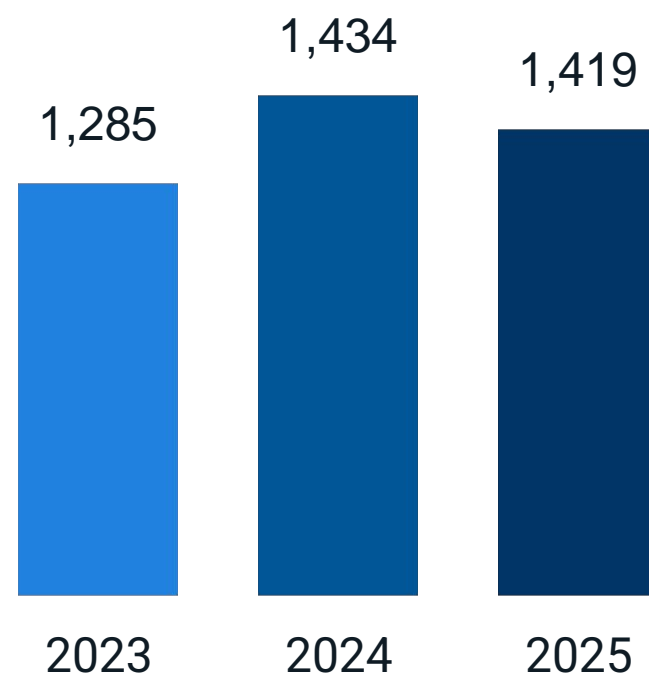
€9,700 M in revenue
€1,419 M EBITDA in 2025

Key figures 2025

Revenue In €M



EBITDA In €M



Portfolio

€51.607M

as of 31 December 2025

People

+72,000

Grupo FCC

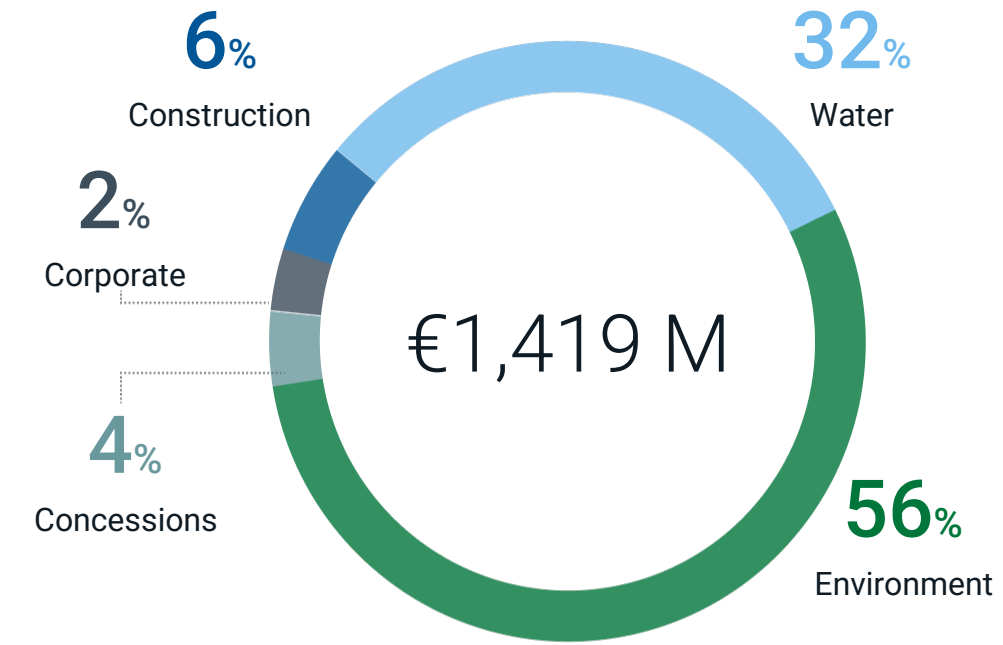
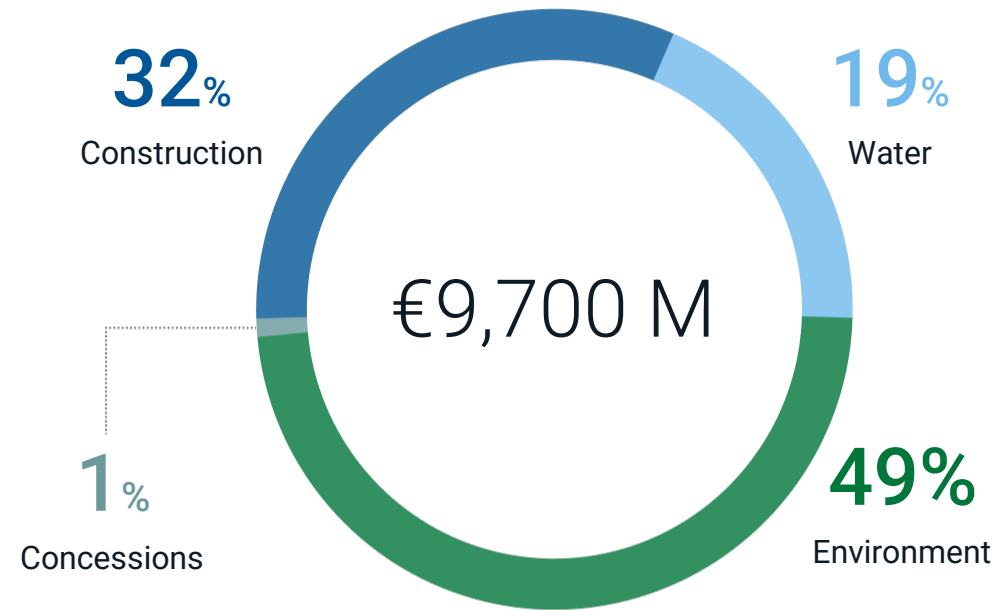
Medio Ambiente

Agua

Construcción

Concesiones

Diversified business model



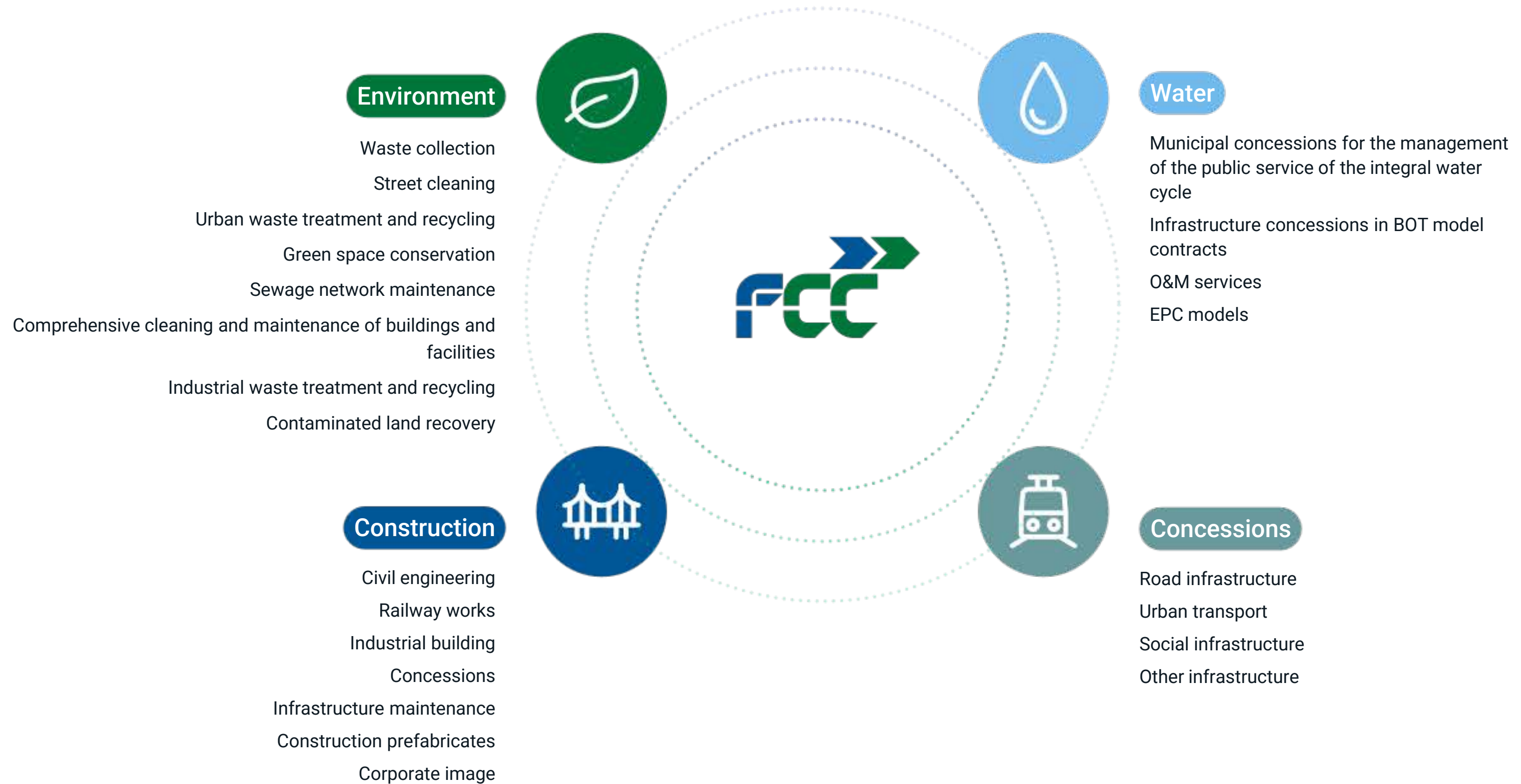
Revenue by Business Area 2025

Environment	€4,740 M
Water	€1,790 M
Construction	€3,092 M
Concessions	€112 M
Corporate	(34) M€

EBITDA by Business Area 2025

Environment	€790 M
Water	€449 M
Construction	€86 M
Concessions	€60 M
Corporate	€34 M

Diversified business model



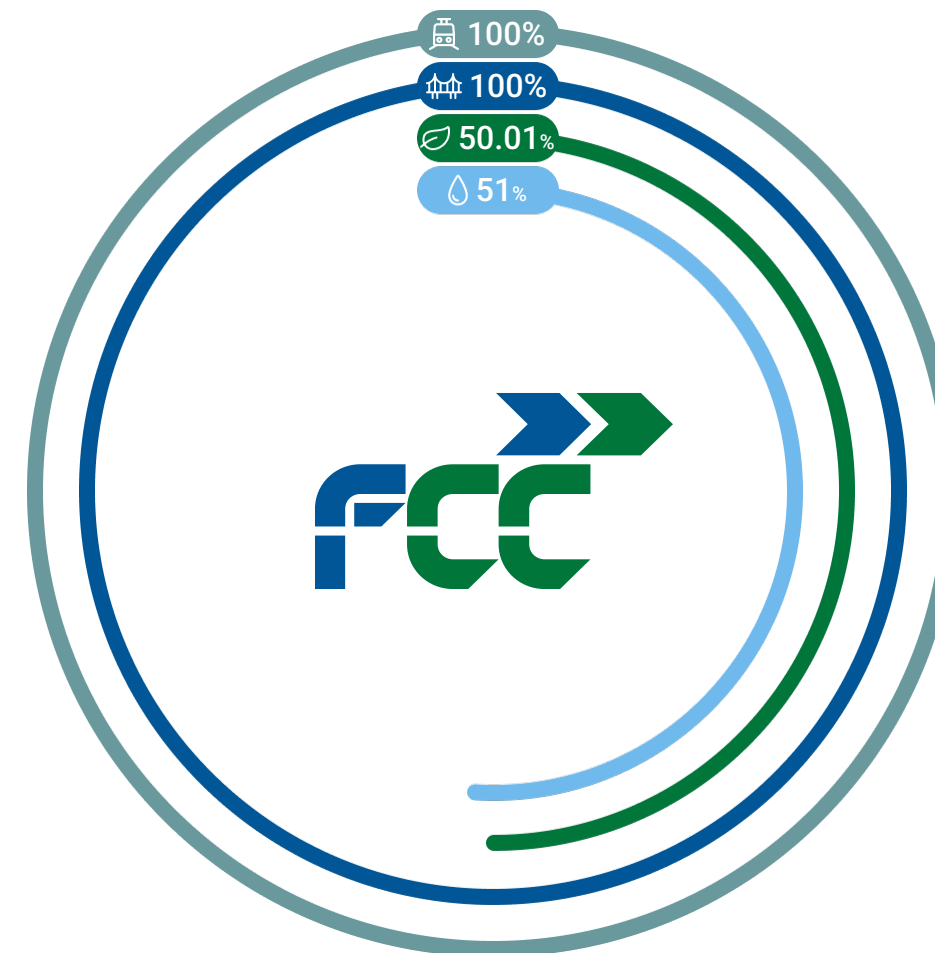
Diversified business model

 **FCCenviro**

FCC Medio Ambiente	100%
FCC Ámbito	100%
FCC Environment France	100%
FCC Environmental Portugal	100%
FCC Environment UK	100%
FCC Environment CEE	100%
FCC Environmental Services USA	100%

 **Concessions**

FCC Concessions	100%
-----------------	------



 **Aqualia**

Aqualia Intech	100%
Aqualia Colombia	100%
Aqualia Czech Republic	100%
Aqualia France	100%
Aqualia Georgia	100%
Aqualia Mexico	100%
Aqualia Portugal	100%
Aqualia USA	100%

 **Construction**

FCC Construcción	100%
FCC Industrial	100%
Convensa	100%
Matinsa	100%
Prefabricados Delta	100%
Megaplas	100%

Leadership position in all Areas



Environment

#1 in Spain
 #5 in the EU1
 #1 in integrated waste management services in Central and Eastern Europe1
 Among the top 15 in the USA1
 Among the top 7 in the world1
 Top 5 in UK

Water

#1 in Spain2
 #4 in Europe2
 #9 in the world2

Construction

#3 in Spain1
 Among the 10 largest construction companies in Europe2

Concessions

Among the top 10 concessionaires in Europe

1By revenue volume
 2Source: December 2022 GWI Ranking



International Presence



FCC Group

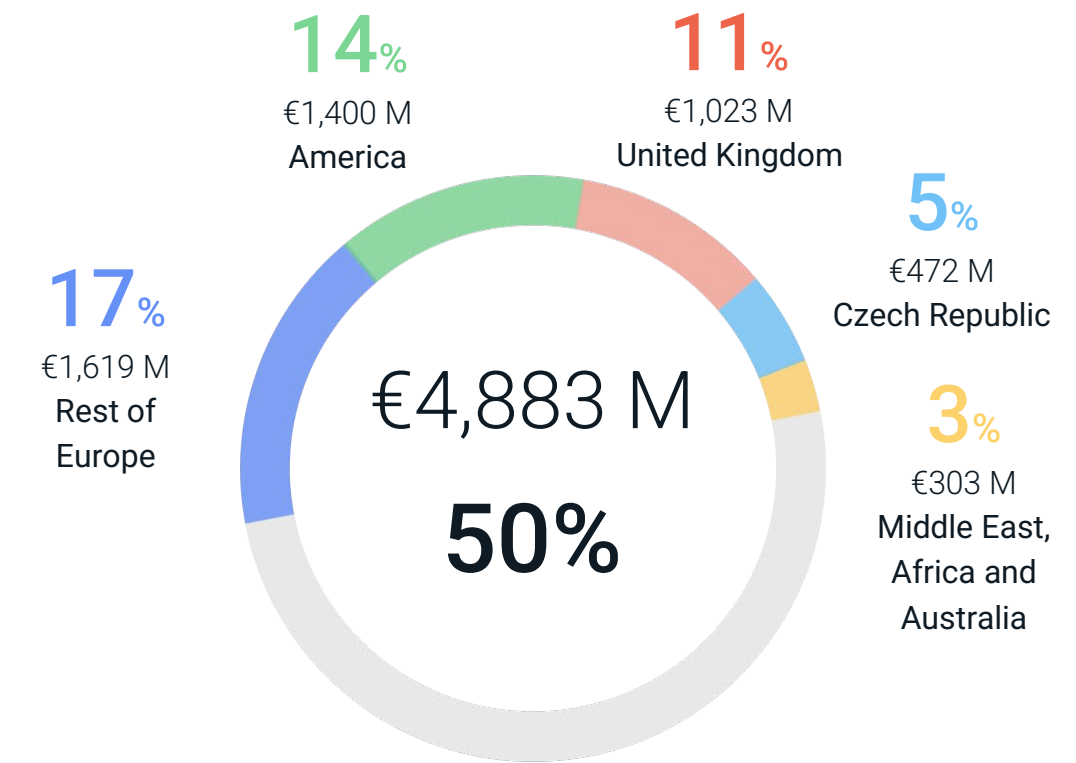
Environment

Water

Construction

Concessions

International revenue 2025



International portfolio

€30,462 M

59% of the total, as of 31 December 2025

Integrated offering

Advanced technology

Proprietary technology for waste collection and street cleaning

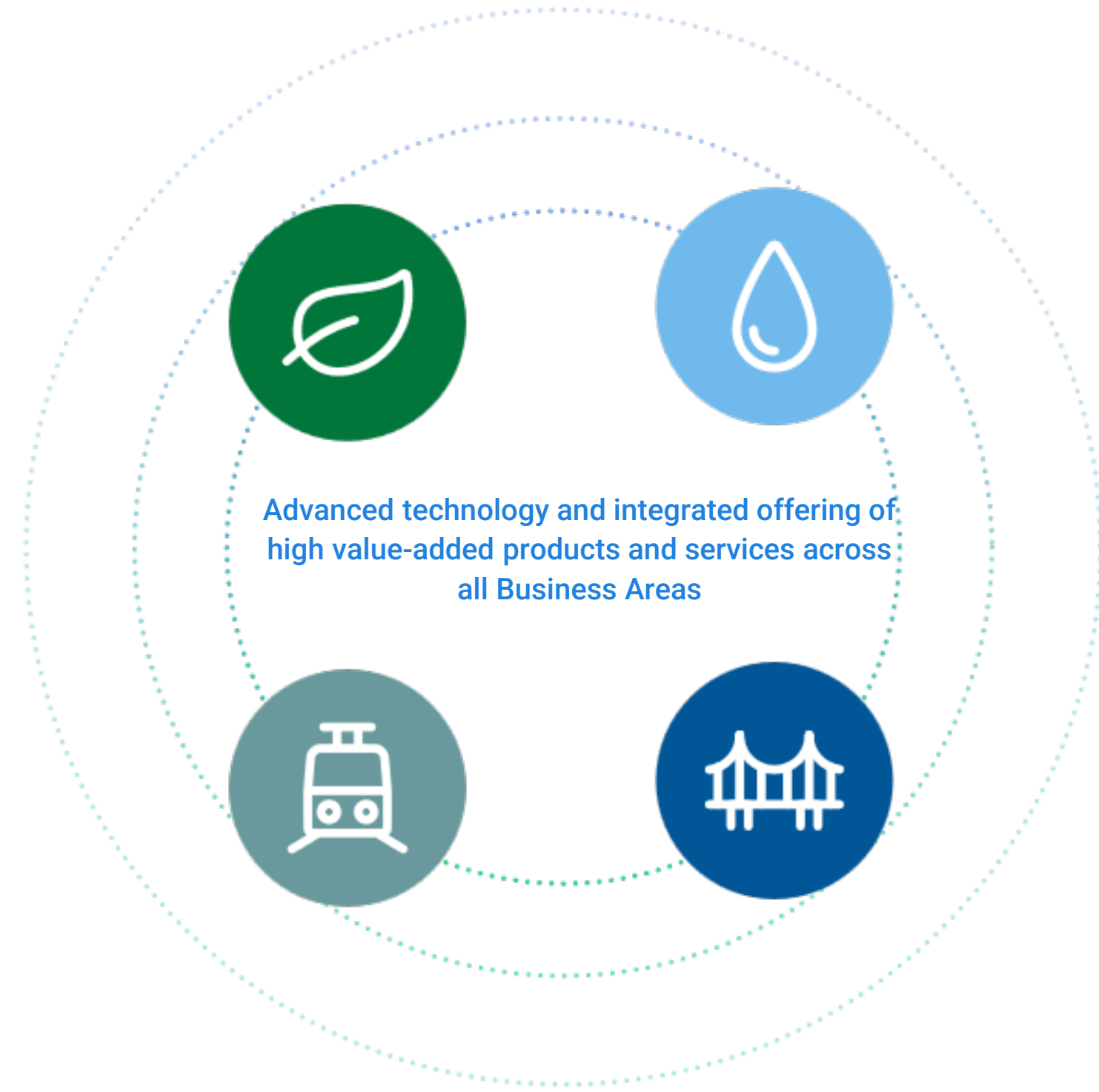
Leadership in recycling systems and energy recovery from waste

Experts in providing solutions across all phases of the comprehensive water cycle for all uses: residential, agricultural, and industrial, and for all needs of public and private entities and organizations

Specialists in technically complex bridges and ports

Innovative processes for high-speed lines, metro, and tunnels

Specialists in turnkey projects in the industrial sector



Creation of value

Our leadership allows us to capitalise on the demand for our activities.

Environment



Positive long-term outlook due to regulatory developments and environmental considerations. The EU Waste Framework Directive requires member states to recycle at least 60% of their municipal solid waste by 2030 and 65% by 2035 and reduce landfill to 10% by 2035.

Organic potential for international expansion, particularly in the United Kingdom, some Central European countries and growth of the energy recovery division in the United States.

Water



It will continue its development with a strict geographical selection criterion, prioritizing activities in regulated environments and contracts where its technical, engineering and digitalization capabilities provide competitive advantages.

International growth and expansion that responds to global needs for clean water and sanitation. Growth potential is prioritized in Europe and the United States, and selectively in the MENA region.

Construction



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

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

Concessions



To become a benchmark in the Infrastructure Concessions sector in all the countries in which it is already present and to expand its presence to new markets.

Continuous search for growth with a strategic focus on the international arena, mainly in the United States, Europe (Czech Republic, United Kingdom, Portugal and Ireland) and Asia (Middle East), as main markets.

Value Creation

FCC Group

Environment

Water

Construction

Concessions

Experience

Over 125 years of creating value for citizens



Internationalization

Present in more than **25 countries**



Professionalism

More than **72,000 professionals** specialized in various fields



Quality

Certified quality management systems according to **UNE-EN ISO 9001** in all business areas



Safety and Health

Certified occupational risk management systems according to **ISO 45001** in all business areas



Local Development

Over €5.8 M allocated to sponsorships and contributions to non-profit entities, foundations, and sector associations



Environmental Care

Certified environmental management systems according to UNE-EN ISO 14001 in all business areas

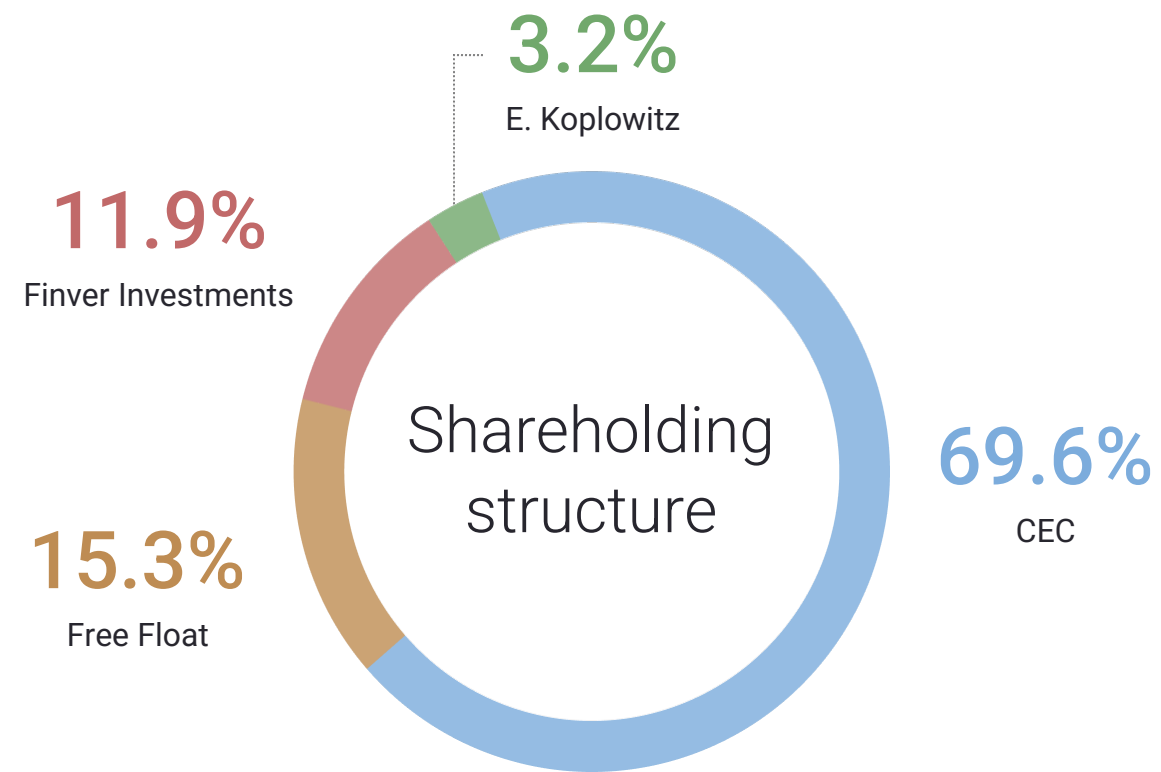


Innovation and technological capability

Over **€14 M** in R&D and advancements to optimize efficiency, tackle digital challenges, and promote sustainable practical solutions



Corporate Governance Structure



Composition of the Council

11 members

8 Dominical Directors
2 Independent Members
1 Executive Director

Audit and
Remuneration Board
Commissions

Chaired by independent members
Majority of independent members

FCC Group

Environment

Water

Construction

Concessions

Management Team



FCC Group

Environment

Water

Construction

Concessions

Esther Alcocer Koplowitz
Chairwoman of FCC

Pablo Colio Abril
CEO

Business Areas

Íñigo Sanz Pérez
Environment

Santiago Lafuente Pérez-Lucas
Water

Pablo Colio Abril
Construction

Ramón Gómez Andrío
Concessions





Activities



FCC Group

Environment

Water

Construction

Concessions



Concessions



Road infrastructures



Urban transport



Social infrastructures*

Includes sanitary facilities and public buildings



Other infrastructures



Figures

FCC Group

Environment

Water

Construction

Concessions



Leaders in urban transport concessions



Present in **5 countries**



More than 200 million people use our concessions



Specialised in sustainable mobility infrastructure



We are part of the **FCC Group**, an international leader in infrastructure

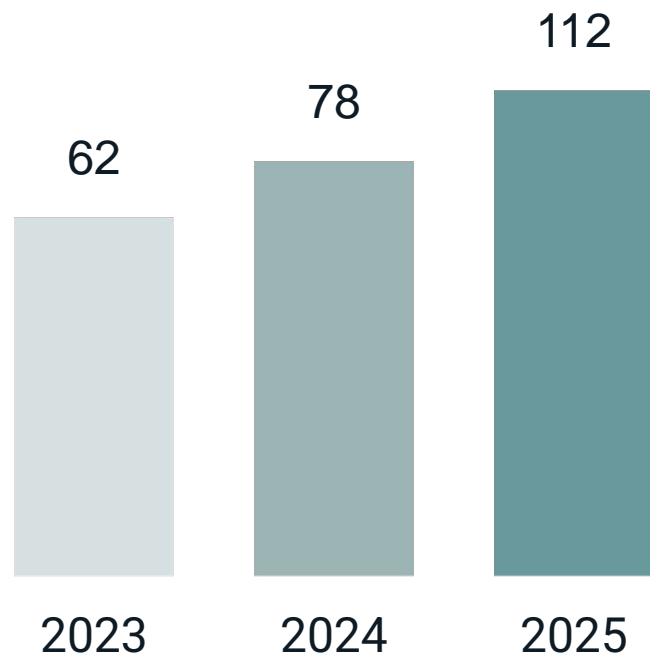


Present in **social** infrastructure

Key figures 2025

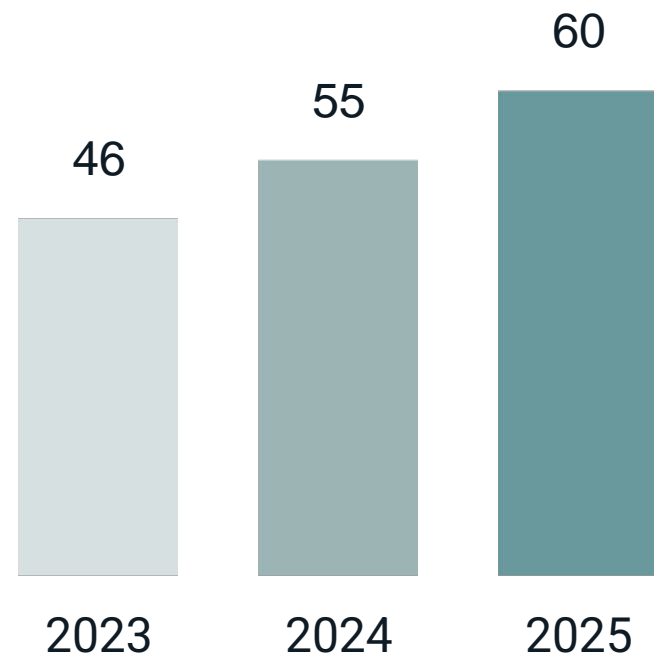
Revenue

In €M



EBITDA

In €M



Portfolio of Concessions

14 concession companies
3 operators

People

171

FCC Group

Environment

Water

Construction

Concessions



International presence



Global Infrastructure PPP Projects

Canada

1 Highway

Mexico

1 Highway

1 Tunnel/Highway

Costa Rica

2 Highways

Peru

1 Metro

Chile

2 Highways

1 Airport

Ireland

2 Highways

Andorra

1 Tunnel

Portugal

2 Highways

United Kingdom

1 Hospital

1 Cable-stayed bridge

1 Highway

Belgium

1 Prison

Spain

6 Light Rail Trams

4 Metropolitan Rails

16 Highways

1 Tunnel

3 Hospitals and 10 healthcare centres and day hospitals

3 Social Facilities

3 Sport Ports and 2 Marinas



Includes countries with active concessions and a portfolio of historical projects.

Main references

FCC Group

Environment

Water

Construction

Concessions

A465, United Kingdom



Main references

FCC Group

Environment

Water

Construction

Concessions

Auconsa, Spain



Main references

FCC Group

Environment

Water

Construction

Concessions

Ibisan, Spain



Main references

FCC Group

Environment

Water

Construction

Concessions

Itinerary 8 Aragón,



Main references

FCC Group

Environment

Water

Construction

Concessions

Line 2 and 4 Lima Metro, Peru
Peru



Main references

FCC Group

Environment

Water

Construction

Concessions

Murcia Tram, Spain



Main references

FCC Group

Environment

Water

Construction

Concessions



Parla Tram, Spain

Main references

FCC Group

Environment

Water

Construction

Concessions



Trambaix, Spain

Main references

FCC Group

Environment

Water

Construction

Concessions

Trambessos, Spain



Main references

FCC Group

Environment

Water

Construction

Concessions



Zaragoza Tram, Spain
Spain

Main references

FCC Group

Environment

Water

Construction

Concessions

Haren Prison, Belgium



Main references

FCC Group

Environment

Water

Construction

Concessions

World Trade Center, Spain



Main references

FCC Group

Environment

Water

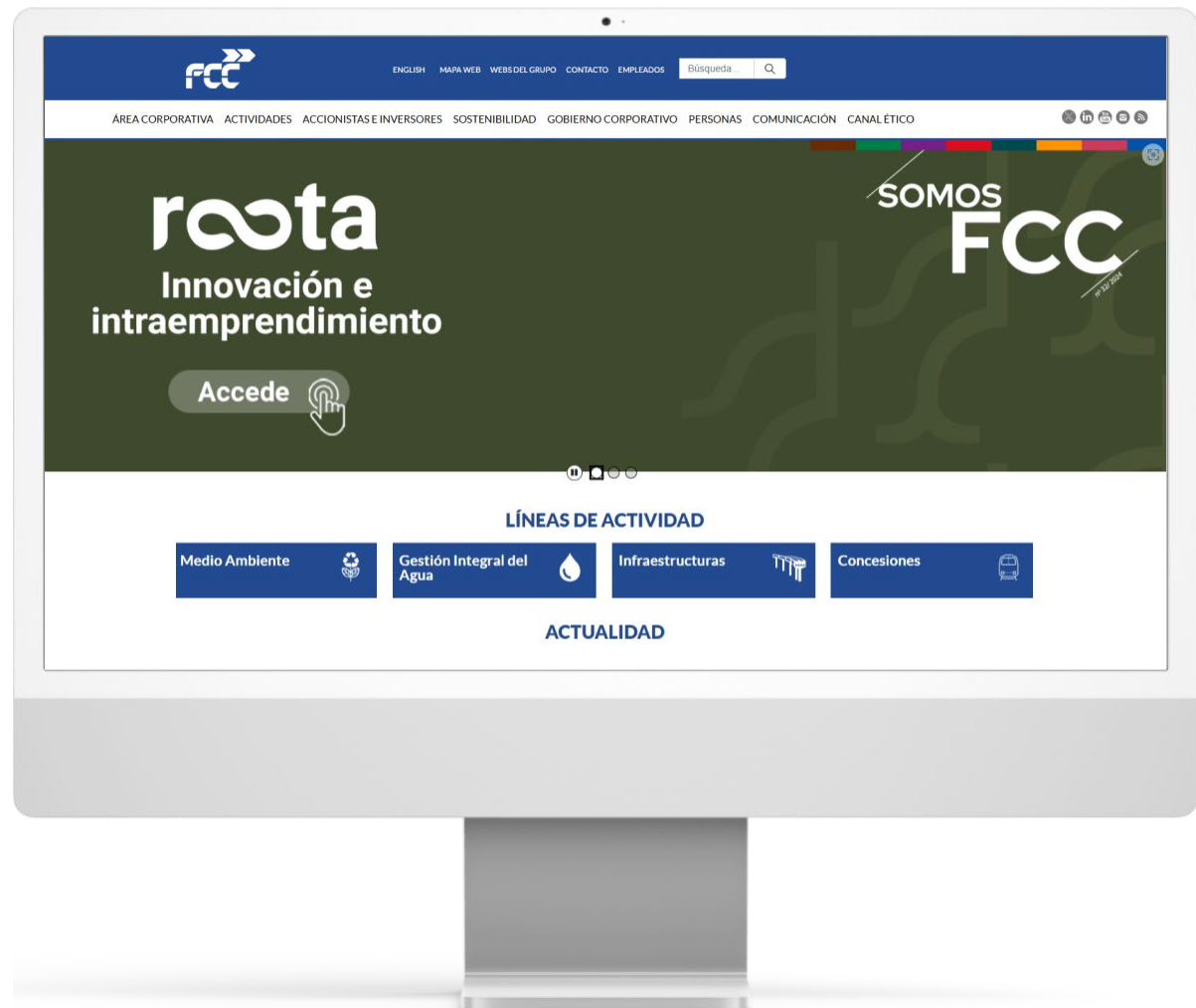
Construction

Concessions

Marina Port Torredembarra, Spain
Spain



Websites



FCC Group

Environment

Water

Construction

Concessions

FCC Group



fcc.es

Water



aqualia.com

Construction



fccco.com



fccindustrial.com

Concessions



fccconcesiones.com

Environment



fccma.com



fccambito.es



fcc-group.eu



fccenvironment.co.uk



fccenvironmental.com

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This document contains financial information that has been audited and prepared in accordance with International Financial Reporting Standards (IFRS).



Corporate Presentation

2025