



# Corporate Presentation

2025

# 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



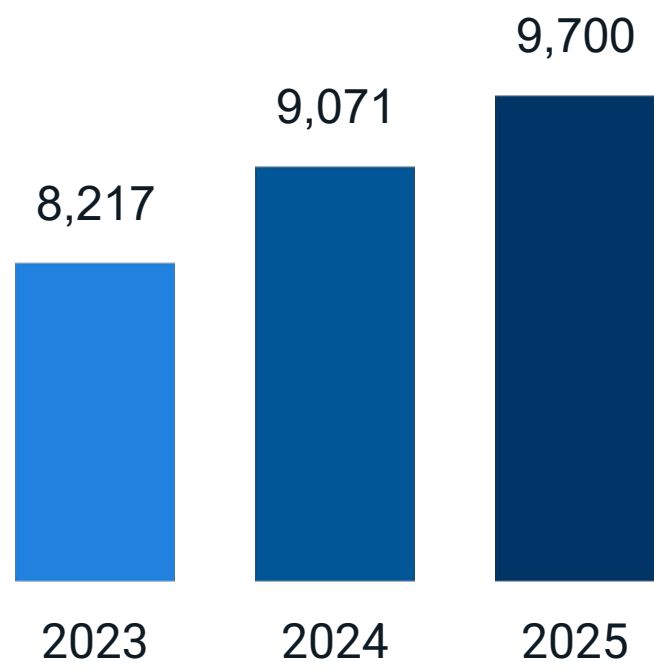
Integrated service offering



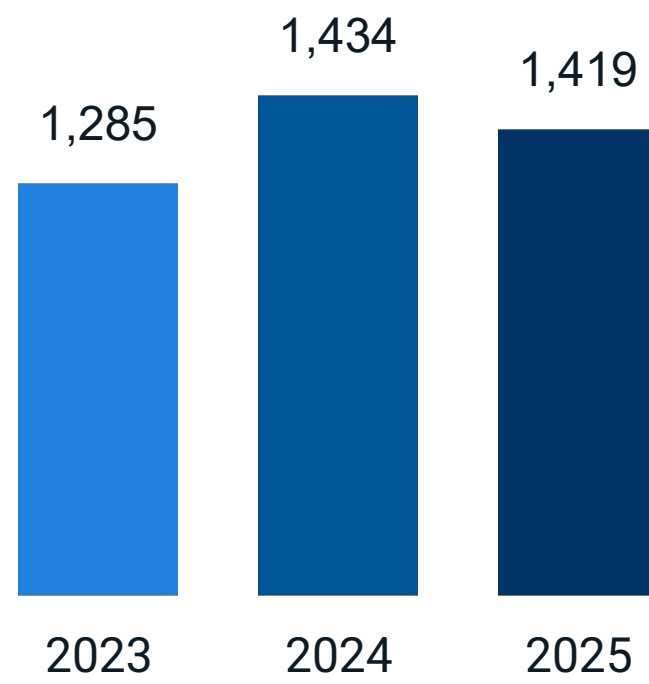
€9,700 M in revenue  
€1,419 M EBITDA in 2025

## Key figures 2025

### Revenue In €M



### EBITDA In €M



### Portfolio

**€51.607M**

as of 31 December 2025

### People

**+72,000**

Grupo FCC

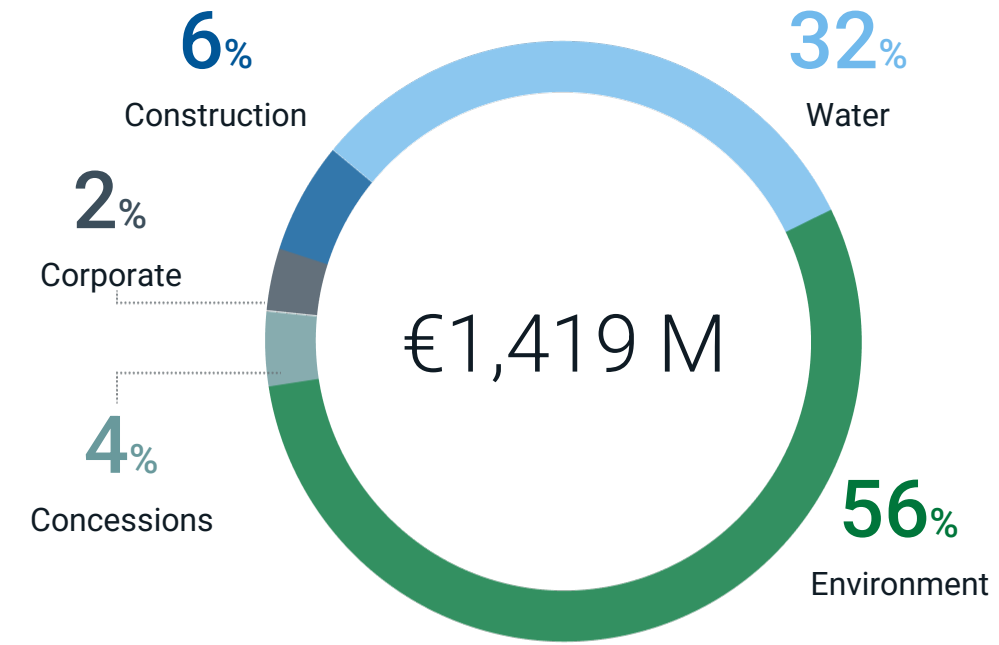
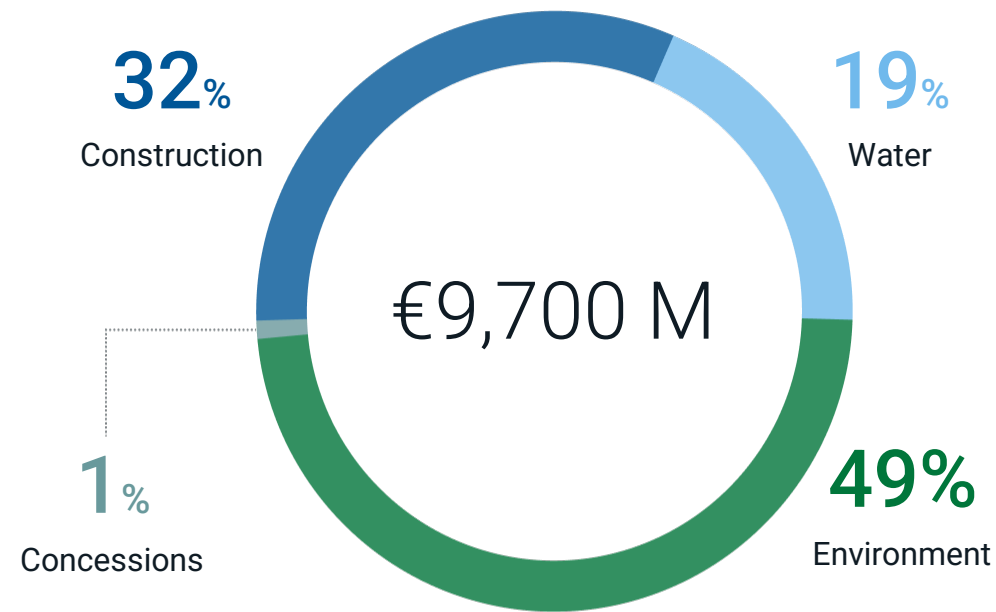
Medio Ambiente

Agua

Construcción

Concesiones

Diversified business model



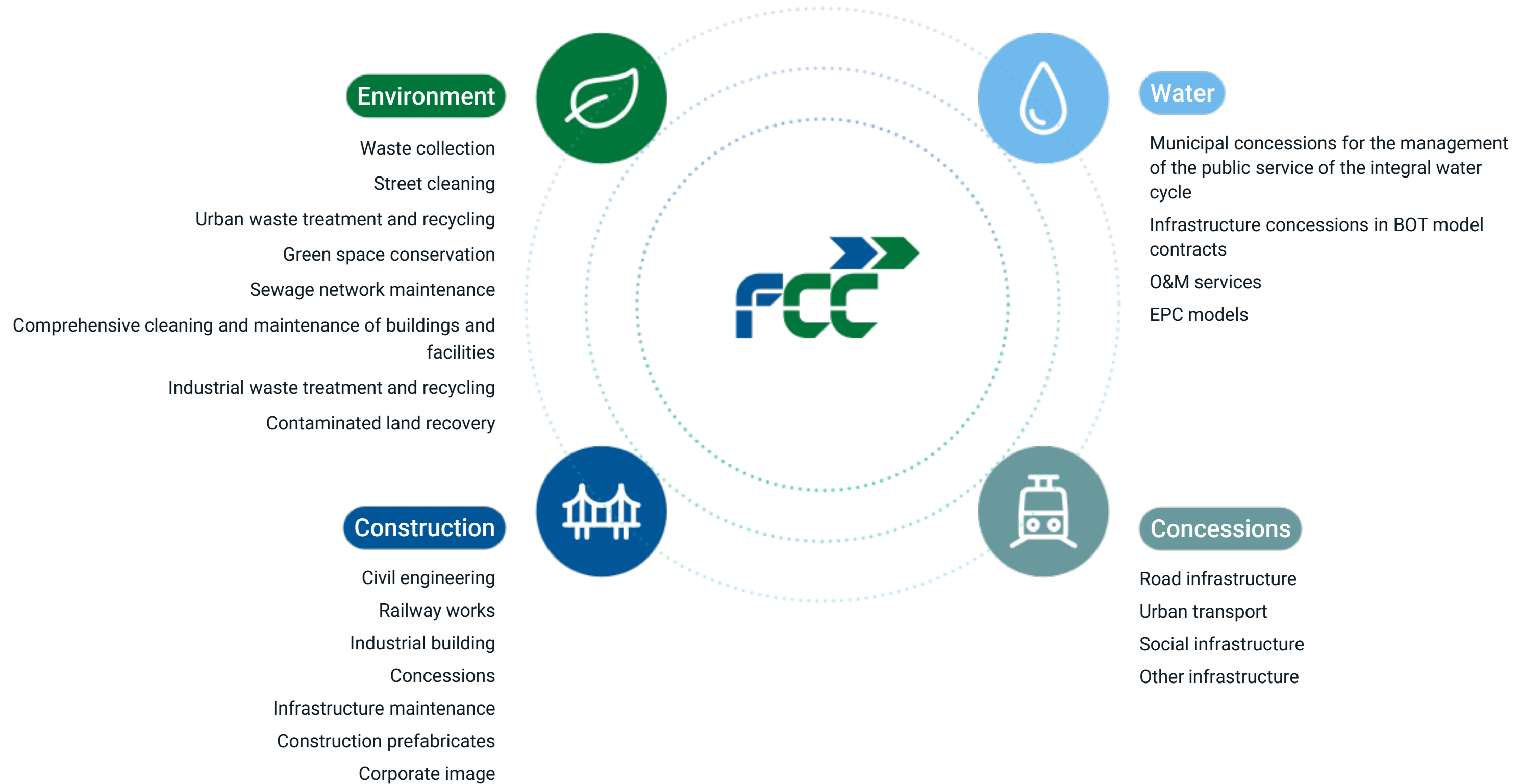
Revenue by Business Area 2025

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%
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 **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

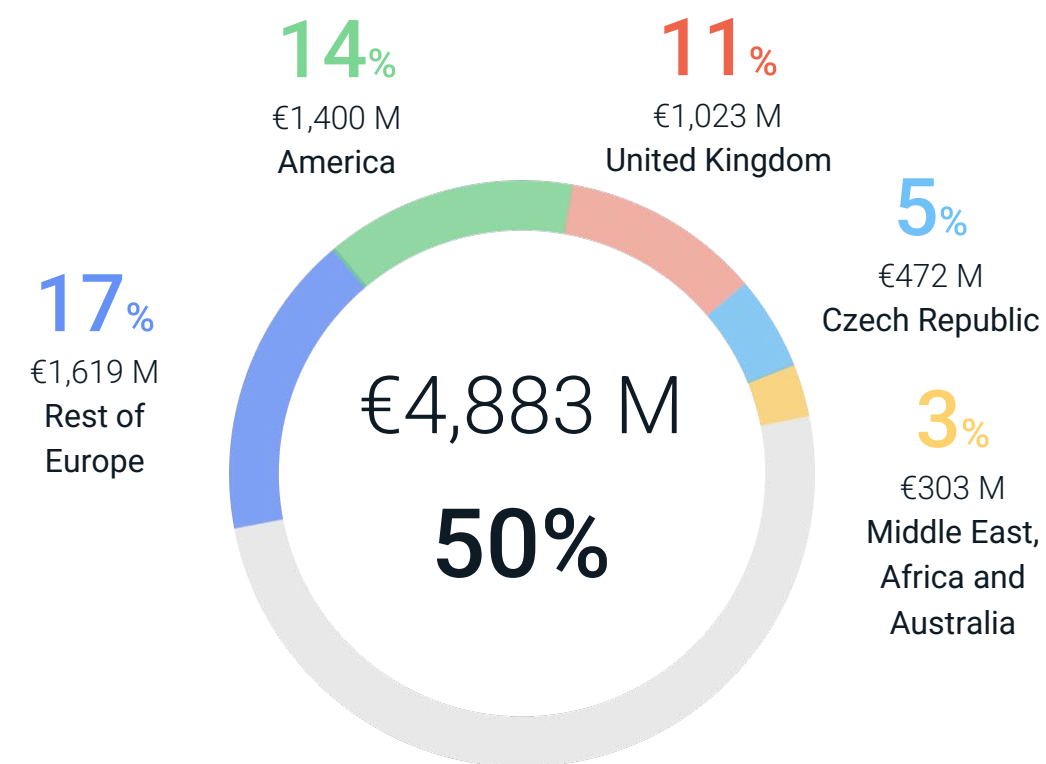
Environment

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

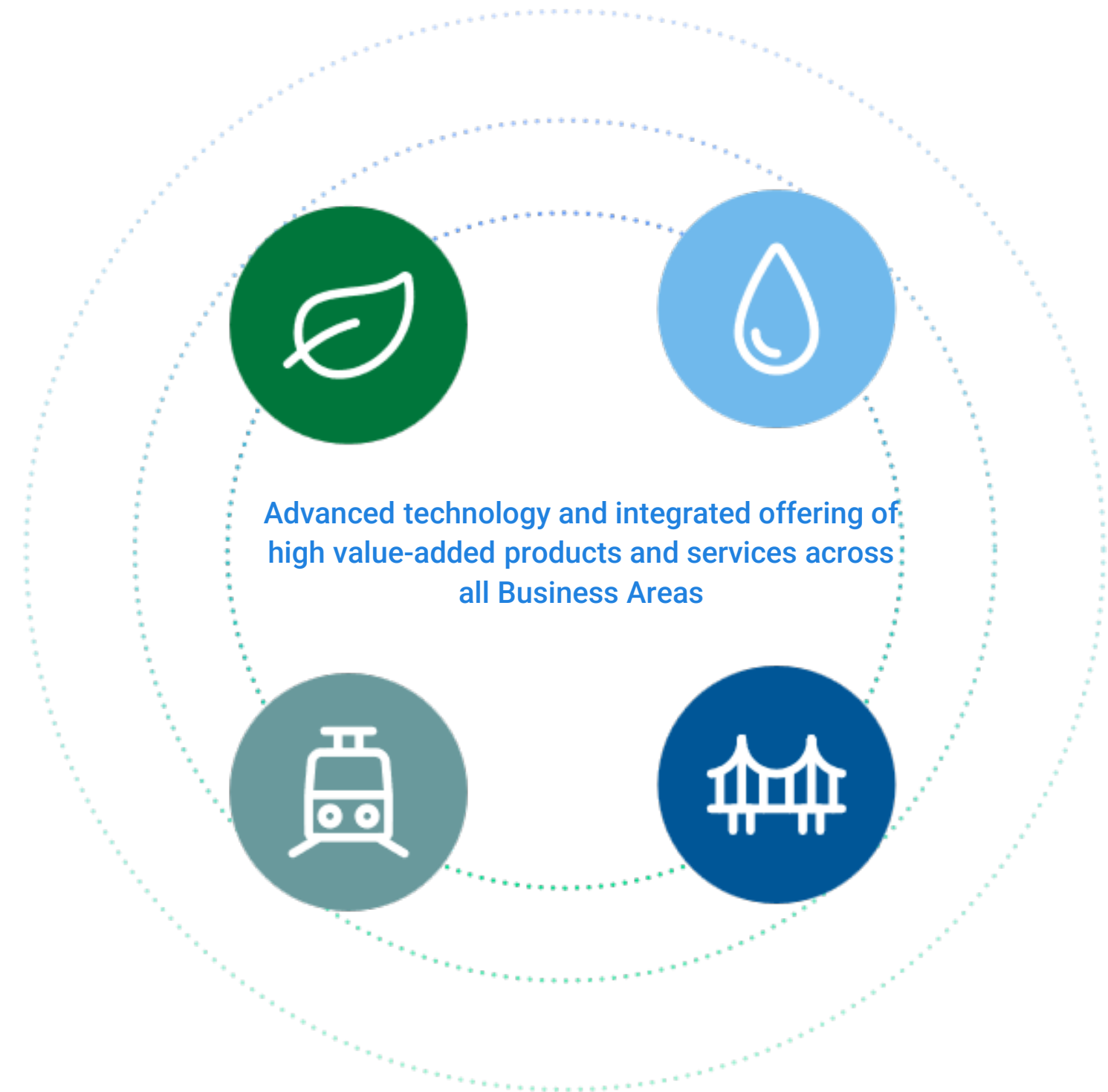
Leadership in recycling systems and energy recovery from waste

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

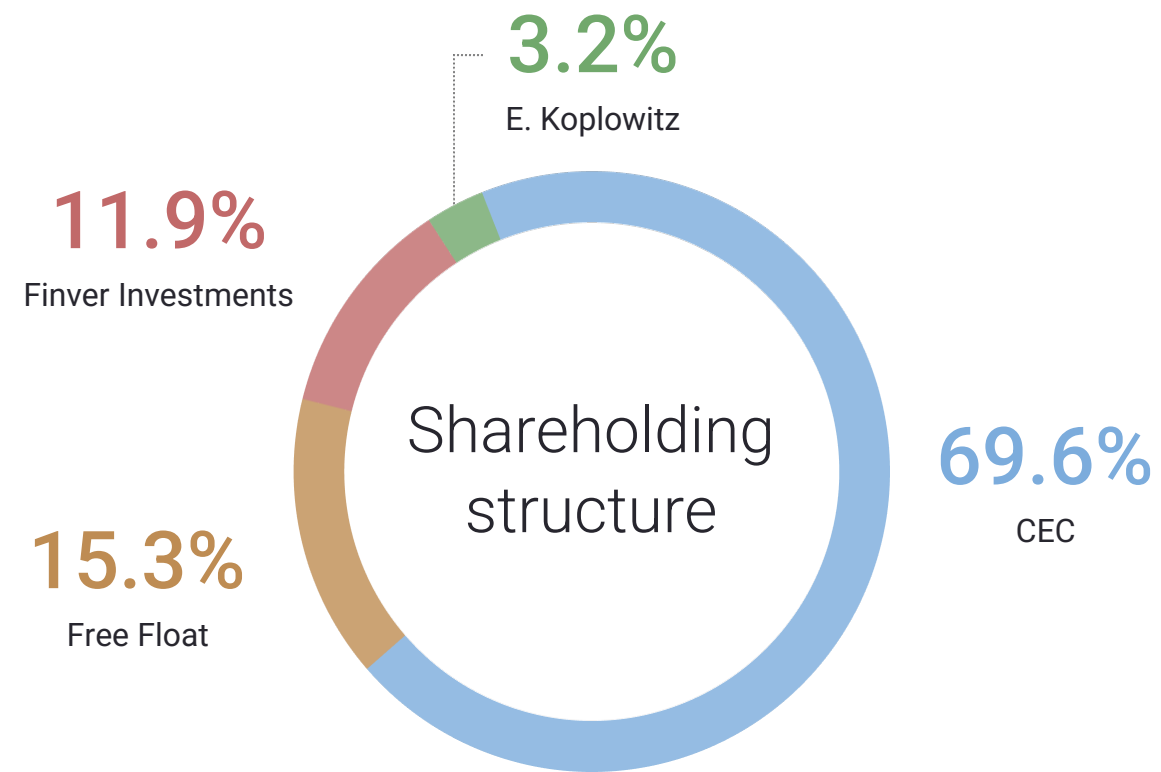


### Innovation and technological capability

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

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**Pablo Colio Abril**  
CEO

Business Areas

Íñigo Sanz Pérez  
Environment

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**Santiago Lafuente Pérez-Lucas**  
Water

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**Pablo Colio Abril**  
Construction

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**Ramón Gómez Andrío**  
Concessions



**01** Activities

**02** Key features

**03** Main figures

**04** International presence

**05** Projects

**06** Websites



# 01 Activities

## 01

### EPC PROJECTS

- Oil & Gas Projects
- Industrial Plants
- Power Generation Plants



## 02

### MEPs INSTALLATIONS

- Electromechanical installations in infrastructures and singular buildings
- Maintenance
- Energy efficiency and public lighting



## 03

### RAILWAY

- Electrification
- Signaling
- Electromechanical installations
- Maintenance



# 01 Activities

## 04

### POWER GRIDS

- Maintenance and execution of installations in LV/ MV networks
- Substations
- High Voltage Lines
- Panel Workshop

## 05

### PIPELINE TRANSPORT

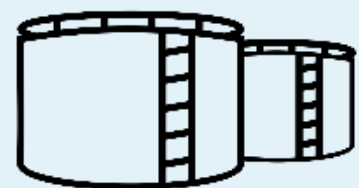
- Gas and oil pipelines
- District Heating and Cooling

## 06

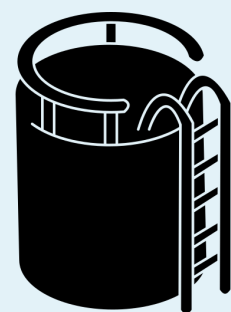
### SYSTEMS AND SOFTWARE SOLUTIONS

- Connected infrastructures
- Intelligent control systems
- Training and simulation
- Security and defence
- Telecommunications installations and systems

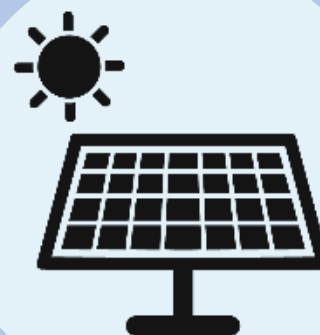
## 02 Key features



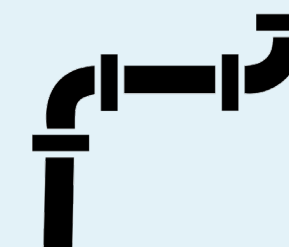
1.560.000 m<sup>3</sup>  
LNG storage



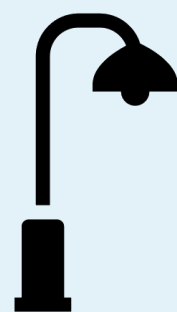
49.800 m<sup>3</sup>  
Fuel tank farms



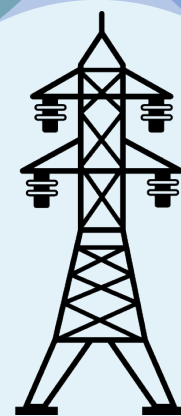
1.746 MW  
Photovoltaic



+ 3,000 km  
of pipelines



150.000  
maintained light points



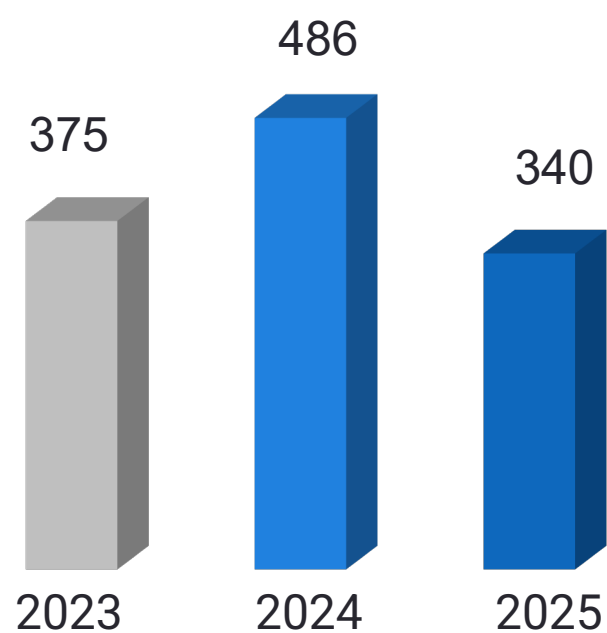
61.500 km  
of maintained  
power grid



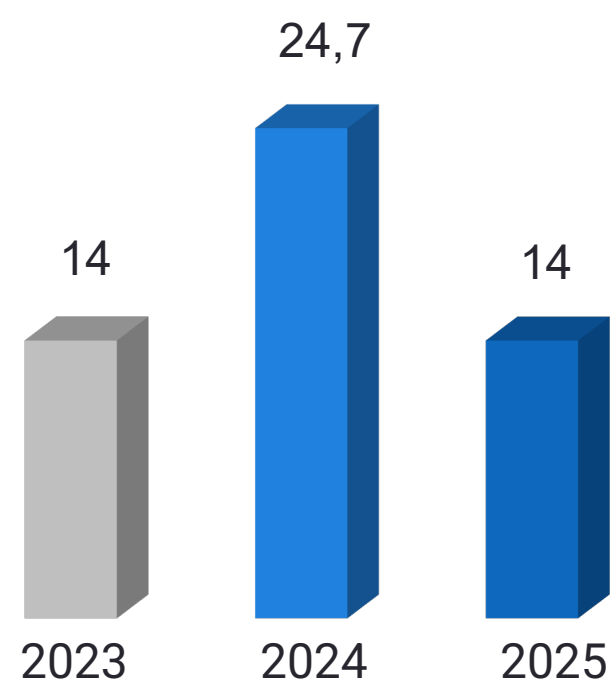
6.000 MVA  
Installed in  
substations

# 03 Main figures

## Turnover In € M



## EBITDA In € M



## Portfolio

1.101 M€

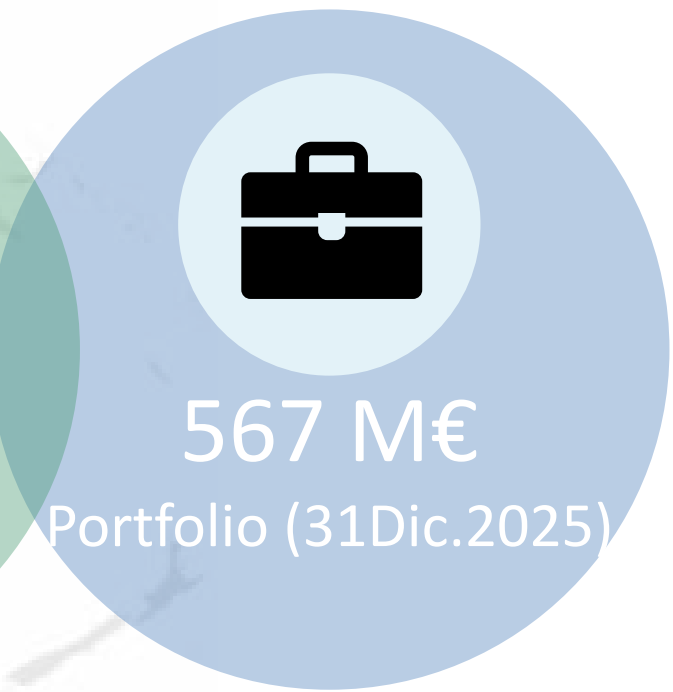
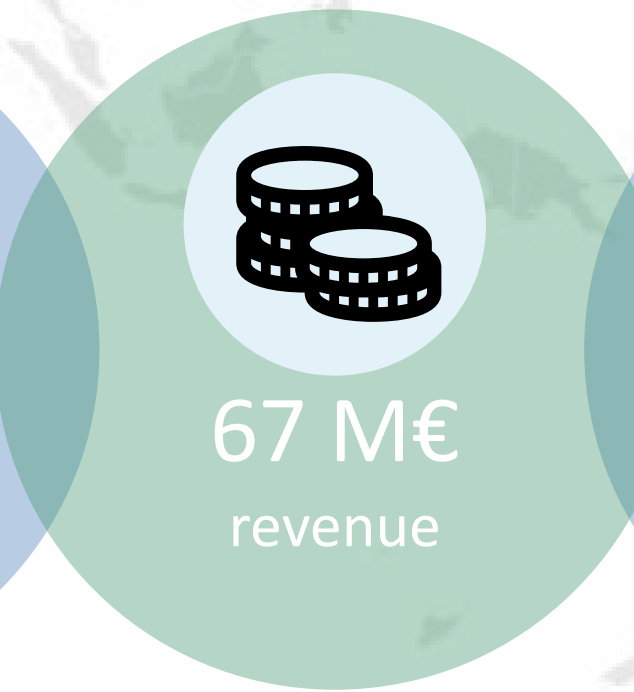
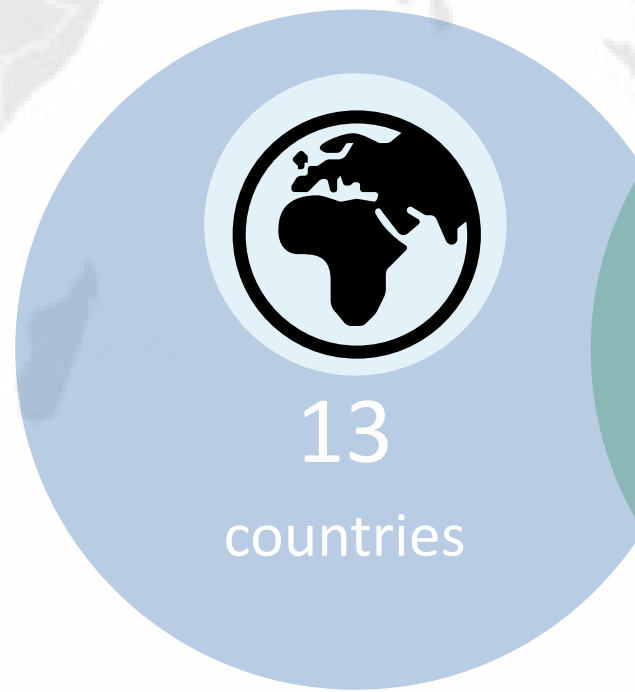
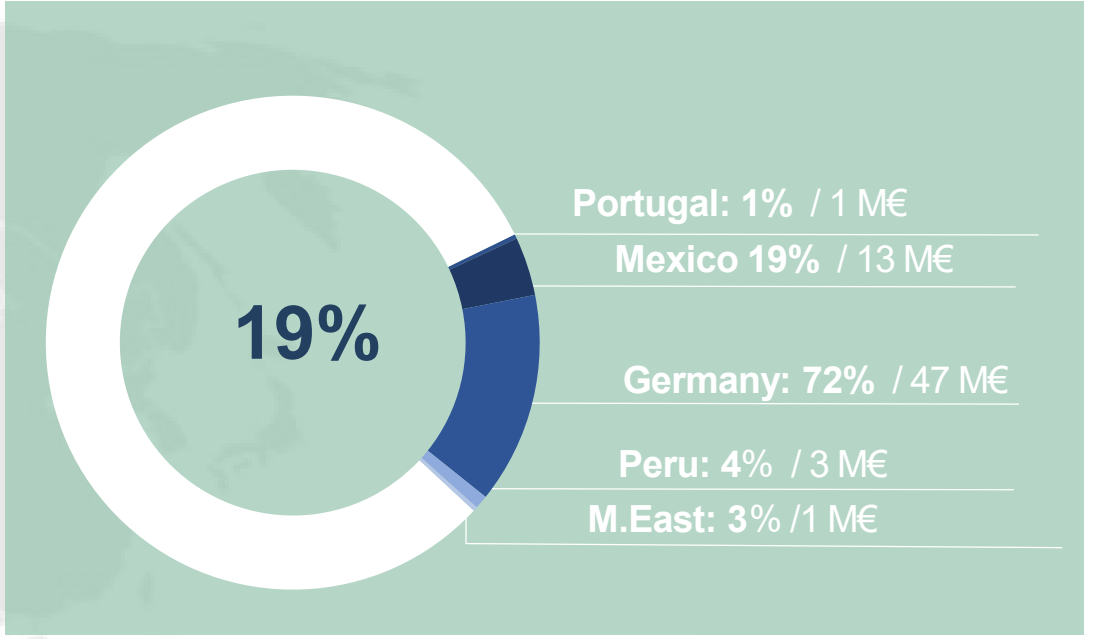
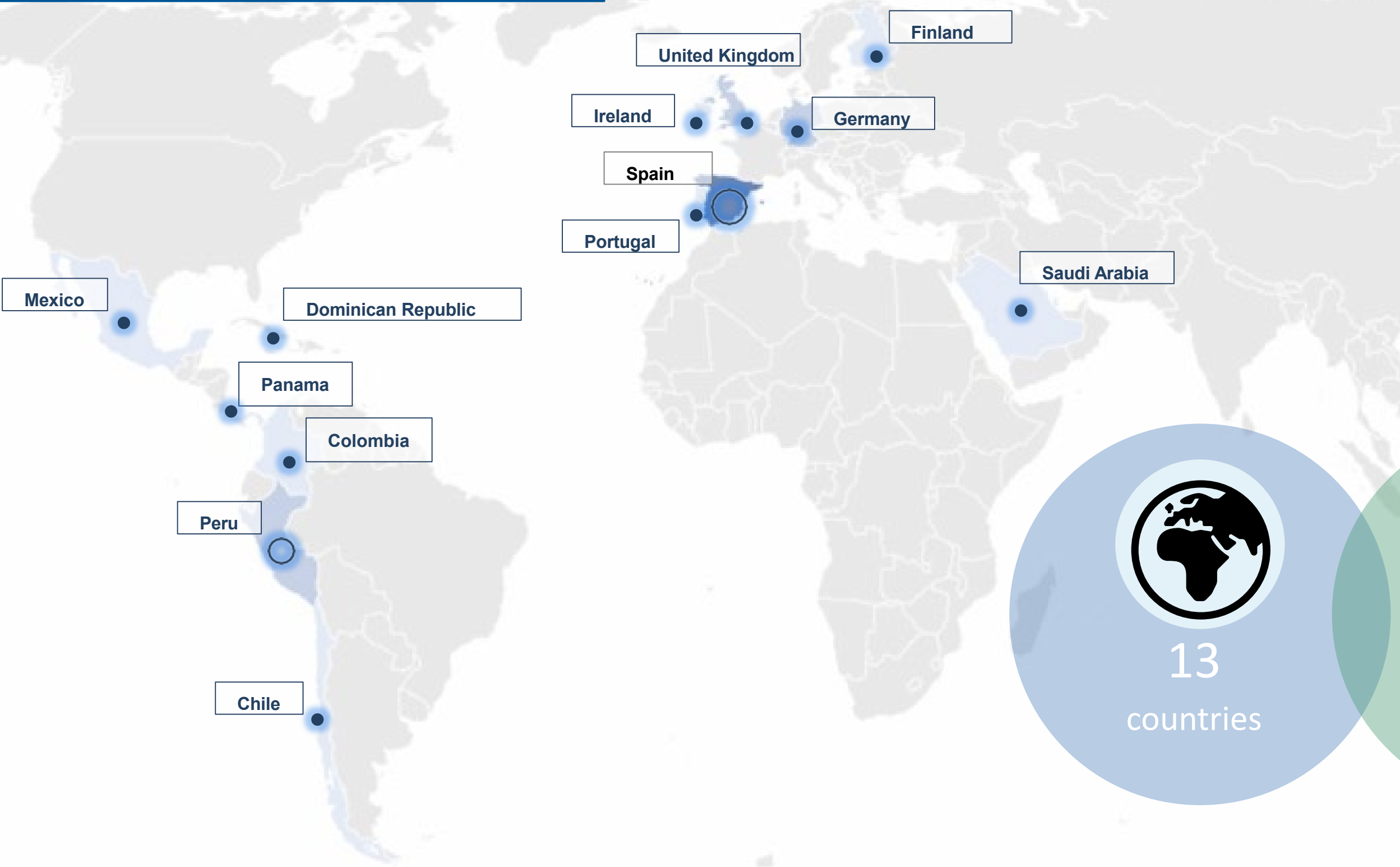
as of 31 December 2025

## People

1.479

# 04 International presence

## International Revenue 2024



01

## Oil & Gas Projects

### LNG storage and Regasification Plants

- Design and execution of LNG storage and regasification plants both nationally and internationally.
- **1.050.000 m<sup>3</sup>** of storage executed nationally (**28%** of Spain's capacity)
  - 4 tanks in port of Barcelona + regas facilities.
  - One tank in Cartagena (Murcia)
  - 2 tanks in El Musel, in Gijón (Asturias) + regas facilities.
- **510,000 m<sup>3</sup>** of storage in execution internationally
  - **30.000 m<sup>3</sup>** LNG tank in Poiri (Finland)
  - Expansion of regas facilities Quintero LNG (Chile).
  - Currently executing in consortium, the LNG regasification terminal in Stade (Germany) 2 tanks of **240,000 m<sup>3</sup>** capacity each.



Design and execution of **1.560.000 m<sup>3</sup>**



01

## Oil & Gas Projects

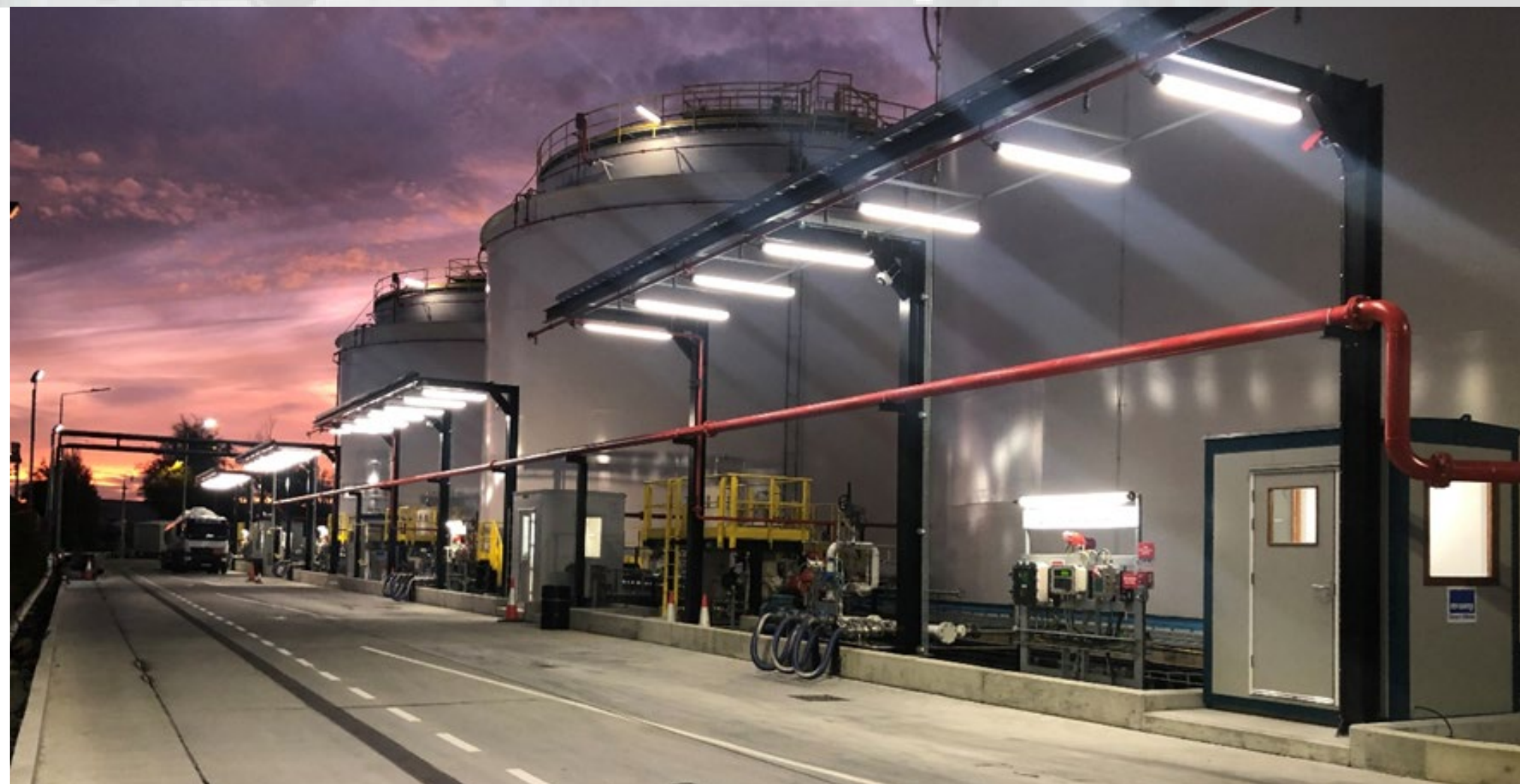
### Fuel Storage Plants

- Design and execution of **49,800 m<sup>3</sup>** storage:
  - 3 tanks of **5,000 m<sup>3</sup>** each at the new terminal of Dublin International Airport (Ireland).
  - 4 tanks of **8,700 m<sup>3</sup>** each at the new Jorge Chávez International Airport in Lima (Peru).

02

## Industrial Plants

- Turnkey execution of industrial plants.
- Engineering and equipment supply for the Zinc processing plant in Ghazaouet (Algeria).
- Currently executing the EPC contract for a cogeneration plant composed of three gas turbines with their generators, with an electrical generation capacity of 180 MWe and a thermal capacity of 340 MWth, located in the Charlottenburg district of Berlin (Germany).



Design and  
execution of  
**49.800 m<sup>3</sup>**

## 03

## Power Generation Plants

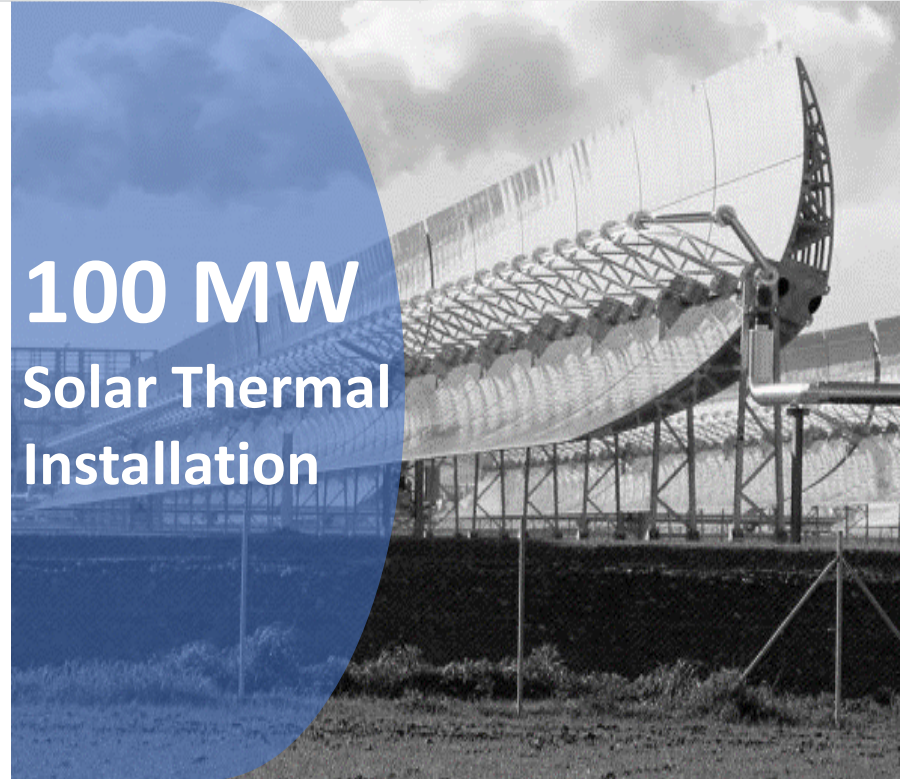
### Solar Thermal Plants

- **100 MW** installed.
- Engineering, procurement, construction, commissioning, operation and maintenance:
  - Villena Solar Thermal 50 MW
  - Guzmán Solar Thermal 50 MW

### Photovoltaic Power Plants

- **1.746 MW** installed:
  - Barcience PVPP 50 MW
  - Puertollano PVPP 100 MW
  - Pizarro PVPP 190 MW
  - Tagus II III IV PVPP 150 MW
  - Cedillo PVPP 220 MW
  - Velilla 1 PVPP 75 MW
  - Guillena PVPP 263 MW
  - Tagus XL PVPP 380 MW
  - FV Luminara 2 218 MW

### 100 MW Solar Thermal Installation



### Installation of 1.746 MW Photovoltaic

01

## Infrastructure and singular buildings

- Main contractor of installations, executing from design to commissioning and subsequent operation and maintenance.
- Developed works:
  - Electricity.
  - Air conditioning.
  - Fire Protection.
  - Ventilation.
  - Energy efficiency.
  - Automation and control.
  - Management systems.
  - Security.
  - Public address system and sound.
  - Telecommunications.
  - Plumbing and sanitation.



01

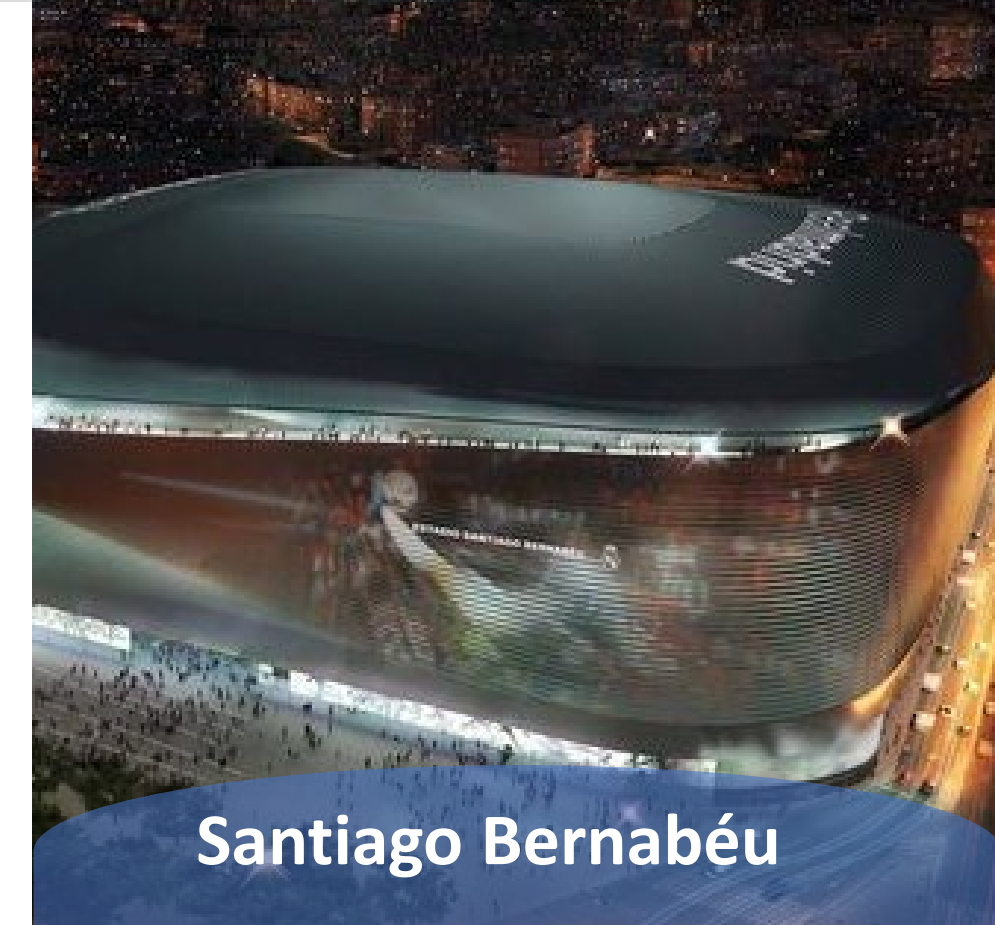
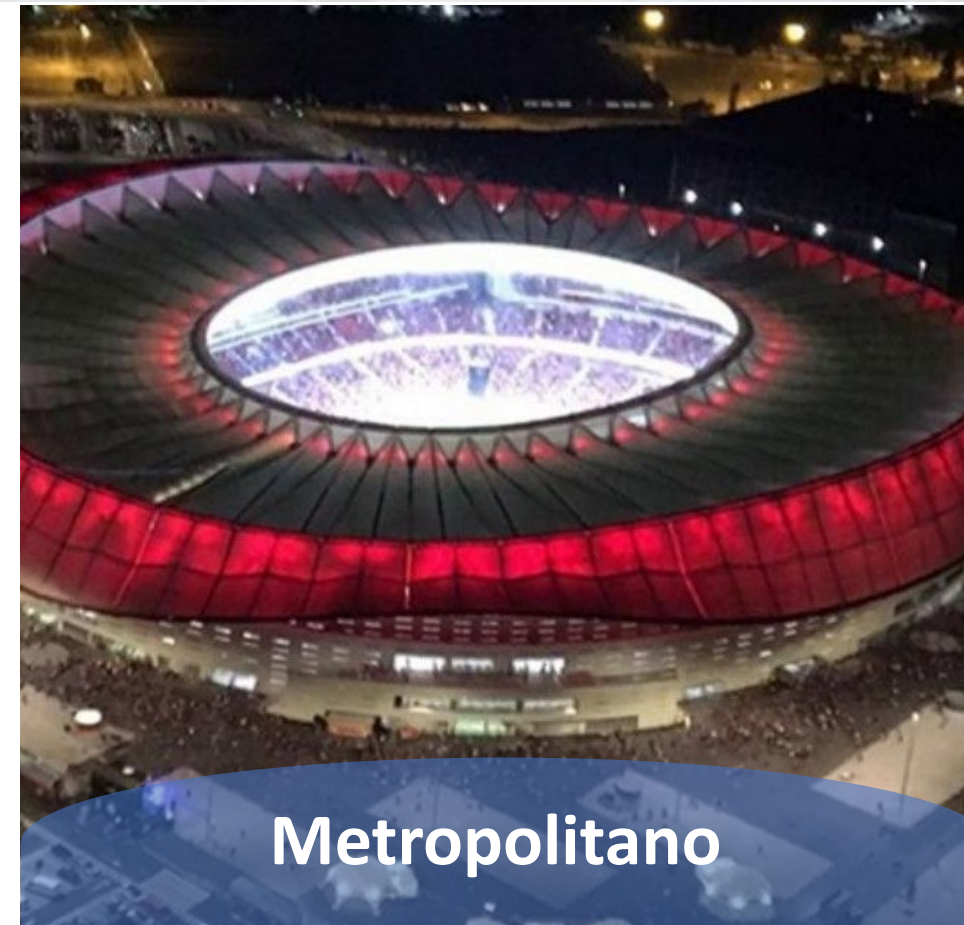
## Infrastructure and singular buildings

### Sports facilities

- Cívitas Metropolitano Stadium (Atlético de Madrid).
- New Santiago Bernabéu Stadium (Real Madrid). Real Madrid Sports City.
- Valdeasfuentes Sports City,
- Alcobendas. New
- Mestalla Stadium (Valencia CF).

### Hospital Installations

- University Hospital of Salamanca.
- Santa Barbara Hospital, Soria.
- San Juan de Dios Hospital, Seville.
- Virgen del Rocio Hospital, Seville.
- Virgen de las Nieves University Hospital, Granada.
- Valencia University Hospital.
- New Aranda de Duero Hospital.
- New Puertollano Hospital.
- New Alcañiz Hospital.
- New Teruel Hospital.



01

## Infrastructure and singular buildings

### Penitentiary institutions, police and Civil Guard

- Burgos Penitentiary Center.
- Cordoba Penitentiary Center.
- Canillas National Police Complex.
- General Directorate of the Civil Guard (Madrid).
- Zaragoza Civil Guard Command Headquarters.

### Data Centers (DCs)

- DC in Torija.
- DC in Murcia.

### Tertiary and Offices

- AIRBUS Complex Campus in Getafe (Madrid)..
- Titania Tower, El Corte Inglés (Madrid).
- H10 Hotel Chain.
- Fedola Group Hotel Chain.
- Nido Capital Co-working Centre, Alcobendas.FIRA Barcelona Buildings.

### Industrial Facilities

- PowerCo Battey Factory (Sangunto, Valencia)



Torija  
DPC

## 02

## Maintenance

FCC Industrial offers personalized comprehensive maintenance services for each type of installation, including, among others, the following:

- Preventive Maintenance.
- Technical Legal Maintenance.
- Predictive Maintenance.
- Corrective Maintenance.
- Operation of facilities.
- Functional and energy operation of facilities

### Landmark Buildings

- Royal Theater of Madrid
- Metropolitan Stadium of Atlético de Madrid
- Prisa Group Buildings
- Office Buildings and Shopping and Leisure Centers of Realia
- Torija DC
- Famar Laboratories
- Real Madrid's new Santiago Bernabéu Stadium



Royal  
Theater



Kio Tower



Eisenhower Bldg.



03

## Energy Efficiency and Public Lighting

FCC Industrial aims to be a pioneer in energy efficiency solutions in public lighting.

- Implementation of advanced LED lighting technologies and intelligent control systems.
- Currently, FCC Industrial maintains around **150,000 light points** throughout Spain.
- More than **30,000 new light points** have been installed.
- Main clients:
  - Madrid City Council.
  - Granada City Council.
  - Arganda del Rey City Council.
  - Úbeda City Council.
  - Lugo City Council.



Installation of  
**30.000**  
light points

Maintenance of  
**150.000**  
light points

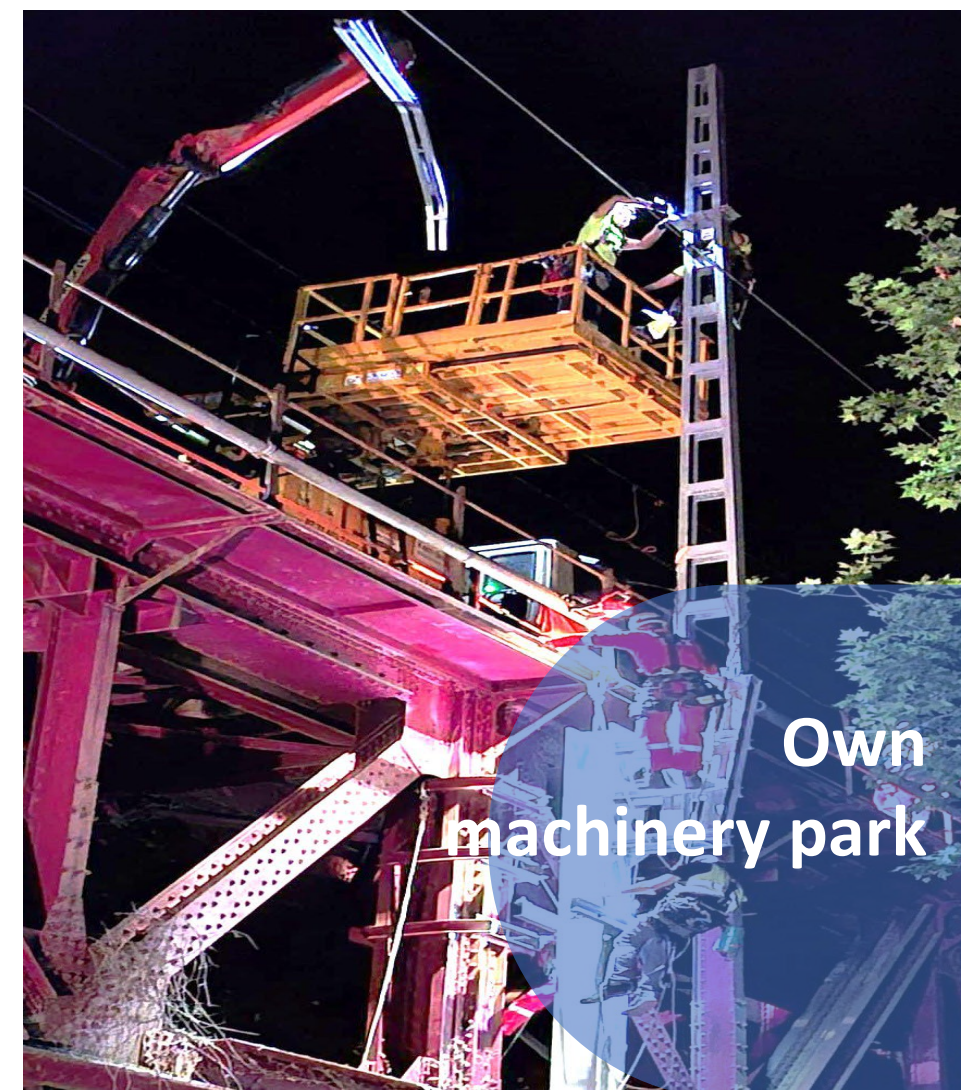
01

## Electrification

- More than **25 years** of experience in railway electrification activities in Iberian, UIC and metric gauges.
- **370 km** of overhead line execution
- Main works:
  - Eastern Variant of Valladolid.
  - Girona – Figueres.
  - Cabezón de Pisuerga (Valladolid).
  - Castellón – Vinaroz.
  - Roda de Bara (Tarragona)
  - La Sagrera AV (Barcelona).
  - La Sagrera AV (Barcelona)
  - Bobadilla – Alora
- Own machinery park composed of catenary laying train, wagon/mast, rail trucks, platforms, dresines and road-rail trucks.



400 km  
overhead line  
installed



Own  
machinery park

02

## Signaling

- Design and execution of power systems, communications, civil works and buildings.
- **680 km** of railway lines.
- Vandellós - Tarragona, Monforte del Cid - Murcia, R2 and R4 of Rodalies (Barcelona), Zafra (Badajoz) - Rosales (Seville), Villanueva (Ciudad Real) - Brazatortas (Cáceres), Bobadilla (Granada) - Ronda (Malaga), Bilbao - Zaramillo (Vizcaya), Modal Center of La Llagosta (Barcelona), access to El Prat airport (Barcelona), Murcia – Almeria and Aigües–Montcada i Reixac Branch.



Signaling **750 km**  
of lines



## 03 Electromechanical installations

- 19 tunnels.
- More than 50 km.
- Railway lines of Barcelona-Figueres-French Border, Vandellós-Tarragona, eastern variant of Valladolid and La Sagrera Train Treatment Area.

## 04 Maintenance

- Energy installations of the Madrid-Levante High-Speed Rail (HSR) line.
- CMS installations on the Vandellòs-Tarragona HSR section.
- CMS installations on the Monforte del Cid-Murcia HSR section.



Installation  
50 km  
of lines



Installations  
19 tunnels

01

## Maintenance and execution of LV/MV transmission lines

- More than **50 years** of experience.
- Currently, FCC Industrial provides service both nationally and internationally in:
  - **37.000 km** of LV lines.
  - **21.600 km** of MV lines.
  - **2.900 km** of HV lines.
  - **21.600 transformation centers (TC).**



02

## Substations

- Substation construction and maintenance up to **400 kV (>100 facilities).**
- Total installed capacity: approximately **6 GW:**
  - Cofrentes Renewables (400 kV).
  - San Pedro PV Plant (220 kV).
  - Tabernas (132 kV).
  - Iglesias Wind Farm (220 kV).
  - Olmedo Node (400/132 kV).



03

## High Voltage Lines

- 530km built of 132kV to 400 kV lines.
- Major projects:
  - 500 kV SC overhead transmission line, 45 km – Bacatá SET to Nueva Esperanza SET, Cundinamarca (Colombia).
  - 115 kV SC overhead transmission line, 8 km – Tamaulipas (Mexico).
  - 220 kV SC transmission line, 24 km – Luminora Solar II SET to San Pedro SET (Spain).
  - 400 kV DC transmission line, 12 km – Guillena Solar SET to Guillena REE SET (Spain).

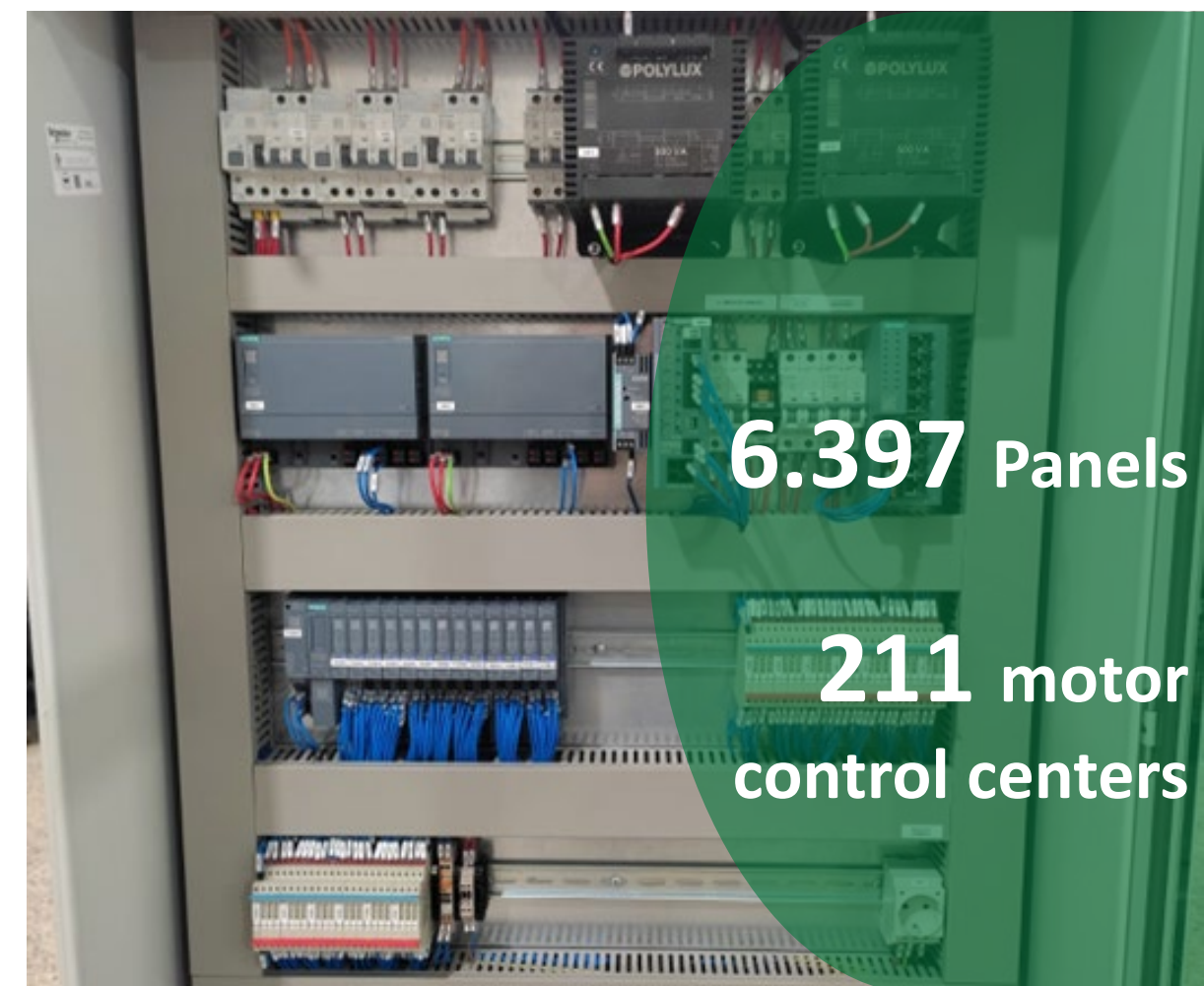
04

## Board manufacturing panel

- 5.133 power and distribution panels.
- 211 Motor Control Centers.
- 1.264 LV panels.
- 6.400 combiner box and switching box panels.



530 km of  
132kV - 400 kV  
lines



6.397 Panels

211 motor  
control centers

## 01

### Gas and Oil Pipelines

- More than **3,000 km** of gas and oil pipelines with a diameter of **up to 40"**.
- The following projects stand out:
  - Denia-Ibiza-San Juan de Dios Submarine Pipelines, 269 km.
  - Yela-Villar de Arnedo of 110 km in 30".
  - Tivissa-Paterna Gas Pipeline of 54 km and 40".
  - Samalayuca-Sasabe Gas Pipeline of 640 km in 36" in Mexico.



## 02

### District Heating & Cooling

- Pioneer in Spain in the execution of District Heating & Cooling networks for over two decades.
- Highlights:
  - Molins de Rei.
  - Barcelona Forum.
  - Technological Park of the Olive and Oil in Mengíbar (Jaén).



More than  
**3.000 km**  
executed

Up to  
**40"**



01

## Connected Infrastructures

- Advanced digital platforms designed to collect and analyze asset data in real time, enabling predictive incident management and enhancing safety, operational efficiency, and decision-making across critical infrastructure environments.

02

## Intelligent Control Systems

- Smart asset monitoring and control technologies developed to ensure operational continuity, enhance operational management, and maximize infrastructure performance.

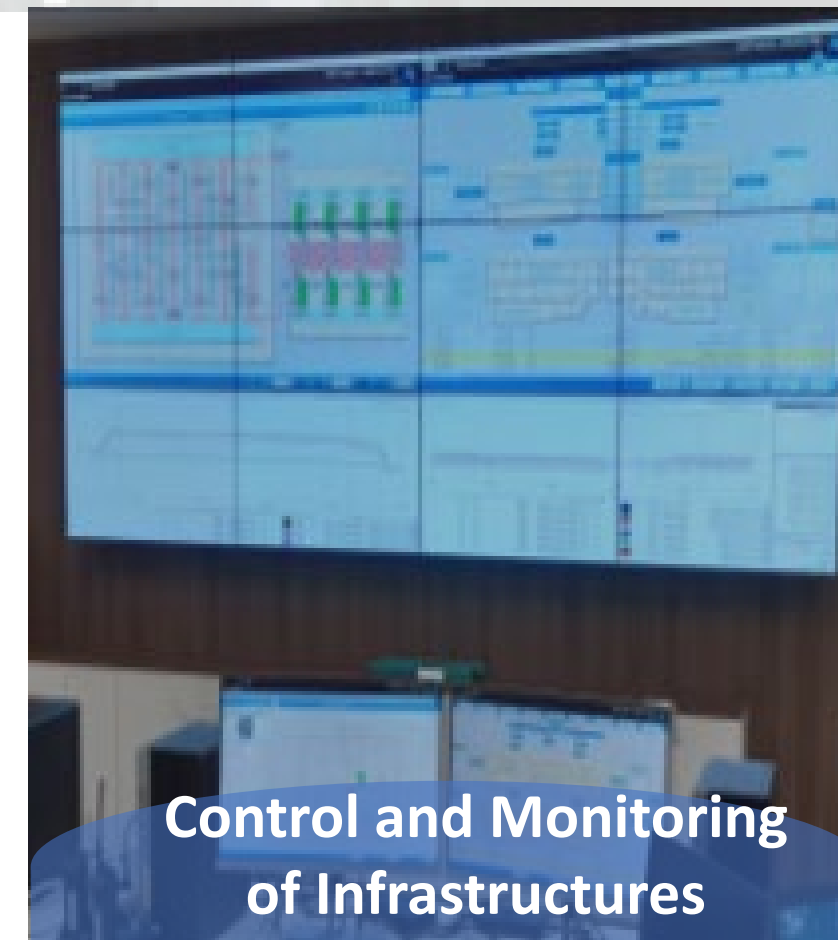
03

## Training and Simulation

- Immersive and collaborative training solutions leveraging virtual and mixed reality to improve operational preparedness and mitigate risks through realistic simulation environments for highly demanding operational contexts.



Traffic and Tunnel Management



Control and Monitoring of Infrastructures



Helicopter Flight Trainer



Virtual Parachuting Simulator

04

## Security and Defence

- Comprehensive collaborative planning solutions at the strategic, operational, and tactical levels, integrating monitoring, data fusion, and advanced analytics for mission reconstruction, intelligence generation, and effective management of operational and crisis scenarios.
- Real-world operational applications. These capabilities are applied, among other areas, to support air mission planning for the Spanish Air Force and operational planning within NATO joint force headquarters, strengthening coordination, security, and decision-making in complex environments.



Operation  
Planning Systems

05

## Telecommunications Installations and Systems

### Infrastructures

- Data centers, control centers, over **1,150 km** of highways and freeways, over **90 urban and interurban tunnels**, and over **250 km** of service tunnels and galleries.

### Communications and IT Systems

- Network architecture. Grouped communications, data/video/voice over IP. Network security. Network monitoring and management services.

### SMARCITY

- Comprehensive control and management of public lighting and energy efficiency, etc., in municipalities such as Madrid, Totana (Murcia), Lepe (Huelva), Los Palacios (Seville), Tías (Lanzarote), etc.

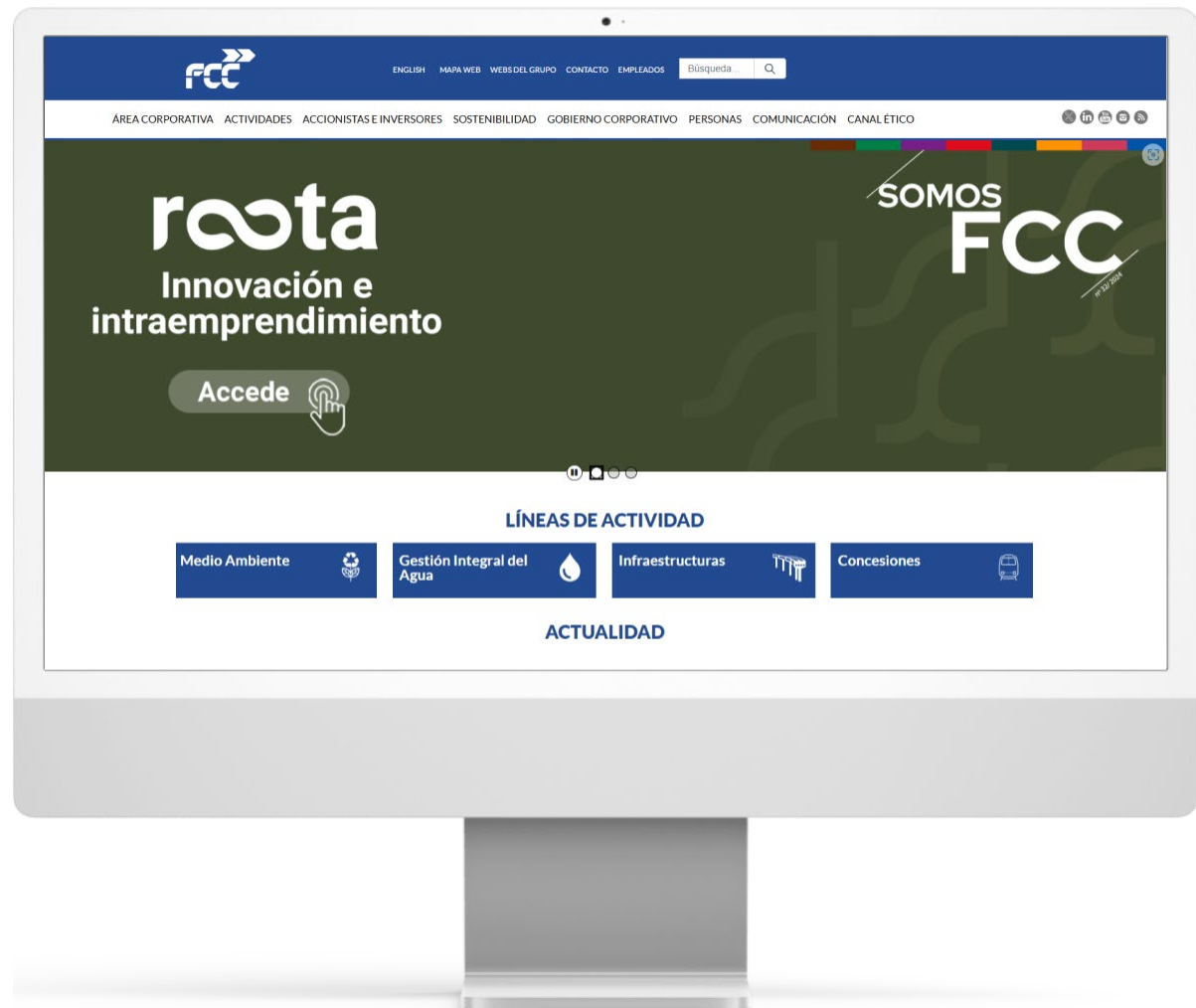
### Infrastructure Control and Automation

Technical installations in buildings (BMS systems, Building Management System) for hospitals, shopping malls, hotels, universities, etc. Infrastructure and technical installations in the transportation sector (airports, railways, ports, metros, tunnels, etc.), electrical, wind, photovoltaic, solar thermal, etc. Infrastructures in the environmental sector (control of recycling plants, irrigation, wastewater treatment plants, etc.)



Loeches  
Recycling  
Plant

## Websites



FCC Group

Environment

Water

Construction

Concessions

### FCC Group



[fcc.es](https://fcc.es)



### Water



[aqualia.com](https://aqualia.com)



### Construction



[fccco.com](https://fccco.com)



[fccindustrial.com](https://fccindustrial.com)



### Concessions



[fccconcesiones.com](https://fccconcesiones.com)



### Environment



[fccma.com](https://fccma.com)



[fccambito.es](https://fccambito.es)



[fcc-group.eu](https://fcc-group.eu)



[fccenvironment.co.uk](https://fccenvironment.co.uk)



[fccenvironmental.com](https://fccenvironmental.com)

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# Corporate Presentation

2025