



FCC Group



1. FCC Group
2. History
3. Key figures
4. Diversified business model
5. Leadership position in all areas
6. International presence
7. Integrated Offer
8. Value Creation
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10. Management Team



FCC Group

1.1.Drivers



120 years
of experience



Over
59.000
employees



Working in
over **30 countries**,
40% of revenue comes from
international markets



High degree of
**revenue
visibility**



Leader
in Environment, Water and
Infrastructure Development



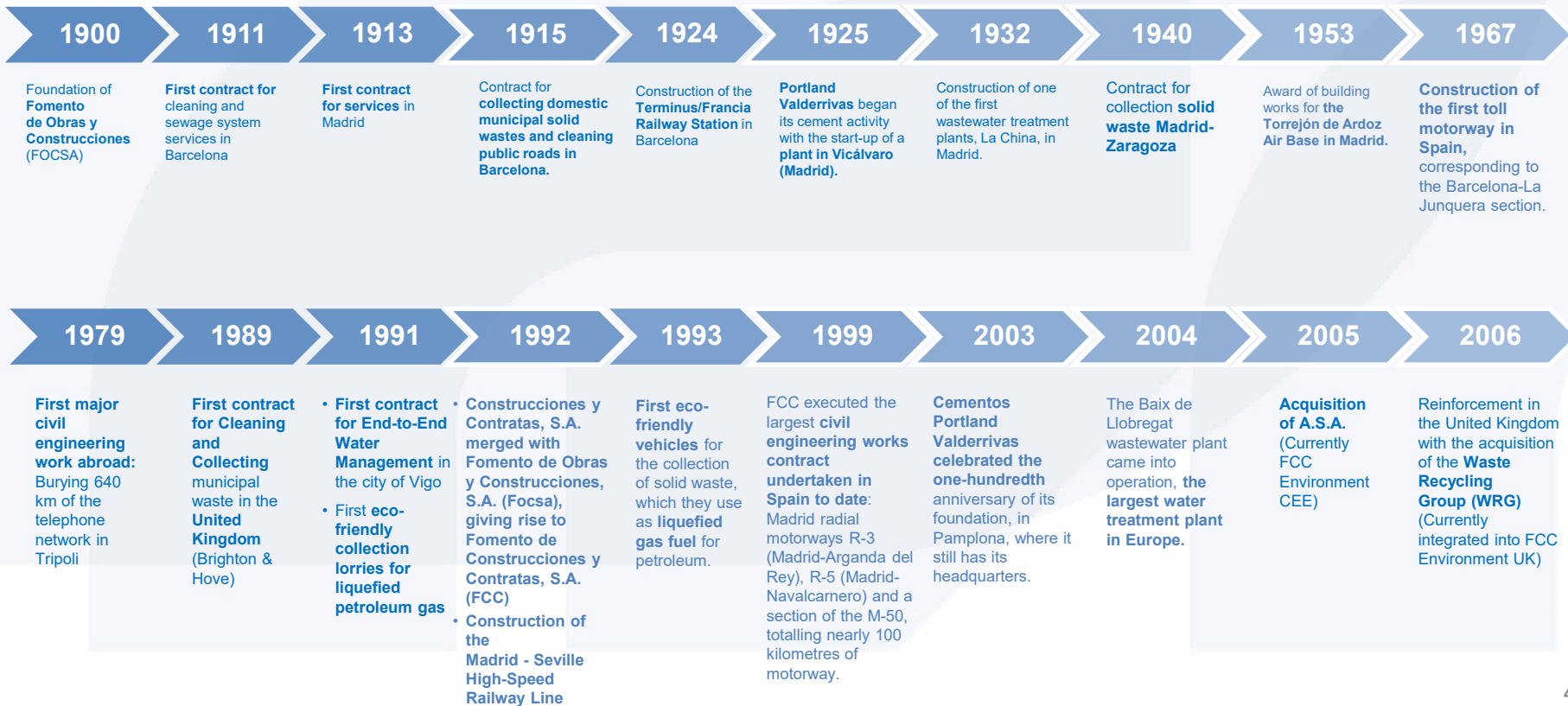
€ 6,158 M revenue and
€ 1,048 M EBITDA in 2020



Comprehensive range
of services

FCC Group

1.2 History



FCC Group

1.2. History



2013

Award of the Riyadh Metro, the largest contract in the history of Spanish construction.

2014

- Entry of the Slim Group and capital increase for FCC
- Award of the Lima Metro (Concession) and the Doha Metro.
- First waste transport contract in USA in Houston (Texas)

2015

- First waste collection contract in the USA in Orange County (Florida)
- Contract for the Construction and Operation of a recycling plant in Dallas (USA)
- Award of the L2 Metro Panama

2016

- Second increase of capital. Obligatory takeover bid with which the Slim Group took control of FCC with 61% of the capital.
- Contract for the design, construction and operation of the El Salitre Plant, Bogota (Colombia)

2018

- FCC sold 49% of Aqualia to the Australian ethical fund IFM.
- Award of the Second Waste Management Plant in Houston TX USA.

2019

- Aqualia acquired the French company Services Publics et Industries Environnement (SPIE).
- FCC Environment issued a Green Bond for an amount totalling 1,100 million euros.

2020

- Aqualia was assigned its first concessions in Colombia and Saudi Arabia.
- Opening of a new Environment market in the US A.
- FCC Environment entered into the Icon Infrastructure Partners fund in the British business for Energy from Waste Incinerators
- FCC Construcción strengthens in the United Kingdom: design and construction hospital in Jersey and A465 Wales

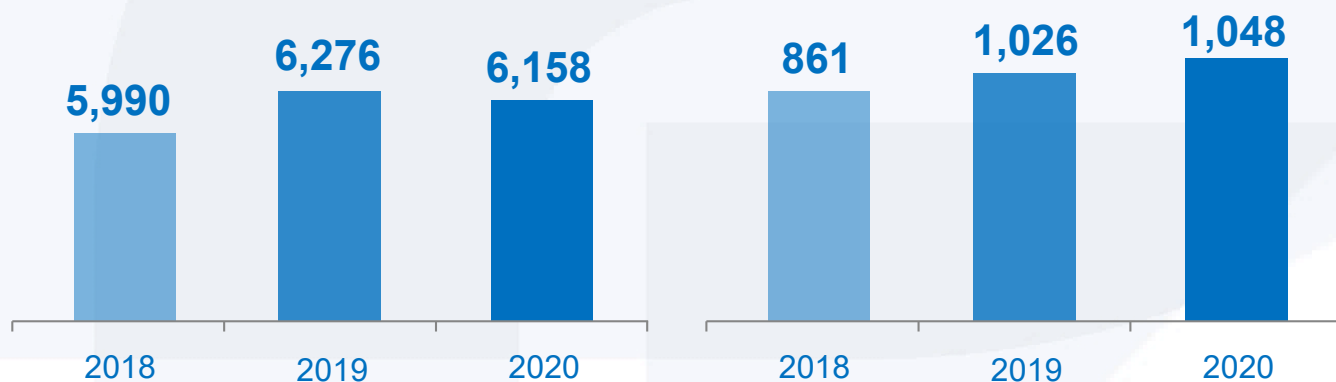
FCC Group

1.3. Key Figures 2020



Revenue

EBITDA



59.746
employees



Backlog * (Dec.31.2020)

€29,412 M

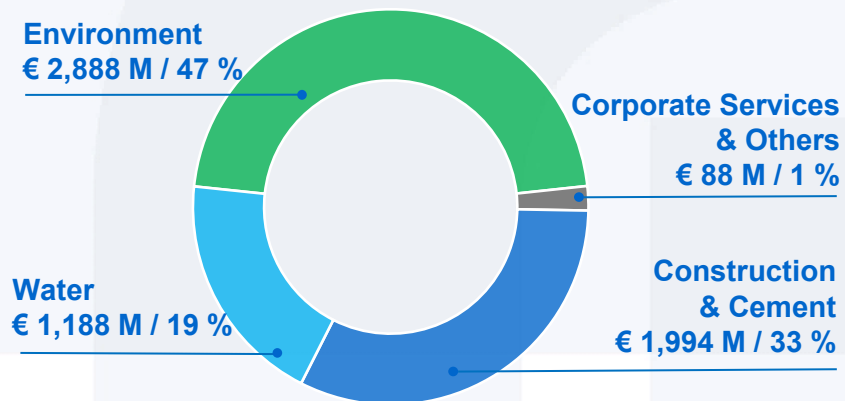
* Environment, Water and
Construction

Figures in million euros

1.4. Diversified business model

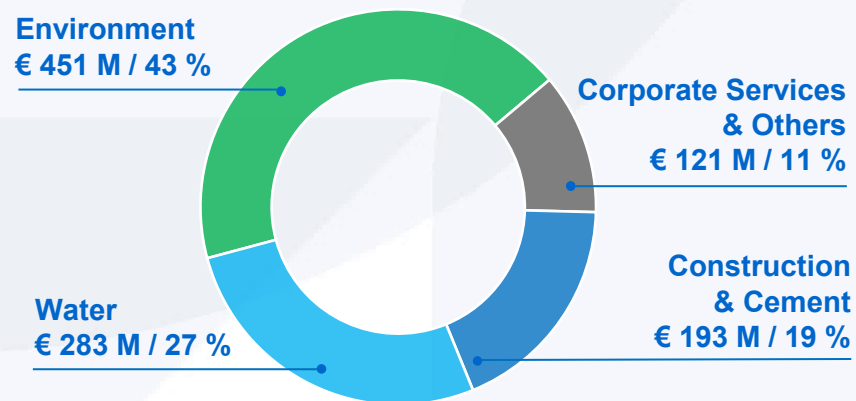
Revenue per business / 2020

Total: € 6,158 M



EBITDA per business área / 2020

Total: € 1,048 M



*Fitted by Corporate Services & Others



Environment

- Refuse collection
- Street cleaning
- Solid waste treatment and recycling
- Ground maintenance
- Sewer networks maintenance
- Building Cleaning & maintenance
- Industrial waste treatment and recycling
- Remediation of polluted soils



Water

- Integrated management of public services
- Operation, maintenance and technical assistance services
- Design, construction and financing of water infrastructures



Construction

- Civil Works
- Railway Works
- Building
- Industrial
- Concessions
- Infrastructure maintenance
- Construction precast
- Corporate image

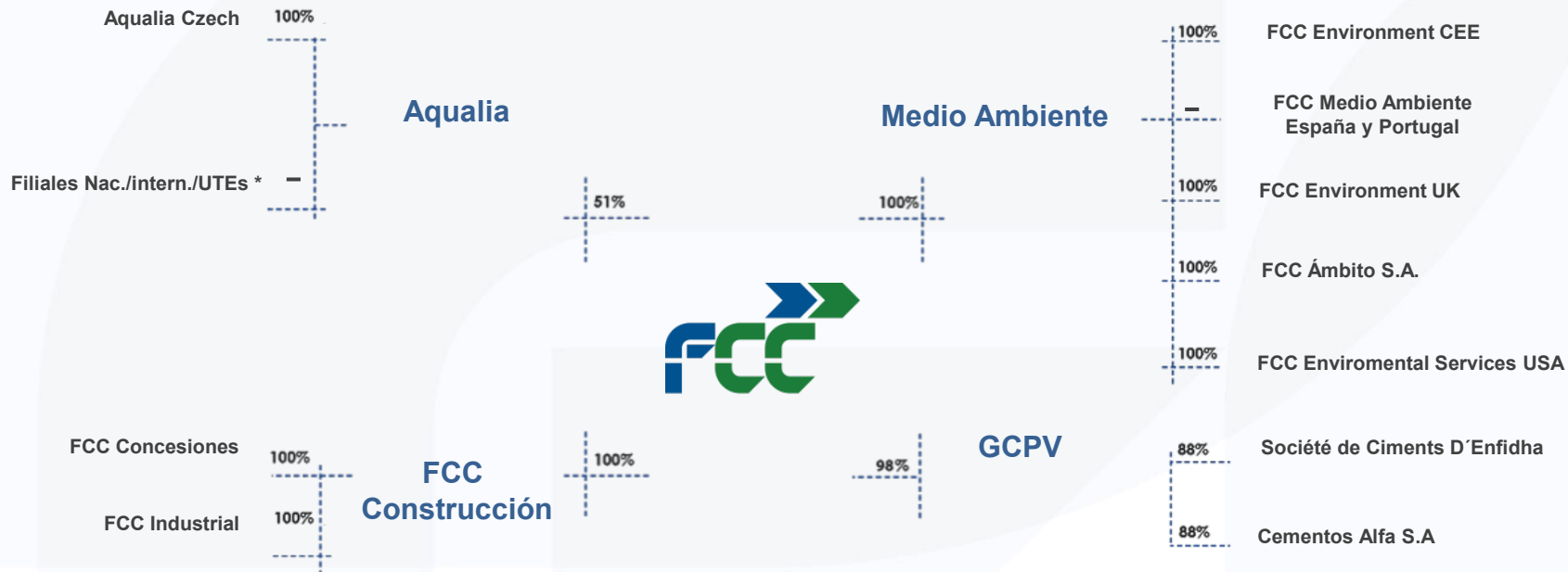


Cement

- Cement
- Trading
- Other businesses (Concrete, Aggregate, Mortar)

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1.4. Diversified business model



* Porcentaje de participación diverso

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1.5. Leadership position in all areas



Environment

- #1 in Spain ⁽¹⁾
- Among the top 5 in waste management in the United Kingdom ⁽¹⁾
- #1 in comprehensive waste management services in Central and Eastern Europe ⁽¹⁾
- 8 Million citizens serviced in the USA

Water:

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

Construcción:

- #4 in Spain ^{(1) (4)}
- Among the 15 largest construction companies in Europe ^{(1) (4)}

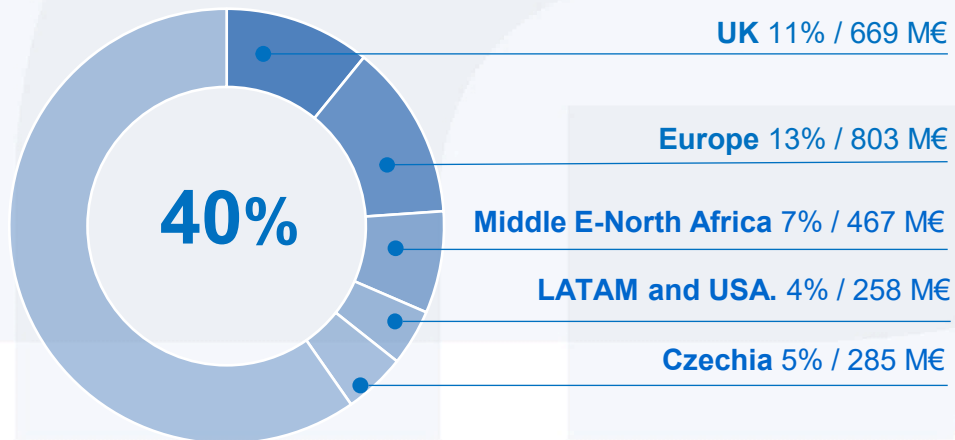
Cemento:

- #1 producer in Spain ⁽¹⁾
- Large presence on Tunisia

(1) According to amount of revenue
(2) According to population served
(3) Source: August. 2019 GWI ranking
(4) Source: 2019 Gpoc. Deloitte

International Revenue 2020

Total : € 2,463 M



International Backlog*

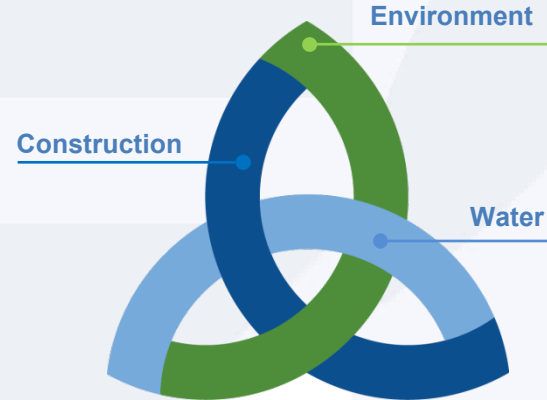
(Dec.31.2020) **€ 15,640 M** (2.5 years)

***51% of Total**

Advanced technology

- Own technology for waste collection and street cleansing
- Leaders in waste recycling and energy recovery systems
- Experts in providing solutions at all stages of the water management cycle for all uses: human, agricultural and industry, meeting the needs of institutions and public and private organizations
- Specialists in bridges and ports with a high technical complexity
- Innovative processes for high speed lines, metro and tunnels
- Specialists in turnkey projects in the industrial sector

Comprehensive range of services throughout the whole value chain



Advanced technology and integrated range of products and services with high added value in all of its business areas

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1.8. Value creation



Our incumbent position enhances our ability to benefit from the strong fundamentals of our core business areas



Environment

- Positive long-term outlook due to regulatory developments and environmental considerations
- EU Waste Framework Directive requires member states to recycle at least 55% of their municipal solid waste by 2025 and 65% by 2035 plus landfilling up to 10% also in 2035
- New opportunities offered by expected reforms in Spain on recycling and composting
- Organic international expansion potential, particularly in America, UK and some Central European countries



Water

- Positive long-term outlook due to regulatory developments and environmental considerations
- Increase in water consumption, both industrial and residential, in Spain with economic recovery
- Growth potential in Latam, MENA and America

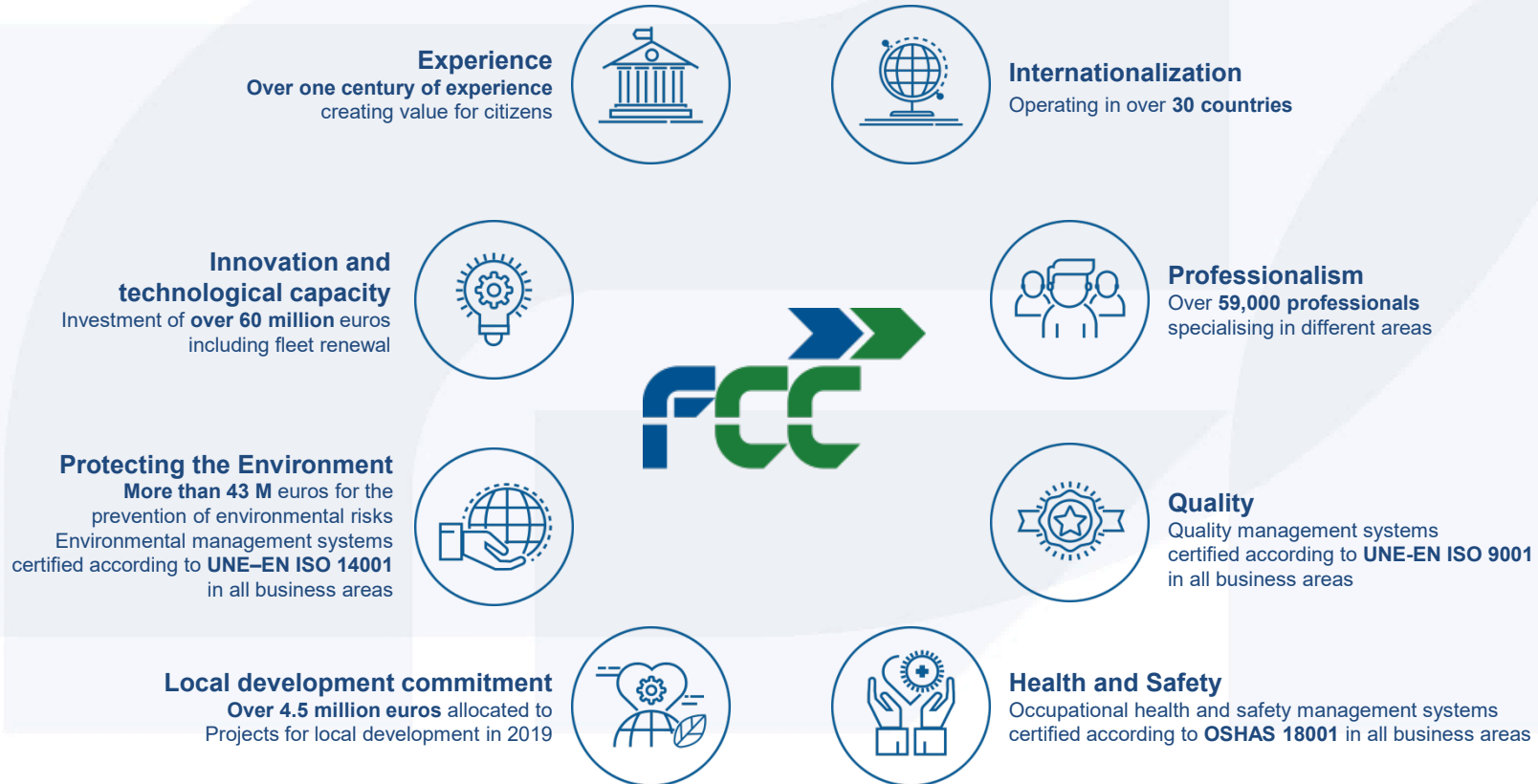


Construction & Cement

- Continued infrastructure gap in selected emerging markets providing further upside
- Potential growth in Spain based on Next Generation EU plan linked to clean energy, efficiency and related facilities.

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1.8.Value creation



Shareholding Structure*

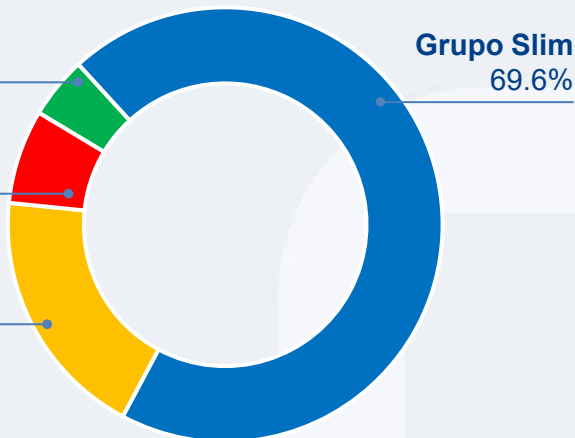
E.Koplowitz
4.6 %

**Finver
Inversiones**
7 %

Free Float
18.8 %

Other relevant shareholders:

- William H.Gates: 5.7 %*



Composition of the Board

14 members:

- 7 appointed by Slim Group
- 4 appointed by E.Koplowitz
- 3 independent members

Audit and Remuneration Board Commissions:

- Chaired by independent members
- Majority of independent members

* As of latest communications to the CNMV (Spanish stock market regulator)

Chairman of FCC

Esther Alcocer Koplowitz

CEO

Pablo Colio Abril

Business Areas

FCC Construcción

Pablo Colio Abril

FCC Medio Ambiente

Jordi Payet Pérez – Iberia

Paul Taylor – U.K

Björn Mittendorfer- CEE

Iñigo Sanz - Americas

Aqualia

Felix Parra Mediavilla

Cementos Portland Valderrivas

Gerardo Kuri Kaufmann

FCC Construcción



1. Activities
2. Main features
3. Key figures
4. International presence
5. Main references
6. Webs

2

Business Areas

Activities



- Railway infrastructures
- Roads
- Bridges
- Tunnels
- Maritime infrastructure
- Airport infrastructure
- Water Infrastructure



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



- Industrial Construction
- Energy
- Electromechanical installations
- Electricity distribution networks
- Systems
- Facility maintenance and efficiency
- Infrastructure maintenance
- Prefabrication
- Corporate Image

Business Areas

Main features



Over
120 years
of experience



We are
global and local



Riyadh Metro,
the **largest contract**
awarded in the history
of Spanish construction



Leader
in urban transport
infrastructure



Operating in
over
25 countries



One of the
top 45
construction companies
in the world



**International
benchmark**
in the selective execution of
large civil works (tunnels,
railway, metro)

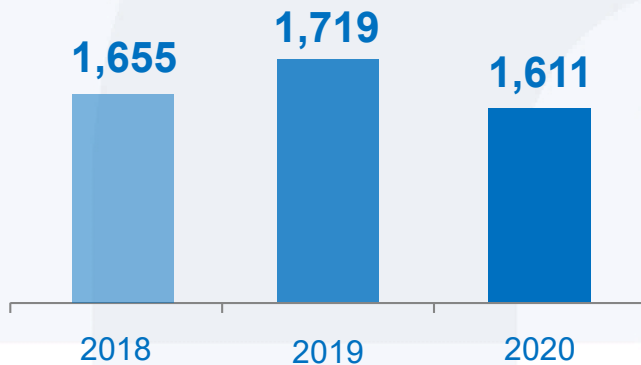


More than 25 million
of people make use of
our infrastructures


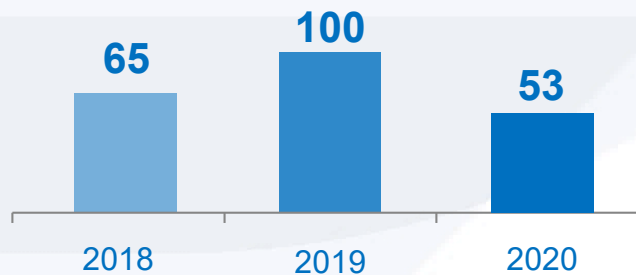
Business Areas

Key Figures

Revenue



EBITDA



7.323
employees



Backlog (Dec.31.2020)
€ 5,156 M

Figures in million euros

Business Areas

International presence



International Revenue 2020

Total : € 762 M

Latam & U.S.A.
8 % / € 126 M

Europe
24 % / € 390 M

M.East & N. Africa
15 % / € 246 M

47 %



International Backlog*

(Dec.31. 2020) € 3,527 M (2,1 years)

* 68 % of Total

Business Areas

Main references



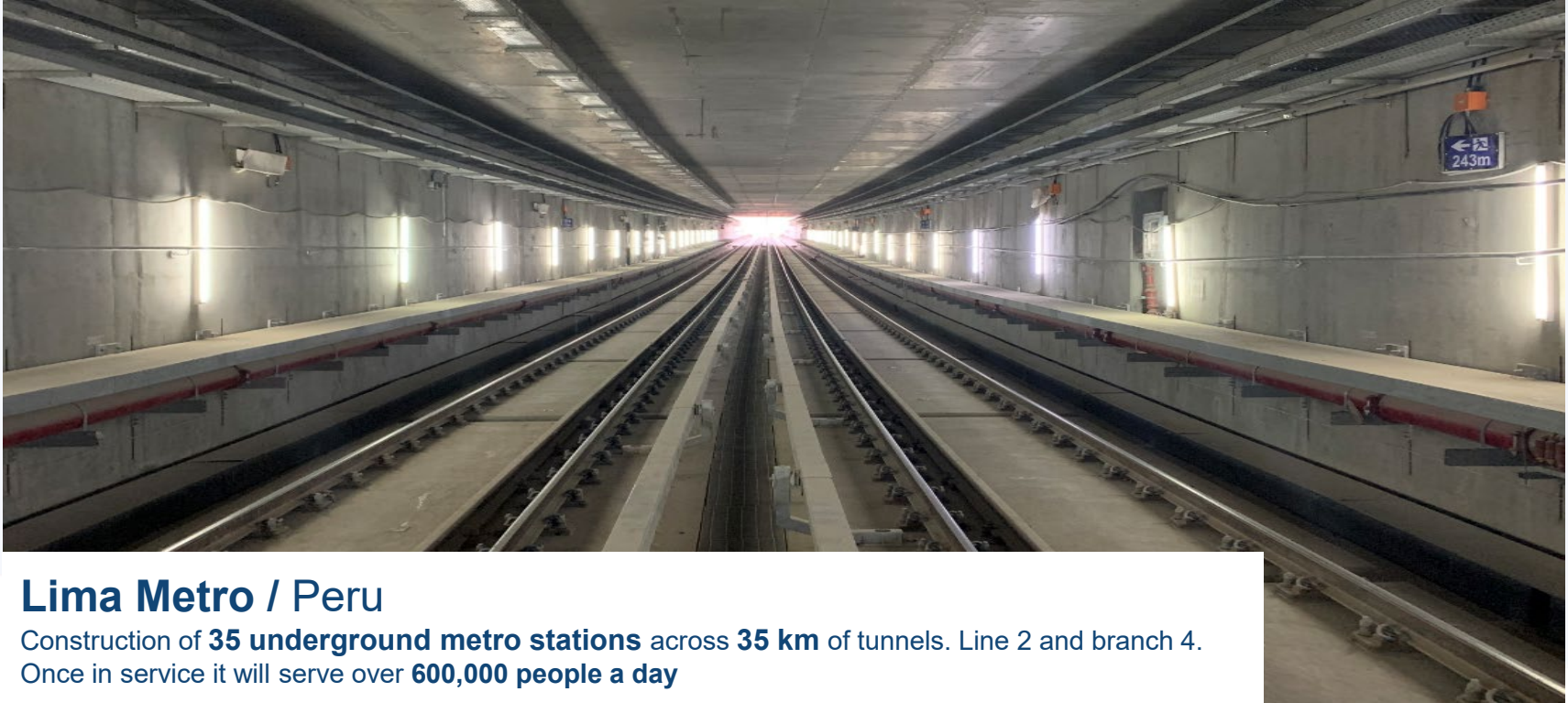
Riyadh Metro / Saudi Arabia

Construction of metro lines 4, 5 and 6. Total length of **64 km** and **25** stations.

We are also currently executing the extension of line 4 to the Riyadh International Airport

Business Areas

Main references



Lima Metro / Peru

Construction of **35 underground metro stations** across **35 km** of tunnels. Line 2 and branch 4.
Once in service it will serve over **600,000 people a day**

Business Areas

Main references



A9 Badhoevedorp-Holendrecht Motorway / Netherlands

Design, construction, operation, maintenance and financing of the A9 motorway. Remodelling of a 10.4 Kilometers section, carried out while maintaining road traffic on the existing motorway.

Business Areas

Main references



E6 Ulsberg-Vindasliene Motorway / Norway

Design and construction of a two-lane motorway section in each direction with carriageways separated by medians. The motorway will cover a length of 25 kilometres of new road.

Business Areas

Main references



Bucharest Metro Line 5 / Romania

Design and construction of section 1 of Bucharest metro line 5, between Raul Doamnei and Eroilor stations. A total of 7.7 kilometres of line have been built in two tunnels and 10 stations.

Business Areas

Main references



Doha Metro Red Line / Qatar

The project included the construction of three elevated stations, underground construction of a section of urban highway in the city of Al Wakra, and 6.97 kilometres of railway track.

Business Areas

Main references



Romanian Railway Sections

Over five railway line rehabilitation contracts in Romania, all of them belong to the Pan-European Rail Corridor.

Business Areas

Main references



El Alamein Desalination Plant / Egypt

The project is considered to be the largest water supply for Egypt's northern coast. Through reverse osmosis technology, the plant desalinates seawater to produce 150,000 m³/day of drinking water, thus covering the strong local demand for water.

Business Areas

Main references



Guillermo Gaviria Echeverri Tunnel / Colombia

Design, construction, operation and maintenance of the Guillermo Gaviria Echeverri tunnel. Once completed, this infrastructure will be the longest of its kind in Latin America.

Business Areas

Main references



Santiago Bernabéu stadium refurbishment / Spain

Europe's largest sports infrastructure project

Business Areas

Main references



Grangegorman University / Dublin-Ireland

Design and construction of two buildings for the Dublin Institute of Technology (DIT).
When completed, they will provide university services to **10,000 students**

Business Areas

Main references



New Dublin Airport runway / Ireland

The new North Runway is **3,110 metres** long and will be located in the northern part of the airport, parallel to the existing main runway 10R/28L.

Business Areas

Main references



Haren Prison / Belgium

Contract for the design, construction, financing, operation and maintenance for 25 years of a new penitentiary complex. Largest prison in Belgium

Business Areas

Main references



Gerald Desmond/ USA

First cable-stayed bridge in the state of California.

Business Areas

Industrial / Main references



Dublin Airport industrial facilities / Ireland

Construction of **three double-walled** storage tanks with a capacity of **5,000 cubic metres**.

Business Areas

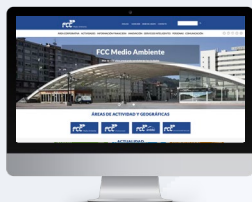
Webs

FCC Group

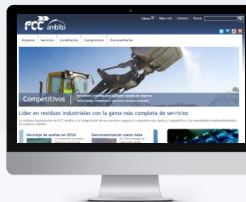


www.fcc.es

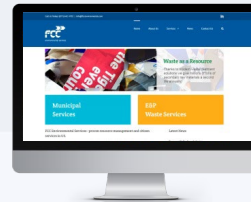
Environment



www.fccma.com



www.fccambito.es



www.fccenviromental.com

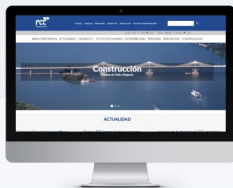


www.fccenvironment.co.uk

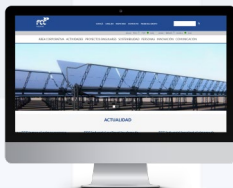


www.fcc-group.eu

Construction



www.fccco.com



www.fccindustrial.com

Water



www.aqualia.com

Cement



www.valderrivas.es

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