



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



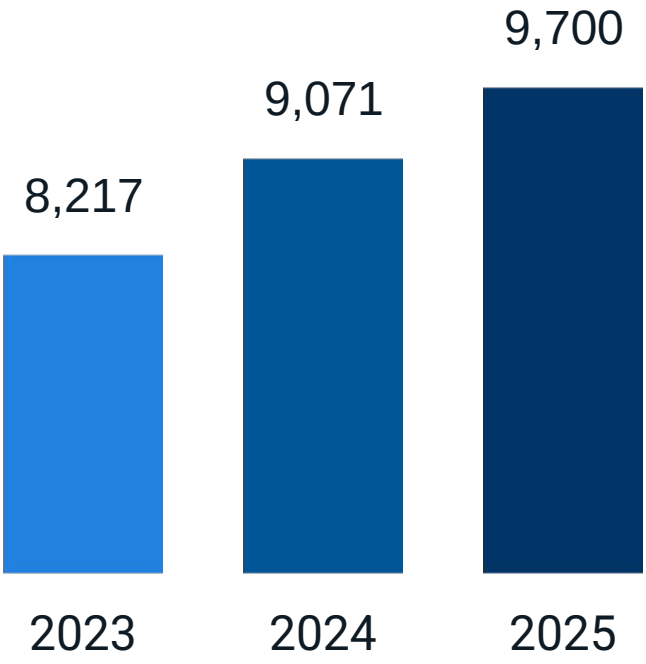
Integrated service
offering



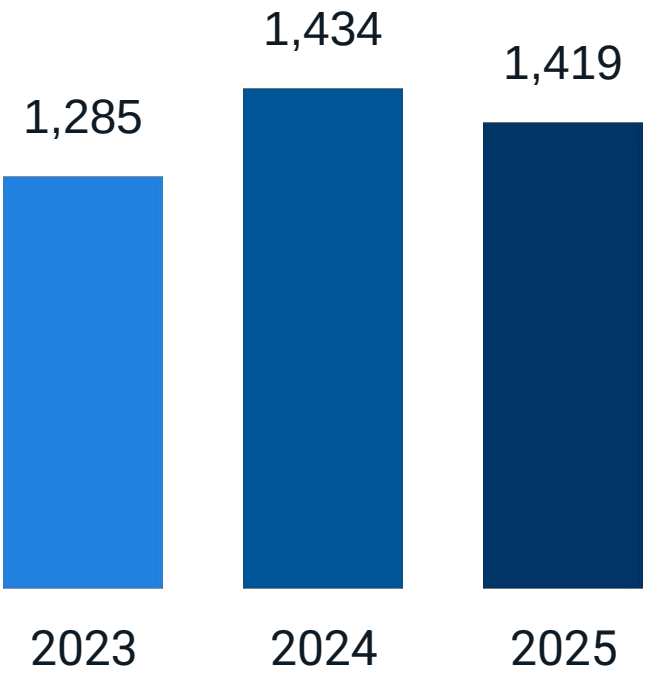
€9,700 M in revenue
€1,419 M EBITDA in 2025

Key figures 2025

Revenue
In €M



EBITDA
In €M



Portfolio

€51.607M

as of 31 December 2025

People

+72,000



Grupo FCC

Medio Ambiente

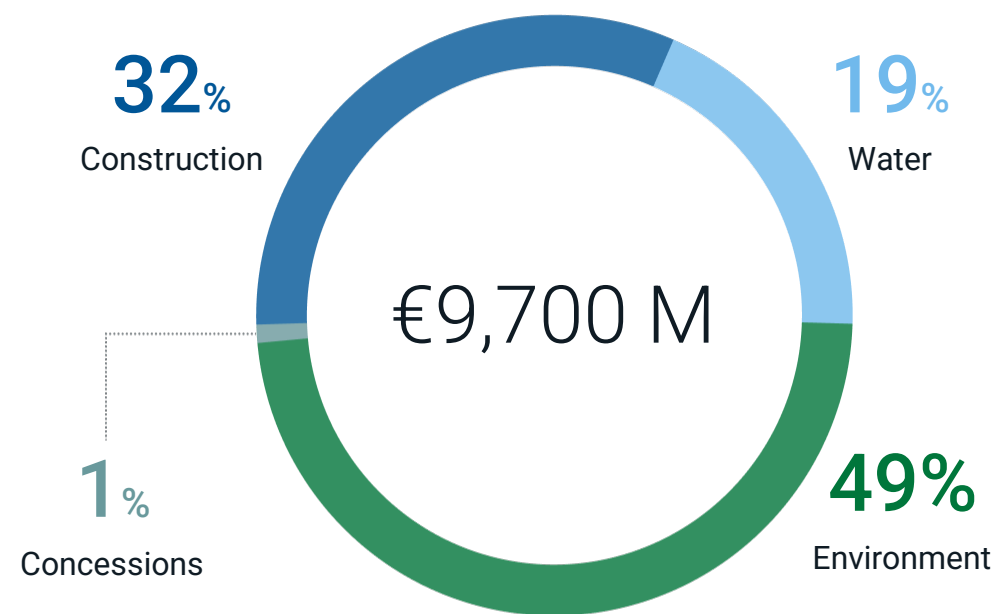
Agua

Construcción

Concesiones

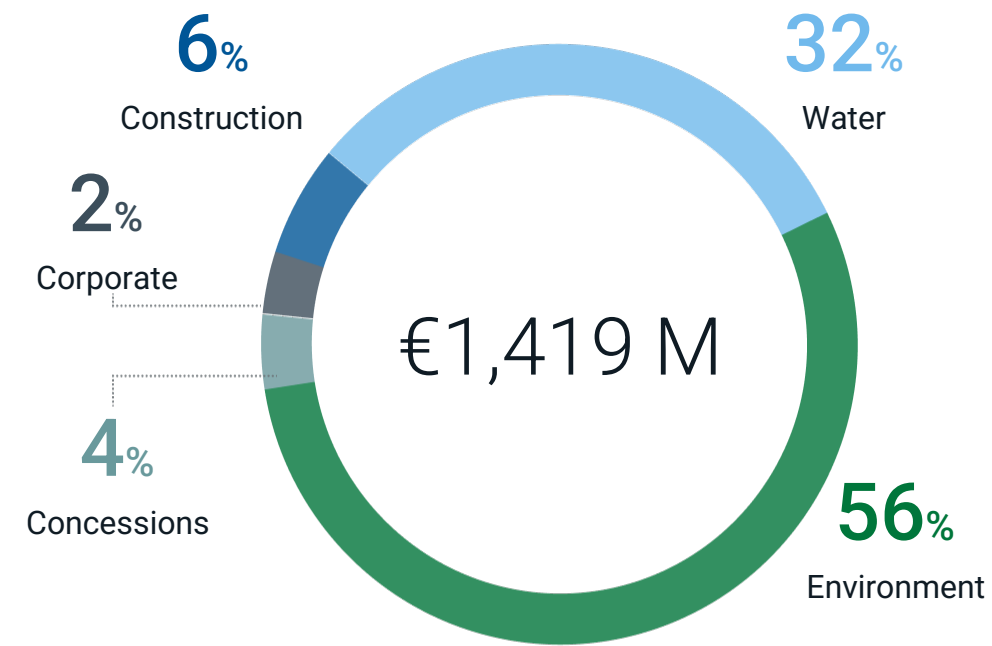


Diversified business model



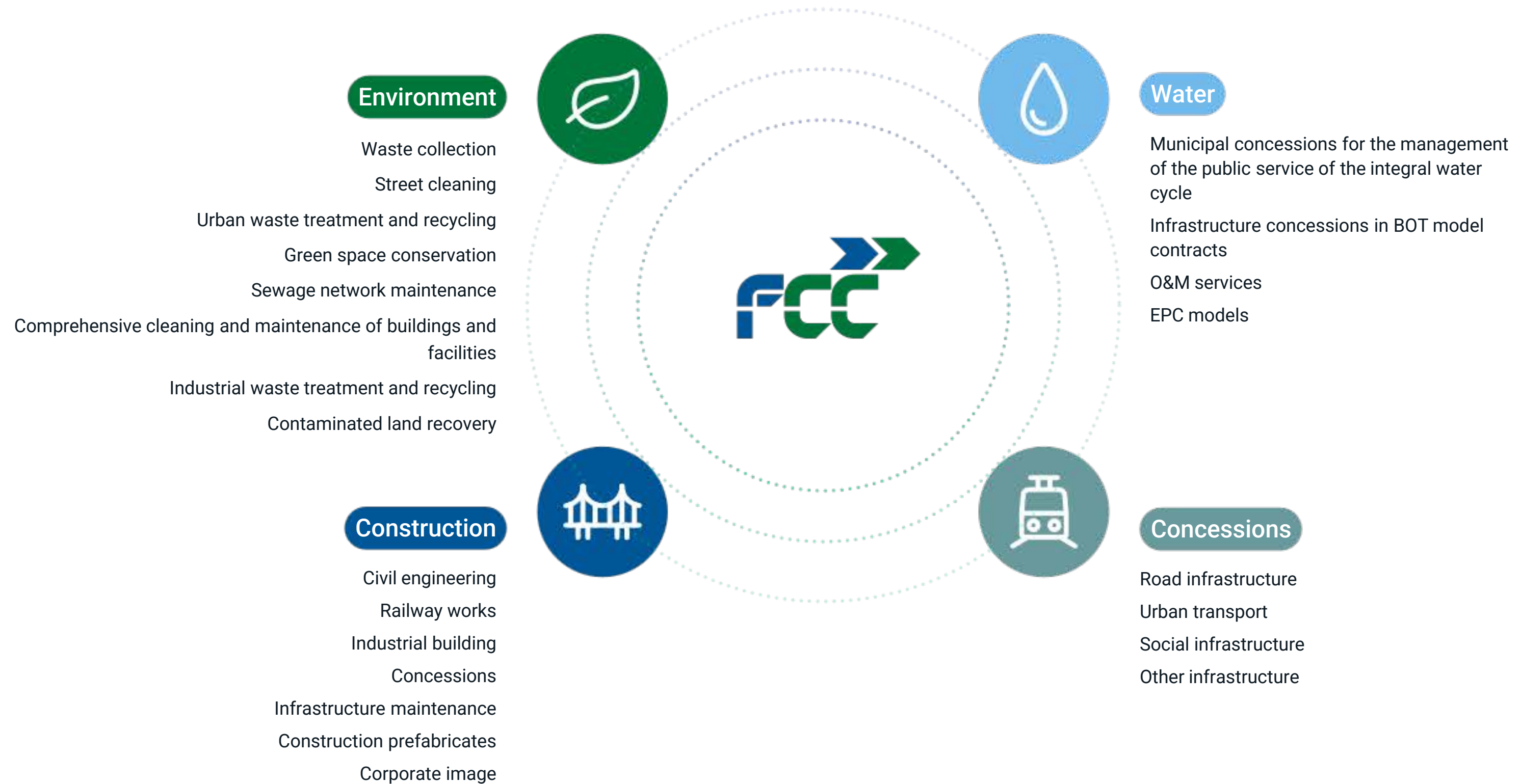
Revenue by Business Area 2025

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



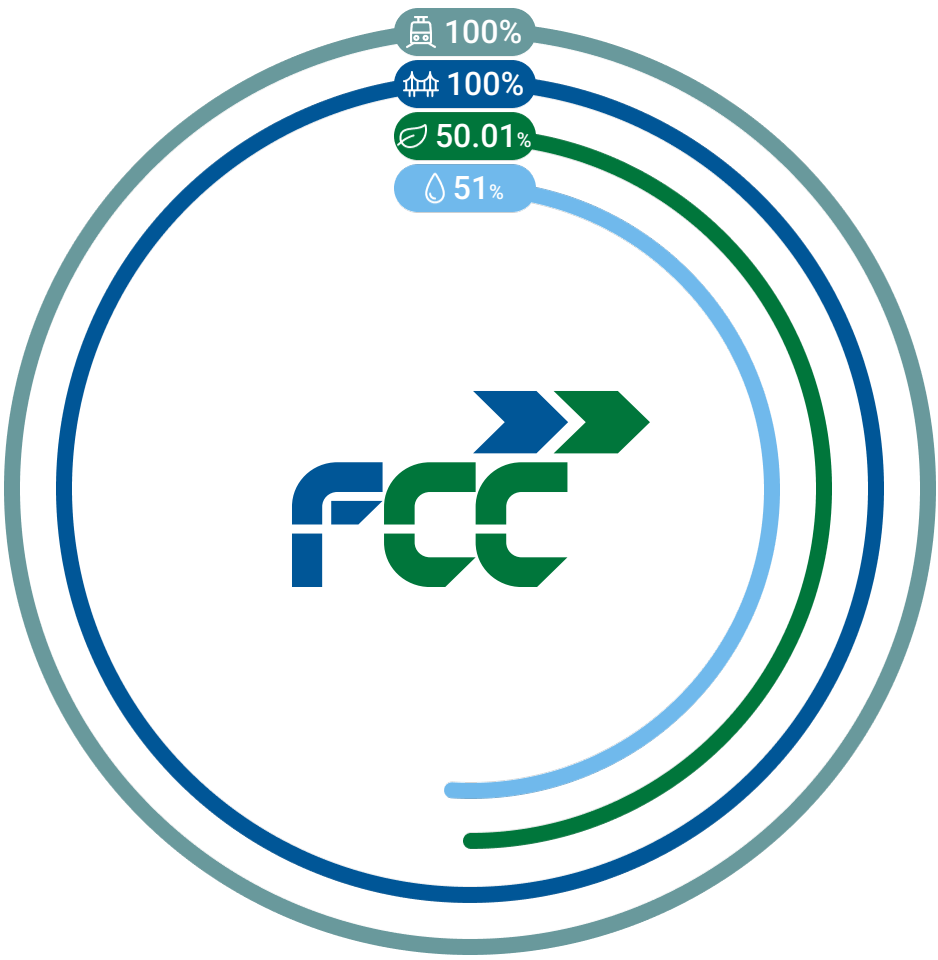
FCCenviro

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%
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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

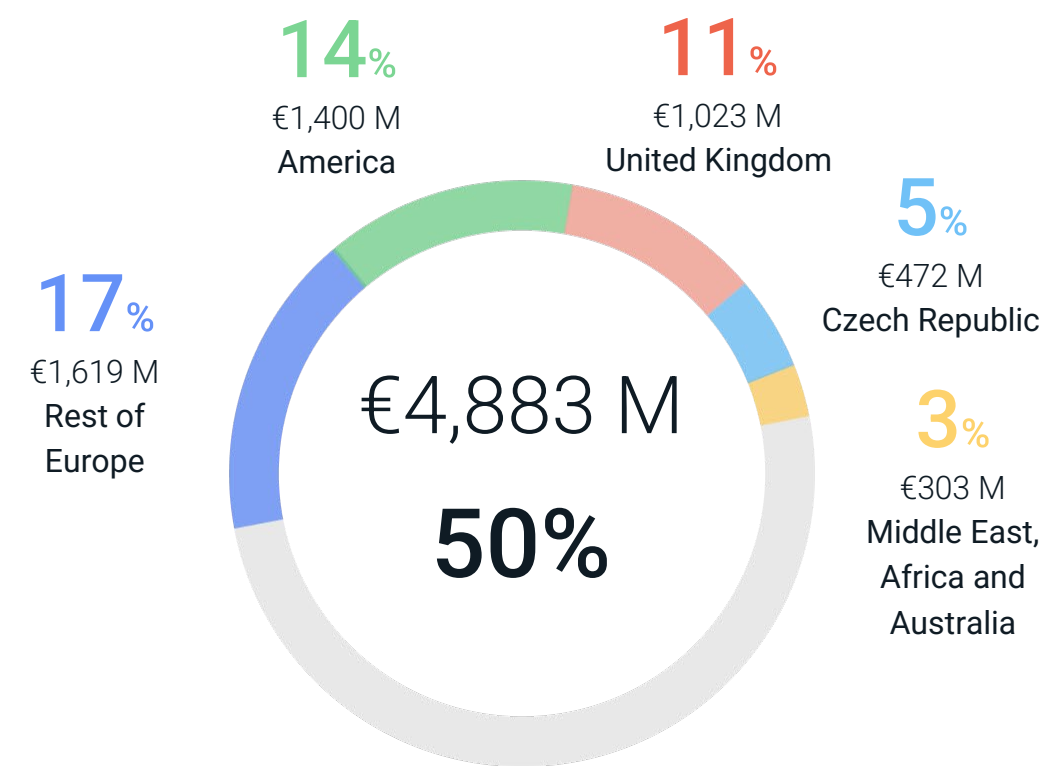
FCC Construcción	100%
FCC Industrial	100%
Convensa	100%
Matinsa	100%
Prefabricados Delta	100%
Megaplas	100%



International Presence



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

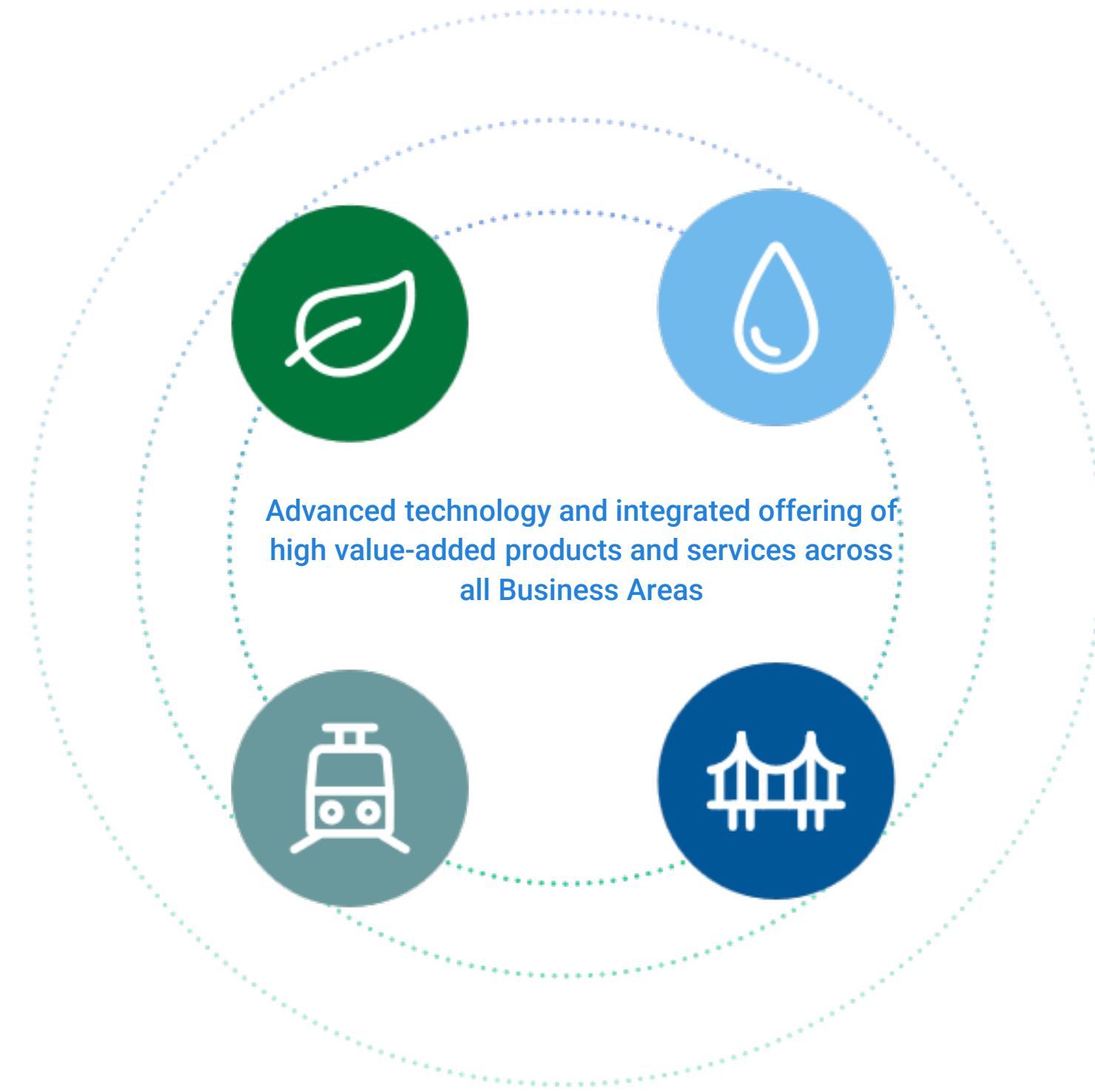
Leadership in recycling systems and energy recovery from waste

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



Innovation and technological capability

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



Environmental Care

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



Quality

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



Local Development

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

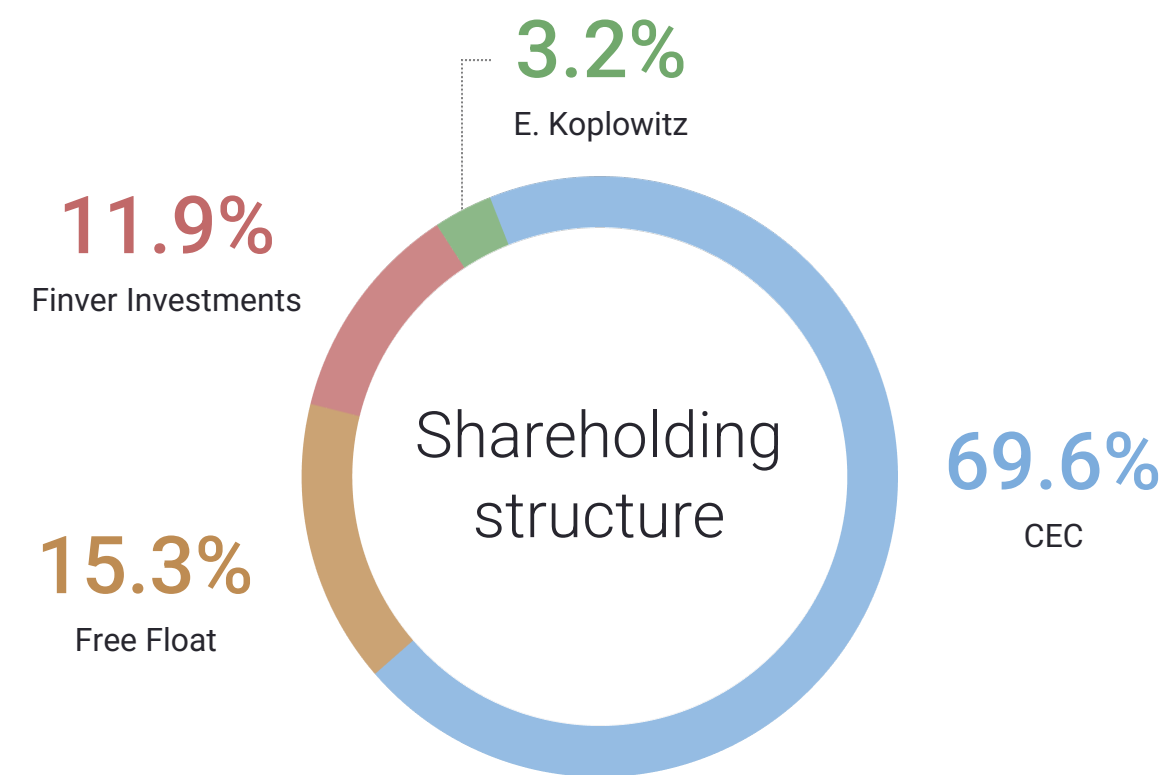


Safety and Health

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



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



Management Team



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



Concessions

Road infrastructures

Urban transport

Social infrastructures*

Includes sanitary facilities and public buildings

Other infrastructures



Figures



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

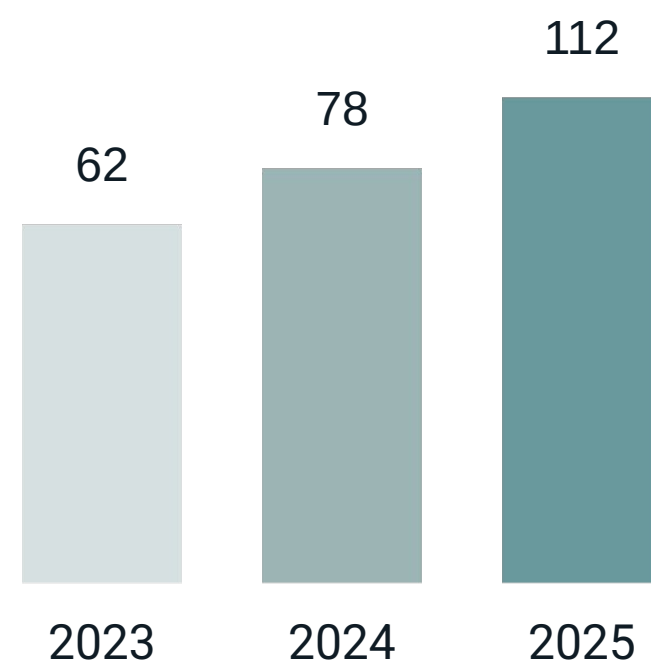


Present in **social**
infrastructure

Key figures 2025

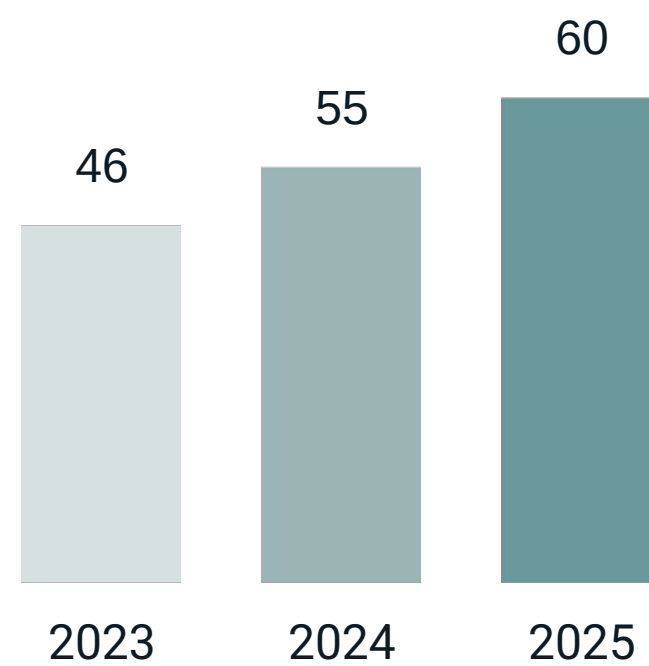
Revenue

In €M



EBITDA

In €M



Portfolio of Concessions

14 concession companies
3 operators

People

171

FCC Group

Environment

Water

Construction

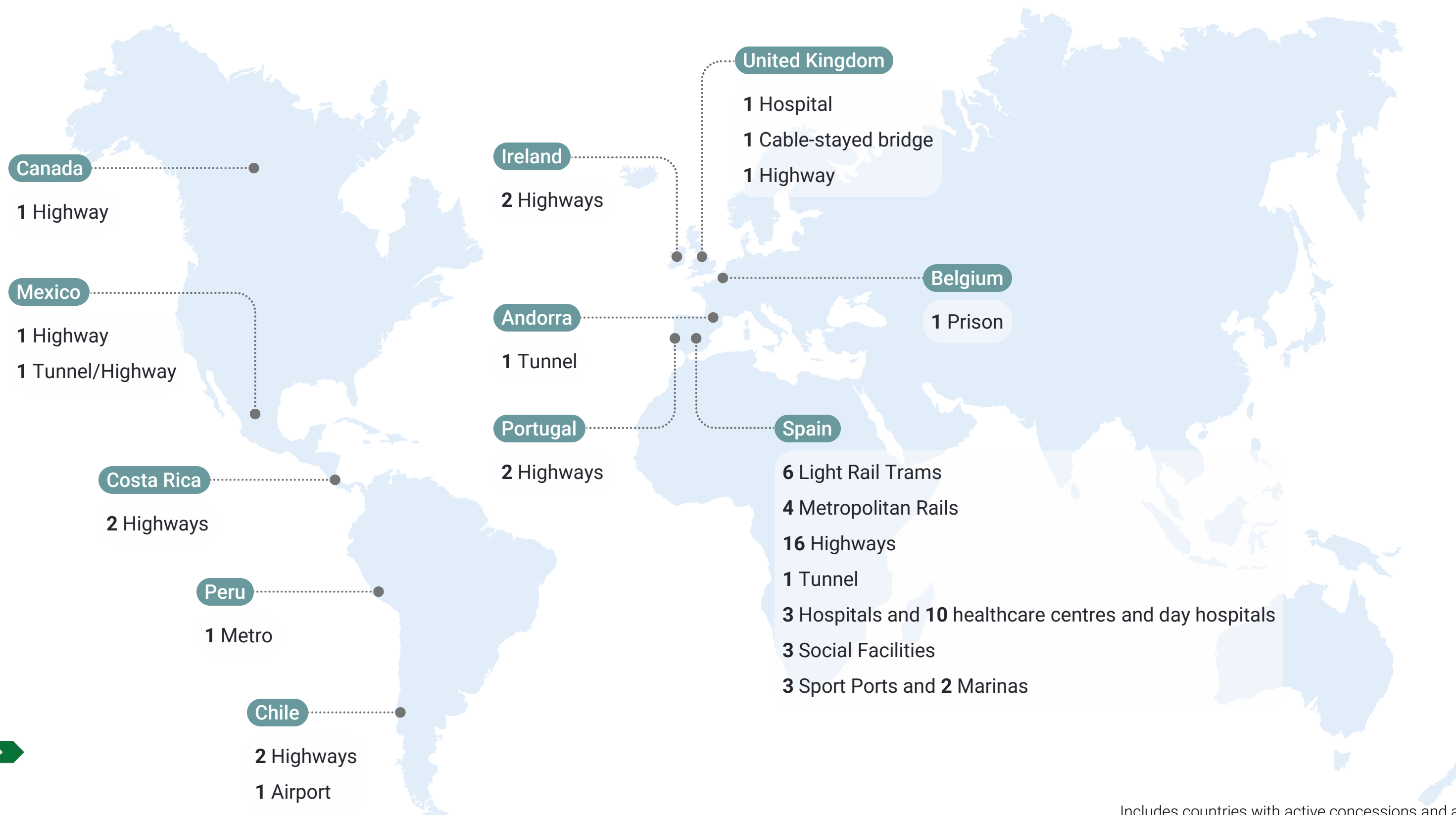
Concessions



International presence



Global Infrastructure PPP Projects



A465, United Kingdom





Ibisan, Spain





Main references

Line 2 and 4 Lima Metro, Peru
Peru



Main references

FCC Group

Environment

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Concessions

Murcia Tram, Spain



Main references

FCC Group

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Main references

FCC Group

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Trambaix, Spain



Trambessos, Spain



Main references

Zaragoza Tram, Spain
Spain



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Environment

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Concessions

Haren Prison, Belgium



Main references

World Trade Center, Spain

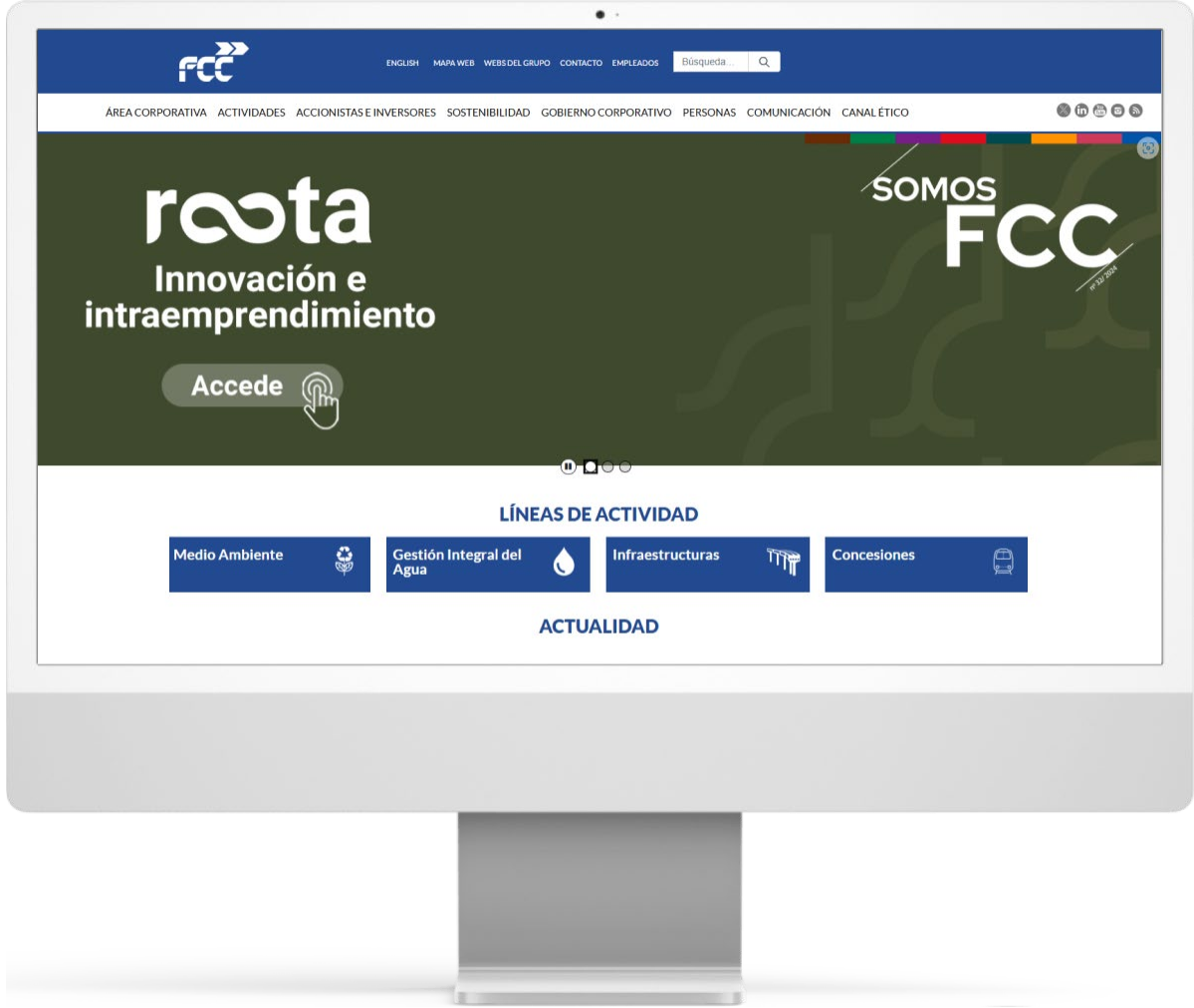


Main references

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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