



Communication, Marketing Construction Area Group FCC

May 2021

Corporate Presentation

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
9. Corporate Governance Structure
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



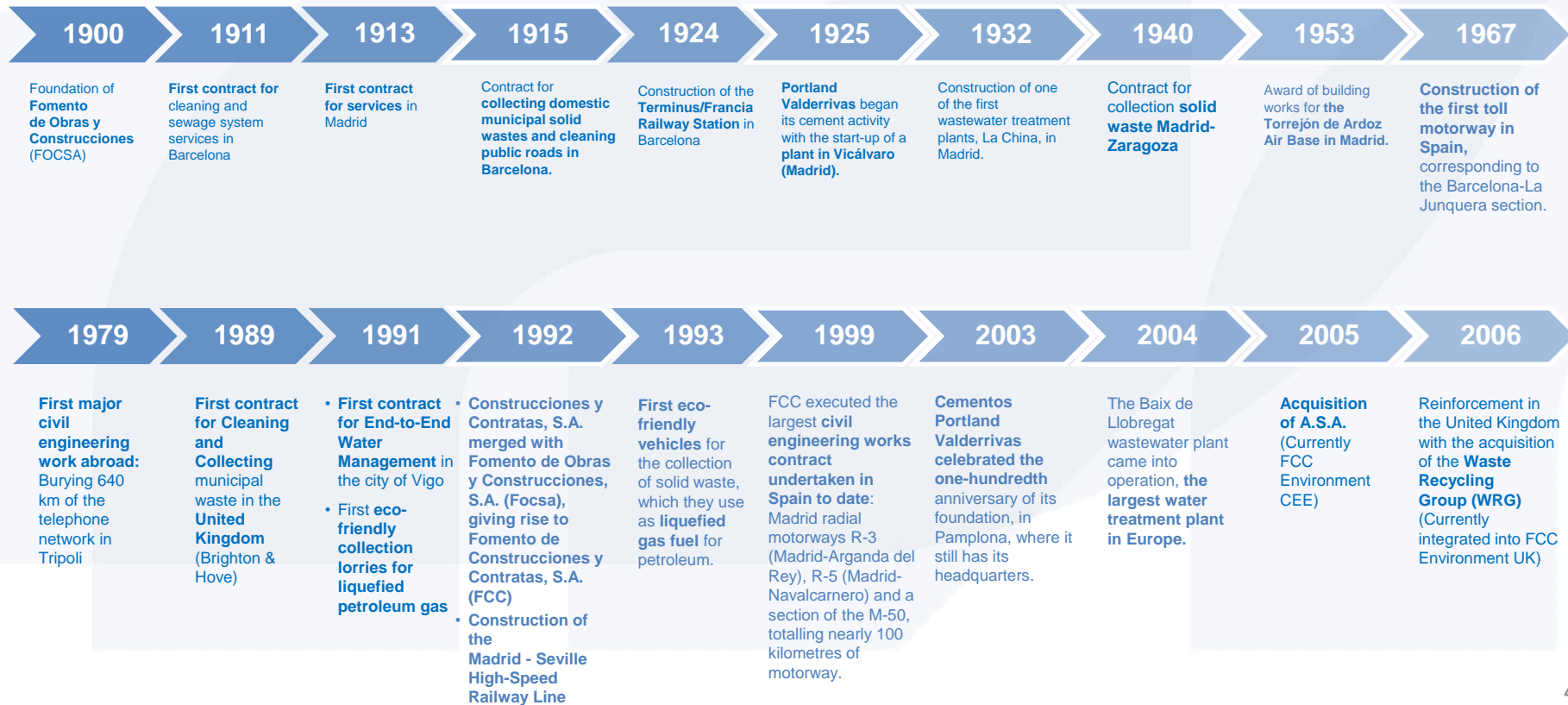
€ 6,158 M revenue and
€ 1,048 M EBITDA in 2020



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 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

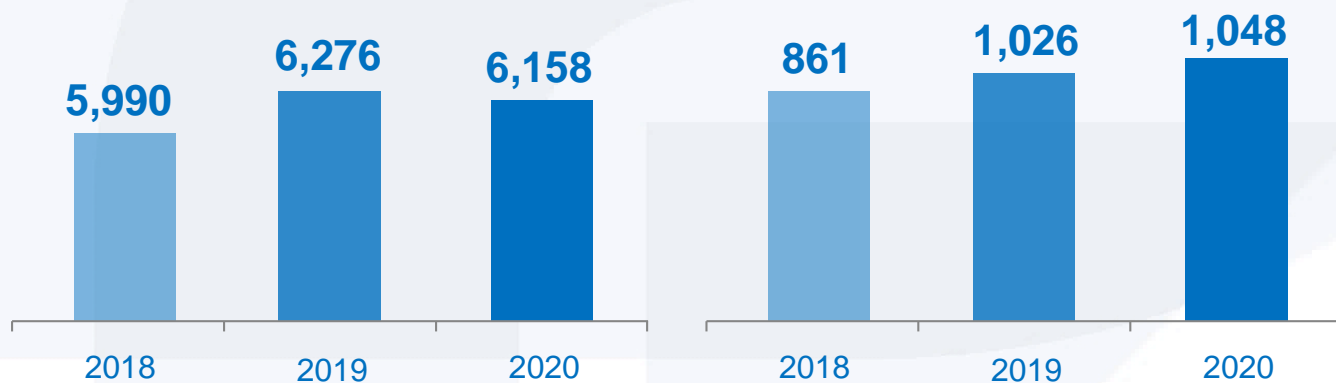
FCC Group

1.3. Key Figures 2020



Revenue

EBITDA



59.746
employees



Backlog * (Dec.31.2020)

€29,412 M

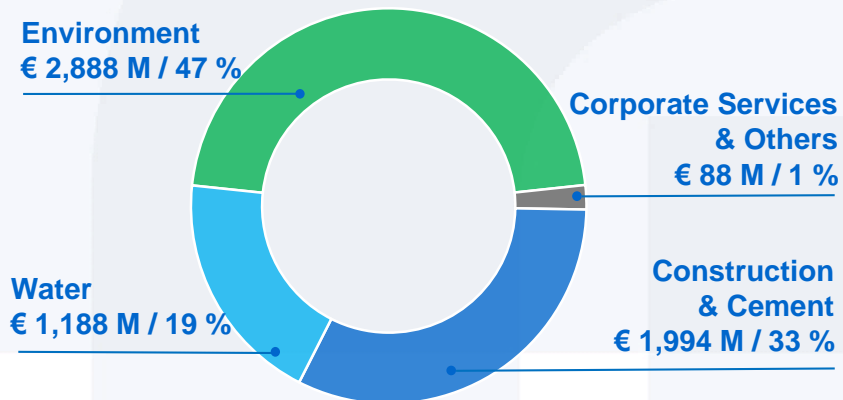
* Environment, Water and
Construction

Figures in million euros

1.4. Diversified business model

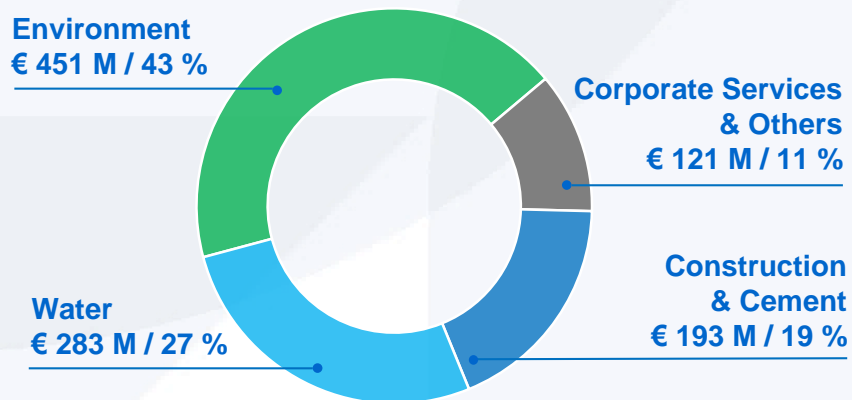
Revenue per business / 2020

Total: € 6,158 M



EBITDA per business área / 2020

Total: € 1,048 M



*Fitted by Corporate Services & Others



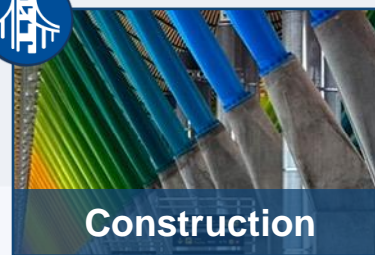
Environment

- 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



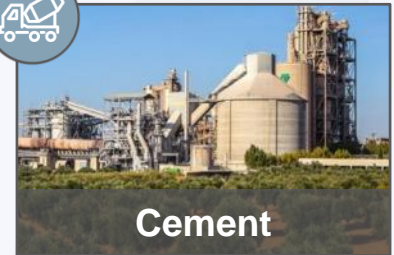
Water

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



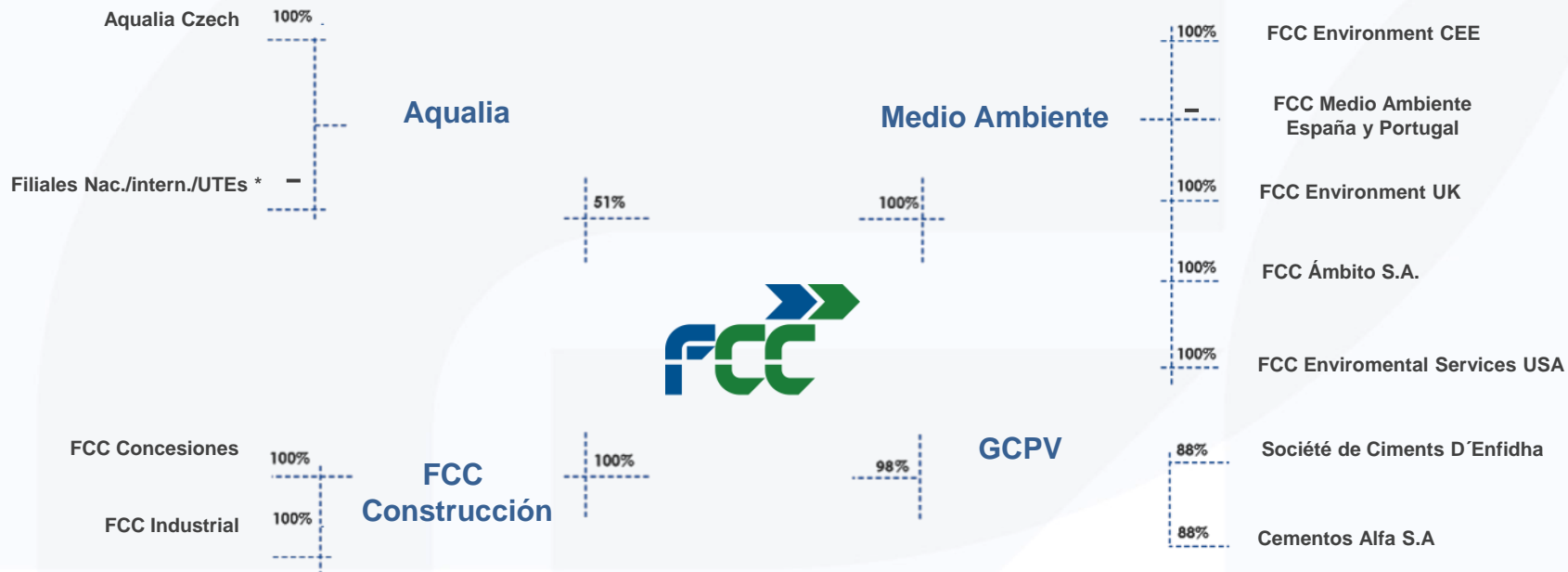
Construction

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



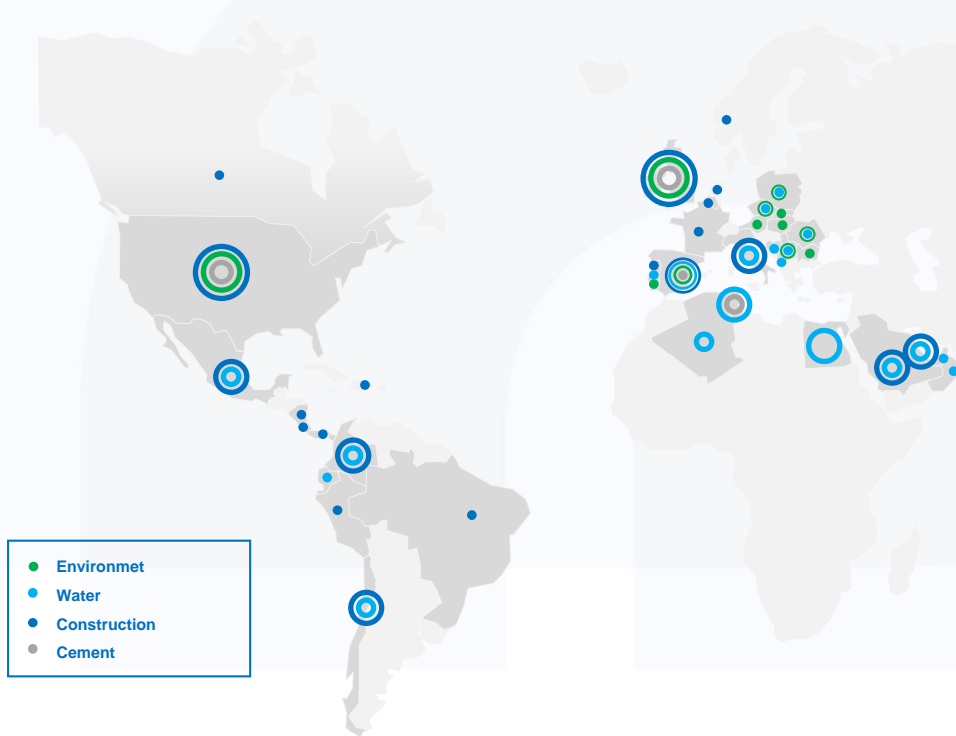
Cement

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



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1.5. 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)}

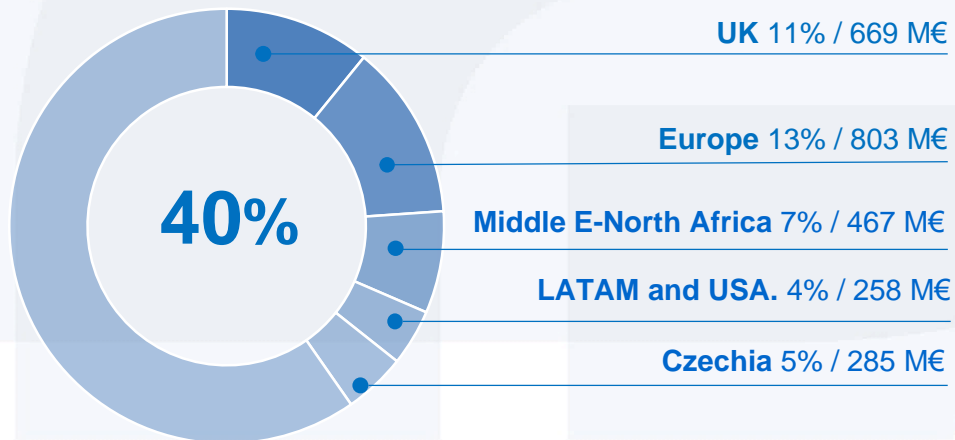
Cemento:

- #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*

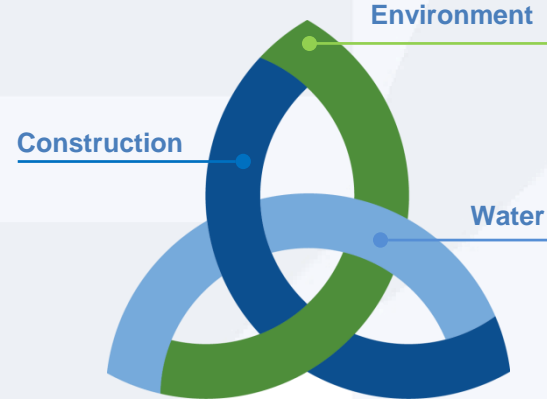
(Dec.31.2020) **€ 15,640 M** (2.5 years)

***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



Experience
Over one century of experience
creating value for citizens



Internationalization
Operating in over **30 countries**



Innovation and technological capacity
Investment of **over 60 million euros** including fleet renewal



Professionalism
Over **59,000 professionals** specialising in different areas



Protecting the Environment
More than 43 M euros for the prevention of environmental risks
Environmental management systems certified according to **UNE-EN ISO 14001** in all business areas



Quality
Quality management systems certified according to **UNE-EN ISO 9001** in all business areas

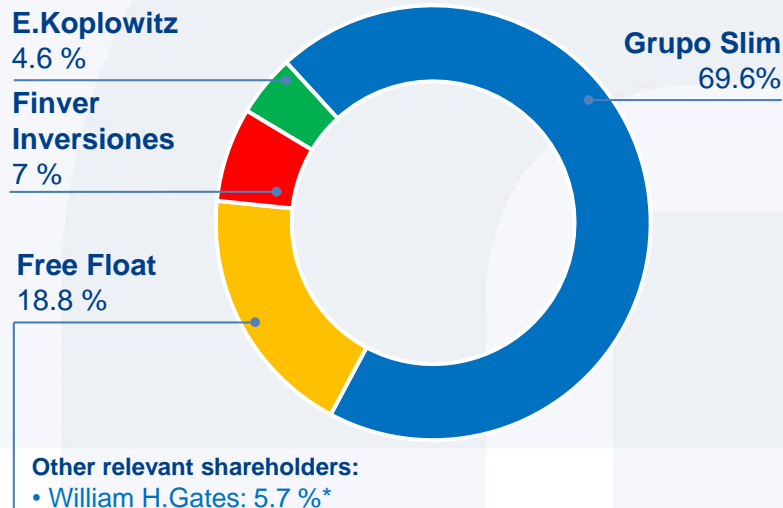


Local development commitment
Over 4.5 million euros allocated to Projects for local development in 2019



Health and Safety
Occupational health and safety management systems certified according to **OSHAS 18001** in all business areas

Shareholding Structure*



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)

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1.10. Management Team



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

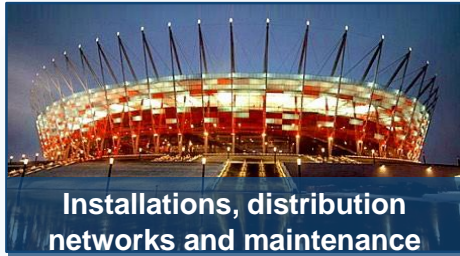
Gerardo Kuri Kaufmann

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

2

FCC Industrial

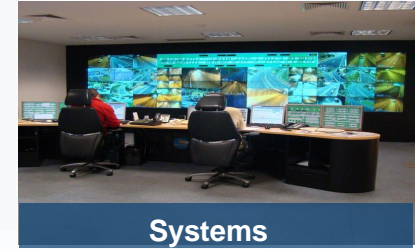
2.1. Activities



- Electromechanical installations
- Power grids
- Security and Control Systems
- Maintenance of facilities and efficiency
- Infrastructure maintenance



- EPC projects (Oil&Gas, Renewable energy..)
- Pipelines
- Industrial construction (industrial plants, unique buildings)



FCC Industrial

2.2. Main features



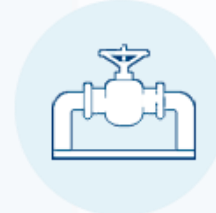
120 years
of experience



We are
global
and **local**



Present in industrial markets of
Oil & gas and
electromechanics and maintenance
facilities



Over 3,000 km
of pipelines oil&gas



Operating in
over
10 countries



One of the
top 100
construction companies
in the world

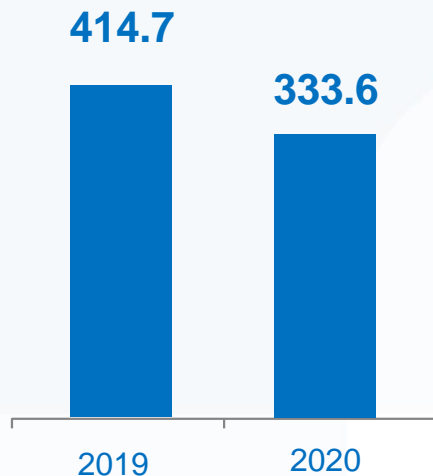


International leader
in the selective
execution of industrial
works

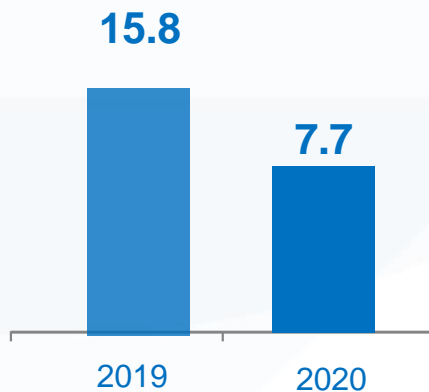
FCC Industrial

2.3. Key figures

Revenue



EBITDA



2,500
employees



Backlog (31Dec.2020)
€222 M

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2.4. International presence

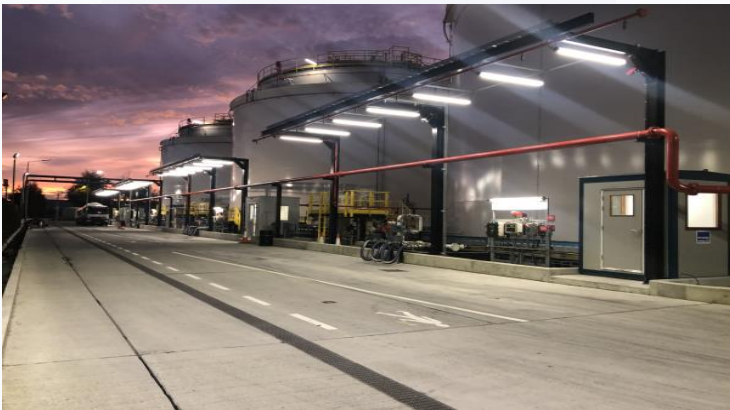


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2.5. Outstanding projects

EPC Projects

- Design, construction, installation and commissioning 4 LNG storage tanks in Barcelona (Spain), 2 LNG storage tanks in Gijon and one LNG storage tank in Finland.
- Design, construction, installation and commissioning of LNG storage plants (GNL Quintero-Chile).
- Design, installation and commissioning of electrical networks
- Design, construction, installation, commissioning and operation Thermo-solar plants-Photovoltaic plants



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2.5. Outstanding projects

Industrial Construction

- Construction and installation of pipelines. More than 3,000 kilometers of pipeline executed.
- Construction, installation of refineries and industrial plants.
- Data Centers



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2.5. Outstanding projects



Railway installations

- Development of traction substations and overhead contact line together with signaling and systems associated with the railway sector.
- Development of works of high speed lines, metro, tram, national rail networks.



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2.5. Outstanding projects



Electromechanical installations

- Development of engineering, mechanical installations and commissioning of medium and low voltage.
- Electrical installations MV and LV switchboards and control
- Mechanical installations, air conditioning, ventilation....



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2.5. Outstanding projects



Electricity distribution networks

FCC Industrial has the ability to undertake the following international engineering, supply and construction projects:

- Overhead and underground HV lines (high voltage, up to 500 kV), MV (medium voltage) and LV (low voltage).
- Electrical Substations: Distribution and transformer substations; Traction substations for railway electrification
- Constructs and maintains distribution networks under framework agreements with the main electricity companies.



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2.5. Outstanding projects



Maintenance and energy efficiency

- Development of services of operation, maintenance and management of energy efficiency, from preventive technical assistance to the integral solution of operation, exploitation and optimization of consumption of buildings and industrial facilities.



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2.6. Outstanding projects

Security and Control Systems

- Design, engineering and development of command and control systems for traffic, security and emergencies (civil and military). Support systems for defense programs both nationally and internationally
- European reference in mission planning systems for combat aircraft and transport aircraft.
- Simulation and training systems with HLA-based modular software architecture.
- Design, development and integration of advanced projects for traffic management.



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2.6. Main references



Industrial Facilities Airport Dublin / Ireland

EPC contract (Engineering, Procurement and Construction) for the construction of 3 double-wall Jet A1 tanks of 5,000 cubic meters of capacity each and 6 km of pipeline and 78 hydrants.

FCC Industrial

2.6. Main references

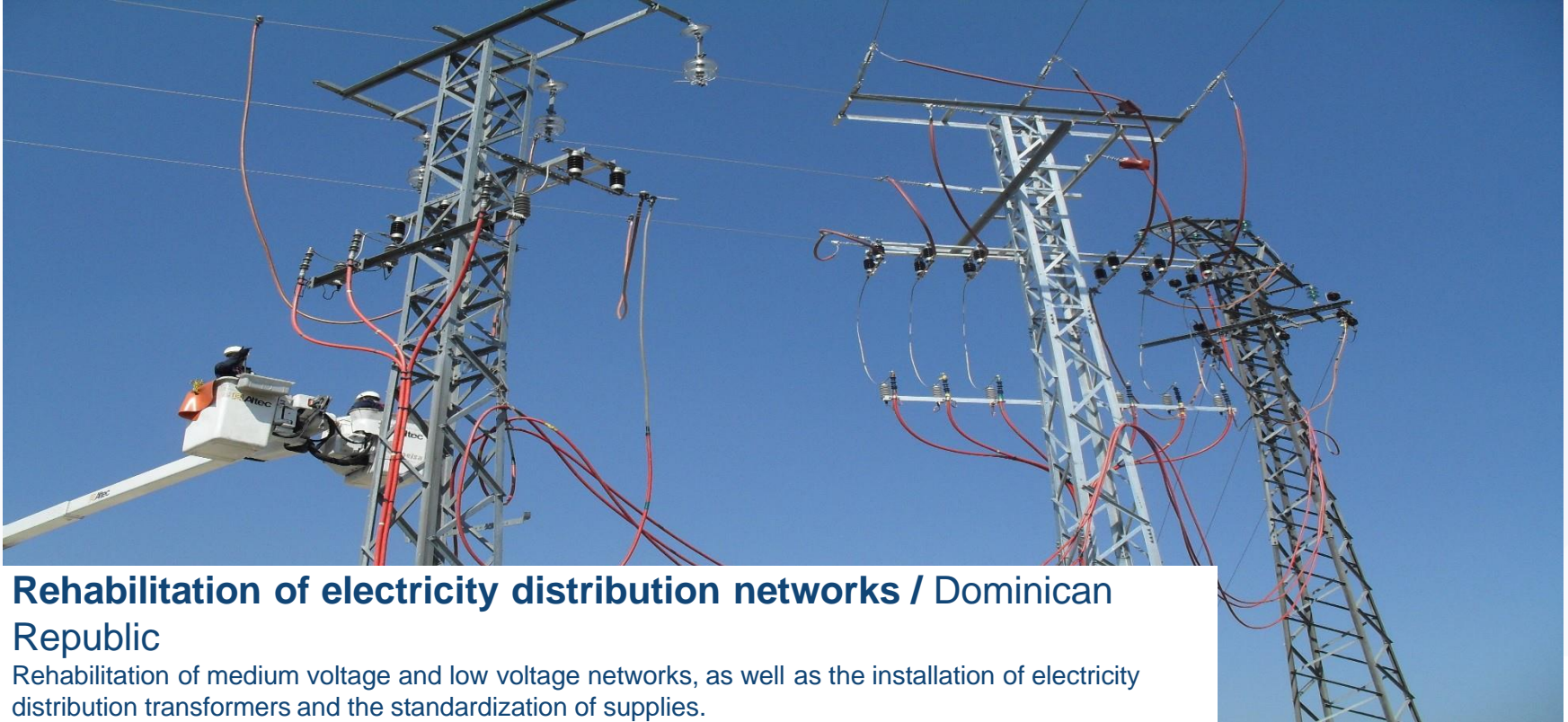


Gas Pipeline Samalayuca -Sasabe / Mexico

Construction length 640 km, pipe diameter 36 inches. It will cross the states of Chihuahua and Sonora, thus supplying the power plants of northern and northeastern Mexico

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2.6. Main references



Rehabilitation of electricity distribution networks / Dominican Republic

Rehabilitation of medium voltage and low voltage networks, as well as the installation of electricity distribution transformers and the standardization of supplies.

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2.6. Main references



Operation and maintenance of solar thermal and photovoltaic plants / Spain

FCC Industrial

2.6. Main references



Maintenance facilities Teatro Real / Spain

Comprehensive maintenance of the facilities of the Foundation, including the Teatro Real and the storage building on the estate "El Campillo"

FCC Industrial

2.6. Main references



Vallirana Tunnel security and lighting systems /Spain

Execution of electrical installations, tunnel lighting installations as well as those corresponding to security and signaling (SOS and control posts).

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2.6. Main references



Maintenance street lighting / Madrid Lot 3

Management of the public lighting service and service galleries of the City Hall, including energy management, maintenance of public facilities. Duration of 8 years 2014-2022

FCC Industrial

2.6. Main references



Electromechanical installations of lines 5 & 6 of the Riyadh Metro/ Riyadh (Saudi Arabia)

The contract includes all the electromechanical installations (lighting, ventilation, fire-fighting systems and air-conditioning) of Riyadh Metro lines 5 and 6.

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2.6. Main references



FCC Industrial

2.6. Main references



Photovoltaic plants Barcience, Puertollano y Pizarro (Spain)

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2.6. Main references

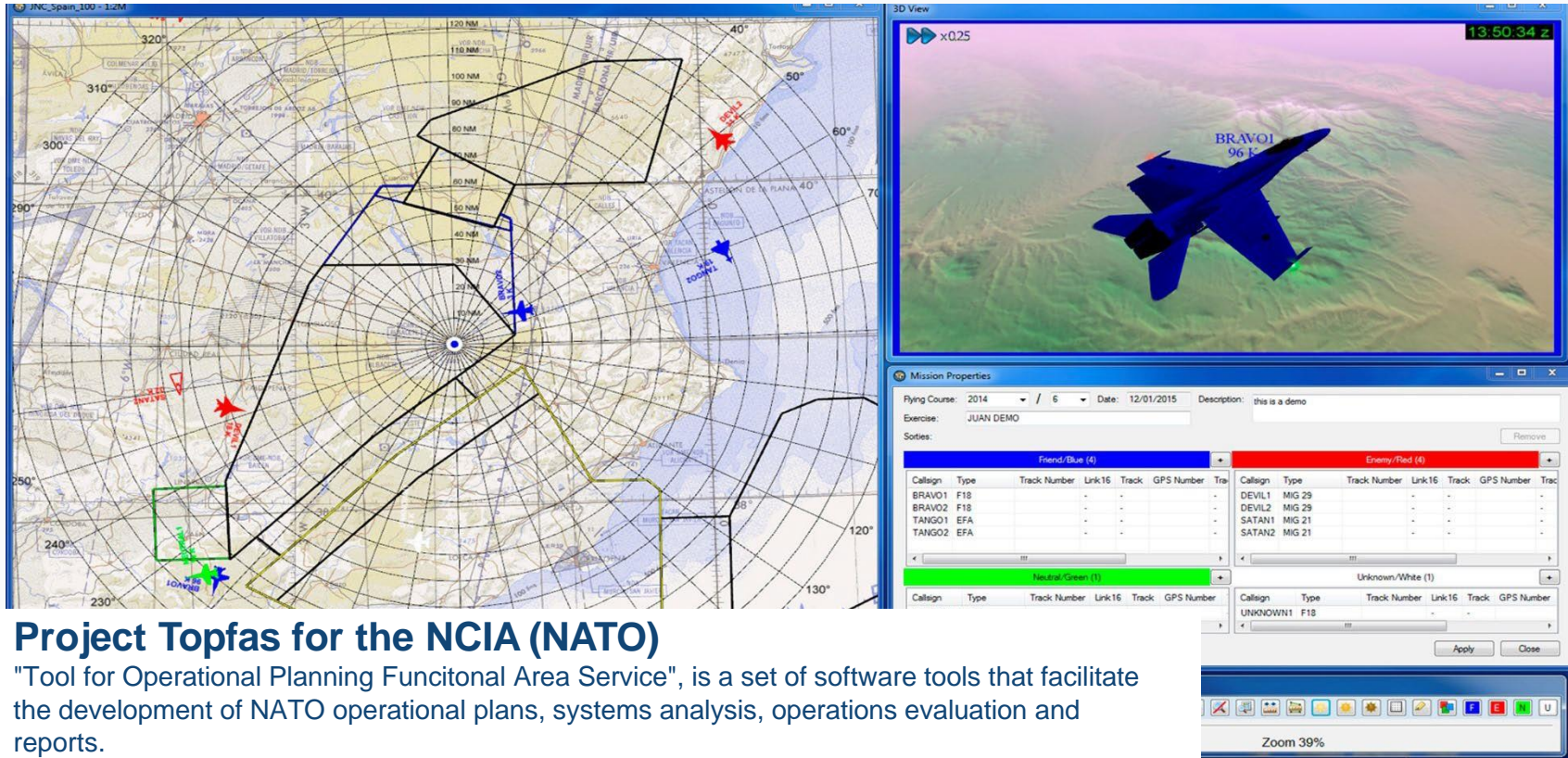


Reform of the Santiago Bernabéu Stadium (Spain). Design, purchase and assembly of the ESB facilities



FCC Industrial

2.6. Main references



Project Topfas for the NCIA (NATO)

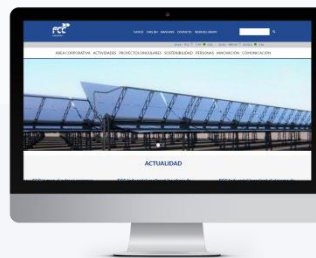
"Tool for Operational Planning Functional Area Service", is a set of software tools that facilitate the development of NATO operational plans, systems analysis, operations evaluation and reports.

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2.7. Webs



www.ciudadfcc.com



www.fccindustrial.com

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