



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



Over
120 years
of experience



Over
59.000
employees



Working in
over **30 countries**,
45% of revenue comes from
international markets



High degree of
**revenue
visibility**



Leader
in Environment, Water and
Infrastructure Development



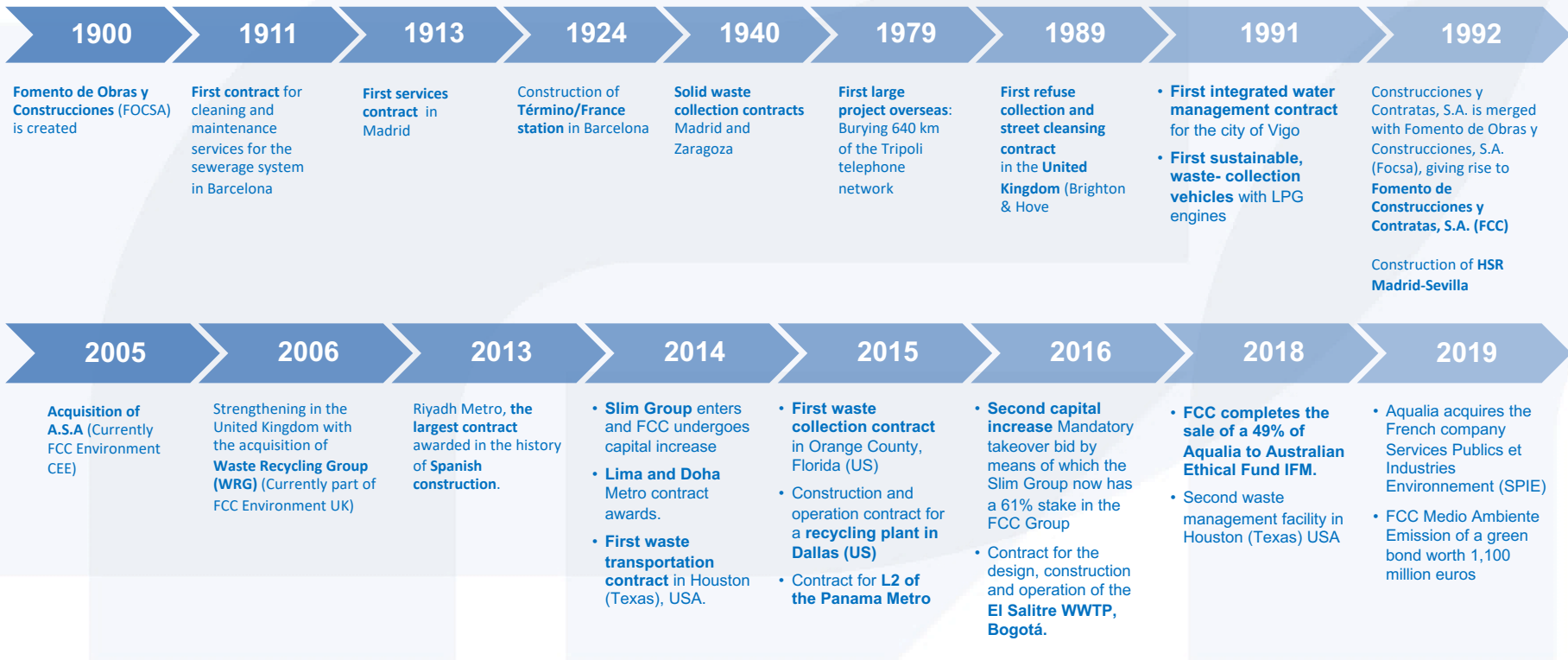
€ 6,276 M revenue and
€ 1,026 M EBITDA in 2019



Comprehensive range
of services

FCC Group

1.2. History



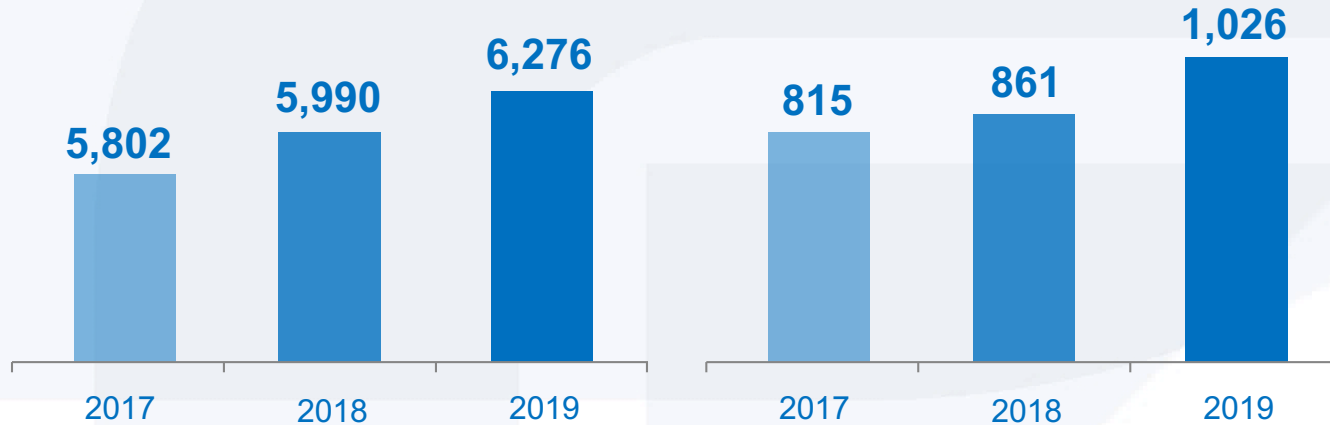
FCC Group

1.3. Key figures 2019



Revenue

EBITDA



 **59.314**
employees



Backlog * (Dec.31. 2019)

€ 31.038 M

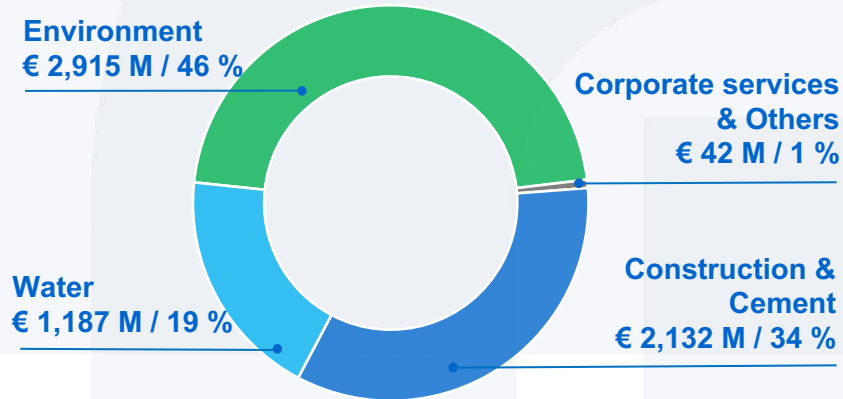
* Environment, Water and Construction

Figures in million euros

1.4. Diversified business model

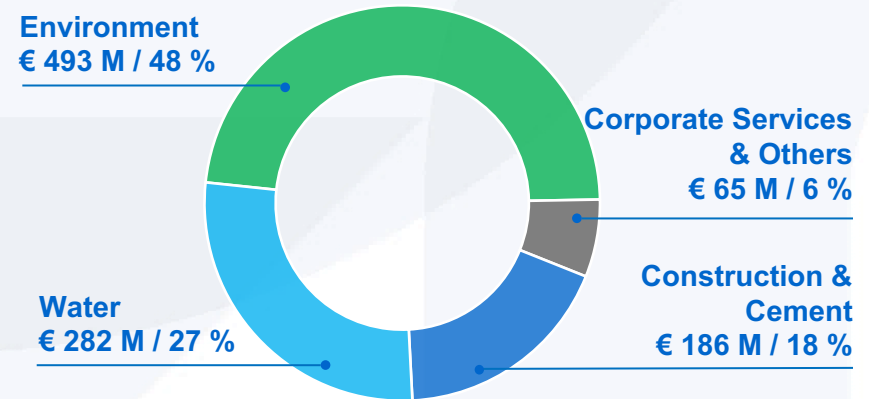
Revenue per business / 2019

Total: € 6,276 M



EBITDA per business area / 2019

Total: € 1,026 M



FCC Group

1.4. Diversified business model



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

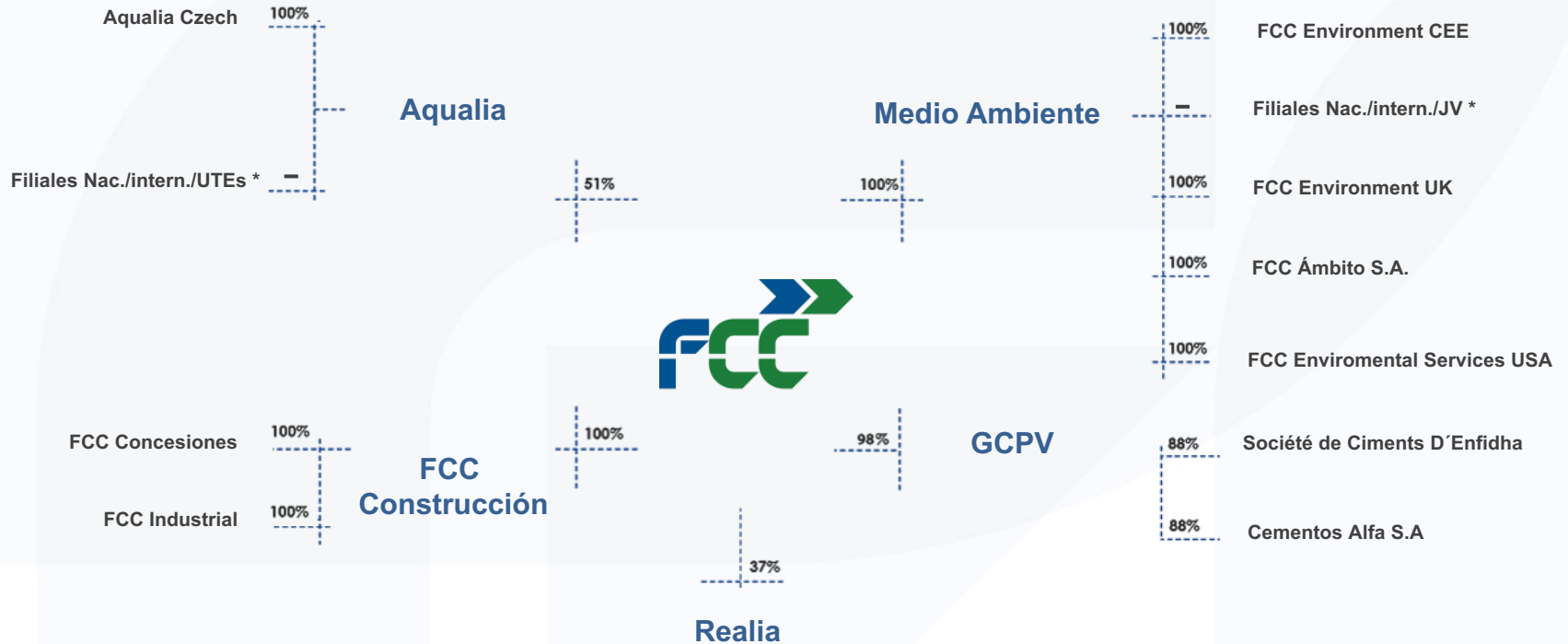


Cement

- Cement
- Trading
- Other businesses (Concrete, Aggregate, Mortar)
- Waste reduction in USA

FCC Group

1.4. Diversified business model



* Wide range of shareholding

FCC Group

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)}

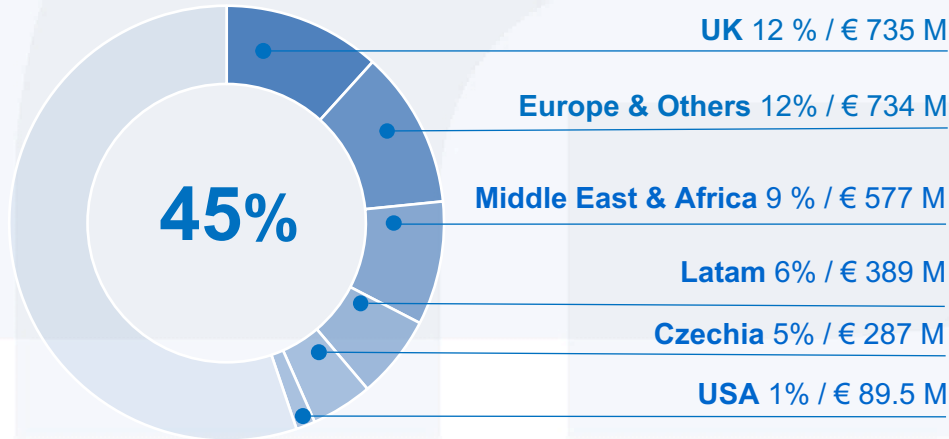
Cemento:

- #1 producer in Spain ⁽¹⁾
- Large presence on East Coast of USA and Tunisia

(1) According to amount of revenue
(2) According to population served
(3) Source: August. 2019 GWI ranking
(4) Source: 2017 Gpoc. Deloitte

International revenue 2019

Total : € 2,811 M



International Backlog*

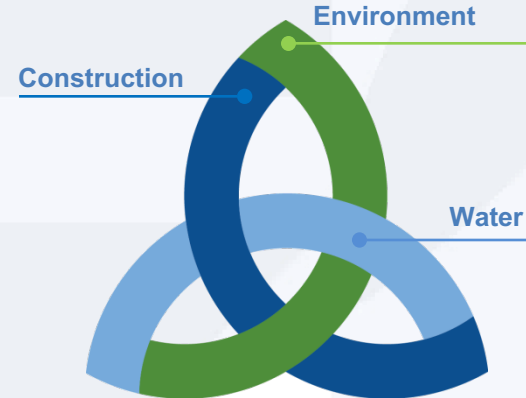
(Dec 31. 2019) **€ 15,830 M** (2,5 years)

*51% of the 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

Integrated 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

FCC Group

1.8.Value creation



Our leadership position strengthens our capacity to take the demand of our activities



Environment

- The Circular Economy Package plans to require member states to recycle at least 55% of municipal waste by 2025 and 65% by 2035 and 10% of landfill waste by 2035
- New opportunities due to legal reforms in recycling, incineration and composting in Spain
- Potential for international organic growth (America, Central Europe & U.K.)



Water

- Long-term positive forecasts due to environmental and regulatory trends
- Expected increase in water consumption for industrial and residential use in Spain due to economic recovery
- Potential for growth in Latam and MENA



Construction

- Potential growth due to infrastructure gap in emerging markets
- Cyclical business in Spain after fiscal consolidation
- Selective growth and alliance with CICSA in Latam



Cement

- Sustained expansion in national consumption. Consolidation (reinforcement) of a new cycle
- Expected stabilisation in Tunisia and start of maritime exports

FCC Group

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
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



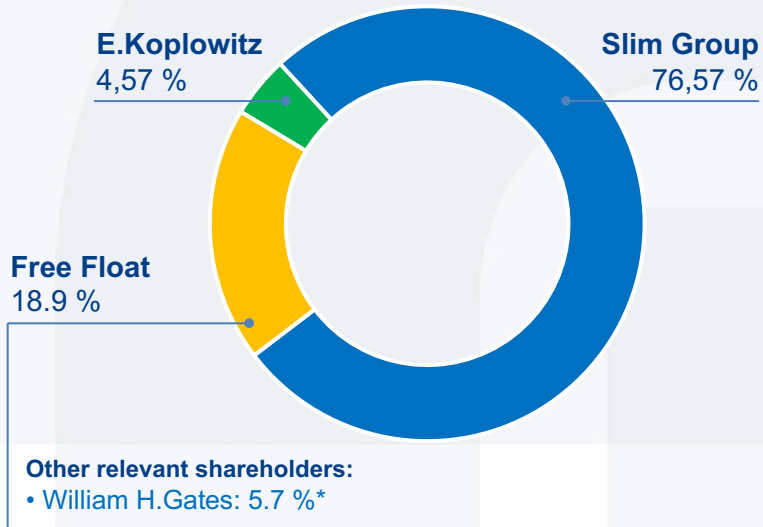
Local development commitment
Over 4.5 million euros allocated to
Projects for local development in 2019



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
- 1 Chief Executive Officer

Audit and Remuneration Board Commissions:

- Chaired by independent members
- Majority of independent members

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

FCC Group

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

Pau Taylor – U.K

Björn Mittendorfer- CEE

Iñigo Sanz - Americas

Aqualia

Felix Parra Mediavilla

Cementos Portland Valderrivas

Gerardo Kuri Kaufmann

Business areas



1.Environment

2.Water

3.Construction

4.Cement

2

2.1.Environment



Activities



2.1.Environment



Providing services to cities since 1911



Top 7 in the world



Serves over **60 million citizens**



Most technologically advanced vehicle fleet in the world with **over 15,000 units**



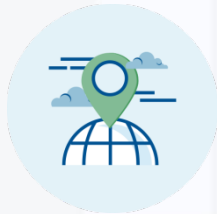
Over 700 waste treatment, recycling and disposal centres



ISO 5001 certificate Comprehensive Energy Management



Management of **25 million tons waste** per year



Operating in over **5,000 municipalities**



About **2,126 sustainable vehicles** (CNG, electric, hybrid and bi-power)



Over **40,000 employees**



Inclusion of underprivileged groups in the workplace

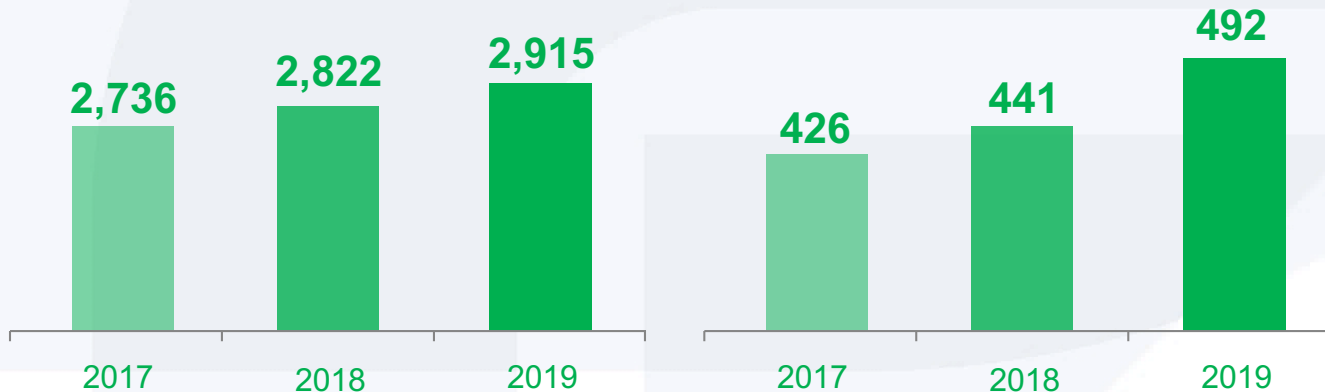
2.1.Environment

Key Figures 2019



Revenue

EBITDA



40,007
employees

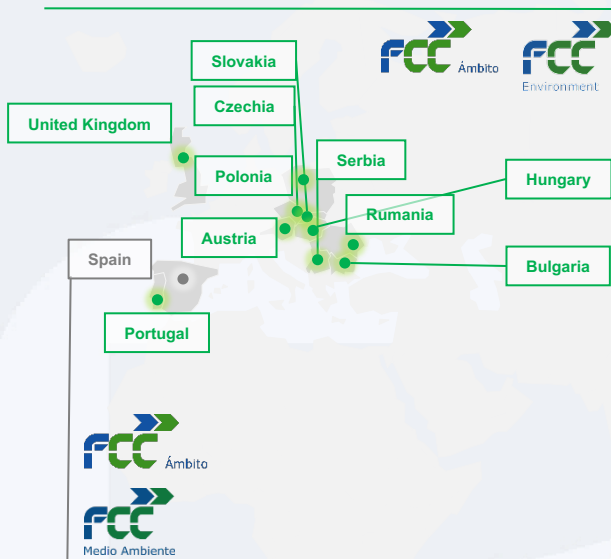
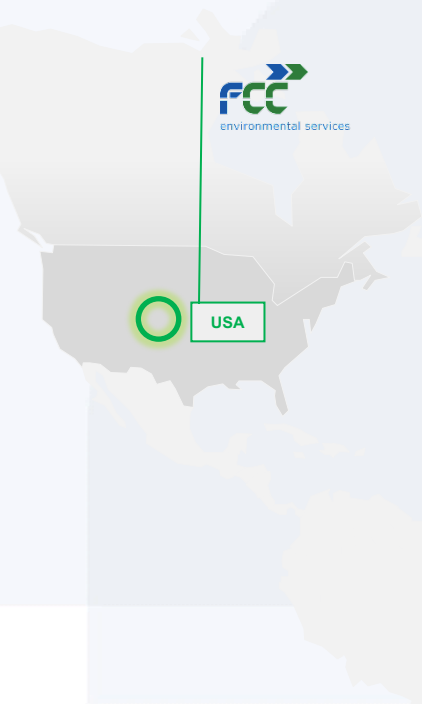


Backlog (Dec. 31 2019)
€ 10,366 M

Figures in million euros

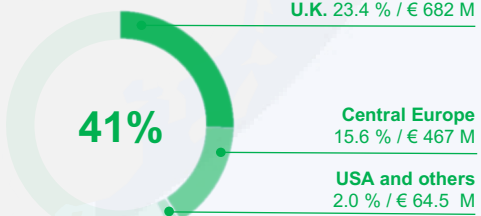
2.1.Environment

International presence



International Revenue 2019

Total : € 1,213.5 M



International Backlog*

(Dec. 31, 2019) € 5,012 M (1,7 years)

*49 % of the Total

2.1.Environment

Main references



Maintenance and preservation of the sewerage network in Barcelona / Spain

Renewal of maintenance and preservation contract, operated by FCC since 1911.
Extension of 630 km / Collection of 5,000 tons of waste per year.

2.1.Environment

Main references



Street cleansing and related services in San Sebastian / Spain

Renewal of the contract for street cleansing and related services. 300 vehicles. 186,000 inhabitants.

2.1.Environment

Main references



Mechanical-biological treatment plant, Ecocentral / Granada (Spain)

Renewal of the integrated waste management contract in the province of Granada
Treatment of 382,000 tons of waste per year

2.1.Environment

Main references



Waste to Energy facility 'Zistersdorf' / Austria

Capacity to generate 14.5 Mw net of electrical energy, with an annual export of energy to the grid of 106,000 Mwh per year, enough to supply more than 30,000 homes.

2.1.Environment

Main references



Zero Waste: Edinburgh and Midlothian / U.K

Backlog: £ 450 M (€ 511 M) Design, financing, construction and operation of a recycling plant and an energy-from-waste facility in Millerhill (Midlothian), south of Edinburgh. 25-year contract. Management and treatment of 160,000 t/y to power 32,000 homes.

2.1.Environment

Main references



Greatmoor's WTE facility / Buckinghamshire (U.K.)

30 years contract (€1,100M) / 300,000 tons of waste per year to generate 22 MW

2.1.Environment

Main references



Waste to Energy facility ‘Lostock’ / U.K.
Agreement to develop a 600 ktpa waste-to-energy recovery plant in association with Copenhagen Infrastructure Partners (CIP), with an investment of £480 million.

2.1.Environment

Main references



Waste to Energy Facility 'EnviRecover' / Hereford and Worcester (U.K.)

Operating from March 2017. 700,000 inhabitants. 200,000 tons of recyclables producing 160,000 MWh per year

2.1.Environment

Main references



Solid waste collection en Palm Beach / Florida (USA)

Contract for the collection of urban solid waste with OBV of \$215 million and a term of seven years. 680,000 inhabitants.

2.1.Environment

Main references



Solid waste and recyclables collection in Orange County / Florida (USA)

Service: 400,000 inhabitants. Backlog: \$100 M. Operation period: 10 years. 34 CNG vehicles

2.1.Environment

Main references



Residential Solid waste collection. Omaha / Nebraska (EE.UU.)

Urban solid waste collection contract in Omaha, for a period of 10 years and a value of up to \$560 million. 460,000 inhabitants. 69 CNG vehicles.

2.1.Environment

Main references



Single-Stream Recycling Facility / Dallas (USA)

Design, Financing, Construction and Operation. 25-year operation period.

Backlog: € 300M. Service: 140,000 tons of recyclables per year. **Best recycling facility of the year by Nwra**

Recyclables management at Dallas, University Park, Garland, Rowlett and Mesquite (Dallas Metroplex Area)



2.1.Environment

Main references



Residential solid waste collection. Volusia / Florida (USA)

Urban solid waste collection contract in Volusia County worth up to \$170 million.
539,000 inhabitants. 36 CNG vehicles.

2.1.Environment

Main references



Recycling Facility/ Houston (Texas, U.S.A.)

Design, Financing, Construction and Operation. 15+5 years operation period. Backlog: \$ 250 m.
Up to 145.000 tons of recyclables per year. Houston recyclables management, 2.3 million inhabitants



2.2. Water



Activities



- Management of Water Utilities for municipalities, groups of municipalities and public enterprises
- Collection, purification, sanitation and water treatment
- Development of Infrastructure Master Plans with financing, management and operation
- Other markets

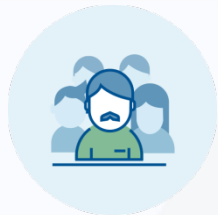


- Infrastructure revision and analysis
- Infrastructure control and management
- Water quality



- Purification
- Desalination
- Treatment
- Reuse
- Industry

2.2. Water



22,500,000
Population served
(GWI)



1,100
Municipalities
served



17
Countries
present



9,504
Employees



853
WWTP's



79,868 km
of managed
networks



15.7 M
Invoices
issued / year



218
WPP's



628 hm³/year
Drinking water
produced



25
Desalination
Plants



2,730
Drinking water
repositories



5
Laboratories
certified according to
ISO-17025



22
Sports
centres

* GWI (August 2019)

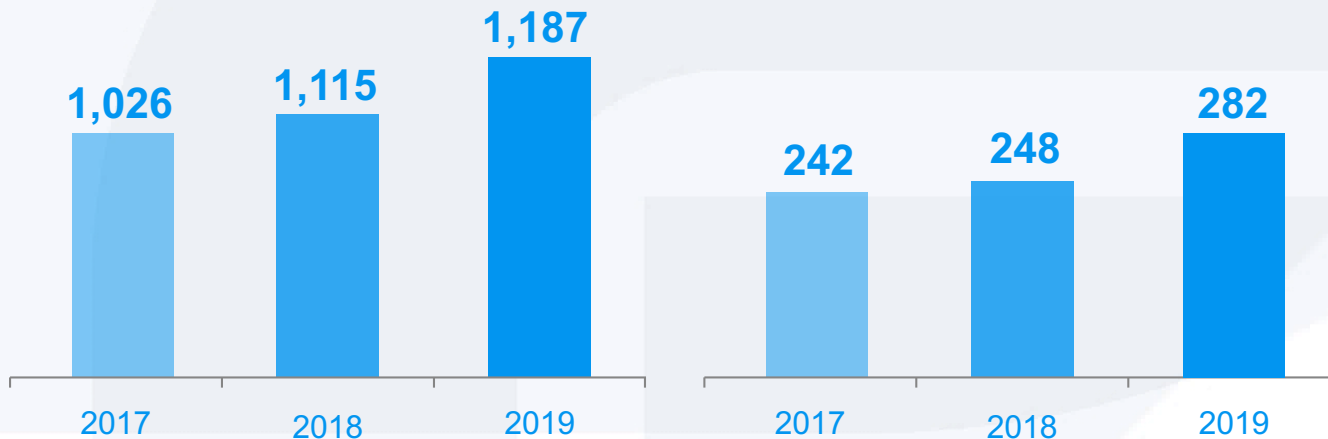
2.2. Water

Key Figures 2019



Revenue

EBITDA



 **9,504**
employees



Backlog (Dec. 31, 2019)
€ 15,018 M

Figures in million euros

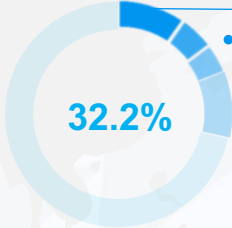
2.2. Water

International presence



International Revenue 2019

Total: € 382 M



- Central Europe 9.4 % / € 112 M
- Rest of Europe 6 % / € 71 M
- Latam 7.3 % / € 86 M
- M.East / N.Africa 9.5 % / € 113 M and others



International backlog*
(Dec 31, 2019) € 7,205 M (6 years)

*48% of the Total

2.2. Water

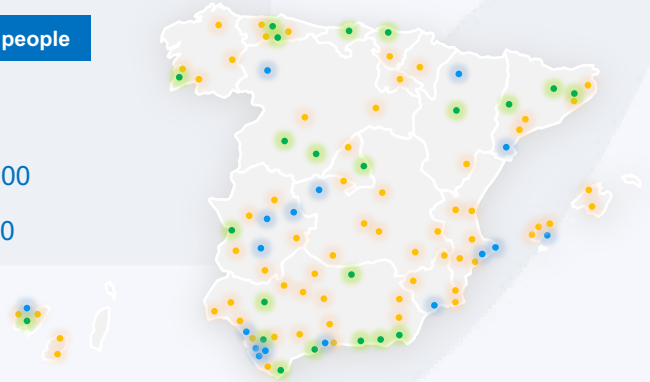
Spain. Main references



WWTP Avila

Thousands of people

- > 100
- 50 a 100
- 20 a 50



CRM



Aqualia team, Santander

2.2. Water

Spain. Main references



Oviedo

The only municipality in Asturias that has drinking water treatment with ozone to generate 1,500 l / s of high quality water.

2.2. Water

Spain. Main references



Salamanca

Pioneers in Spain in application of R + D + i for the elimination of nutrients in wastewater of purification.

2.2. Water

Spain. Main references



Vigo

Managing, since 1991, the largest hydraulic infrastructure in Galicia

2.2. Water

Latam. Main references



Aqueduct of Queretaro / Mexico

Service: Collection, Drive, Potabilización, Driving gravity, Distribution and Storage

Capacity: **130,000 m3/day**

2.2. Water

Latam. Main references

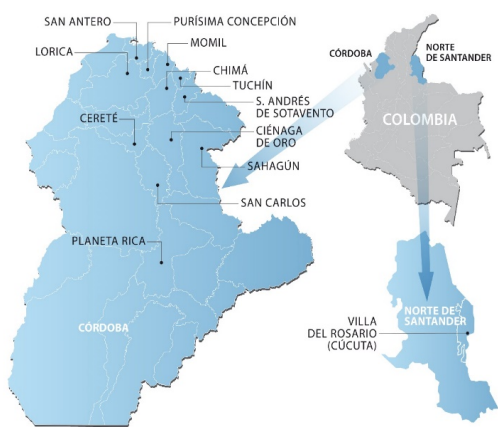


El Realito / Mexico

Service: Piping and purification of water from El Realito dam to San Luis de Potosí.
Capacity: **1m³/s**. Service for more than **1.2 million inhabitants**.

2.2. Water

Latam. Main references



End-to-end water Cycle / Colombia

Management of the end-to-end water cycle in 13 municipalities, providing service to more than **450,000 inhabitants**. 12 municipalities are located in the department of Córdoba and the last one in Cúcuta, Norte de Santander.

2.2. Water

Latam. Main references



El Salitre / Colombia

Service: Expansion and improvement of the El Salitre Wastewater Treatment Plant, in Bogotá.
Capacity: **600,000 m³/day**. Serving more than **3 million inhabitants**.



2.2. Water

Africa. Main references



Desalination Plant of Mostaganem / Argelia

Capacity: 200,000 m³/d. Serving more than 1.2 million of people

2.2. Water

Africa. Main references



Desalination Plant in Djerba / Tunisia

Capacity: 50,000 m³/d. Service to 250 thousand equivalent inhabitants.

2.2. Water

Africa. Main references



Desalination Plant in El Alamein / Egypt

Capacity: 150,000 m3/d. Service to 1 million inhabitants.

2.2. Water

Europe. Main references



Czechia - SmVak

Project: Integrated Water Management, is the main operator of the regions of Moravia and Silesia. SmVak owns the infrastructure (and is therefore an activity of indefinite duration). It is one of the few existing cases of transboundary water supply, providing service through its infrastructure to 100,000 people in nearby Poland.

SmVaK subsidiary aqualia has 1,200,000 users. It has a supply network that measures 4,627 kilometers and a 1,379 kilometers sewer network.



2.2. Water

Europe. Main references



France - SEFO / CEG

Serving **140,000 inhabitants** in the Île de France region (France):
8 supply management contracts and 2 sanitation contracts through the companies SEFO and CEG. Management of 700 kilometers of distribution networks, 32 water storage tanks and 70 pumping stations, as well as 200 kilometers of sewage networks.

2.2. Water Webs



www.aqualia.com

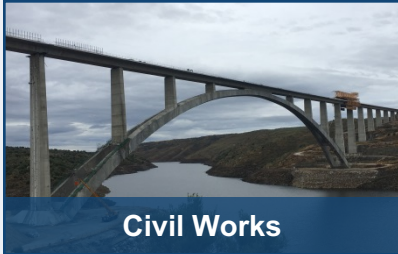
Webs

[Adeje](#)
[Linares](#)
[Lleida](#)
[Alcalá de Henares](#)
[Almería](#)
[Ávila](#)
[Calahorra](#)
[Écija](#)
[El Vendrell](#)
[Entemanser](#)
[Granadilla de Abona](#)
[Guía de Isora](#)
[Ingenio](#)
[Jaén](#)
[San Miguel de Abona](#)
[Jerez de la Frontera](#)
[Lloret de Mar](#)
[Medina del Campo](#)
[Mérida](#)

[Muro](#)
[Narón](#)
[Neria](#)
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[Vélez Málaga](#)
[Vigo](#)
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[Sanlúcar de Barrameda](#)
[Ostrava \(República Checa\)](#)
[Caltanissetta](#)
[Campomaior \(Portugal\)](#)
[Elvas \(Portugal\)](#)
[Fundao \(Portugal\)](#)
[France](#)

2.3. Construction

Activities



Civil Works

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



Building

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



Industrial

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

2.3. Construction



Over
100 years
of experience



We are
global and local



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



Over **900 km**
of High Speed
Railways built



Operating in
over
25 countries



One of the
top 50
construction companies
in the world



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



Over **600 km**
of tunnels built

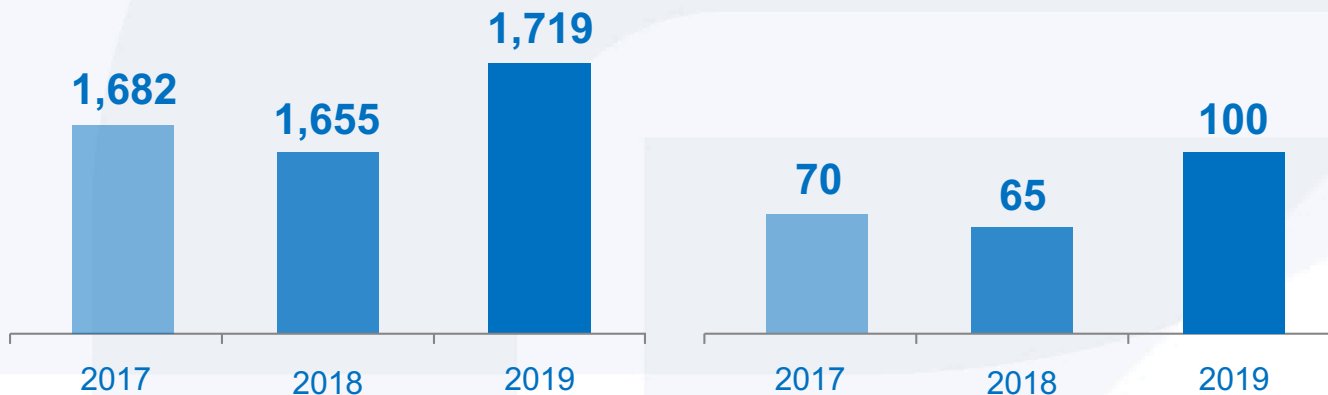
2.3. Construction

Key Figures 2019



Revenue

EBITDA



 **8,201**
employees



Backlog (Dec 31, 2019)

€ 5,623 M

Figures in million euros

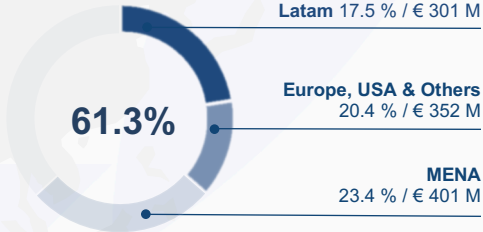
2.3. Construction

International presence



International Revenue 2019

Total : 1,054 M€



International Backlog*

(Dec 31.2019) **€ 3,613 M** (2.1 years)

* 65 % of the Total

2.3.Construcción

Main references



Riyadh Metro / Saudi Arabia

Construction of metro lines 4,5 and 6. Total length of **64 km** and **25** stations.
Currently we also execute the extension of line 4 to the International Airport of Riyadh

2.3.Construcción

Main references

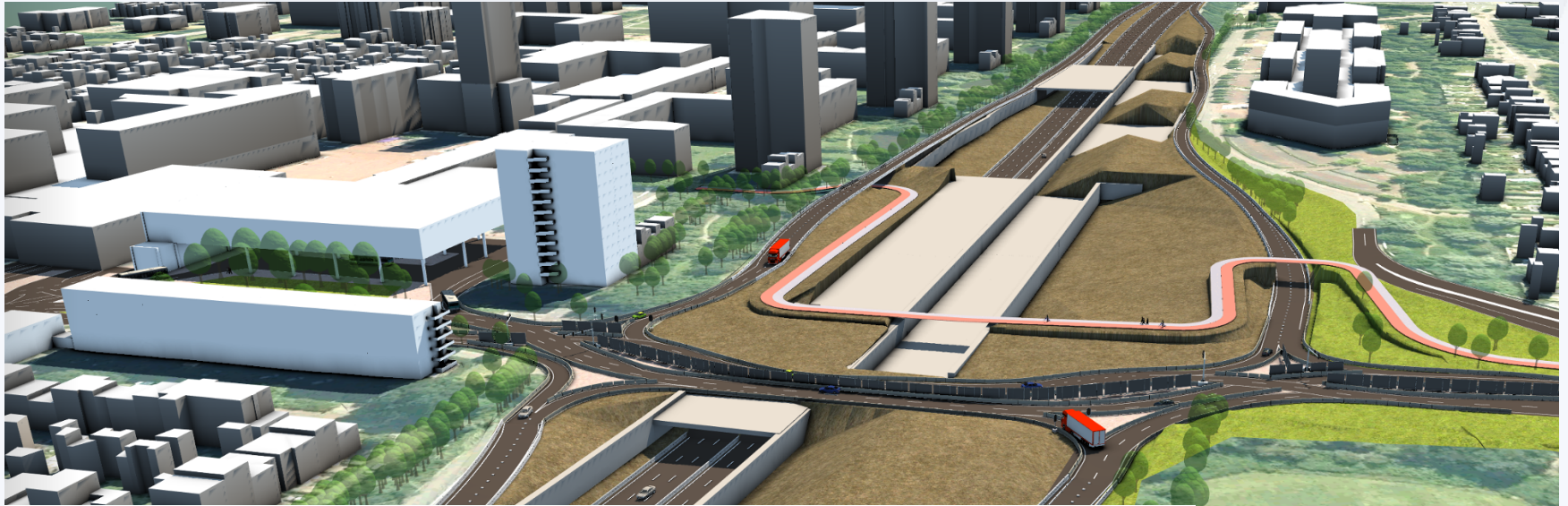


Lima Metro / Peru

Construction of **35** underground metro stations distributed through **35 km** of tunnels. Line 2 and branch 4. Once commissioned, it will serve more than **600,000 people a day**

2.3.Construcción

Main references



Highway A9 Badhoevedorp_Holendrecht / Netherlands

Design, construction, operation, maintenance and financing of the A9 highway. Remodeling of a 10.4 kilometer section, executed while maintaining road traffic on the existing highway.

2.3.Construcción

Main references



Highway E6 Ulsberg-Vindasliene/ Norway

Design and construction of a two-lane section of motorway in the direction of traffic with roads separated by medians. The highway will have a 25-kilometer length of new layout.

2.3.Construcción

Main references



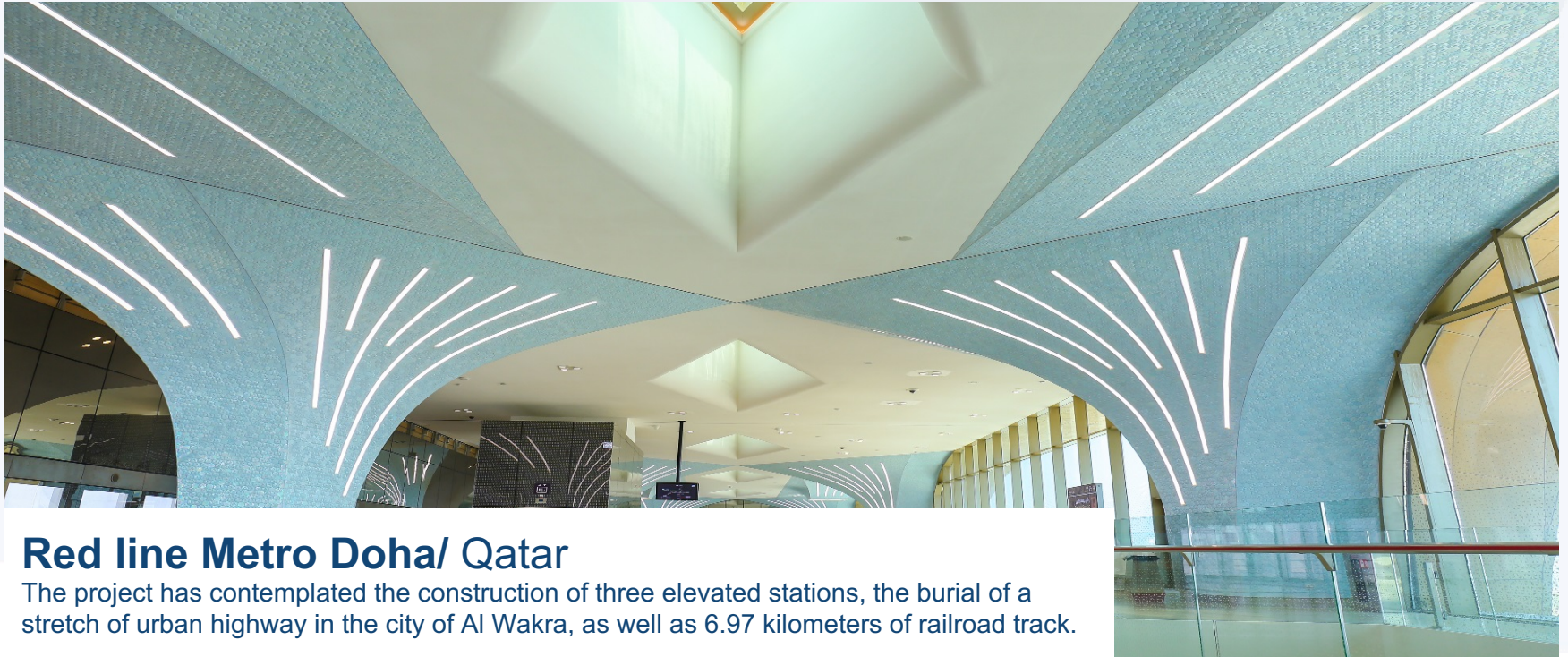
Line 2 Metro Panama/ Panama

The project has **21 kilometers** in length and with **16 stations**, which hold **40,000 passengers** at rush hour and be transported with 21 trains. Currently we execute the extension of line 2 to the Tocumen International Airport.



2.3.Construcción

Main references

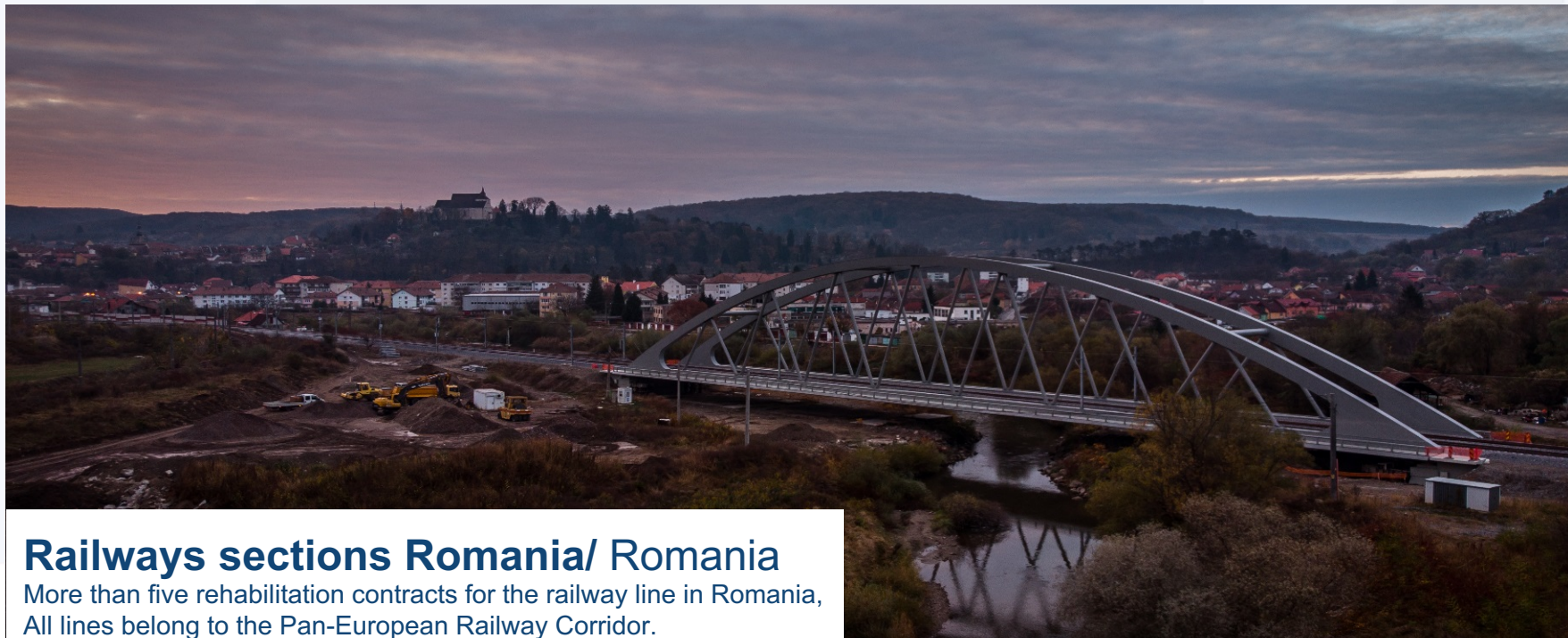


Red line Metro Doha/ Qatar

The project has contemplated the construction of three elevated stations, the burial of a stretch of urban highway in the city of Al Wakra, as well as 6.97 kilometers of railroad track.

2.3.Construcción

Main references



Railways sections Romania/ Romania

More than five rehabilitation contracts for the railway line in Romania,
All lines belong to the Pan-European Railway Corridor.

2.3.Construcción

Main references



Tunnel of Toyo/ Colombia

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

2.3.Construcción

Main references



Gerald Desmond bridge/ L.A-USA

The new bridge has a cable-stayed structure with a main span of 305 meters in length located 61 meters above the Back Channel of the Long Beach port.

2.3.Construcción

Main references



University Grangegorman/ Dublín-Ireland

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

2.3.Construcción

Main references



New airport runway Dublin / Ireland

The new runway "North Runway" has a length of **3,110 meters** and will be located in the north of the airport and parallel to the existing main runway 10R / 28L.

2.3.Construcción

Main references



2.3.Construcción

Main references



South access to Alto Hospicio / access to Iquique / Chile

Construction of road section that will connect the towns of Iquique and Alto Hospicio.

2.3.Construcción

Industrial / Main references



Industrial facilities Dublin Airport / Ireland
Construction of three double-wall storage tanks of 5,000 cubic meters of capacity

2.4.Cement



Activities



Other businesses

- Aggregate
- Mortar
- Waste reduction USA

2.4.Cement



Present in
3 continents



“El Alto” plant, the
second largest cement factory in Europe



High use of
fuel and alternative raw materials



Spain
Market leader with extensive territorial coverage



Production capacity of
15.6 million tonnes of cement



The **most advanced technology** to guarantee sustainable production



Tunisia
Market leader

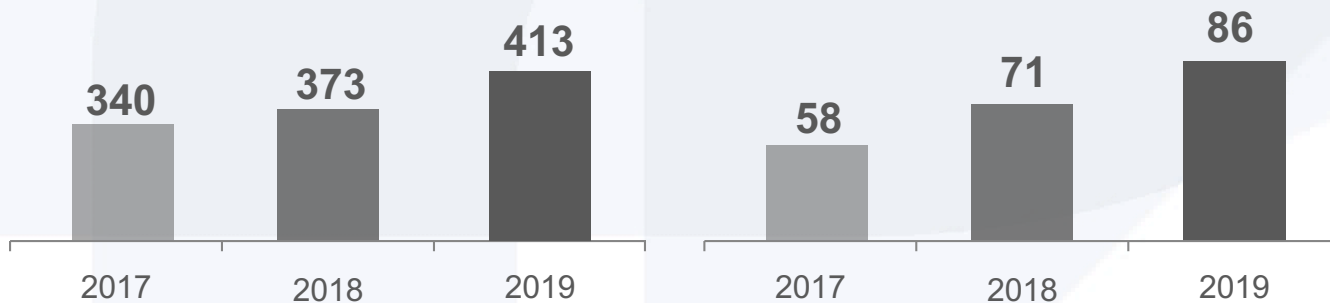
2.4.Cement

Key Figures 2019



Revenue

EBITDA



 **1,083**
employees

Figures in million euros

2.4.Cement

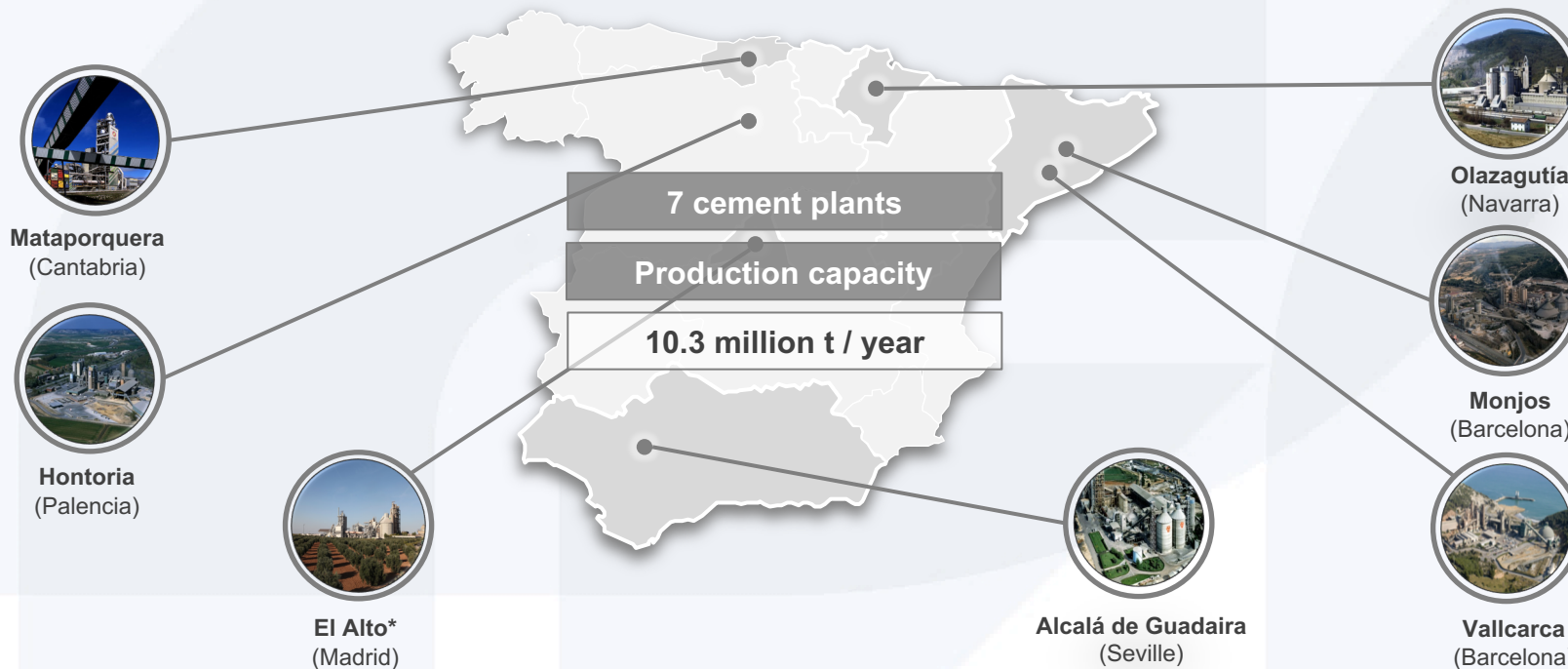
International presence



*Indirect presence by 45 % en Giant Cement

2.4.Cement

Spain. Main references



*Grey and white cement production

2.4.Cement

Spain. Main references



El Alto plant / Madrid (Spain)

2.4.Cement

África. Main references



Enfidha plant / Sousse (Tunisia)
Annual production capacity: 2.1 million tonnes / year

2.4.Cement

Main references



Trading

2.4.Cement

Main references



Concrete

FCC Group Webs



FCC Group

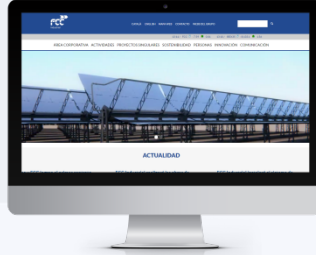


www.fcc.es

Construction



www.fccco.com



www.fccindustrial.com

Water



www.aqualia.com

Cement



www.valdeirivas.es

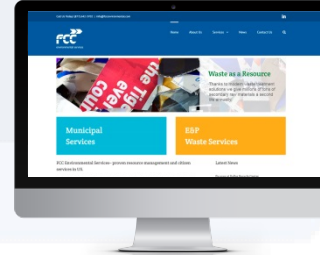
Environment



www.fccma.com



www.fccambio.es



www.fccenvironmental.com



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www.fcc-group.eu

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