



Citizen Services

# 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. FCC Group



Over  
**100 years**  
of experience



Over  
**54,000**  
employees



Working in  
over **50 countries**,  
48% of revenue comes from  
international markets



High degree of  
**revenue  
visibility**



**Leader**  
in Environment, Water and  
Infraestructure Development



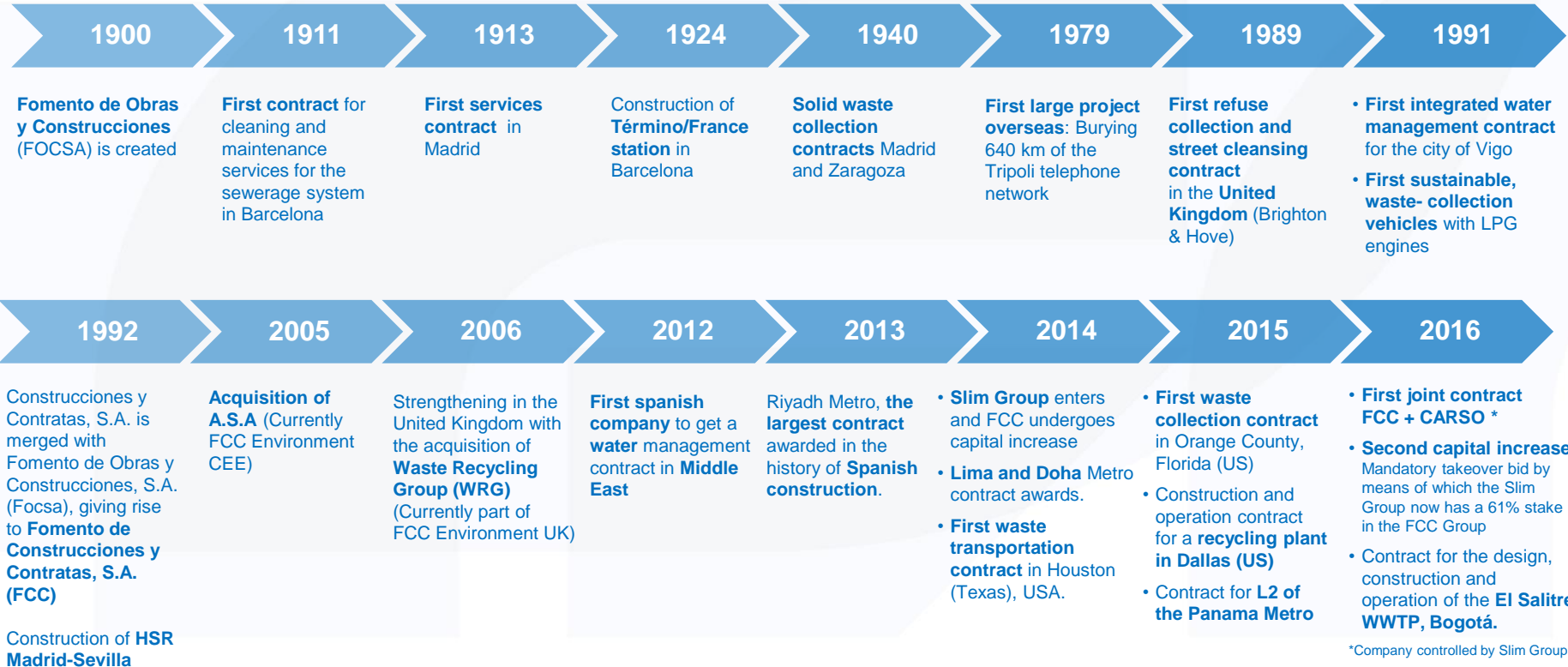
**€ 5,952 M** revenue and  
**€ 834 M** EBITDA in 2016



**Comprehensive range**  
of services

# FCC Group

## 1.2. History



Construction of **HSR Madrid-Sevilla**

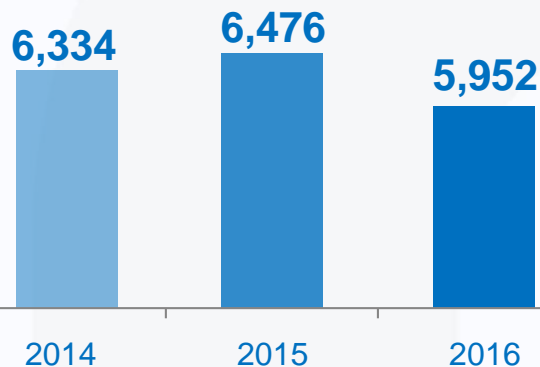
\*Company controlled by Slim Group

# FCC Group

## 1.3. Key Figures / 2016

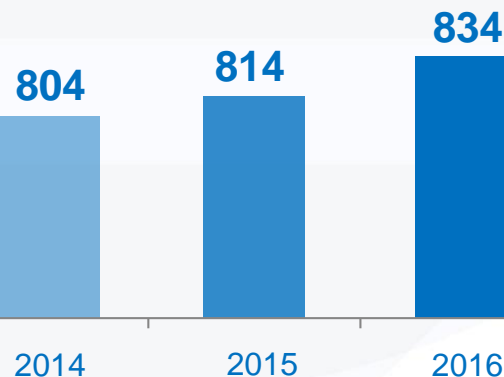
### Revenue

\*million euro



### EBITDA

\*million euro



**54,467**  
employees



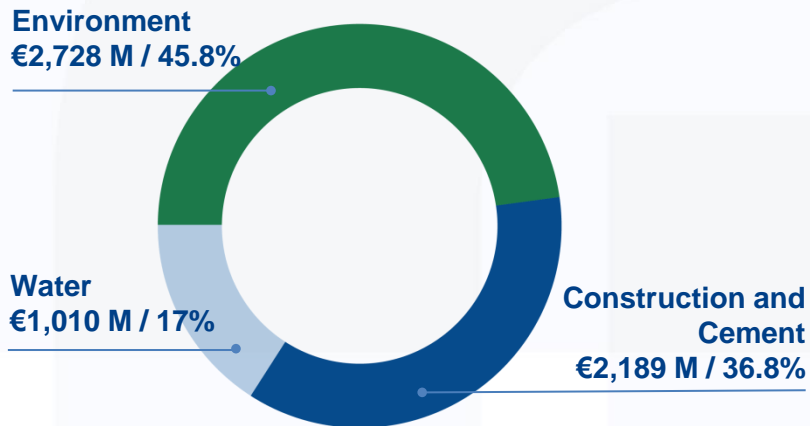
Backlog \* (31Dec.2016)

**€30,590 M**

\* Environment, Water and Construction

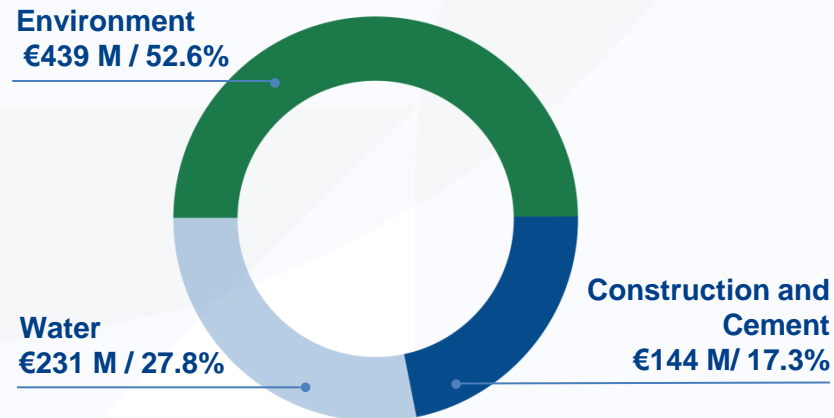
Revenue per business area / 2016

Total: € 5,952 M \*



EBITDA per business area / 2016

Total: € 834 M\*



\* Including corporate services and adjustments

# FCC Group

## 1.4. Diversified business model

### Business Areas



Environment

- Refuse collection
- Urban waste treatment and recycling
- Street cleaning
- Ground maintenance
- Maintenance of sewerage systems
- Industrial waste treatment and recycling
- Remediation of polluted soils



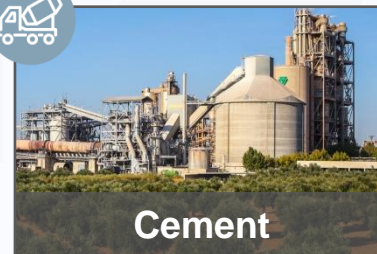
Water

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



Construction

- Civil Works
- Building
- Industrial
- Concessions
- Infrastructure maintenance
- Prefabrication

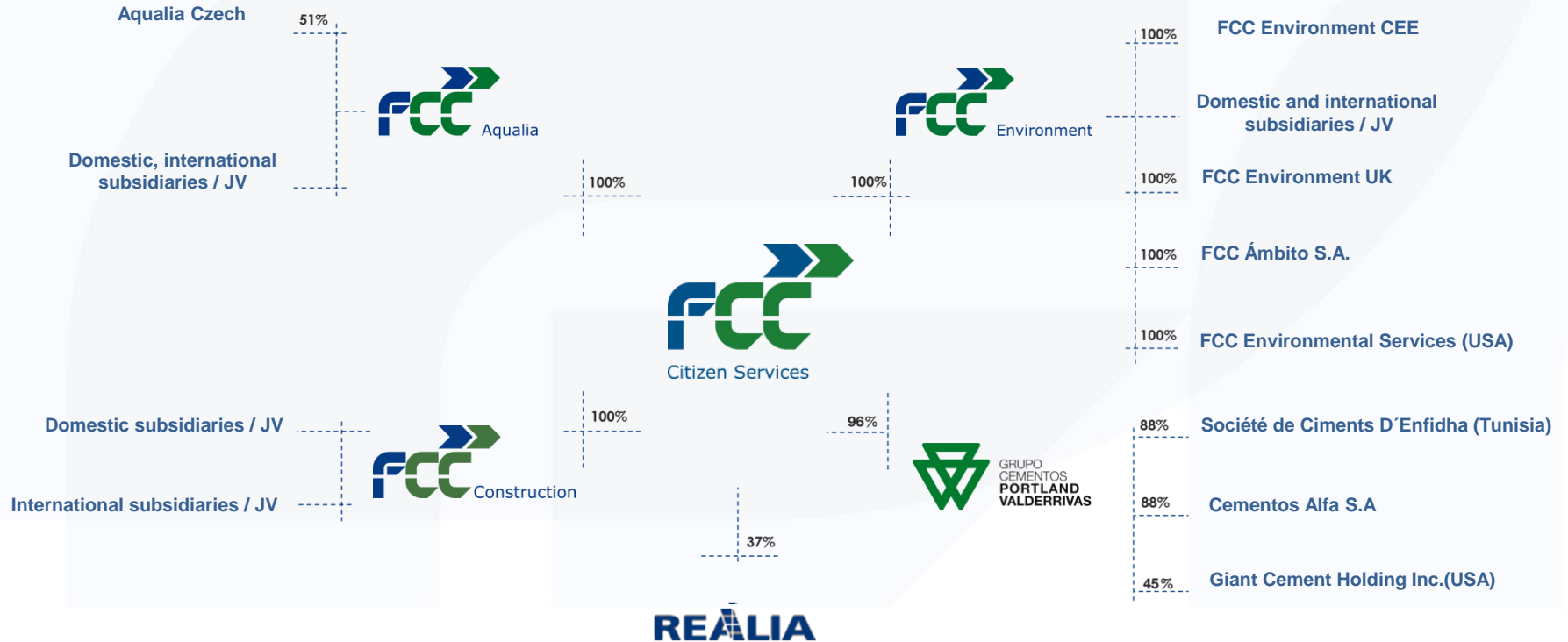


Cement

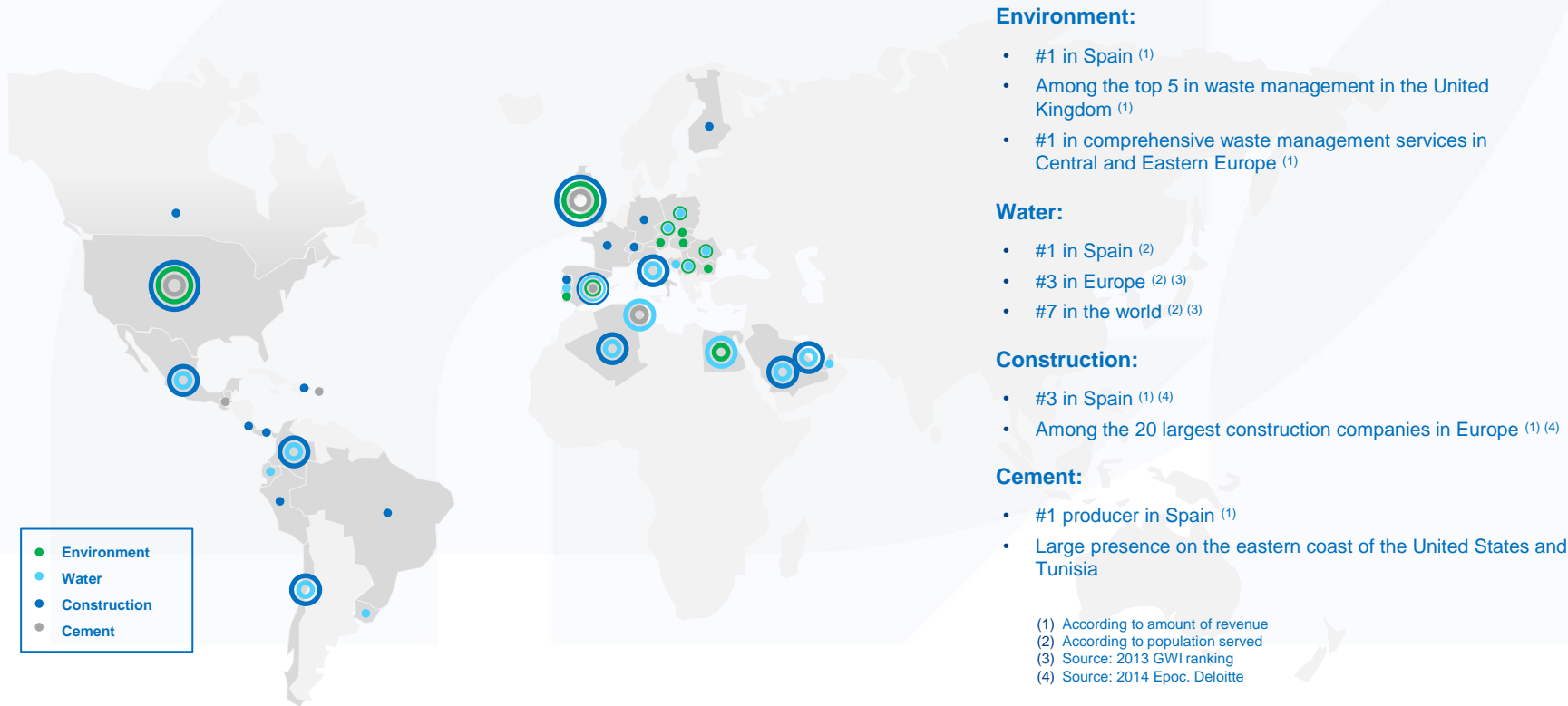
- Cement
- Trading
- Other businesses  
(Concrete, Aggregate, Mortar  
Waste reduction in USA)

# FCC Group

## 1.4. Diversified business model







### Environment:

- #1 in Spain <sup>(1)</sup>
- Among the top 5 in waste management in the United Kingdom <sup>(1)</sup>
- #1 in comprehensive waste management services in Central and Eastern Europe <sup>(1)</sup>

### Water:

- #1 in Spain <sup>(2)</sup>
- #3 in Europe <sup>(2) (3)</sup>
- #7 in the world <sup>(2) (3)</sup>

### Construction:

- #3 in Spain <sup>(1) (4)</sup>
- Among the 20 largest construction companies in Europe <sup>(1) (4)</sup>

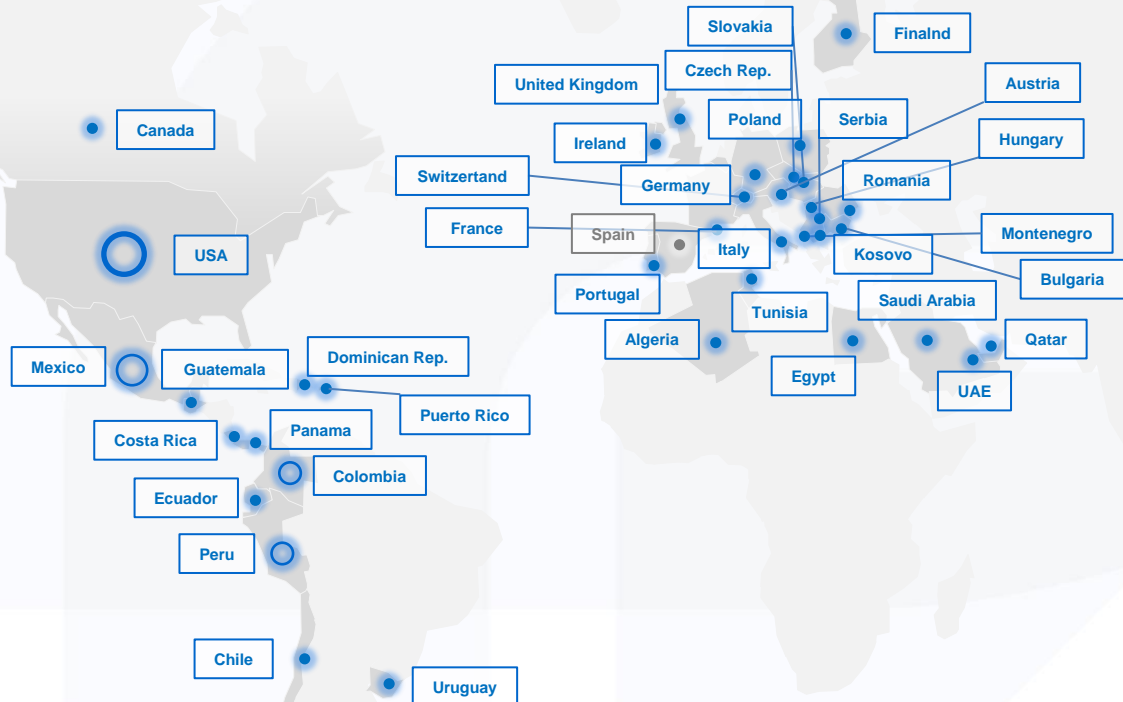
### Cement:

- #1 producer in Spain <sup>(1)</sup>
- Large presence on the eastern coast of the United States and Tunisia

(1) According to amount of revenue  
(2) According to population served  
(3) Source: 2013 GWI ranking  
(4) Source: 2014 Epoc. Deloitte

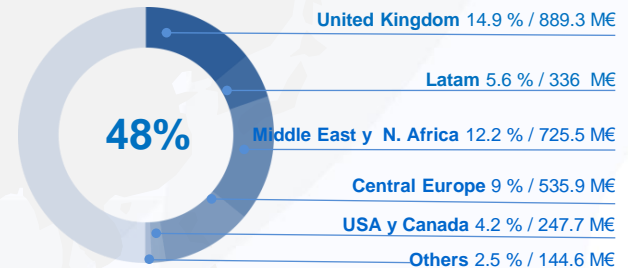
# FCC Group

## 1.6. International presence



### International revenue 2016

Total : €2,879 M



### International Backlog\*

(31Dec.2016) € 14,134 M (2.4 years)

\*46.2% of the Total

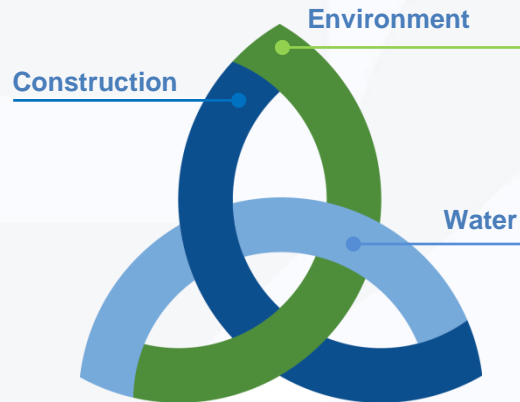
# FCC Group

## 1.7. Integrated Offer

### 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 50% of municipal waste by 2020 and 65% by 2030 (70% for packaging waste)
- Potential for international organic growth (America, Central Europe)



### Water

- Increase expected in water consumption due to the economic recovery in Spain and the demand in emerging economies.
- Potential for growth in Latin America, Central Europe and MENA.



### Construction

- Sustained increase in investment in urban infrastructure related to telecommunications, electricity and transport.
- Great need for infrastructure in emerging markets.
- Cyclical business.



### Cement

- Indicators point towards the beginning of a new expanding cement consumption cycle.
- The sustained growth cycle is maintained in the US.
- The levels of cement consumption in Tunisia are maintained in line with the cement consumption over recent years.

# FCC Group

## 1.8. Value Creation

**Experience**  
Over one century of experience  
creating value for citizens



**Internationalization**  
Operating in over **35 countries**



**Innovation and technological capacity**  
Investment of over **10.5 million euros**  
In R&D projects in 2016



**Professionalism**  
Over **54,000 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



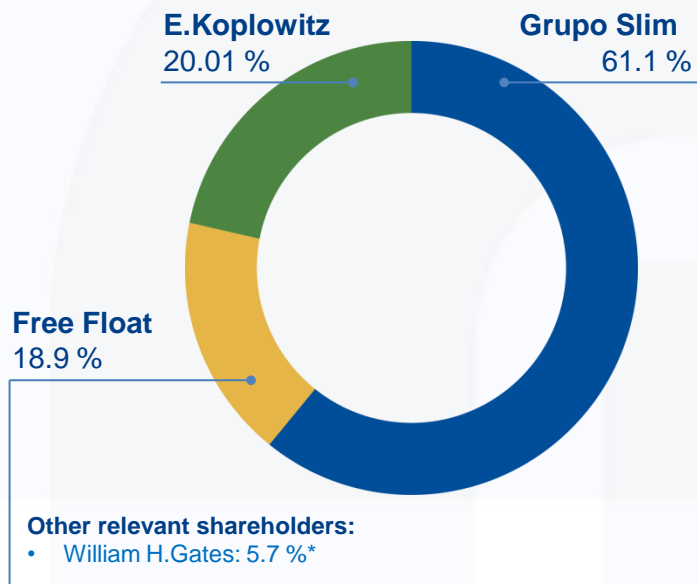
**Local development commitment**  
Over **5.5 million euros** allocated to  
Projects for local development in 2016



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



### Shareholding structure \*



### Composition of the Board

#### 15 members:

- 8 representing Slim Group
- 4 representing E. Koplowitz
- 3 independent directors

#### 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 Construction**

Pablo Colio Abril

**FCC Environment**

Agustín García Gila

**FCC Aqualia**

Felix Parra Mediavilla

**Cementos Portland Valderrivas**

Gerardo Kuri Kaufmann

# Business Areas



1. Environment
2. Water
3. Construction
4. Cement

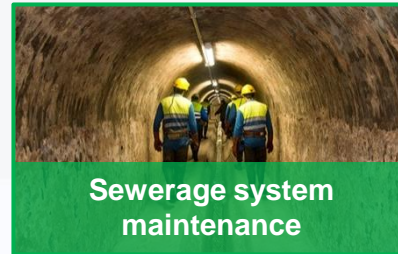
2



# Business Areas

## 2.1. Environment

### Activities



# Business Areas

## 2.1. Environment



Providing services  
to cities  
**since 1911**



**Top 6 in  
the world**



Serves over  
**59 million  
citizens**



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



**Over 300** waste  
treatment, recycling  
and disposal centres



**ISO 50001** certificate  
Comprehensive Energy  
Management



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



Operating in over  
**5,000  
municipalities**



About  
**1,800 sustainable  
vehicles**  
(CNG, electric,  
hybrid and bi-power)



Over **39,000  
employees**



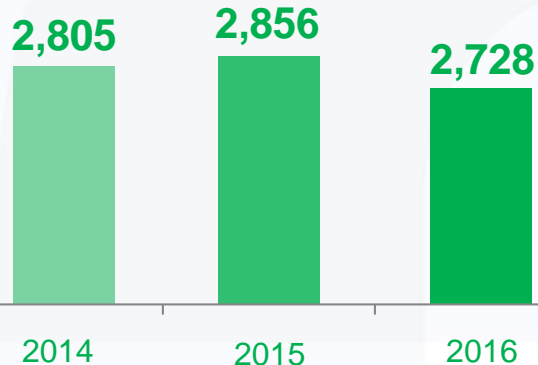
**Inclusion of  
underprivileged  
groups** in the workplace

# Business Areas

## 2.1. Environment / 2016

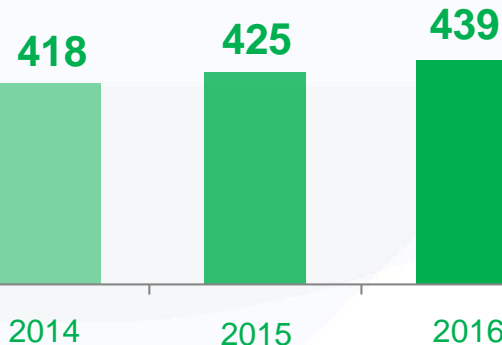
Revenue

\*million euro



EBITDA

\*million euro



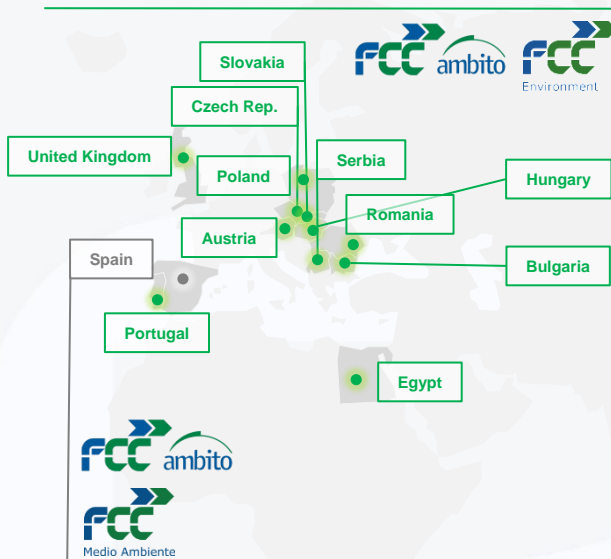
39,400  
employees



Backlog (31Dec.2016)  
€11,152 M

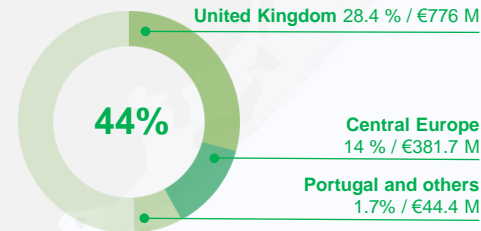
# Business Areas

## 2.1. Environment / International presence



### International Revenue 2016

Total: €1,202 M



### International backlog\*

(31Dec.2016) €4,488 M (1.6 years)

\*40% of the total

# Business Areas

## 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

# Business Areas

## 2.1. Environment / Main references



# Business Areas

## 2.1. Environment / Main references



### Street cleansing and related services in San Sebastián / Spain

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

# Business Areas

## 2.1. Environment / Main references



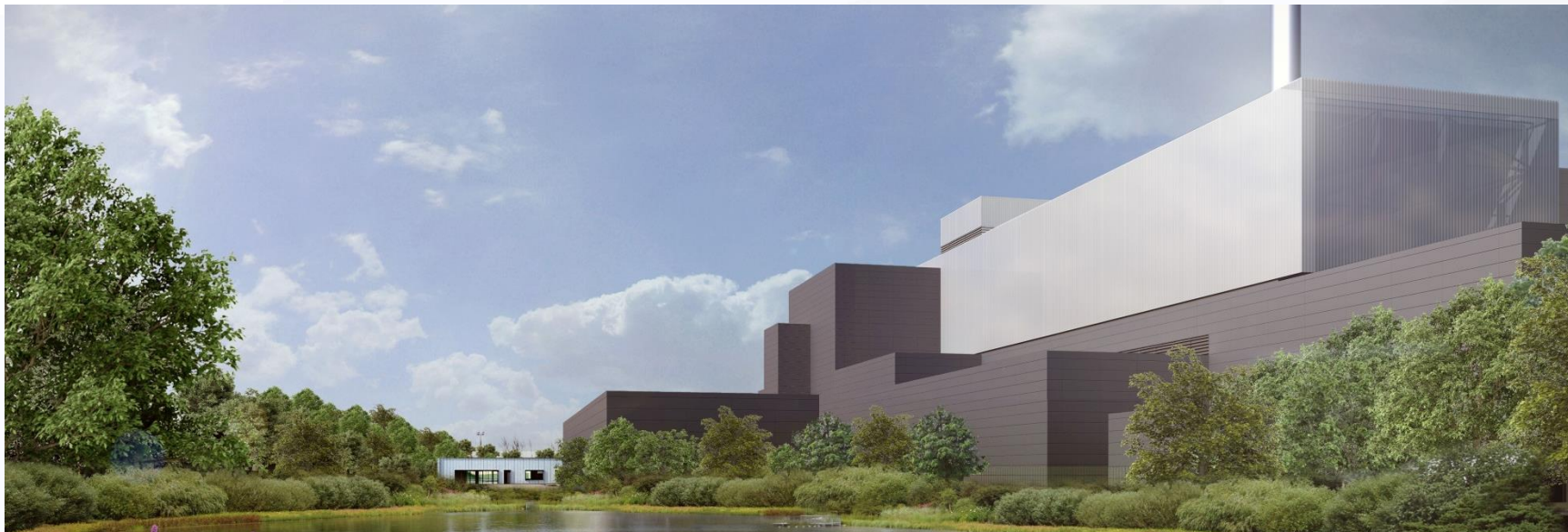
### **Greatmoor's WTE facility / Buckinghamshire (U.K.)**

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



# Business Areas

## 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.



# Business Areas

## 2.1. Environment / Main references



University Park



Garland

Dallas



Mesquite

### Single-Stream Recycling Facility / Dallas (USA)

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

Backlog: € 270 M. Service: 140,000 tons of recyclables per year

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

# Business Areas

## 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

# Business Areas

## 2.2. Water

### Activities



**Integrated Management of Public Services**

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



**Operation, Maintenance and Technical Assistance**

Infrastructure revision and analysis

Infrastructure control and management

Water quality



**Design, construction and financing of water infrastructures**

Purification

Desalination

Treatment

Reuse

Industry

# Business Areas

## 2.2. Water



**23,620,000**  
Population served  
(GWI)



**1,100**  
Municipalities  
served



**22**  
Countries  
present



**Over  
7,900**  
Employees



**445**  
WWTP's



**70,577 km**  
of managed  
networks



**13.5 M**  
Invoices  
issued / year



**246**  
WPP's



**618 hm<sup>3</sup>/year**  
Drinking water  
produced



**33**  
Desalination Plants



**2,570**  
Drinking water  
repositories



**5**  
Laboratories  
certified according to  
ISO-17025



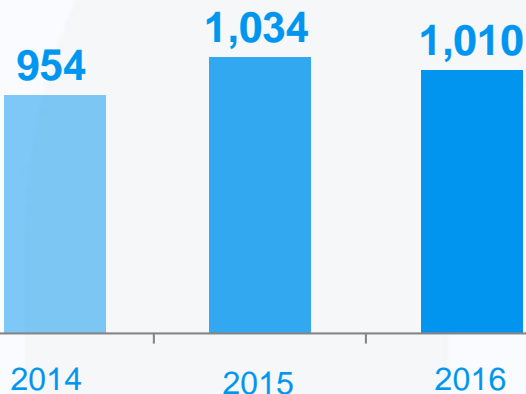
**17**  
Sports  
centres

# Business Areas

## 2.2. Water / 2016

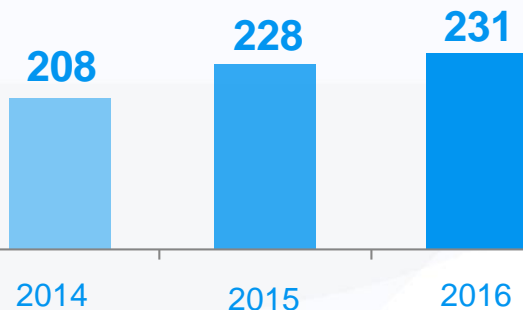
### Revenue

\*million euro



### EBITDA

\*million euro



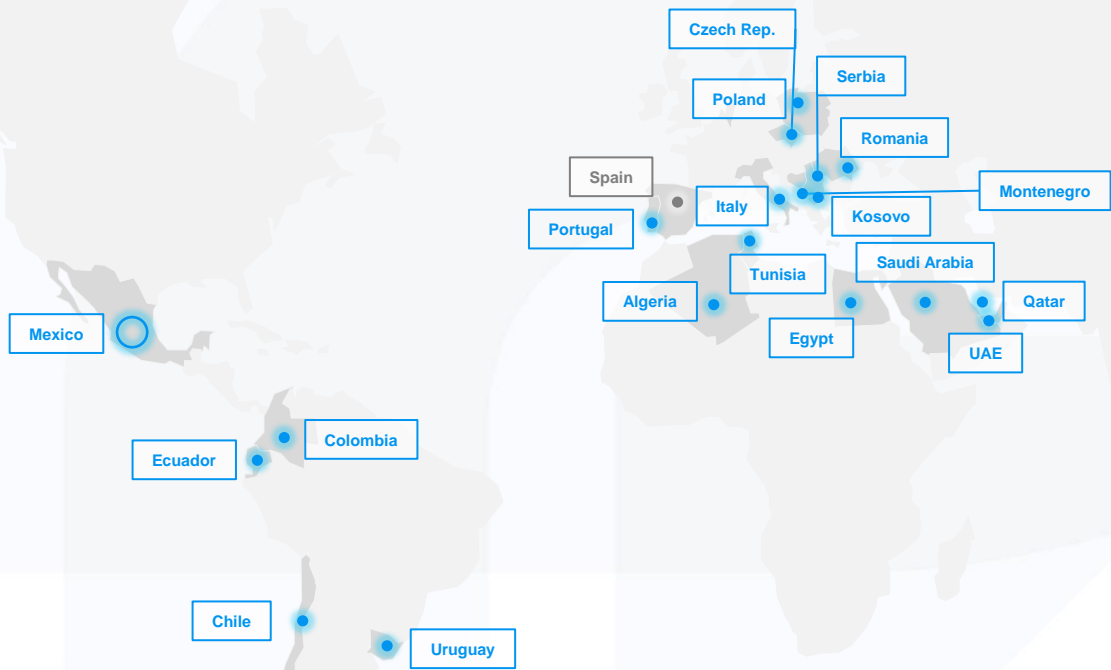
**7,952**  
employees



Backlog (31Dec.2016)  
**€14,956 M**

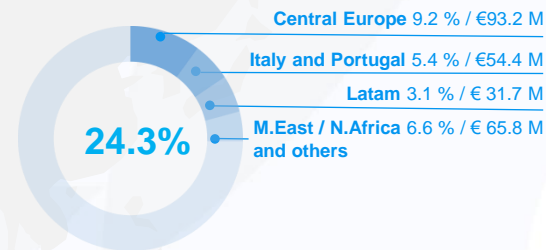
# Business Areas

## 2.2. Water / International presence



### International Revenue 2016

Total: € 245 M



### International backlog\*

(31Dec.2016) € 6,203 M (6.1 years)

\*41.5% of the total

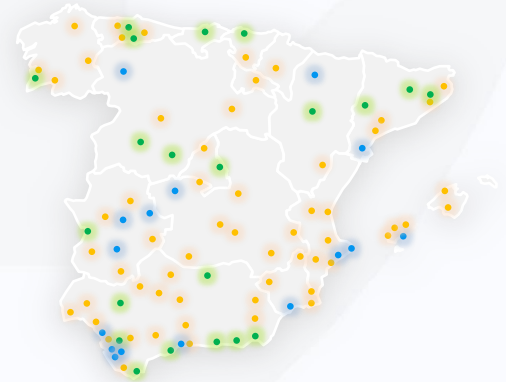
# Business Areas

## 2.2. Water / Spain / main references



Thousands of people

- > 100
- 50 a 100
- 20 a 50





# Business Areas

## 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.

# Business Areas

## 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.

# Business Areas

## 2.2. Water / Spain / Main references



### Vigo

Managing, since 1991, the largest hydraulic infrastructure in Galicia

# Business Areas

## 2.2. Water / Latam / Main references



### Aqueduct of Queretaro / Mexico

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

Capacity: **130,000 m<sup>3</sup>/day**

# Business Areas

## 2.2. Water / Africa / Main references



### Desalination Plant of Mostaganem / Argelia

Capacity: 200,000 m<sup>3</sup>/d. Serving more than 1.2 million of people

# Business Areas

## 2.2. Water / Europe / Main references



### Czech Republic - 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 1,300,000 users and has a supply network that measures 6,000 kilometers.



# Business Areas

## 2.3. Construction

### Activities



**Civil Works**

- Railway infrastructures
- Roads
- Bridges
- Residential buildings
- Non-residential buildings
- 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

# Business Areas

## 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 100**  
construction companies  
in the world



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



Over **600 km**  
of tunnels built



# Business Areas

## 2.3. Construction / 2016

Revenue

\*million euro

2,076

1,993

1,653

2014

2015

2016

EBITDA

\*million euro

98

76

55

2014

2015

2016



5,671  
employees



Backlog (31Dec.2016)

€ 4,482 M

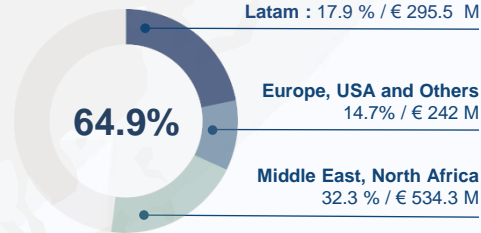
# Business Areas

## 2.3. Construction / International presence



### International Revenue 2016

**Total: € 1,071 M**

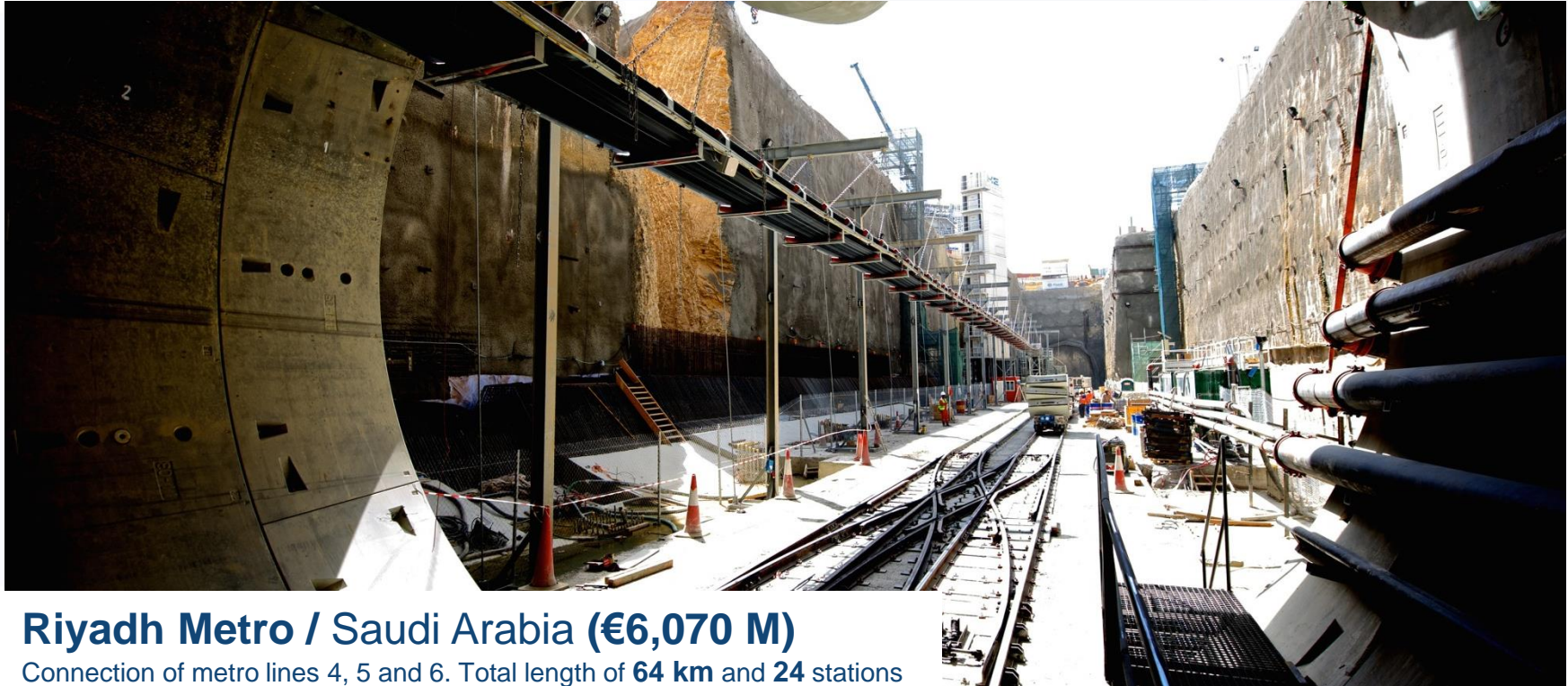


**International backlog\***  
(31Dec.2016) **€ 3,444 M** (2 years)

\*76% of the total

# Business Areas

## 2.3. Construction / Main references



### Riyadh Metro / Saudi Arabia (€6,070 M)

Connection of metro lines 4, 5 and 6. Total length of **64 km** and **24** stations

# Business Areas

## 2.3. Construction / Main references



### Mersey Bridge / United Kingdom (€700 M)

Design, construction, financing, maintenance and operation of the bridge over the River Mersey.  
Total length of **2.13 km** which will serve around **80,000 vehicles**



# Business Areas

## 2.3. Construction / Main references



### Lima Metro / Peru (€3,900 M)

Construction of 35 underground stations distributed across 35 km of tunnels. Line 2 and branch 4

# Business Areas

## 2.3. Construction / Main references



### City of Health / Panama (€440 M)

The healthcare facilities will have a floor area of **219,000 m<sup>2</sup>** and will be equipped with **43 operating theatres**, over **284 consultation rooms** and **1,235 hospital beds**

# Business Areas

## 2.3.1. Industrial / Main references



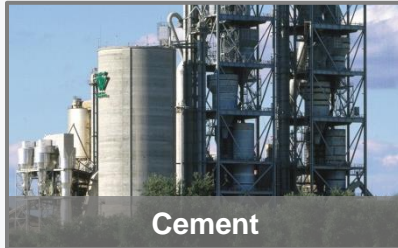
### **Industrial facilities Dublin Airport / Ireland (€33 M)**

Construction of **three double wall storage tanks** each with a capacity of **5,000 cubic meters**

# Business Areas

## 2.4. Cement

### Activities



- Concrete
- Aggregate
- Mortar
- Waste reduction USA



# Business Areas

## 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



**4th player**  
on east coast  
of the US



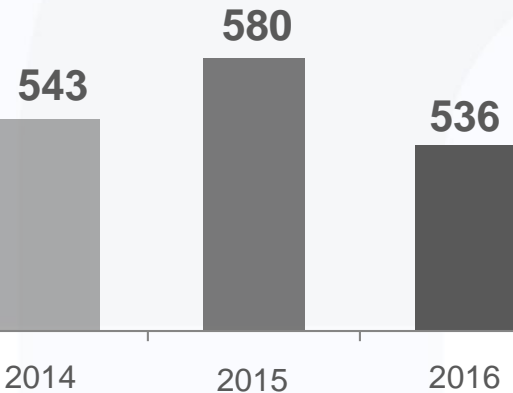
**Tunisia**  
Market leader

# Business Areas

## 2.4. Cement / 2016

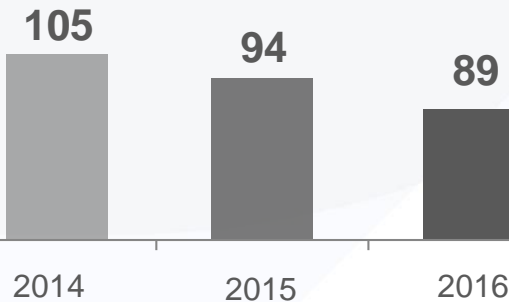
Revenue

\*million euro



EBITDA

\*million euro



**1,093**  
employees

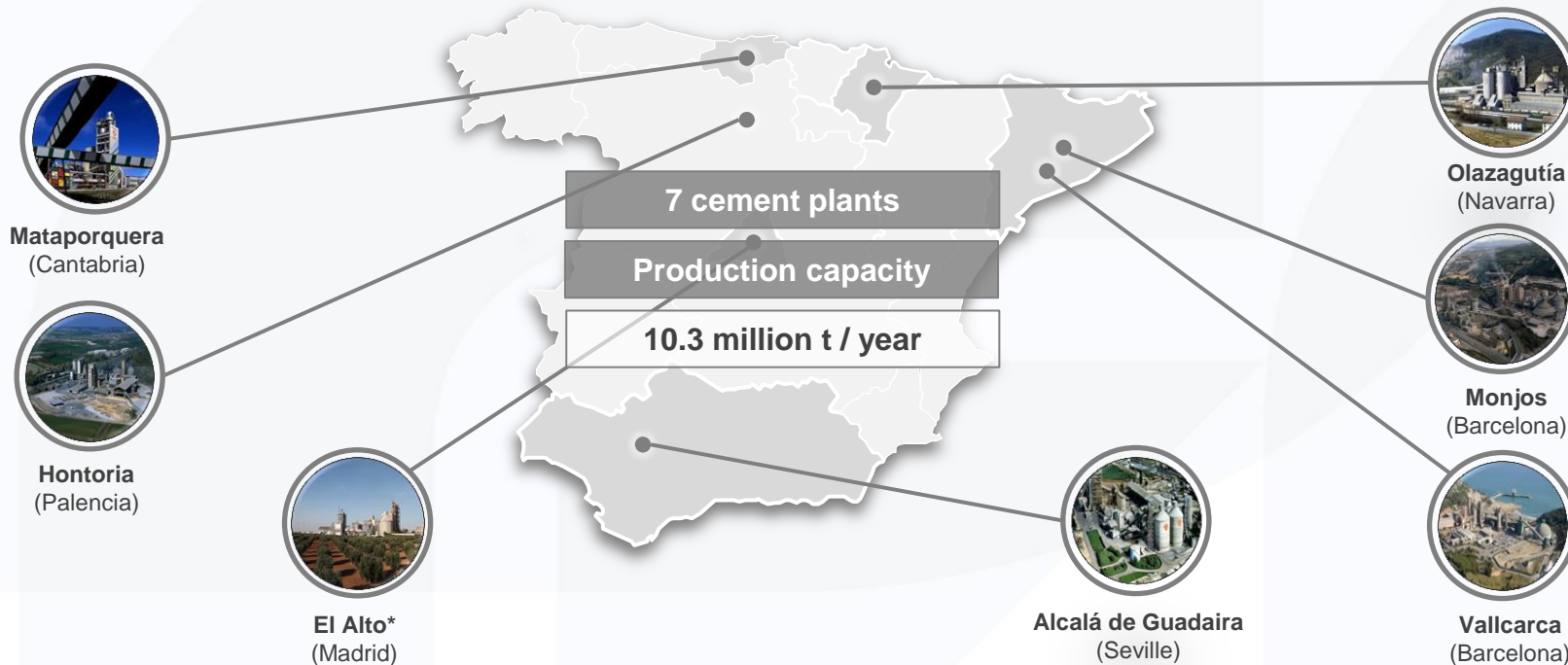
# Business Areas

## 2.4. Cement / International presence



# Business Areas

## 2.4. Cement / Spain / Main references



\*Grey and white cement production

# Business Areas

## 2.4. Cement / United States / Main references

3 cement plants  
and waste management  
facilities

Production capacity

2.7 million t / year



**Harleyville**  
(South Carolina)



**Thomaston**  
(Maine)



**Keystone**  
(Pennsylvania)

# Business Areas

## 2.4. Cement / Main references



**El Alto plant / Madrid (Spain)**

# Business Areas

## 2.4. Cement / Main references



# Business Areas

## 2.4. Cement / Main references



**Harleyville plant / South Carolina (USA)**



# FCC Group Websites

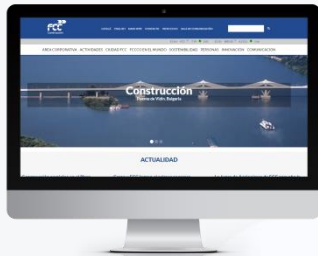


## FCC Group

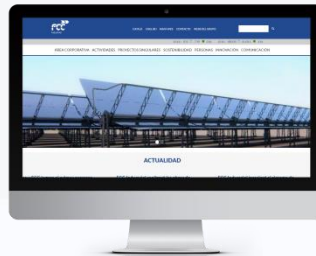


[www.fcc.es](http://www.fcc.es)

## Construction



[www.fccco.com](http://www.fccco.com)



[www.fccindustrial.com](http://www.fccindustrial.com)

## Cement



[www.valderrivas.es](http://www.valderrivas.es)

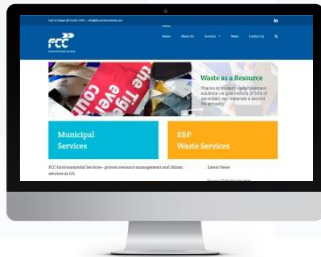


[www.gchi.com](http://www.gchi.com)

## Environment



[www.fccambito.es](http://www.fccambito.es)



[www.fccenvironmental.com](http://www.fccenvironmental.com)



[www.fccenvironment.co.uk](http://www.fccenvironment.co.uk)



[www.fcc-group.eu](http://www.fcc-group.eu)

## Water



[www.aqualia.com](http://www.aqualia.com)

# Disclaimer

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- *These forward-looking statements or predictions do not constitute —by their very nature— guarantees of future compliance, as they are dependent on risks, uncertainties, and other significant factors that could cause the actual developments and results to differ materially from those expressed in the said intentions, expectations or predictions.*
- *This document does not constitute an offering or an invitation to acquire or subscribe shares in accordance with Act 24/1988, of 28 July, on the Securities Market, Royal Decree-Act 5/2005, of 11 March, and/or Royal Decree 1310/2005, of 4 November, and their implementing regulations.*
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- *This document contains financial information that has been audited and prepared in accordance with International Financial Reporting Standards (IFRS).*