



Environment

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



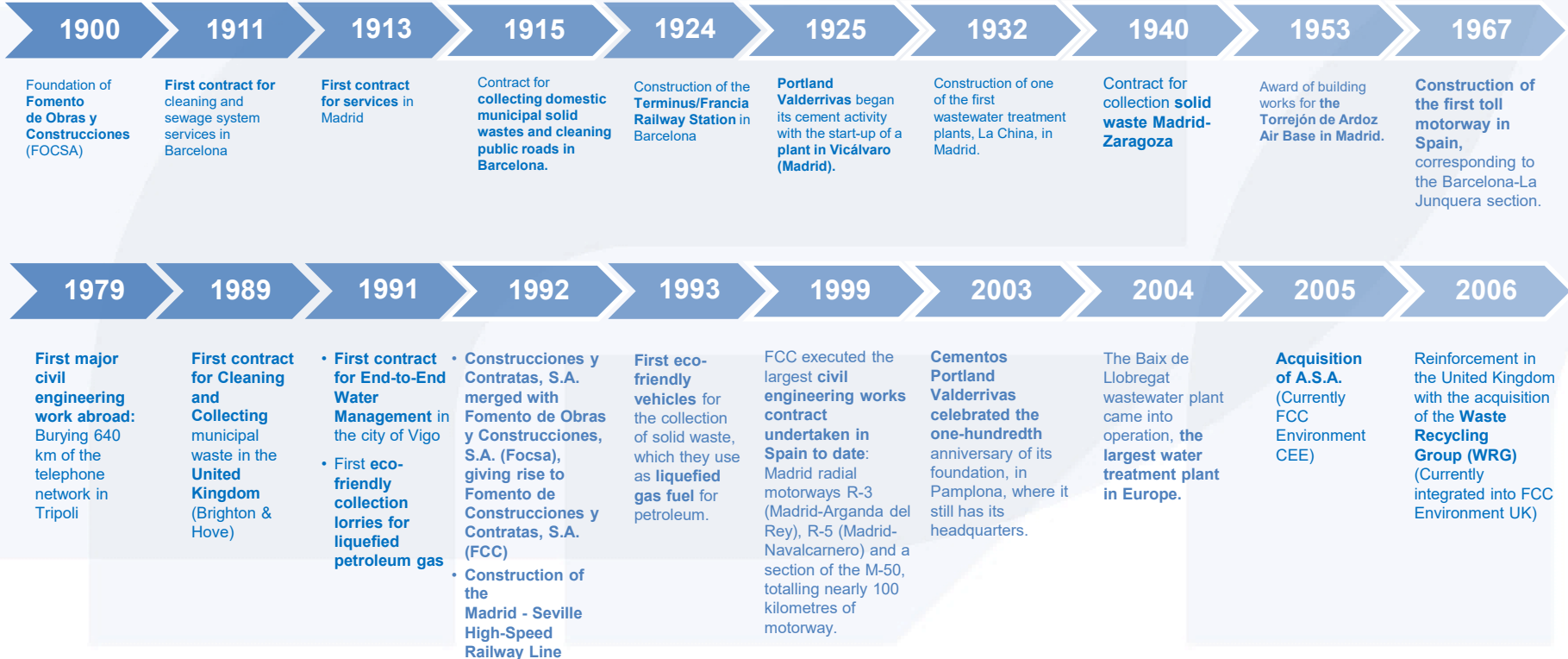
€ 6,158 M revenue and
€ 1,048 M EBITDA in 2020



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.
- 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

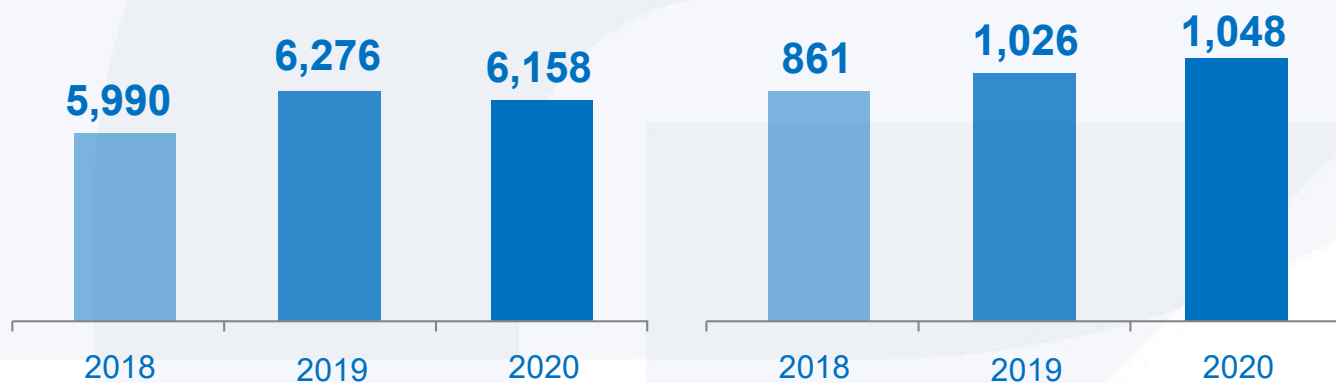
FCC Group

1.3. Key Figures 2020



Revenue

EBITDA



59.746
employees



Backlog * (Dec. 31, 2020)

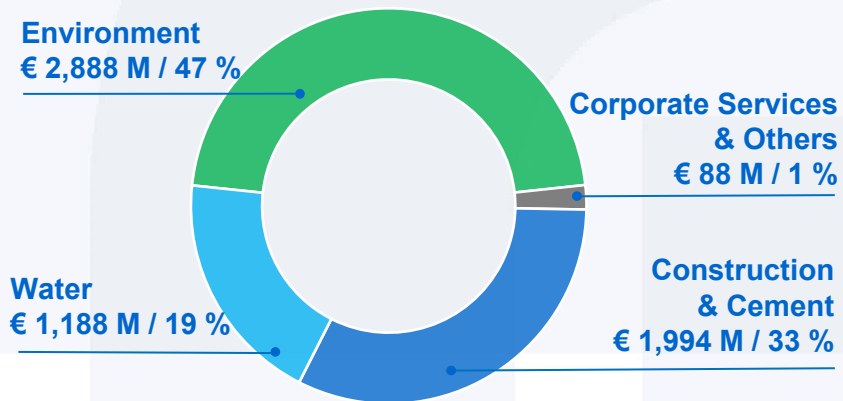
€29,412 M

* Environment, Water and
Construction

Figures in million euros

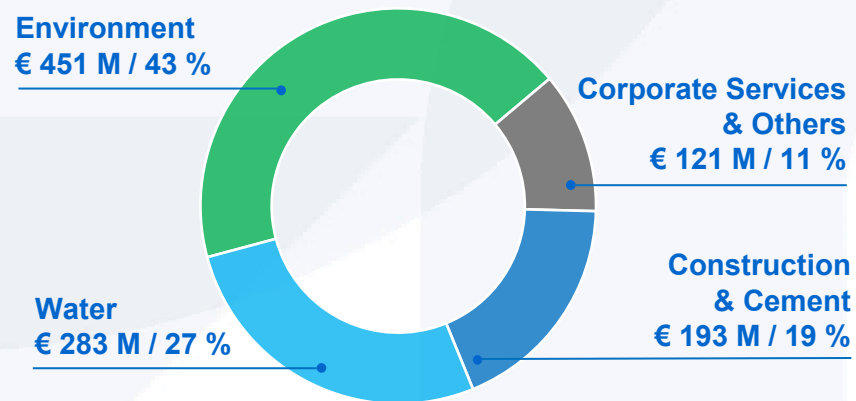
Revenue per business / 2020

Total: € 6,158 M



EBITDA per business area / 2020

Total: € 1,048 M



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1.4. Diversified business model



Environment

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



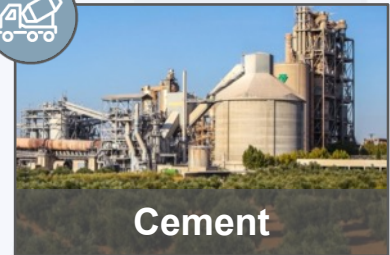
Water

- 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

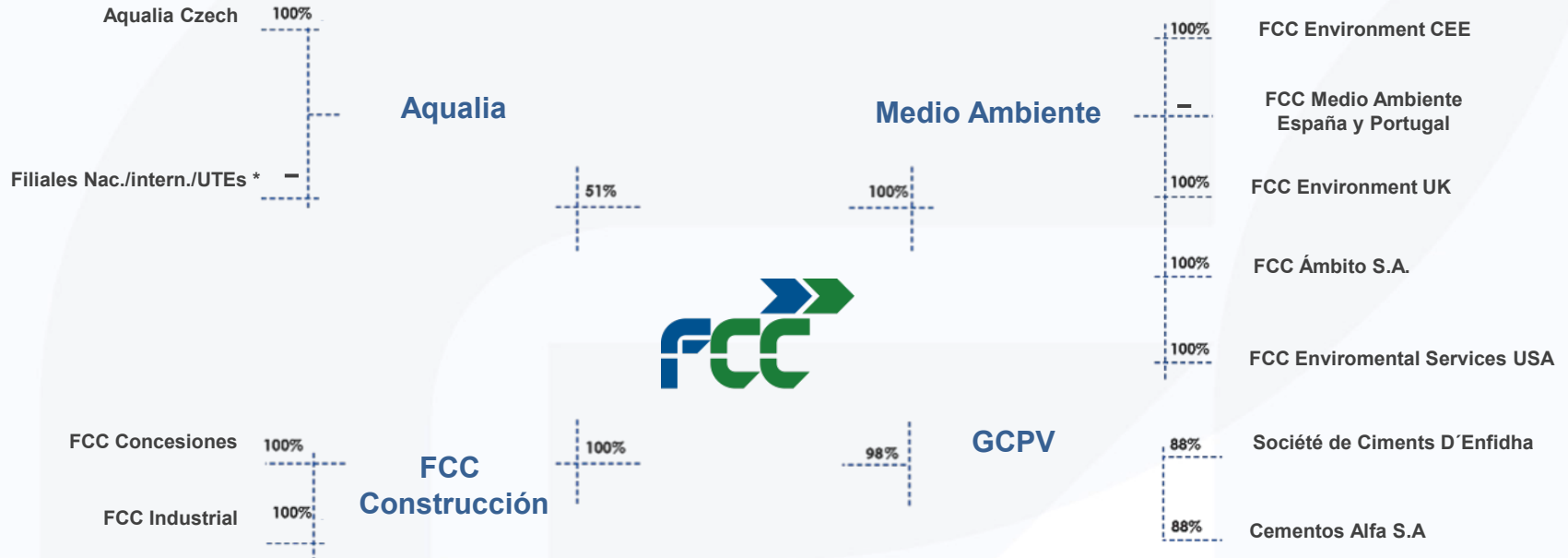


Cement

- 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⁾
- More than 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)}

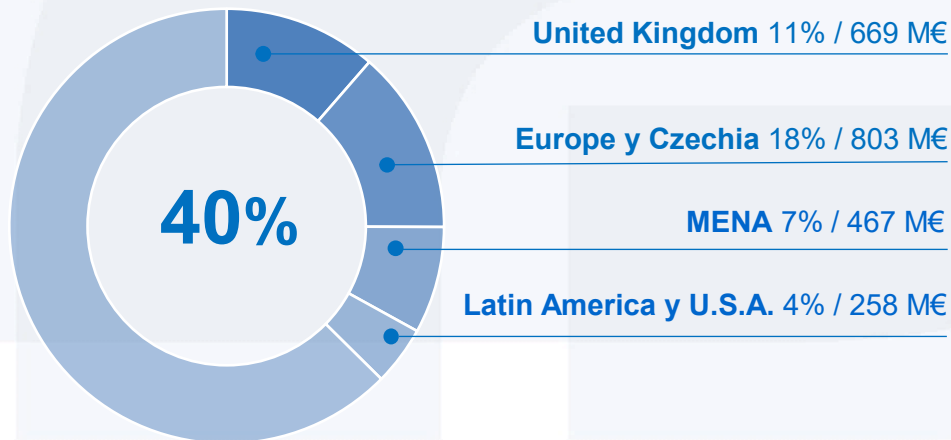
Cemento:

- #1 producer in Spain ⁽¹⁾
- Large presence in 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**

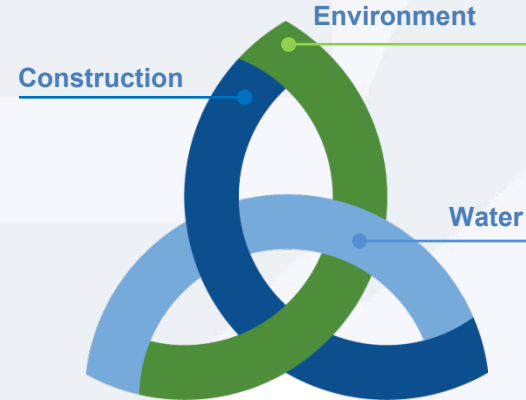
FCC Group

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 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

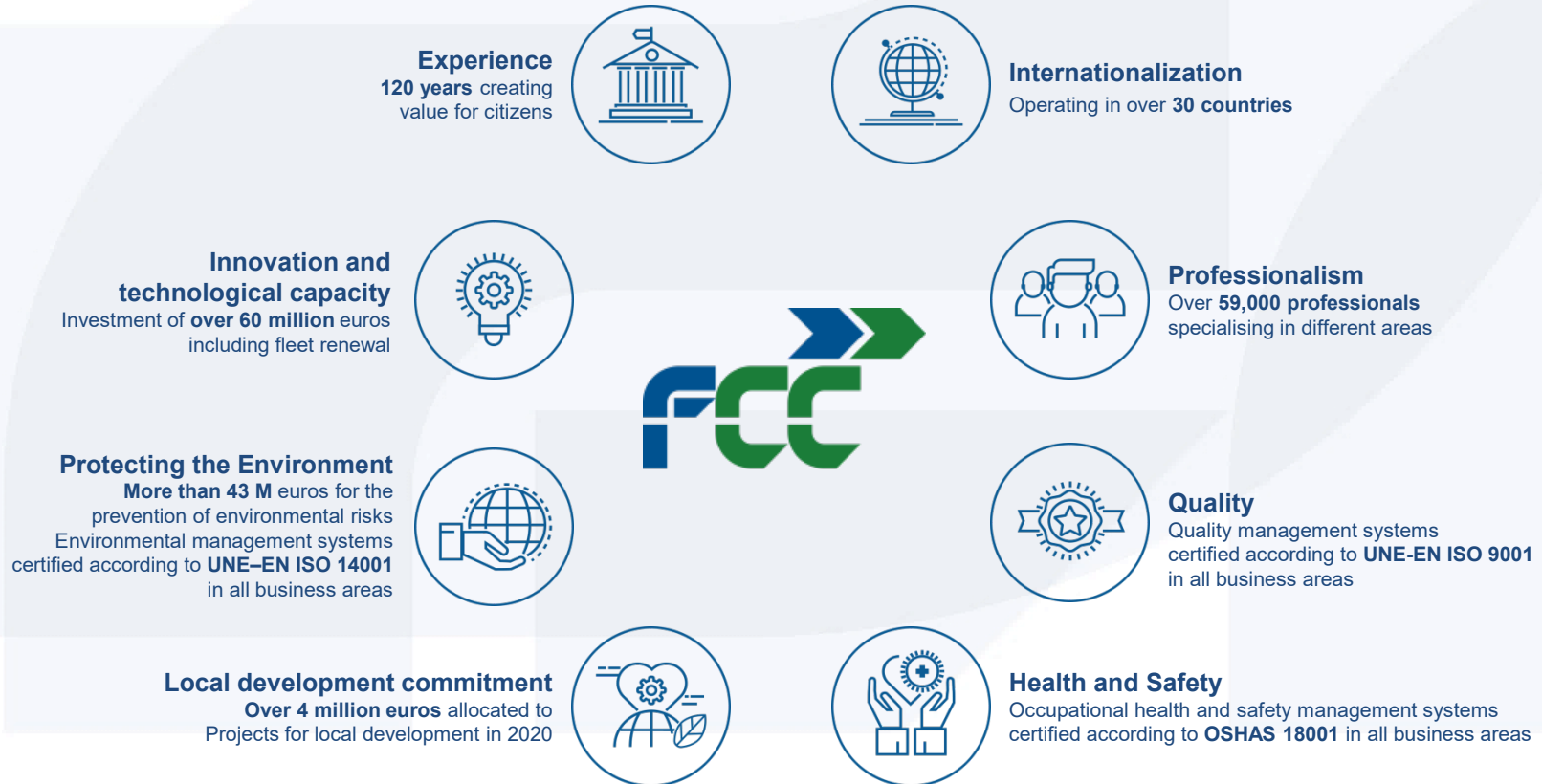


Construction & Cement

- 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.

FCC Group

1.8. Value creation



Shareholding Structure*

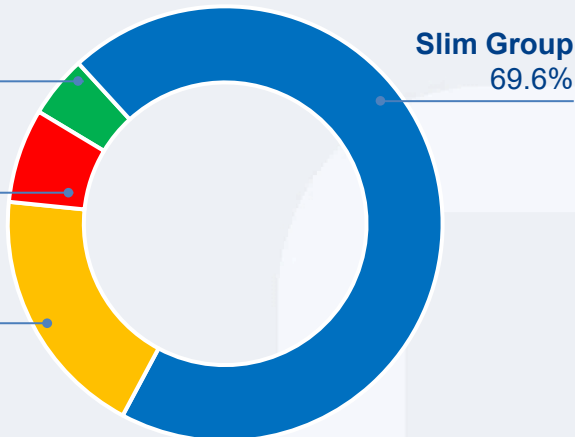
E.Koplowitz
4.6 %

**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)

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

Paul Taylor – U.K

Björn Mittendorfer- CEE

Iñigo Sanz - Americas

Aqualia

Felix Parra Mediavilla

Cementos Portland Valderrivas

Gerardo Kuri Kaufmann

FCC Environment

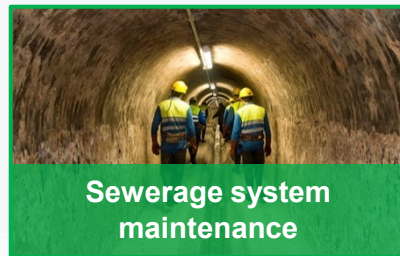


1. **Activities**
2. **Main features**
3. **Value Creation**
4. **Key figures**
5. **Business structure**
6. **International presence**
7. **Global leader**
8. **Committed to innovation**
9. **Committed to inclusion**
10. **Caring about the Environment**
11. **Awards and relevant projects**

2

FCC Environment

2.1. Activities



FCC Environment

2.2. Main features



Providing services
to cities
since 1911



**Top 7 in
the world**



Serves over
**66 million
citizens**



**Most technologically
advanced vehicle
fleet in the world
with over 16,000 units**



Over 700 waste
treatment, recycling
and disposal centres



ISO 50001 certificate
Comprehensive Energy
Management



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



Operating in more
than **5,000
municipalities**



About
**2,394 sustainable
vehicles**
(CNG, electric,
hybrid and bi-power)



Over **40,000
employees**



**Inclusion of
underprivileged
groups** in the workplace

FCC Environment

2.3. Value Creation



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

FCC Environment



- The EU Circular Economy Package requires member states to recycle at least 50% of municipal waste by 2020, 55% by 2025 and 65% in 2035, and a 10% maximum landfilled Waste by 2035.
- Transposing the various EU directives on waste and recycling, and the development of new Regional Waste Management plans on Recycling, Waste-to-Energy and Composting open a wide range of growth opportunities in Spain.
- Committed to fight against climate change and achieving the UN's 2030 Agenda SDG.
- Good potential for international organic growth (America, Central Europe)

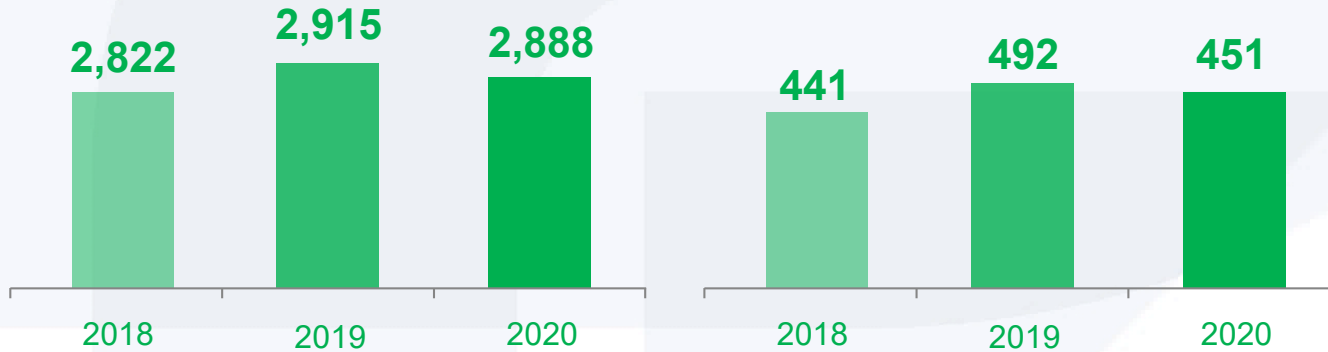
FCC Environment

2.4. Key figures/ 2020



Revenue

EBITDA



40.332
employees



Backlog (Dec. 31, 2020)
€ 9,185 M

Figures in million euros

FCC Environment

2.5. Business structure



Iberia Division:

**FCC Medio Ambiente
Spain / Portugal**

**FCC Ámbito
(Industrial Waste)**

- **2020: €1,743.0 M Turnover (60.35%); €265.9 M EBITDA**
- Spanish market leader
- More than 110 years experience in the waste management industry
- Technological development and innovation
- Spanish market leader
- Strong presence in Portugal

3 divisions:

United Kingdom

Central / Eastern Europe

EEUU

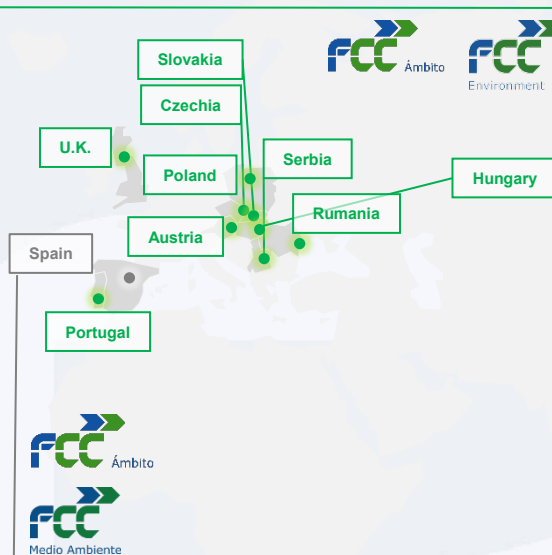
- **2020: €1,145.1 M Turnover (39.65%); €184.9 M EBITDA**
 - FCC Environment UK
 - FCC Environment CEE
 - FCC Environmental Services

FCC Environment

2.6. International presence



Américas



International Revenue 2020

Total : 1,171 M€

40%

U.K. 21 % / € 605 M

Central Europe
16 % / € 464 M

U.S.A & Others
3 % / € 102 M



International Backlog*

(Dec. 31, 2020) € 4,312 M (1,4 years)

*47 % of Total

FCC Environment

2.7. Global leader

Experience

Among the top 7 companies in the world, we have been providing services for more than 110 years

Comprehensive

We offer a complete range of environmental services, from domestic Waste Collection to the most advanced waste treatment and recycling systems

Innovation

With internal R & D resources that allow us to offer the most innovative solutions to our customers.
14 registered projects at our R+D+I certified system - standard ISO UNE 166002

Sustainability

Commitment to cities in offering socially, economically and environmentally sustainable solutions

Smart Services

We help cities to be more effective and resource-efficient, more sustainable and more socially responsible

FCC Environment

2.7. Global leader

Incineration with production of Renewable Energy

- **Eleven Waste-to-Energy** projects
- Over **360 MWe** of electrical power
- **3.2 million tonnes** of annual capacity



Allington (United Kingdom)
550,000 t/y



Zistersdorf (Austria)
154,000 t/y

FCC Environment

2.7. Global leader

Massive-scale Mechanical-Biological Treatment



Ecoparque de Barcelona

One of the largest facilities in the world

- Operating since 2003
- **Facility:** Recycling, anaerobic digestion and composting facilities
- **Treatment capacity** : 264,000 t./y
- **Population served** : 542,000 inhabitants



Biomethanization Plant of Las Dehesas

(Technological park Valdemingomez / Madrid)

The world's largest Anaerobic Digestion Facility

- Started operations in 2009.
- **Facility:** Anaerobic digestion (5 digestors x 3.600 m3)
- **Treatment capacity:** 218,000 t./y
(Organic fraction as the input)
- **Population served:** 3 millions inhabitants

FCC Environment

2.7. Global leader



Municipal services since 1911



Madrid, 1940
3 million inhabs.



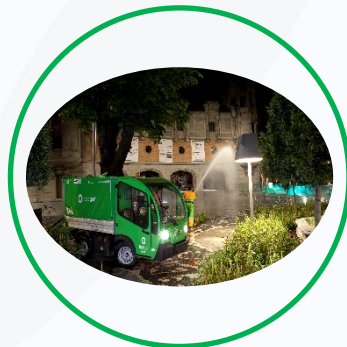
Valencia, 1957
790,000 inhabs.



Barcelona, 1911
1.6 million inhabs.



Zaragoza, 1940
700,000 inhabs.



Bilbao, 1972
350,000 inhabs.

FCC Environment

2.7. Global leader

Renewable energy from sanitary landfills

- FCC recovers biogas from many landfills for use as renewable fuel
- Program for the development of more than 100 MW of wind and photovoltaic energy in United Kingdom landfills



Biogas capture



Wind turbines



Photovoltaic panels

FCC Environment

2.8. Committed to innovation



100% self-rechargeable electric RCV

Madrid

50 years developing electric mobility

FCC Environment has been developing electric mobility technology for 50 years and implementing it in its Municipal Service vehicles, both light and heavy-goods sizes. Today it has a fleet in constant growth of 2,394 sustainable vehicles, among which 757 are electric, 120 self-rechargeable electric and 1,517 CNG (including bi-power: CNG plus petrol) .



Smart recharging stations

Barcelona



Electric compact RCV Toledo 1985

FCC Environment

2.8. Committed to innovation



e-mobility: Future of Urban Services is Today

FCC Environment developed **the first industrial e-mobility Chassis-platform for Urban Services**, an actual **breakthrough** to achieve smarter and more sustainable cities:

- ✓ **Versatile:** adjustable to every functionality in urban services and every Power requirement
- ✓ **Efficient:** Range and performance equal to any combustion vehicle, with a 50% lower energy consumption.
- ✓ **Zero Emission Vehicle – Great Carbon footprint reduction**
- ✓ **Circular:** 100% Recycling Components and extended lifespan

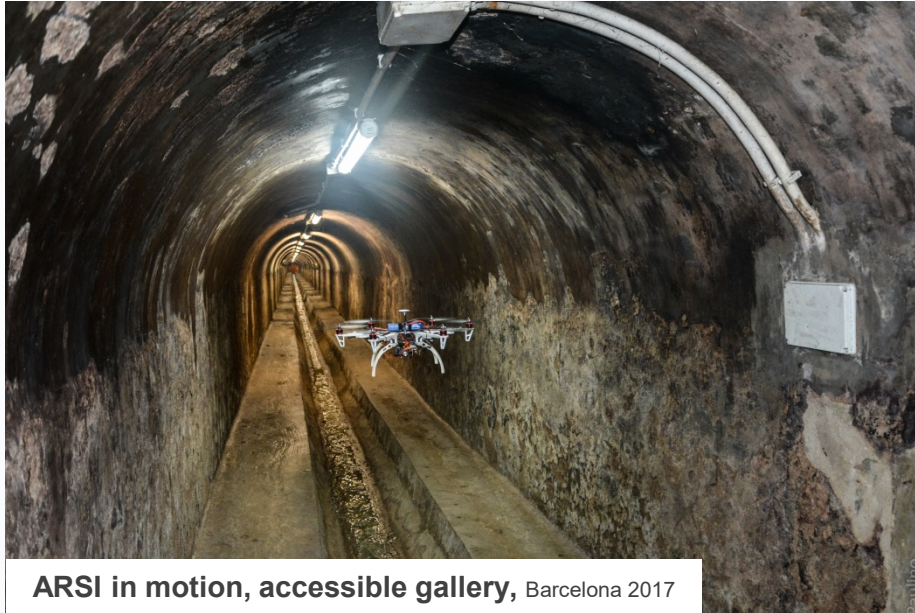
New e-mobility Platform for Urban Service Vehicles

- It won the **Smart City Awards 2019** at SCEWC in the 'Innovative Idea' category
- It won the in the **2019/2020 European Business Awards for the Environment (EBAE Awards)** in the products & services category
- Awarded with the **Ecological Industrial Vehicle of the Year 2021** in the mixed category, at the National Transport Awards.



FCC Environment

2.8. Committed to innovation



ARSI in motion, accessible gallery, Barcelona 2017

ARSI project: Aerial Robot for Sewer Inspection

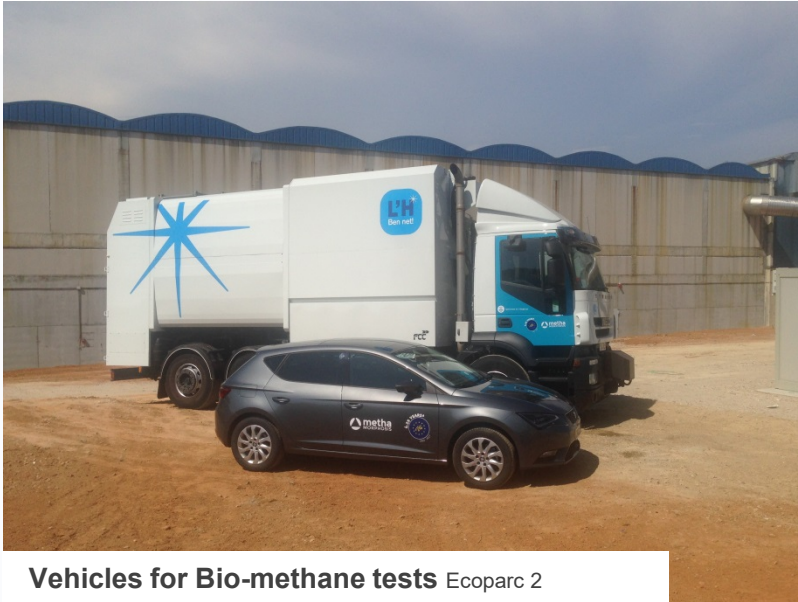
Within the framework of the European project Echord++ (European Coordination Hub for Open Robotics Development), FCC Environment, together with other companies, is developing an innovative automatic air micro vehicle (DRONE) dedicated to the inspection of the sewer network in Barcelona, which will improve work safety, increase productivity and reduce costs. Awarded as “Relevant Project” by the Technological Centre of Barcelona, Eurecat in June 2017.



ARSI in accessible gallery, Barcelona 2017

FCC Environment

2.8. Committed to innovation



Vehicles for Bio-methane tests Ecoparc 2



Waste streams treatment for obtaining safe reclaimed water and biomethane for transport sector to mitigate GHG emissions

LIFE-Methamorphosis - LIFE14 CCM/ES/000865

METHAmorphosis Project

The METHAmorphosis project, registered in the European LIFE program, and located in the Ecoparc 2 (Montcada i Reixac, Barcelona), has the main goal of enhancing the biogas production from waste and its use as fuel in Municipal Service vehicles.



Biogas recovery facility Ecoparc 2

FCC Environment

2.9. Committed to inclusion

Second Employment Fair for Vulnerable People with Difficulties for Social Inclusion
Segunda Feria de Empleo para Colectivos con Especiales Dificultades de Inserción
Segona Fira d'Ocupació per a Col·lectius amb Especials Dificultats d'Inserció



People from FCC Equal pictured at the employment fair for vulnerable people of SCEWC - Barcelona



FCC Equal is a Special Centre for Employment and Training, committed to working for the labour integration of vulnerable people under risk of social exclusion.

FCC Equal es un Centro Especial de Empleo y Formación con el compromiso de trabajar por la integración laboral de personas socialmente vulnerables y en riesgo de exclusión.

FCC Equal és un Centre Especial de Treball i Formació amb el compromís de treballar per la integració laboral de persones socialment vulnerables i en risc d'exclusió.

With the collaboration of:



incorpora
de "la Caixa"



FCC Equal

- FCC Equal is a **Special Training and Employment Centre** committed to working for **labour and social insertion**
- In 2019 the **first Employment Fair for Vulnerable People with difficulties for Social Inclusion** was celebrated at the Smart City Expo World Congress, Barcelona.
- Organized by FCC Equal in collaboration with **fundación Incorpora de la Caixa, Inserta from Fundación Once** and the Smart City Expo Word Congress Team.
- Along last year:
 - 350 job offers
 - 370 analyzed candidates
 - 337 inserted people
- Nowadays, all this work is driven through the **fundación Incorpora**



FCC Environment

2.10. Caring about the Environment



BP Oil spillage
USA



Decontamination of Flix
Reservoir - Spain



Soil remediation
Italy



Prestige – Oil spillage
Spain

FCC Environment

2.11. Awards and relevant projects



Waste Collection and Street Cleansing in Barcelona / Spain

Awarded Central Zone Contract - since 1915 - 440 vehicles, more than 65% electric, 1,600 people, 593 km of streets served / 268,000 tonnes per year. Backlog: € 846 million. 8 years.

FCC Environment

2.11. Awards and relevant projects



Street Cleansing A Coruña (Galicia) / Spain

Street cleansing contract. 19 Compressed Natural Gas (CNG) vehicles + 19 electric, 290 people, 617 km of streets served. Backlog: € 105 million. 8 years.

FCC Environment

2.11. Awards and relevant projects



Waste Collection and Street Cleansing in Oviedo/ España

Renewal of the contract of waste collection and street cleaning service. Since 1967, 220,000 inhabitants. 104 vehicles, 31 CNG + 4 electric, 317 people. 384 km of streets served / 73,266 tonnes per year. Backlog: € 95 million. 5 years.

FCC Environment

2.11. Awards and relevant projects



Waste Collection and Street Cleansing. Segovia / España

Renewal waste collection and street cleansing contract. Since 1996. 51,964 inhabitants. 57 vehicles, 18 CNG. 22 electric, 124 people. 300 km of streets served / 29,025 tonnes per year. **Backlog:** € 56 million. 10 years.

FCC Environment

2.11. Awards and relevant projects



Waste Collection and Street Cleansing West Madrid (Spain)

Since 1940 – More than one million inhabitants served - Innovation, technology and efficiency – 410,000 tonnes per year. **Backlog:** € 250 million.

FCC Environment

2.11. Awards and relevant projects



FCC Environment

2.11. Awards and relevant projects



Las Palmas: Maintenance/preservation of Green areas & Playgrounds/ Gran Canaria, Spain

Since 2004 – 377,000 inhabitants served – 326 people, 88 vehicles, 52 ZEV and CNG. 253 Ha, 17,824 palm trees, 23,234 trees, 152 playgrounds. Backlog: €45 million. 4+2 years.

FCC Environment

2.11. Awards and relevant projects



Environmental Compound Madrid East Region - Loeches (Spain)

New Environmental Compound. Investment: €58 million. 730,000 inhabitants served, 31 Municipalities, 5 recycling sorting lines. 254,000 tonnes of waste per year.

FCC Environment

2.11. Awards and relevant projects



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

Renewal of the integrated waste management contract in the province of Granada

Treatment of 382,000 tonnes of waste per year

FCC Environment

2.11. Awards and relevant projects



Environmental Compound Guipúzcoa 2ª Stage – CMG-2 (Spain)

Investment: €32,2 million– 20 years– Biomethanisation 50,000 tpa - IBA recycling 52,000 tpa – 700,000 inhabitants served – 15,000 MWh annually Renewable Energy

FCC Environment

2.11. Awards and relevant projects



Management 12 Recycling centres Kent / United Kingdom

Management and operation of 12 Household Waste Recycling Centres (HWRC) and 3 transfer stations in the Mid and East Kent area. **Backlog:** € 40 millones. 5 + 5 años

FCC Environment

2.11. Awards and relevant projects



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.

FCC Environment

2.11. Awards and relevant projects



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

FCC Environment

2.11. Awards and relevant projects



Waste collection and treatment services in Bytom/ Polonia

Awarded the contract for the collection, transportation, treatment and selective collection of solid urban waste Municipal. 164.000 inhabitants. 27 specialised vehicles. 130 people. Backlog: € 15.8 millions. 2 years.

FCC Environment

2.11. Awards and relevant projects



Waste to Energy facility 'Zistersdorf' / Austria

150 tonnes per year 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.

FCC Environment

2.11. Awards and relevant projects



Malesice Plant / Praga – Czech Republic

Transfer Station & Waste Recovery facility in operation since October 2017. Throughput: over 70,000 tonnes of waste per year.

FCC Environment

2.11. Awards and relevant projects



Solid waste collection in 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

FCC Environment

2.11. Awards and relevant projects



Residential solid waste collection. Volusia / Florida (USA)

Residential solid waste collection contract in Volusia County worth up to \$170 million.
539,000 inhabitants. 36 CNG vehicles. Hometown of NASCAR cup series at Daytona Beach.

FCC Environment

2.11. Awards and relevant projects



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

Residential solid waste collection contract in Omaha. 460,000 inhabitants. 69 CNG vehicles. Backlog \$560 million. 10 years

FCC Environment

2.11. Awards and relevant projects



University Park

Garland

Dallas

Mesquite

Single-Stream Material Recovery Facility / Dallas (Texas, USA)

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

OBV: \$300M. 140,000 tons of recyclables per year. **Best Recycling Facility 2017 for the NWRA USA.**

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

FCC Environment

2.11. Awards and relevant projects



Single-Stream Material Recovery Facility / Houston (Texas, USA)

Design, Financing, Construction and Operation. Up to 145,000 tons of recyclables. Backlog: \$.250 m 15+5 years.

Recyclable management at the City of Houston, 2.3 million inhabitants. **Fully operational since April 2019**

Best Recycling Facility 2020 award by NWRA of EEUU

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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.*
- *This statement should be taken into account by all persons or institutions who may have to take decisions or prepare or disseminate opinions relating to securities issued by the FCC Group. Such persons are invited to consult the documentation and public information communicated or registered by the FCC Group with the Spanish National Securities Market Commission.*
- *This document contains financial information that has been audited and prepared in accordance with International Financial Reporting Standards (IFRS).*