



ANNUAL REPORT
2003





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Dear shareholders,

Last fiscal year the Spanish economy continued on its path towards convergence with the European Union countries; while the gross domestic product (GDP) for the fifteen partner countries as a whole grew 0.7% in 2003, in Spain the GDP went up 2.4%, four points more than the year before.

The Spanish economy's good relative performance in 2003 was clearly mirrored by the construction sector, which experienced 3.9% growth and was by far the most dynamic of the basic sectors of the economy, thanks to the infrastructure plans the different administrations rolled out and the strong demand for new housing throughout all of Spain.

In this big picture, the FCC Group's results can be considered very good in terms of both net revenues, which rose over 10% to €6,050 million (the first time they have ever broken past one billion of the old pesetas), and profits, which went up 13.2%.

Our expansion was achieved by strengthening the three basic sectors of the company that have registered significant growth in the domestic market: public services (+13.7%), construction (+16.8%) and cement (+11.4%). These percentages are more than enough to make up for lessened activity on the international market and the repercussion of the depreciation of the dollar and the other American currencies.

The continued effort to rake in new contracts has enabled us to take home €5,000 million in awards and show a works-and-services backlog of €15,344 million, glowing proof of our group's vigour and a guarantee of our sustained long-term growth.

The different parameters comprising our income statement are positive as well. Gross operating revenue (EBITDA) closed the fiscal year up 8.5%, at a resounding €804.1 million euros. The sales margin was 13.3%, resembling last year's figure closely. The ordinary income showed 11.1% growth and rose to €521 million. This made for an improved revenue margin of 8.6%.

In addition to our good performance in operations figures, the Group also benefited from a 58.1% increase in the results of Realia Business, S.A., whose contribution to the Group statements was practically twice what it was in the previous fiscal period.

Pre-tax profits, which include the profit from extraordinary operations, have gone up to €496.3 million, up 9% since 2002.

After taxes and the share deducted for minority interests, the profit attributed to the controlling company was €308.6 million, 13.2% higher than the year before, boosting the sales margin to 5.1%.

With these excellent results in mind, the Board of Directors will be submitting a dividend payment of €0.71 per share to the Shareholders' Meeting for approval, as opposed to last year's €0.55. This makes the pay-out 30%. In the last four years, FCC's per-share dividend has grown 145%.

This shareholder remuneration, which we regard as satisfactory and in line with the Group's results, accommodates the necessary self-financing to drive future expansion, thanks to the cash flow, which in fiscal 2003 totalled €707.7 million, 22.5% more than in the previous fiscal year. These figures enable us to maintain a considerable volume of investments, which in the last five-year period have amounted to €3,370 million, and to reduce our net indebtedness to €546.7 million, as opposed to the €647.6 million registered only one year before. This brings down the leverage ratio to 22.8%, a clear sign of the excellent health of the FCC Group, and will enable us to take swift advantage of future investment opportunities without endangering our financial stability.

One of the FCC Group's top-priority objectives is staff training, both in the technical aspects of our employees' jobs and in the prevention of occupational risks. In 2003 we conducted 1,703 training activities, which were attended by 24,575 employees in a total of 377,236 classroom hours.

The year's-end workforce held 61,790 employees, an increase of 6,909 jobs during the fiscal year (12.6%) and 19,716 over the last five years. These figures speak for themselves as to the FCC Group's capacity for growth, and the story they tell is that of a group that is going places. The efforts of all these employees, each within the sphere of his or her own responsibilities, are what has made it possible for us to post such a positive balance sheet for 2003.

All that remains for me to do now is to thank our shareholders and clients, in the name of the Board of Directors and on my own behalf, for the support and trust that we have always received from them. Their stimulus is what keeps us working and looking forward to making the FCC Group bigger and better in every way.

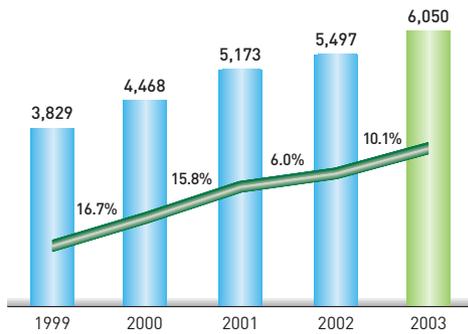
Marcelino Oreja Aguirre

Chairman of the Board of Directors

THE FCC GROUP IN FIGURES:

Revenues

Millions of euros



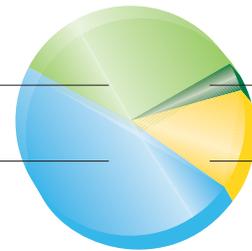
Distribution by business sectors

34% Services

4% Other sectors

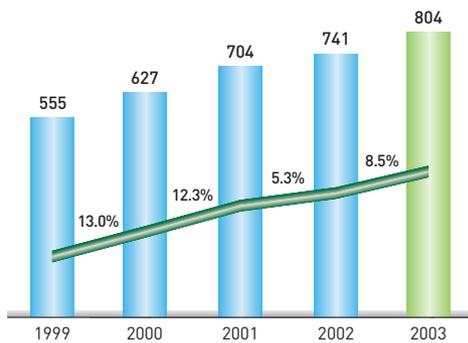
48% Construction

14% Cement



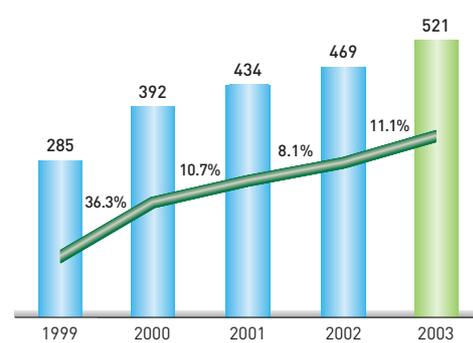
Gross operating revenue (EBITDA)

Millions of euros



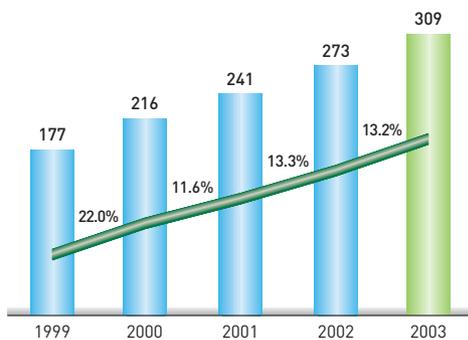
Ordinary business profit

Millions of euros



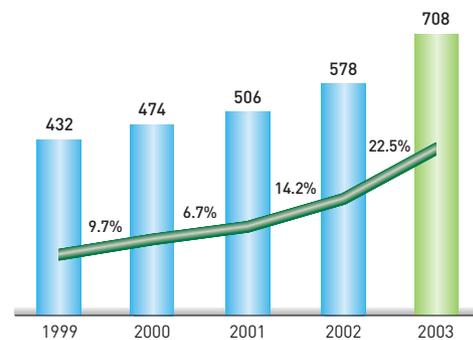
Parent company's net profit

Millions of euros



Cash-flow

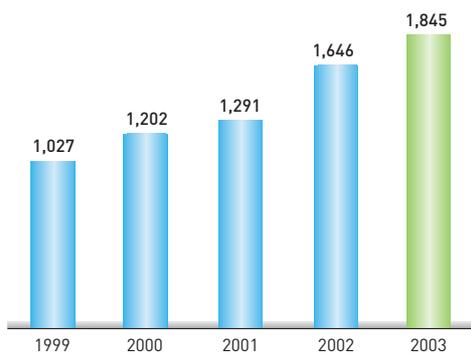
Millions of euros



CONSOLIDATED FIGURES

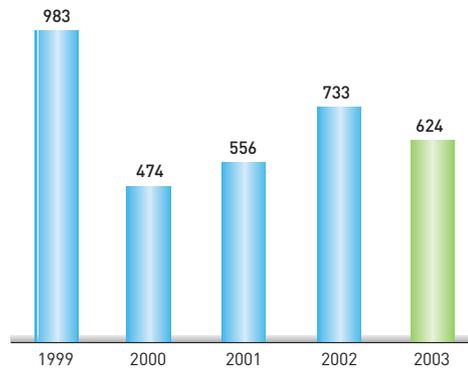
Shareholders' equity

Millions of euros



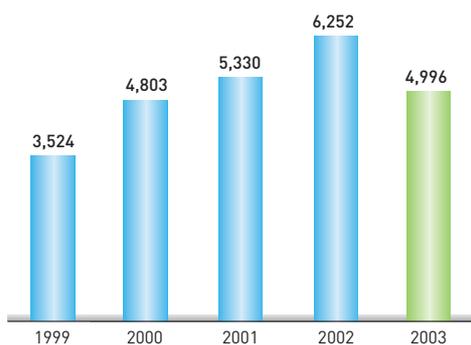
Investment

Millions of euros



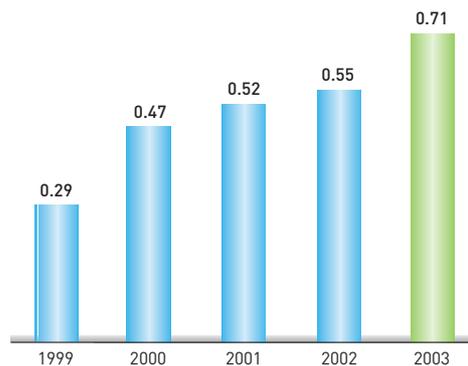
Service and works contracting

Millions of euros



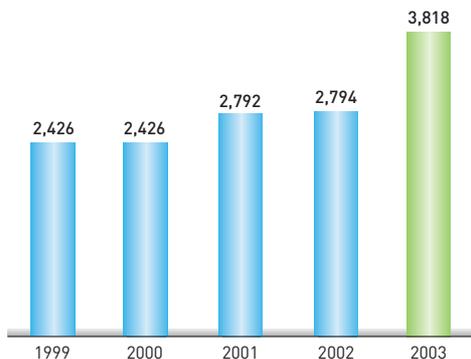
Dividend per share

Euros



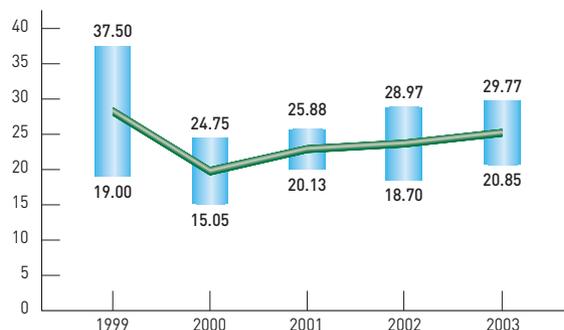
Market capitalisation as of 31st December

Millions of euros



FCC share quotation: high, low and annual average

Euros





Presentation of the ecological fleet, the latest generation of solid urban waste collection vehicles. Madrid

SERVICES

The companies in the service businesses discussed here operate through FCC, FCC Medio Ambiente, S.A., Aqualia, S.A., and FCC Versia, S.A., except for the logistics and tourism companies, which are investees of Grucyca, S.A.

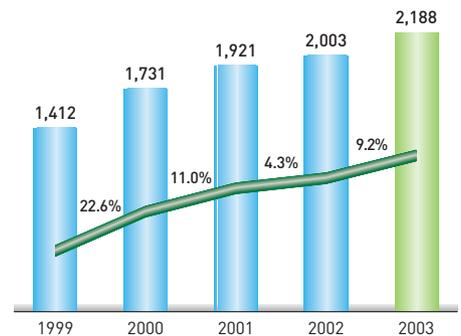
In Latin America, urban sanitation and water management services are provided by Proactiva Medio Ambiente, S.A., a company owned in equal shares by FCC and Veolia Environnement, S.A.

The year's-end service backlog came to a total of €11,463 million.



Revenues

Millions of euros



Cleaning gutters.
Madrid

Urban sanitation

TURNOVER:

€1,166.8 million

The FCC Group engages in urban sanitation activities in Spain through its parent company and the following subsidiaries and investees:

- FCC Medio Ambiente, S.A.
- Alfonso Benítez, S.A.
- Castellana de Servicios, S.A.
- Clavegueram de Barcelona, S.A.
- Compañía Catalana de Servicios, S.A.
- Ecoparc del Besòs, S.A.
- Empresa Comarcal de Serveis Mediambientals del Baix Penedes Ecobp, S.L.
- Empresa Mixta de Limpiezas de la Villa de Torrox, S.A.
- Empresa Mixta de Medio Ambiente del Rincón de la Victoria, S.A.
- Fisersa Ecoserveis, S.A.
- Gestión Integral de Residuos Sólidos, S.A.
- Ingeniería Urbana, S.A.
- Jaume Oro, S.L.
- Limpieza e Higiene de Cartagena, S.A.
- Limpiezas Urbanas de Mallorca, S.A.
- Municipal de Serveis, S.A.
- Recollida i Neteja Oro - Vila, S.L.
- Saneamiento y Servicios, S.A.
- Serveis d'Escombraries i Neteja, S.A.
- Servicios Especiales de Limpieza, S.A. (Selsa)
- Servicios de Levante, S.A.
- Servicios de Limpieza Integral de Málaga III, S.A. (Limasa III)
- Tratamiento Industrial de Residuos del Mediterráneo, S.A.
- Tratamiento Industrial de Residuos Sólidos, S.A.
- Tratamientos Metálicos, S.A.
- Valorización y Tratamiento de Residuos, S.A.
- Vertedero de Residuos, S.A.
- Zabalgardi, S.A.

Urban sanitation services include solid waste collection and treatment, street cleaning, sewer system cleaning, park and public building maintenance and other complementary services. FCC is these sectors' leader in Spain, where it has contracts in 2,530 cities and towns inhabited by over 21 million people. It also sets the standards that others strive to meet all over the world; it is a major player in 14 countries of Europe, Latin America and Africa (Egypt). Altogether, FCC provides services for over 44 million inhabitants residing in some 3,000 cities and towns.

During the last fiscal year FCC won 169 new contracts or extensions of old contracts in its different urban sanitation activities, worth a total joint value of €1,030 million.

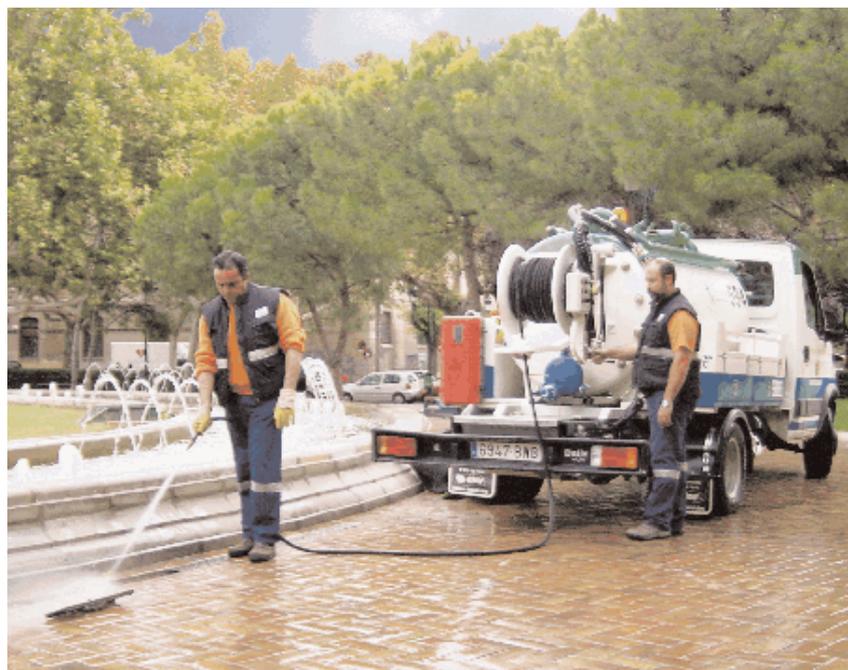
These were the main contracts awarded to FCC during that time:

Alicante. Management of solid urban waste, garden waste and bulky rubbish, through the construction and operation of a rubbish-sorting, biogas production and composting plant for the Marina Alta, Marina Baja and El Campello area, which covers 52 cities and towns and a total population of 460,000. Each year 200,000 metric tons of waste will be treated and nearly 11 million kWh of power will be produced. The plant operation contract is for 20 years.

Allerdale Borough Council, in northwest England, UK. Contracted services: domestic refuse, commercial refuse and selective refuse collection for 14 years.



Cleaning streets in Allerdale.
United Kingdom



Cleaning gardens.
Zaragoza



Collecting solid waste.
Valencia

Avellaneda, in Buenos Aires province, Argentina. Urban refuse collection and street-cleaning services for the city (356,000 inhabitants) for 6 years.

Barueri, in the state of Sao Paulo, Brazil. Urban and hospital waste collection and street-cleaning services for this city of 208,000 inhabitants for four years.

Baruta, Venezuela. Solid urban waste collection and selective collection of glass and paper, shipping of waste to the La Bonanza landfill and cleaning of the streets of this city on the outskirts of Caracas, home to 350,000 inhabitants. The contract ends in 2013.

Bilbao. Construction of a plant to treat the leachate produced by the Artigas landfill, where 245,000 metric tons of solid urban waste, the refuse of approximately 650,000 inhabitants, are deposited each year. This plant solves a problem that has been plaguing the old facilities for several years. Each year the plant will treat 350,000 m³ of leachate from the rubbish produced by the cities and towns of Bilbao and the left bank of the Ría del Nervión (Alonsótegui, Baracaldo, Sestao, Portugalete, Santurtzi, Trapagaran, Ortuella and Abanto).

Calderdale Borough Council, located in West Yorkshire, UK. Domestic refuse, commercial refuse and selective refuse collection, management of five household waste-recycling sites and operation of two waste transfer stations. The contract will be ending in 2009.

Crevillent, Valencia. Waste collection, street cleaning and complementary services (cleaning of public buildings and sports and cultural facilities) for a ten-year period.

Diadema, in the state of Sao Paulo, Brazil. Urban and hospital waste collection and street cleaning for a four-year period. The population served numbers 357,000.

Figueruelas, Zaragoza. Three-year maintenance of gardens, tree-lined areas and 60,000 m² of gravel-paved areas outside the factory owned by Opel España, S.A.

Fomentera. Design, works management, infrastructure construction and 25 years' operation of the organic matter sorting and treatment plants, the Cana Putxa landfill and a transfer station.

Subsidiaries and investees in the urban waste business in Europe:

France

- Française d'Assainissement et de Service, S.A. (Fassa)
- Idex Fassa Environnement, S.A.
- F C Environnement, S.A.
- Fassa Environnement, S.A.
- Société d'Exploitation et de Transports d'Ordures Industrielles et Ménageres, S.A. (Setoim)
- SIRR Basse Normandie, S.A.
- Via Environnement, S.A.

Portugal

- Focsa Serviços de Saneamento Urbano de Portugal, S.A.

United Kingdom

- Focsa Services (UK) Ltd.
- Beacon Waste Ltd.
- The Composting Company Ltd.
- Mercia Waste Management Ltd.
- Severn Waste Services Ltd.
- Telford & Wrekin Services Ltd.

Africa

- Egypt Environmental Services SAE
- Giza Environmental Services SAE



Selective collection of solid urban waste. Vigo. Pontevedra

FCC Group investees under Proactiva Medioambiente, S.A., with current contracts in Latin America:

Argentina

- Aeba, Ambiente y Ecología de Buenos Aires, S.A.
- Aesa Misiones, S.A.
- Aesa, Aseo y Ecología, S.A.
- Aguas del Valle, S.A.
- Ces, Compañía Ecológica Sudamericana, S.A.
- Deltacom, S.A.
- Deltaliq, S.A.
- Lamcef, S.A.
- Proactiva Avellaneda, S.A.

Brazil

- Cgea Brasil Participações, S.C.Ltda.
- Companhia de Saneamiento de Paraná Ltda.
- Domino Holdings, S.A.
- Intranscol, S.A. Colecta e Ramação de Resíduos Ltda.
- Sanedo Ltda.
- Formacco Trans-Ambiental Ltda.
- Sig 41, S.A. en Cdta.

Chile

- Coinca, S.A.
- Multiaseo, S.A.
- Agencia Compagnie Generale des Eaux Chile, Ltda.
- Proactiva Medio Ambiente Chile, S.A.
- Inmobiliaria Multiaseo, S.A.

Colombia

- Aseo de Candelaria, S.A. E.S.P.
- Aseo de Pradera, S.A. E.S.P.
- Aseo El Cerrito, S.A. E.S.P.
- Aseo Yumbo, S.A. E.S.P.
- Bugueña de Aseo, S.A. E.S.P.
- Palmirana de Aseo, S.A. E.S.P.
- Proactiva de Servicios, S.A. E.S.P.
- Proactiva Doña Juana, S.A. E.S.P.
- Proactiva Oriente, S.A. E.S.P.
- Tulueña de Aseo, S.A. E.S.P.
- Proactiva Colombia, S.A.
- Concesionaria Tibitoc, S.A. E.S.P.

Granada. Selective collection of light containers all over the province for one year, extendable for up to ten years. FCC has been managing all the solid urban waste in the province of Granada since 1995 under a contract that will be expiring in 2010.

Laredo, Cantabria. Street cleaning, irrigation, residential refuse collection and transport and treatment of city waste for ten years.

Mahón, Minorca. Collection of solid urban waste and street cleaning within municipal bounds for eight years.

Misiones, Argentina, a province in the northeast of the country. Waste shipping to the treatment centre, for a thirteen-year period. The population served numbers 425,000.

Palma de Mallorca. Treatment of demolition debris, bulky refuse and miscellaneous waste on the island of Majorca. This includes design, works management, infrastructure construction, investment financing and facility operation for 25 years.

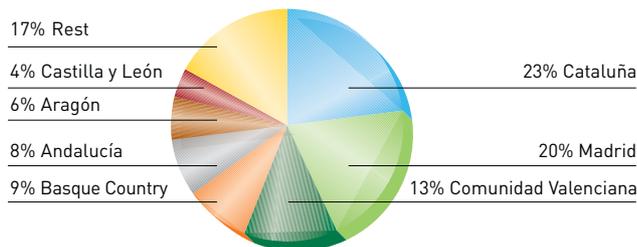
Rentería, Guipúzcoa. Street cleaning and rubbish collection for a ten-year period.



Cleaning up the coast. Valencia

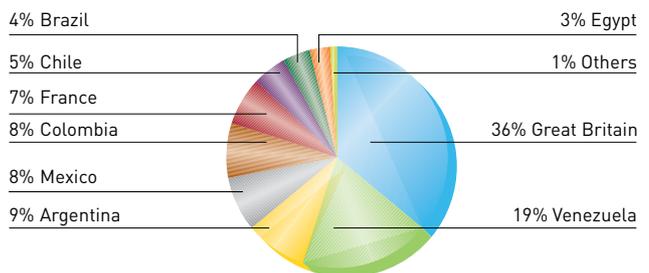
Geographic scope of action

Contracts in Spain



Contracts abroad

City maintenance and water





Cleaning and maintaining gardens. Valencia

Torrox, Málaga. Refuse collection, transport and treatment, street cleaning and beach cleaning, for a sixteen-year period potentially extendable to 25 years.

Tudela, Navarra. Design, supply, installation and operation for 20 years of a plant for treating the organic fraction of solid urban waste from the Commonwealth of La Ribera, an association of small Navarran municipalities. The anticipated plant consists in a solid urban waste treatment facility that will use the organic fraction it recovers to produce methane (biogas). Fifty thousand tons of waste will be treated each year, producing 5 million kWh annually.

Vigo, Pontevedra. Selective collection of solid urban waste using soundproofed, side-loading vehicles powered by compressed natural gas. The concession period ends on 31st March 2017 and the population served numbers 300,000.

Vitoria. Contracting to design and build a plant to produce biogas and compost urban refuse for the province of Álava (300,000 inhabitants) and operate the plant for 20 years. Each year 120,750 metric tons of waste will be treated, and the gas it gives off will be used to produce 6,037,895 kWh/year.

Xalapa, in the state of Veracruz, Mexico. Transport service to carry refuse to the landfill for this city of 420,000 inhabitants for a fifteen-year period.

University of Saragossa. Cleaning of all the buildings at the University of Saragossa's campuses in Saragossa, Huesca and Teruel for one year. There are 46 buildings, a total area of 327,000 m².

Mexico

- Compañía General de Servicios Urbanos, S.A. de C.V.
- Consorcio Internacional de Medio Ambiente, S.A. de C.V.
- Cima Obras y Servicios, S.A. de C.V.
- Mexicana de Medio Ambiente, S.A. de C.V.
- Servicios de Tecnología Ambiental, S.A. de C.V.
- Concesionaria de Aguascalientes, S.A. de C.V.
- Divag, S.A. de C.V.
- Esetasa, S.A. de C.V.
- Gcima, S.A. de C.V.
- Servicios de Agua Potable, S.A. de C.V.

Dominican Republic

- Compañía de Limpieza y Embellecimiento, C.P.
- Dominicana Sanitary Services, B.V.
- FCC Servicios Santo Domingo, S.A.

Puerto Rico

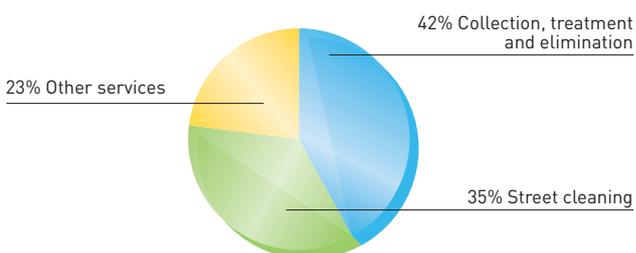
- Transactional Technology International Inc.

Venezuela

- Cotécnica Caracas, C.A.
- Cotécnica Chacao, C.A.
- Cotécnica La Bonanza, C.A.
- Fospuca Baruta, C.A.
- Fospuca, C.A.
- Fospuca Carrizal, C.A.
- Fospuca Guaicaipuro, C.A.
- Fospuca Libertador, C.A.
- Fospuca Nueva Esparta, C.A.
- Fospuca Servicios, S.A.
- Fospuca Zamora, C.A.
- Inversiones Cotécnica, C.A.
- Servicios Plasticot 405, C.A.
- Mantenimiento Urbano, S.A.
- Servicios Cotécnica, C.A.
- Proactiva Medio Ambiente Venezuela, C.A.

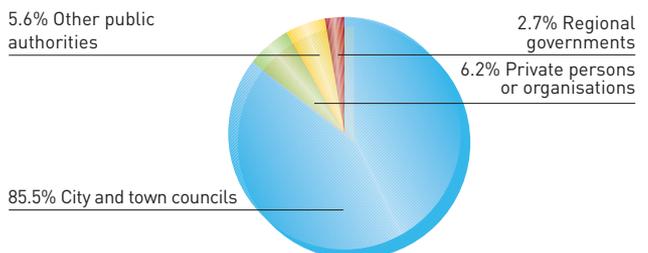
Distribution by service type

Contracts in Spain



Distribution by client type

Contracts in Spain



Water management

TURNOVER:

€459.2 million

Group companies that do business in this sector:

- Aqualia Gestión Integral del Agua, S.A.
- Abastecimientos y Saneamientos del Norte, S.A.
- Adobs Orgànics, S.L.
- Aguas de Denia, S.A.
- Aguas de Ubrique, S.A.
- Aguas Industriales de Tarragona, S.A.
- Aguas Jaén, S.A.
- Aguas Torrelavega, S.A.
- Aguas y Servicios de la Costa Tropical de Granada, AIE
- Aigües de Blanes, S.A.
- Aigües de Girona Salt i Sarria de Ter, S.A.
- Aigües del Segarra Garrigues, S.A.
- Aigües de l'Alt Empordá, S.A.
- Aqua Campiña, S.A.
- Benalren, S.L.
- Colaboración Gestión y Asistencia, S.A.
- Compañía de Servicios Medioambientales do Atlántico, S.A.
- Compañía Onubense de Aguas, S.A.
- Conducció del Ter, S.L.
- Conservación de Infraestructuras Urbanas, S.A.
- Empresa Mixta de Aguas y Servicios, S.A.
- Empresa Mixta de Conservación de la Estación Depuradora de Butarque, S.A.
- Empresa Municipal de Aguas de Algeciras, S.A.
- Empresa Municipal de Aguas de Benalmádena, S.A.
- FS Colaboración y Asistencia, S.A.
- General de Serveis de Il·luminació i Netejes, S.L.
- Generavila, S.A.
- Gestión de Servicios Hidráulicos de Ciudad Real, AIE
- Girona, S.A.
- Graver Española, S.A.
- Inversora Riutort, S.L.
- Itam Delta de la Tordera, AIE
- La Unión Servicios Municipales, S.A.
- Mantenimiento de Obras y Servicios Eléctricos Catalanes, S.A.
- Nueva Sociedad de Aguas de Ibiza, S.A.
- Proveiments d'Aigua, S.A.
- Searsa- Cañellas, AIE.
- Sera Q A Duitama Esp, S.A.
- Sevilla Speed Capital S.A. de Capital Riesgo
- Sociedad de Explotación de Aguas Residuales, S.A.
- Sociedad Española de Aguas Filtradas, S.A.
- Sociedad Ibérica del Agua, S.A.
- Soft i Telecontrol, S.L.
- Tratamiento Industrial de Aguas, S.A.

Aqualia Gestión Integral del Agua, S.A., the subsidiary that heads up all the investees doing business in the Spanish water management sector, continued to do well in 2003, growing at a rate 10.20% higher than that of the fiscal year before.

This growth was embodied in 119 newly awarded contracts, involving a total allocation of €338 million, and the renewal of 60 contracts, with a turnover of €86 million. At the end of the fiscal year, the backlog totalled €4,872 million.

Aqualia provides drinking water service for over seven million people in some 700 cities and towns and furnishes wastewater purification service for nearly 10 million inhabitants.



Drinking-water treatment station in Talavera de la Reina. Toledo

It is a player in large-scale projects, such as the construction, operation and financing of a seawater desalination plant in Santa Eulalia, Ibiza, and the execution of phase-one works in the project to modernise irrigation systems for the Comunidad de Usuarios (Users' Community) of El Campo de Níjar, Almería.

During fiscal 2003 Aqualia invested over €2 million in modernising the main laboratories assigned to its four business zones (Jerez de la Frontera in the South Zone, Ávila in the Central Zone, Oviedo in the Northern Zone and Lleida in the Eastern Zone), to equip them with more advanced technology and prepare them to meet new legislation.



Drinking-water treatment station. Ávila

These were the main contracts won in 2003:

Comprehensive water management

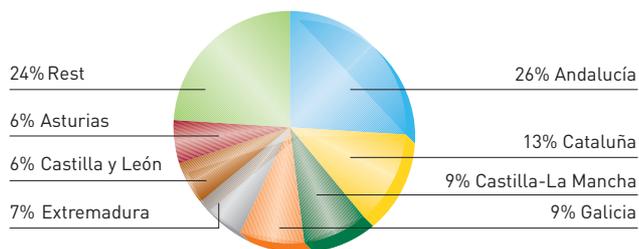
- Burgo de Osma, Soria: Fifteen years.
- Quintanar de la Orden, Toledo: Fifteen years.
- Santa Marta de Tormes, Salamanca: Fifteen years.

Drinking water and complementary services

- Alcalá de Henares, Madrid: Subscriber management (1 year).
- Arcos de la Frontera, Cádiz: Sewer system and water purification (10 years).
- Bell-Lloc, Girona: Water supply (5 years).
- Baix Ebre, Tarragona: Sanitation system operation and maintenance (5 years).
- Cabañas de la Sagra, Toledo: Water supply and sewer system (10 years).
- Callosa del Segura, Alicante: Water supply (20 years).
- Hellín, Albacete: Operation, maintenance, sewer system and wastewater purification station (1 year).

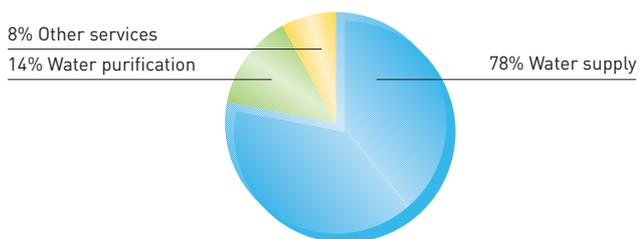
Geographic scope of action

Contracts in Spain



Distribution by service type

Contracts in Spain





Wastewater purification plant. Salamanca

- Hornachos, Badajoz:** Water supply (10 years).
- Ingenio, Gran Canaria:** Water supply and sewer system (25 years).
- La Roda, Albacete:** Water supply and sewer system (20 years).
- Librilla, Murcia:** Water supply and sewer system (25 years).
- Commonwealth of Río Eresma, Salamanca:** Wholesale water supply management (1 year).
- Commonwealth of Río Guajaraz, Toledo:** Wholesale water supply and comprehensive management for several municipalities (10 years).
- Commonwealth of Tierras del Adaja, Valladolid:** Wholesale water supply management (1 year).
- Morón de la Frontera, Cádiz:** Sewer system management (25 years).
- Pedro Muñoz, Ciudad Real:** Water supply (31 years).
- Portillo, Valladolid:** Water supply and sewer system (5 years).
- Rioja Baja, La Rioja:** Water supply and purification (2 years).
- Ribera del Fresno, Badajoz:** Water supply (5 years).
- Rota, Cádiz:** Water supply and sewer system (5 years).
- Salvatierra de los Barros, Badajoz:** Water supply (6 years).
- San Lorenzo de El Escorial, Madrid:** Sewer system (1 year).
- Santa Cristina de Aro, Girona:** Water supply and sewer system (25 years).
- Segovia:** Drinking water treatment station management (1 year).

Water purification

Alcoy, Alicante: Operation and maintenance (1 year).

Alforja and Villaplana, Tarragona: Operation and maintenance of the wastewater purification station (2 years).

Boadilla del Monte and Navalcarnero, Madrid: Operation and maintenance of the wastewater purification station (1 year).

Chiclana de la Frontera, Cádiz: Management of the wastewater purification station (10 years).

Cripijana, Vitoria: Construction and operation of the wastewater purification station (3 years).

Igualada, Piera and Calaf, Barcelona: Operation and maintenance of the wastewater purification station (1 year).

Guadalajara: Operation and maintenance of the wastewater purification station (2 years).

Majorca, Balearic Islands: Operation and maintenance of the Zone E1 wastewater purification station (2 years).

Majorca, Balearic Islands: Operation and maintenance of the Zone MA6 wastewater purification station (1 year).

Ibiza and Formentera, Balearic Islands: Silt transport (2 years).

Commonwealth of Cabeza del Torcón, Toledo: Management service (10 years).

Montijo, Badajoz: Operation and maintenance (1 year).

Pedro Muñoz, Ciudad Real: Wastewater purification station management (25 years).

Puerto Lumbrera, Murcia: Operation and maintenance (5 years).

Segovia, (Segovia): Upkeep and maintenance for wastewater purification station cogeneration facilities (1 year).

Irrigation systems

Garrigues Sud, Lleida: Irrigation system management (5 years).



Industrial waste

TURNOVER:

€82.8 million

Companies that do business in this sector:

- Abg Servicios Medioambientales, S.A.
- Aecosol, S.L.
- Aproxim Getesarp Rymoil, S.A.
- Atlas Gestión Medioambiental, S.A.
- Azuser, S.L.
- Baltecma Gestión de Residuos Industriales, S.L.
- Bistibieta, S.L.
- Compañía Control de Residuos, S.L.
- Ecoactiva de Medio Ambiente, S.A.
- Ecodeal -Gestao Integral de Residuos Industriais, S.A.
- Ekonor, S.A.
- Electrorecycling, S.A.
- Equipos de Protección Ambiental, S.L.
- Fepanor, S.L.
- Gamasur Campo de Gibraltar, S.L.
- Gestiones Medio Ambientales del Sur, S.L.
- Hidrocen, S.L.
- Innovación y Gestión Medioambiental, S.A.
- Ipodec Riscop, S.A.
- Ligete, S.L.
- Limpiezas Industriales Alfus, S.A.
- Lizarreka, S.L.
- Pilagest, S.L.
- Recitermia, S.A.
- Recuperacio de Pedreres, S.L.
- Sereco Gestión, S.L.
- Sigfito Agroenvases, S.L.
- Sogecar, S.A.
- Técnicas de Descontaminación, S.A.
- TPA Fugro, S.A.
- TPA Técnicas de Protección Ambiental, S.A.
- Tratamiento y Reciclado Integral de Ocaña, S.A.
- Tratamientos Ecológicos para Extremadura, S.L.
- Tratamientos y Recuperaciones Industriales, S.A.

This sector's field of action is open to both private customers and the wide range of public authorities and addresses the three major groups of waste that industry and consumers generate: inert waste, non-hazardous or innocuous waste and hazardous waste. Industrial waste services always include collection, transport, treatment, recycling, energy recovery and elimination.

During 2003 Ambito, the trade name for the FCC Group's activities in industrial waste management, forged a consolidated image for itself.

The FCC Group has all kinds of facilities for industrial waste treatment, such as transfer plants, centres for rendering waste inert, energy recovery centres and waste storage facilities. In fact, it has the largest network of facilities in the Spanish industrial waste sector, enabling the Group to manage a total of 720,000 metric tons of waste during 2003, up 24% over the preceding fiscal year.

FCC Group companies are carving an increasingly significant place for themselves in non-hazardous industrial waste treatment, which is up 40% with respect to 2002.



Industrial waste plant. Trisa. Tarragona

Work in the soil decontamination area was done at 193 sites, where a volume of over 340,000 m³ of soil was treated. FCC designed and built in Los Barrios, Cádiz, Spain's first fixed plant for on-the-spot soil treatment, in which biological treatments are administered enabling soil to be rehabilitated for safe subsequent use.

In 2003 FCC signed a contract with Endesa for the comprehensive management of the hazardous waste produced by all of Endesa's companies in Spain; there are over 200 collection sites involved.

Other points of interest in fiscal 2003 included:

- Cruïlles, Girona: Storage facility for non-hazardous industrial waste.
- Getafe, Madrid: Centre that uses recycled wastes to manufacture alternative fuels for the cement industry.
- Pont de Vilomara, Barcelona: Electrical and electronic waste-recycling plant.



Recycling plant for old electrical components and refrigerating equipment. Pont de Vilomara. Barcelona

Montmeló Transfer Centre. Barcelona

Airport handling

TURNOVER:
€147 million

Group companies that do business in this sector:

Spain:

Flightcare, S.L.
Iberhandling, S.A.
Eurohandling UTE

Belgium

Belgian Ground Services, S.A. (BGS)

Flightcare, S.L., is a subsidiary that takes care of airport ramp, cargo and passenger handling. It is now consolidated as the leading agent in Brussels, through its subsidiary Belgian Ground Services (BGS), and it has continued pursuing its plan to expand abroad by securing a share in the liberalisation of the handling market in a number of locations.

In Spain, the FCC Group renders passenger and ramp handling service at the Barcelona, Bilbao, Fuerteventura, Lanzarote, Las Palmas, Málaga, Santiago de Compostela, Seville and Valencia airports.

The Group broadened its cargo-handling business during the fiscal year by opening up bases in Bilbao and Arrecife, as new additions to its already established bases in Barcelona, Brussels and Madrid.

During the year FCC saw to the needs of 37 million passengers and 170,000 flights belonging to over 120 airline companies, and it managed over 200,000 tons of cargo.



Handling service at Brussels Airport, Belgium



Cargo service at Madrid Airport

Logistics

TURNOVER:

€98 million

The FCC Group provides logistics services for automobile companies, computer companies and health and beauty companies, through operating centres that specialise in the comprehensive management of the components of serial production processes.

Logística Navarra expanded the services it is contracted to provide for Opel España's factory in Figueruelas, Zaragoza, and continued to broaden its territory by opening a new centre in Albacete to supply spare parts for the EHN Group's wind farms in Castilla-La Mancha. It contracted to provide logistics management for Nissan Motor Ibérica's Zona Franca and Montcada factories in the province of Barcelona starting in 2004.

Aitena Sociedad Anónima Inmobiliaria y de Transportes and Logistic Activities, S.A. (Loacsa), continued their drive to expand, renovate and upgrade their facilities. They opened new logistics platforms in Seville and in Gijón, Asturias, outfitted with cutting-edge maintenance systems and technical resources that will enable them to render even smoother services.

Aitena's regulating centre in the village of Subirats (province of Barcelona), which already occupied over 24,000 m², was enlarged by an extra 8,000 m² for managing clients in the large consumer goods, appliance and perfume industries.

Aitena started up new operations for some of its clients during 2003. For example, in the health and beauty sector, it opened a regulating centre for Johnson & Johnson in Alovera, Guadalajara, that provides coverage for the entire Iberian Peninsula, and it began to provide regulation operations for Gal (part of the Puig Group).

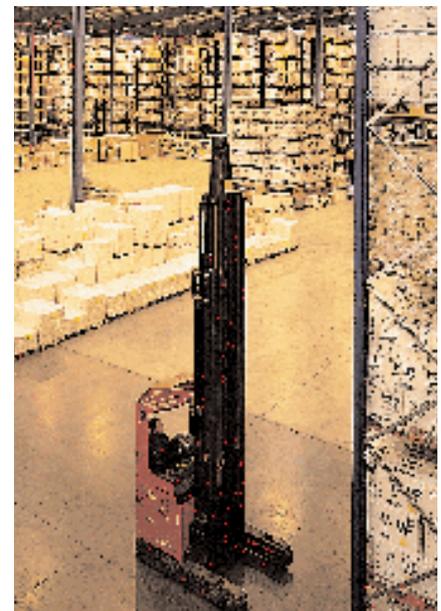
Aitena came on board to handle logistics for a major portion of the product manufactured and marketed by the García Carrión company as well. The regulating centre for this operation is located in Alovera, Guadalajara.

Aitena renewed its UNE-EN ISO 9001-2000 quality certificate and so re-earned the recognition it first gained in 1994 for its firm commitment to providing quality and constantly improving the service it renders to its clients. This it does by optimising its processes, with the ultimate goal of increasing client satisfaction, pursuant to the specific quality standards stipulated by each client.

Aitena Portugal consolidated its position in the Portuguese market and developed new technologies that are enabling it to maintain its current competitive edge. It implemented optical scanning for all clients, and thus streamlined and upgraded the work associated with all the processes in the logistics chain. In addition, it started up Aitena On-Line, which enables clients to use the Internet to get real-time, secure access to a variety of logistics information.

The companies engaged in these activities are subsidiaries of Grucycsa, S.A.

- Aitena Sociedad Anónima Inmobiliaria y de Transportes
- Aitena Portugal Almacenaje Transporte e Distribuição de Mercaderías, S.A.
- Lnp Logística, Lda
- Logistic Activities, S.A. (Loacsa)
- Logística Navarra, S.A.



Logistics centre in Alovera, Guadalajara

Site furniture and advertising

TURNOVER:
€83 million

Group companies that do business in this sector:

Spain

- Cemusa Corporación Europea de Mobiliario Urbano, S.A.
- Servicios de Publicidad Urbanos, S.A. (Urba)

Argentina

- Camusa Corporación Americana de Mobiliario Urbano, S.A.

Brazil

- Cemusa do Brasil, Ltd.
- Cemusa Amazonia, S.A.
- Cemusa Brasília, S.A.
- Cemusa Río, S.A.
- Cemusa Salvador, S.A.

Costa Rica

- Equipamientos Urbanos de Costa Rica, S.A. (Eucor)

El Salvador

- Equipamientos Urbanos de El Salvador, S.A. de C.V. (Eusal)

United States

- Cemusa, Inc
- Cemusa Texas, Llc
- Cemusa San Antonio, Ltd.
- Cemusa San Antonio, Gp Llc
- Cemusa Miami, Ltd.

Guatemala:

- Equipamientos Urbanos de Guatemala, S.A. (Eugua)

Italy

- Cemusa Italia, S.A.

Mexico

- Equipamientos Urbanos de México, S.A. de C.V. (Eumex)
- Servicio y Tecnología Especializada, S.A. de C.V. (Sertesa)
- Servicios de Comercialización de Publicidad, S.A. De C.V. (Sercom)
- Tenedora de Acciones de Mobiliario, S.A. de C.V. (Tenedora)
- Medios de Publicidad, S.A. de C.V. (Medios)
- Stoc, S.A. de C.V. (Stoc)

Panama

- Equipamientos Urbanos de Panamá, S.A. (Eupan)

Portugal:

- Cemusa Portugal Companhia de Mobiliario Urbano e Publicidade, S.A.
- Zona Verde-Promoçao e Marketing, Ltd.

Dominican Republic

- Equipamientos Urbanos Dominicanos, S.A. (Eudom)

Cemusa Corporación Europea de Mobiliario Urbano, S.A., is the Group company that stands at the centre of the design, manufacture, installation and maintenance (with or without advertising operation services) of the widest range of site furniture and outdoor advertising structures, such as hoardings at bus stops, information panels and columns, bookstalls, time-and-temperature pillars, automatic lavatories, selective refuse collection bins, electronic panels, super-size panels and indoor information pillars.

It has over 102,000 items and advertising structures installed in over 120 cities in 11 countries of Europe and America.

Cemusa consolidated its leadership in the Spanish market with a stronger presence than ever in the primary cities and diversified its business towards advertising in shopping centres by concluding contracts with 16 shopping malls.

These were the main contract awards it won in Spain during 2003:

Majadahonda, Madrid: advertising structures, 'monopost' (super-size) structures and 3x2-metre master panels.

Seville: The municipal firm Transportes Urbanos de Sevilla (Tussam) awarded Cemusa its tender for the supply, installation, upkeep and operation of hoardings at bus stops and other related items for the next 15 years. This involves the installation of 737 bus stop shelters, 25 information screen housings, 130 bus stop posts and 10 bookstalls.



Sun shelter in Miami. U.S.A.



Bus stop shelter.
Valladolid

Eight shopping centres in: Madrid (3), Seville (2), Barcelona (1), Cádiz (1) and Las Palmas de Gran Canaria (1).

In 2003 Cemusa remained committed to the international market and secured the following contracts:

Brazil: Winning bid on the Belo Horizonte tender for the installation and operation of clock and temperature structures. This city is joining Río de Janeiro, Brasília, Salvador de Bahía, Manaus, Niteroi and Vitoria in a developing wave that has consolidated Cemusa's leadership in Brazil and expanded its coverage to close to 15 million people.

United States: Tender for bus stop shelters and bicycle stands in the city of San Antonio, Texas. This city (1,200,000 inhabitants), belonging to the second most heavily populated state in the USA, is the next step in Cemusa's US expansion after the tender the company already won in Miami, Florida.

Portugal: Design, manufacture, supply, installation, maintenance and advertising operation of 1,500 phone booths for Portugal Telecom. This contract enables Cemusa to give a great leap forward in terms of its competitive situation, because it places the company in a leading position.

Cemusa strove earnestly in 2003 to modernise and improve the design aspect of its product lines. It engaged Italian designer Giorgetto Giugiaro to develop a complete line of site furniture and outdoor advertising. Known the world over for his work in the automobile sector, Giorgetto Giugiaro has also styled products in such different areas as perfume bottles, cosmetics cases, containers for consumer goods, seats and railway coaches.

Cemusa also developed lines by Richard Rogers (who designed the Centre Pompidou in Paris and the new terminal at Barajas Airport), Oscar Niemeyer (creator of Brasilia's trademark buildings) and Patxi Mangado (who designed the Pamplona Auditorium and was chosen to design FCC Construcción's new headquarters), and it expanded new design lines by stylists belonging to the Cemusa team, such as Nicholas Grimshaw, Perry King & Santiago Miranda and Oscar Tusquets.



Grimshaw
column.
Pontevedra



Information panels
in Belo Horizonte. Brazil

Upkeep and systems

TURNOVER:
€49 million

**Group company engaged
in this sector:**

- Conservación y Sistemas, S.A.

Conservación y Sistemas, S.A., is a specialist in the upkeep and operation of urban infrastructure and traffic management systems. It does business in Spain and Portugal.

It delivered the following works and facilities during 2003:

- Madrid Service Tunnel Control Centre, the point from which the city's underground passages and tunnels are supervised via cameras and sensors.
- Traffic control systems and dynamic traffic signs in the tunnels on the ring road around Las Palmas de Gran Canaria.
- Traffic control systems and dynamic traffic signs in the section of the A-IV motorway between Ocaña and Almuradiel.
- Project to split the two-kilometre-long main sewer of the Mirasierra district of the city of Madrid into two sewers.



Traffic control centre.
Madrid

During 2003 this subsidiary won the following contracts:

- Management of the public service providing pavement upkeep in the central area of Madrid, for a four-year period.
- Supervisory and safety systems in the Brañaviella and Niévares tunnels, which belong to the motorway between Gijón and Villaviciosa, Asturias. Brañaviella is 1,250 metres long, and Niévares is 2,350 metres long.
- Traffic management and control systems for the R-3 and R-5 radial motorways in Madrid, which were inaugurated in February 2004
- Traffic and meteorological data management system for the A-6 motorway, on behalf of the Directorate-General of Traffic.
- Urban development and improvement work on several streets and roads for the city governments of Madrid, Alcobendas, Boadilla del Monte, Móstoles and San Lorenzo de El Escorial.

Conservación y Sistemas, S.A., stands in the vanguard of computer development. Proof of its expertise is the fact that the Madrid City Council chose to apply Conservación y Sistemas' system for the comprehensive management of pavement inventorying and inspection. The same system was already being used by the council to manage its sanitation and underground passageway networks.

Car parks



The Group companies devoted to this range of business activities have, during the course of 2003, consolidated their enviable positions in their respective markets.

They manage regulated on-street parking for approximately 102,000 vehicles and 36 underground parking garages for 10,500 vehicles in over 90 cities of Spain and Morocco. They also provide vehicle towing and impoundment in 30 cities.

The contracts they won during the course of 2003 pertain to the following cities and towns:

Regulated on-street parking

Almuñecar, Granada: Parking for 528 vehicles for two years.

Madrid: New parking for 5,814 vehicles in the La Guindalera and Fuente del Berro districts for ten years.

Manresa, Barcelona: Parking for 857 vehicles for a fifteen-year period.

Morón de la Frontera, Sevilla: Parking for 300 vehicles for seven years.

San Sebastián: Parking for 3,181 vehicles in the Amara district for a five-year period.

Underground parking garages

El Vendrell, Tarragona: Operation of a 207-vehicle garage for a twenty-five-year period.

Manresa, Barcelona: Construction and operation of a 372-vehicle garage for a fifty-year period.

Mollet del Vallés, Barcelona: Construction and operation of a 288-vehicle garage for fifty years.

Motril, Granada: Construction and operation of a 321-vehicle garage for a fifty-year period.

Lleida: Construction and operation of a 254-vehicle garage for fifty years.

Vehicle towing and impoundment

Manresa (Barcelona): Fifteen years.

TURNOVER:

€48 million

Group company engaged in this sector:

Spain

- Estacionamientos y Servicios, S.A. (Eysa)
- Aparcamientos Concertados, S.A. (Parcosa)
- Empresa Mixta de Tráfico de Gijón, S.A.
- Infoser Estacionamientos, AIE.

Morocco

- Casapark, Sarl
- Casapark Moulay Youssef, Sarl



Regulated on-street parking. Madrid



Car park on calle Marqués de Urquijo. Madrid

Vehicle inspection

TURNOVER:
€35 million

FCC Group companies that do business in this sector:

Spain

- General de Servicios ITV, S.A.
- Aragonesa de Servicios ITV, S.A.
- ITV Insular, S.A.
- Valenciana de Servicios ITV, S.A.

Argentina

- VTV Verificaciones Técnicas Vehiculares de Argentina, S.A.
- Concesionaria Zona 5, S.A.
- Verauto La Plata, S.A.
- ITV, S.A.
- ITV Córdoba, S.A.

During 2003 the 50 vehicle inspection stations that FCC Group companies run in Spain and Argentina conducted over 1,800,000 inspections.

The Argentine companies concluded the process of earning quality assurance certificates under UNE-EN ISO 9002 during the 2003 fiscal period, and thus they placed themselves on a par with the Spanish companies.

The most prominent event of the last year was the ten-year extension appended to the initial terms of the concessions in the autonomous communities of the Canary Islands and Aragón. Thus, the term of the concession for the Tenerife and Gran Canaria stations will be ending in 2019, the Islas Menores stations in 2025, and the Aragón stations in 2020.

With these extensions, the average period remaining for all the concessions in the vehicle inspection group in Spain is boosted to over 15 years.

The extension of the term of the concession in the Community of Aragón entails the upcoming construction of four vehicle inspection stations, bringing the number of stations run by the FCC Group up to a grand total of 54.



Vehicle inspection station.
Daganzo-Alcalá de Henares.
Madrid

Tourism

Grubarges Inversión Hotelera, S.A., an investee owned in equal shares by Grucycsa, the BBVA Group and Barceló Empresas, owns 28 hotels in Spain, the United States and Mexico. During the past fiscal year the Hotel Bahía Sur in San Fernando, Cádiz, was sold.

Grubarges has a total of 7,174 rooms, 1,700 of which are located in Spain, 1,697 in Mexico and 4,090 in the United States.

In the last fiscal year, the three partners in the company reached an agreement to dissolve the joint venture in the hotel industry that they had created in August 1998. Under this agreement, the assets located in the United States and Spain will be disposed of. Once the sale is final, BBVA and Grucycsa will transfer their holdings in Grubarges to the Barceló Group, which will remain the sole partner in Grubarges and will retain ownership of the Mexican assets. When these arrangements have been completed, the FCC Group will have severed its ties with the tourism business.

Passenger transport

FCC-Connex Corporación, S.L. (an investee owned in equal shares by FCC and Connex, a member of the Veolia Group), operates private passenger transport by road and rail through two companies, Corporación Española de Transporte, S.A. (Ctsa), and Compañía General de Servicios Ferroviarios (Detren).

Ctsa is a player in the urban transport systems of ten Spanish cities, in addition to the Madrid-Almería (Almeraya) intercity line, the Red Costa del Sol network and the Málaga-Algeciras intercity line, which are managed by Automóviles Portillo. Its fleet of over 300 coaches covers some 24 million kilometres per year and carries 50 million passengers.

FCC-Connex recently won the urban transport contract for the Portuguese city of Vila Real de Trás-os Montes. The concession will be for 10 years, extendable to a second ten-year span.

Detren is the operator of Barcelona's two tramways, and both it and FCC Construcción, S.A., have a stake in the companies that hold the tramways' concessions. These tramways went into service in the first quarter of 2004.

The FCC Group has a long history with another member of the railway sector, the Bulnes cablecar in the Picos de Europa mountains. The cablecar was built by FCC and is being operated by Detren.

TURNOVER:

€19 million

Group companies that do business in the sector:

- FCC-Connex Corporación, S.L.
- Corporación Española de Transporte, S.A. (Ctsa)
- Detren Compañía General de Servicios Ferroviarios, S.L.
- Almeraya, S.A.
- Bus Turístico de Málaga, S.L.
- Corporación Jerezana de Transportes, S.A. (Cojetusa)
- Transportes Urbanos de Sanlúcar, S.A. (Tussa)
- Transportes Municipals d'Egara, S.A. (Tmsa)
- UTE Trambaix
- UTE Trambesós



Urban passenger transport. Terrassa. Barcelona

Urban passenger transport. Talavera de la Reina. Toledo

Technological innovations

Villaverde machinery yard

The new vehicle yard in Villaverde, a locality in southern Madrid, services the rubbish collection vehicles that police the west and south zones and is one of the four yards the rubbish collection service has. This service is fully covered by 337 vehicles, which are powered by natural gas and therefore require innovative yard and fuelling infrastructures.

This 15,000-square-metre yard has some very important, intriguing technological features and is outfitted with advanced-technology equipment and newly designed facilities for environmental supervision, which have not yet been put into use. It harbours a fleet of 90 collection vehicles, all of them running on natural gas.

For fuel provisioning, the yard has a natural gas compression plant that works at a pressure of 250 bar and whose automatic refuelling systems can accommodate 30 vehicles at the same time. These systems are capable of providing over 2,500 m³/hour, so the vehicles can be used in several working shifts. The facility has got three 132-kW compressors and an external storage facility holding 18,000 litres of compressed gas at a pressure of 250 bar.



Villaverde Vehicle Yard.
Madrid

Villaverde Vehicle Yard.
Madrid



Each vehicle is filled in an individually controlled process in which the residual pressure the vehicle has at the start of the refilling process makes no difference. The system requires no manual intervention whatsoever, and when the vehicle is full, the system shuts itself off automatically. Pressure is kept constant while the vehicle is connected to its point of supply.

The yard has 15 pressurised fuel pumps, each equipped with two independent dispensers, making for a total of 30 points of simultaneous supply. A vehicle can be filled to capacity (nearly 200 m³) in a minimum of only seven minutes' time.

In addition, the yard has a 1,600-square-metre, 15-vehicle workshop. The workshop's roof spans a pillar-free space of 30 metres, providing direct access to each vehicle workstation. The workshop is equipped to repair vehicles with high-pressure natural gas tanks, and it handles repairs of all sorts, from mechanical work done in its seven pits to extremely sophisticated heavy welding jobs. All wiring is shielded and flameproofed, and an automatic leak-control system has been designed to cope quickly with any problems; if a leak were ever to occur, the system would be actuated automatically, shutting off the power supply and triggering an automatic ventilation system.



Exterior of the Villaverde Vehicle Yard. Madrid

This workshop has an area for conducting external examinations of vehicles, for purposes of preventive maintenance and routine diagnosis. This new technology will enhance current preventive maintenance systems drastically, because it will enable a routine to be established for quickly overhauling each vehicle in two special pits outfitted with systems that check the steering, brakes, suspension and motor, so repairs can be made before trouble ever occurs. This will translate into a major savings in repair costs. Since all vehicles are equipped with natural gas motors, they are put through an external check of their emissions and therefore the condition of their catalysers, oxygen sensors and, in short, their motor condition in general. Such external checks are feasible because all the vehicle mechanisms concerned are regulated electronically. This is a major technological innovation, and a vital one for maintaining a fleet of vehicles powered by natural gas.

The yard has two new, innovative facilities that have been brought on line for the first time in a facility such as this one. They save energy in the necessary process of heating the water supply for the staff changing rooms and the heating system, and in the recovery and maximum purification of the water that the yard needs for daily service purposes. The scheme is this: The water consumed in the changing room is recycled and sent off to be used in the vehicle-washing area; then it is purified again before it is drained into the public sewer system. This purification facility saves the yard 50% of the water it consumes, nearly 7,000 m³ per year.

To achieve minimum gas and effluent emissions and obtain the maximum power savings in water heating, the yard uses natural gas boilers and a solar power plant that heats the water for the changing room and supplements the gas boilers. The solar power facility consists of 60 panels, with a radiant surface area of 120 m² and an average power yield that enables the yard to save 50% of the power it needs to cover its water-heating needs, on yearly average. In the summer months the energy savings shoot up to 100%.

Leachate management in controlled landfills

Legislation on the creation and operation of controlled landfills becomes more demanding every day and is forcing landfill managers to introduce increasingly effective treatment technologies.

That is why FCC has developed and introduced a new leachate treatment technology that eliminates the production of concentrates, which used to be deposited right in the landfill basin, a practice that is forbidden by the new legislation that has now taken effect.

The process consists in applying heat to evaporate any leachates. The leachates are poured into a reactor where their water is evaporated away, leaving only the solid part or sludge, which is rendered inert and eliminated by dumping in controlled landfills.

Afterwards, the evaporated water is condensed. This condensate is subjected to a denitrification treatment to eliminate its ammonia compounds, and then its degradable organic fraction is subjected to a biological treatment process. The water, after being purified, is dumped into the sewer network or public water channels.



Leachate treatment plant
in Artigas. Bilbao.

The necessary heat is provided by a hot water boiler. Biogas from the landfill itself can be used to fuel the boiler, if there is enough available, or biomass can be used.

New technologies in solid urban waste treatment plants: Ecoparks

FCC is introducing new technologies in its most recent projects, to improve the quality of recovered products and boost the performance and availability of solid urban waste treatment plants. These facilities have been termed ecoparks. Two main processes take place in ecoparks: the sorting process and the anaerobic biological treatment process.

The sorting process allows the organic fraction of solid urban wastes to be separated from the inorganic fraction (paper, metals, plastic, etc.). The inorganic fraction is separated to recover recyclable products. This separation used to be done traditionally by hand, which made for difficult working conditions for employees and poor performance figures.

To reduce manual sorting as much as possible, FCC has introduced new mechanical separation systems. First, the inorganic fraction is put through a ballistic screening stage that separates it into two flows, a flow of flat materials (cardboard, paper, plastic film, etc.) and a flow comprising mainly round materials (tins, plastic bottles, etc.).

The flow of round materials is put through automatic optical screening systems to recover different plastics, and the ferrous and non-ferrous metals are recovered using magnetic systems and Foucault currents.

The selection process for the flow of flat materials is still done by hand, but the sorting booths are equipped with everything needed to maintain employee health and hygiene conditions, and they always comply with current legislation.

The organic waste fraction that is separated mechanically in the sorting process is subjected to an anaerobic biological treatment consisting in the decomposition of the organic matter in the absence of oxygen. This decomposition phase produces a combustible gas, primarily methane, that is used subsequently to generate electricity.

After decomposition, the organic matter is subjected to a stabilisation (aging) process, whose final product can be used as organic fertiliser. To improve the quality of the resulting fertiliser and boost the output and availability of the process, FCC introduces another treatment before the anaerobic stage. This way, the percentage of inappropriate matter is reduced and the quality of the product to be processed is enhanced.



Cap on the landfill in Pinto.
Madrid

This prior treatment consists in screening through an elastic mesh that extracts the finer elements (the fraction whose grain size is under 15 mm, comprising primarily glass, stones and earth). Eliminating this fraction not only improves the quality of the product to be digested, but also reduces the wear on the processing machinery and therefore the number of unscheduled shutdowns necessitated by mechanical trouble.

Treatment for demolition debris

During the last fiscal year, FCC studied and developed a process for putting demolition debris to practical use. The process consists in screening out any inappropriate materials and using the remainder to produce aggregate for utilisation in civil works.



Ecopark for greater
Barcelona

In the reception area, demolition debris undergo the first stage, where bulky materials that cannot be used are removed. In the second stage of the process, the flow is screened into two fractions. The larger-sized fraction is ground and then put through a suction system that cleans the product. After that, the clean product goes through a series of screens to obtain aggregates of different grain sizes, the better to meet the demand.

Introducing this process substantially reduces the amount of debris that is sent directly to landfills and puts debris to good use in civil works.

Quality management

In the environmental area, the Quality Management System's documentation was adapted to meet ISO-UNE EN 9001:2000 during the course of the fiscal year, and the adaptation audit was passed in November.

In June the Environmental Management System passed its follow-up audit. Aircraft and beach cleaning activities were included within the scope of the certificates when the audits were run.

External audits were conducted for all the companies certified in the area: Alfonso Benítez, S.A., Saneamiento y Servicios, S.A., Servicios de Levante, S.A., Servicios Especiales de Limpieza, S.A., Fomento de Construcciones y Contratas, S.A., and FCC Medio Ambiente, S.A.

In the water area, Aqualia's Environmental Management System was introduced under 29 contracts, boosting from 3 to 32 the number of services that are going to come under the Environmental Management Certificate.

In this same area, the accreditation process has been got underway for four of Aqualia's laboratories, in Ávila, Jerez de la Frontera (province of Cádiz), Lleida and Oviedo, under UNE-EN ISO/IEC 17025:2000. The laboratories have to be accredited directly with ENAC, Entidad Nacional de Acreditación (the National Accreditation Entity). This will involve an exhaustive overhaul of the entire Quality Management System, with the drafting and subsequent introduction of testing and calibration procedures in all four target laboratories.

During the course of the year, the Quality Management and Environment Department conducted activities involving:

- Internal audits and follow-ups.
- Attendance at external audits.
- Training and information meetings.



Cleaning beaches
in San Sebastián



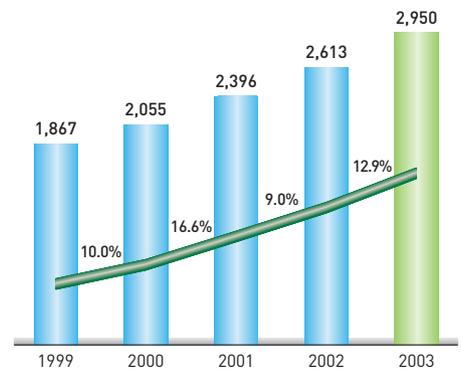
Autovía M-50.
Madrid

CONSTRUCTION

FCC Construcción, S.A., is the FCC Group's flagship firm, specialising in construction and related activities. It turned €2,950.1 million in revenues, 13% more than in the preceding fiscal year. The sector grew at a rate of 3.9% in 2003.

The company won €3,006 million in new contracts during the fiscal period, which made for a year's-end backlog of €3,659.8 million, a historical record in the construction business and 7.4% more than on the same date of the fiscal year before.

Revenues
Millions of euros



Justice City.
Valencia

Motorways, highways and roads

This is the biggest subsector in which FCC Construcción, S.A., works, in terms of both revenues and the backlog of work.

The most significant contracts the company won during the fiscal year were:

Highway A-316. Section: Mancha Real to the alternative Jaén route, 9 km long. This job called for the excavation of 2.9 million m³ of earth, two junctions and a 674-metre-long, 15-span viaduct.

Remodelling of Gran Vía de les Corts Catalanes, in Barcelona. Phase II, 2.4 km long, partially roofed over near the Besòs River area, which solves the problem of the intersections with the Besòs tramway.



Autovía del Cantábrico, dual carriageway bordering the Bay of Biscay. Alternative route along the Sella River

Gran Vía Sudeste, where it widens in the Vallecas district of Madrid. This is a grand avenue 1.6 km long and 100 m wide, which crosses the Vallecas Urban Development Action Plan (PAU) area from the north to the south.

Ferrol-Villalba Highway. This includes the construction of two contiguous sections, the 4.9-kilometre-long Igrexafeita-Penameda section, which calls for a seven-span viaduct, levelling work and embankments up to 30 metres tall, and the 3.7-kilometre-long Penameda-Espiñadero section, which requires the construction of two viaducts, one with 12 spans and the other with seven, bearing a double road and reaching a maximum pier height of 40 m.

Highway A-8 from Ribadesella to Luarca, through Gijón and Avilés. The Queruas-Otur section. This job consists in making a 9.3-kilometre section of road N-632 dual carriageway. Some of the more important features of the job are the anticipated widening of four viaducts (one of which has seven spans) from 12.6 metres to 22.6 metres using a system of metal brackets projecting from both sides of the current viaduct.

Autovía del Cantábrico.
Fabar Tunnel



South Lisbon road. Viaduct
over the Serrazela River.
Portugal



Autovía Ronda Oeste de Burgos, a 5.3-kilometre-long dual carriageway. Plans call for 1,000,000 m³ of digging and the same amount of embankments, in a semi-urban area.

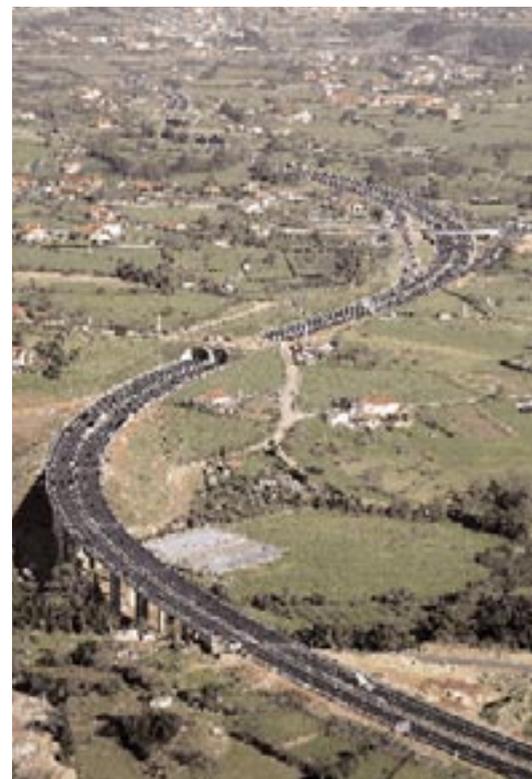
Glorieta de Cuatro Caminos, in Madrid. Replacement of the existing bridge with an underpass taking traffic below the ground, under the roundabout and restoring the square at street level. The underpass is a total of 539 metres long; of that length, the ramps at the ends occupy 221 metres, the false tunnel sections measure 213 metres, and the central tunnel section covers 105 metres.

Eje del Llobregat. Section: From Puig Reig to Berga, Barcelona. Construction and concession, under a 33-year shadow toll arrangement, to transform the last 21 km of the Eje de Llobregat into a dual carriageway and provide maintenance during the concession. Major works include four viaducts over the Llobregat River and a 380-metre-long double tunnel.

N-340 alternate route through Vallirana, Barcelona. There is a 2.2-kilometre-long section of dual carriageway with two lanes in each direction, and several jobs of masonry work. Over half the section lies inside a double tunnel.

Work to remodel the Nudo del Mercado de Abastos intersection of the Vía de Cintura Interna in Porto, Portugal. This is part of the work to improve the ways in to the new Das Antas Stadium for the Euro 2004 Football Championship.

In early fiscal 2004, two toll motorways were opened, the 33.9-kilometre-long R-3 facilitating access to Madrid from the Autovía de Valencia motorway, and the 28.3-kilometre-long R-5 facilitating access to Madrid from the Autovía de Extremadura motorway; 29.3 km of the M-50 ring road were opened as well. The total budget of these works, which FCC built in a temporary joint venture, was over €852 million.



Autovía Minera, dual
carriageway through
minelands. Asturias

Hydraulic works

The foremost contract awards of the last fiscal year were:

Júcar-Vinalopó conduit, section VI: Villena, Alicante. This is a 7.9-kilometre-long circular conduit two metres in diameter, made of reinforced concrete with a metal sandwich layer, laid in a ditch. The job also includes the Los Florines plant, which has a 55-metre head of water and can carry 3.5 m³/sec. of water for power production. Since the maximum flow of the water transfer is 5.65 m³/sec., there is the possibility of a second turbine.

Overland outlet between the Loyola wastewater purification station and Mompás, Guipúzcoa, with work to remodel a 2,500-metre-long existing tunnel and the building of two new tunnels, one 326 metres long and the other 499 metres long, to house a pipe two metres in diameter carrying the plant's effluents to the discharge chamber of the sea outlet, which is currently in operation.



Improvement of the Piles River.
Gijón. Asturias

Hydraulic infrastructure works in sectors III and IV of the irrigable area between Lorca and the Guadalentín Valley, in Alhama de Murcia, province of Murcia, consisting in a system of pipes about 50 km long, with diameters ranging between 300 and 1,200 mm, and three regulating ponds.

Castril Canal, Granada, 20 km of spiral-welded steel, 1.52 m in diameter, for a flow of 3 to 4 m³/sec.



Alto de los Payuelos
Channel. León



Navarra Channel.



Connection between Negratín
Reservoir and the Almanzora River.
Almería.

Ibiur Dam, Guipúzcoa, for water supply and water regulation in Oria Medio. A gravity dam made of vibrated concrete, standing a maximum of 69 m over its foundations, with 232 metres of dam top and a reservoir capacity of 7.5 hm³. The project includes a fixed-lip spillway in the centre of the dam, stilling pool, bottom drain and outlets for drawing out water to supply towns and ecological flow at four different levels. To build the dam and make it water-tight, the river has to be detoured and deep treatment must be applied with waterproofing screens and injections into the rocky substrate.

A Malata jet in Ferrol, La Coruña, to improve Ferrol's purification and dumping system. The job consists in sinking a reinforced concrete pipe 1,800 mm in diameter and 1,159 metres long into place with a pumping station to lift a flow of 6.5m³/sec. to a height of 52 metres through a double conduit 1,200 mm in diameter.

Marine work

Remodelling the port of Castellón



Port of Igoumenitsa, Greece

The most significant contracts won were:

Partitioning of the wharf abutting the breakwater at the port of Tarragona. This is a 450-metre-long wharf built primarily out of 14 caissons, each measuring 32 metres long, 17 metres across and 17 metres tall.

Terminal B at the port of Castellón. Thirty-year concession to build and operate the 9.4-hectare terminal.

Phase one of the south basin of the port of Castellón. The job consists in the construction of the breakwater, the initial alignment of the jetty and an esplanade. The breakwater is 465 metres long and has a core of quarried stone covered with rock fill. The jetty is 338 metres long and will be made of 11 caissons 33.75 metres in length. Between the two will lie the conventional connecting jetty protected by mantles of rock fill or concrete blocks, 656 metres in length. The job will be completed with the dredging of the entry channel and part of the basin, a total volume of about 800,000 m³.

Remodelling of the Bosch and Alsina wharf at the port of Barcelona.

Extra fill for the La Osa wharfs at the port of Gijón, Asturias.

Yacht marina at the port of Tarragona.



New harbour mouth in Barcelona

Airports

The foremost contracts won during 2003 were:

New terminal area and railway area 2 at the Barcelona airport. This is a big building with a central core termed 'the processor', measuring 408x208 metres, from which there runs a 657-metre longitudinal bridge with three boarding levels. There are 417,000 m² of constructed area, with a railway station below ground level.

Terminal area at the Albacete Air Base.

Construction and management of the Castellón airport. A new airport that will have a 2,700-metre-long runway, a passenger terminal, a control tower and service buildings. The construction contract is worth €104 million, and the work must be completed in 32 months. The concession will last for 50 years.

Training, simulation and contingency centre at the control centre in Gavá, Barcelona. The centre stands on the same plot of land as the Barcelona air transit control centre. It has two buildings, the training centre proper and the power centre where the facilities are located..

Last fiscal year the Gavá air traffic control centre was delivered. The centre has a total of 33,000 m² of floor space distributed between two main buildings, an administrative services building and a power and plant building, plus a spectacular control room measuring over 3,000 m², with a pierced wooden ceiling.

The taxiways to pierhead 11 in the Asturias airport were also brought on line.

In mid-February, 2004, the work on Madrid Barajas Airport's new terminal was delivered. This was the biggest building job done in all of Europe, involving 500,000 m² of floor space.



Asturias Airport.
Taxiways to pierhead 11



Barcelona Airport.
Control centre in Gavá

Railways

The railway subsector is still on the rise, thanks to plans to expand the high-speed railway system along the Madrid-Barcelona, Madrid-Asturias, Madrid-Northwest and Córdoba-Málaga corridors and the expansion of several Spanish cities' underground railway systems.

The following high-speed rail contracts were won:

- **High-speed line from Madrid to Barcelona.** Maintenance of way equipment along the Madrid-Lleida section. This involves the maintenance of the most delicate mechanical components of the infrastructure for an 18-month period.



Delicias Station.
Zaragoza



- **New high-speed access to Asturias.** Lot 1 of the Pajares Tunnel, from Pola de Gordón to Follo, León. This consists in the execution of the first 10.4 km of the 25-kilometre total length of the access to Asturias, on the León side. It comprises two parallel tunnels having a minimum cross-section of 52 m² and a downward slope of 17 one-thousandths from León towards Asturias. The project calls for a 1,979-metre-long access passageway to be built, sloping downwards towards the tunnel at an inclination of 13.6%, having a cross-section of 111 m², from the outside to the intersection with the tunnel. From this point, heading towards Asturias and using conventional procedures, two tunnels will be built, 2.7 km long apiece, and from Pola de Gordón two tunnelling machines will begin digging. Each will dig 7.7 km to the point where they will meet the tunnels built by the traditional system.
- **High-speed Atlantic corridor.** Section from Padrón to Osebe, La Coruña. This is a 4.2-kilometre-long section that is actually a new version of the existing line. It includes an 810-metre-long tunnel designed for speeds of 220 km/hour.



Cavo Ruivo Station in the Lisbon underground railway, Portugal

Barcelona Underground Railway Line 9. Six contracts were won for the line running between the city and its airport:

- Infrastructure and stations on line 9, section I-6A2. Two tunnels will be built, each 3 km long, with an excavation diameter of 9.38 m and 35-centimetre-thick segments. Their execution will require the use of an EPB tunnel boring machine and a foam-and-polymer treatment to stabilise the front, which lies beneath the water table.
- Section 5A of the same line, 1,400 m long, from Parque Logístico to Zona Universitaria to Zona Franca.
- Three stations on the line-9 section, currently under construction.
- Supplementary works on the interior structure, rail and overhead distribution in the same section.

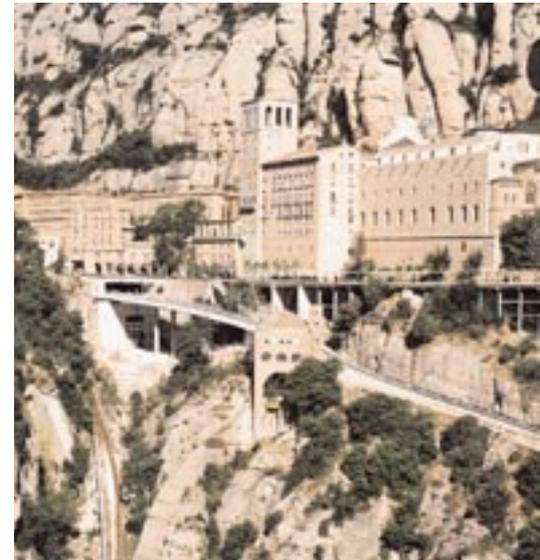
Other contract awards included:

- **The Alicante-Altea railway corridor.** Section 2, Mercado Central to Finca Adoc, 2.5 km long. This is mostly a dual track with a platform width of 11.7 m and sections on slabs or on ballast. The contract includes the construction of the 687-metre-long Benacantil tunnel, two stations and sundry jobs of masonry.
- **Alicante-Altea corridor.** The station at Mercado Central. This consists in the construction of the 80-metre-long underground station and an access tunnel. FCC is presently at work constructing the adjoining section.
- **Atocha-Chamartín line,** from Puerta del Sol to the station at Gran Vía, in Madrid. It is hoped the new suburban line will thin out the traffic in Atocha Station by transferring some of it to Sol-Gran Vía, Nuevos Ministerios and, in future, Alonso Martínez. The station is a huge cavern with platforms 240 metres long, running parallel to calle de la Montera, at a depth of 30 to 40 metres with access points at Sol and Gran Vía. It has three ventilation shafts and includes facilities and track superstructure.

Works are proceeding well on the 27-kilometre-long section of the northeast high-speed corridor of the Teruel-Zaragoza line that runs from Cella to Villafranca del Campo.

Last fiscal year Metrosur, the circular underground railway line joining the cities of Alcorcón, Móstoles, Fuenlabrada, Getafe and Leganés with one another and with Madrid (via line 10), went into operation. Altogether, it is 40.5 kilometres long and has 28 stations. FCC built sections II and III, which run through Móstoles; four of the sections' 7.3 kilometres run through tunnels, and there are five stations. FCC also extended line 10 by an additional 2.8 kilometres.

Works are continuing on the Soto del Real-Segovia high-speed railway access, which includes the Guadarrama tunnels, which are 28.4 km long and have an inner diameter of 8.5 metres.



Rack railway climbing Montserrat, Barcelona

Urbanisation

Foremost contracts won:

- Barrio del Hospital, in Fuenlabrada, Madrid.
- Ensanche de Vallecas, in Madrid.
- Avenida de Abandoibarra (Phase 2), in Bilbao, for the Bilbao Ría 2000 consortium.
- Punta Umbría, Huelva.
- Urbanisation of 23,000 m² in San Jerónimo Business Park, in Seville.
- Urbanised area able to hold 324 homes in El Castillo de Santa Cruz, in La Guardia, Pontevedra.
- Urbanisation of La Carpetana Business Park in Getafe, Madrid.
- Urbanisation and reduction of environmental impact in Ronda Dalt, Canyelles-Guineueta section, in Barcelona.
- The Urbanización Hato Verde development, in Guillena, Sevilla.
- Urbanised area in Oleiros, La Coruña.
- Urbanisation of urban development action sector number 3 in Manilva, Málaga.
- Infrastructure works and rehabilitation of public spaces in the fairgrounds at San Mateo and La Calzada de Viriato, in Portugal, under the Polis Programme to Improve Urban Spaces, through Ramalho Rosa Cobetar.



Nuestra Señora de la Paz Park. Jerez de la Frontera. Cádiz

Ramalho Rosa Cobetar, a Portuguese subsidiary of FCC Construcción, has concluded construction work on the new infrastructure and the recovery of the spaces outside the area ringing the new Das Antas Stadium in Porto. These works form part of the Euro 2004 Football Championship project.

Housing



Urbanización Sella Mar, housing development in Ribadesella. Asturias

During the past fiscal year, FCC delivered 5,231 finished homes, a total of 810,537 m² in floor space.

The most significant contracts won in the fiscal year were:

- 3,265 homes in promotions under the Urban Development Action Plans of Montecarmelo, Las Tablas and Sanchinarro, in Madrid.
- 112 homes in the Altzaga district of Erandio, Vizcaya.
- 132 homes in the Arrahona district of Sabadell, Barcelona.
- 144 townhouses in Balcón de Finestrat, Alicante.
- 116 homes in Arganda del Rey, Madrid.
- 112 homes in Vitoria, Álava.
- 132 flats and garages in Villajoyosa, Alicante.
- 148 homes in Zamora.
- 188 government-subsidised homes in El Pato, in Valladolid.
- 226 homes in La Hacienda Cuesta Garrucha, Almería.
- 141 homes under the Special Plan for Els Químics, in Girona.
- 108 homes in Aguas Vivas Park, in Guadalajara.
- 146 homes at Village Golf, Playa de San Juan, Alicante.
- Fitting-out of Isla Londres-Villarroel, in Barcelona. This includes an underground car park, homes for young adults, a school, etc.
- 140 homes in Lisbon's Parque de las Naciones, through the Portuguese subsidiary Ramalho Rosa Cobetar.
- 204 government-subsidised homes in Virreinas Borodín, in Málaga.
- 238 homes in the Estadio area of Zamora.
- 160 homes in Maia, Portugal, through the Portuguese subsidiary Ramalho Rosa Cobetar.
- 103 homes in Las Ramblas, Las Palmas de Gran Canaria.
- 100 single-family homes in Valdemoro, Madrid.
- 119 homes and shops in the Sanchinarro Urban Development Action Plan, Madrid.



Santa Rita II, block of flats. Madrid



La Garena II, block of flats. Alcalá de Henares. Madrid

Non-residential building

This classification includes buildings constructed for a variety of uses: administrative offices, schools, cultural activities, sport, retail business, accommodations and industry.

The foremost contracts won were:

Administrative centres and office buildings

- Construction and maintenance of Ciudad de la Justicia (Justice City), in the outskirts of plaza Cerdá, straddling the municipal limits of Barcelona and l'Hospitalet de Llobregat, and its operation for a 35-year term. The complex is made up of 11 buildings housing judiciary facilities, with three shared basements and a number of floors. There are 280,000 m² of floor space, 210,000 of which are set aside for the Generalitat de Catalunya's regional justice administration, 43,000 m² as public parking and 26,000 m² for complementary uses. The design is the product of British architect David Chipperfield and the B720 architecture studio in Barcelona.
- Business park in the San Jerónimo district of Seville. This is a huge complex made up of two floors of underground parking, each having an area of 30,000 m², a ground floor with shops and five office towers set out in a regular pentagon 11 floors high (39,000 m²). The complex has a total of 108,000 m² of floor space and 23,000 m³ of urbanised land. The project envisages the construction of 7,000 m² of core wall and the use of over 6,000,000 kg of steel.
- Bus shed communications and radio facilities I and II in Horta, Barcelona, whose civil works were done by FCC.
- Adaptation of the Edificio de las Cariátides (Caryatid Building) at calle Alcalá, nº 45, Madrid.
- Expansion of the Agriculture, Water and Environment Department of Murcia.

Planas Clinic.
Palma de Mallorca





Almazora Shopping Centre.
Alcoy, Alicante

Schools

- Phase three of the Research, Development and Innovation Building at Valencia Polytechnic University. This 26,000-square-metre building has a semibasement, a ground floor and five upper floors. FCC is building phases 1 and 2.
- Three schools in Alfaz del Pi, Gata, Gorgos and La Nucía, Alicante.
- A primary school in San Pere de Ribes, Barcelona.
- A plant building for Valencia Polytechnic University.
- A nine-unit enlargement of a public school, Colegio Público Antonio Robles, in San Lorenzo de El Escorial, Madrid.
- Fencing around the Schools of Geography, History and Philosophy at the University of Barcelona.

Health centres

- The Francisco Gentil Portuguese Cancer Institute. This is a building in the centre of Lisbon and has an area of over 50,000 m², distributed into three basement floors and nine above-ground floors. It will include surgeries, hospitalisation facilities, laboratories and research facilities.
- Hospital in Igualada, Barcelona. This is a new hospital with a cross-shaped floor plan. There is a two-floor rectangle measuring 173 x 60 metres, intersected by a four-floor rectangle measuring 105 x 18 metres. The hospital will have 134 rooms, general services, surgeries, operating rooms, etc. The building has an area of approximately 26,000 m² and it sits on a 32,000-square-metre plot of ground.
- Remodelling and expansion of the Meixoeiro Hospital in Vigo, Pontevedra. This is a thorough remodelling of the building's four current floors (some 4,000 m²), including outfitting for new uses, and expansion into a new 6,500-square-metre building.
- Remodelling and expansion (phase II) of Mérida Hospital in Mérida, Badajoz. The project covers a total area of 31,000 m², of which 9,000 are new-built and 22,000 are to be remodelled and renovated.
- Re-outfitting of nine floors of a home for the elderly, Residencia Mare de Deu de la Mercé, in Tarragona.
- Health centre, including specialities, in Ciudad Rodrigo, Salamanca.
- Expansion and remodelling of the hospital in Navalmoral de la Mata, Cáceres.
- San José Centre for the mentally handicapped in Pamplona.



Daoiz y Velarde Multiple
Sport Complex. Madrid



León Auditorium

The remodelled, expanded San Agustín Hospital in Avilés was inaugurated in May. The project covered 29,000 m², between remodelled area and new-built areas.

Cultural, sport and leisure centres

The Higher Council of the Professional Associations of Architects of Spain granted their 2003 Spanish Architecture Award to the León Auditorium, designed by architects Emilio Tuñón Álvarez and Luis Moreno Mansilla.

The prize-winning building is part of a broad area ringed by the San Marcos Inn and the Contemporary Art Museum of Castilla y León (MUSAC), which is the work of the same architects and FCC is currently engaged in building.

The most significant contracts won in the fiscal year were:

- Second and third phase of the multi-use pavilion of the Rockódromo, at the Casa de Campo fairgrounds in Madrid. FCC handled all the previous phases of this enclosure, the site for the Madrid Tennis Masters events.
- A new stadium, La Condomina, in Murcia. It is designed to hold over 33,000 spectators. The stadium has two tiers of seating, with a roof over the upper tier. It includes an adjoining convention building, underground parking and facilities for power, control, voice and data, broadcasting, etc. The stadium forms part of a large-scale development operation in the city of Murcia.
- Municipal Pavilion in Arrecife, Lanzarote. Project and works tender. The pavilion can seat 2,800 spectators. Around the pitch, under the seats, there are a gymnasium and weight room plus all the services a modern sport centre needs. In the basement is underground parking for 247 vehicles.
- New roof for the Real Madrid's Santiago Bernabéu Stadium, along the side adjacent to calle Padre Damián. The structure features a huge triangular metal beam spanning 140 metres, resting on pillars next to the two existing towers. Beams set transverse to the main beam hold up the sheet metal that acts as roof to the grandstand.
- Improvement of the east side of the same stadium. The job consists in building a new presidential box, VIP areas and a press area, and putting in new entrances.



Chapín Stadium. Jerez de la Frontera. Cádiz

This is the fourth set of improvement works at Santiago Bernabéu Stadium that Real Madrid has assigned to FCC Construcción in the last five years: In June 1998, refurbishing of seating; in May 2002, remodelling of the boxes in the first and second amphitheatres, and in April 2003, a new roof on the side adjacent to calle de Padre Damián.

- Improvement and remodelling of the new south end and terraces at Ramón de Carranza Stadium, in Cádiz. This also includes buildings for tertiary uses on the lot where demolition work took place.
- Acuario de Poniente (Western Aquarium), in Gijón, Asturias, for the city council.
- The Siglo XXI (Twenty-First Century) Municipal Sport Centre in the city of Saragossa. The complex comprises four pavilions: a competition pavilion roofed by a steel structure spanning 54 metres, the neighbourhood pavilion spanning 30 metres, the rock-climbing wall and a heated swimming pool, with a laminated wood roof spanning 22 metres.

Shopping centres, fairgrounds and convention venues

- Foundations, structure and bricklaying for the El Corte Inglés shopping centre located on Avenida de Francia, in Valencia.
- Second phase of the Ociopolis shopping centre, in Valencia.
- Facilities for Pavilion Number 4 at the New Valencia Fairgrounds. FCC has already built three pavilions here and is currently at work on the welcome pavilion and entrances to the fairgrounds.
- Earthworks and foundations of pavilion number 5 at the new Barcelona Fairgrounds.
- Shopping centre, offices, hotel and Mercedes dealership at La Garena Park in Alcalá de Henares, Madrid.

Industry

- Automated logistics centre in Palma de Mallorca.
- Remodelling of a Seat warehouse in Martorell, Barcelona.
- Car park in the square in Parque de San Amaro, in La Coruña.
- Civil works for a liquid natural gas (LNG) storage tank at the port of Barcelona.

Hotels

- Construction of a hotel containing 204 complete flats in Chiclana, Cádiz.
- Improvement of the guest section of the convent of San Francisco in Santo Domingo de la Calzada, La Rioja, for use as tourist accommodations.

Refurbishing and maintenance

- The historic Cádiz Railway Station building.
- The State Archives (Archivo General) in Simancas.
- Refurbishment of the Municipal Fish Market in Orihuela, Alicante, so that the building can house a music conservatory.
- Civil works for restructuring the Windsor Building, located in Madrid's AZCA complex.



San Benito Station in Porto, Portugal

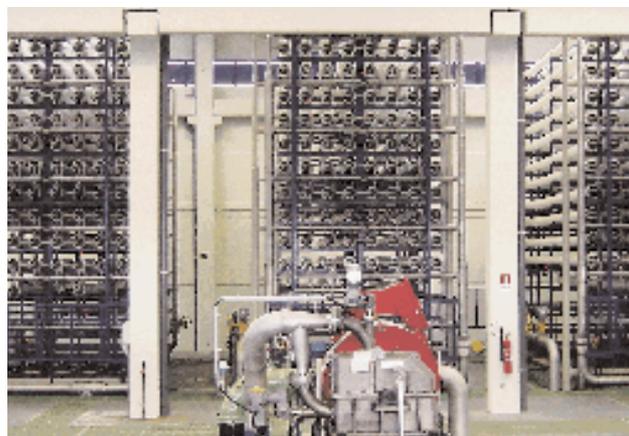
Water purification

The FCC Group's water purification projects are handled by its subsidiary, Servicios y Procesos Ambientales, S.A. (SPA), which specialises in the design, construction and outfitting of water treatment and purification plants.

The Group continued to do business in the international market during 2003, signing agreements with companies from Bulgaria and Romania, and it consolidated its presence in the Chinese market with its works for Yueyang Paper WWTP, which treats 40,000 m³/day of wastewater from a paper-pulp production line, and the Tianjin project, which involves two sludge-treatment plants at the Lingzhuang (750,000 m³/day) and Jieyuan (500,000 m³/day) drinking-water plants.



Wastewater purification station.
Sabadell. Barcelona



Seawater treatment
facility. Tordemar.
Barcelona

The foremost contracts won were:

- **Water treatment for re-use, phase two, at the La China Wastewater Purification Station, Madrid**, whose first phase was also constructed by the Group. Altogether, the plan is to regenerate a flow of 37,584 m³/day of wastewater so that it can be used to irrigate the city's main parks.
- **Construction of a purifying plant and the main sewers of Peñíscola, Castellón**. The job includes the network of main sewers and the purification of a total of 16,000 m³ of water a day. The sharply seasonal nature of the area's needs increases the importance of these works, because treatment has to be entirely assured, and moreover the work has to be done in the centre of the city.
- **Overland outlet between the wastewater purification stations in Loyola and Mompás, Guipúzcoa**, which provides a way out for the effluent of the station currently under construction. The outlet has the capacity to handle 6 m³/sec.
- **Alternate line for the main sewer of Urumea, Guipúzcoa**, with the capacity to handle 1,600 litres/sec.
- **Wastewater purification station in La Ranilla, in the province of Sevilla**, with the capacity to handle 90,000 m³/day. This is a special project that includes integrating the entire set of facilities in closed buildings with ventilation and deodorisation treatment for an air volume of 560,000 m³/hour.



Drinking-water treatment station. Burgos

Infrastructure upkeep

Mantenimiento de Infraestructuras, S.A. (Matinsa), has the following business areas:

Dual and single carriageways

Matinsa provides maintenance for some 1,100 km of dual carriageways and 2,600 km of single carriageways in the conventional network. Its foremost jobs in this area have been:

- Several sections of the Madrid-Alicante portion of N-301, N-430 and A-31, a total of over 200 km.
- Different sections of A-II, in the provinces of Madrid, Zaragoza and Lleida.
- Motorway A-49 from Seville to Huelva.
- The Madrid-Guadarrama section of A-VI.
- N-301 (from Archena to the provincial limits of Albacete) and N-344 (from N-301 to the provincial limits of Albacete) in the region of Murcia.
- A-8 (from Torrelavega to Unquera) and N-621 (from Unquera to the provincial limits of León) in Cantabria.
- Sector H-02 in the province of Huelva.
- High-capacity sector in Gran Canaria.
- Northeast zone of the Community of Madrid.
- 145 km of sundry roads in the province of Badajoz.
- 152 km of N-521, in the province of Cáceres.
- 67 km of N-260, in the province of Lleida.
- 205 km in the province of Ciudad Real.
- 280 km in the province of Huelva.
- Sundry cross streets in the municipality of Albacete.
- 280 km in the southeast sector of the province of Huelva.
- Roads in south Lisbon.



Keeping winter roads driveable in the mountains of Madrid



Replanting trees.
Valle de Hiruelas. Ávila

Some of the more outstanding of the new contracts achieved during the fiscal year are:

- Upkeep of highways A-1 and A-15 and the district roads of Irurzun, Navarra. This is 70 km of dual carriageway and nearly 400 km of conventional roadway.
- Upkeep of 323 km of roads in the district of Vila Real, Portugal.
- Upkeep and operation of A-44 and N-323 in the province of Jaén, what is known as the Autovía de Granada. This is 52 km of dual carriageway and 33 km of conventional roadway.
- Upkeep of all roads belonging to the Junta (regional government) of Castilla y León in the province of Ávila for the next four years. This includes service for close to 1,000 km of single carriageway, in terms of ordinary upkeep operations, pavement improvement and maintenance of winter driveability, which is especially complicated, since over 50% of these roads lie at an altitude of over 1,000 m.
- Maintenance of Barcelona's 'ronda' series of ring roads. The contract includes 28 km of high-capacity carriageways, such as the Ronda de Dalt and the Ronda Litoral. This work is especially difficult, because the roads are inside the city and go through 15 tunnels (a total of over five and a half kilometres).

Hydraulic infrastructure maintenance

The contract to maintain the SAIH automatic system that provides hydrographical information about the Júcar River basin was renewed, and work is being done to expand the SAIH within the same river basin to include the Tous, Escalona, Bellús and Algar reservoirs, as well as other points of hydrological interest.

Forestry work

The Group provides forest replanting services, forest treatments, forestation of farmlands and restoration of the natural environment in areas affected by infrastructure work and auxiliary forest work in the autonomous communities of Andalucía, Castilla y León, Castilla-La Mancha, Extremadura, Galicia, Madrid and Comunidad Valenciana.

Foremost among the year's contract awards is the two-year renewal of the contract for forest-fire prevention and extinction in the Sierra Norte of Madrid, handled by 145 operators (swelling to 228 in summer), distributed into 14 squads, with five heavy pump cars and nine light pump cars, plus four forestry engineers.

Engineering

Proyectos y Servicios, S.A. (Proser), is the FCC subsidiary specialising in evaluating and drawing up engineering projects. Its primary contract awards during 2003 were:

Dual and single carriageways

Access to the port of Málaga (phase 2). Section: From the thermal power plant to N-340 (A), 2.3 KM long, three junctions.

Ocaña-La Roda toll motorway, 148.3 km long, with 12 viaducts, 123 overpasses and 26 underpasses. The design includes a 29-kilometre-long section of the future A-43, a dual carriageway from Ciudad Real to Atalaya del Cañavate, between N-301 and the junction with the Autovía de Valencia (highway A-3) and highway A-31.

Junction of M-30 and A-3, in Madrid. The junction has two main branches that pass through tunnels and connect M-30 (North) with A-3 in the Valencia direction and connect A-3 in the Madrid direction with M-30 (South). The first is 1.0 km long, and the second, 1.5 km long.

Remodelling of calle Costa Rica and Plaza de José María Soler and the slip roads connecting them to M-30, in Madrid. The main corridor is 465 metres long, and 170 m of that length runs through tunnels.

Nueva Gran Vía in Barcelona, between calle Escultura and calle Miguel Hernández. The job consists in putting 2,200 metres of the entrance into Barcelona from l'Hospitalet underground.

Improvement of the entrance to Jauja and refurbishment of the bridge over the Lucena River in the province of Córdoba.

Railways and underground railways

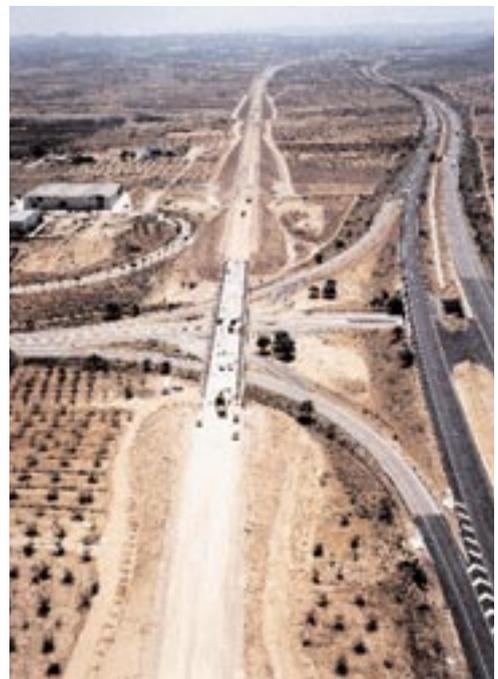
Bed for the high-speed León-Asturias line. Section: Pajares Tunnels. The lot consists of 10.68 km of double-track bed. Of this length, 0.23 km are in the open and the remaining 10.45 km go through two twin tunnels with an inner diameter of 8.50 metres. At the entrance to the tunnels (on the León side) there are two false twin tunnels, 39 metres long apiece.

Bed for the new high-speed Levante railway access. Madrid-Castilla, La Mancha-Comunidad Valenciana-Región de Murcia. Section: Villargordo del Cabriel-Venta del Moro. The two-track bed is 9.5 km long, and 3.5 km of that is in tunnels.

Platform for the high-speed line. Section from Lleida to Martorell



Autovía del Noroeste, northwest dual carriageway. Section from Nocea to Agüeira. Lugo





Valdomojón Dam.
Córdoba

Informative study on the project for a high-speed railway corridor for the Bay of Biscay (El Ferrol-Asturias-Cantabria-Bilbao). Section: From the border between Asturias and Cantabria to Bilbao. This includes design and analysis of high-speed railway layout alternatives.

Study on the feasibility of connecting intercity line 1 of the Seville underground railway with Alcalá de Guadaira.

Hydraulic works

Drafting of emergency plans, reports on the first review and general analysis of the safety of the San Clemente, Bolera, Negratín, Francisco Abellán, Portillo and Canales reservoirs in the provinces of Granada and Jaén.

Study on regulating the Cinca River basin to supplement the irrigation of upper Aragón. Preliminary design of the Susía dam. The study considers the different alternatives for improving the regulation of the Cinca system in order to increase resources so that another 43,000 hectares of land in the Monegros II area can be irrigated.

Study on solutions and construction project to channel a stream, arroyo Gómez, in Lora del Río, province of Sevilla.

Study on alternatives to prevent flooding of the Guadiaro River in Cortes de la Frontera, Málaga.

Technical assistance for work management

Autovía del Duero: N-122 between Saragossa and Valladolid. Section: Alternate route through El Burgo de Osma, Soria.

Road improvement, A-I in El Condado de Treviño, Burgos.

Road improvement, A-499. Section: Villanueva de los Castillejos to Puebla de Guzmán, Huelva.

Expropriations for the new drain for the irrigable zone of Barbate, Cádiz.

Control and supervision of the distribution of the new water supply to the district of L'Anoia, section: From Piera to La Pobla de Claramunt, Barcelona. This comprises two tanks and 13 km of conduits.

Corporate image



British Petroleum service station with the new 'BP Ultimate' image

Megaplas, S.A., handles comprehensive corporate image creation and makeover projects for key clients. These projects cover everything from image design to manufacture, installation and subsequent maintenance.

Because the company is international, with offices in Spain, Italy and France, plus two production centres in Spain and Italy, it provides the standard of comparison for major European corporate image projects in south Europe.

The leading activities during the fiscal year were:

- Change of corporate image at over 500 British Petroleum service stations, with the incorporation of the new BP Ultimate image.
- Change of corporate image at 285 Galp service stations in Spain and Portugal.
- Creation of corporate image at restaurant chains such as McDonald's and Autogrill in Spain, Portugal, Italy and France.
- Creation of corporate image at automobile dealerships such as Nissan, Renault, Peugeot, Citroën, Daewoo, Land Rover and Alfa Romeo in Spain, Portugal, Italy and France.

Environmental restoration

FCC's subsidiary Naturaleza, Urbanismo y Medio Ambiente, S.A. (Naturmas), engages in a wide range of activities:

Restoration of areas affected by infrastructure works

Environmental measures and landscaping, consolidation of slopes, etc., at motorways, highways, railway infrastructure sites, quarries, landfills and construction sites in general. Some examples are:

- The M-40 Arganda del Rey section of the R-3 toll motorway from Madrid to Arganda del Rey (gardening, planting and hydroseeding).
- The West Salamanca-Aldehuela de la Bóveda section of N-620, the Autovía de Castilla (planting and hydroseeding).

Walls and fences

Walls and fences for roads, livestock operations, game reserves, grapevine trellising, etc., such as the walls erected for:

- The dual carriageway from León to Benavente. Section from LE-412 to Villabrázaro.

Construction and maintenance of parks and gardens

Design, execution and maintenance of parks and gardens, irrigation systems, golf courses, etc. The contracts secured in this area include:

- Ensanche de Vallecas, in Madrid. Gardening work (planting and irrigation system).
- Maintenance of the gardens in the Palacio de la Zarzuela complex.

Forestry work and environmental restoration

- Forest conservation and improvement treatments.
- Forest replanting.
- Construction, upkeep and maintenance of wilderness tracks.
- Prevention and extinction of forest fires (in 2003 Naturmas held 12 contracts of this type with the regional government of Castilla y León).
- Conservation of natural spaces, construction and upkeep of recreational areas, nature centres, mountain shelters, etc.

Plant nurseries

- Two nurseries of its own, occupying a total of 40 hectares, producing up to 7,000,000 plants per year (forest plants, ornamental plants, grapevines, poplars and riparian species).



Repairs and improvements

During the course of 2003, Reparalia, S.A., crafted a strong image for itself in the home, shop, office and building repair and improvement market. It is now a consolidated standard of reference for the sector's consumers and agents.

Its business focuses on the following market segments: Claims management, conventional repairs, maintenance, works and improvements.

Its main clients are:

- Insurance companies: Reparalia processes claims and repairs the damage to property of insured parties, holders of multi-risk home policies, business owners' policies and tenants' associations' policies.
- Large groups and distributors, whose end customers enjoy the advantages of repair service as an added-value feature.
- Master franchises and companies that have a large number of commercial premises anywhere in Spain.

Reparalia has a 24-hour telephone hotline, seven locations in Spain and an associated network of over 3,000 professionals in 25 different trades, scattered all over Spain.

Gas and oil pipelines

Auxiliar de Pipelines, S.A., works in the construction and assembly of pipelines for all kinds of fluids, heating systems, hot water systems and cooling systems.

During the fiscal year, it completed the following works:

- Gas pipeline from Manresa to Suria, Barcelona, 14.2 km of 8" steel pipe.
- Splitting of the gas pipeline from Subirats to Odena, Barcelona, 28.1 km of 16" steel pipe and three valve positions.
- Heating, hot water and cooling system for Forum 2004, Barcelona, 13.4 km of steel pipe with diameters ranging between 1" and 32", including a 1,300-kW pumping station.
- Heating and cooling system, Unión Fenosa's Building K in Madrid.
- Gas pipeline amongst the wells in Jaca, Huesca, 6.3 km of 16" steel pipe and one valve position.
- Connection branch between Position E-04 and Ecoenergía Integral, in Navarra, 10 km of 16" steel pipe.
- Supply branch to the combined central and gas turbine plant in Arrúbal, La Rioja, 8.2 km of 20" steel pipe and two valve positions.



Prefabricated parts

In 2003 Prefabricados Delta, S.A., produced in its factory in Puente Genil, Córdoba, over 2,200,000 railway sleepers of different types for the high-speed Córdoba-Málaga project and renovation work on existing railway lines.

The company is generally more involved in the business of providing pipes for hydraulic works. Here are a few of the leading jobs it did in that area:

- Manufacture and supply of over 38 km of pipe for irrigation using water from the Adaja River in the province of Ávila. The supply includes 24.5 km of reinforced concrete pipe with a sandwiched metal layer and welded joints, 2,000 mm in diameter, plus post-stressed concrete pipe with a sandwiched metal layer and elastic joints, in diameters ranging between 500 and 1,500 mm.
- Irrigation system in Villamartín, Cádiz, over 14 km of post-stressed concrete with a sandwiched metal layer and elastic joints, in diameters ranging from 600 to 900 mm.
- Irrigation system from the Genil River to Cabra, Córdoba, 10 km of post-stressed concrete with a sandwiched metal layer and elastic joints, in diameters ranging from 600 to 1,200 mm.

Compañía Tecnológica de Corella-Construcción, S.A., an investee of Prefabricados Delta, S.A., which makes prefabricated structures for industrial building, doubled its activity this fiscal year. The following were its foremost jobs:

- Post handling centre in Palma de Mallorca.
- Wastewater purification station for Loyola, Guipúzcoa.
- Warehouses in Tempranar Industrial Park, Madrid.
- Modular pavilions in Álava.
- Frames for warehouses in Zaldívar, Guipúzcoa.
- Car park in Las Chirivitas, in Logroño.
- Warehouse in Góngora, Navarra.



Infrastructure concessions

The firms mentioned below hold administrative concessions and are investees of the FCC Group.

Accesos de Madrid Concesionaria Española, S.A.

The firm that won the contract to build the R-3 motorway (from M-40 to Arganda del Rey) and the R-5 motorway (from M-40 to Navalcarnero) and operate them both as toll roads, and to build and provide upkeep for the over 90-kilometre-long west section of M-50, with an investment of €852 million, over a 50-year period. These roads were opened to traffic in February 2004.

Aeropuerto de Castellón. S.A.

The company that won the contract for works and infrastructure construction and adaptation of the planning instruments for starting up and operating the airport. The works execution term is 32 months.

Autopista Central Gallega Española, S.A.

This investee holds the contract to build and operate for 75 years the toll motorway from Santiago de Compostela to Alto de Santo Domingo. This is a total of 56.8 km, and an investment of €270 million. The section from Silleda to Lalín is open to traffic.

Autovía del Camino, S.A.

The company that won the contract to build and operate the dual carriageway from Pamplona to Logroño under a shadow toll arrangement. The highway is divided into five execution phases, a total of 62.4 km, and has special features such as the El Perdón tunnel and the bridge over the Arga River at Puente La Reina, Navarra. The project is in the works execution phase.



R-5 motorway.
Madrid



R-3 motorway.
Madrid

Concessió i Explotació d'Infraestructures, S.A.

This concessionaire won the contract to build the road between Berga and Puig-Reig and operate it under a shadow toll arrangement, and also to provide upkeep and maintenance for the section between S. Fruitós de Bages and Puig Reig. All these sections belong to C-16, the single carriageway known as the Eje del Llobregat.

Compañía Concesionaria del Túnel de Sóller, S.A.

Three-kilometre-long toll tunnel through the Sierra de Alfabía in the corridor from Palma de Mallorca to Sóller. Last fiscal year the average daily traffic was 6,743 vehicles.

Concesiones de Madrid, S.A.

Winner of the administrative concession of the 14.1-kilometre-long section of the M-45 ring road around Madrid between O'Donnell

and A-II, for a 25-year period, under a shadow toll arrangement. During fiscal 2003 the section in question was used by a daily average of 50,971 vehicles.

Marina Port Vell, S.A.

Administrative concession from the Barcelona Port Authority, with berths for 413 recreational craft and 4,800 m² of retail space. Facilities registered full occupation during the fiscal year.

Nàutic Tarragona, S.A.

This marina has 417 berths, 80% of which are rented or sold, and 8,000 m² of retail space, all sold.

Parque Temático de Madrid, S.A.

The owner of the Warner Brothers theme park in San Martín de la Vega, Madrid, which was opened in 2002. During fiscal 2003 it had 1,105,647 visitors.

Port Torredembarra, S.A.

Of its 820 berths, over 85% were occupied last year, while all of its 4,000 m² of retail space was leased.



Ruta de los Pantanos, S.A.

At issue in this concession is the construction, management and upkeep for 25 years of a 21.8-kilometre-long section of doubled roadway on roads M-511 and M-501, between M-40 and M-522, in Madrid. The average daily traffic in fiscal 2003 was 32,916 vehicles.

Scutvias, Autoestradas da Beira Interior, S.A.

During summer 2003, works were concluded on the 175-kilometre-long dual carriageway between Abrantes and Guarda, Portugal. At completion of this section, the entire motorway went into operation under a shadow toll arrangement for a period that will end in 2029.

S.C.L. Terminal Aéreo de Santiago, S.A.

Operation of the Arturo Merino Benítez International Airport concession in Santiago de Chile continues. This concession was awarded to a company in which FCC has an interest and will last until the year 2013. During 2003 passenger traffic (mainly international passenger traffic) began to build

World Trade Center.
Cornellà. Barcelona



back up after the downturns of 2001 and 2002, which were due fundamentally to the Argentine crisis and the consequences of the events of 11th September.

Terminal Polivalente de Castellón, S.A.

The firm that won the contract to build and operate a 9.5-hectare terminal in the lee of the east vertical pier and the new Levante del Oeste dock, for handling general merchandise. Works began at the beginning of this fiscal year.

Tramvia Metropolità, S.A.

This company won the contract to build transportation infrastructure joining south Barcelona via tram with the adjoining towns and cities of the district of El Baix Llobregat, such as Sant Just, Cornellà de Llobregat, l'Hospitalet, Sant Joan Despí, Esplugues and Sant Feliu, and operate the tram for 25 years. The line is 18.2 km long and went into service in fiscal 2004.

Tramvia Metropolità del Besòs, S.A.

This firm is the winner of the contract to build, operate and maintain a tram system between the Estación del Norte and the Olympic Village in Barcelona, and Sant Adrià del Besòs and Badalona, to accommodate the new Forum 2004 area. The line is 15 km long and went into operation in 2004.

Transportes Ferroviarios de Madrid, S.A.

This is the holder of the 30-year concession to extend line 9 of the Madrid underground system between Vicálvaro and Arganda del Rey. The route is a total of 20 km long and has three stations along the way. During the fiscal year 5,555,600 passengers used the line, up 6% from the year before.

Túnel d'Envalira, S.A.

Holder of the contract to build, keep up and operate a three-kilometre-long tunnel joining the Grau Roig ski station with Pas de la Casa and providing a route between Andorra and France along the Barcelona-Toulouse corridor, equipped with cutting-edge control systems for ventilation supervision, lighting, fire-fighting and remote monitoring. During fiscal 2003 the tunnel was used by a daily average of 1,619 vehicles.

World Trade Center Barcelona, S.A.

This firm holds a fifty-year concession to manage the World Trade Center buildings at the port of Barcelona, a total of 36,000 m² of offices and retail space, 6,000 m² of convention halls and conference rooms and a hotel with accommodations for 280. During the fiscal year the average occupation rate was 90%.

Parc Tecnologic World Trade Center Cornellà, S.A.

This company is erecting a complex comprising seven office buildings, a shopping area and a 27-floor hotel. Works have concluded on phase one, three buildings having a floor space of 37,500 m², underground parking for 500 vehicles and a 10,000-square-metre landscaped square.

Urbs Iudex et Causidicus, S.A. (Urbicsa)

The company that won a public works concession contract to build, maintain and operate the buildings and facilities in Ciudad de la Justicia (Justice City) in Barcelona and l'Hospitalet. The design envisages buildings with areas set aside for use by the regional government (210,000 m²), complementary uses, offices and commercial premises (25,000 m²) and a 44,000-square-metre car park capable of holding 1,750 vehicles.

World Trade Center.
Barcelona



Technological innovations

The ever-increasing funnelling of resources into technological innovation is a constant in FCC's policy. In accordance with that priority, the company keeps the technical abilities of its staff well honed by carefully screening new recruits and providing continuous training. It purchases only the best in high-tech machinery and earmarks a gradually increasing amount of investment for research, development and innovation work.

Thanks to this policy, FCC applies the most efficient technology there is whenever it undertakes a job.

Here are some examples:

Bridges and special structures

The **España River viaduct**, part of the Infanzón-Grases section of the Autovía del Cantábrico (the dual carriageway bordering the Bay of Biscay), finished in January 2004, is the latest viaduct FCC Construcción has built using the segment system. Over 110,000 m² of viaducts have already been built with this method, and another 33,000 m² are under construction. Because of the deadline on this job, the construction system was optimised by introducing several improvements, foremost of which was the modification of the lateral overhang equipment so that it could work while the segments were being shuttled into place and assembled. This way the time requirements were reduced by 40% from what would have been needed using the old system, which was in turn two or three times faster than conventional systems.

The strikingly beautiful footbridge over M-30 and the **Manzanares River**, in Madrid, is made of two U-shaped metal structures whose centres are joined. They are held in place by 104 cables attached to a 42-metre-tall metal pylon. The complicated task of tensing these cables was also done using FCC's own resources.

The **Adalia viaduct**, 562 metres long, with spans of 53.5 metres, on the dual carriageway from Toro to Zamora, is the first place where FCC Construcción's recently acquired self-driving arch centre is going to go into action. This arch centre enables a continuous deck bridge to be built with unsupported spans up to 60 metres across, at the rate of one to two weeks per span. This equipment nicely complements the machinery the company already had for building concrete bridges on an industrialised basis with spans of from 30 to 150 metres.

Enagas's 150,000-cubic-metre liquid gas tank in Barcelona is made up of a steel inner tank 78.3 metres in diameter protected by a pre-stressed concrete tank 80.2 metres in diameter and 47 metres tall. The temperature of the liquid gas is -163° C, which means the materials have to meet cryogenic specifications. FCC is responsible for design and execution, including the specification of materials and testing for compliance with the required conditions.



Madrid-Barajas Airport.
New terminals

The **Rockódromo Arena**, located in the Casa de Campo in Madrid, was built by the Group in several phases to host the Madrid Tennis Masters Series. The arena is slightly oval in shape and has a macrostructure of six metal beams held in place by pre-stressed cables and a roof covering the space between each of these six beams. By skilful scheduling of all the activities involved in the job, the structure was built in only seven months, including the design phase.

Another job, also located in Madrid, is the **new side canopy at Santiago Bernabéu Stadium**, just one part of the remodelling work FCC Construcción is involved in there. The canopy is held up by a huge tubular beam, triangular in section, running 140 metres between the supporting corner towers. The canopy was tricky to build, because it was difficult to get lifting equipment into the correct position, so the canopy was built over the seats and then the 400-ton beam was jacked up into its final position.

Tunnels

Since late 2002, FCC has been participating in the construction of the **Guadarrama tunnels** from their northern mouth, near the city of Segovia. The tunnels, which go through extraordinarily tough rock, are being dug by two 9.5-metre-diameter double-shield tunnel-boring machines. Since the machines began work, they have performed at an average rate of 17 metres/day. Every 250 metres, connection passageways are cut between the two tunnels. These 30-metre-long passageways allow people to get from one main tunnel to the other. They are circular in cross-section, with a diameter of 5.4 metres, and they are hollowed out in two phases. The first phase uses a raise boring cutter to cut through, leaving a passageway diameter of up to 1.8 metres, and the passage is subsequently widened by blasting. Using the raise boring system enables these safety passageways to be available during works execution, since it takes only 12 days to cut a passageway and the job does not interrupt work on the main tunnels.

The biggest tunnel-boring machine ever used in Spain, with a diameter of 11.95 metres, is doing the boring work for the **Barcelona underground system's line 9**. This machine was designed to work in both hard ground and softer media. It performed at a rate of 250 metres/month in the

Tunnel-boring machine for line 9 of Barcelona's underground railway



Canzam-Bon Pastor section. One of the features of the machine is that it incorporates the necessary infrastructure for injecting umbrellas in front of its path, for water-bearing areas short on overlying rock, such as the B-20 area. This way, the cap of earth above the crown of the tunnel is protected, through the injection of resins into eight borings that are 20 metres long apiece, drilled at an inclination of 14° above the horizontal, which are sheathed, at the same time as the drilling, with fibreglass pipe fitted with nipples for injecting the resin.

The Grases-Infanzón section of the dual **carriageway from Gijón to Villaviciosa** includes the 2,313-metre-long Nievares tunnel and the 1,313-metre-long Brañaviella tunnel. Both are double tunnels, and they required a considerable amount of shoring up, because they were bored through areas of altered marl. The necessary equipment and methods were made available, however, to attain an extraordinary performance with maximum safety. The tunnel's construction was split up into the advance phase and the digging phase. In the advance phase, an independent unit was set up for each of the four tunnel mouths; these units advanced at average rates of over 100 metres/month/mouth. In the digging phase, the connecting passageways were used to open up digging faces. Thus up to six independent cuts were in operation at one time in the Nievares tunnel. The rate of advance was so fast that, despite the fact that several sections required inverted vaults, deadline requirements were met, with performance rates of 661 metres/month in the Nievares tunnel.

Research and development

Here is some of the work done in this field during the fiscal year:

Improvement of the features available in **floating caissons for use in harbour dock and berthing works**. An agreement was signed for joint performance of the work involved, with the Cedex's Centro de Estudio de Puertos y Costas (Port and Coast Study Centre).

The **Logro Project**. Optimisation of construction industry waste products. Work has been done in cooperation with the Technological Institute of Cataluña and a construction machinery firm.

The Hiper Project. Use of low-cost stainless steel to reinforce concrete. FCC Construcción has continued working with prestigious Spanish and European universities and business firms in the implementation of this project, which is financed by the European Union under the Growth Programme.





Oceanographic Park.
Valencia

Quality and environment

The management system was adapted to the 2000 version of **UNE-EN-ISO-9001**, and last fiscal year a registration certificate attesting to compliance with that version of the standards was secured from AENOR. FCC Construcción became, in 1993, the first Spanish construction firm to earn AENOR's company registration certificate.

The company helped out in courses given by the polytechnic universities of Cataluña, Burgos and Cantabria and the School of Industrial Organisation, by furnishing **teaching personnel specialising in the subject of quality management**.

One hundred and seventy-six quality and environmental audits were conducted during the fiscal year, 14 more than the fiscal year before, focussing on works, offices, areas, investees and central services.

The **Fomento Quality Award for Excellent Job of the Year in fiscal 2003** was given, in the building category, to a new mothers and children's hospital, Nuevo Hospital Materno Infantil Gregorio Marañón, in Madrid. In civil works, the award went to the Parque Oceanográfico (Oceanographic Park) in Valencia.



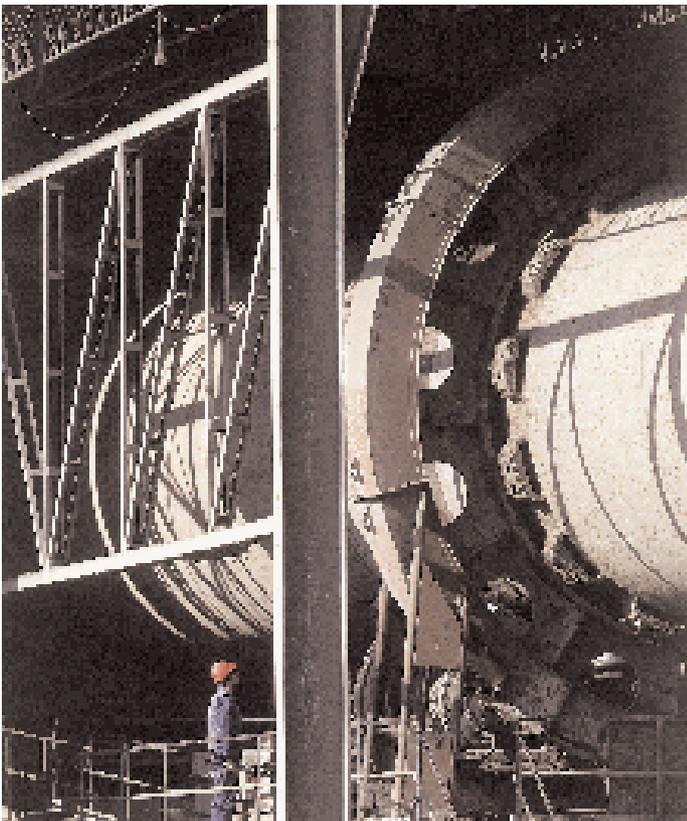
El Alto Cement Works.
Morata de Tajuña. Madrid

CEMENT

In 1993 Portland Valderrivas, S.A., and Cementos Portland, S.A., merged. The name of the resulting company should have reflected both of the firms whose industrial activities were involved, but in this case that could not be done, because both original companies remained active and moreover were listed on the Spanish continuous market.

When Portland Valderrivas, S.A., was taken over by Fomento de Construcciones y Contratas, S.A., in June 2002, the problem of Portland Valderrivas' coexistence with Cementos Portland ceased to exist. Therefore the General Meeting of Shareholders of Cementos Portland, held in June 2003, decided to change the company's name to Cementos Portland Valderrivas, S.A., there by preserving the original names of both firms.

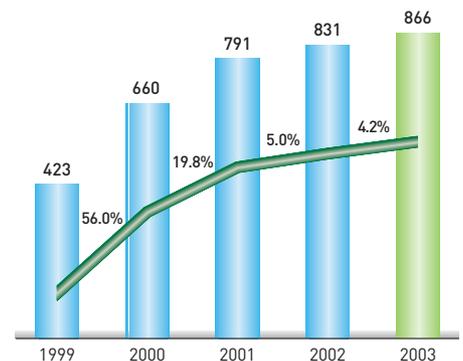
The company had its one-hundredth birthday in fiscal 2003.



Cement works in Hontoria. Palencia

Revenues

Millions of euros





Cement works in Alcalá de Guadaira. Sevilla

In 2003, cement and clinker sales by the Portland Valderrivas Group for the first time totalled more than 10 million tons, which meant the year-on-year rate of growth was 4.5%.

The Group sold 7.8 million tons on the domestic market and exported 230,000 tons, almost all in shipments made by subsidiary Cementos Alfa, S.A., to the distribution terminal located in the United Kingdom. The US factories sold close to 2 million tons, up 2.4% over the figure for 2002.

The Cementos Portland Valderrivas Group produced and marketed 5.1 million cubic metres of prepared concrete, up 6.1% over the year before, and 17.9 million tons of aggregate, which had risen 14.3%, plus 648,000 tons of dry mortar, which was 7.6% more than in 2002.

The Group shipped 3.3 million tons of raw materials and finished products, 9.3% more than it did the year before, and it pumped 278,000 m³ of prepared concrete, up 6.2%.

In the United States it supplied 10.9 million concrete blocks and 446,000 tons of light aggregate and treated 210,000 tons of industrial waste.

In June 2003, Cementos Portland Valderrivas, S.A., sold off its stake in two power firms, Energía Hidroeléctrica de Navarra (EHN) and Sofoensa. In doing so, it almost completely divested itself of its power-generating assets, keeping only its mini power plants in Zudaire and Estremera, which in 2003 produced 15.6 Gwh.

In early 2003 new facilities were brought on line at Spain's biggest clinker kiln, at the factory in Alcalá de Guadaíra, Seville. These facilities enabled the factory to boost its current cement-producing capacity to over 1.8 million tons per year.



Alaíz Quarry, Navarra



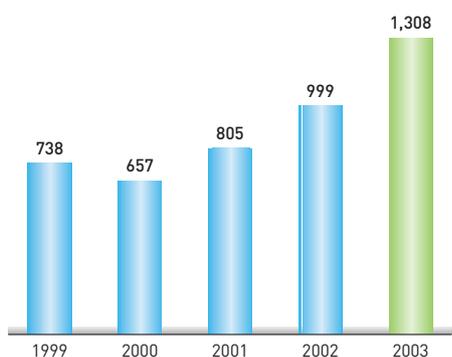
Keystone factory. Recycling truck. U.S.A.

Share information

In 2003 securities in Cementos Portland Valderrivas, S.A., were listed for all 250 working sessions of the Continuous Market, showing movement of 4,358,606 shares, or 15.7% of the current circulating capital. Quotations ranged between a low of €32.5 and a high of €47, which happened in the last session of the year, 30th December, and made for a market capitalisation of €1,308 million and a PER of 8.8.

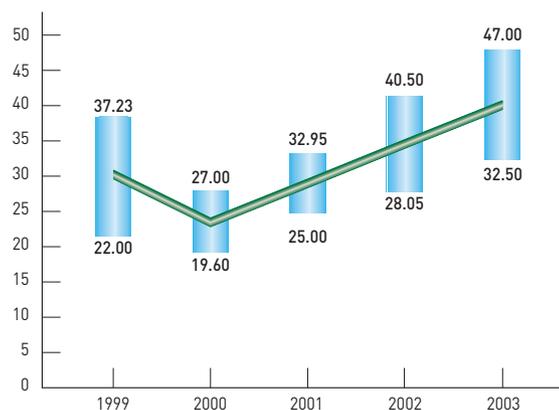
Market capitalisation as of 31st December

Millions of euros



Cementos Portland Valderrivas share quotation: high, low and annual average

Euros

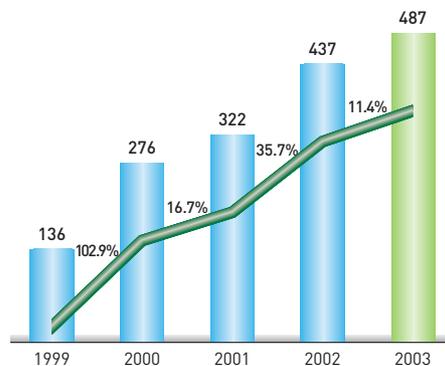


REAL ESTATE

Realia Business, S.A., a company owned in equal shares by FCC and Caja Madrid, is the firm through which the FCC Group does real-estate business. Its accounts are consolidated in the Group using the equity method. In addition, FCC is the owner of 80% of the Torre Picasso building in Madrid.

Revenues

Millions of euros



Building on calle Diagonal.
Barcelona

Realia Business, S. A., kept up an intense pace of activity in its different business areas in 2003. The company closed the fiscal year with a turnover of €470 million, which was 14.9% higher than the figure registered in 2002.

Its results have consolidated Realia as one of its sector's leading companies in the promotion of real estate products and in the management and operation of office buildings and shopping and leisure centres. Realia continued at the same time to pursue its policy of diversifying towards the commercialisation of estate agency services and technical services in engineering, an area it addresses through subsidiaries.

Investment in assets

The asset business refers primarily to the operation of unique office buildings and fashionable new shopping centres owned by the company. Realia has close to 500,000 m² of assets to let, located in the choicest spots in the larger cities of Spain and Portugal, with an average tenancy of 94.9%.

During the last fiscal year, it increased its assets by buying up several buildings in Madrid from Telefónica, and by buying the Diversia shopping and leisure centre, one of the most modern, most heavily visited such centres in the Community of Madrid. It also acquired two sets of industrial premises in San Sebastián de los Reyes, Madrid. The total investment set aside for these transactions came to €129.6 million.

The company's asset-operating activity generated €72.8 million in income in 2003, 13.6% more than in 2002.

Real estate promotion

In the promotion of real-estate products for subsequent sale, Realia does business primarily with homes, retail space, offices and garages. A leader in the residential tourism segment, the company currently has 100 promotions under way, close to 900,000 m² in land zoned for building. In addition, it is taking a growing interest in alternative products, such as the industrial market and land promotion.

During fiscal 2003, it showed €388 million in turnover from sales of residential promotions, 15% more than the income generated by the same kind of activity in the preceding fiscal year.

Land holdings

Realia holds close to 9 million square metres of undeveloped land, with the potential capacity for a large portion -2,650,000 m²- being zoned for building. This in turn would permit 30,000 homes and 50,000 complementary products to be produced.

Over the course of the last year, the real estate group made a significant investment effort of over €248.5 million in buying land at strategic sites in cities such as Alicante, Barcelona, Guadalajara, Madrid, Málaga, Seville, Valencia and Valladolid. Similarly, it boosted its presence in Portugal, where it has had a foothold since 2000, with the purchase of enough land to hold 31,000 m² in plots zoned for building, making Realia one of the biggest Spanish estate agents in business on the Portuguese market.

Building for
Banca Mora



Residencial Los Dragos.
Santa Cruz de Tenerife

Residencial Mitos.
Benidorm. Alicante



Diversia, shopping and leisure centre. Alcobendas. Madrid

Leading lots purchased in 2003

- Arroyo de la Encomienda, Valladolid: Added to the land the company already owned, this makes 270,000 m² of land zoned for building.
- Sector este Sevilla: Over 276,000 m² of land zoned for building.
- San Juan de Aznalfarache, province of Sevilla: 36,000 m² of land zoned for building.
- Espartinas, province of Seville: 69,000 m² of land zoned for building.
- Guadalajara: 40,000 m² of land zoned for building.
- Lisbon, Portugal: 25,000 m² of land zoned for building.
- Coimbra, Portugal: 5,600 m² of land zoned for building.
- Building rights in Benidorm, Alicante: Added to the land the company already owned, this purchase enables 1,500 homes and a deluxe hotel to be built.
- Patraix, Valencia: 51,000 m² of land zoned for building.
- Denia, Alicante: Over 15,000 m² of land zoned for building.
- Granollers, Barcelona: 19,000 m² of land zoned for building.

- Arroyomolinos and Navalcarnero, Madrid: Three lots, 38,600 m² of land zoned for building.

Investments in assets

- Buildings purchased from Telefónica I+D y Tecnología in Madrid: 35,468 m².
- Diversia shopping and leisure centre in Madrid: 60,000 m² of floor space.
- Industrial premises in San Sebastián de los Reyes, Madrid: 45,000 m² of enclosed floor space allowed.

Developments still in project form in 2003

- Festival Parks shopping centre in Leganés, Madrid: 70,000 m².
- Shopping centre in Guadalajara: 35,000 m².

Torre Picasso, which has 121,000 m² of floor space and 44 floors, is the largest office building in Madrid and a real symbol of the city's modern face.

The average rate of office tenancy was 92.2% during the past fiscal year. Revenue from leased premises amounted to €16.5 million.

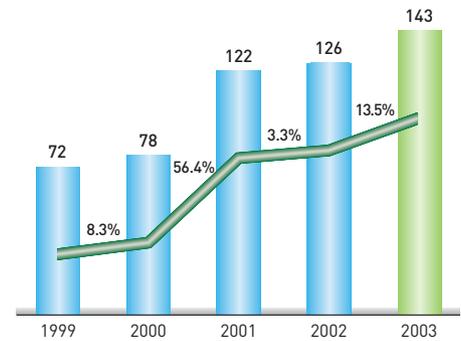


Telefónica's R&D and technology building. Madrid

OTHER SECTORS

The FCC Group firms that are in the business of air conditioning, vehicle marketing, advanced computer systems and wiring belong to Grucycsa, S.A., as do the logistics and tourism firms described under 'Services'.

Revenues
Millions of euros



Advanced computer systems in telecommunications and electrical facility control and their maintenance

TURNOVER:
€54.9 million

Especialidades Eléctricas, S.A. (Espelsa), works in three major business areas:

- Electrical facility design and execution.
- Construction and maintenance of utility lines.
- Computer systems for telecommunications and control.

Espelsa won some impressive contracts during the last fiscal year, the foremost of them being for the design and execution of electrical facilities for BSCH's new financial campus in Boadilla del Monte, Madrid, the Palacio de Deportes sport venue in the Community of Madrid, a theatre (Teatro San Lorenzo) in El Escorial, Madrid, a medical clinic (Clínica Planas) in Palma de Mallorca, the enlargement of Santiago Bernabéu Stadium in Madrid, the pad and satellite building at Barajas Airport in Madrid, the motorway ringing Las Palmas de Gran Canaria, lighting and other services for the R-3 radial road in Madrid, and the construction and maintenance of the power networks and substations of the Endesa, Iberdrola and Unión Fenosa power companies in Barcelona, Madrid and Castilla-La Mancha.

In the field of advanced computer system engineering, Espelsa continued with the development of mission planning and briefing (MPB) for Europe's EFA-2000 Typhoon fighter plane, mission planning for the P-3 Orion maritime patrol aircraft, mission planning and debriefing (MPDS) for the EF-18 fighter plane and for the Mistral portable missile simulator.



Heating and cooling

TURNOVER:
€40.2 million



Internacional Tecair, S.A., is the subsidiary devoted to designing and installing equipment and systems for heating and cooling, mechanical equipment and systems, anti-fire equipment and systems and facility control management equipment and systems in all kinds of buildings.

During the last fiscal year, it secured contracts to install heating and cooling equipment in hotels in Barcelona, Madrid, Marbella (in Málaga province) and Valencia, a total of 2,100 rooms, and in special buildings and sport facilities.

Preventive and conductive maintenance services for its facilities are handled by its subsidiary, Eurman, S.A.

Vehicle sales and technical support

TURNOVER:
€13.4 million



The FCC Group is also a player in the field of selling high-tech equipment and vehicles for city sanitation, coastal water and beach cleaning, industrial cleaning, port and airport handling and military uses. Its specialised subsidiary is Sistemas y Vehículos de Alta Tecnología, S.A. (SVAT), which also renders after-sales services.

In the course of 2003, it held the leading position in Spain in sales of compact street sweepers, with a considerable increase in the range of small-sized multi-use sweepers, especially good for pedestrian-only areas and historical districts. It also provided brush and vacuum sweepers for the city sanitation services of Cairo and Giza, Egypt.

Last summer, fifty vessels belonging to SVAT cleaned up floating wastes from the coastal waters of Cataluña and Comunidad Valenciana. Here the FCC Group is rendering a pioneer service that has potential for expanding throughout other coastal areas of the Mediterranean.

Another highlight event in the industrial cleaning sector was the delivery of the first large vacuuming unit. Mounted on a four-axle chassis, the unit is used primarily to vacuum up dry and wet waste produced by all kinds of industries.

In November 2003 the first nine Piranha 8x8 vehicles were handed over to the Spanish army's Marine Infantry, as part of the programme presently under way for the supply of 18 units.

Mobile telephony



In fiscal 2003, Vivendi Universal sold off its interest in Xfera Móviles. This interest, like FCC's stake, was held through an investment company, VendiTelecom España, S.L., whose sole shareholders were Vivendi and FCC.

When that operation had concluded, FCC turned its indirect stake in Xfera into a direct holding of 7.47% of the operator's share capital. In the first few months of 2004, FCC increased its interest to 8.26%, due to the prorated share it received of Vodafone's interest.

During this fiscal year, Xfera continued working quietly within the current framework of transition and adjustment, waiting for the necessary conditions to come about for it to launch an effective commercial attack when UMTS technology availability is right.

Internet activities



Shopnet Brokers, S.A.

Furnishes insurance information and consultancy services. FCC is one of its leading shareholders, together with Corporación IBV (Iberdrola and BBVA). It does business through two Internet portals:

Segurosbroker.com has two different lines of activity: one oriented towards insurance agents and brokers, for whom it facilitates a powerful technological platform, and another addressing individual customers, who can arrange directly for their own insurance.

Milenari.com, an independent insurance portal, provides value for sector professionals in the form of updated, specialised information, for which it draws on cooperation with the most prestigious partnerships in the Spanish insurance sector.

Arts Capital Investment, S.A.

This company holds the portfolio of shares in firms related with Internet activities that used to come under the 'Netjuice' name. One of them, Kelkoo, a firm in the business of comparing prices and products by means of a powerful Internet search engine, is a European leader in its field. FCC holds 10.5% of Arts Capital's share capital, which FCC regards as merely a financial interest.



ENVIRONMENTAL MANAGEMENT

Services

The first step towards good environmental management is to identify the economic, social and environmental parameters of the services concerned and reach a comprehensive evaluation of those parameters, so steps can be taken to improve the way those services work, within the framework of sustainable development.

The Coordination and Development Department takes this view. Therefore it is committed to two main lines of action that have given the Services area the tools needed to put together a method for analysing situations, on whose basis the different medium- and long-term programmes can be planned enabling improvement targets to be reached in the business fields where steps ought to be taken.

A two-and-a-half-year research project (slated to last from 2003 to 2005), "Definition of environmental variables and indicators in joint processes for the treatment of solid urban waste (SUW)", is in the process of being

implemented. The scope of the project, which has been acknowledged as serving the general interest, will be financed in part with subsidies from the Spanish Ministry of Science and Technology's Profit funds, and also with funds from the European Union's LIFE-Environment Programme. This business initiative in research and development, which is helping to render economic development and production activity compatible with environmental conservation, has earned the Sixth Environment Prize awarded by *Expansión* magazine and *Garrigues Medioambiente*.



Emergency clean-up
in Galicia

Furthermore, FCC has fostered the creation and implementation of a special series of computer applications to enable the corporate Intranet to be used to link up different databases in the different areas: service production (tons of SUW collected, tons of SUW treated, square metres cleaned), income (tons of recyclable materials, kWh of power), expenses and power consumption (power, gas oil, water), quality management (ISO 9000, SGMA), personnel training, technological progress (in the reduction of sound pollution, air pollution, improvement of compost quality, leachate treatment).

The variables and indicators yielded by research projects, which are generated from historical information logged in the database network, will make it possible to find standard sustainability indicators that can be applied in a harmonised fashion to activities as a whole. So, year after year, commitments to sustainable environmental management will be traceable.



Los Rosales, indoor swimming pool. Móstoles. Madrid

Construction

Since 2000 FCC Construcción has been applying a system for the introduction of good practices through the evaluation of practices and the establishment of certain minimum objectives in the company's strategic planning.

The objective for 2003 was to implement good practices at all works sites and in all centres, pursuant to a set of evaluation criteria that are defined in advance, varying with the importance and difficulty of each activity. These criteria reach beyond strict compliance with the obligations set by outside authorities and strive for more environmentally friendly construction.

The set of good practices thus developed and their associated indicators constitute not only an objective, but the foundation for the environmental information the company makes available to all concerned parties through the publication of its Environmental Communications. Environmental Communications come out every two years and report on environmentally compatible management, with specific, full information about the implementation of good environmental practices in the company's works and compliance with its objectives.

Good practices have been looked at in the following realms:

- The company (skills training/personal behaviour, communication and acknowledgement).
- Atmospheric emissions.
- Noise and vibrations.
- Water dumping.
- Soil occupation, pollution and loss.
- Use of natural resources.
- Waste creation.
- Land organisation (biological diversity, urban environment).

Some of the foremost corporate aspects the good practices envisage are the training needed so that company personnel can do their job effectively while maintaining maximum respect for the environment, encouragement of the idea of talking with the parties involved, and the incorporation of subcontractors in the dynamics of environmental protection, by making them responsible and aware of the role they can and must play. At present the company is deeply involved in an exhaustive training process for all its foremen, which will end at some point this fiscal year.



Casasola Dam.
Campanillas River.
Almogía. Málaga



Autovía Minera.
Asturias

Control of potentially polluting activities

- **Water.** Efforts concerning already designed works have focused on treating construction effluents and minimizing the impact on water quality after dumping, and it is along this line that good practices have been focused, seeking to raise sensitivity at works sites and take more effective ecological action in dumping management.
- **Noise and vibrations.** Construction has a tough role to play in this realm. The procedures and technological possibility accessible nowadays do not enable noise and vibrations to be reduced to desirable levels. However, a great number of steps are taken at FCC sites, such as putting up dust containment barriers and incorporating machinery-related measures to reduce the inevitable noise made by construction.
- **Atmospheric emissions.** A huge effort has been made in this area to spread application to the highest possible percentage of sites, bearing in mind that some good practices are not always applicable (dust-catching equipment at building sites, for example).

Intensity of resource use

- **Environmental soil management.** Soil is perhaps the most valuable resource and the one that the construction sector hits the hardest. That is why soil-protection measures are considered the most important good practices of all. Every proposed measure is therefore applied in the immense majority of jobs. One such measure, which is particularly widespread, is the restoration of areas affected by provisional construction facilities.
- **Use of natural resources and waste management.** An extraordinary volume of inert materials are traditionally handled in construction. This makes it particularly important to control and track inert materials and to adopt practices that will minimize their quantity. Reductions of 29% were reached in leftover earth. The amount reduced, a total of 3,278,767 m³ of earth, would otherwise have ended up in a landfill, but instead it was used or steps were taken to avoid ever creating such a surplus.

The amount of earth brought in from other jobs was increased considerably (to 180% more than was initially anticipated) to avoid having to dig borrowing pits. This made for a reduction of over 30% in needed borrowed earth, with the resulting economic savings and environmental benefit.

Furthermore, a determined effort was made towards identifying, labelling and categorising the waste normally handled in construction, to forestall potentially improper waste management due to ignorance, and a list of the hazardous wastes worked with in construction was drawn up as a guide. These wastes are classified according to international codes, separated into the proper fractions and disposed of pursuant to current legislation, through authorised managers and shippers.

One of the foremost innovation projects the company belongs to in this area is the 'Construction Industry Waste Management Optimisation Project', a pioneering experience that aims to define a waste management process to optimise both minimum creation and maximum harnessing of the waste that is inevitably generated.

- **Construction and land.** A number of good practices have been considered for this particular area as well, although it has been possible to apply them only on certain occasions instead of on a general basis, since different sites never have exactly the same

needs (for example, the need to transplant tree species, or to relocate nests or animals threatened by construction). More frequent is the need to protect given specimens from being injured during construction, mainly by machinery moving about the site, and the need to avoid tracking muck into and out of the site.

Cement

The Cementos Portland Valderrivas Group's strategy for improving its environmental activity and behaviour rests on the certification of its Environmental Management Systems by an accredited certifying entity, so this is one of the Group's environmental objectives.

That the Group has honoured its commitment is proved by the certificate issued under UNE-EN ISO 14001:1996 by AENOR for the Environmental Management System of the Olazagutía factory in May, 2003.

This achievement makes the Olazagutía factory the third in the Cementos Portland Valderrivas, S.A. Group to earn such certification and places it in a privileged position, under Regulation 761/2001 of the European Parliament and of the Council, for joining the EMAS Eco-Management and Audit Scheme, the highest recognised guarantee of proof of improved environmental behaviour.

Furthermore, on 28th November 2001 a voluntary agreement was signed between the Ministry of the Environment and Oficemen (the Group of Cement Manufacturers of Spain) to prevent, reduce and control pollution from Spanish cement works. The agreement's objective is to ease the cement sector's adaptation to European Union Directive 96/61, otherwise known as the IPPC directive, which was transposed into Spanish law through Act 16/2002, which calls for all factories to meet a series of environmental requirements prior to 1st October 2007.

For this reason, the Government of Navarra, the Environment Department of Andalucía and Cementos Portland Valderrivas, S.A., signed a voluntary environmental agreement that discusses measures to prevent, reduce and control the pollution produced by factories in Olazagutía, in Navarra, and in Alcalá de Guadaíra, Sevilla.

Since government powers in environmental matters have been transferred from the central (national) to the regional level, the need had arisen to establish an agreement between the various environmental authorities and Cementos Portland Valderrivas, S.A., in order to reach integrated environmental authorisation by the deadline set in Act 16/2002.

Under the agreement, Cementos Portland Valderrivas, S.A., undertakes to reach the pollution prevention, reduction and control objectives set so that it can file its application for integrated environmental authorisation before 1st January 2006, and thus secure the proper authorisation before 31st October 2006, a whole year before the deadline set by the act.



Cement works in
Keystone. U.S.A.

PERSONNEL

The Board of Directors knows that all the Group's employees have dedicated a great deal of professionalism and enthusiasm to achieving the results set down in this report, and it thanks them for the effort and dedication they have shown in the achievement of those results.

As of 31st December of last year, there were 61,790 employees on the FCC Group's payroll, which means there has been a net workforce increase of 6,909, or 12.59%. The Group's personnel is distributed as follows:

By function

- | | |
|---------------------------------|--------|
| • Office and business personnel | 3,190 |
| • Production personnel | 58,600 |

By category

- | | |
|-------------------------------------|--------|
| • Executive, technical and clerical | 10,788 |
| • Foremen and supervisors | 4,036 |
| • Other personnel | 46,966 |

By employer/employee relationship

- | | |
|---------------------|--------|
| • Permanent payroll | 10,823 |
| • Temporary | 7,880 |
| • Subcontracted | 43,087 |

There were 3,755 employees who held university degrees, up 9.18% in annual terms.

Accident prevention and occupational safety are a priority issue throughout all the firms in the FCC Group, as is training in these areas and action aimed at sensitising all employees to the importance of prevention and necessary compliance with established safety rules.

These were some of the more important events occurring during the fiscal year:

- The Construction area held a series of safety workshops for the offices in the Seville and Valencia areas. These workshops were attended by over 350 technicians from both FCC and firms that work with FCC. Speakers were experts from the firms, the labour inspectorate and the autonomous communities of Andalucía and Valencia.
- The Services area and Grucycsa significantly increased the amount of human resources devoted exclusively to prevention activities. Moreover, the safety audit process was applied to all Environment offices.
- In regard to research in accident prevention and occupational safety, a project was started up in cooperation with Fremap, the Mapfre Foundation and the University of Alcalá de Henares, to study the possible existence of certain pathogenic agents related with biological risk in Environment activities. A specific ergonomic study was also conducted, in cooperation with Fremap and the Mapfre Foundation, to analyse the risk factors at work in the cargo-handling tasks inherent in the airport handling business.



This fiscal year all business areas continued to work hard on training and arranged for courses and seminars to be given to their own in-house staff and the personnel of the firms working with them.

Continuing with their magnificent work to provide the Group's workforce with therapy and preventive care, during the fiscal year the Group's medical services were called upon 38,625 times, conducted 16,823 medical examinations, performed 30,733 clinical analyses, gave 19,706 hearing tests and performed other examinations as well.

On the labour relations terrain, 297 collective agreements were negotiated and signed regulating the working conditions of 34,149 employees, and there was also active participation in the negotiation of other provincial and nationwide agreements and accords.

In fiscal 2003 the Group kept up its great interest in training for its employees, especially in new skills and techniques, improving and recycling present skills and knowledge, and accident prevention and occupational safety. In number terms, 1,703 training activities were held, attended by 24,575 employees, with a total of 377,236 hours of instruction. These activities, which touched on all areas of the Group, consisted fundamentally in:

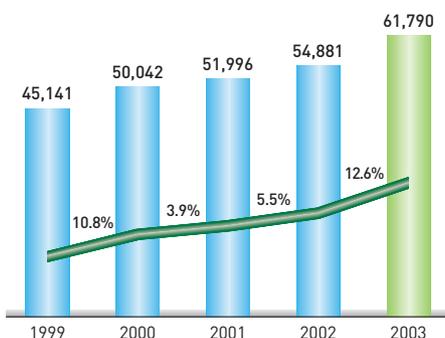
- Occupational risk prevention and occupational safety courses.
- Technical courses on construction.
- Technical courses on the environmental.
- Courses for middle management in construction.
- Water treatment courses.
- Courses on waste treatment techniques.
- Courses on airport handling techniques.
- Language courses.
- Computer skills courses.

The Group continued working with universities whose students aspire to professions related with the Group's businesses, so that, through scholarships and the Group's sponsorship of courses and seminars, students can gain a better grasp of how companies work and thus facilitate their incorporation as employees later on.



Workforce

Figures as of 31st December of each year



SHARE FIGURES

The Stock Exchange

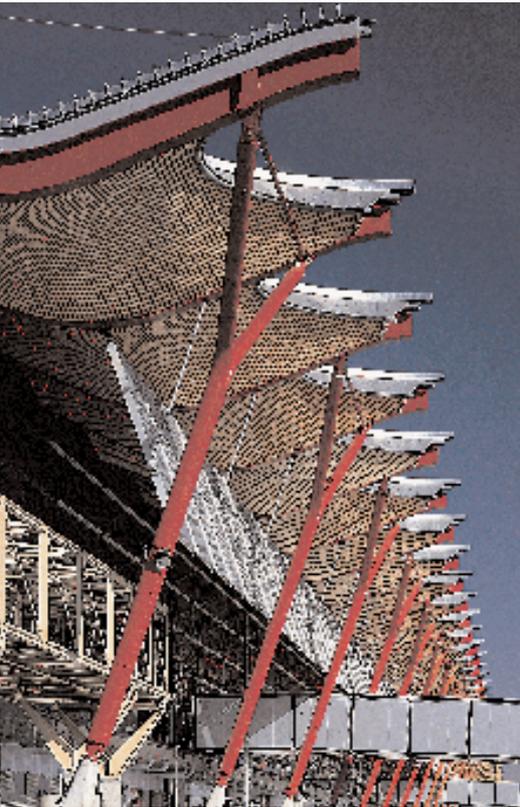
Two thousand and three was a turnaround year for the stock exchange, after several years in which economic slowdown and investor skittishness had dragged earnings into the red.

The upturn in economic and business expectations, together with interest rates remaining steady at historical lows, went a long way towards giving investors reason to feel confident, which has resulted in significant revaluations of the leading international stock markets, including the Spanish stock exchange. The General Index of the Madrid Stock Exchange wound up the fiscal year up 27.44%, while the selective IBEX-35 experienced a revaluation of 28.17%.

While the year's market index behaviour was on the whole good, there were two well differentiated phases. March was the watershed month in market development. During the first quarter, geopolitical tension, the persistent threat of terrorism and the fear of spiralling deflation, especially in the United States, dragged stock markets downwards. The IBEX-35 hit its annual low on 12th March 2003, when it touched 5,452.4 points. As of March, however, the speedy resolution of the armed conflict in Iraq, together with expectations of economic recovery, propelled investors into a buying mood, especially during the second and third quarter.

In September a period of uncertainty opened up, due primarily to the weakness of the dollar against the euro, traced to the excessive current account deficit of the US balance of payments. Nevertheless, the month of December ushered in the last upward spike of the fiscal year, thanks most of all to the foreseeable improvement of business results, which enabled indices to close the calendar with yearly highs.

By sectors, all areas ended with revaluations of over 20%, with the sole exception of consumer goods, which finished up the year down by 4.05%. Foremost among the increases were those of the communications and financial services sectors, which were the most severely punished during



FCC share quotation: monthly, high, low and average

Euros



the recent years of economic slowdown. Both closed the fiscal year happily, communications with accumulated returns of 44.47%, and financial services, with 31.47%.

The construction sector remained strong in the same bullish tendency it has shown for the last few fiscal years and wound up with a revaluation of 25.44%. The index started the year with earnings, while the rest of the market was on the decline. The solid growth of results, shored up by the fact that those results were recurring ones, the fruit of the diversification of activities undertaken by most companies, together with some corporate movements inside the sector, contributed to the sector's good behaviour during the first quarter of the year. After that, the rosy perspectives for future growth, linked both to the implementation of the National Infrastructure Plan and to the bigger contribution from other diversified activities, pushed the index up to end the fiscal period at yearly highs.

FCC's own quotation has displayed clearly bullish behaviour throughout the year, enabling it to yield 36.64% accumulated returns, much higher than both the index for its sector and the selective IBEX. During the first half of the year, FCC shares behaved much like those of the other companies in the same sector, but from there it began to grow clearly at far above average rates, on a path that took FCC to its yearly high of 29.77 euros on 19th December. FCC registered its last quotation at 29.24 euros on 31st December 2003.

Shareholders

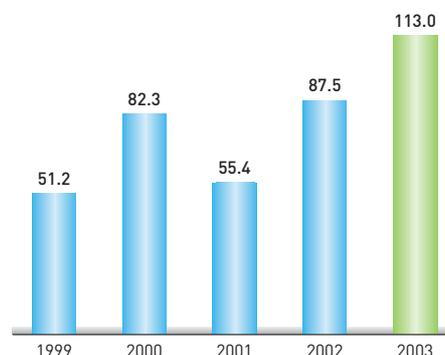
The company issues bearer shares under the book entry system. Those shares are listed on the four Spanish stock exchanges. According to figures registered with the National Stock Market Commission, B 1998, S.L., directly controls 45.855% of the share capital of Fomento de Construcciones y Contratas, S.A., and indirectly controls 6.628%, through Azate, S.L. That means B 1998, S.L., has a combined direct and indirect stake of 52.48% in the company.

Furthermore, Acciona, S.A., is, according to the records of the National Stock Market Commission, direct owner of 14.005% of the capital of Fomento de Construcciones y Contratas, S.A.

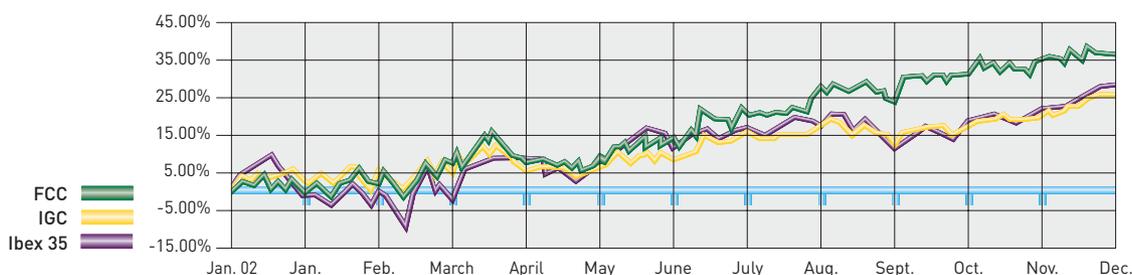
As of 31st December 2003, the Board of Directors, acting directly and indirectly, held a total of 68,598,772 shares, or 52.54%. Of that sum, 68,521,815 belong to B 1998, S.L., and the remainder (76,957 shares), to the different members of the Board, none of whom individually owns more than 0.03% of the shares in circulation.

Share trading volumen

Millions of euros



2003 construction firm quotations



BRIEF HISTORY OF FINANCIAL FIGURES

ASSETS	2003	2002	2001	2000	1999
<i>Millions of euros</i>					
Due from shareholders for uncalled capital	—	—	—	1	1
Fixed and other noncurrent assets	2,977	2,874	2,488	2,236	1,990
Intangible assets	585	598	410	313	246
Tangible fixed assets	1,731	1,596	1,415	1,266	1,318
Financial instruments	639	661	625	617	393
Parent company shares	11	3	25	24	23
Start-up expenses	11	16	13	16	10
Goodwill in consolidation	191	255	368	421	397
Deferred charges	39	42	34	18	16
Current assets	3,833	3,630	3,254	2,913	2,700
Stocks	429	429	356	325	442
Accounts receivable	2,705	2,481	2,106	1,915	1,622
Temporary financial investments	391	427	466	402	432
Short-term parent company shares	—	—	—	2	—
Cash	293	276	307	252	190
Prepayments	15	17	19	17	14
TOTAL ASSETS	7,040	6,801	6,144	5,589	5,104
LIABILITIES					
<i>Millions of euros</i>					
Shareholders' equity	1,846	1,646	1,291	1,202	1,027
Share capital	131	131	120	120	120
Issue premium	242	242	130	130	130
Reserves	429	384	393	358	266
Consolidation reserves	846	695	434	401	349
Gains/(losses) on conversion	(63)	(40)	7	7	4
Income for the year	309	273	241	216	177
Interim dividend	(48)	(39)	(34)	(30)	(19)
Minority interests	388	392	624	574	497
Negative consolidation differences	36	37	37	37	—
Deferred revenues	47	46	41	40	28
Provisions for contingencies and expenses	238	238	245	282	223
Long-term debt	749	757	774	762	966
Issues of bonds and other negotiable securities	46	—	—	—	—
Payable to financial institutions	445	464	581	572	746
Other payables	232	286	189	178	176
Share disbursements outstanding	26	7	4	12	25
Long-term trade accounts payable	—	—	—	—	19
Current liabilities	3,736	3,685	3,132	2,692	2,363
Payable to financial institutions	590	770	480	347	305
Payable to Group and associated companies	13	20	28	30	13
Trade accounts payable	2,379	2,183	1,848	1,604	1,427
Other non-trade payables	667	601	637	578	453
Operating provisions	86	110	138	132	159
Accruals	1	1	1	1	6
TOTAL LIABILITIES	7,040	6,801	6,144	5,589	5,104

STATEMENT OF INCOME	2003	%	2002	%	2001	%	2000	%	1999	%
<i>Millions of euros</i>										
+ Net revenues	6,050	100.0	5,497	100.0	5,173	100.0	4,468	100.0	3,829	100.0
+ Other income and fixed asset improvement	145	2.4	161	2.9	111	2.1	106	2.4	92	2.4
+ Change in stocks, finished goods, work in progress	8	0.1	6	0.1	27	0.5	12	0.3	56	1.5
= Total production value	6,203	102.5	5,664	103.0	5,311	102.7	4,586	102.6	3,977	103.9
- Supplies and other expenses	3,773	62.4	3,448	62.7	3,221	62.3	2,690	60.2	2,327	60.8
- Personnel costs	1,626	26.9	1,475	26.8	1,386	26.8	1,269	28.4	1,095	28.6
= Gross operating income	804	13.3	741	13.5	704	13.6	627	14.0	555	14.5
- Depreciation of fixed assets and sinking fund	269	4.4	234	4.3	210	4.1	189	4.2	151	3.9
- Change in working capital provisions	16	0.3	9	0.2	18	0.3	4	0.1	13	0.3
= Net operating income	519	8.6	498	9.1	476	9.2	434	9.7	391	10.2
+ Financial income	65	11.1	59	1.1	50	1.0	61	1.4	41	1.1
- Financial expenses	105	1.7	107	1.9	95	1.8	103	2.3	64	1.7
- Change in financial investment provisions	5	0.1	3	0.1	6	0.1	2	0.0	1	0.0
- Goodwill amortisation	19	0.3	20	0.4	28	0.5	37	0.8	105	2.7
+ Income from equity-accounted holdings	66	1.1	42	0.8	37	0.7	39	0.9	22	0.6
= Ordinary income/(loss)	521	8.6	469	8.5	434	8.4	392	8.8	284	7.4
+ Extraordinary income/(loss)	(25)	(0.4)	(14)	(0.2)	36	0.7	55	1.2	102	2.7
= Profit/(loss) before taxes	496	8.2	455	8.3	470	9.1	447	10.0	386	10.1
- Corporate income tax	126	2.1	128	2.3	150	2.9	140	3.1	133	3.5
= Profit/(loss) after taxes	370	6.1	327	6.0	320	6.2	307	6.9	253	6.6
- Profit/(loss) of minority interests	61	1.0	54	1.0	79	1.5	91	2.0	76	2.0
= Net profit/(loss) of parent company	309	5.1	273	5.0	241	4.7	216	4.8	177	4.6

SERVICES

The urban sanitation sector, which covers the solid waste collection and treatment, street-cleaning and sewerage system maintenance businesses, felt the pressure of May's municipal and regional elections and the resulting decline in the number of public tenders available, as local corporations put much of their activity on hold.

Two hundred and seventeen city sanitation tenders were held, down sharply in comparison to the 303 tenders held the year before. The joint annual appropriations set aside for these tenders added up to €205 million, a figure that contrasts severely with the €1,873 million awarded in fiscal 2002, although 2002 will be recalled as an exceptional year in terms of large tenders, such as the tender for solid urban waste collection in the outlying areas of Madrid.

The activity registered in the building and retail cleaning and maintenance subsector and the park and garden maintenance and upkeep subsector, where there were 367 tenders funded with €245 million in annual appropriations, was much the same as that recorded in the preceding fiscal year.



Expectations for 2004 point to improvement, now that the new local corporations have settled into office and local activity has stabilised. The Group submitted bids on 215 tenders in the public water management sector, up 55% from the year before. These tenders for water service management in medium-sized cities plus tenders for the operation of water purification stations added up to over €930 million in bids.

Heavier activity is anticipated in 2004, whereas several cities having a population of over 150,000 and some provincial capitals intend to call for bids on the management of their water services under a variety of different arrangements.

Within the new activities FCC has embarked upon in this sector, such as the construction and operation of water desalination plants and the modernisation and operation of irrigation infrastructures, bidding will continue to grow considerably, if the forecasts of the different administrations involved are proved right.

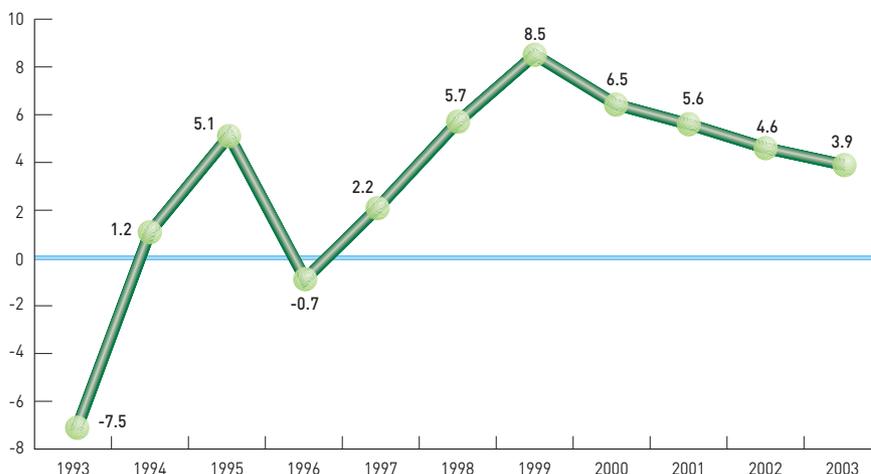
CONSTRUCTION

In 2003 construction accounted for 59.4% of the gross fixed capital formation of the national economy as a whole and generated €131,000 million in production.

Construction grew at a year-on-year rate of 3.9%, 1.5 percentage points better than the performance of the gross domestic product. Construction's contribution to Spain's total national wealth therefore rose to 17.7% and confirmed that construction plays a key role in further economic progress, despite the slight slowdown that has been observed since 1999.

Annual rates of growth in construction activity

In constant terms



The private sector accounted for 78% of the demand and grew at a rate around 3% higher than the rate for 2002; in contrast, the public sector, which accounted for 22% of the demand, increased by 7% at a growth rate two points below that of 2002.

For the sixth year in a row, growth in all subsectors was positive:

- Residential building, posting a 3% growth rate, accounted for 33% of the total and thus remained the biggest factor in the construction industry as a whole. During the fiscal period, building was started on a total of 636,300 new homes, up 22% from the year before, and was shared by almost all the autonomous communities, with Murcia, Navarra and Castilla-La Mancha showing rates twice as high as the Spanish average, and Cantabria, the Balearic Islands and Extremadura appearing as the only autonomous communities that experienced declines.

This growth was influenced by low interest rates, an increase in the real income available to families, demand by non-residents and immigrants, and the idea of the home as a safe investment in uncertain times. New home purchasing totals the equivalent of 10% of the GDP, including taxes; this figure speaks volumes as to the importance of the residential building subsector.

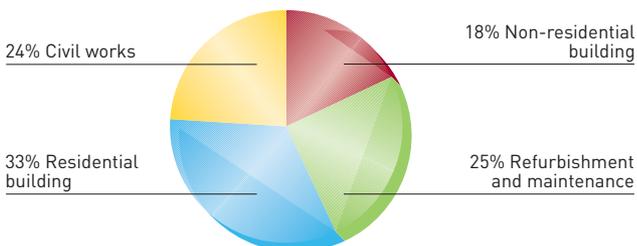
- Non-residential building made up 18% of all construction activity, having grown 2%, and building refurbishing and maintenance, which accounted for 25% of the total, was up 3%.

A comparison of Spain's percentage distribution by subsectors with that of other European countries shows that, despite the growth experienced in recent fiscal years, Spanish investment in refurbishing and maintenance is still lower in relative terms than the investment made by the more developed nations in the European Union, due in good measure to the fact that in Spain the heaviest investment effort goes towards providing new infrastructures, as a mechanism of redistribution.

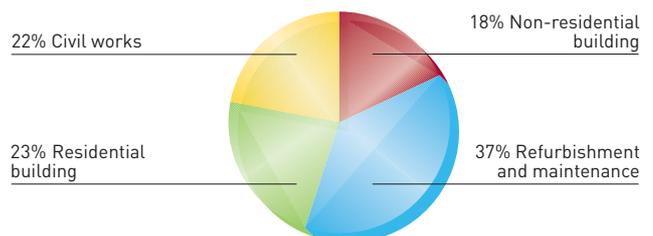
- Civil works totalled 24% of the sector's production as a whole, with an average increase of 7% based fundamentally on the growth in demand sparked by the implementation of plans promoted by the public sector and now in progress.

Spain continues to hold fifth place in the European Union construction market, with 13% of the total, after Germany, which holds 19%, France, which has 15%, and Italy and the United Kingdom, each of which accounts for 14%.

Construction production distribution in Spain



Construction production distribution in Europe

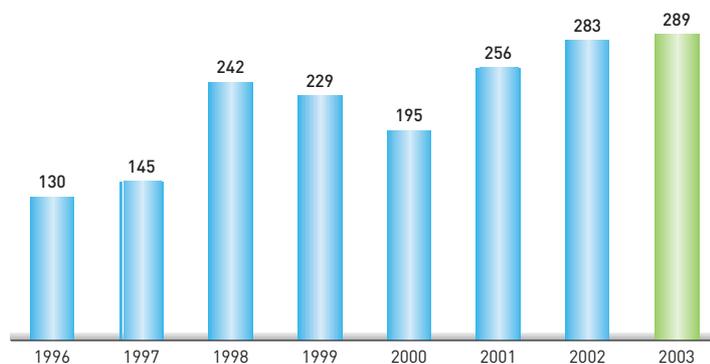




Bidding with public administrations as a whole reached €26,807 million, up 2.2% from the preceding fiscal year, which means the pace has slowed down appreciably since 2002. The deceleration can be traced to the reduced amount of bidding with regional and local administrations, which is in turn offset by the increase in bidding with the central administration (€11,345 million, up 19.9% from 2002). Autonomous communities took bids worth €8,968 million, down 5.8%, and local administrations, €6,494 million, down 10.5%.

Development of official bidding

1995 index number=100, constant euros



The turnover from construction abroad totalled €3,090 million, 0.32% less than in the preceding fiscal period.

The population employed in construction at year's end was 1,985,000, accounting for 11.9% of the Spanish working population, and showed a 4.7% increase in Social Security registration. Of all the jobs created in Spain in 2003, 17.3% (85,000 jobs) were in the construction sector.

Forecasts for 2004 call for the growth of the sector's overall production to stabilise at around 3% in constant terms, continuing the cycle of expansion that commenced in 1997. This growth is expected to come fundamentally from the civil works subsector, which is estimated to increase by 5 to 7%, bolstered by the continuity of the infrastructure

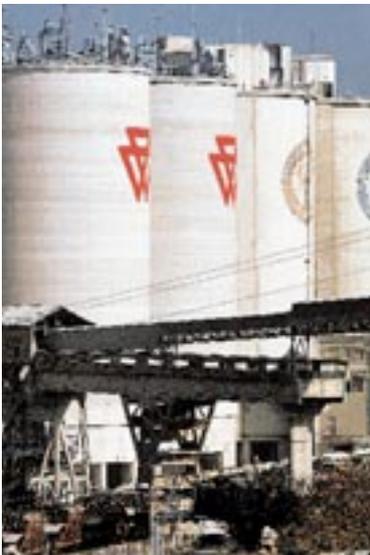
programmes that are needed in order to attain true convergence with the more developed of Spain's neighbours and by participation in the private initiative to guarantee the policy of budgetary stability. The national budget for 2004 gives grounds for anticipating this kind of dynamism in the subsector.

The residential building demand is forecast to remain stabilised between 2% and 4%, depending on the authorities' ability to bring down the cost of land, reduce the risk of homeowner over-indebtedness and improve access to housing for that 22% of the demand that goes unsatisfied. The national budget for 2004 gives reasons to anticipate that kind of dynamic behaviour from the subsector.

Non-residential building is expected to grow between 1% and 3%. The building refurbishing and maintenance business is anticipated to grow up to 2% in 2004, with higher increases in subsequent fiscal years, until it reaches the kind of spending levels that other countries devote to this area. Growth is also expected due to the revaluation of existing eligible buildings, which makes repairing and improving old buildings an attractive option.

The emerging markets of eastern Europe look to be an alternative to the possible slowdown in demand for civil works in the medium term.

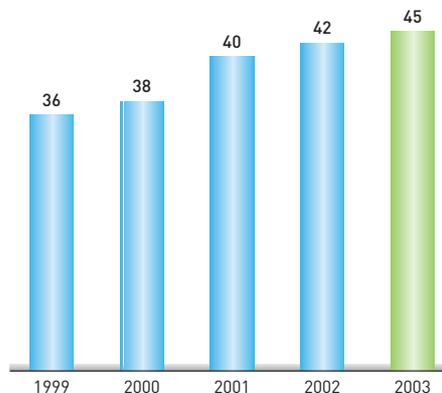
CEMENT



Spain produced 44.6 million tons of cement in 2003, which means production was up 6% over the preceding fiscal period in clear evidence of the sector's vigour, while consumption hit 46 million tons, having gone up 4.4%.

Cement production in Spain

Millions of tons



Imports totalled 7.9 million tons, 6.5% more than the year before, while exports were 1.2 million tons, 14.7% less than in 2002.

Outlooks are quite positive for 2004, mirroring the construction sector's perspectives. As early as the first three months of the year, production was already 5.6% higher than it was in the same period of 2003, according to data provided by Oficemen, the cement sector employers' organisation.

REAL ESTATE

For yet another year, following the same trend as in recent fiscal periods, the Spanish real estate market has demonstrated its resounding solvency, which most of the sector's big companies have used to fuel sustained growth and a considerable increase in profits.

With 636,000 homes begun in 2003 - up 21% from 2002 - according to figures facilitated by the sector employers' association, Seopan, the residential segment has become one of the primary driving forces behind real estate activity.

The heavy demand for housing is due to several factors. In the first place, the favourable economic situation; the GDP went up an average of 2.4% during 2003. In the second place, the maintenance of low interest rates accompanied by job stability, two factors that together have helped increase the real income available to families. And lastly, there is the idea of housing as a reliable fall-back as opposed to riskier alternative investments, and also the growing demand for housing for non-residents and the immigrant population.

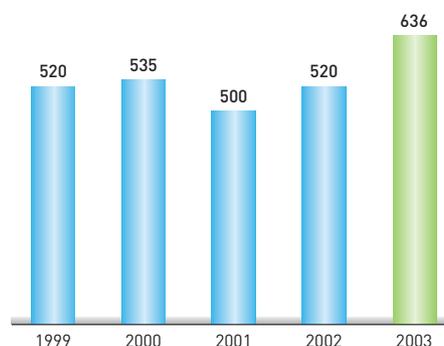
As the indicators show, in the next few years the anticipated trend will be towards more reasonable construction rates. The number of homes begun will lie between 450,000 and 500,000 units per year until 2003. Moreover, a gentle, progressive correction of prices is forecast. During 2003, prices hit historical highs, with an average increase of 18.51% for new homes, and Madrid has been the city that has displayed the highest prices. Forecasts call for increases for the present year to hover at around 10%.

The maturity that the Spanish real estate market has shown is reflected in the sector's evolution towards multi-product strategies, asset-oriented strategies and asset rotation strategies, and towards a tendency to gain in size that is enabling the bigger Spanish companies to compete with European companies. Investor interest remains steady in the office market, especially in competitively-located products that meet high quality standards. The starring business, however, has been the shopping and leisure centre segment, which ate up a large portion of investment during the last fiscal period. In 2003 there were 40 openings plus 11 enlargements, and, as analysts have indicated, there is plenty of growth and room for future expansion in Andalucía, the Balearic Islands, Extremadura and Galicia.

The industrial market shows a growing demand and stability with rosy outlooks, despite the shortage of land, which makes consolidating this segment a difficult proposition in cities such as Madrid and Barcelona.

Homes begun

Thousands of homes





BOARD OF DIRECTORS

Chairman	Marcelino Oreja Aguirre
Vice-Chairmen	Rafael Montes Sánchez Marc Reneaume
Directors/Members	Esther Koplowitz Romero de Juseu, on behalf of B-1998, S.L. Henri Proglio Esther Alcocer Koplowitz, on behalf of Dominum Desga, S.A. Carmen Alcocer Koplowitz, on behalf of EAC Inversiones Corporativas, S.L. Fernando Falcó y Fernández de Córdova Jean Marie Messier Francisco Mas Sardá Casanelles Daniel Caille Felipe Bernabé García Pérez Gonzalo Anes Álvarez-Castrillón Juan Castells Masana Jean-François Dubos Jérôme Contamine Serge Michel Olivier Orsini Paul-Louis Girardot Jean François-Poncet
Secretary (non-member)	Verónica Díaz-Montenegro Quesnel

EXECUTIVE COMMITTEE

Chairman	Marcelino Oreja Aguirre
Members	Esther Alcocer Koplowitz, on behalf of Dominum Desga, S.A. Henri Proglio Rafael Montes Sánchez Marc Reneaume Fernando Falcó y Fernández de Córdova Jérôme Contamine Juan Castells Masana Serge Michel Paul-Louis Girardot
Secretary (non-member)	José Eugenio Trueba Gutiérrez

EXECUTIVE PERSONNEL

Chairman of Fomento de Construcciones y Contratas, S.A.
Vice Chairmen:

Marcelino Oreja Aguirre

Rafael Montes Sánchez
Marc Reneaume

ENVIRONMENT AND WATER

Chairman of FCC Medio Ambiente, S.A.
General Manager

Rafael Montes Sánchez
José Luis de la Torre Sánchez

Environment

Zone I

Aragón
City of Barcelona
Outlying Barcelona
Lleida-Tarragona
Levante I
Rioja-Soria
Municipal de Serveis, S.A.
Seinsa
Tirssa
Tirmesa

Jorge Payet Pérez
Manuel Liébana Andrés
Pablo Martín Zamora
Martín Juanola Carceles
Jesús Padulles Caba
Salvador Otero Caballero
Pedro Moreno Gómez
Ramón Marimón Marimón
Francisco Campas Delmans
Juan Almirall Sagué
Ángel Fernández Omar

Zone II

Andalucía I
Andalucía II
Canary islands
Castilla y León
Galicia
Guipúzcoa-Navarra
Levante II
Murcia-Almería
Vizcaya

Juan Hernández Rodríguez
Blas Campos Gabucio
Manuel Calderón Capilla
Miguel Ángel Castanedo Samper
César Trueba Diego
Guillermo de Cal Alonso
Ignacio Eguiguren Tellechea
Francisco Javier del Olmo Gala
José Alcolea Heras
Carlos Martínez Osset

Zone III

Centre
Madrid
North

Agustín García Gila
José María Moreno Arauz
Jesús Medina Peralta
Idefonso Sojo Allende

Industrial Waste

General Manager
Assistant General Manager
Zone Manager
Cataluña
Aragón
Centre
North
Levante
South
Development
Administration and Finance
Technical Manager
Studies

Aurelio Blasco Lázaro
Jean-Alain Jullien
Íñigo Sáenz Pérez
Felip Serrahima Viladevall
Julián Imaz Escorihuela
Javier Fuentes Martín
José María Diego Gardeazabal
Pedro Marugán Garcimartín
Manuel Cuerva Sánchez
Jorge Sánchez Almaraz
Domingo Bauzá Mari
María Jesús Kaifer Brasero
Antonio Sánchez-Trasancos Álvarez

Water Management

General Manager
Deputy General Manager
Development and Investees

Fernando Moreno García
Luis Velasco Romero
Miguel Jurado Fernández

Centre Zone	Félix Parra Mediavilla
East Zone	Jordi Hernández Blanch
North Zone	Santiago Lafuente Pérez-Lucas
	José Luis García Ibáñez (Deputy)
South Zone	Leandro Melgar Chacón
	Alberto Gutiérrez Montoliu (Deputy)
	Benito Pérez Santos (Deputy)
Contracting	Antonio Vasa'l'o Reina
Sales	Cecilio Sánchez Martín
Studies	Alejandro Benedé Augusto
Administration and Finance	Manuel Castañedo Rodríguez
Internacional	Tomás Núñez Vega
England	Tony Adamson
Egypt	Manuel Ramírez Ledesma
Proactiva de Medio Ambiente, S.A.	
Chairman	Olivier Orsini
General Manager	Hervé Leblanc
North Zone	Roberto Gómez-Morodo Suárez
Centre Zone	Michel Fourré
Brazil Zone	Martín Masola
South Zone	Ramón Rebuelta Megarejo
Legal	Ignacio Montes Pérez del Real
Administration and Finance	Marcos García García
Central Services	Agustín García Gila
Machinery	Alfonso García García
Procurement	Pedro Gaviña Martínez
Studies	Antonio Pousa Blasco
Quality Management and Environment	José María López Pérez
Waste Treatment	Sylvain Cortés
Coordination and Development	Catherine Milhau
Administration and Finance	Alberto Alcañiz Horta

VERSIA

Chairman of FCC Versia, S.A.	Rafael Montes Sánchez
General Manager	Agustín J. Usallán Ortiz
Transports	José Luis Rubio Díaz de Tudanca
Corporación Española de Transporte, S.A.	José María Pérez Lozano
Detren, S.L.	Joaquín Martínez Vilanova
Corporate Development	Carlos Barón Thaidigsmann
Site Furniture and Advertising	Carlos Barón Thaidigsmann
Corporación Europea de Mobiliario Urbano, S.A.	Raúl González Lorente
Zone I	Vicente Beneyto Perlés
Estacionamientos y Servicios, S.A.	José María Paz Sánchez
Vehicle Inspection	Ignacio Santamaría Goiri
Zone II	Luis Marceñido Ferrón
Upkeep and Systems	José Luis Ramírez Camacho
	Ángel Luis Pérez Buitrago (Deputy)
Handling-Flightcare, S.L.	Ignacio Garrido Santamaría
Administration and Finance	Juan Carlos Andradadas Oveja

CONSTRUCTION

Chairman of FCC Construcción, S.A.	José Mayor Oreja
General Manager	Francisco José García Martín
Assistant General Managers	
Area I: Zones I, V, VII and Prefabricados Delta, S.A.	Santiago Ruiz González
Area II: Zones II, VIII, IX and Europe	Alejandro Tuya García
Area III: Zones III and VI	Jorge Piera Coll
Area IV: Zone IV, Portugal and America	José Ordóñez Sáiz
Studies and Contracting	Francisco Varona López
Study Services	Valentín García Domínguez
Development and Management	Jaime Redondo Vergé
Administration and Finance	José Ramón Ruiz Carrero
Institutional Relations	Julio Senador-Gómez Odériz

Technical Construction Services

General Manager
Technical Manager
Quality and Training
Special Systems
Machinery

José Enrique Bofill de la Cierva
José Luis Álvarez Poyatos
Carlos Puertas del Río
Luis Viñuela Rueda
Juan Antonio Muro Murillo

Construcción Nacional

Zone I

Building, West Andalucía
Civil Works, West Andalucía

Building, East Andalucía

Civil Works, East Andalucía
Technical Manager

José María Torroja Ribera
Francisco Campos García (Deputy manager)
Jesús Amores Martín
Vicente Gimeno Merino
Guillermo Mateos Dorado (Deputy)
Andrés García Sáiz
Luciano Hidalgo Salas (Deputy manager)
José Antonio Madrazo Salas
Ángel Luis Ochoa Fernández

Zone II

Building, Madrid I
Building, Madrid II
Building, Madrid III
Building, Madrid IV
Technical Manager

Emilio Giraldo Olmedo
Alfonso García Muñoz
Francisco Mérida Hermoso
Antonio Moreno-Aurioles Serra
Carlos García León
Fernando Arrechea Veramendi

Zone III

Building, Cataluña I

Building, Cataluña II
Technical Manager

Santiago Sardá Argilagós
Antonio Torrens Potau
Rafael Cañas Clemente (Deputy manager)
Juan Antonio Rodríguez Callao
María Teresa de Ugarte Peiró

Zone IV

Las Palmas
Tenerife

Juan Madrigal Martínez-Pereda
Enrique Hernández Martín
Pablo López Marzo

Zone V

Building, Valencia
Civil Works, Valencia
Balearic Islands
Murcia

Teodoro Velázquez Rodríguez
Leopoldo Marzal Sorolla
Rafael Catalá Reig
Mateo Estrany Pieras
Guillermo Gómez Martínez

Zone VI

Civil Works, Cataluña I
Civil Works, Cataluña II
Technical Manager

Francisco Vallejo Gómez
Josep Torrens Font
Francisco Diéguez Lorenzo
Javier Ainchil Lavín

Zone VII

Castilla-La Mancha and Extremadura
Civil Works, Madrid

Aragón, Navarra and Rioja

Antonio Pérez Gil
Aurelio Callejo Rodríguez
Carlos Izarra de la Cruz
Ángel Serrano Manchado (Deputy manager)
Roberto Monteagudo Fernández
José Manuel Ojanguren Gamba (Deputy manager)

Zone VIII

Building, Castilla y León
Civil Works, Castilla y León
Galicia
North
País Vasco
Technical Manager

Francisco Javier Lázaro Estarta
Florentino Rodríguez Palazuelos
Julio Casta García
Juan Sanmartín Ferreiro
Javier Hidalgo González
Norberto Ortega Lázaro
Mariano Martín Serrano

Zone IX

Transport

Technical Manager Zones IV, V, VII y IX

Avelino Acero Díaz
Alejandro Cisneros Müller
Ricardo Gil Edo (Deputy manager)
Jesús Mateos Hernández-Briz

International Construction

Ramallo Rosa-Cobetar
America
Europa

Eugenio del Barrio Gómez
Miguel Castells Delgado
Alcibiades López Cerón

Specialised Construction and Investee Companies

General Manager	José Ordóñez Sáinz
Specialised Construction	José Miguel Janices Pérez
Ibérica de Servicios y Obras, S.A.	Fernando Rodríguez Madinabeitia
Servicios y Procesos Ambientales, S.A.(SPA)	Enrique Carrasco Ruiz de la Fuente
Auxiliar de Pipelines, S.A.(APL)	Eduardo Yges Peña
Mantenimiento de Infraestructuras, S.A.	Fernando Martín Barrios
(Matinsa)	Ignacio Sánchez Salinero (Deputy manager)
Pinturas Jaque, S.L	Fernando Martín Barrios
Investee Companies	Ramón Fontcuberta García
Proyectos y Servicios, S.A. (Proser)	José Miguel Colio Sola
Megaplas, S.A.	José Antonio Martínez Jiménez
Sanfilippo Messaggi Luminosi S.p.a.	José Antonio Martínez Jiménez
Naturmas	José Luis de Pedro Poza
Reparalia	Jaime Asúa Arrizabalaga
Technical Manager	Miguel Ángel Lobato Kropnick

General Manager, Deputy to the Chairman Rafael Pérez de Miguel

Concessions

Chairman of the Infrastructure Concession Company	Carlos Vázquez Cobos
<ul style="list-style-type: none"> • Spanish Concessions • International Concessions 	<p>Jesús E. Duque Fernández del Rivero</p> <p>Javier Villalobos Giménez</p>

CEMENT

Chairman of Cementos Pórtland Valderrivas, S.A.	Rafael Martínez-Ynzenga Cánovas del Castillo
Managing Director	José Ignacio Martínez-Ynzenga
Cánovas del Castillo	
General Secretary	Vicente Ynzenga Martínez-Dabán
General Managers	
Administration and Finance	Fernando Ferreras Fernández
Sales	Ángel Luis Heras Aguado
Corporate	Manuel Melgar Oliver
Operations	Pablo Espeso Martínez
Aggregates	Federico Bernabeu Morón
Concrete	José Ramón Bujanda Saénz

REAL ESTATE

Chairman of Realia Bussines, S.A.	Ignacio Bayón Marín
General Manager	Íñigo Aldaz Barrera
Deputy General Manager	Antonio Moyano Paredes
Deputy General Manager and Promotions Manager	Pedro Javier Roderá Zazo
Assistant General Managers	
Assets	Agustín González Sánchez
Planning	Jaime Llorens Coello
Administration and Finance	Juan Antonio Franco Díez
General Secretary	Daniel Ángel Rodríguez Olay

GRUCYCSA, S.A.

Chairman of Grucycsa, S.A.	José E. Trueba Gutiérrez
Industrial	
General Manager	Carlos García Maura
SVAT	Ignacio Cabanzón Alber
Espelsa	Dámaso Bueno Crespo
Internacional Tecair, S.A. y Eurman, S.A	Daniel Candil Menes
Logística Navarra, S.A. y LNP, S.A.	Vicente Carricas Torres
Loacsa y Aitena, S.A.	Miguel Ángel Gómez Ibañez
Aitena Portugal, S.A.	José Miguel Amaro Carrilho do Rosário
Administration and Finance	Francisco Vila Meizoso



ADMINISTRATION

General Manager in Charge of Administration
Deputy General Manager
Administrative Coordination
Taxes

Administrative Organisation and Budgeting

José Luis Vasco Hernando
Carlos Pujol Lienas
Alberto Farré Ramos
Miguel Mata Rodríguez
Daniel José Gómez-Olano González
José M^a Alamañac Gil

FINANCE

General Manager in Charge of Finance
Finance

Stock Exchange and Investor Relations
Financing
Afigesa
Asiris, S.A.

José E. Trueba Gutiérrez
Manuel Somoza Serrano
Esther Alcocer Koplowitz (Adjunta)
Alicia Alcocer Koplowitz (Adjunta)
Íñigo Morenés Mariategui
José Manuel Carrasco Delgado
Luis Mora Callejas
Miguel Angel Jabal Madrid

SECRETARY GENERAL'S OFFICE

Legal Office: General Manager
Legal Services
Information Technology Development
Information Systems and Communications
Information Relations

Corporate Image

Felipe B. García Pérez
José María Verdú Ramos
Fernando Sáez Manero
José Luis Tortajada Pastor
Juan Roldán Ros
Francisco Javier Hernández
Fernández (Deputy Manager)
Antonio de Lorenzo Vázquez

HUMAN RESOURCES

General Manager

Antonio Pérez Colmenero
Francisco Santos Martín (Deputy Manager)

INSTITUTIONAL RELATIONS

General Manager

Vicente López-Ibor Mayor

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