



- 1. FCC Group
- 2. Key figures
- 3. Diversified business model
- 4. Leadership position in all areas
- 5. International presence
- 6. Integrated Offer
- 7. Value Creation
- 8. Corporate Governance Structure
- 9. Management Team





More than 120 years of experience



Over 64,000 employees



Working in

Over 25 Countries,

45% of revenue comes

from international markets



High degree of revenue stability



Leader
in Environment, Water,
Infrastructure and Real Estate
Development



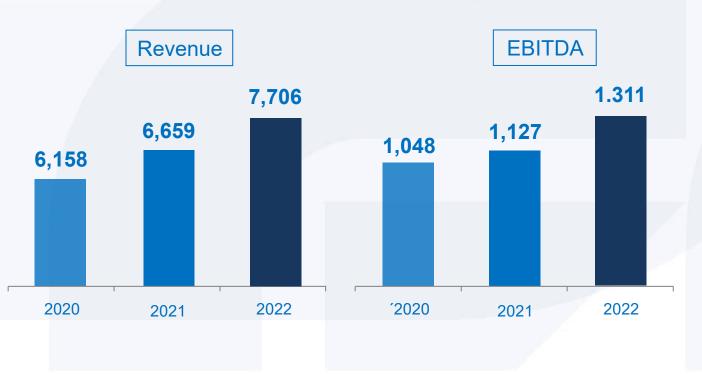
€7,706 M revenue **€1,311 M** EBITDA in 2022



Comprehensive range of services

1.2. Key Figures 2022









Backlog* (Dec. 31, 2022)

€40,274 M

Environment, Water, Construction and Real Estate

Figures in million euros

1.3. Diversified business model



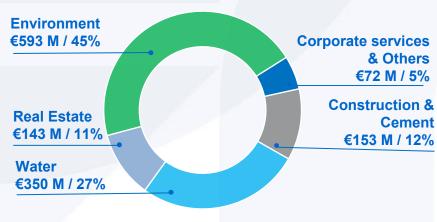
Revenue per business / 2022

EBITDA per business area / 2022

Total: €7,706 M

Total: €1,311 M





1.3. Diversified business model













Waste collection

Street cleansing

Handling and recycling of municipal waste

Ground and gardens maintenance

Maintenance of sewerage networks

Handling and recycling of industrial waste

Recovery of polluted soils

Facility management

Municipal concessions for the management of the end-to-end public water service
 Infrastructure concessions under the BOT model (Built, Operate and Transfer)

 O&M services (operation and maintenance of infrastructures)

' EPC models (Engineering,

Procurement and Construction)

Civil engineering (bridges, tunnels, highways, rail projects, etc.)

Residential construction

 Non-residential construction (sporting, health and cultural infrastructures, etc.)

Industrial

Concessions

Infrastructure maintenance

Prefabricated materials

Brand image

r Leas

Other businesses

Cement

Trading

(Concrete, Aggregate, Mortar)

Leased equity

- Services sector (offices, shopping centres and retail premises and others)
- Residential (BtR)

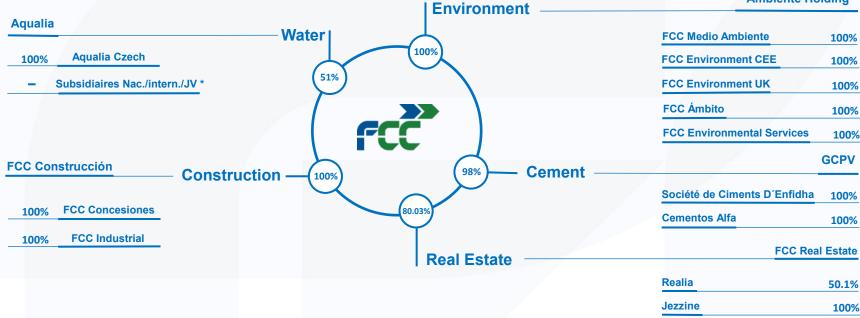
Real-estate developments

Land backlog management

1.3. Diversified business model







* Different percentage of shares

1.4. Leadership position in all areas







Environment:

- #1 in Spain (1)
- #5 in the EU
- #1 in end-to-end waste management in Central and Eastern Europe (1)
- Among top 15 in USA⁽¹⁾
- Among top 7 in the World

Water:

- #1 in Spain (2)
- #4 in Europe (2)
- #9 in the World (2)

Construction:

- #3 in Spain (1)
- Among top 15 in Europe (2)
- #34 in the world (3)

Cement:

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

Real Estate:

· More than 30 years of experience

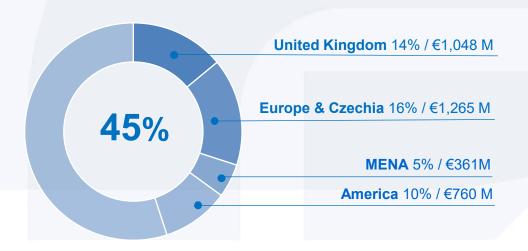
- (1) By revenue volume
- (2) Source: March 2021 GWI ranking
- (3) ENR Top 250 Contractors

1.5.International Presence



International Revenue 2022

Total : €3,434 M





1.6. Integrated Offer



Advanced technology

- Own technology for waste collection and street cleansing
- Leaders in waste recycling and energy recovery systems
- Experts in providing solutions at all stages of the water management cycle for all uses: human, agricultural and industry, meeting the needs of institutions and public and private organizations
- Specialists in bridges and ports with a high technical complexity
- Innovative processes for high speed lines, metro and tunnels
- · Specialists in turnkey projects in the industrial sector

Comprehensive range of services throughout the whole value chain



Advanced technology and integrated range of products and services with high added value in all of its business areas

1.7. Value creation



Our incumbent position enhances our ability to benefit from the strong fundamentals of our core business areas

	Positive long-term outlook due to regulatory developments and environmental considerations				
	 EU Waste Framework Directive requires member states to recycle at least 55% of their municipal solid waste by 2025 and 65% by 2035 plus landfilling down 10% also in 2035 				
Environment	 New opportunities offered by expected reforms in Spain on recycling and composting (2023) 				
	Expansion potential in existing platforms: USA, UK and some Central European countries				
Water	Positive long-term outlook due to regulatory developments and environmental considerations and water infrastructure gap				
Water	 Take advantage of the extensive experience in the integral water cycle management, to apply in business opportunities in countries with low PPP activity 				
	Growth potential in Europe and selectively in America and MENA				
Construction	Continued infrastructure gap in selected jurisdictions. Stringent management of cash flow generation and third-party risk				
& Cement	Potential growth in Spain linked to clean energy, efficiency and related facilities.				
Real Estate	Combined recurring rental income with property asset build to rent) and residential housing development in high demanded areas				

1.7. Value creation



Experience More than 120 years creating value for citizens





Internationalization Operating in over 25 countries

Innovation and technological capacity





Professionalism Over 64,000 professionals specialising in different areas

Protecting the Environment More than €83 M for the

prevention of environmental risks Environmental management systems certified according to UNE-EN ISO 14001 in all business areas





Quality

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

Local development commitment

Over €3,5 M allocated to Projects for local development in 2022





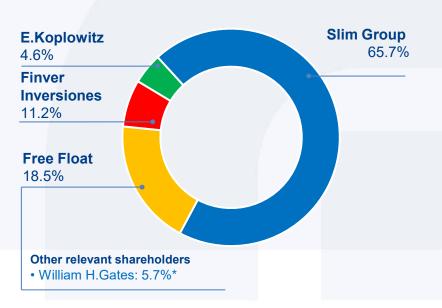
Health and Safety

Occupational health and safety management systems certified according to ISO 45001 in all business areas

1.8. Corporate Governance Structure



Shareholding Structure*



Composition of the Board

13 members:

- 6 appointed by Slim Group
- 3 appointed by E.Koplowitz
- 3 independent members
- 1 executive director

Audit and Remuneration Board Commissions:

- Chaired by independent members
- · Majority of independent members

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

1.9. Management Team



Chairman FCC Esther A. Koplowitz

CEO Pablo Colio Abril

Business Areas

Constructi	ion	Environment		Water	Cement	Real Estate
	Pablo Colio Abril		Pérez – Iberia Il Taylor – UK	Félix Parra Mediavilla	Jaime Rocha Font	Ana Hernández Gómez Javier Fainé de Garriga
		Bjoern Mitten	rez – America			Filomeno Ortíz Aspe



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



2.1. Activities















2.2. Main Features





Providing services to cities since 1911



Top 7 in the world



Serves over 66 million citizens



Most technologically advanced vehicle fleet in the world with over 18,000 units



Over 800 waste treatment, recycling and disposal centres



ISO 50001 certificate Comprehensive Energy Management



Management of 24,5 million tonnes waste per year



Operating in over 5,200 municipalities



About

3,228 sustainable
vehicles
(CNG, electric,
hybrid and bi-power)



Over 43,000 employees



Inclusion of underprivileged groups in the workplace

2.3. Value Creation



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

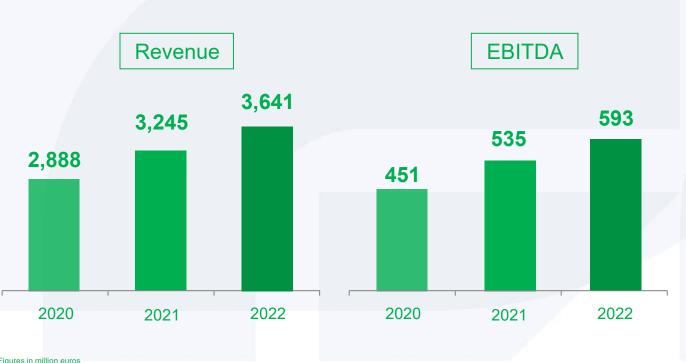
FCC Medio Ambiente



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

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2.4. Key Figures / 2022







Figures in million euros

2.5. Business structure











Iberia Division

FCC Medio Ambiente Spain / Portugal

FCC Ámbito (Industrial Waste)

- · 2022: €2,006.8 M Turnover (55.11%); €306.4 M EBITDA
- Spanish market leader
- More than 110 years experience in waste management and urban services
- Technological development and innovation
- Spanish market leader
- Strong presence in Portugal

International Divisions:

United Kingdom

Central & Eastern Europe

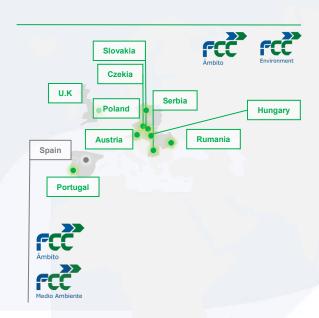
USA

- 2022: €1,634.4 M Turnover (44.89%); €286.7 M EBITDA
- FCC Environment UK
- FCC Environment CEE
- FCC Environmental Services

2.6. International Presence









Total : €1,666 M





International Backlog*

(Dec. 31, 2022) **€5,031 M** (1.3 years)

*38 % of Total

2.7. Global leader



Experience

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

Comprehensive

We offer a **complete range of environmental services**, from domestic Waste Collection to the most advanced Waste Treatment and Recycling systems

Innovation

With internal R&D&I resources that allow us to offer the most innovative solutions to our customers.

23 registered projects at our R&D&I certified system - standard ISO UNE 166002

Sustainability

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

Smart Services

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

2.7. Global leader



Incineration with production of Renewable Energy

- Thirteen Waste-to-Energy projects
- Over 435 MWe of electrical power
- 3.6 millon tonnes of annual capacity



Zistersdorf (Austria) 154,000 t/y



Allington (United Kingdom) 550,000 t/y

2.7. Global leader

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Massive-scale Mechanical-Biological Treatment



Ecoparque of Barcelona

One of the largest facilities in the world

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



Biomethanization Plant Las Dehesas

(Technological park Valdemingomez / Madrid)
The world's largest Anaerobic Digestion Facility

- Started operations in 2009
- Facility: Anaerobic digestion (5 digestors x 3,600 m³)
- Treatment capacity: 220,000 t/y (100% Selective Organic Fraction as the input)
- Population served: 3 million inhabitants

2.7. Global leader

Municipal Services since 1911





Madrid, 1940 3 million inhabs.



Valencia, 1957 790,000 inhabs.



Barcelona, 1911 1.6 million inhabs.



Zaragoza, 1940 700,000 inhabs.



Bilbao, 1972 350,000 inhabs.

2.7. Global leader



Renewable energy from sanitary landfills

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



Biogas Capture



Wind turbines



Photovoltaic paneles

2.8. Committed to innovation





50 years developing electric mobility

FCC Medio Ambiente has been developing electric mobility technology for 50 years and implementing it in its Municipal Service vehicles, both light and heavy-goods sizes. Today it has a fleet in constant growth of 3,228 sustainable vehicles, among which 1,486 are electric and self-rechargeable electric and 1,742 CNG (including bi-power: CNG plus petrol).





2.8. Committed to innovation

e-mobility: The future of Urban Services is Today

FCC Medio Ambiente developed the first industrial e-mobility Chassisplatform for Urban Services, an actual breakthrough to achieve smarter and more sustainable cities:

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







New e-mobility Platform for Urban Service Vehicles

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

2.8. Committed to innovation



H2TRUCK Project

Research and Development of a New Heavy-Duty Vehicle for Urban Service Applications with Battery-Hydrogen Fuel Cell Hybrid Technology

- heavy-duty chassis-platform with 100%-electric propulsion
- powered by a hydrogen cell and lithium-ion battery hybrid system that is completely environmentally friendly
- this hybrid chassis can be applied to any equipment or machine that provides urban services, regardless of the number and layout of axles or the bodywork installed on it











2.8. Committed to innovation

Circular Economy projects

Recovery of critical raw materials from Municipal Solid Waste (MSW)





MINETHIC: Promoting the recovery and valorisation of strategic mineral resources for the green transition. The main objective is the investigation of new sources of non-conventional raw materials, both industrial and urban, covering the whole value chain. New technologies will be investigated to recover and valorise Critical Raw Materials (CRM) from mineral resources, byproducts and waste streams, as well as the integration of digital technologies, promoting a sustainable, efficient and local supply of CRM.

FCC Medio Ambiente will extract the phosphorus, nickel and cobalt present in the slag from the incineration of municipal solid waste and the phosphorus from the biostabilised material obtained from the biological treatment of organic matter from mixed municipal solid waste.



Recovery of slag from MSW incineration

ECO2D4.0: Development of comprehensive road surface solutions using priority waste from the Basque Country, and ecosystem for the functional and environmental monitoring of road infrastructures. Project co-financed by the HAZITEK 2022 - Business R&D support programme of the Basque Country, in Spain, in which FCC Medio Ambiente participates and whose objective is to investigate new applications for waste management, in particular those cases where there are few ways of recovery, such as ferrosite, incineration slag and foundry sands, although milling waste and black slag are also included.

RSU4HOM: Development of new construction products from the valorisation of municipal solid waste incineration slags. Led by FCC Medio Ambiente and cofinanced by the HAZITEK 2022 - Basque Country Business. It aims to minimise the environmental impact generated by the landfilling of incineration slag from two plants in Zubieta (Gipuzkoa, Spain). The aim is to recover this waste and integrate it as aggregates for the manufacture of construction materials (concrete, mortar and precast concrete).





2.8. Committed to innovation

Circular Economy projects











Nuevos materiales, tecnologías y procesos para almacenamiento, transporte e integración de hidrógeno renovable y biometano a partir de biorresiduos (2021-2024). MIG-20211071. Throughout 2022, FCC Medio Ambiente carried out research in the laboratories of the University of Valladolid (Spain) with the aim of studying the dark fermentation process using Organic Fraction of Municipal Solid Waste (OFMSW) as a substrate. As a result, a significant amount of hydrogen was obtained out of the total biogas derived in each fermentation.

Green fuels









LIFE LANDFILL BIOFUEL (LIFE18 ENV/ES/000256: Integral management of the biogas from landfills for use as vehicle fuel). The project aims to enrich landfill biogas to produce biomethane suitable for vehicle use, achieving more efficient management by obtaining biomethane from a clean and abundant energy source.



Green fuels











INFUSION (LIFE19 ENV/ES/000283: Intensive treatment of waste effluents and conversion into useful sustainable outputs: biogas nutrients and water). The main objective of LIFE INFUSION is to demonstrate, with a circular economy vision, an innovative scheme for the recovery of resources (biogas. biofertilizers and reclaimed water (RW)) from effluents in municipal management through an almost zero discharge process.

Plastic recycling





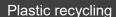




LIFE4FILM (LIFE17 ENV/ES/000229 Post-consumption film plastic recycling from municipal solid waste). LIFE Project led by FCC Medio Ambiente as coordinator and whose aim is to avoid landfill or energy recovery of plastic film (LDPE) present in urban waste through an innovative recycling process on a semi-industrial scale

2.8. Committed to innovation

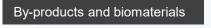
Circular Economy projects







PLASMIX (LIFE18 ENV/ES/000045: Plastic Mix Recovery and PP& PS Recycling from Municipal Solid Waste). LIFE Project that aims to study the recovery and the flow of the Mix of Plastics from municipal waste, searching for the optimal recovery line for each type of material contained in such flow (PP, EPS and PP).









DEEP PURPLE (Domestic extraction of emerging products with purple phototrophic bacteria). The project proposes a synergistic and integrated treatment for the valorisation of three types of bio-waste: the organic fraction of municipal solid waste, sludges from wastewater treatment plants (WWTP) and urban wastewater, by means of a multi-platform photo-biorefinery based on phototrophic purple bacteria.

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By-products and biomaterials







INSECTUM: (IDI – 20181075: Recovery of urban by-products and biowaste through bioconversion with insects to generate innovative products in strategic sectors). The project's main objective is to implement an innovative urban bioremediation recovery system based on its bioconversion through insects in products with high added value for the industry (human food sector, nutraceuticals/pharma, animal nutrition, fertilisers and chemicals).

2.9. Committed to inclusion





FCC Equal

- FCC Equal is a Special Employment Centre whose aim is the social and labour integration and training of people with disabilities, as well as the improvement of their health and safety conditions.
- It also seeks to provide them with skills, abilities and competencies for their professional development in the company.
- Along last year:
 - 235 job offers
 - 1288 analized candidates
 - 475 insert people
- Nowadays, all this work is driven through the Fundación Incorpora





2.10. Caring about the Environment





BP Oil spillage USA



Soil remedation Italy



Decontamination of Flix Reservoir - Spain



Prestige – Oil spillage Spain

2.11. Awards and relevant projects





Street cleansing, ground maintenance and maintenance of urban furniture in Madrid / Spain

Contract for 2 lots for street cleansing, 2 lots for ground maintenace and 2 lots for maintenance of urban furniture. Since 1977 – 1.5 M residents; 2,900 people; 570 vehicles & 1,100 machines. Backlog: €652 million.



2.11. Awards and relevant projects



and CNG vehicles, 1,130 people / 252,000 tonnes per year. Backlog: €615 million. 10 years.

2.11. Awards and relevant projects





covered / 268,000 tonnes per year. Backlog: €830.87 million. 8 + 2 years.

Medio A







Medio Ambiente







Medio Ambiente



FCC Medio Ambiente



Medio Ambiente



Medio Ambiente



Medio Ambiente



Medio Ambiente

2.11. Awards and relevant projects



Major expansion of the Foxhall recycling centre. Increased vehicle capacity, access improvement and greater capacity. Handling 19% of the county's recycling and waste / 12,500 tonnes per year. Investment: £7.8 million.

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2.11. Awards and relevant projects





50

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2.11. Awards and relevant projects



51

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2.11. Awards and relevant projects



of 106,000 MWh, enough to supply more than 30,000 households.

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2.11. Awards and relevant projects



vehicles. Backlog: \$380 million. 8 years and 8 months.

2.11. Awards and relevant projects





Contract for the collection of municipal and commercial waste for the 2 zones. 220,000 residents, 75 vehicles, 110 people. Investment of \$47 million. Backlog: \$450 million. 7 + 3 years.

2.11. Awards and relevant projects

Acquisition of Premier Waste Services LLC / Dallas (USA)

Commercial solid waste collection services company in the Dallas-Fort Worth metropolitan area for more than 20 years. 4,000 contracts, 59 vehicles.







Acquisition of Houston Waste Solutions / Houston (USA)

Commercial solid waste collection company in the greater Houston area. Owns and operates a transfer station for construction and demolition debris in the city. 3,000 clients, 40 vehicles.

FCC Medio Ambiente

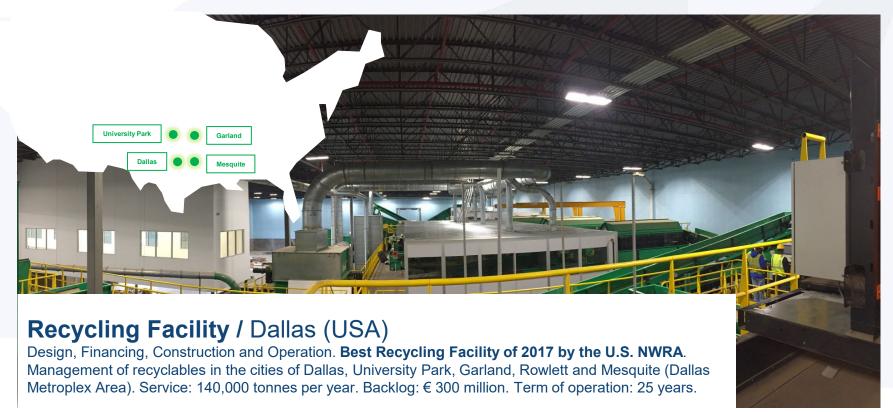
2.11. Awards and relevant projects



Construction and operation of an Environmental Recycling Compound in Placer County / California (USA)

Construction and operation of a municipal solid waste environmental recycling compound of 130 hectares. 115 people / 650,000 tonnes per year. Investment of \$141 million. Backlog: \$1.5 billion. 10 + 5 + 5 years.









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