



- 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 67,000 employees



Working in

Over 30 countries,

47% of revenue comes
from international markets



High degree of revenue stability



Leader
in Environment, Water,
Infrastructure and Real Estate
Development



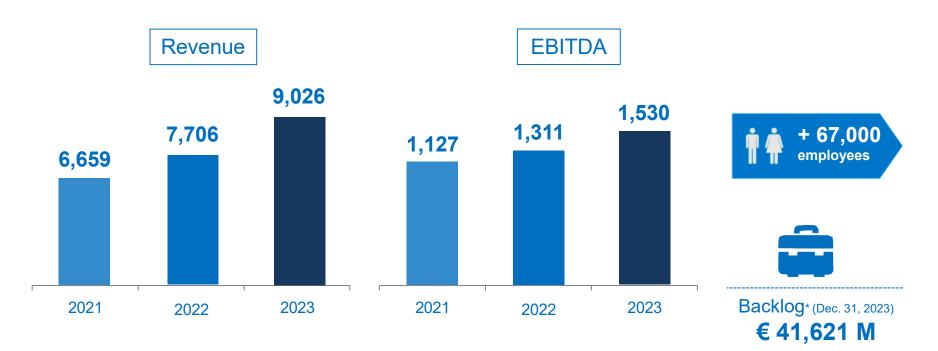
**€9,026 M** revenue **€1,530 M** EBITDA in 2023



Comprehensive range of services

# **1.2. Key Figures 2023**





Figures in million euros

\* Environment, Water, Construction and Real Estate

## 1.3. Diversified business model

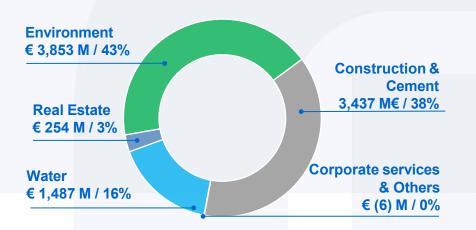


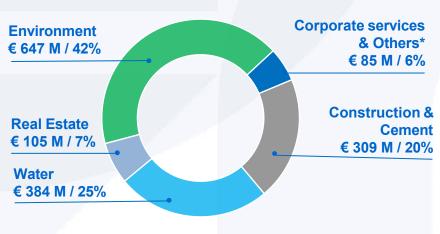
Revenue per business / 2023

EBITDA per business area / 2023

**Total: € 9,026 M** 

Total: € 1,530 M





\* Includes transport concessions

## 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

Cement

Trading

Other businesses

(Concrete, Aggregate, Mortar)

Leased equity

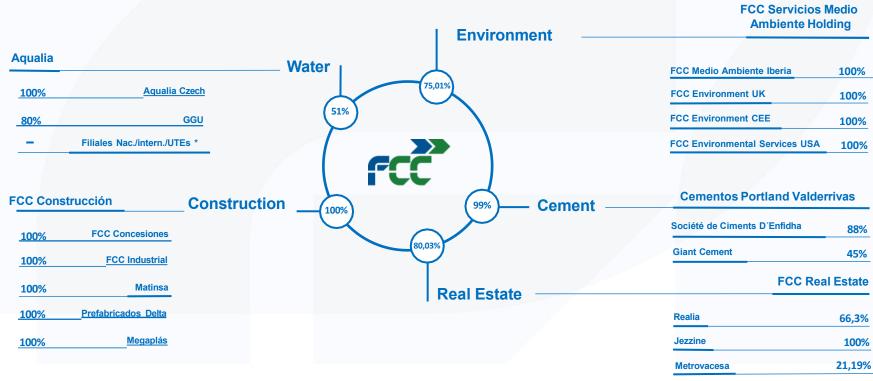
- Services sector (offices, shopping centres and retail premises and others)
- Residential (BtR)

Real-estate developments

Land backlog management

## 1.3. Diversified business model





<sup>\*</sup> 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:

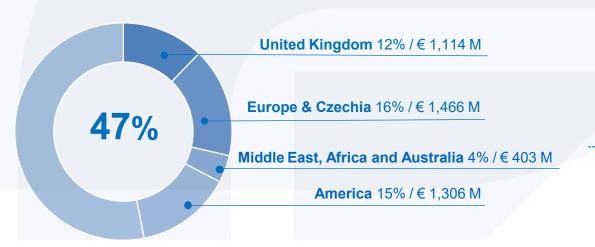
- More than 30 years of experience
  - (1) By revenue volume
  - (2) Source: December 2022 GWI ranking
  - (3) ENR Top 250 Contractors

## 1.5. International Presence



International Revenue 2023

Total : € 4,289 M





International Backlog\*
(Dec. 31, 2023) € 23,848 M

\*57,3% of Total

# 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					
	<ul> <li>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</li> </ul>					
Environment	<ul> <li>New opportunities offered by expected reforms in Spain on recycling and composting (2023)</li> </ul>					
	Expansion potential in existing platforms: USA, UK and some Central European countries					
Motor	Positive long-term outlook due to regulatory developments and environmental considerations and water infrastructure gap					
Water	<ul> <li>Take advantage of the extensive experience in the integral water cycle management, to apply in business opportunities in countries with low PPP activity</li> </ul>					
	Growth potential in Europe and selectively in America and MENA					
Construction & Cement	<ul> <li>Continued infrastructure gap in selected jurisdictions. Stringent management of cash flow generation and third-party risk</li> </ul>					
α 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 30 countries

### Innovation and technological capacity

More than 13.5 million euros in R&D and innovation and in advances to optimize efficiency, address digital challenges and promote practical sustainable solutions





#### **Professionalism** Over 67,000 professionals specialising in different areas

## **Protecting the Environment**

More than €100.5 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 €5,5 M allocated to Projects for local development in 2022





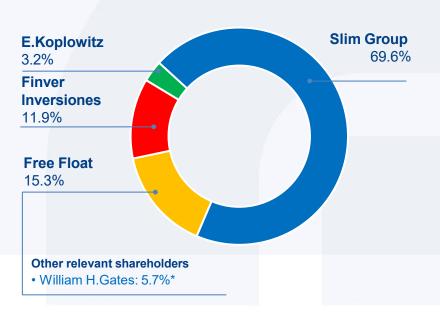
#### **Health and Safety**

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**

#### 11 members:

- 8 proprietary directors
- 2 independent members
- 1 executive director

#### **Audit and Remuneration Board Commissions:**

- Chaired by independent members
- Majority of independent members

<sup>\*</sup> As of latest communications to the CNMV (Spanish stock market regulator)

# FCC Group 1.9. Management Team



**Chairwoman FCC** Esther A. Koplowitz CEO Pablo Colio Abril

**Business Areas** 

Environ	ment	Water		Construction		Cement		Real Estate
	Íñigo Sanz Pérez	Santiago Lat	fuente Pérez-Lucas		Pablo Colio Abril		Pablo Colio Abril	Ana Hernández Gómez
								Javier Fainé de Garriga



- 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 **67 million** citizens



Most technologically advanced vehicle fleet in the world close to 20,000 units



Over 800 waste treatment, recycling and disposal centres



ISO 50001 certificate Comprehensive Energy Management



Management of 24,7 million tonnes waste per year



Operating in over 5,400 municipalities



About

3,645 sustainable
vehicles
(CNG, electric,
hybrid and bi-power)



Over 48,000 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

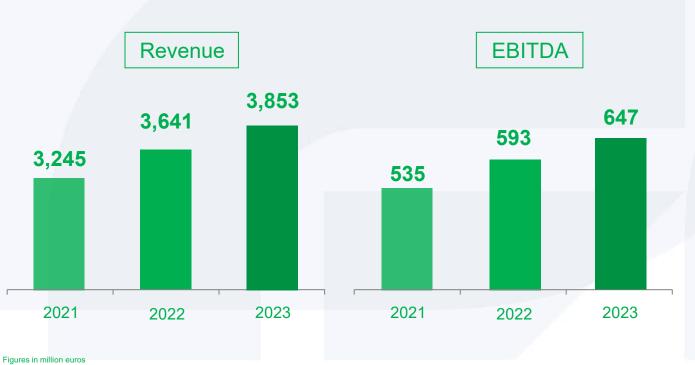
## **FCC Medio Ambiente**



- 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)

# Medio Ambiente

# 2.4. Key Figures / 2023







## 2.5. Business structure











#### **Iberia Division**

FCC Medio Ambiente Spain / Portugal

FCC Ámbito (Industrial Waste)

- 2023: €2,116 M Turnover (54.92%); €314.7M 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** 

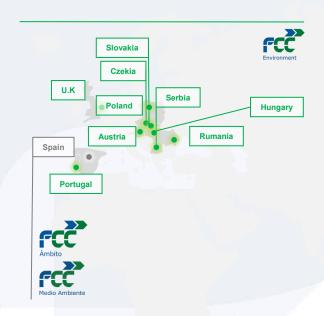
USA

- 2023: €1,737.2 M Turnover (45.08%); €332 M EBITDA
- FCC Environment UK
- FCC Environment CEE
- FCC Environmental Services

## 2.6. International Presence









#### Total : €1,767 M





## International Backlog\*

(Dec. 31, 2023) **€4,938 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

- Eleven Waste-to-Energy projects
- Over 380 MWe of electrical power
- 3.2 millon tonnes of annual capacity



Zistersdorf (Austria) 154,000 t/y



Allington (United Kingdom) 550,000 t/y

## 2.7. Global leader

# Medio Ambiente

### **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 m<sup>3</sup>)
- 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 3,645 sustainable vehicles, among which 1,579 are electric and self-rechargeable electric, 127 hybrid-electric and 1,939 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



## **PLAUSU Project**

Autonomous Platform for Urban Services (PLAUSU). Research and development of automation technologies focused on the operation in autonomous mode of a platform for urban service platform for cleaning tasks.

- 100%-electric chassis-platform
- dual wash down-sweeper vehicle
- Remote control, GPS positioning and perception by LiDAR



## 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

Green fuels







Nuevos materiales, tecnologías y procesos para almacenamiento, transporte e integración de hidrógeno renovable y biometano a partir de biorresiduos (2021-2024), MIG-20211071, 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). During 2023, different tests were conducted with the biomethane generated, verifying that all of them comply with current regulations. Likewise, this year, light and heavyduty vehicles have travelled over 30,000 and almost 40,000 kilometres respectively with the biomethane produced from landfill biogas.



## Plastic recycling







LIFE ZEROLANDFILLING (LIFE-2022-SAP-ENV 101114213: Recovering landfill waste through an innovative and integrated process committed to circular economy). The LIFE project, led by FCC Medio Ambiente, addresses the increase in urban waste generation through an innovative system for the management and recovery of nonrecyclable waste, mainly plastics and biowaste. It promises a sustainable zero landfill solution, low carbon footprint and circular economy, with environmental and economic impact in Europe.

#### Plastic recycling









PLASMIX (LIFE18 ENV/ES/000045: Plastic Mix Recovery and PP& PS Recycling from Municipal Solid Waste) (2019-2022). This project, led by FCC Medio Ambiente, is aimed at demonstrating the material recovery of Plastic Mix from municipal waste (PP, PS and EPS) in a semi-industrial plant located at the Ecocentral plant, Granada (Spain)

## 2.8. Committed to innovation

Circular Economy projects











LIFE4FILM (LIFE17 ENV/ES/000229: Post-consumption film plastic recycling from municipal solid waste). LIFE project led by FCC Medio Ambiente with the aim of avoiding sending plastic film (LDPE) present in urban waste to landfill or energy recovery through the implementation of innovative recycling on a semiindustrial scale

#### By-products and biomaterials





LUCRA (101112452 - HORIZON-JU-CBE-2022): SustainabLe sUCcinic acid production using an integrated electrochemical bioreactor and renewable feedstock. The project proposes innovative technology for the electrochemical extraction of succinic acid through the circular use of the aforementioned resources, which greatly reduces the dependence on fossil resources by developing a sustainable route for the production of succinic acid.



#### Subproductos v biomateriales







BIOPROLIGNO (CPP2022-009647: Transformation of lignocellulosic waste into bioproducts for their application in infrastructure and ground maintenance. Funded by the Spanish State Research Agency under the 2023 Public-Private Partnership programme, aims to develop experiences in the field of lignocellulosic waste pyrolysis, where three state-of-the-art bioproducts are generated: wood vinegar, charcoal and biochar.

#### By-products and biomaterials







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.

## 2.8. Committed to innovation

**Circular Economy projects** 

### Mitigation of environmental impact



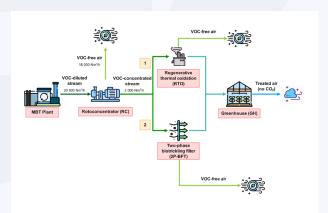


LIFE ABATE (LIFE-2022-SAP-ENV 101113838): Marketable high performance compact technologies for the abatement of VOCs in EU waste treatment plants, decreasing CO2 emissions and energy consumption. The LIFE ABATE project, partially funded by the LIFE programme, aims to improve the sustainability of mechanical biological waste treatment (MBT) plants by demonstrating the benefits of innovative technology to reduce emissions of non-methane volatile organic compounds (NMVOCs) and CO2.

This process includes a VOC concentration stage using the concentrator followed by biological or thermal degradation, reducing emissions of NMVOCs and odours, lowering energy consumption and using the emitted CO2 to promote the growth of crops in greenhouse agriculture.



The ultimate goal of the project is to reduce NMVOC and CO2 emissions, improving human and ecosystem health and well-being, with a lower energy consumption in comparison to current systems. The solution will be validated on an industrial scale at Ecoparc 3 Barcelona (Spain) and replicated at the Las Dehesas Biomethanisation plant in Madrid (Spain). In 2023, the partners visited these facilities to determine the optimal location for the prototypes.



## 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:
  - 219 job offers
  - 1423 analized candidates
  - 439 insert people
- Nowadays, all this work is driven through the Fundación Incorpora





## 2.10. Caring about the Environment





USA

Soil remedation Italy



**Decontamination of Flix** Reservoir - Spain



Prestige – Oil spillage **Spain** 

# Medio Ambiente

## 2.11. Awards and relevant projects



Renewal of the contract for lot 2. Since 1957 – 365,000 residents, 200 ECO and Zero Emission vehicles and machines, 550 people / 140,000 tonnes per year y 2.3 million m² of surface area. Backlog: €525.89 million. 15 years.

#### FCC Medio Ambiente



# Medio Ambiente



#### 2.11. Awards and relevant projects





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





#### 2.11. Awards and relevant projects





#### FCC Medio Ambiente

#### 2.11. Awards and relevant projects



tonnes per year / 6.400 m<sup>2</sup> PHV panels/ reduction of 90,000 tonnes CO<sub>2</sub>e per year. Investment: €130 million.

#### 2.11. Awards and relevant projects



per year. Investment: €40.8 millon. Backlog: €317 millon. 20 years.

# Medio Ambiente

#### 2.11. Awards and relevant projects



# 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.

### Medio Ambiente



# Medio Ambiente







# Medio Ambiente

#### 2.11. Awards and relevant projects



### FCC Medio Ambiente

#### 2.11. Adjudicaciones y proyectos relevantes



# Medio Ambiente

#### 2.11. Awards and relevant projects



Backlog: €8.54 million. 7 years.

# Medio Ambiente

#### 2.11. Awards and relevant projects



#### 2.11. Awards and relevant projects



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

# Medio Ambiente

#### 2.11. Awards and relevant projects



### Medio Ambiente



### 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.

### Medio Ambiente

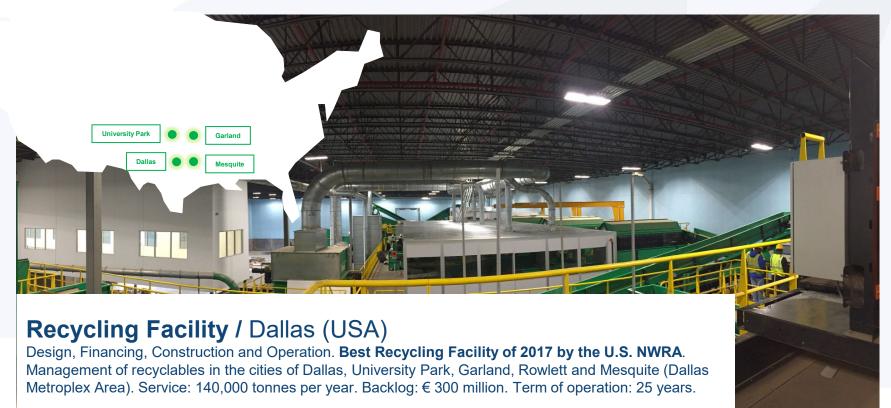
#### 2.11. Awards and relevant projects



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.

### Medio Ambiente



#### 2.11. Awards and relevant projects





### Legal disclaimer



- This document may contain forward-looking statements about intentions, expectations or predictions of the FCC Group on the date of issue, relating to various aspects such as the growth of the different lines of business, results of the FCC Group or other aspects of the business and its status.
- These forward-looking statements or predictions do not constitute —by their very nature— guarantees of future compliance, as they are dependent on risks, uncertainties, and other significant factors that could cause the actual developments and results to differ materially from those expressed in the said intentions, expectations or predictions.
- This document does not constitute an offering or an invitation to acquire or subscribe shares in accordance with Act 24/1988, of 28
  July, on the Securities Market, Royal Decree-Act 5/2005, of 11 March, and/or Royal Decree 1310/2005, of 4 November, and their
  implementing regulations.
- This statement should be taken into account by all persons or institutions who may have to take decisions or prepare or disseminate
  opinions relating to securities issued by the FCC Group. Such persons are invited to consult the documentation and public
  information communicated or registered by the FCC Group with the Spanish National Securities Market Commission.
- This document contains financial information that has been audited and prepared in accordance with International Financial Reporting Standards (IFRS).