









# years

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#### FCC celebrates 120 years of history

FCC has since 1900 had a presence in the life of cities, caring for the well-being of the population. Its history and its major achievements have come to fruition thanks to the hard work, dedication and high level of technical and personal quality of the thousands of people who work and have worked at this Group, which is now a leading global name in the field of environmental services, water, infrastructure and the cement sector.

Today's FCC has inherited the experience built up by a corporate Group which has been an outstanding witness of over a century of history.

At the start of the last century we helped to build the country's cities and played a key role in the process of making them more habitable by facilitating waste management and sanitation.

In the mid-20th century we understood the importance of transport and communications, and were involved in laying mile upon mile of highways, railways and metro lines, while also specialising in the management and upkeep of parks and gardens.

In the 70s and 80s we expanded our global vision, as did the whole of Spain, and won major construction contracts abroad. We also realised how precious an asset water is, and addressed the challenge of delivering running water to all homes through sustainable resource management.

We then played our part in such major historical milestones as the Seville Universal Expo in 1992. We built bridges that today are landmarks, along with some of the main Expo pavilions. And we also embarked on the venture of high-speed rail construction, a technological feat and a new form of travel that served to restore rail to its lead role in Spain's transport sector.

As a new century dawned, we continued to change with the times, through a commitment to the environment in the form of major recycling projects, in which a society adopting new lifestyles in favour of our planet once again played a key role. And we continued to build bridges, tunnels, airports, metro and railway lines, alongside major water supply projects, while overseeing every last detail of each phase of the integrated water cycle, pursuing the optimisation of resources to encourage sustainable development, all with the aim of improving the well-being of the populace.



Meanwhile, the production of cement and all its derivative materials has played a fundamental part in the company's history. Ever since the early 20th century the company has made great efforts to produce essential and increasingly sustainable materials to facilitate large-scale projects. We might not realise it, but these materials are present in our lives, in our homes, in roads, buildings and countless elements of infrastructure.

And we have been building homes for over a hundred years. We continue to strive and advance so as to satisfy our clients, courtesy of our property management and development business, focused on aspects including land management, the sale of homes and shopping centres. We now offer a fully customised service, backed up by a great team of professionals who advise every client and help them to find the property best suited to their needs.

#### Since 2015

Over the last five years the Group has launched a series of fundamental actions based on three central planks: operational, structural and financial, which have since they were launched set the FCC Group on the path of profitability, while remaining an international byword for public services. This plan of initiatives, driven by the new shareholding structure of FCC since the Carso Group acquired its major stake, has allowed our Group to achieve a sound position in all aspects over the past five years.

These three approaches have served to underpin and completely renew the FCC Group, with a solid financing structure.

Our Group looks ahead to the coming years with a fair degree of optimism, convinced that it has laid strong enough foundations on which to build a future for the business that will live up to its outstanding past.

Pablo Colio Abril CEO of the FCC Group



## The birth of a great enterprise

FCC has consolidated its position as one of the leading companies in public services, specialising in environmental services, integrated water cycle management, infrastructure construction and management, as well as the production of the associated materials. Today's FCC has inherited the experience built up by a corporate Group which has been an outstanding witness of over a century of history.



The company Fomento de Obras y Construcciones, S.A. was founded in Barcelona in July 1900. It started out as a construction firm initially focused on expanding the port of the Catalan capital, and undertook a number of construction projects on the city's sewerage system.

It was founded with a capital stock of five million pesetas, represented by 10,000 shares, of which 7,000 were released and the remaining 3,000 held as treasury stock. The shares were first listed on the Stock Exchange in December 1900.

The new company took over all the assets and liabilities of the enterprise "Piera, Cortinas y Compañía, Sociedad Colectiva", the owner of a number of plots of land on the hillside of Montjuïc in Barcelona, amounting to 100 hectares and home to the company's quarries, which alongside those in Caldes de Montbuï, likewise in the province of Barcelona, were to be particularly important in the

early years of the business, as an essential element in shaping the development of construction, given the need to have a supply of materials that could be quarried nearby.

Mr Agustín Viñamata Vilaseca was named Chairperson of the Board of Directors, the chief executive of the company being the Managing Director, Mr Salvador Piera Jané.

66 Founded in Barcelona, on 3 July 1900 99



First street sweeping and cleaning cart on Paseo de Gracia. Barcelona.

- The first project awarded to FOCSA was the construction of the 'Spain', 'Balearics', 'New' and 'Fishing' docks at the port of Barcelona.
- We were the developer of 10 kilometres of railway laid between Girona and Olot.



- During the decade we laid more than 786,000 m<sup>2</sup> of cobbled streets and 142 kilometres of sewers.
- Work began on the ports of Sant Feliu de Guíxols and Palamós, in Girona.

- We acquired a number of quarry operations in the city of Barcelona, saving considerable time in transporting materials for construction projects.
- We cobbled the Paseo del Triunfo in Barcelona.



Transport of construction stone from the quarries. Barcelona.



)25 years

- We embarked on the expansion of the port of Barcelona.
- We laid sewers under the streets Balmes, Aribau and Gran Vía Diagonal in Barcelona.



Street paving works on Calle Las Cortes. Barcelona.

1900 1910 11

Water cart. Street cleaning in Barcelona.

## **Drivers** of change

In the early years of the last century we helped build Spain's cities and played a key role in the process of making them more habitable through the development of new construction techniques and by facilitating waste management and urban sanitation. FCC has since the very outset shown its commitment to developing and transforming cities.



Colmenar Viejo quarry. Madrid.

Spain's main towns and cities gradually set about paving their streets with cobblestones. Given the foreseeable demand for these materials, FCC acquired quarries in Ciudad Real and at Colmenar Viejo in Madrid.



FCC vehicle yard on the Port Montjuic highway. Barcelona





Cuatro Caminos metro station.

We undertook our first construction works outside Catalonia. A number of sewerage projects were awarded in Madrid.

In 1911 we won the sewerage cleaning and maintenance service contract for Barcelona. This contract marked a milestone in the company's history, as its initial entry into the field of services, through which FCC first began to diversify its operations.

Our Group won the contract to collect solid urban household waste and to clean public streets in Barcelona.

We won our first service contract in Madrid, being assigned the underground sewerage system.



Drains cleaning. Atocha roundabout. Madrid.

Presentation of waste collection services.
Barcelona.







Cart for street cleaning. Barcelona.

- ₹ We cobbled the main roads of Badalona and Hospitalet de Llobregat in Barcelona.
- Road surfacing undertaken across the city of Zaragoza.
- We built two bridges for the Barcelona International Expo.





We began work to restore and adapt the Valencia Central Law Courts, formerly the Royal Customs House and subsequently a tobacco factory.

We won the parks maintenance and promenade paving contract in Barcelona.

We built the docks at the port of Castellón de la Plana.

FCC made the first ever use in Spain of bitumen road surfacing using sprayed tar, marking the first move towards modern roadways.



Stables on Calle de Las Cortes. Barcelona.

#### We built major infrastructure for the **Barcelona International Expo**

FCC played a particularly key role in the famous Barcelona International Expo of 1929, devised as a commercial and industrial showcase for Catalonia's burgeoning manufacturing and trading sector.

Extension of Calle Balmes.









The Barcelona International Expo prompted substantial investments in urban infrastructure, with the need to undertake projects in record time, demonstrating the high level of technical capability achieved by FCC.

Plaza de España and Expo grounds. Opening of the Barcelona International The most notable contributions made by FCC to this major event included the urban development of the Expo grounds and the Plaza de España in Barcelona, where four hotels and more than 4,000 homes were built in truly record time, alongside the urban development of a section of the Rambla de Cataluña, which was transformed into a boulevard, and Calle Balmes, covering over the underground railway which ran along the thoroughfare.

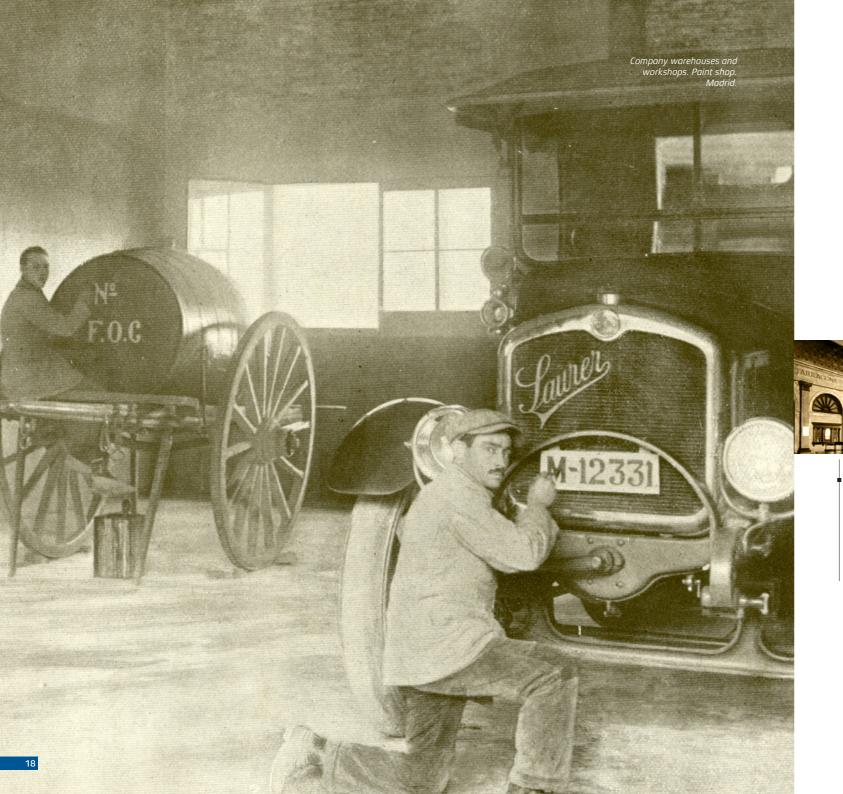
Construction of FCC Head Office on Calle Balmes. Barcelona.



We began work on FCC Head Office on Calle Balmes in Barcelona. A fin-de-siècle stone building in the classical style, topped by four large allegorical figures sculpted by Josep Tenas. Each of them features different elements: a book. a pillar, flowers and fruit, respectively representing culture, architecture, art and agriculture.

In 1925, Barcelona City Council awarded FCC the first annual award for artistic buildings in the city of Barcelona. The building is now included on the Historical and Artistic Architectural Heritage Catalogue of the Catalan capital.

152 1920 1930 17





First motorised municipal cleaning vehicles. Barcelona.

- We purchased the first motorised trucks to provide public services in Barcelona. Horsepower nonetheless remained the main means of transport.
- Work began on the Barcelona-Sants and Barcelona-Término train stations, the latter now known as Barcelona-Estación de Francia.
- Portland Valderrivas began cement production in 1925 with the opening of the Vicálvaro plant on the outskirts of Madrid.

FCC was the first to begin using asphalt mix road surfacing in Spain, with a particular impact on city streets. Five kilometres of the Madrid-France highway were paved.

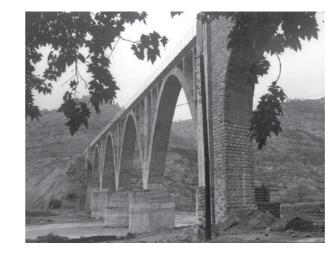


Cement pavements being laid on Calle Alcalá. Madrid.



#### **Early movers in** public services

Over the opening decades of the 20th century we had already established our role as pioneers in public services, playing a vital part in the process of making cities increasingly habitable, and we continued to build the future amid adversity.



Construction of the Monistrol viaduct. Barcelona.

When the Civil War broke out in Spain, FCC was taken over and collectivised. The company resumed its commercial operations on 26 January 1939.

A great deal of infrastructure had been damaged and needed to be rebuilt, as in the case of the Monistrol viaduct in Barcelona.



La Poveda quarries. Madrid.











FCC was involved in the construction of the breakwater at the port of Barcelona.

Finalisation of the contract for FCC to clean the sewerage systems of Barcelona and Zaragoza.



Municipal cleaning service vehicles in Barcelona.

The first water treatment plant in Asturias was built in Villapérez.

We surfaced a number of highways in the provinces of Zaragoza and Huesca.

Contracts were won in Madrid for various railway junctions.

During the decade, a number of level crossings were phased out in the north of Spain.







In the summer of 1934, approval was given for the construction of the Hipódromo de la Zarzuela. Work began in 1935, but was interrupted in July 1936 by the Spanish Civil War. After hostilities ended, the track was nothing more than a pile of rubble at the gateway to Madrid. Initial reconstruction work began in 1940 and was completed in May 1941, when the venue was formally opened.



Formal opening of the Hipódromo de la Zarzuela. Madrid.



Street sweeper on the Plaza de España. Barcelona.



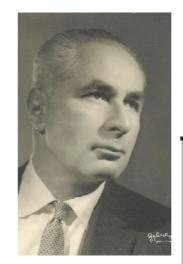


Colmenar Viejo stone crushing plant. Madrid.

In Barcelona we built the new Sants passenger railway station, along with other amenities for the district.

## We played an active role in rebuilding infrastructure after the Spanish Civil War

After the Civil War had ended, FCC had a key role to play in the hard work of rebuilding infrastructure, mainly railway bridges and highways, and in erecting factories to restore Spain's industrial fabric.



Ernesto Koplowitz.

In Madrid, Ernesto Koplowitz founded the company Construcciones y Reparaciones, S.A., subsequently renamed as Construcciones y Contratas S.A., before merging in 1992 with FOCSA to give rise to today's FCC.

Special waste collection truck. Ochsner patent.





During the decade solid urban waste collection services were privatised in Madrid and Zaragoza and awarded to FCC. We have continuously provided services in both cities ever since, following a succession of contracts.

Portland Valderrivas founded Hympsa, the company which in the late 1950s was to become Madrid's first concrete manufacturer.

We obtained exclusive rights in Spain to manufacture a patented Swiss container specifically designed for compacted waste collection, a procedure which represented a great technical innovation previously unused in Spain.



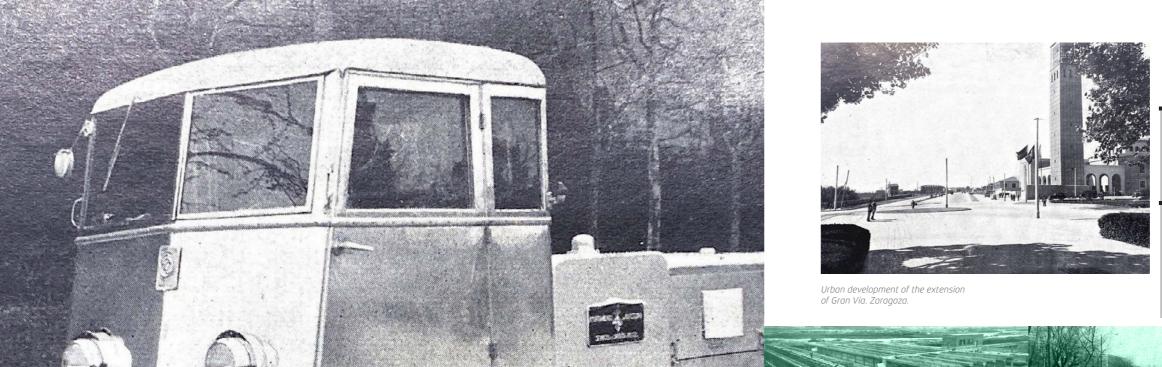
Bank of Spain building constructed using quarries. Barcelona.



- FCC built the National Social Security Institute building in Barcelona.
- We won the competitive tender for the contract to extend the Marina-Clot and Clot-Navas de Tolosa sections of the Barcelona Metro, and the Fabra i Puig station.
- In Madrid, the Nuevos Ministerios metro station was expanded.



Urban development of Calle Colón with vibrated concrete. Barcelona.



Operations began at the mechanical stone crushing facility in Montjuic, Barcelona, to provide different types of gravel for construction work.

In Madrid, a number of roads were surfaced, in particular Paseo de las Delicias, the access routes to the Eastern landfill site and the access routes and pavements of the El Retiro Park.

In Madrid, we were awarded the contract to set up the waste fermentation plant for the discharge and treatment of the capital's waste, with our technical services undertaking laboratory studies into how best to make use of the by-products of the fermentation process.

Major works were undertaken in Zaragoza, such as the construction of the waste fermentation plant, and a number of urban development, road surfacing and highway projects. Given the scale of the contracts awarded, FCC set up its first corporate building in the city.

Our Oviedo and Gijón offices completed various construction projects, in particular building the Las Ursulinas de Jesús College in Oviedo, and the Marine Military Command in Gijón.



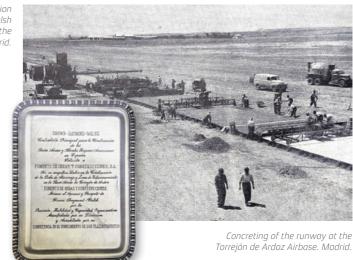
Ursulinas de Jesús college and halls of residence. Oviedo.

### Our Group helped modernise Spain in the 1960s

At the mid-point of the century we understood the importance of transport and communications, and were involved in laying miles of highways, railways and metro lines, while also specially in the management and upkeep of parks and gardens.

Plaque thanking the construction company Brown-Raymond-Walsh for the work performed at the Torrejón de Ardoz Base. Madrid.

We undertook the remodelling of Barcelona Airport, now officially named Josep Tarradellas Barcelona-El Prat.



As a result of the recent agreements signed by the Spanish and US governments.

we were awarded the construction of the Torrejón

de Ardoz Airbase in Madrid. The works included the landing and take-off runway

measuring 3,900 metres in

as the taxiway of the same

length, plus three transverse

connecting routes and an

aircraft apron.

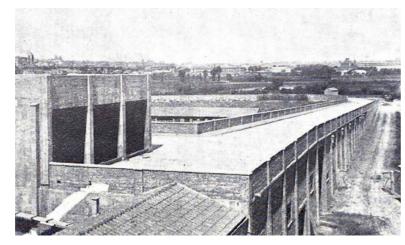
length and 60 m wide, as well

We built factories for SEAT in the Barcelona Free Trade Zone and for Pirelli in Manresa, Barcelona.

We undertook the widening of the section of the N-VI: Madrid-Coruña highway in the vicinity of Madrid, the very first stretch of modern highway in Spain.

In just 50 days FCC surfaced a total of 21,000 m<sup>2</sup> with mosaic cobbles on the highway from Madrid to France via La Junquera.

The so-called "Zymothermic Chambers" were installed in Zaragoza, the precursor of waste recycling.



Zymothermic Chambers. Zaragoza.



Our Group built the new telephone exchange on Plaza de Santo Domingo in Madrid, followed over subsequent years by more than 200 such facilities right across the country.

Of the 160 vehicles used in Barcelona to provide street cleaning services, 36 were motorised, most of them auto-sweeper machines. Horsepower remained the main form of traction. The first waste bins were also installed on Barcelona's pavements.

Estación de Fra Barcelona.

28 1950 1960 29 years

We successfully bid for the contract to surface the Paseo del Prado and Calle de Ríos Rosas in Madrid, and to cover over the railway running the length of Calle Aragón, in Barcelona. As well as the urban development of the Plaza del Pilar in Zaragoza, linking the Basilica and the Cathedral within a single complex.



Surfacing of the Paseo del Prado. Madrid.





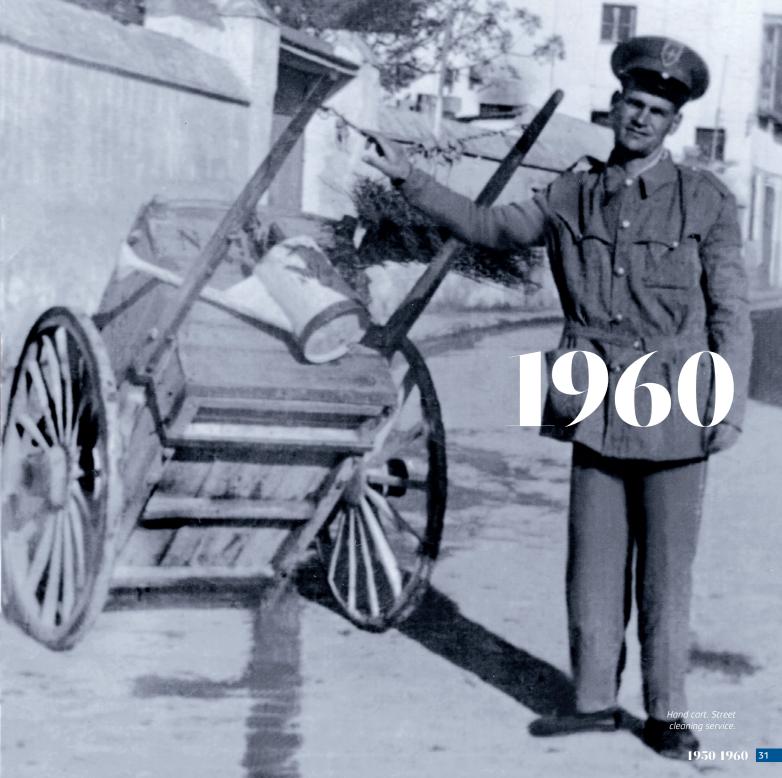
Auto-watering device on chassis. Valencia.

We undertook the construction of the new water storage tank for the Burgos Water Company.

The Valencia cleaning and watering service contract was privatised and awarded to FCC. As with the sanitation contracts in Barcelona, Madrid and Zaragoza, we have been performing these services in Valencia without interruption ever since the initial tender.

In 1957 the city of Valencia suffered one of its worst

floods, and we played a prominent role in the task of clearing and cleaning up and unblocking the main drains, receiving public recognition from the Municipal Corporation.



## We innovate in managing urban services and improving infrastructure

For the first time we embarked on solid urban waste collection using bins and containers, requiring the adaptation of our waste collection trucks. We also began to use pre-stressed concrete to build urban structures, a technique which improves on the material's natural weakness.







Waste water treatment plant La China. Madrid



We began to set up our first in-company workshops for collection and cleaning vehicle maintenance.

In Zaragoza we launched the elimination of organic waste by means of aerobic fermentation. We began construction on Spain's first toll motorway, covering the route between Barcelona and La Junquera. FCC was awarded the Mollet-Granollers section.

Barcelona-La Junquera toll motorway.





We undertook the construction of two underground car parks on Paseo de Gracia in Barcelona, the first in the city, with capacity for 1,270 vehicles.

We built the El Corte Inglés department stores in Barcelona (Plaza de Cataluña and Diagonal), Bilbao, Gijón, Girona, Las Palmas, Madrid (Preciados and Princesa), Malaga, Seville (Plaza del Duque) and Zaragoza.

Operations began at the Portland Valderrivas plant in El Alto, Madrid, with capacity to produce 783,000 tonnes of cement per year.

Solid urban waste collection services Madrid.

1960 1970 33 years



Interior of the recycling and composting plant. Tarragona.  During the decade road cleaning services brought in the first automatic loading 80-litre bins and 800-litre containers.





Our Group laid the Calle O'Donnell - Avenida de América section of the M-30 motorway in Madrid.

Work began on the Madrid Metropolitan railway with the new Pacífico-Oporto line, the first tunnel in Spain to use the shield boring technique and a mechanised system to line the tunnel with prefabricated concrete sections immediately after boring.



Madrid Metro. Oporto-Lago section.



### We make inroads into the integrated water management cycle market

During the decade we realised how precious an asset water is, and addressed the challenge of delivering running water to all homes through sustainable resource management. This new venture resulted in Aqualia, which is today one of the world's leading integrated water cycle management companies.

El Atazar waste water treatment plant. Madrid.



We built the drinking water treatment plant at El Atazar in Madrid, the largest in operation in the world at the time, after the Moscow plant in Russia.







La Rovira tunnel. Barcelona.

- We began work on the Torre de Colón skyscraper in Barcelona, with 27 storeys above ground.
- FCC built the traffic junction on Plaza Fernando de Lesseps, in Barcelona.
- Our construction of Barcelona's first urban tunnel under the Turó de la Rovira hill marked the start of the Catalan capital's Tibidao Tunnels Plan.



Torre de Colón. Barcelona.



Cleaner-sweeper truck of the street cleaning service in Valencia.

- We were awarded our first major overseas construction contract, to lay 640 kilometres of coaxial cable ducting for the telephone network in Tripoli, Libya.
- In 1972 our Group ventured into the integrated water cycle management market, winning a service contract in Linares, in the Spanish province of Jaén.

1970 1980 37 years



Presentation of waste collection vehicles. Zaragoza.

Parks and gardens cleaning and maintenance team.

- We won the first public road upkeep contract in Barcelona.
- We were awarded the contract to construct various sections of the Atlantic motorway.





- We won our first water management contract on the Balearic Island of Ibiza, specifically in the town of San Antonio.
- We undertook factory expansions for SEAT, in Barcelona, and Landaben, in Navarre.



SEAT factory in the Free Trade Zone. Barcelona.



### FCC at the forefront of national and international innovation

The 1980s was a period of major change. Our Group dedicated itself to innovation and technological progress with a major impact on the activities undertaken by its business areas, and a successful strategy in efficiently managing resources and reducing environmental impact.



Solid urban waste collection. Toledo.



Tunnel-boring machine at work on the Madrid Metro. Pacífico-Oporto section.

Aqualia began business in Almeria in 1981 with the maintenance and operation of the former Costacabana waste water treatment plant, and has since 1993 managed the Almeria Municipal Water Service.



Costacabana waste water treatment plant. Almeria.



- The 1st General Highways Plan was launched, with FCC laying numerous sections of roadway throughout Spain, covering more than 1,000 kilometres.
- Bailén in Jaén was the site of the first industrial plant set up in Spain to produce fuel from agricultural and forestry biomass, solid waste and dregs.



Collection of urban waste in Caracas. Venezuela.

- We undertook work to convert the Cinco Llagas Hospital in Seville into the Andalusian Parliament building. Some years later, the project received the First Refurbishment Award at the Seville Ibero-American Fair.
- Urban amenities operations began with the contract to install, maintain and handle advertising services at more than 2,000 bus shelters in Madrid.

- In Zaragoza we opened a waste incineration site for special products, sludge treatment and a secure special industrial waste holding facility.
- We were awarded the contract for integrated water management in the city of Vigo.

We embarked on international expansion in the Services area with the contract for solid urban waste collection and street cleaning in Caracas, Venezuela. In subsequent years we won contracts to provide such services in Argentina, Colombia, Chile, France, Mexico, Portugal, the United Kingdom and the Dominican Republic.



Drinking water treatment plant

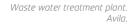
1980 1990 41 years

Arazuri waste water treatment plant. Pamplona.

Aqualia has been the Municipal Water Service concession-holding company for Avila since 1 January 1989.

Seville was getting ready to host the 1992 Universal Expo. The most notable construction projects performed by FCC included the Chapina and El Alamillo Bridges, as well as the Expo pavilions of Catalonia, Italy and Puerto Rico.











Torre Picasso. Madrid.

El Alamillo Bridge. Seville.

We built the El Sardinero football stadium in Santander.

Our Group completed construction of the Torre Picasso in Madrid.

We built a number of sports facilities for Barcelona '92, such as the Olympic Port and the Olympic Canal of Catalonia, with facilities including the regatta area and shooting range.



El Sardinero football stadium. Santander.

## We advance towards sustainability with the first ecological solid waste trucks

In Madrid we began using the very first ecological solid urban waste collection trucks, powered by liquefied petroleum gas to considerably reduce noise and pollutant gas emissions.



Puerta de Europa towers. Madrid.

Construction work began on the Puerta de Europa towers on Plaza de Castilla in Madrid, a landmark architectural complex with inclined towers each measuring 144 metres in height positioned symmetrically over the Paseo de la Castellana thoroughfare.

In 1992, Construcciones y Contratas, S.A. merged with Fomento de Obras y Construcciones, S.A. (FOCSA), to create Fomento de Construcciones y Contratas, S.A. (FCC).



In 1993, Portland Valderrivas, S.A. integrated its industrial, cement and concrete production operations with Cementos Portland and Cementos Hontoria, giving rise to the Cementos Portland Group.

The Las Fuentes Bridge over the River Ebro, built by FCC as part of the 2nd Zaragoza Arterial Belt Network, won the Construmat 91 Award as the best civil engineering project of the year.

We were the first Spanish construction company to be awarded the AENOR quality certificate.



El Alto cement plant in Morata de Tajuña. Madrid.



Spain's first high-speed railway was launched between Madrid and Seville. Our company played a major role in the project, with the construction of the two terminal stations, Madrid-Atocha and Seville-Santa Justa, as well as various sections of the track.

The Higher Architectural Council of Spain bestowed its 1993 Spanish Architecture Award for the best project of the period 1991-1992 on the Seville-Santa Justa railway station in the Andalusian capital, which likewise received an accolade from the Ministry of Public Works, Transport and Environment.



San Marcos leachates treatment plant. Guipúzcoa.

Santa Justa station, Seville

1990 2000 45



Mar del Teide floating dock.

- In 1998 Esther Koplowitz signed a partnership with Vivendi, a global leader in urban services, with the aim of developing FCC in particular in the environmental services and integrated water cycle management sectors.
- The Group made inroads into a new sector with its first dam upkeep contract.
- FCC's "Mar del Teide" floating dock began operations, to be used for caisson works of various sizes and depths. It was employed for the construction of the ports at El Rosario, in Fuerteventura, La Gomera, Santa Cruz de Tenerife, Villagarcía de Arousa, in Pontevedra, Almeria, Tarragona, Palma de Majorca, and Igumenitsa in Greece.

- Between 1979 and 1999 we built 128 treatment plants.
- The Sóller Tunnel opened in Palma de Majorca.
- 1996 saw the start of the drinking water supply and water treatment service for the city of Oviedo provided by the joint venture FCC Aqualia Oviedo.

Madrid City Council gave its urban development award to the northern junction of the M-40 motorway, built by FCC. It covers a length of 7,730 metres, and as all the M-40 junction branches are one-way, it required Spain's first ever four-level traffic junction.

We built several sections of the Madrid-Lleida high-speed train line.



Water service vehicle in Oviedo.









Solid urban waste collection service. Madrid.

EMALGESA service vehicle.



Empresa Mixta Aguas de Algeciras S.A. (EMALGESA) was set up in 1995 as a mixed economy enterprise to handle water supply and drainage in the city of Algeciras, with Algeciras City Council holding a 51% stake, and Aqualia 49%.

- We were the first Spanish environmental services company to receive AENOR certification for our urban sanitation quality systems.
- The third runway at Madrid-Barajas, now officially named Adolfo Suárez Madrid-Barajas Airport, entered service. At 4,440 metres in length it is Europe's largest, with FCC playing a key role in its construction.

- During the decade we were awarded our first contract in the United Kingdom for solid urban waste management and treatment in the counties of Herefordshire and Worcestershire.
- The laying of the high-speed train line between Madrid and Barcelona led FCC to be awarded works comprising a total of 123 kilometres of track, as well as the Zaragoza-Delicias station.
- Esther Koplowitz became the controlling shareholder of FCC in 1998.



Esther Koplowitz.





Drains cleaning. Salamanca.

By the close of the decade the FCC Group's drinking water supply companies were providing a service to a population of close on 3 million people, with an annual volume of 250 million cubic metres. At the same time, operation and maintenance contracts for waste and industrial water treatment plants covered a population equivalent of 8 million inhabitants.

FCC, in partnership with other companies, was awarded the largest civil engineering tender conducted to date in Spain: the 50-year concession for the Madrid radial motorways R-3 (Madrid-Arganda del Rey), R-5 (Madrid-Navalcarnero) and a section of the M-50, totalling some 100 kilometres of roadway.





The launch of the waste collection contract service for the districts of central Madrid, awarded by the City Council to FCC. involved the inclusion of the most modern vehicles yet to perform the task, with a fleet of 330 trucks transporting 3,200 tonnes of waste per day. Of these, 60 vehicles were powered by compressed natural gas, performing selective waste collection with reduced atmospheric and noise pollution, while furthermore being equipped with satellite

location and identification systems.

Street cleaning service in San Sebastian. Guipúzcoa.



1990 2000 49 years

## We look beyond our borders to become an international flagship for public services

With the dawning of the new millennium, the world readied itself to address new changes, while at FCC we were getting ready to progress through innovation, creating more sustainable solutions and providing services with greater energy efficiency and reduced resource consumption, with a view to making the Group an international flagship.

FCC and the Caja Madrid savings bank merged their real estate businesses into the joint company Realia Business, S.A.

FCC underwent a merger by takeover with Cementos Portland Valderrivas to simplify the Group's structure. The company played a key role in the construction of the Madrid Regional Metrosur ring, linking the cities of Alcorcón, Móstoles, Fuenlabrada, Getafe and Leganés with one another and with Madrid itself. Our Group laid a total of 7.3 kilometres of track and built five of the stations around the ring, as well as the extension of Line 10, linking the Madrid Metro to Metrosur.

The Annual General Meeting of Cementos Portland, S.A. passed a resolution to rename the company as Cementos Portland Valderrivas, S.A.

Construction work began on T4, the new terminal of what is now Adolfo Suárez Madrid-Barajas Airport in Madrid.

We built the Príncipe Felipe Science Museum in Valencia.



Príncipe Felipe Science Museum. Valencia.



The domestic terminal at Santiago airport in Chile was formally opened, covering an area of 67,000 m<sup>2</sup>, with 13 boarding bridges, 120 checkin desks and capacity for 12

million passengers per year.

The new bridge over the River Ozama in Santo Domingo, Dominican Republic, opened to traffic, measuring 642 metres in length with a central span of 180 metres and a width of 32 metres.

We laid the Fredericton-Moncton motorway in New Brunswick, Canada, covering 195 kilometres and 20 junctions.



Bridge over the River Ozama in Santo Domingo. Dominican Republic.

In 2002 we built the Price Circus in Madrid, with room for an audience of 2,000 and the capacity to host a range of different events at its 17,300 m<sup>2</sup> facilities.

FCC Ámbito was founded as the new industrial waste brand of the FCC Group, made up of 21 subsidiary companies specialising in this business.



Mataporquera factory. Cantabria.

Cementos Portland Valderrivas marked a hundred years since its founding in Pamplona, where it still has its corporate headquarters.

Our Group constructed the Coatzacoalcos tunnel in Mexico, the first underwater tunnel in Latin America.

FCC Construcción was awarded Lot 1 of the Pajares Tunnel (Leon-Asturias).

Construction of the Valencia Central Law Courts was completed.



We won the urban sanitation tender for Cairo in Egypt.

FCC founded Flightcare to consolidate its presence in the handling sector.

The Oceanográfico aquarium in Valencia was formally opened.



Municipal water service in Almeria.

Founded in 1980 and after several consolidation processes, Aqualia adopted its current name in 2002. The internationalisation process began in 2006, and a year later the company was lauded as the World's Best Water Management Company by the publication Global Water Intelligence. Over recent years Aqualia has spread its wings internationally, becoming one of the leading companies in the water project implementation sector.



FCC Ámbito glass recycling plant.

In Madrid, the R-3 and R-5 radial routes and the M-50 motorway laid by FCC opened to traffic.

We delivered the O'Donnell Maternity Hospital to the Autonomous Region of Madrid, now known as the Gregorio Marañón Maternity and Infant Hospital.

The first urban amenities contracts were signed in Brazil and the Dominican Republic.



Bridge over the River Ebro. Tarragona.

2000 2010 53 vears

We constructed the floating dock at the La Condamine Port, the largest in the world, manufactured as an ad hoc project in a dry dock in Algeciras Bay, Cadiz, before being transported to its site in Monaco. Having travelled a little over 1,500 kilometres by sea, it arrived in the Mediterranean principality on 26 August 2002.



Floating dock in Monaco.

Barcelona City Council once again contracted FCC for the cleaning and maintenance of the city's drains network, a service that the company had been performing without interruption since 1911, and which had marked the start of the Group's diversification.

Our Group began operations in Eastern Europe through the acquisition of leading regional waste management company A.S.A., now named FCE Environment CEE.

Waste Recycling Group, the leading British urban waste management business was acquired, and is now known as FCC Environment.

Cementos Portland Valderrivas purchased the Catalan cement manufacturer Uniland. We won a 900-million-euro contract to manage urban waste in the municipalities of Reading, Bracknell Forest and Wokingham in southern England.

The Allianz Arena stadium was built in Munich, the largest anywhere in Germany.



Lock at the port of Seville.

The state-owned Algerian Energy Company (AEC) awarded FCC the contract for the design, construction and management of two macro seawater desalination plants in Algeria.

The Seville Port Authority contracted FCC for the construction work on the new access routes to the Port of Seville.

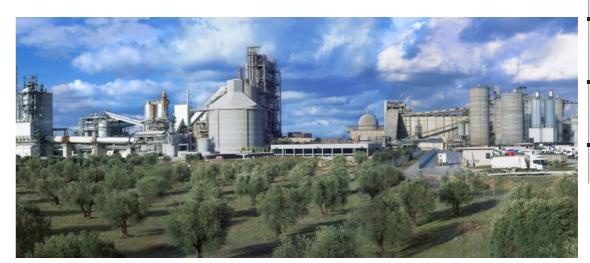
Cementos Portland Valderrivas launched a takeover bid to acquire 100% of Cementos Lemona. Bilbao City Council awarded us the city's urban sanitation concession contract for a period of seven years.

In 2005, Esther Koplowitz strengthened the alliance with Ibersuizas and allowed the Faustino Group to acquire a stake in the company.

A consortium led by FCC Construcción won the competitive tender organised by the Regional Government of Andalusia to build and run Malaga Metro Lines 1 and 2 for 35 years.







El Alto cement plant in Morata de Tajuña. Madrid.

We acquired the Czech company SmVaK, specialising in water management.

We once again won the waste collection tender for central Madrid.

Portland Valderrivas obtained energy certification for its El Alto plant in Madrid.

2000 2010 55 years

We built the Traismauer Bridge over the Danube in Lower Austria.

FCC laid the S5 Expressway in Poland for 223 million euros.

Together with another company in the sector, we signed the contract and finance for the M-50 motorway in Dublin, Ireland.

The second Pfänder Tunnel was constructed in Austria.

We built Salamanca Hospital.



M-50 motorway in Dublin. Ireland.



Waste collection and transport. Romania.

Our Group won environmental projects in Romania and Bulgaria.

FCC and the Caja Madrid savings bank founded Globalvía Infraestructuras. We were awarded the largest water management project in Querétaro, Mexico, including drinking water treatment plants, pumping stations and storage tanks.

Along with other companies in the sector we were awarded the contract for the M6 motorway between Galway and Ballinasloe in Ireland.

FCC laid and operated the Horgos-Belgrade-Pozega motorway in Serbia.



- In 2007, Esther Koplowitz purchased the Ibersuizas stake in B-1998 and strengthened her position as the leading shareholder of FCC.
- We built the Vidin-Calafat Bridge over the Danube, measuring 1,791 metres in length and linking Bulgaria and Romania.
- FCC expanded Gran Canaria Airport under a contract worth 124.6 million euros.



Bridge between Vidin (Bulgaria) and Calafat (Romania) over the Danube.

- A contract worth 251 million euros was won to lay a section of AVE high-speed railway line to Almeria.
- Zaragoza City Council awarded us the construction and operation of the new tramway system.



New Cairo treatment plant. Egypt.

- We built and operate the South West Acute Hospital in Northern Ireland.
- Our Group won a water supply project in Mexico.
- The New Cairo water treatment plant was built and operated in Egypt, serving a population of one million. This was the first contract awarded in Egypt for a public-private partnership (PPP) project.
- FCC entered the FTSE4Good international sustainability stock index.
- In Austria, we launched an urban waste energy generation plant in Zistersdorf.



- Aqualia set up a water infrastructure management company together with the European Bank for Reconstruction and Development (EBRD), to operate in Central and Eastern Europe.
- We invested in the renewable energies sector by setting up a new business unit: FCC Energía.
- In 2008 the Board of Directors of FCC appointed Esther Koplowitz and Esther Alcocer as First and Second Vice-Chairpersons.
- Operations began at the Baix de Llobregat waste water treatment plant in Barcelona, the largest such facility in Europe.
- The Board of Directors of FCC approved the company's Environmental Policy.



Murcia Tramway.

- The Group built the Murcia Tramway for 264 million euros, and will operate the system for 40 years.
- We built the Torres Porta Fira complex in Barcelona, comprising the Torre Realia and the Hotel Porta Fira, the latter claiming the Emporis Skyscraper 2010 award as the best such building in the world.



Hotel Porta Fira and Torre Realia in Hospitalet de Llobregat. Barcelona.

2000 2010 59 years

### We are committed to innovation and technology to build the smart cities of the future

The FCC Group helps create the sustainable cities of the future, and in order to successfully put its vision into practice and respond to social, environmental and economic challenges, it offers society the design and efficient and sustainable management of key services.



Street cleaning. Avila.

- For the first time in its history, our Group generated greater earnings outside Spain than domestically.
- FCC constructed a railway tunnel in the German city of Karlsruhe, worth 310 million euros.
- We built two sections of the pan-European corridor in Serbia.
- FCC erected the new Real Madrid Training Facility in Valdebebas. Madrid.
- A number of football stadiums were built for the 2012
  European Championships in Poland, including the Warsaw National Stadium.



We won the urban sanitation and street cleaning contract in Orense.



Summer maintenance in Prostejov. Czech Republic.

We built a hydroelectric generation complex in Portugal for 103 million euros.

Our Group erected the new RCD Espanyol football stadium in Cornellá, Barcelona, receiving the highest stadium rating granted by UEFA: category 4. FCC received the Stadium Business Award 2010 for the world's best sports facility of the year.

Major remodelling work began at Real Madrid's Santiago Bernabéu Stadium, adding to the experience already built up on other successful projects at such grounds as Atlético de Madrid's Vicente Calderón, Barcelona's Nou Camp and El Sardinero in Santander.

A new recycling and waste management centre opened in the United Kingdom.



I-95 Miami Express highway. United States.

We renewed urban sanitation and cleaning contracts in municipalities including Avila, Castellón, Badajoz, Hospitalet and Melilla.

FCC received the Best in Construction 2010 Award for the construction of the I-95 Miami Express highway in the United States.

In 2010 Aqualia consolidated its position as the leading water management company in Andalusia, with contracts totalling 447 million euros.



Public water service.

We were awarded the contract for two sections of the Madrid-Extremadura-Portuguese Border AVE high-speed railway line, totalling 120 million euros.

In 2011 Barcelona City Council and FCC marked the centenary of the first cleaning and underground maintenance contract in Barcelona.

60 2010 2015 61

Niksic treatment plant. Montenegro.



- FCC began operations in Montenegro through a contract won by Aqualia to construct a water treatment plant.
- We received the Corporate Social Responsibility Award from the trade union Comisiones Obreras.
- We built the new container terminal in Cadiz.
- FCC won the competitive tender to build the Panama Hospital Complex.



ATILIEIT/I/C/O/DE/IN

- We were awarded the contract for the Olsztyn Tramway in Poland.
- The Group built and managed the Guipúzcoa Waste Management Centre.
- We won two contracts for roadway restructuring in Panama City.

Madrid.

THE A LAND

We won the sanitation system management and water treatment contract in Abu Dhabi, in the United Arab Emirates.



Sanitation for the city of Al Ain. United Arab Emirates.

Waste collection in Palm Beach. Florida. USA.

- FCC won the contract to construct the railway tunnel in the city of Karlsruhe, Germany.
- We expanded the Toronto Metro in Canada.
- The Group claimed its first contract in Brazil with the construction of the Açu Superport.
- The El Dorado airport control tower began operations in Bogota, Colombia.
- FCC and a local partner built a permanent high-speed circuit in Wales, UK.



- Aqualia was the first Spanish company to claim a water management contract in the United Arab Emirates.
- We headed one of the consortia to lay three lines of the Riyadh Metro in Saudi Arabia, worth 6.07 billion euros.
- Aqualia broke into the Tunisian market with the construction of the Djerba desalination plant.

Doha Metro. Qatar



- A consortium headed by FCC and another company in the sector was awarded the contract to construct the Lima Metro in Peru, for 3.9 billion euros.
- We continued our expansion in Central America with two new contracts in Costa Rica totalling 70 million euros: a waste water sewer and a hydroelectric power plant.
- We were awarded the Red line of the Doha Metro in Qatar.
- The waste collection contract in Orange County, Florida, was the first awarded to a Spanish company in the USA.



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- The county of
  Buckinghamshire in the
  United Kingdom awarded
  FCC Environment its waste
  treatment contract for 30
  years.
- We won the tender for the Gerald Desmond Bridge in Los Angeles, USA.
- A contract was awarded to operate two biomethane plants and one biogas treatment facility at the Valdemingómez Technology Park in Madrid.
- In 2013 the company announced the appointment of Esther Alcocer Koplowitz as chairperson of the Group's board of directors.



Gerald Desmond Bridge in Los Angeles. USA.

- Aqualia won its biggest ever contract with the Abu Rawash treatment plant in Egypt.
- We were contracted for the construction of Lines 1 and 2 of the Panama Metro, for 1.65 billion euros.
- Aqualia began management of the two largest water treatment plants in Mecca, Saudi Arabia.

- Aqualia will be advising the Panamanian public water authority in its process of modernisation.
- FCC and Carso won their first joint contract for the Samalayuca-Sasabe gas pipeline in Mexico.
- We achieved the equality badge in all our business areas.



2010 2015 65

Arana treatment plant in Mecca. Saudi Arabia.

## Change of cycle. Years of challenges and new opportunities for the Group

We have experienced major changes at the company in the fields of finance, operations and governance, marked by a series of milestones which have become part of FCC history.

- In December 2014, FCC completed a 1 billion euro rights issue allowing the businessman Carlos Slim to acquire a stake in the business.
- This was followed by a further rights issue of 710 million euros in 2016. The same year, Inversora Carso launched a takeover bid for 100% of FCC.





Group has embarked on a set of fundamental initiatives with the focus on the operational, structural and financial sphere, putting the company on the pathway to profitability, while retaining its position as an international byword for public services.

Over the last five years the

This initiative plan, driven by FCC's new shareholding structure headed since then by the Carso Group, has served to underpin and completely renew the FCC Group, with a sound funding structure.

66 Today, Carlos Slim is the majority shareholder of FCC Group 99

Engineer Carlos Slim.





Despeñaperros mountain pass on the Autovía del Sur motorway (Jaén-Ciudad Real).

- Water supply and treatment contracts were finalised in Mexico and Chile.
- FCC received accolades for its contribution to the United Nations Global Compact.
- Two sections covering more than 15 kilometres were raised at the Despeñaperros mountain pass on the Autovía del Sur motorway (Jaén-Ciudad Real).
- FCC received an award from the Integra Foundation for hiring more than 100 people with disability or at risk of exclusion.
  - We constructed the El Toyo tunnel project in Colombia, for 392 million euros.



- A contract was won to construct and operate the Millerhill Recycling and Energy Recovery Centre to manage the waste of Edinburgh and Midlothian in Scotland.
- We were awarded the street cleaning, waste collection and beach cleaning contract by the municipal authority of San Bartolomé de Tirajana in Gran Canaria, worth a total of 121 million euros.



A takeover bid was launched to delist Cementos Portland Valderrivas from the stock market.

- The Dallas Materials Recycling Plant in Texas began operations.
- FCC Environmental Services won new waste treatment contracts in the Texan cities of Mesquite, Garland and Rowlett in the USA.





Mar de Aneto floating dock.

The Bilbao Biscay Water Consortium contracted Aqualia for the operation, maintenance and management of the drinking water distribution networks for the population of 132,000 in the Bilbao metropolitan area.

FCC Construcción was awarded three new sections of railway in Romania.

We won the competitive contracts to extend Section I, and subsequently Section II of the Inter-American Highway in Panama, worth 543 and 349 million dollars respectively.



In Andalusia, FCC Medio Ambiente achieved major successes, including the contract for solid urban waste collection, street cleaning and parks and gardens maintenance in Jaén for 143 million euros.  Aqualia and Majis established a joint venture to manage water installations at the Port of Sohar, in Oman.

The FCC Environmental
Services division consolidated
its position in the USA by
winning the recyclables
contract in Houston.

Aqualia built the Guaymas desalination plant, a project underpinning its presence in Mexico.





Burgos water treatment plant.

We completed the construction of the Mersey Gateway Bridge in the United Kingdom, measuring 2.248 metres.

Aqualia successfully completed two bond issues totalling 1.35 billion euros.

Aqualia was chosen to manage the new waste water treatment plant in Burgos, designed to provide capacity for over a million inhabitants.

Our Group undertook the modernisation and expansion of the Glina treatment plant in Bucharest, Romania, for 113 million euros.

In 2017 FCC Medio Ambiente celebrated over 40 years in the environmental sector by committing to electric mobility for municipal urban services.

The environmental services area launched the first 100% electric heavy vehicle.

We were awarded the contract for the second recovery plant in Houston, Texas, in the USA.



Solid urban waste collection, Bilbao.

Aqualia won its first contract in Panama with the project for the design, construction, operation and maintenance of the Arraiján Este Waste Water Treatment Plant.

FCC Medio Ambiente was declared the winner of the tender for cleaning and waste collection services in Bilbao.

FCC Construcción will be constructing two buildings at Technological University Dublin's Grangegorman campus in Ireland.

FCC Medio Ambiente renewed its parks and gardens maintenance and upkeep contract in Las Palmas de Gran Canaria.

Cutting-edge electric waste collection vehicle Madrid



70 2015 2020 71



San Marcos viaduct.

- FCC Construcción was contracted for the design and construction of the planned expansion of Jorge Chávez International Airport in Lima, Peru.
- We laid the Nuevo Necaxa -Ávila Camacho highway in Mexico, including the San Marcos viaduct, the highest in the Americas.

- The FCC Group finalised the sale of a minority stake of 49% of Aqualia to the Australian fund IFN for 1.024 billion euros.
- FCC celebrated the 2018 Investor Day in the company of Carlos Slim and the executive team of the FCC Group.



All-Gas Project for biogas generation using an algal culture at the Chiclana waste water treatment plant. Cadiz.

- FCC won the contract to extend Riyadh Metro Line 4 to King Khalid International Airport in Saudi Arabia.
- Aqualia produced 17.5 million m<sup>3</sup> of biogas per year, enough to power a fleet of 10,000 vehicles.
- We signed the concession contract for the Haren prison in Belgium.



- FCC Medio Ambiente renewed its contract for the maintenance and upkeep of parks, gardens and green spaces in the city of Oviedo, Asturias.
- We implemented a Compliance system at the company and underpinned our commitment to integrity.
- FCC Medio Ambiente was the successful bidder for the street and beach cleaning and waste collection and transport contract in the city of Vigo, Pontevedra.
- We won the contract for the design and construction of the new North Runway at Dublin airport in Ireland.



Solid urban waste. Vigo.

- FCC Construcción was awarded the contract for the design and construction of the connection branch between Metro Line 2 and Tocumen International Airport in Panama, with a budget of 90 million euros.
- FCC won the contract for the comprehensive remodelling of the Plaza de España in Madrid

- The Granada Provincial Authority contracted Aqualia to manage 61 waste water treatment plants.
- The "live healthy" programme was launched, as FCC's commitment to personal well-being.
- Aqualia's new Central Water Laboratory in Oviedo, Asturias, became a national flagship institution.





Line 2 of the Panama Metro

72 2015 2020 73





We renewed the water management contract for Avila until 2038.

Through FCC Environment we developed an integrated treatment plant in the town of Lostock in the UK, with an investment of 480 million pounds.

FCC Environmental Services staged the official opening of its recycling plant in Houston, Texas, USA.









Remodelling of Santiago Bernabéu Stadium. Madrid.

Waste water treatment plant in Chiclana. Cadiz.

In 2019 our Annual General Meeting approved the distribution of a flexible dividend, suspended since 2013.

In 2019, FCC began to develop an energy generation plant powered by waste in Drumgray, Scotland.

FCC Construcción won the contract to remodel the Santiago Bernabéu Stadium in Madrid.

Aqualia acquired the French firm Services Publics et Industries Environnement (SPIE). In Spain the firm Agua y Gestión was purchased, and a stake acquired in the integrated water cycle management mixed economy enterprise Codeur.

In the USA we won the solid urban waste collection contract for Volusia County in Florida.

Side-loading electric collection vehicle developed on the FCC e-mobility platform.

- We were awarded the waste management and street cleaning contract in the City of Jerez de la Frontera, in the province of Cadiz.
- FCC Construcción won the contract to a close the island ring road on Tenerife.
- FCC Environmental Services was awarded the solid urban waste collection contract in Omaha, Nebraska, USA.
- We won the contract to modernise the take-off and landing runway at Bacau airport in Romania.
- The Environment division established a new holding subsidiary and completed two green bond issues totalling 1.1 billion euros.



The Group obtained a new urban waste collection and transport and street cleaning service contract for the combined municipal authorities of Hondarribia and Irún, in Guipúzcoa.

Street cleaning. Jerez de la Frontera. Cadiz.

The Environment division strengthened its presence in the USA by claiming two new contracts, one for the treatment and commercialisation of recyclable waste in the city of Huntsville. Texas. and another in Omaha, Nebraska, to transport all recyclable materials.



Almonte viaduct in Cáceres. A project which garnered various international awards.





E6 Ulsberg-Vindasliene motorway. Norway.

- position in Saudi Arabia with the acquisition of a majority stake in a desalination plant in Jeddah.
- Our Group won its first contract in the Netherlands with the construction and maintenance of a section of the A-9 ring road motorway serving Amsterdam and its airport.







El Salitre waste water treatment plant. Colombia.

- Latin America thanks to two operations in Colombia.
- The Group founded its corporate university, Campus FCC.



- waste transfer and treatment service in the province of Salamanca.
- We won our first contract in Norway for the design and construction of the E6 Ulsberg-Vindasliene motorway.
- FCC Construcción and CICSA claimed the contract for the design and construction of section 2 of the Maya Train in Mexico.

152 2015 2020 77 years

## 125 years

On 3 July 2020, the FCC Group celebrated 120 years of history.



Street cleaning. Oviedo.

Aqualia implemented a large-scale technological initiative to supply water to around half a million people in Castile-La Mancha, taking on the management of the Picadas-Almoguera and El Girasol Combined Municipal Authority water supply system.

We were awarded the new street cleaning contract in La Coruña and renewed two waste collection and street cleaning contracts in Oviedo and Segovia.

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Bucharest metro. Romania.

The Houston recycling plant in Texas was declared the Best Recycling Plant in the USA.

FCC began operations on Line 5 of the Bucharest Metro in Romania, the first major transport infrastructure opened in Europe since COVID-19.



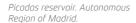


Construction work on the Plaza de España. Madrid.

The stake acquired by the iCON investment group in the FCC Group's environmental services division (energy recovery plants) underpinned its leading position in the United Kingdom.

FCC Construcción remodelled Madrid's Northern Intersection.

We won the contract to design and build the new hospital in Jersey in the UK.





- Aqualia achieved a definitive presence in Mexico with the acquisition of EMSA, the company that operates the WWTP in Cuernavaca, capital of the State of Morelos.
- Our Group and its different business areas undertook a range of initiatives to combat COVID-19.
- We completed the financial closure of the project to expand the A465 highway in Wales, UK.









78 2015 2020 79





66 At FCC we look ahead to the coming years with a fair degree of optimism, convinced that we have laid strong enough foundations on which to build a future for the business that will live up to its outstanding past \$9\$



