



Corporate presentation

April 2025

Progress

Commitment





We are
Sacyr



Who we are

sacyr

01.

We are a **global P3 developer** with nearly **40 years of expertise**

02.

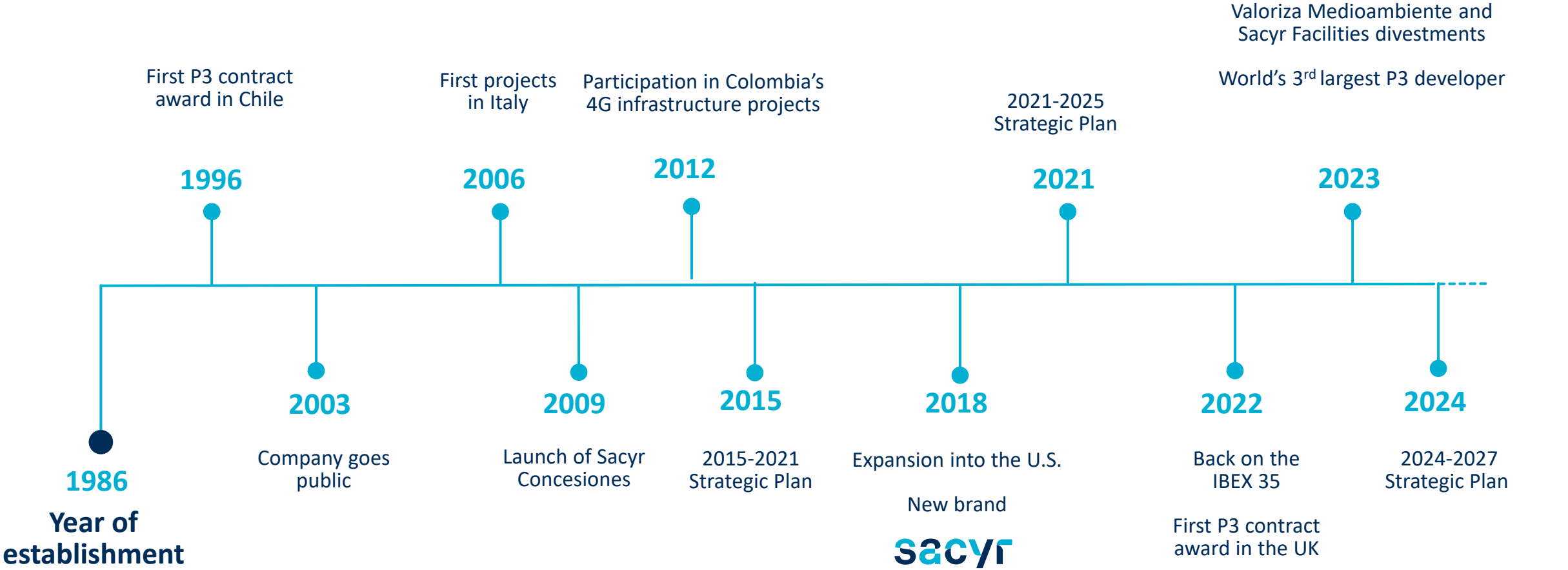
Experts in the development of **P3 projects and the construction of innovative and sustainable high-value infrastructure**, with advanced technological expertise

03.

A **global leading** company, listed on the **Ibex 35**, Spain's stock market benchmark index



Milestones



We transform society with each project, generating a positive social, economic and environmental impact.

Turning each challenge into an achievement that shapes the future and improves people's lives.



Sacyr

**World's 3rd largest transport infrastructure developer
(PWF)**

**>15,000 professionals in +15 countries
across four continents**

**4th largest multinational road
contractor (ENR)**

sacyr





2024 Financial highlights



Revenue

4,571 M€

Net Profit

113 M€



EBITDA

1,352 M€

Operating Cash Flow

1,294 M€

Operating Cash Flow
/EBITDA

96%



Market Cap

2,653 M€

Feb 27th 2025

Project backlog

P3 assets

71%



Our feats



Corporate

Sacyr, S.A.
Construction & Engineering
Sustainability Yearbook Member
Corporate Sustainability Assessment (CSA) 2024
74/100 | Score date: February 9, 2025 | For terms of use, visit www.spglobal.com/yearbook.

5th best company in the world in the sector for ESG Best Practices

1st in Spain
4th in Europe

MSCI
ESG RATINGS

CCC	B	BB	BBB	A	AA	AAA
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"A" rating in ESG risks

Sustainability

9 years in a row

BOLSA Y MERCADOS ESPAÑOLES
a SIX company

IBEX ESG Index

Climate
CDP
A List 2024

"A" List

AENOR
HUELLA DE AGUA CALCULADA

1st certified company in the sector 3 years in a row

People

SA 8000
Healthy and safe work spaces

Bloomberg
GEI 23

Spain
Colombia
Peru
Chile

ISO: 30415
Accreditation | Certification | Audits
All Genders | All Ages | All Cultures

1st company in Spain
Diversity and inclusion management

International Organization for Standardization
ISO
45001:2018

88 Certificates
Occupational health and safety management systems



One Sacyr,
three units



One Sacyr, three units



Concesiones

Leaders in the development of P3 projects with a diversified portfolio of transport and social infrastructure:

- 60 assets in 12 countries with €28.8 Bn of investment under management.
- Young portfolio with a remaining lifecycle of 28 years.
- Specializing in greenfield projects.
- High growth potential and increasing valuation.



Engineering and Infrastructure

We develop **construction projects for civil works, building and industrial infrastructure** (energy turnkey and EPC) and **water** (desalination, purification and treatment).

- +70% of the group's P3 project backlog.
- Quality works.
- High technological capacity.
- Compliance with deadlines.
- High safety standards.



Water

Three decades endorse our experience as **leaders** in water treatment where we provide value-added solutions in **all phases of the integrated water cycle**.

We have the capacity to operate in different modalities: concessions, operation and maintenance and executing engineering and construction.

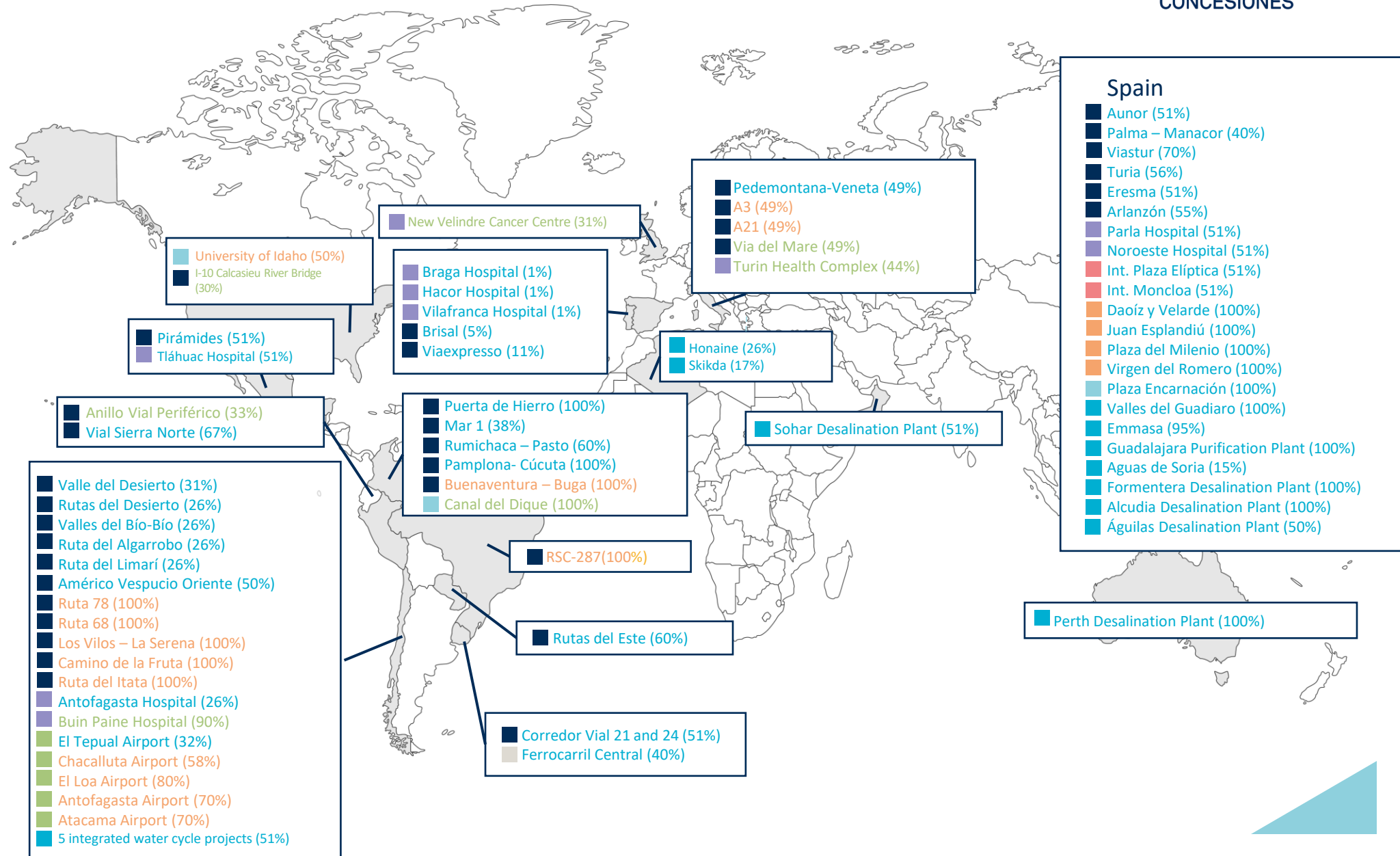


Sacyr
Concesiones

An aerial photograph of a multi-lane highway bridge crossing a wide river. The bridge is a concrete structure with multiple lanes in each direction, separated by a central divider. A blue truck and a red car are visible on the bridge. The surrounding landscape is lush green with dense tropical forest on the hillsides. A dirt road runs alongside the river on the right side of the bridge. The text 'Sacyr Concesiones' is overlaid on the left side of the image.

P3 assets

Roads	35
Transport hubs	2
Hospitals	10
Parking facilities	4
Airports	5
Rail	1
Water	16
Other	3
Brownfield	55
Yellowfield	14
Greenfield	7
P3 assets	76



Overview

Over our almost **30 years** of experience, we have developed more than **100 P3 projects** that reach a **total investment of €43.6 Bn.**

We are leaders in the development of **greenfield projects** and the **world's third largest P3 developer**, according to PWF.



P3 asset valuation

3,551 M€

(December 2024)

M€ - Concesiones	2024
Revenue	1,748
Operating revenue	1,340
Construction	408
EBITDA	875
EBITDA margin	65.3%

Diversified portfolio

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CONCESIONES

We provide comprehensive project management, delivering added value throughout all phases: design, construction, financing, operation and maintenance.



Roadways

+4,700 km



Hospital beds

+3,800



Users

+43 M
per year



Passengers

+8.7 M
per year



Rail

273 km

Transport

35 toll roads adding up to
+4,700 km of roadways

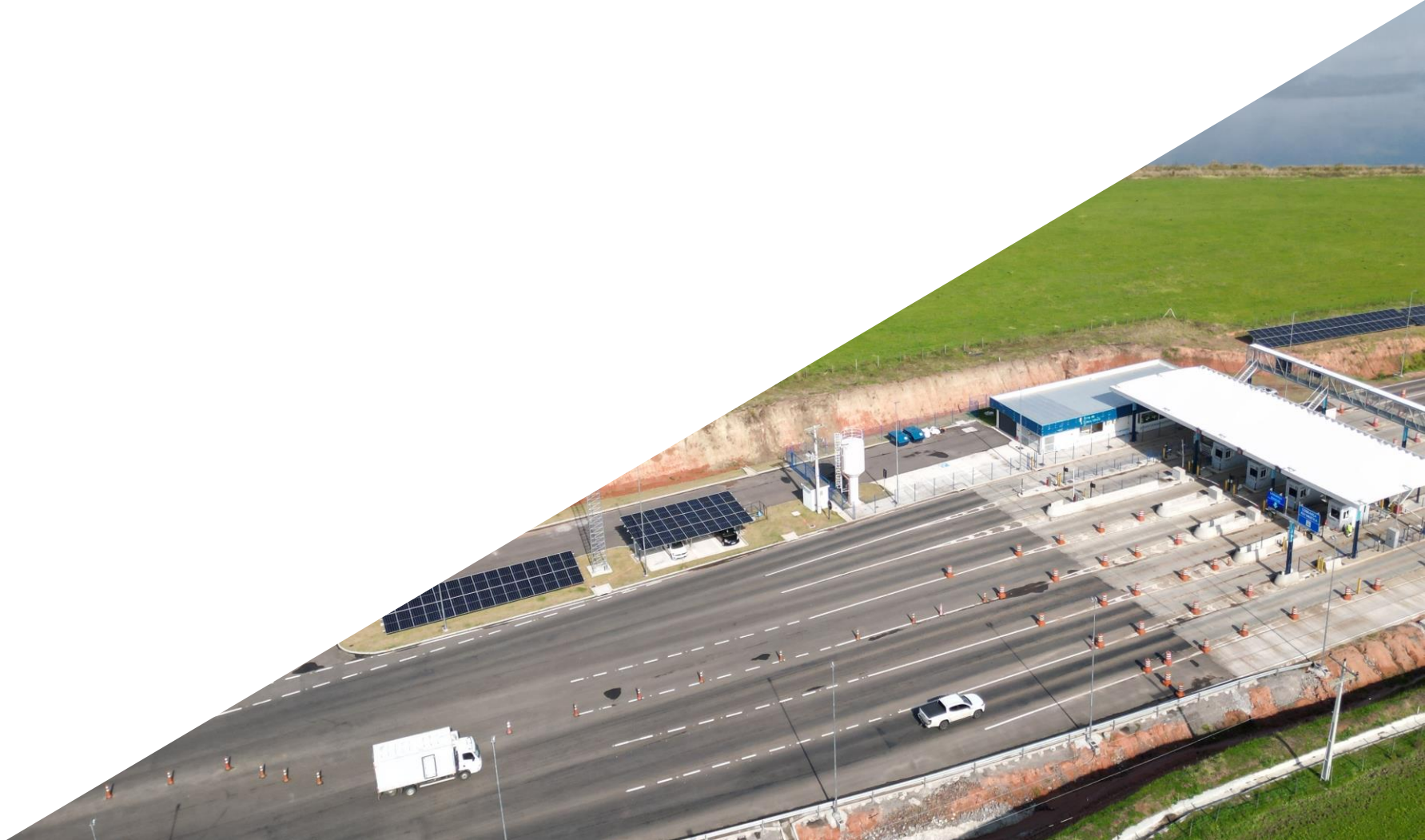
5 airports

2 transport hubs

1 railway line of 273 km

4 parking facilities

Projects with **traffic risk mitigation mechanisms** or infrastructure ability payments



Social

10 hospitals with 3,800 beds

New Velindre Cancer Centre (Wales, United Kingdom)

Turin Health Complex (Italy)

Antofagasta and Buin Paine (Chile)

Braga, Haçor and Vilafranca (Portugal)

Coslada and Parla (Spain)

Special Assets

Restoration of the Canal del Dique Ecosystems (Colombia) - 115 km

Las Setas de Sevilla (Spain)

University of Idaho (United States)



Under development

I-10 Calcasieu River Bridge project in Louisiana, United States

Investment: **1,900 M€**

Canal del Dique in Colombia.

Investment: **1,054 M€**

Buga – Buenaventura

Investment: **800 M€**

Ruta 66 Camino de La Fruta, Chile.

Investment: **495 M€**

El Loa Airport, Chile.

Investment: **100 M€**



Latest projects commissioned

Superstrada Pedemontana – Veneta, Italy.

AVO I in Santiago de Chile, Chile.

4G Projects, en Colombia.

Pamplona- Cúcuta

Rumichaca – Pasto

Medellín - Santa Fe de Antioquía

Puerta de Hierro-Palmar de Varela-Cruz del Viso

Rutas del Este, Paraguay.

Ferrocarril Central, Uruguay.





Sacyr Engineering and Infrastructure

Leaders in all kinds of **civil works** (roadways, metro and railway, airports, maritime and hydraulic), **building** and **industrial** projects.



Activity focused on **infrastructure and healthcare projects**.

71% of the activity backlog are **group's P3 assets**.

Stable margins.

Proven experience in projects with high **technical and technological capacity**.



Revenue

2,741 M€



Project backlog

10.6 Bn€



EBITDA

422 M€

ex Pedemontana and A3

112 M€



EBITDA margin

4.8 %

ex Pedemontana and A3

Our experience

Road

- + 6,000 km of roadways
- + 150 km of viaducts

Hospitals

- + 10,000 beds

Tunnels

- + 100 km in urban roadways
- + 70 km in highways
- + 75 km high-speed rail

Rail projects

1,100 km developed:

- 340 km of high-speed rail
- 251 km with TBM
- 50 km of conventional tunnels

177 km of metro and tram

- 44.7 km with TBM
- 180 stations and train depots

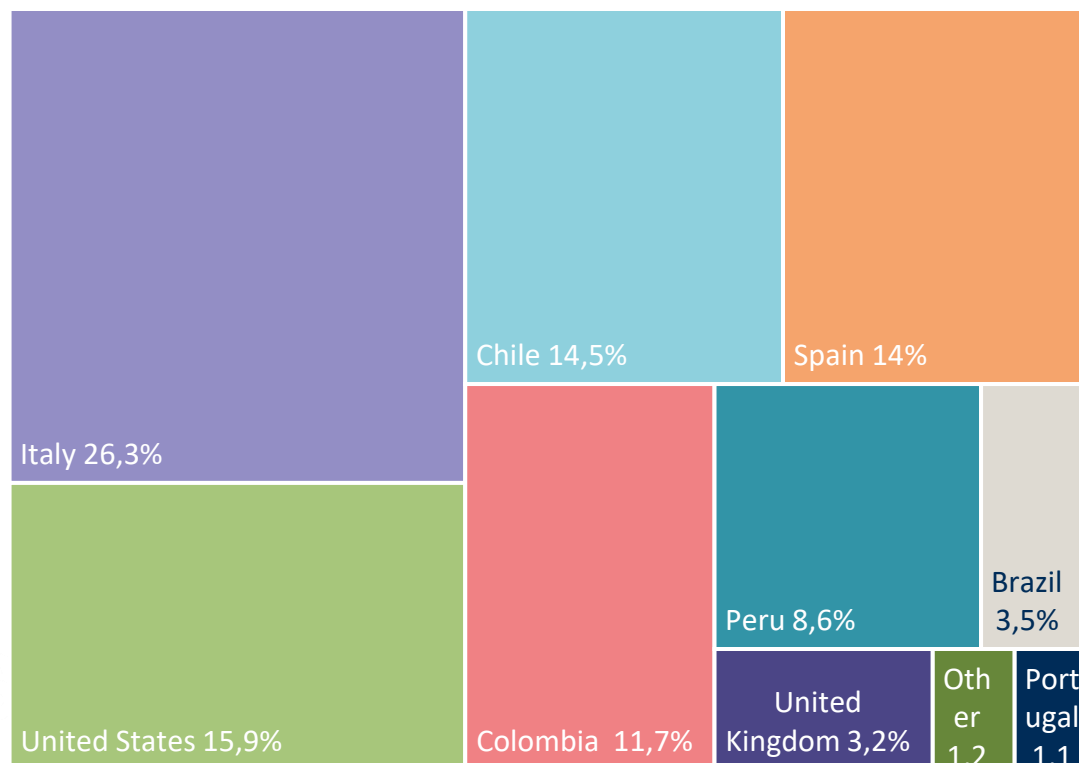
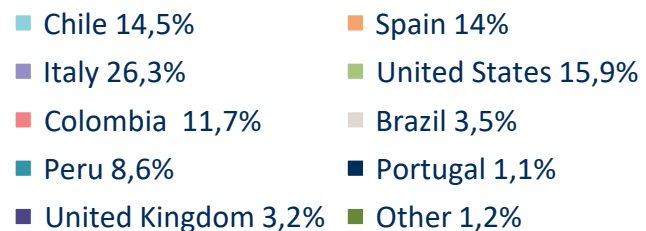
Airports

- 2 full-sized airports
- 13 terminals

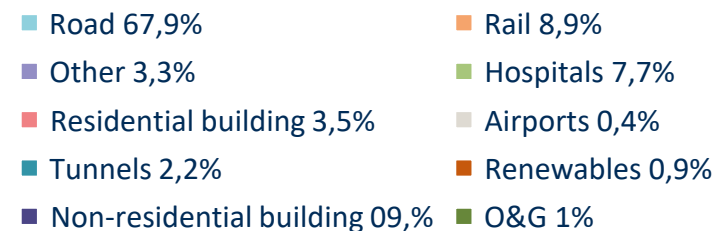
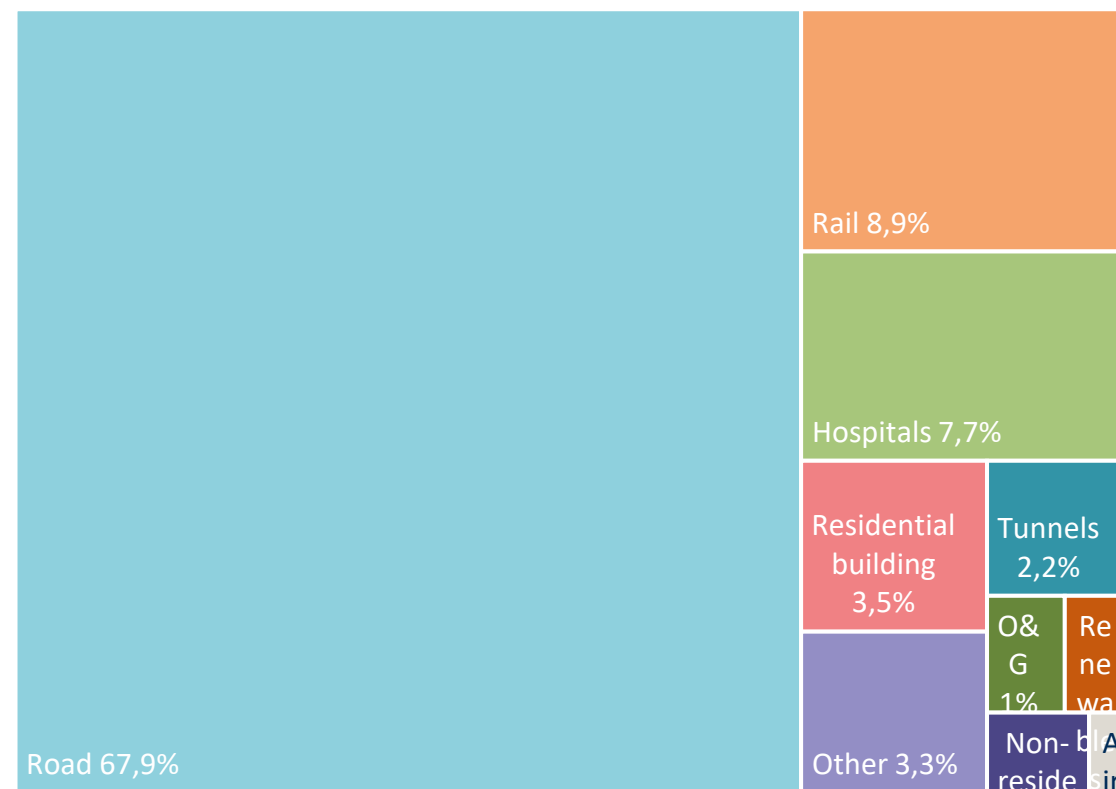


Backlog

Distribution by country



By activity



Projects

Spain

New hospital building **12 de Octubre Hospital**
T4 Madrid Barajas Airport expansion
HSR Madrid-Barcelona **Sants-La Sagrera tunnel**
Basque Country HSR platform
Metro de Madrid Line 9 extension
Las Pedrizas highway
Las Setas de Sevilla
Castellana 259B Tower, Madrid

Ireland

N-6 Galway – Ballinasloe
M-50 Dublin

Italy

Superstrada Pedemontana-Veneta
Palermo tram

Portugal

Foz de Tua dam
Oporto and Lisbon Metro
New Braga Hospital

Reino Unido

Ulster University Phase 2
Edinburgh Trams to Newhaven
Belfast Grand Central Station

Suecia

Väg 56 roadway

Chile

Américo Vespucio Oriente urban road project
Los Vilos-La Serena road project
Chacalluta and **Puerto Montt** Airports
Antofagasta Hospital

Colombia

Pumarejo bridge
Rumichaca-Pasto
Pamplona - Cúcuta
Mar 1

Mexico

Section of Line 3 **Guadalajara Tram**
Pirámides-Tulancingo-Pachuca road project
Querétaro Hospital
Tláhuac Hospital in Mexico City

Peru

Vial Sierra Norte
New runway and Jorge Chávez International Airport
Panamerican Games

Uruguay

Ferrocarril Central de Uruguay

Qatar

Ras Bufontas Urban Development
Roads and development of **Al-Meshaf** south district

United States

SR23 Jacksonville (Florida)
US 59 in Diboll (Texas)
I-10 Calcasieu River Bridge (Louisiana)

Canada

Grandview Kids Children's Hospital (Ontario)
Lakeshore East-West (LSEW) rail corridor (Toronto)

Panama

Panama Canal: 3rd set of locks

Industrial

We offer a wide range of comprehensive and highly innovative solutions.

The mark of all our projects and services is environmental protection, excellence, safety and social responsibility.



sacyr
ENGINEERING AND
INFRASTRUCTURES

Experts in engineering, construction of industrial plants and commissioning of industrial plants

Oil & Gas
Waste treatment and recovery

Conventional and renewable
power sources
Cement and mining

Water Plants
Electrical
infrastructures

Maintenance

Top 4 in infrastructure maintenance in Spain

We provide the latest and most advanced technologies.

We develop innovation projects that improve the efficiency, sustainability and safety of our professionals and the services we provide.



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ENGINEERING AND
INFRASTRUCTURES

376 km
of irrigation canal
networks

16
airports in
Spain

60
dams

+6,400 km
roads maintained
in Spain



Sacyr
Water

Leaders in **desalinated water
production** for agricultural use in
Spain

Water

Committed to **innovation** as a **driving force** for the development of the activity with the application of our own **technology** in the implementation of improvements in **contracts and projects**.

Sustainability with a focus on **energy efficiency** and **digitalization** to offer excellent services.

Revenue

245 M€

EBITDA

51 M€

EBITDA margin

20.6%

Water

Desalinated water production greater than 1.3 million m³/day, supplying more than 14.6 million people per day

+9.5 million users supplied in **Spain, Chile, Australia, Oman and Algeria**

Water



+100 reverse osmosis desalination plants: major projects in **Algeria** and **Australia** and construction of the largest reverse electrodialysis plant in the world.

Two of the **world's leading ultrafiltration (UF) plants** (Binningup, Australia; Sohar, Oman).



Operation and maintenance of electricity power plants
from olive grove and forestry biomass in Spain:

First Spanish company in the renewable sector to **certify its biomass is sustainably sourced** of the origin of its biomass.

Electricity generation with **net-zero CO2 emissions balance**, a 24/7 manageable resource.



Cafestore, Group company providing
catering Services

cafestore



2nd catering operator on
highways in Spain

Serving more than **5.9 million**
customers annually at 49
points of sale



25 rest stops
5 cafeteria in **AVE stations**
5 **Deliquo** Restaurants



5 restaurants in **public**
institution buildings
4 retail points at the **Madrid**
airport
3 restaurants in **hospitals**



We manage the **lunch** and
catering services in **hospitals**,
public institutions and
companies with the **Deliquo**
brand.

An aerial photograph showing a winding asphalt road that curves through a landscape. In the center of the image, a large, irregularly shaped green field is visible, possibly a golf course or a managed meadow. The surrounding area is covered in dense forest with trees showing autumnal colors of brown, orange, and yellow. A small blue car is visible on the road in the lower-left quadrant. In the bottom right, there is a small parking area with a few vehicles and some buildings. Two white diagonal lines cross the image from the bottom left towards the top right.

Sustainability

Sustainability at the core of our activity

Sacyr Sustainable Route 2024-2027:

A renewed ambition to address the
challenges ahead of us



Sacyr Sustainable Route



Planet

- Climate change
- Circular economy
- Water
- Natural capital

People

- Safety, Health & Wellbeing
- Talent attraction, development and engagement
- Diversity, Equity, and Inclusion

Prosperity

- Social action
- Communities
- Value chain

Governance

- Corporate governance
- Compliance
- Risk Management

Cross-cutting levers, drivers of transformation: culture, innovation and sustainable finance

Planet

We promote a positive impact on the resources affected by our operations

Reduce Scope 1 and 2 emissions by 42% before 2030

Net zero in 2050

Climate change



Natural Capital



Biodiversity conservation in 100% of new contracts

Reduction our internal water consumption by 5%

Water



Circular Economy



Reuse, recycle and recover at least 80% of waste annually

Aligned with the 2030 Agenda and the Sustainable Development Goals (SDGs)

Builders of a sustainable future

Our 2024 positive environmental impact in figures:

+3.8M€

Environment-
related
innovation
projects

87%

Activities certified
with Quality and
Environmental
Management
System

+6,600

Environmental
training actions

173M €

Invested in
environmental
protection over
the past three
years

233

Certifications
compliant with
more than **32**
international
standards

**We develop strategic alliances to achieve a greener,
more responsible future:**

Part of the **Spanish Group for
Green Growth** since 2017



We participate in three **Forética** working groups:
Nature Business Ambition, Cities 2030 and the
Climate Change Cluster

Participants in the **United Nations
Global Compact's** Climate Ambition
Accelerator for 1.5°C



Member of **SBTi's** "Companies taking
action" group

Climate change

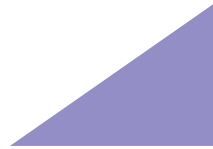


We have a **transversal and collaborative strategy** to face this challenge



2,067 t

Compensated
supporting local projects
in 2024



52%

Reduction of **Scope 3**
emissions (vs. 2020)



36%

Consumption of **electricity**
from renewable sources



18%

Reducing **Scope 1 and 2**
emissions (vs. 2020)



For the third year in a row, we have obtained an **"A" score in CDP for our work against climate change**, which corroborates our ambitious strategic objectives, validated by SBTi in our Climate Change Strategy.



Circular Economy



We seek to strengthen a **circularity model** across all company activities



We collaborate with the **value chain**



Responsible waste consumption



We reduce and recover resources



Businesses aligned with **circularity principles**

25%

Recycled materials consumed

93%

Recycled, reused and recovered waste

93%

Recovered construction and demolition waste



Water



We are committed to the continuous improvement in water security management

We are in **CDP's** leadership band for the second year in a row with an **"A-"** score for our **improvement in water protection and security**.

Sacyr Water promotes the **Water Positive** initiative that promotes active resource management so that companies achieve a positive water footprint.



ISO 14046

First **IBEX 35** company to certify its water footprint

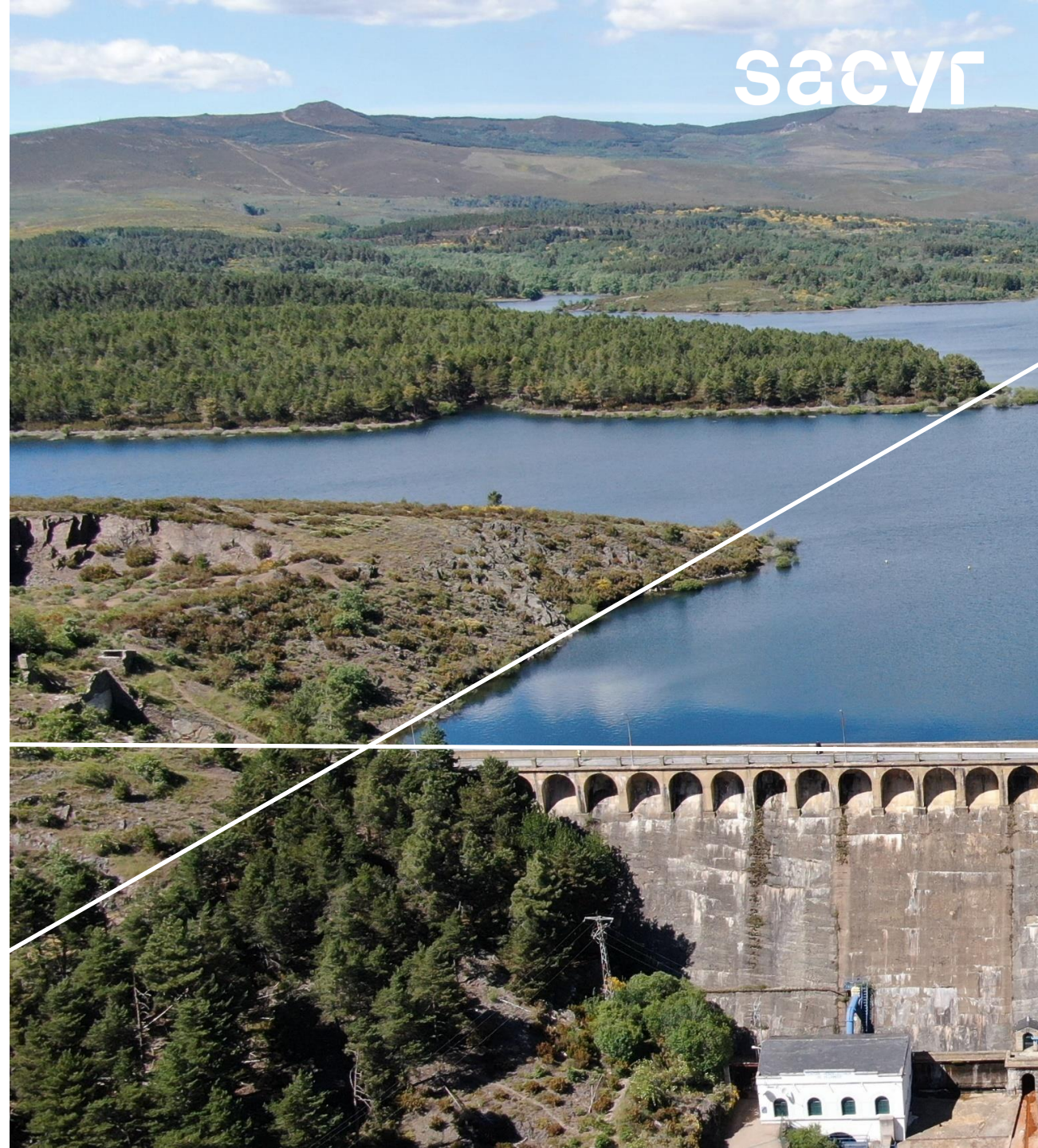
+1.4M m³

of **drinking water** that we have avoided captured, prioritizing the use of reclaimed water

+6M

People have access to **drinking water** thanks to Sacyr Water's facilities

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Natural Capital



sacyr

We reduce and prevent the loss of nature, restoring,
regenerating and transforming
natural environments

We published
our first **Natural
Capital Report**

We are part
of the **TNFD
Adopters list**

We promote
research to prevent
pollution with
SOSAGUA- XXI



Protected species

584

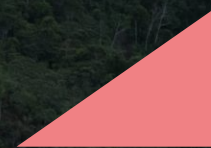
In our projects



Wildlife crossings

+79

Built in 2024



Hectares

+190

restored and preserved
in 2024



Planted specimens

+89,000

carried out by Sacyr in
2024

Health, Safety and Wellbeing

sacyr

We work for and for the **health and safety** of our employees and collaborators

We promote commitment to safety with the **Global Preventive Culture Awards**

Sacyr Health consists of four pillars:

- Physical well-being
- Emotional well-being
- Financial Wellness
- Social and environmental well-being

At the **forefront** of the latest technologies to achieve the **highest levels of health and safety** for our professionals and collaborators

Diversity



sacyr

We build a diverse, equitable, and inclusive work environment. We encourage professional development, regardless of the particular characteristics of each person

DIVERSITY

Gender

Disability

Cultural
and social

Generational

LGTBI

Experiential and
cognitive



Equipares Badge of the Ministry of Labor and the Presidential Advisory Office for Women's Equality of Colombia

Certification for the third consecutive year to the **ISO 30415 Diversity and Inclusion standard**. We are the first Spanish company to achieve this feat.



Equality in the Company Badge of the Spanish Ministry of Equality

We are committed to sport, through which we promote common values such as effort, self-improvement, excellent performance and teamwork.

Sponsoring inspiring athletes whom we support and help in their sporting careers:

Royal Spanish Handball Federation (female and male)

Daniel Molina, Paralympic triathlete

Marta Martínez, multi-champion swimmer with intellectual disability



Professional

+1,700



Countries

8



Activities

+50



Innovation



sacyr

Innovation is key to achieve our ambitious goals and the best tool to promote new ways of designing, building and managing our infrastructures.



Investment

11.8 M€

Innovation

5.7 M€

With a focus on sustainability



Revenue

6 M€

New business
models



UNE 166002

8

Certified companies



Proyectos

42

En desarrollo

Sacyr, National Innovation Award 2022

This award recognizes our **business model** based on innovation as a strategic value and highlights how we face the challenges of digitalisation and the ecological transition to find new opportunities based on open innovation and public-private collaboration.

Governance



sacyr



We promote our corporate governance model to a high ethical standard and commitment to the best practices in compliance and corporate governance.



UNE 19601 Criminal Compliance Certificate



UNE-ISO 37001 anti-bribery management system certificate



Corporate Policies in 2024 on Human Rights and Relations with Communities and Sustainability Framework Policy.



The Board will bring to the 2025 Shareholders' Meeting:



The proposition to appoint of Pedro Sigüenza as CEO, which will involve the division of competencies between the Chair (in charge of corporate affairs, finance and strategy) and the CEO (business areas).



New remuneration policy

Prosperity



Sacyr Foundation

We participate in **initiatives that improve the world and people's lives**; with this we **leave a social impact** in the communities and collaborate in their sustainable development.



+1.4 M€
in Social Investment

+65
volunteer work
Projects

15,000
volunteer work
Hours



+60,000
Estimated direct
beneficiaries

+670,000
Estimated Indirect
Beneficiaries



+430,000€
Investment in the
community by the
Foundation

Volunteers Club

+1,000 Sacyr professionals participate in face-to-face and online volunteering activities





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