



# Corporate Presentation



November 2024



## Group overview

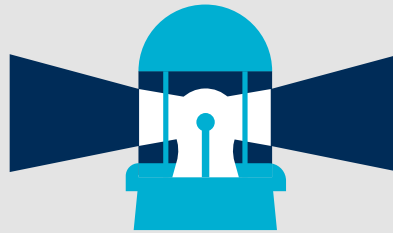




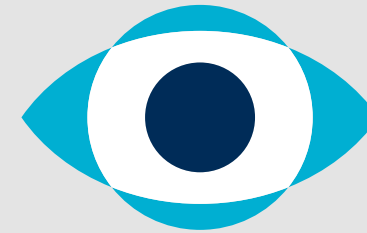
## Who are we?



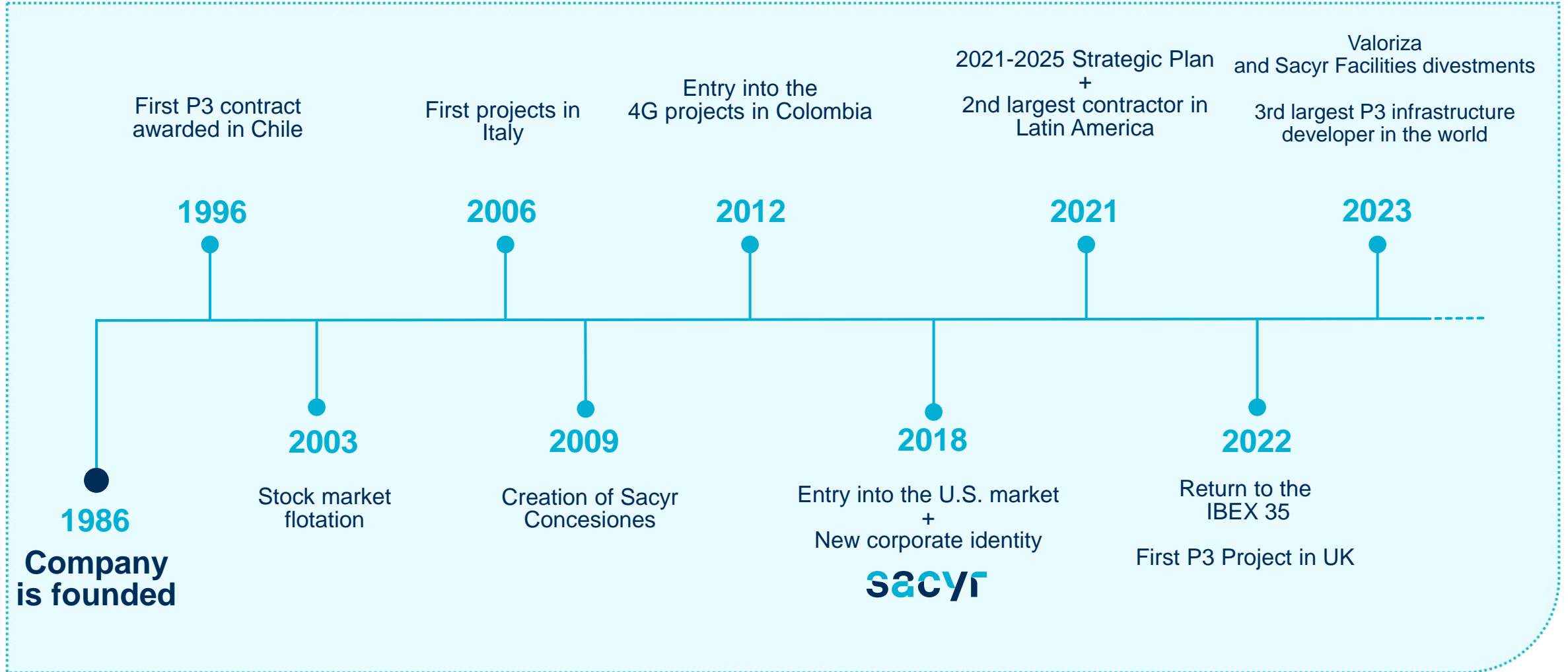
We are a **global P3 developer** with more than **35 years** of **experience**



**Global benchmark** company that trades on Spain's **Ibex 35** stock exchange



Experts in developing **P3 projects** and **high-value innovative** and **sustainable** infrastructures with a high degree of **technological training**





Committed to facing any challenge to transform society and improve the citizens' quality of life

5<sup>th</sup> Largest Multinational Infrastructure Company in Latin America

**ENR**  
Engineering News-Record



3rd Largest P3 transportation infrastructure developer in the world

**PUBLIC WORKS**  
**FINANCING**

>15,000 employees in +20 countries on four continents

**REVENUES**  
**€ 4,609 M**

**EBITDA**  
**€ 1,523M +7%**

**EBITDA MARGIN**  
**33% +430 bp**

**NET PROFIT**  
**€ 153M**



**STOCK MARKET  
CAPITALIZATION**  
1 July 2024  
**€ 2,534 M**

**EBITDA P3  
ASSETS**  
**93%**



## Sacyr

Sacyr S.A.  
Construction & Engineering

### Industry Mover

S&P Global Corporate Sustainability  
Assessment (CSA) Score 2023

**5th best company  
in the sector** in the  
world in ESG good  
practices



1st in Spain  
4th in Europe

**MSCI**  
ESG RATINGS

CCC B BB BBB **A** AA AAA



**“A” score** in  
ESG risks

## Sustainability



FTSE4Good

For the **9th**  
**consecutive**  
year



IBEX  
**ESG**  
Index



Certified  
**Double “A”**



**1st company** in  
the sector  
certified for the  
**2nd**  
**consecutive**  
year

## People



SA 8000  
Safe and healthy  
work environment



Bloomberg  
GEI 23



Spain  
Colombia  
Peru  
Chile

**ISO: 30415**

Accreditation | Certification | Audits  
All Genders | All Ages | All Cultures

**1st company**  
in Spain  
**Management of  
diversity and  
inclusion**



**88 Certified**  
Occupational safety and  
health management  
systems



One Sacyr,  
three units







## Concesiones (P3)

**Leaders in P3 development,** with a diversified transportation and social infrastructure portfolio:

- 61 assets in 12 countries with € 21.1 Bn in managed investment
- Young portfolio with a 26-year remaining asset life
- Specialists in greenfield projects
- High growth potential and rising valuation



## Engineering and Infrastructure

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

- Quality works
- High tech capacity
- Meeting deadlines
- High safety standards

One Sacyr, three units

## Water

**Three decades** endorse our experience as **leaders** in water treatment, where we contribute high-added-value solutions in each **phase of the integrated water cycle**

We have the capacity to operate under various arrangements: P3, operation and maintenance, and executing the engineering and construction



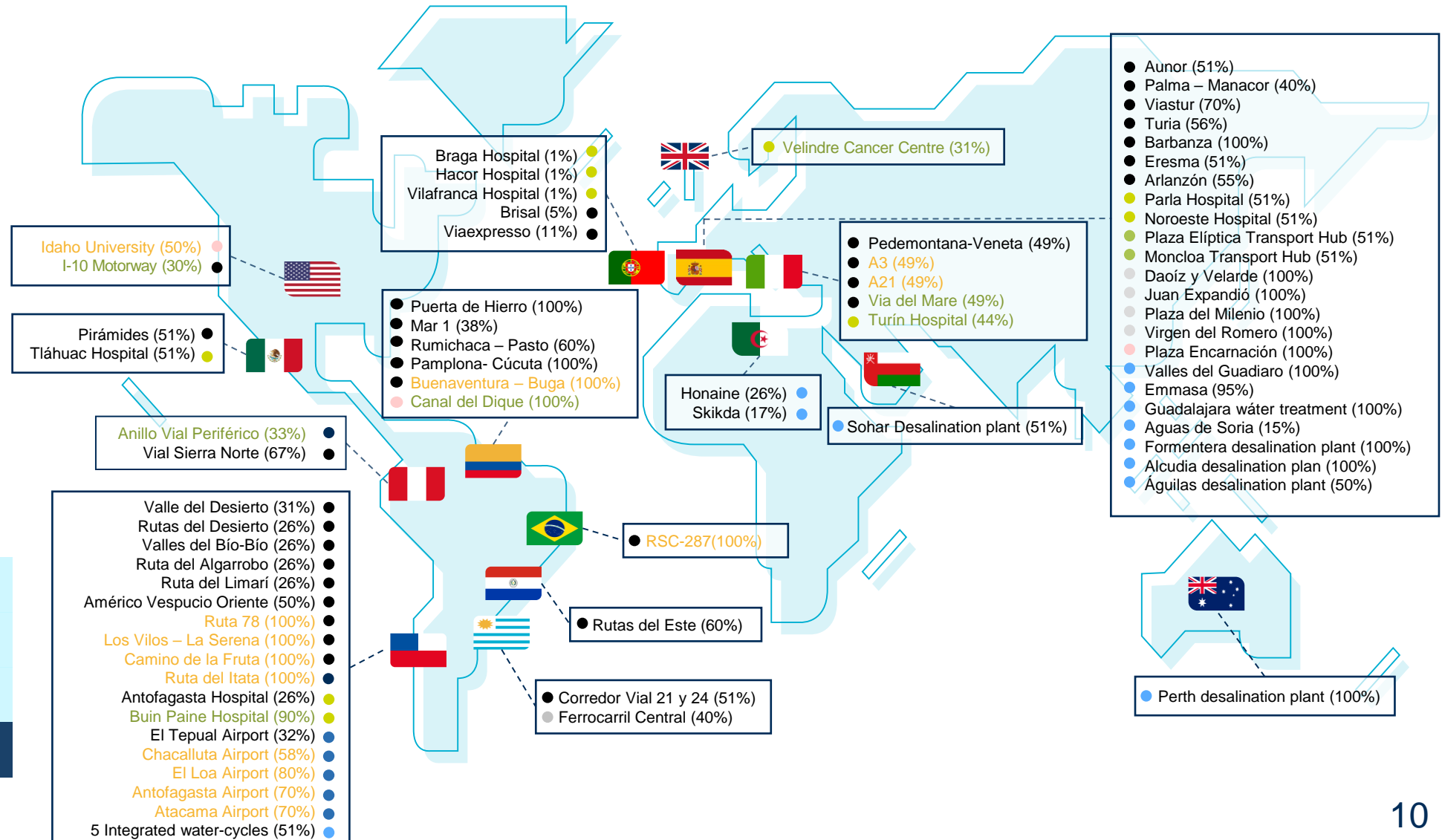
	Road	35
	Transport Hub	2
	Hospital	10
	Parking	4
	Airport	5
	Railway	1
	Water	16
	Other	3

Brownfield 56

Yellowfield 13

Greenfield 7

Concessional Assets 76



Over our more than **25 years** of experience, we have undertaken **100+ P3 projects** for a **total investment** of **€ 36.3 Bn**

We are a **leaders** in developing **greenfield projects**



€M - Concesiones (P3)*	2023	% Var
Turnover	2,158	+4%
Operating revenue	1502	+10%
Construction	656	-7%
EBITDA	940	+7%
EBITDA margin infra.	71.5%	
EBITDA margin water	21.2%	

\*Water Activity consolidated in Sacyr Concesiones

**€ 3,551 M**  
**Value of P3 assets**  
 (May 2024)





## A diversified portfolio that grows steadily

We offer **end-to-end project management**, generating added value across all phases: design, construction, financing, operation and maintenance



**+4,700**

KM OF HIGHWAYS



**3,800**

HOSPITAL BEDS



**43**

MILLION TRAVELERS  
PER YEAR



**7.8**

MILLION PASSENGERS PER YEAR



**273**

KM OF RAILWAY TRACK



# Transportation

**34 toll roads** totaling  
+4,500 km in roads

**3 airports**

**2 transportation hubs**

**1 273 km railway line**

**4 Parking facilities**

## Concesiones (P3)



Projects with **risk-mitigation**  
mechanisms or ability  
payments



## Social

**10 hospitals** with **2,700 beds**

**Velindre Cancer Centre** (Wales, United Kingdom)

**Antofagasta** and **Buin Paine** (Chile)

**Coslada** and **Parla** (Spain)

**Braga, Haçor** and **Vilafranca** (Portugal)

### Special assets:

115 km **Restoration of the Canal del Dique Ecosystems** in Colombia

***Las Setas de Sevilla*** (Spain)

**University of Idaho** (United States)





## Under construction

Stretch of the **I-10** in Louisiana, United States

Investment: **€ 1,900 M**

**Canal del Dique** in Colombia

Investment: **€ 1,054 M**

**Buga – Buenaventura** highway

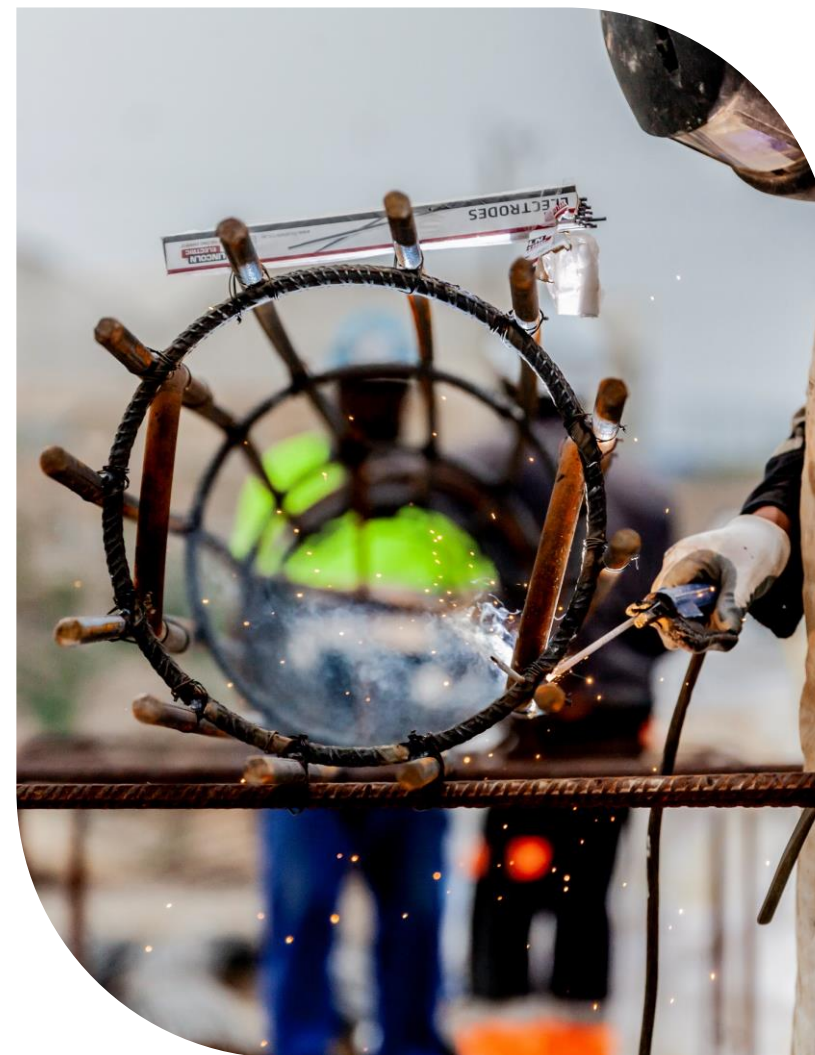
Investment: **€ 800 M**

**Ruta 66 Camino de La Fruta**, Chile

Investment: **€ 495 M**

**Loa Airport**, Chile

Investment: **€ 100 M**



# Latest commissioned assets

**Pedemontana-Veneta highway, Italy**

**AVO I in Santiago, Chile**

**4G projects, in Colombia**

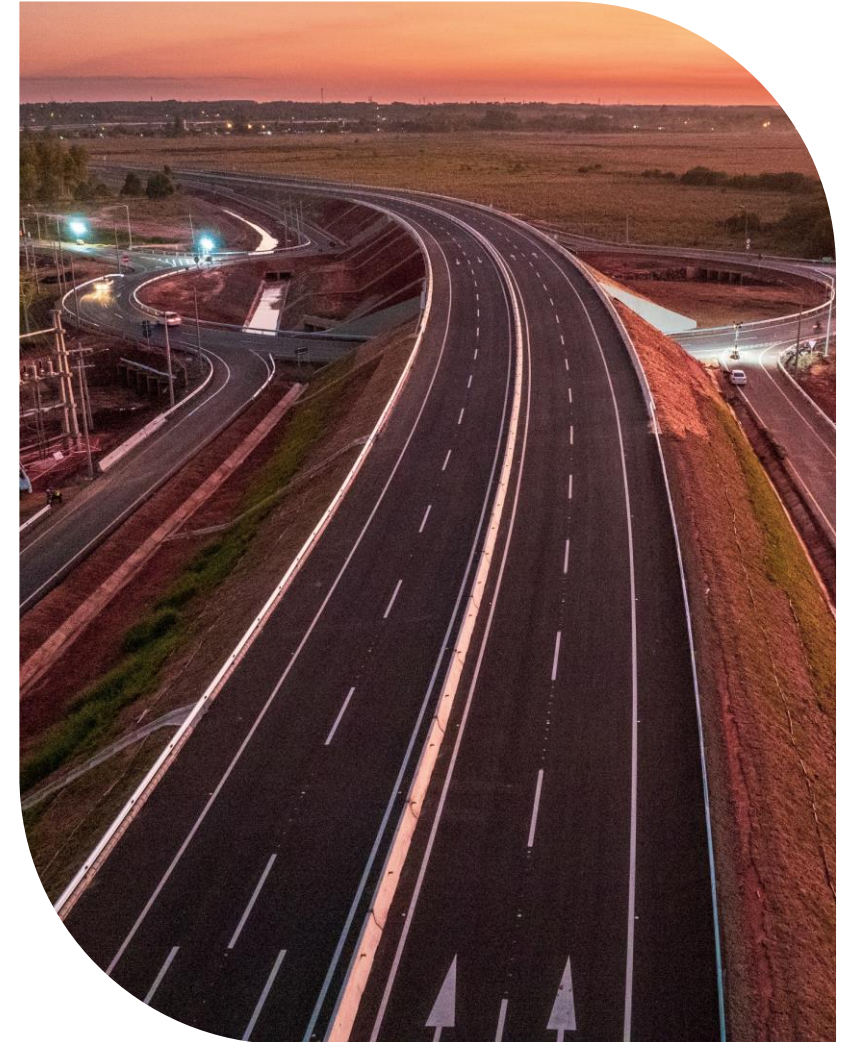
Rumichaca Pasto

Medellín-Santa Fe de Antioquía

Puerta de Hierro-Palmar de Varela-Cruz del Viso

**Rutas del Este, Paraguay**

**Ruta 21 and Ruta 24, Uruguay**



**Leaders** in all types of **civil construction** (motorways, subways and railways, airports, maritime and hydraulic), **construction** and **industrial** projects.



€M - Engineering and Infrastructures	2023	% Var
Turnover	2743	-14%
EBITDA	570	+10%
EBITDA margin	21%	
EBITDA margin (ex Pedemontana and A3)	4.6%	
Industrial projects	7456	+1%

Business focused on **infrastructure and hospital projects**

**50% of backlog** comes from Sacyr Concesiones' assets

Stable margins

Proven expertise in **highly technical and tech-heavy projects**



## Our experience

### Roads

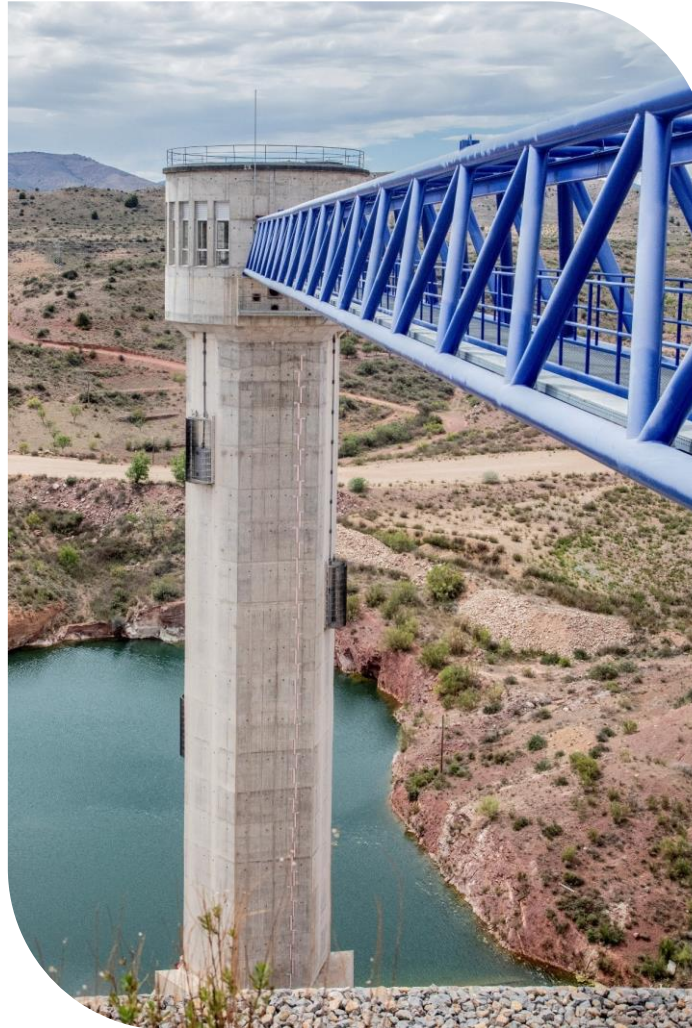
- + 6,000 km of roads
- + 150 km of viaducts

### Hospitals

- + 10,000 beds

### Tunnels

- + 100 km in roadways
- + 70 km in motorways
- + 75 km high-speed line



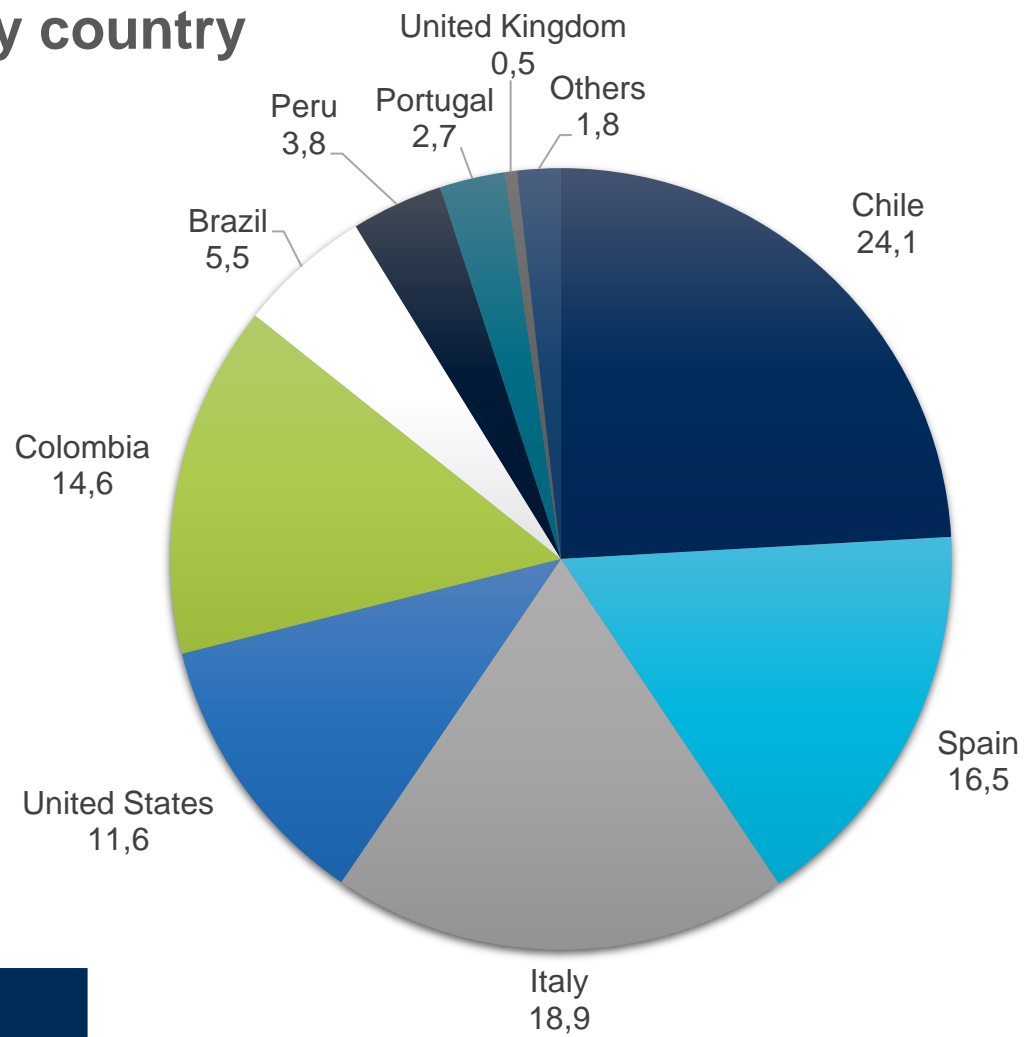
### Railway projects

- 1,100 km executed:
- 340 km high-speed
- 251 km with TBMs
- 50 km of conventional tunnels
- 177 km of **subways and trams**:
- 44.7 km with a tunnel boring machine
- 180 stations and depots

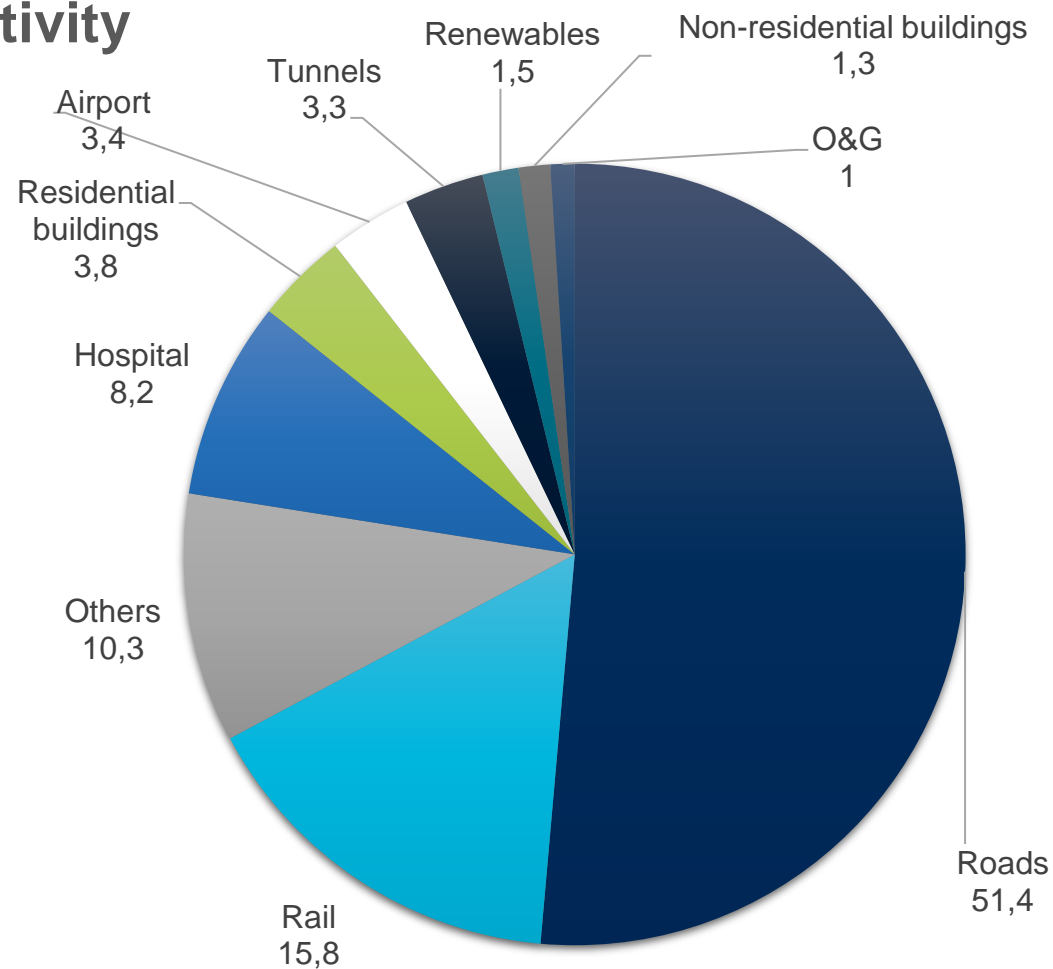
### Airport

- 2 complete airports
- 13 terminals

## By country



## By activity



## Spain

New technical stoppage at the **Hospital 12 de Octubre**  
 Expansion of **Madrid Barajas Airport, Terminal 4**  
 Madrid-Barcelona HSL **Sants-La Sagrera Tunnel**  
**Basque Country HSR** platform  
 Extension of Line 9 of Madrid Metro  
**Las Pedrizas** highway  
**Las Setas** de Sevilla  
**Torre Castellana 259 B**, Madrid

## Ireland

**N-6** Galway-Ballinasloe  
 Dublin **M-50**

## Italy

**Pedemontana-Veneta** highway  
 Palermo tramway

## Portugal

Foz de Tua dam  
**Oporto Metro** and **Lisbon Metro**  
 New Braga Hospital

## Sweden

Väg 56 road

## United Kingdom

Phase two of **Ulster University**  
**Edinburgh Tram**  
**Belfast Grand Central Station**

## Chile

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

## Colombia

**Pumarejo** Bridge  
**Rumichaca-Pasto** Highway  
**Pamplona-Cúcuta** Highway  
 Autopista al **Mar 1**

## Mexico

Stretch of line 3 of the **Guadalajara tramway**  
**Pirámides-Tulancingo-Pachuca** highway  
 Querétaro Hospital  
**Tláhuac** Hospital in Mexico City

## Peru

Vial Sierra Norte  
**Pan American Games**

## Uruguay

**Ferrocarril Central de Uruguay**

## Qatar

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

## United States

SR23 Jacksonville, Florida  
 US 59 road in Diboll, Texas  
 Stretch of I-10, Louisiana

## Canada

Grandview Kids Center, Ontario  
 Lakeshore East-West (LSEW) rail corridor,  
 Toronto

## Panama

Expansion of the **Panama Canal**: 3rd Set of Locks



## Industrial

We offer a wide range of comprehensive, highly innovative solutions

All of our projects and services are characterized by environmental protection, excellence, safety and social responsibility



Experts in **engineering and constructing and starting up industrial plants:**

- Generation of conventional and renewable energy
- Waste treatment and valorization
- Oil and gas
- Cement and mining
- Water management plants
- Electricity infrastructures

## Conservation

We offer the **latest** and **most advanced technologies**

We develop **innovative** projects that improve the **efficiency, sustainability** and safety of our employees and the services we provide



**Top 5 in Spain** in infrastructure maintenance

**+5,400 km** of roads maintained in Spain

**36** airports in Spain

**39** dams

**550 km** of irrigation channel networks

Committed to **innovation** as the **engine** for **developing** our activity through the application of **our own technology** in implementing improvements in **contracts** and **projects**

**Sustainability** with a focus on **energy efficiency** and **digitalization** in order to offer an excellent service

€M - Water	2023	% Var
Revenue	198	+3%
EBITDA Water	47	+15%
EBITDA margin Water	24%	



**Leaders in**  
desalinated water  
**production** for  
agriculture in **Spain**



9.5 million residents supplied in Spain, Chile, Australia, Oman and Algeria

Desalinated water capacity output > **1.3 million m<sup>3</sup>/day**, supplying more than **14.6 million people per day**

Two of the **most important ultrafiltration (UF) plants in the world** (Binningup, Australia; Sohar, Oman)

**+100 inverse osmosis desalination plants:** large projects in **Algeria** and **Australia** and construction of the largest reverse electro dialysis plant in the world



**Operation and maintenance of power generation facilities** from olive and green biomass in Spain:

**First Spain-based company** in its sector to **certify the sustainable origin** of its biomass products

Electricity generation with **zero CO2 emission balance**, 24/7 manageable resource



## Cafestore, our Group company providing restaurant services



**2nd highway** and **road** restaurant operator in Spain

Servicing more than **5.6 million** customers per year at 49 **points-of-sale**



25 **service areas**

5 restaurants at **public institutions**

5 cafeterias at **AVE stations**

4 points-of-sale at the **Madrid airport**

5 **Deliquo** restaurants

3 **hospital** restaurants



We manage **restaurant** and **catering** services for **hospitals**, **public institutions** and companies under the **Deliquo** brand

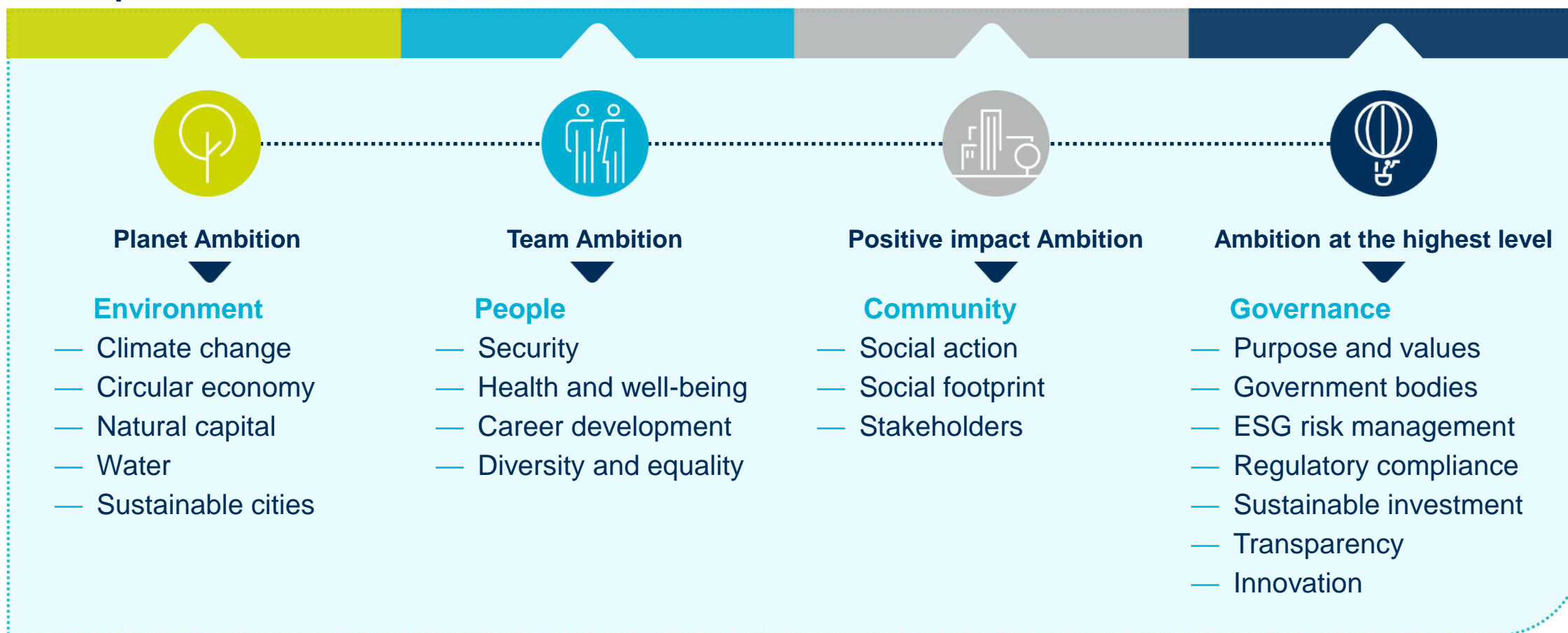




Sustainability



# 2024-2027 Sacyr Sustainable Action Plan: beyond mere compliance



## Four areas of action, four defined goals

Reducing **Scope 1 and 2 emissions** by 42% before 2023  
 Reducing **Scope 3 emissions** by 25% by 2030  
**Carbon neutral** before 2050

### Climate action



### Natural capital



Setting **biodiversity conservation** goals in all new contracts  
 Reducing our own water consumption by 10% by 2025

Promoting **sustainable infrastructure** and shifting towards **low-emission mobility**

### Sustainable cities



### Circular Economy



**Increasing waste recovery** by 80% before 2025



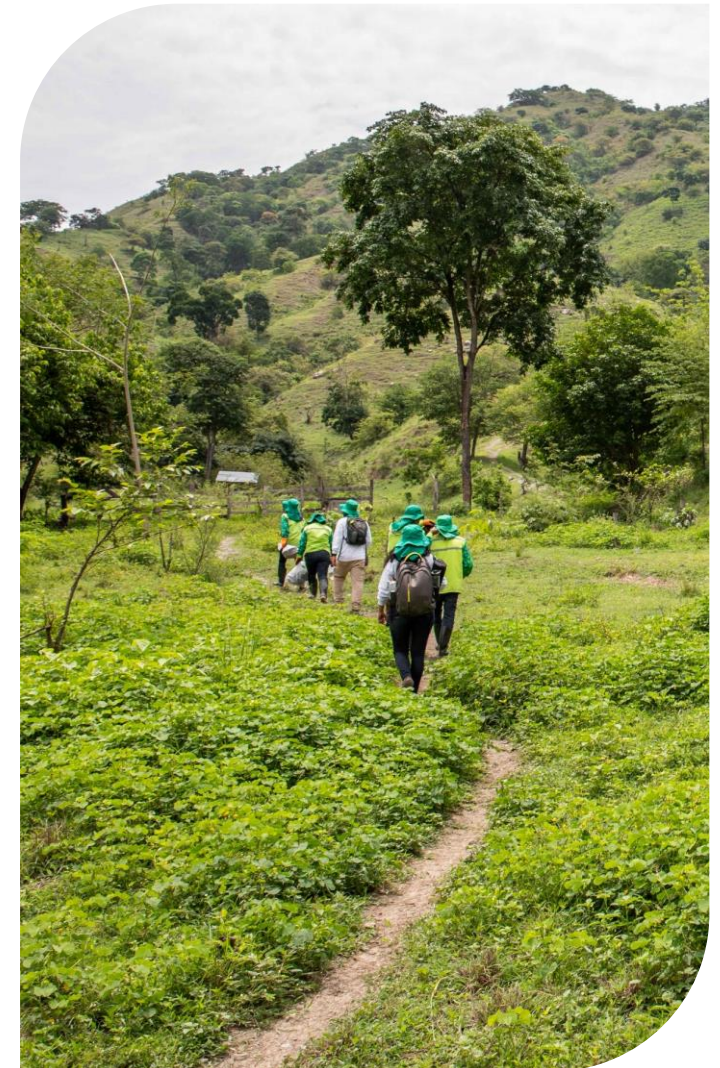


## Building a sustainable future

Our positive environmental impact in 2023:

<b>+ €4M</b>	<b>83%</b>	<b>+4000</b>	<b>€158 M</b>	<b>212</b>
in innovation projects related to the <b>environment</b>	activities <b>certified with Quality and Environmental Management System</b>	<b>environmental training</b> actions	invested in the last three years in <b>environmental protection</b>	certifications according to <b>28+ international standards</b>

## We build alliances to meet goals:



## Climate action

We have a **transversal and collaborative strategy** in place to meet this global challenge

**37%**

energy with a **guarantee of origin certificate** and projects in Spain

**14%**

reduction in **Scope 3** emissions

**32%**

**electric energy** consumption from renewable sources

**7%**

reduction in **Scope 1 and 2** emissions



For the third consecutive year

## Circular economy

We work to increase **circularity** in all company activities



Cooperation throughout the **value chain**



Responsible **waste consumption**



**Reduction and revalorization** of resources



Business aligned with **circularity principles**

At the **San Luis Buin-Paine Hospital** project, in Chile, we are reusing part of the material from the excavation material as structural fill. In 2023 the amount of material will valorized with this process was 12,247 tons.



**45%**

reduction of hazardous waste generated

**97%**

recycled, reused and valorized waste

**19%**

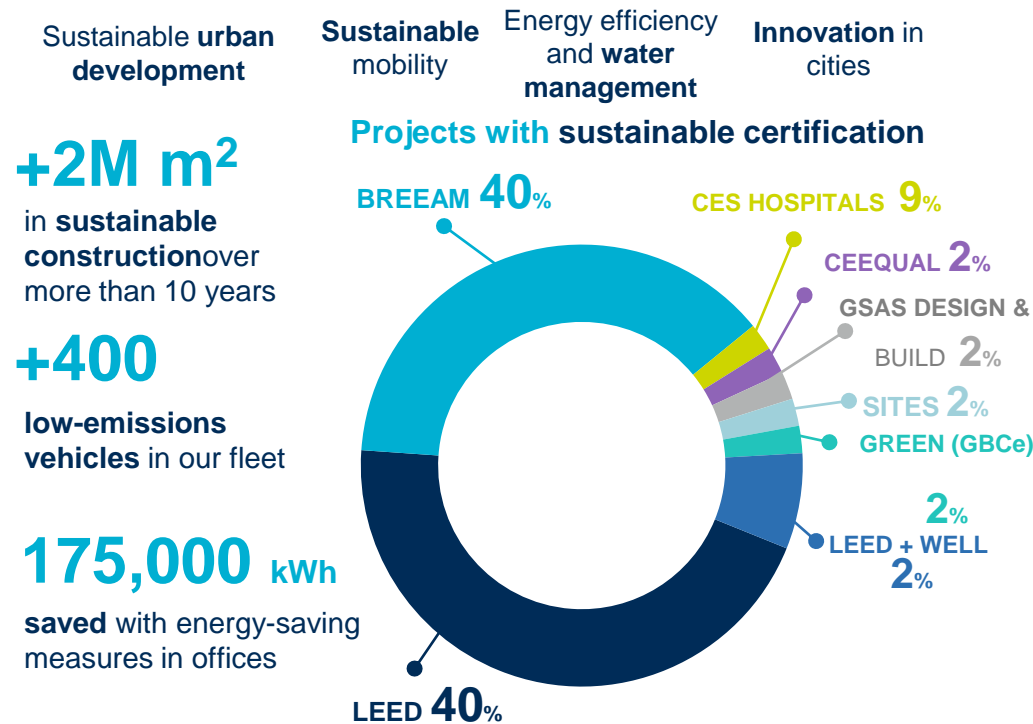
recycled material consumed

**3%**

waste eliminated

## Sustainable cities

We want to **build the cities of the future**: sustainable, innovative, resilient and made for people



## Natural Capital

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



For the first time we published our **Natural Capital Report**

**665**

species protected in our projects

**14%**

water intended for **agriculture** in water shortage areas



We launched the **Natural Capital** mini tutorial



We promote research on preventing pollution with **SOSAGUA- XXI**

**+50**

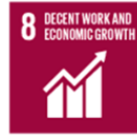
fauna underpasses

**+1M m<sup>3</sup>**

of potable water that we have **avoided withdrawing**, by placing a premium on using regenerated water



## Diversity



We are building a **diverse, equitable and inclusive work environment**. We are promoting professional development, regardless of individual characteristics



Gender



Disabilities



Cultural and social



Generational



Experiential and cognitive



**Equipares** seal of the Colombian Ministry of Labor and the Presidential Council for Women's Equity



**Equality at Work Award** from the Spanish Ministry of Equality

## Health and well-being



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



We encourage commitment to safety globally with the **Preventive Culture Awards**



**Sacyr Health**

We provide a **safe work** environment  
We help improve our employees' **physical and mental health**  
We help build a **healthy lifestyle and habits**

At the **forefront** of the latest technologies to obtain the **best health and safety rates** for our employees and collaborators

## Innovation



**Innovation** is the key component for achieving our **ambitious goals** and the best tool for promoting our **ways of designing**, constructing and managing our infrastructures.

€ 12.8 M

investment in innovation

€ 4.7 M

investment with a focus on sustainability

8

UNE 166002 certified companies

€ 6 M

revenue from new business models

41

pprojects underway

### Sacyr, 2022 National Innovation Awardee

This award recognizes our **business model**, that holds innovation as a **strategic value** and highlights how we face **digitization and ecological transition** challenges based on open innovation and public-private collaboration

## Governance



We promote our **corporate governance model** with a high standard of ethics and commitment to the **best compliance and corporate governance practices**.

- **Certificate of Criminal Compliance** UNE 19601
- **Antibribery Management Certificate** UNE-ISO 37001

**Corporate Policies** in 2023 on corporate governance, sustainable development, regulatory compliance, cybersecurity, risks and remuneration

2 approved

17 updated

## Sacyr Foundation



We participate in **initiatives that help make the world and people's lives** better. In this manner, we have a **social impact** on communities and we collaborate with their sustainable development

**€+900,000**

in social investment

**+60**

social projects in 7 countries

**€+480,000**

direct investment in the community

**+65,000**

(EDB) Estimated direct beneficiaries

**+365,000**

(EIB) Estimated indirect beneficiaries



## Volunteering Club

**+600** Sacyr employees collaborate in in-person and online volunteer activities



Sacyr  
Voluntariado





**sacyr**  
Club  
Deportivo

**+ 1,700**

**Employees**

**8**

**Countries**

**+50**

**Various  
activities**

## Sports



We are committed to **sports**, which we use as a means to promote values such as hard work, self-improvement, excellent performance, and team work

We **sponsor** inspiring athletes to support and back their careers

**Royal Spanish Handball Federation**  
(women's and men's teams)

**Daniel Molina**, Paralympic triathlete

**Marta Martínez**, multi-champion swimmer with intellectual disability

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