

An aerial photograph of a multi-lane highway cutting through a dense, green forest. The road curves gently through the landscape. In the distance, the sun is setting behind a range of hills, creating a dramatic sky with golden light and scattered clouds. Two vehicles are visible on the road, one in each direction.

sacyr

Let's make it possible.
For all.

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01

Who we are



SR23 Highway. USA

We are a global company boasting four decades of experience and we are listed on the Spanish selective index Ibex 35.

We develop and manage transport, health and water infrastructure concessions. Creating high-value innovative and sustainable projects, endowed with a high level of technological training.



Ruta del Elqui. Chile



40 years of experience



4 Presence in continents

Our team.
Combining talent
and commitment.

Average headcount

+15,000

Corporate governance

Criminal compliance certificate

UNE 19601

Anti-bribery management certificate

UNE-ISO 37001

02

Sacyr Milestones

Four decades after its incorporation, Sacyr still remains true to its principles. Focusing on sustained growth and continuous value creation. Bringing experience, excellence and profitability to each project.

We imagine and create a future in which we can all move forward.

Let's make it possible. For all.

1986
Sacyr Foundation

1996
Its internationalization begins

2003
Birth of the Sacyr

2006
Sacyr arrives in Italy

2009
Sacyr Concesiones was formed

2012
Connecting Colombia through 4G projects

2016
Inauguration of Panama Canal Third Set of Locks

2018
Entry into the United States

2022
IBEX 35 share price

2024
New Strategic Plan 2024 - 2027

03

Our commitment

We transform society with every project, bringing about a positive social, economic and environmental impact. Turning each challenge into an achievement that builds the future, improving people's lives.



Purpose

The only progress that matters is that which enables us to move forward and generate value. Progress that we can maintain and sustain over time. Which reaches everyone. And we have the unwavering commitment to make it happen.



Positioning

We are a global group, with three lines of business that join forces and pursue common objectives and interests. A concession model involved throughout the value chain of the infrastructure sector. Sustainable and innovative.



Mission

We make the progress we deserve to come true, imagining, developing and creating infrastructures with which to move forward. Thorough, experienced, always committed.



Uruguay Central Railway



Values

Practical Imagination

We create sustainable projects, capable of building a future adapted to a changing and globalized reality.

Enduring Commitment

We design, build and manage infrastructures, accompanying our clients at every stage. Providing our training and excellence.

Bold Determination

We face every challenge with determination, as part of our daily work. Providing solutions.

Positive Impact

Our business aims to generate a positive social, economic and environmental impact for the benefit of all our stakeholders.

Honest Progress

Moving forward means improving, always in an integral way.



Rota Santa Maria. Brazil

04

Divisions

Excellence and commitment, present and future

We are present in more than 20 countries, through the development of long-term projects. Our business model is solid and responsible, generating value.



Canal del Dique. Colombia



Naples-Salerno A3 highway. Italy



Concessions/P3

www.sacyrconcesiones.com

Leaders in the development of PPP projects with a diversified social and transportation infrastructure portfolio. Guaranteeing profitability and financial soundness.

Assets

79

Remaining service life

+28 Years

Asset valuation

3,957 M€

Including three roadways in Colombia.



Perth Desalination Plant. Australia



Hospital Universitario 12 de Octubre. Spain



Water

www.sacyragua.com

Three decades bear testimony to our leading experience at all stages of the integral water cycle. Efficiency in resource management and innovation in

Facilities built and operated

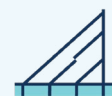
+100 Plants

Project backlog

6,979 M€

People supplied

+12 M



Engineering and Infrastructures

www.sacyrinfraestructuras.com

We open up new paths to the future, developing civil engineering works, building, hydraulic, industrial and environmental projects. Putting our talent at the service of progress.

Project backlog

12,470 M€

Concession projects

73%

Activity

50 months

05

Key data

Our business model is one of sound, sustainable growth, vertically integrated and generating confidence in all our stakeholders.

Employees (average headcount)

+15,000

Revenue

4,660 M€

EBITDA

1,358 M€

Operating cash flow

1,359 M€

Net Profit (excluding divestments)

165 M€

Concessional EBITDA

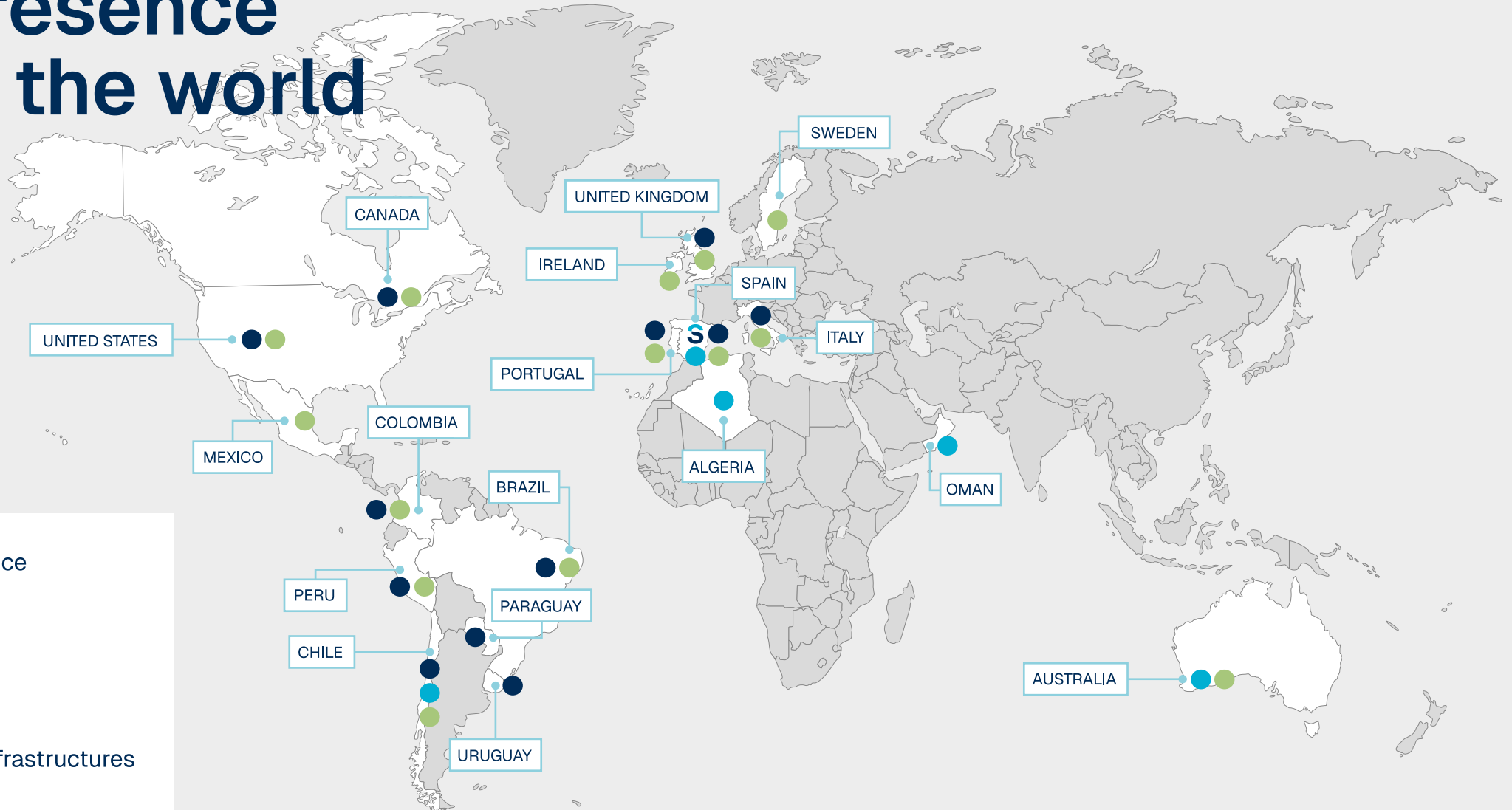
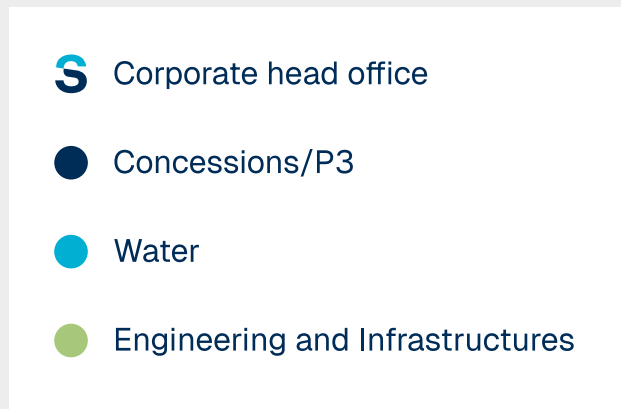
93%

Market cap*

3,081 M€

*2025 end of year

Presence in the world



07

Strategic Plan 2024-2027

A roadmap for speeding up growth on the concession market.

We set out to be a leader in the development of transportation, social and water infrastructures. We will triple the valuation of our assets by 2033.



Tres Cantos Campus. Spain



Growth in concessions

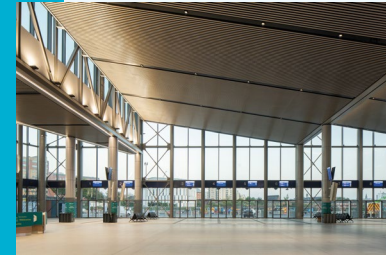
We will speed up our growth on the concession market, focusing on expansion in English-speaking countries.

We will create a company, called Voreantis, in which we will incorporate a minority partner.

Voreantis



Rutas del Este. Paraguay



Investment grade rating

We remain committed to achieving an investment grade rating through strict financial discipline.

Belfast Transport hub. United Kingdom



New shareholder returns policy

During the period 2024-2027, the company will allocate at least €225M from cash on hand to shareholder returns.

The new returns policy is in line with the expected increase in operating cash flow.



Ruta 78. Chile

08

Sustainability

Building a better future today.

We aim to continue to be a global benchmark for sustainability, maximizing the positive impact for all our stakeholders.

Planet

We will continue with our strategy to mitigate climate change and to validate our SBTi target of zero emissions by 2050.

People

We are a company known for the protection of the health and safety of our professionals.

Prosperity

We will maximize our positive impact on the communities where we operate and promote safer and more sustainable activity.

Governance

We will implement all our commitments to corporate governance and international best practices.



Bosques del Itata. Chile

09

Innovation

A pillar to ensure Sacyr's competitiveness.

Innovation is the key to achieving our goals and the best tool for driving forward new ways of designing, building and managing our infrastructure.

Open innovation

We are committed to an open innovation model in which we work alongside external innovative agents who provide us with differential solutions to our business challenges. We launch programs which are open to major companies, research centers, universities, startups etc. from all around the

Projects

Our philosophy is based on turning ideas into new products, services and business models. Our mission is to improve people's quality of life and our projects are based on excellence and innovation focused on the best product.



Life hyeward project. Alicante desalination plant.

10

Sacyr Foundation

We take part in initiatives which help to improve the world and people's lives. Generating a positive social impact and sustainable development in the communities.

fundacionsacyr.com



Down Foundation
Volunteers.
Madrid

+1.2 M€

Social investment

+450,000€

Direct investments
in the communities

+897,000

Estimated indirect
beneficiaries (EIB)

+87

Social value projects

7

Countries

+73,000

Estimated direct
beneficiaries (EDB)

Lines of action



Children



Environment



Inclusion



Emergency



Disability



Healthcare



Volunteering

An aerial photograph of a multi-lane highway cutting through a dense, green forest. The sun is setting in the background, creating a dramatic sky with orange, yellow, and grey clouds. The SACYR logo is prominently displayed in the center of the image.

SACYR

