

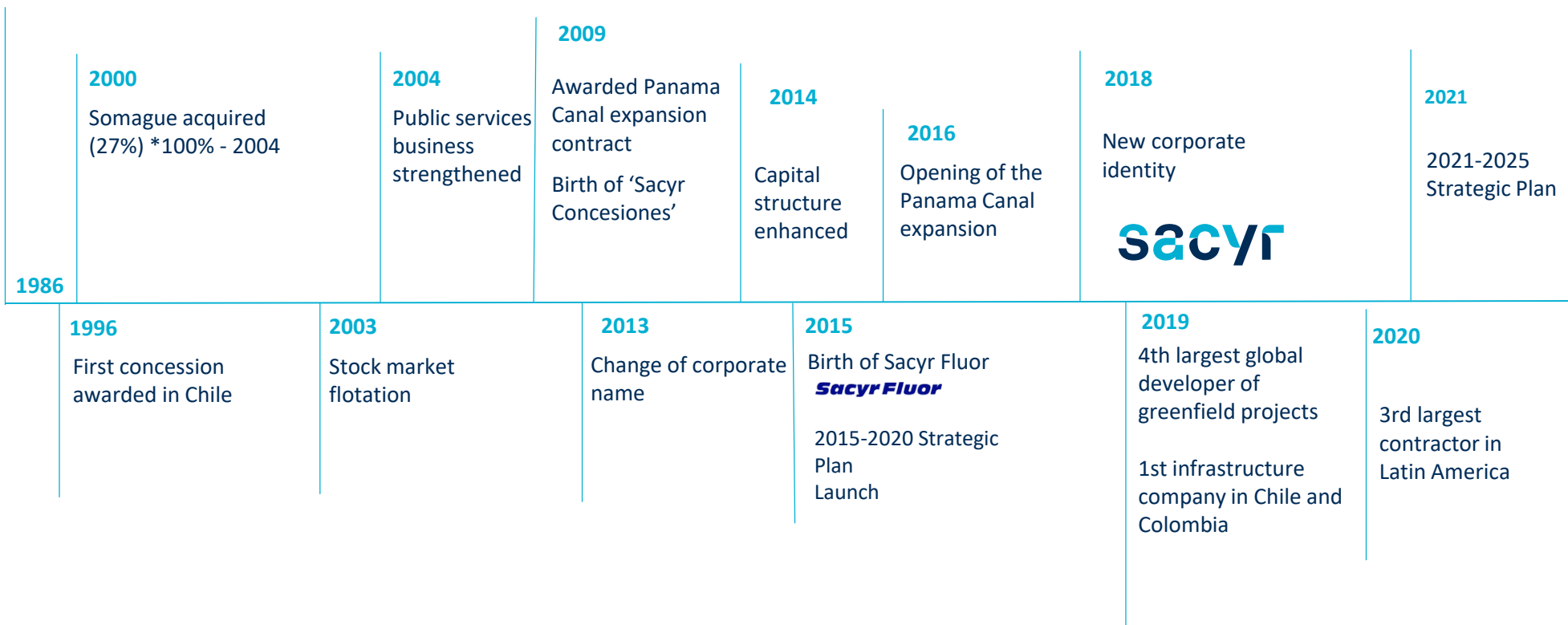
# Challenge Success





## Group overview

### Company is founded





## CONCESIONES

- Investment portfolio in transport, social infrastructure and green business in 16 countries:
  - 58 assets with 13.6 billion investment managed and a 27-year remaining asset life.
  - Specialized in greenfield projects, generating value across all phases of the asset life cycle
  - Green business: water, waste and renewable energy
  - High growth potential and increasing value

## ENGINEERING AND INFRASTRUCTURES

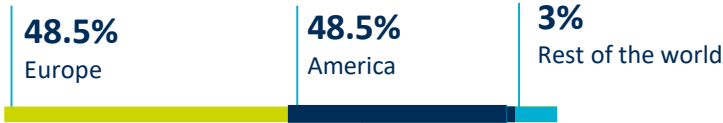
- Focused on construction activities:
  - Civil works
  - Building
  - Turnkey/EPC, energy, oil and gas, waste treatment and water
- Tech heavy
- Quality of their executed works
- Compliance with deadlines

## SERVICES

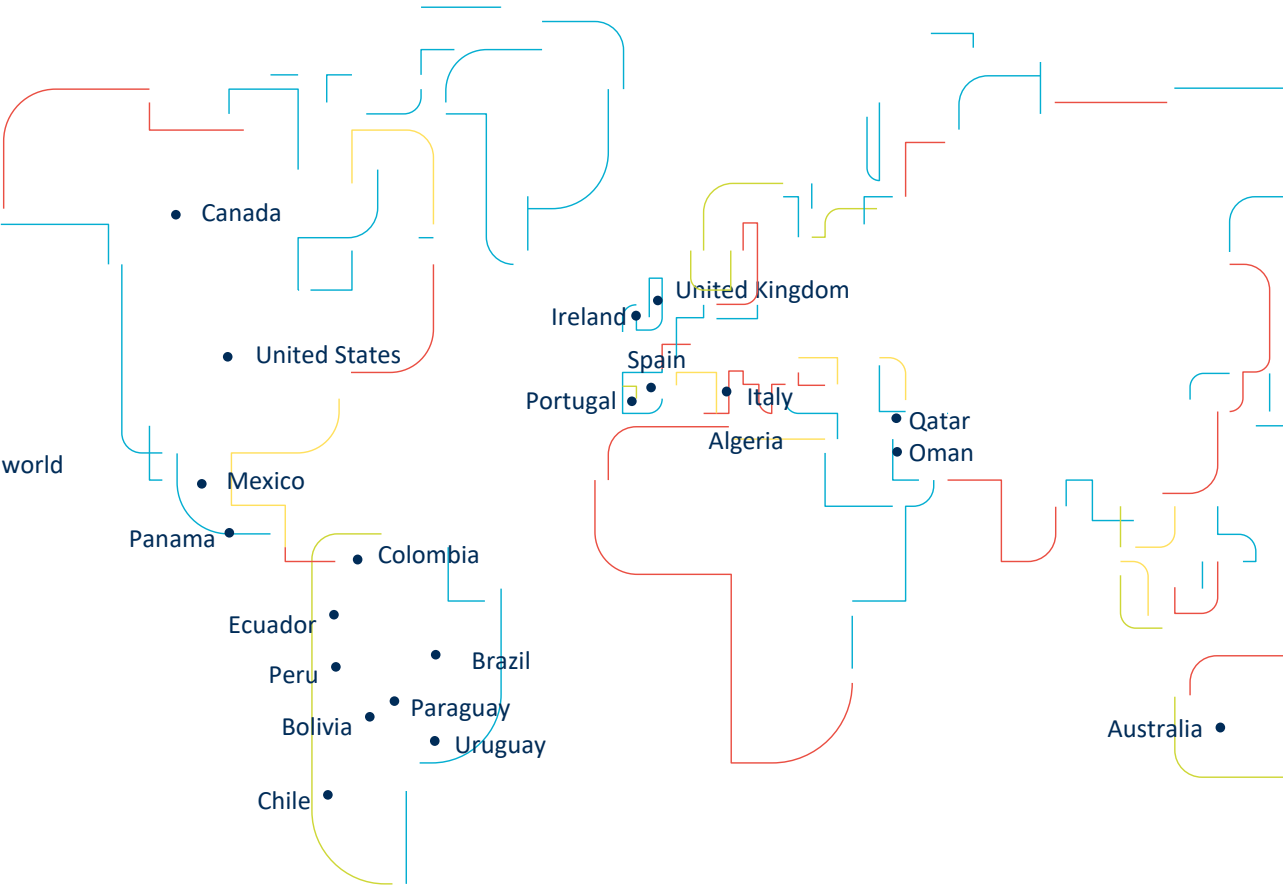
- Focused on public service concessions:
  - Municipal services, facilities, conservation and catering
  - Stable cash generating activity in the long term
- Sound portfolio of public and private contracts
- Long and distinguished track record
- Improvement of turnover and margins

€39.2 bn  
backlog

Revenue backlog by continent



Revenue backlog by business unit



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

Group comprising three divisions with a **distinct concession-based profile**:  
**78% of EBITDA** comes from assets under concession



## Key figures

22

Countries

€39.2 bn

Backlog

>44,600

Employees

€1,221 M

Stock market  
capitalization  
(as of Dec 31, 2020)

## Key financial data (2020)

Revenue

€4.5 bn

EBITDA

€724 M

EBITDA  
margin

15.9%

Net financial  
debt

€5.2 Bn

Non-recourse  
debt

€4.4 Bn

(80% of total  
debt)

Recourse debt /  
EBITDA

3.1x

More than **30 years of experience** have made Sacyr an international leader in concessions and infrastructures construction and services



**7th** largest concessionaire of transport infrastructure in the world



**4th** largest developer of greenfield projects

**3rd** largest multinational infrastructure company in Latin America



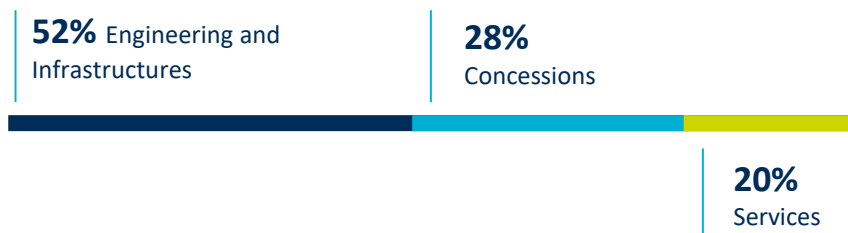
**3rd** largest Spanish company by desalinated water capacity

**13th** largest in the world

We are a global company that undertakes projects using cutting-edge technology

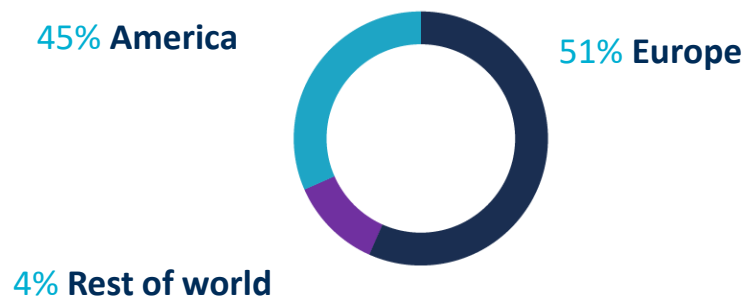
€ M	2020	Var %
Revenue	4,548	+9%
EBITDA	724	+6.5%
EBITDA margin	15.9%	-0.4 pp
EBIT	467	+6%
Net profit from activities	181	+51%
Operating cash flow	545	+6.9%
Backlog	39,185	-9%
Employees	44,623	+2.7%

### Revenue – 2020

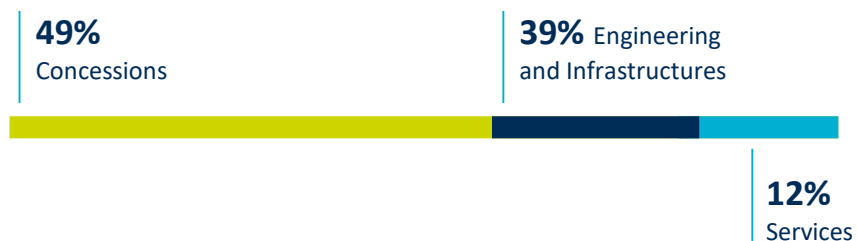


78% of EBITDA comes from concession assets (infrastructures, water and waste)

### Geographical distribution and revenue – 2020



### EBITDA – 2020



## The Group's main value generator

With more than **20 years of experience** under our belt, we have undertaken more than 70 projects for a total investment of **€28.5 billion**

We are a leading company in the development of **greenfield projects**.

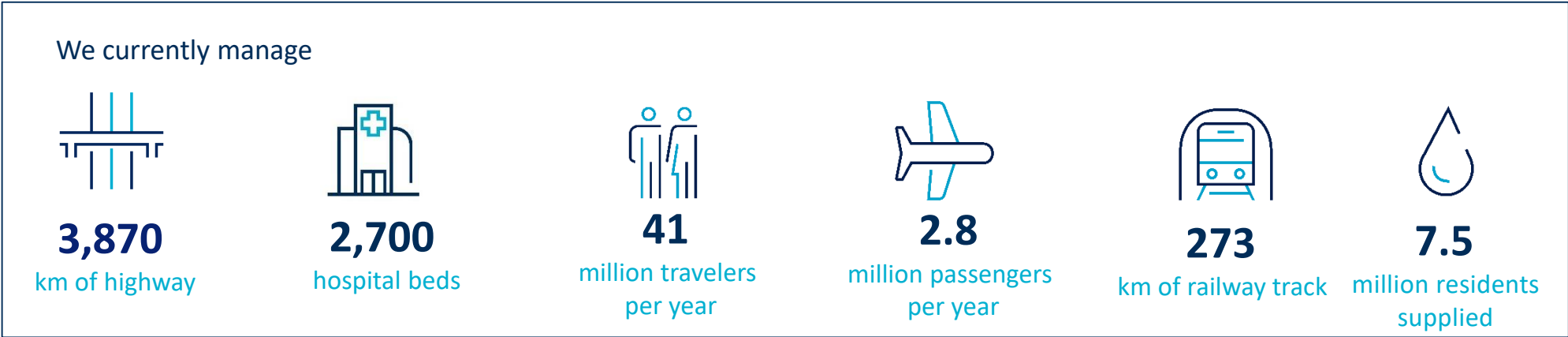


€ M	2020	Var %
Revenue	1,380	+23%
Concessions	675	+8%
Construction	706	+42%
EBITDA	364.5	+5%
EBITDA margin	54%	

	2020	2019
Backlog (€ M)	30,895	-5%
Length Km	3,870	3,600
Hospital beds	2,700	2,500

Leaders in **infrastructure development** with a **highly diversified portfolio**.

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



Key figures

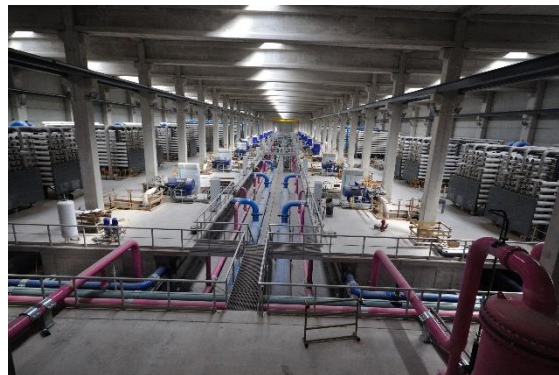


International ranking



## Sacyr Water

- **Water treatment, purification, desalination, filtration, and reuse;** operation and maintenance, services and project finance.
- 100+ reverse osmosis plants: major BOT projects in Algeria, the world's largest EDR plant.
- Three of the **most important UF plants in the world** (Binningup, Australia; Sohar, Oman; Ashdod, Israel).
- End-to-end water cycle management: **7.5 million residents supplied** in Spain, Chile, Australia, Oman, and Algeria.
- Ranked 3<sup>rd</sup> among Spanish companies and 13<sup>th</sup> in the world for contracted desalinated water capacity (2009-2020)\*: output greater than **2.2 million m<sup>3</sup>/day, supplying more than 14.6 million people/day**. \*IDA Water Security Handbook 2020-21



- Development of **public private partnerships (PPP)** and concessions in the treatment and valorization of **urban waste**
  - Melbourne (Australia) and Los Hornillos (Valencia) are benchmarks for their advanced waste treatment technology
- Operation and maintenance of **power plants from olive grove and forest biomass** in Spain:
  - First Spanish company in the renewable energy sector to certify its biomass' origin sustainability.
  - Power generation with zero CO2 emissions, a 24/7 manageable resource.
- Design, construction, and operation of **renewable energy projects: wind and solar**



We perform a wide range of activities:



**Environment:** municipal services, waste treatment, environmental works



**Facilities:** facility services, social services



**Infrastructure maintenance**



**Cafestore:** catering services

- We provide an **end-to-end service** to our clients, covering all their needs and ensuring sustained profitability
- We provide the latest and most advanced **technologies** and develop **innovation projects** that improve the **efficiency, sustainability and safety** of our employees and the services we provide

€ M	2020	% Var
Revenue	992	-3%
Environment	482	+4%
Multi-services	504	-5%
EBITDA	88,7	-3%
EBITDA margin	8.9%	-0.1pp
Backlog	2,668	-14%

### Sacyr Facilities

- Among the **Top 5** facility services companies in **Spain**: facility management, cleaning, comprehensive maintenance of facilities, energy services and auxiliary services. Also operates in Chile and Mexico.
- One of the largest operators of **integrated facilities contracts** in the **healthcare** sector.
- Our **Special Employment Center** employs more than 430 people (90% with some disability)

### Sacyr Social

- **Top 3 in Spain** for social services, employing over 5,000 workers
- **Home support** for more than 17,000 users
- We manage 30 **elderly homes** and day-care centers (+1,500 users)



### Sacyr Maintenance

- +14,000 km of roads maintained: the largest operator infrastructure maintenance in Spain by revenue.
- The largest maintenance company in Chile, with more than 6,000 km of highways.
- We also operate in Italy, Peru, Mexico, Paraguay and Uruguay.



### Cafestore

- 2nd largest catering operator on highways and freeways in Spain.
- We provide catering services for hospitals, public bodies and companies carrying the Deliquo brand
- We serve more than 5 million customers each year at our 46 points of sale



- **Street cleaning and waste collection** in Spain and Colombia
- Maintenance of 1,450 ha of **green spaces** with +700,000 trees
- **Mobility:** +100,000 parking spaces
- +580 municipalities with **+5 million beneficiaries**

## Waste treatment:

- 48 waste treatment plants built
- 3 million tons of waste managed each year
- State-of-the-art waste treatment technology





Pumarejo bridge in Barranquilla,  
Colombia

# Sacyr Engineering and Infrastructures

**sacyr**  
ENGINEERING AND  
INFRASTRUCTURES

**Leaders in infrastructure** in all manner of civil works projects (highways, metro and railway projects, airports, ports and hydro facilities) and building work.

Our **principles**: meeting deadlines, fostering innovation, consolidating our internationalization, high safety and quality standards and absolute respect for the environment.

- Business focused on infrastructure projects (75% of total business)
- 50% of backlog for 'Sacyr Concesiones' assets
- Stable margins
- Proven expertise in **highly technical and technology-heavy** projects

€ M	2020	Var %
Revenue	2,612	12%
EBITDA	291	12%
EBITDA margin	11.1%	+0 pp
Backlog	5,622	-25%



With the integration of **Sacyr Fluor** into our companies specialized in industrial **plant construction and engineering**, we add to our primary activities the execution, commissioning, and operation of projects in:

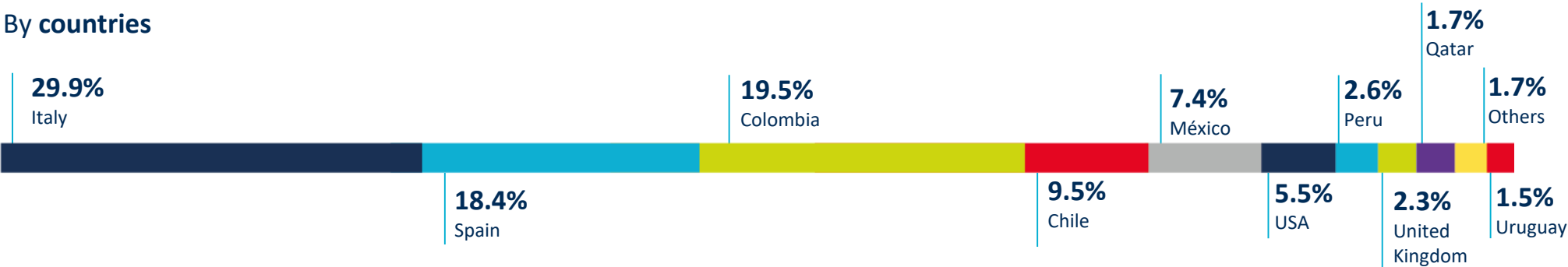
- Generation of conventional and renewable energy
- Waste treatment and valorization
- Oil and gas
- Cement and mining
- Water plants
- Electricity infrastructures



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**.

By countries



By activity

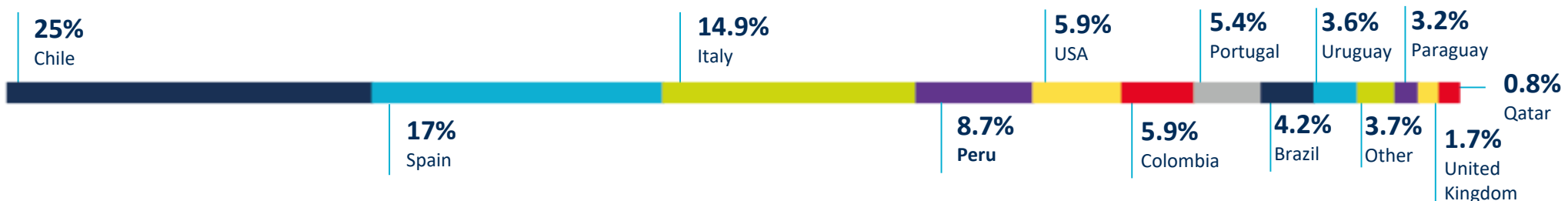


By geographical zone

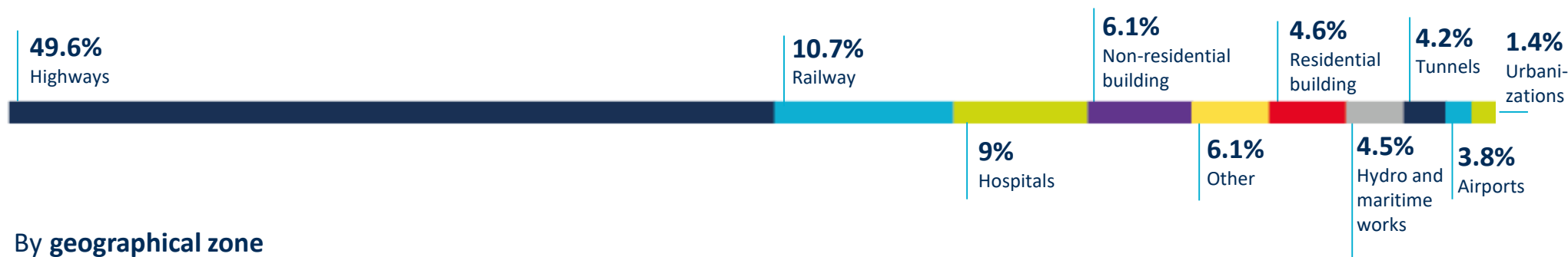


Backlog 2020: €5,622 M

### By country



### By activity



### By geographical zone



### Spain

Expansion of Terminal 4 at Madrid Barajas Airport  
 Madrid-Barcelona-French border  
 high-speed rail: Sants-La Sagrera tunnel  
 Basque Country high-speed rail  
 Extension of line 9 of the Madrid Subway System  
 Las Pedrizas highway  
 Asturias Hospital  
 Torre Castellana 259 B in Madrid

### Colombia

Pumarejo Bridge  
 Rumichaca-Pasto Highway  
 Pamplona-Cúcuta Highway  
 Mar 1 motorway  
 Hisgaura Bridge

### Italy

Pedemontana-Veneta highway  
 Palermo tramline

### Portugal

Foz de Tua dam  
 Oporto subway and Lisboa subway  
 New hospital in Braga

### Peru

Vial Sierra Norte  
 Pan American Games

### Mexico

Stretch of line 3 of the Guadalajara tramline  
 Pirámides-Tulancingo-Pachuca highway  
 Querétaro Hospital  
 Hospital Tlahuac in Mexico City

### Uruguay

Ferrocarril Central de Uruguay



### **Qatar**

QEZ-1 urban development at Ras Bufontas  
Urbanization works in South Al Meshaf,

### **United Kingdom**

Phase two of Ulster University  
Edinburgh Tramline  
A6 road (Dungiven - Durmahoe)

### **Ireland**

N-6 Galway – Ballinasloe  
M-50 de Dublín

### **Panama**

Expansion of the Panama Canal:  
Third set of locks

### **United States**

SR23 road in Jacksonville (Florida)  
US 59 road in Diboll and IH35 (Texas)

### **Chile**

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

### **Canada**

Toronto Lakeshore East-West (LSEW) rail corridor

### **Paraguay**

Route PY02 Rutas del Este highway



1986

Sacyr is founded

2000

Portugal

Brasil



2005

Costa Rica



2012

Colombia



2015

Uruguay



United Kingdom



2017

Paraguay



Kuwait



2021

Canada



1996

Chile



2004

Italy



Algeria



2006

Ireland



2009

Award of the third set of locks for the Panama Canal



Australia



2013

Qatar



Peru



Mexico



2016

Oman



2018

United States





AVO, Santiago de Chile (Chile)

# What we do

**sacyr**  
ENGINEERING AND  
INFRASTRUCTURES

€ 16 billion in executed projects



More than **3,900 km** of highways and **1,760 km** of roads, **70 km** of tunnels and more than **150 km** of viaducts

In Portugal, Spain, Italy, Ireland, United States, United Kingdom, Chile, Brazil, Costa Rica, Colombia, Uruguay, Mexico, Paraguay, Peru, Qatar, Cape Verde and Angola.



### Latest projects

#### Current projects:

- **Pedemontana-Veneta**, Italy €2,500 M
- **Americo Vesputio Oriente highway**, Chile €605 M
- **Rumichaca–Pasto**, Colombia €537 M
- **Longitudinal de la Sierra**, Peru. €340 M
- **SR21 highway, Florida**, United States. €229 M
- **A6 – Dungiven-Drumahoe**, United Kingdom. €161 M



#### Major projects executed:

- **DG-48 Salerno-Reggio**, Calabria, Italy. €1,000 M
- **Vasco Gama Bridge Highway**, Lisbon, Portugal €794 M
- **N6 Galway-Ballinasloe**, Ireland. €383 M
- **Las Pedrizas highway**, Spain €330 M
- **La Serena – Vallenar**, Chile €300 M
- **Costanera Norte highway (I & II)**, Chile €224 M
- **Pumarejo bridge**, Barranquilla, Colombia €223 M
- **Hisgaura bridge (Los Curos-Málaga Highway)**, Colombia €31.5 M



More than **150 km of road viaducts**

### Current projects:

- **Pedemontana-Veneta**, Italy
- **Américo Vespucio Oriente**, Chile
- **Rumichaca–Pasto**, Colombia
- Remodelling **25 de abril** bridge in **Lisbon**, Portugal

### Major projects executed:

- **Pumarejo bridge**, Barranquilla, Colombia €202 M
- **Hisgaura bridge**, Colombia €29 M
- **Talavera viaduct**, Spain €59.95 M
- **Viaduct over the Ria de Arousa**, Spain €11.2 M



## €4 billion worth of projects built

1,100 km built:

- 340 km high speed railway (HSR) and 760 km conventional railway.
- 251 km built with TBM and 50 km of conventional tunnel

Participating in 42 projects involving 739 km **in operation**

### Major projects executed:

- **Madrid - French border.** Urban tunnel Sants – La Sagrera (Barcelona) 5.98-kilometer-long. € 208 M
- **North – North-East tunnel at Guadarrama.** Two 28.377-meter-long tunnels. € 896 M
- **Uruguay Central Railroad.** 273 km. €735 M

### Main milestones achieved:

- |                              |                   |
|------------------------------|-------------------|
| ▪ Built sections:            | <b>1,607.4 km</b> |
| ▪ Double platform:           | <b>439.6 km</b>   |
| ▪ Double track over ballast: | <b>154.5 km</b>   |
| ▪ Double track on slab:      | <b>79.2 km</b>    |
| ▪ Viaducts:                  | <b>33.1 km</b>    |
| ▪ Tunnel between screens:    | <b>13.1 km</b>    |
| ▪ Conventional tunnel:       | <b>41.1 km</b>    |
| ▪ Tunnel with TBM:           | <b>68.5 km</b>    |



### More than €5.5 billion in Spain, Portugal, Italy, Ireland, Mexico, Brazil and Chile

**177 km:** 44.7 km with TBM and 180 stations and train sheds

#### Major projects executed:

- **Spain:** Madrid, Seville (€584 M), Barcelona, Palma de Majorca, Malaga, La Coruña, San Fernando (Cádiz)
- **Portugal:** Oporto (€ 893 M), Lisbon (€ 128 M)
- **Mexico:** Guadalajara tramline
- **Italy:** Palermo-Orleans railway. € 212 M
- **Ireland:** Luas-Dublin € 75 M
- **Chile:** Santiago de Chile €35 M
- **Brazil:** Sao Paulo Metro €326 M

#### In progress:

- **Brazil:** Fortaleza Metro, €326 M
- **United Kingdom:** Edimburgh light rail €123 M
- **Canada:** Rail corridor in Toronto, 50,5 M€



### Spain, Portugal, Italy, Brazil, Peru, Mexico and Chile

Urban tunnels (100 km), highways (70km), HSR (75 km), metro and tramlines (177 km).



#### Major projects executed: 322 KM

- **Spain:** Metro systems of Madrid, Barcelona , Seville, Bilbao and Palma de Majorca, tunnels M-30 ringroad (Madrid), tunnels HSR: Abdalajís, Guadarrama, Sants – Sagrera (Barcelona)
- **Portugal:** Oporto and Lisbon metro, upgrade works for the hydroelectric power station Venda Nova
- **Chile:** Costanera Norte 5 km and Americo Vespucio Sur in Santiago de Chile
- **Italy:** highway Cesana – Claviere

#### Under Execution: 43.6 km

- **Spain:** HSR - 43.6 km
- **Chile:** Américo Vespucio Oriente - 2 km
- **Italy:** highway Pedemontana – Veneta - 16 km of urban tunnels
- **Mexico:** Guadalajara tram - 5 km
- **Colombia:** *Túnel Occidente on Autopista al Mar 1 - 4.6 km*
- **Peru:** hydraulic project - 1 km

## € 1.6 billion executed in Spain, Portugal and Angola

- **2 fully completed airports:**
  - Murcia: € 204 M
  - Ciudad Real: € 270 M
- **7 Terminals: more than 600,000 m<sup>2</sup>**
  - Madrid Airport T4 New Terminal: € 752M
  - 4 Fevereiro Airport, Luanda (Angola): €141 M
- **5 flight tracks**
- **20 minor projects**

### New projects:

- **Chile:**
  - Chacalluta: € 61 M
  - El Tepual – Puerto Montt: €29 M
- **Peru:**
  - Chiclayo: €40 M
- **Spain:**
  - Joining of T1 y T2 Airport Tenerife Sur €44 M
  - South dike El Prat Airport: €49 M



### In Spain, Portugal, Brazil, Panama, Angola, Cape Verde, Mozambique and Togo

We have 2 caisson-building floating dry docks, having executed more than 670 caissons, equivalent to a 30-kilometer quay length.

#### Major projects executed:

- **Spain:**
  - Valencia Port sheltering works. € 225 M
- **Cape Verde:** Praia Port expansion. € 72 M
- **Togo:** Lomé Container Terminal Port. € 136 M
- **Portugal:**
  - Ponta Delgada Terminal. Azores. € 56 M
  - GNL Sines terminal: € 57 M

#### In progress:

- **Mozambique:** Nacala Port. € 115 M



### In Spain, Portugal, Panama, Brazil, Peru and Angola

#### Relevant projects:

- **Panama:** Third set of locks – Panama Canal : € 2.56 bn
- **Portugal:**
  - Alqueva Dam: double curvature arch, height: 96 m, € 113 M
  - Foz Tua Dam: double-curved concrete arch, : height 108 m, € 162 M
  - Mira fish Factory for Pescanova, € 104 M
- **Brazil:** 5 sections (255 km) Integration of the Castanhão Canal-RMF, € 411 M
- **Spain:** 9 dams, up to 110 m high. More than € 400 M



### Third set of locks of the expansion of the Panama Canal

Sacyr has led the consortium responsible for the design and construction of the new locks (GUPC): 3 chambers on each side of the Canal (Pacific and Atlantic) 427-meter-long, 55-meter-wide and 18.3-meter-deep each:



**The Project** included highly innovative, efficient and sustainable solutions:

- A special **concrete mix design** which, among other aspects, provided maximum resistance and zero permeability.
- Unique design, manufacture, transfer and installation of the **new gates**, (16 in total), of enormous dimensions and requiring a meticulous installation.

The new locks fill and empty more rapidly, wasting 7% less water; the nine lateral basins employed for the reuse of water make it possible **to save up to 60%** of this precious commodity.

#### Main figures

5 million m<sup>3</sup> of structural concrete

269,000 tons of steel reinforcement

68 million m<sup>3</sup> of excavation

7.1 million m<sup>3</sup> dredged material

16 gates (the largest being 33 meters in height and a 4,300 tons weight)

More than 10,000 highly-qualified workers at all levels

## In Spain, Portugal, United Kingdom, Chile, Brazil, Angola, Cape Verde and Mozambique

### Spain:

- **Sacyr Tower:** Madrid, 236 meters high. € 181 M
- **Railway terminal Station,** Logroño: € 143 M
- **Campus Repsol Offices.** Madrid. € 127 M

### Portugal:

- **Casa da Música,** Oporto: € 78 M
- **Church of Fátima** € 80 M, 8,800 seats.
- **Oriente Station,** Lisbon € 217 M
- **Data center for Telecom** € 90 M

### Angola:

- **Kinaxixi complex:** € 352 M

### Chile:

- **New Town Hall,** Coquimbo: € 28 M

### United Kingdom:

- **New University of Ulster buildings:** €208 M

### Cape Verde:

- **Riu Touareg Hotel in Lacacãob:** € 34 M



## What we do

### Non-residential buildings



**10,000 beds: € 2 billion in Spain (4,700 beds), Portugal (1,306 beds), Chile (2,407 beds), Angola (849 beds), Mexico (744 beds) and Peru (60 beds)**

### Main projects:

- **Spain:** ‘Puerta de Hierro’ Hospital (Madrid) €221 M, Asturias University Hospital (Oviedo) €205 M, Valladolid Hospital €97 M
- **Chile:** Antofagasta Hospital - 671 beds €157 M; Quillota-Petorca Hospital 282 beds €127 M; ‘Alto Hospicio’ Hospital 235 beds; Sótero del Río Hospital - 711 beds; Cordillera Hospital – 394 beds; Villarrica Hospital – 115 beds.
- **Portugal:** Braga Hospital – 700 beds, €120 M; Vila Franca de Xira Hospital – 280 beds €102 M; Santo Espírito de Isla Terceira Hospital - 236 beds €62 M.
- **Angola:** Maternidad Lucrecia Paim – 400 beds €37 M.
- **Mexico:** Mexico City Hospital – 250 beds €92 M. Querétaro Hospital 260 beds € 42 M; Ciudad Acuña Hospital – 90 beds; Hidalgo Hospital – 144 beds €34 M
- **Peru:** Junin Hospital 60 beds (Central Region) € 46 M
- **Italy:** Milan Hospital - 700 beds €155 M



## 5 stadia in Portugal (204,000 seats), Spain and Peru

### Main projects:

#### Portugal:

- La Luz Stadium in Lisbon – 65,000 seats (€ 167 M)
- Dragão Stadium in Oporto – 50,000 seats (€ 120 M)
- Bessa Séc XXI Stadium in Oporto – 30,000 seats (€ 51 M)
- Algarve Stadium - 30,000 seats (€ 10 M)
- ‘Dr. Magalhães’ Stadium in Leiria – 29,000 seats (€ 46 M)

#### Peru: Lima 2019 Pan American Games:

- Andrés Avelino Cáceres sports complex - 7,500 seats (€ 61 M).
- Stadium of the National University of San Marcos - 22,500 seats; Villa Regional del Callao - 6,100 seats; and Miguel Grau Coliseum in Lima - 2,400 seats (€44 M).



### In Spain, Portugal, Qatar, Angola and Lybia

More than 30 urban development and land management projects carried out in Spain to date, valued at more than € 800 million.

#### Main projects:

- **Qatar:** Infraestructure, Roads & Landscaping for QEZ-1 (Ras Bufontas Economic Zone) (€407 M) and in Beni Hajer (€ 125 M)
- **Spain:** Urban UZO backbone of Vallecas 3.1 (Madrid) (€ 121 M)
- **Angola:** Fuel Park in Soyo (€ 71 M)
- **Libya:** Al Bayda urban development (€ 384 M) and 4 Benghazi Subsector urban development (€ 219 M)



### In Spain, Portugal, Chile, Australia, Algeria and Oman

More than **300** desalination, purification, wastewater treatment, purification and agriculture projects completed

- Design, construction and O&M of water treatment plants across **all technologies**, since **1985**
- **World-class in-house engineering** with over **250** professionals
- More than **3Hm<sup>3</sup>** of water treated in our plants every day
- **Public-private partnerships** and concession projects (PPPs & BOOTs)



### In Spain, the United States and Australia

More than **43** designed and built **municipal solid waste (MSW)** plants

- **Waste treatment** plants and **waste-to-energy (WTE)** plants in all technologies.
- **Public-private partnerships (PPP)** and concessions for **urban waste** treatment and energy generation:
  - Leader in **mechanical biological treatment (MBT)** and urban waste **energy generation**
  - Landfill sealing and **degassing**
  - **150 MWe** in energy generation from municipal solid waste (MSW)



### EPC projects for **transmission lines and substations**

- EPC projects for transmission lines and substations up to **400 kV**
- Operation and maintenance of **medium** and **high-voltage grids**:
  - Maintenance of **more than 8,000 km** of transmission lines
- **BOOT** projects and project financing



EPC **renewable energy** projects: solar, wind and biomass

- Turnkey EPC and BOP projects for **wind farms** and **large photovoltaic plants**
- Conventional and **renewable** energy facilities in **all technologies**
  - More than **100 references** in cogeneration (CHP)
  - **Hydroelectric, solar thermoelectric energy** and **biomass** plants and mini-power plants
  - Power supply to **2 bn** households
- **Geothermal energy** and residential heating systems:
  - **Largest residential geothermal installation** in southern Europe (Sant Pau Hospital Complex, Barcelona)

## What we do

Conventional and  
renewable power generation



## Engineering and EPC in refining and the petrochemical industry

- Wellhead, gas pipeline, compression and storage facilities
- Storage of LNG, liquefaction and regasification plants, including offshore facilities
- BOOT projects and project financing for transport and storage facilities

**sacyr FLUOR**

Worldwide engineering with more than 800,000 hours per year



## EPC projects for industrial cement and mining plants

- **Operation** and **maintenance** of power plants and industrial facilities
  - Turnkey EPC **cement** and **lime** projects (partnership with ThyssenKrupp)
  - More than **9,000 tonnes** of Clinker **per day**
  - **Milling** and **mineral handling** mining facilities





Pirámides-Tulancingo Highway,  
Mexico

# Strengths

**sacyr**  
ENGINEERING AND  
INFRASTRUCTURES

- Broad international **construction and concession experience**.
- High **qualification and experience** in most types of construction.
- Participation in major and **large-scale projects**.
- **Complying with due dates** and within budget with the highest safety and quality standards.
- Synergies among Sacyr's companies
- **Highly qualified staff** and personnel



## TBM

### Sacyr owns and fully operates:

- A double shield with a 10-meter diameter, made by Mitsubishi (Abdalajis Tunnel).
- Simple EPB shield of 8.9 m, made by Herrenknecht, Metro of Madrid (lines 1 and 4), and the Porto Metro.
- A simple EPB shield 11.5-meter, made by Herrenknecht (La Sagrera, Barcelona), currently on the Guadalajara light rail system (Mexico) construction site.



### Sacyr-1 Floating Dock

More than **670 floating docks installed**, equivalent to more than 30 km in docks.

#### Main dimensions:

- Length: 56 m
- Outer beam: 36 m
- Inner beam: 30 m
- Dock height: 3.9 m
- Maximum depth: 13.9 m
- Column height: 15.9 m
- Column length: 6 m
- Column beam: 3 m

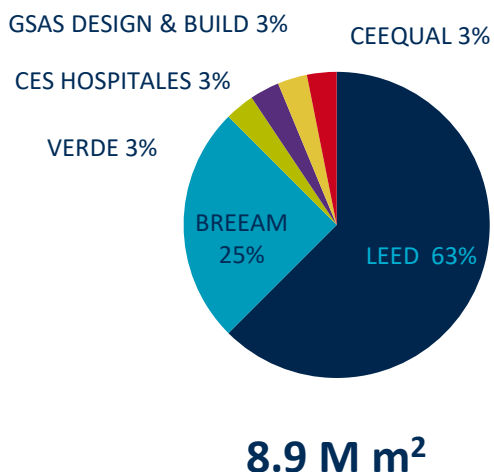
#### Maximum floating dock dimensions:

- Floating dock beam: 26.50 m
- Floating dock length: 54.20 m



We undertake high-profile national and international projects subject to **sustainable construction** requirements such as LEED, BREEAM and VERDE, among others.

### Construction work with sustainable certifications

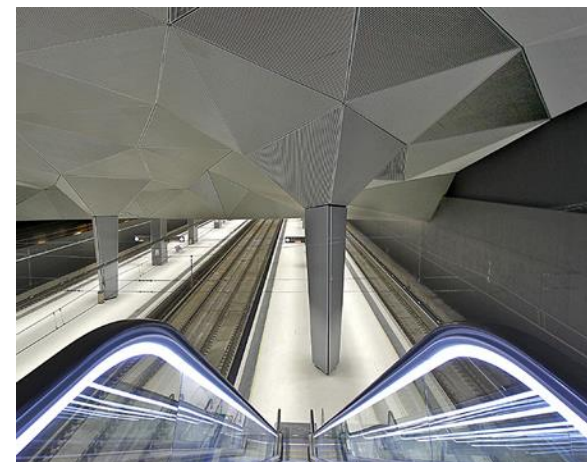


### Awards and prizes:

- 3-stars “GSAS DESIGN AND BUILD CERTIFICATION” for the Ras Bufontas project in Qatar.
- “BREEAM” certificate for the Badalona H2O promotion of homes in Badalona.

### Added value through our leading technologic capacity

- **Panama Canal** – Third set of locks
- **Perth** (Australia) – One of the largest desalination plants in the world
- **Pedemontana Veneta highway** (Italy) – False tunnels
- **Tunnel Sants** – La Sagrera (Barcelona) – Critical tunneling
- **Logroño station roof** – intersection of 300+ planes
- **Repsol Corporate Headquarters (Madrid)** – metal, clading structure and lighting
- **University of Zaragoza** – curved walls
- **Terminal 4 Madrid airport:** terminal and runway
- **Expansion of Valencia harbour** – maritime work and special foundations
- **Sacyr Tower (Madrid)** - 236 meters high
- **Holy Trinity Church, Fátima** – second breaking diaphanous auditorium space
- **Antofagasta Hospital** – maximum safety against possible tsunamis
- **Pumarejo bridge (Colombia)** – the cable-stayed bridge with the widest deck in Latin America.



We are fully committed to **innovation** as the means to finding solutions that improve our processes and make us more efficient, as we incorporate new technologies and business models to **improve people's quality of life**.

We transform ourselves because we believe in a better planet. A world made by all of us, for all of us. Without borders.

**10** projects launched in 2020

**44** projects under development

**8 M€** In R&D+i projects

**4.4 M€** Invested in cleantech

**13** certified Group companies (UNE 166002)

### #industry4.0



#### 4.0 TUNNEL

New technology to automatize tunnel building processes

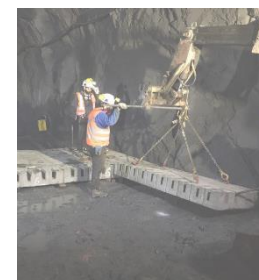
### #VR



#### SIMULADRON

Use of VR to inspect infrastructures with drones

### #sustainablebuilding



#### CPAV

Highly durable concrete pavement solution for underground mining

### #sustainablemobility



#### GORDON 2.0

Smart management for an efficient driving of electric vehicles

### #sustainability



#### BOCALT Project

Use of residual thermal energy at high temperature

### #energyefficiency



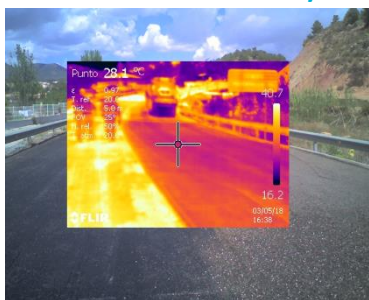
#### Sacyr IOHNIC

Reduction of power consumption in tunnels

We innovate to **improve people's quality of life** by carrying out large infrastructure and service projects that generate value for our employees, customers and shareholders.

- Energy Plants
- Concrete
- Pavements
- Circular Economy
- Dams
- BIM models
- Energy Efficiency
- Infrastructure Digitalization
- Geothermal Energy
- Autonomous Machines
- Tunnels

### #sustainability



#### REPARA 2.0 Project

Development of new technologies to rehabilitate and conserve any kind of road at a lower environmental and economic cost

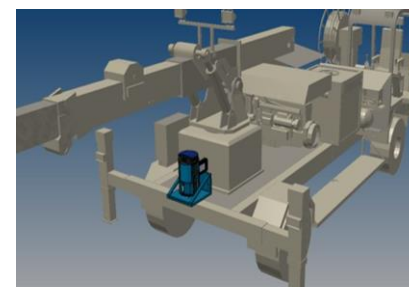
### #geothermic



#### BOCALT Project

Design and development of a heat pump for applications on heat sources at a high temperature

### #efficiency



#### SHOTCRETE Project

Optimization of the process of shotcrete execution in tunnels

## Engineering and Infrastructures indicators

**16** projects under development

**1.64 M€** in R&D+i projects

**4/13** The certified group companies (UNE 166002) are Engineering and Infrastructure

### Innovation is a strategic value to Sacyr

We carry out **different initiatives** that channel our innovation and make change possible. We accommodate **internal talent** and ideas from the **innovative ecosystem** through open innovation dynamics that foster creativity, collaboration and a culture of innovation.

# 10<sup>th</sup>

Edition of the **Sacyr Innovation Awards**

Ecosystem recognition

# 5<sup>th</sup>

Edition of the **Sacyr Natural Innovators Awards**

Internal employee recognition to 99 employees in 6 categories

# 3<sup>rd</sup>

Edition of the **Sacyr iChallenges**

Open Innovation Program

2020: 264 proposals – 24 countries

+930 innovation agents positively affected and  
+300 audience at the Sacyr Innovation Summit

# 12<sup>th</sup>

**Sacyr Ingenium** campaign “**Sacyr for the climate**”

Global participation of +130 employees in 10 countries,  
+240 proposals received

# 49

**iFridays**

Innovation culture dissemination sessions



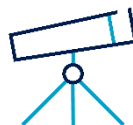
### Competitive Monitoring



Market analysis reports



Macro trend analysis



Technology surveillance tools, market intelligence

### Participation in platforms and partnerships:

- Chairmanship in the R&D Committee of **Seopan**
- Vice chairmanship in the **Spanish Technological Road Platform (PTC)**
- We are the founding trustees of the **Spanish Technological Construction Platform (PTEC)**
- Partners in the **Railway Innovation Hub Spain**
- Trustees of the **Technological Corporation of Andalusia**
- R&D+i Committee of the **'Confederación Española de Organizaciones Empresariales' (CEOE)**
- **Spanish Geothermic Energy Technological and Innovation Platform**
- **Association of Heating and Cooling Network Companies**
- **Association of Renewable Energy Companies**
- **Community of Madrid Energy**



## Innovation Governance

Innovation is the cornerstone that underpins this entire transformation process.

We have an **Innovation Management System certified by AENOR**, in accordance with the UNE 166002.214 standard, which helps us streamline and systematize all our innovation activities.

This system helps us promote, organize and structure Sacyr's innovation activities.

We collaborate with universities, SMEs, other large companies, research centers and members of the innovation ecosystem in innovation projects.

In addition, we have a portfolio of **patents and utility models** that exemplify our innovation activity.



**Our patents and utility models** are a **competitive advantage** that we implement in our projects:

- Tanker for the treatment of asphalt surfaces
- Pre-cracking machine for surfaces treated with hydraulic binders
- Road auscultation device
- Bituminous mixture containing recycled artificial aggregates
- Soil stabilization procedure for the construction of linear infrastructures
- System for topographic studies and work inspection
- Process and manufacturing plant for bituminous mixtures tempered with material recovered from bituminous mixtures
- Treatment for road asphalt surface with photo-catalytic composition for reducing air pollution
- Tile positioning machine for paving large surfaces
- Support Structure for solar panels



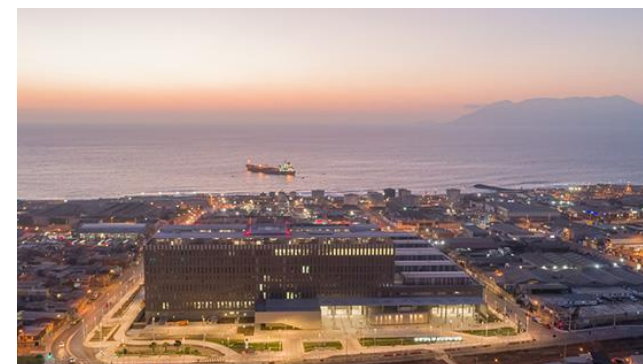
**Patents and utility models** that we implement in our projects:

- Land vehicle for the topographic analysis of linear infrastructure surfaces
- Device for joining plastic pipes
- Curb laying device
- Method for constructing reinforced concrete pile caps with high precision dimensions and positioning of anchor bolts as structure support and solar thermal plant that includes said pile caps
- Method and system for automatic and continuous layout for tunnel digging/drilling works and computer program to execute said method
- Topographic layout method with millimeter precision and thermo-electric solar power plant
- Backhoe excavator
- Product mixing device
- Mechanical travel interface device



## Awards and distinctions in Innovation:

- **Award to the best geothermic facility in the industry and services sectors of the Comunidad de Madrid** for the Project in the Testing Laboratorio Oficial para ensayos de Materiales de Construcción (LOEMCO) ('Official Laboratory for Construction Materials'). This facility came to be from the experience acquired in the R&D+i **HIPOEF** project.
- Esta instalación nació de la experiencia adquirida en el proyecto de I+D+i **HIPOEF**.
- **'Comunicaciones Hoy' award** in the **Best IoT/Industry 4.0 technology project** category for our innovative **Sacyr Tracking** platform.
- **'Comprendedor' award** in the **Industry 4.0** category for our **Sacyr Tracking** platform
- **GEOBIM Awards**  
in the 'Leadership in design engineering for our **Sacyr Tracking** platform.
- **International award International Award "Fundadores Dr. Jorge O. Agnus Dei e Ing. Hélio Farah"** in the category Design methodology for recycled mixtures with emulsion and 100% for our project **Repara 2.0**, developed in collaboration with the Universidad Politécnica de Madrid (UPM) and Repsol.
- **Civil work award of the 'Region of Murcia'**  
for the use of new cold recycled mixtures within the **Repara 2.0** project.
- **Sacyr Award for Innovation**  
to 'Artabro Tech' for its solution to the **Smart Business Development Challenge**.
- **Sacyr Natural Innovators Awards**  
with two winners, one in the category **Innovative Talent** and the other in the **Excellence** category.





Montes de María highway,  
Colombia

# Sustainability

## Governance and transparency: beyond mere compliance

### Global Company – 2020

Committed to a **sustainable** future

- Creation of the **Sustainability and Corporate Governance Committee**
  - Supervision of ESG aspects
- Creation of the **Sustainability Committee**
  - Strategy aligned with the **SDGs** (Sustainable Development Goals)
  - **Integral Risk Management** system

Certification of the CSR Management System – **SGE21 Standard**



# Sustainability

## Governance and transparency

Corporate Governance: **Management System**



## People

- **Equality Plan**
- **Diversity and Inclusion Plan**
- **+960 disabled workers** hired during 2020
- **54 ISO 45001 (Health and Safety) certificates**



## Society

- **€725 M** in taxes paid in 2020 (+10%)
- **+50** social welfare projects in 6 countries
- **+€1.6 million** in direct investment in the community and +600 volunteers
- **+30,000 direct** beneficiaries and +300,000 indirect beneficiaries



## Environment

- Circular Economy, **56% of materials** used were from **recycled origin**.
- **Strategy against climate change**: reduction of emissions for the fifth year straight.
- **+ €34 M** in environmental protection and conservation
- Biodiversity: **+ 1,200 species protected**
- **+ 1,260 suppliers assessed**



We work to improve the occupational **health and well-being** of our workers and collaborators. Therefore, we have a **Health and Safety Management System** in place, which has been developed under the **international standard ISO 45001** and **certified** by an external expert of international renown. The system effectively ensures the sound management of occupational risks and the adoption of safety and risk prevention measures, as well as training for our workers and programs to improve the health of our employees.



We perform **R&D+i** projects and remain at the cutting edge of technology to ensure the best possible health and safety of our workers and collaborators.



### Prestigious awards encourage us to continue improving:

- **2020 Sunshine State Safety Recognition Award** of the University of South Florida (USF) in the United States for the implementation and maintenance of an effective health and safety program.
- SACYR Medgulf JV – 2,000,000 hours worked accident-free. Safe Manhours.
- **2019 Sunshine State Safety Recognition Award from the University of South Florida** (USF) in the United States for the implementation and maintenance of an effective health and safety program
- Recognition by Repsol in 2018 in the Final Work Certificate to Sacyr Industrial for **reaching 5.2 million hours without accidents** during the works at **La Pampilla (Peru)**
- The **Year in Infrastructure 2018 Award** for power generation at the Foz Tua hydroelectric plant in Bragança, Portugal.
- Certificate for **5 million hours worked without accidents** on the **Qatar** project in 2018
- Silver category in the UK **Considerate Constructors Scheme 2017** award for the University of Ulster project in Belfast
- Quillota (Chile) Municipality Prize in 2018 for the **safety at work innovation program "Safety Monitors."**
- 2015 National Award of the Alares Foundation for Excellence in **Occupational Risk Prevention**.
- **2014 ACEX Award** to the I-safe Project and the snow plough simulator.
- Recognition from **Hyder Consulting Middle East Limited** (Qatar) in 2014.
- **Mutual de Seguridad** award by the Chilean Chamber of Construction (CChC) in the program for companies **certified in excellence (PEC)**
- **Roll of Honor** in the four stars category by the Chilean Chamber of Construction for Excellence in Prevention Indicators in 2013
- **ASEPEYO 2012** award for best preventive practices.
- **REN 2011 award** in Portugal for safety in very high-voltage substation works.



## Participation in platforms and partnerships:

- **Health and Safety Commission of:**
  - CEOE (Spanish Confederation of Business Organizations)
  - SEOPAN (Association of Construction and Infrastructure Concession-Holders)
  - AECOM (Association of Construction Companies in Madrid)
  - CNC (National Construction Confederation)
  - ACEX (Spanish Association for the Conservation and Exploitation of Infrastructures)
  - AGA (Spanish Association of Urban Water Management Companies)
- Members of AEC (Spanish Quality Association)
- Members of PRL Innovation
- Chilean Chamber of Construction (CCHC): Concessions and Public Infrastructure.
- Miami Safety Alliance for Excellence (SAFE)

## Training:

In **2020** we provided **576,518** hours of training on safety and health

**CEOE**  
**Empresas Españolas**



At Sacyr, **safety and health at work**, as well as promoting wellnes and a healthy lifestyle, are a priority for us, and are part of the 2021-2025 Strategic Plan.

To that end, the Sacyr Saludable program gives our employees the opportunity to participate in conferences, webinars and other activities related to emotional wellness, nutrition and sports, such as:

- **Training** program ‘Camino hacia la salud’ (*Path to health*)
- **Mindfulness** sessions
- **Healthy nutrition** workshops
- **Stress management** workshops
- **Posture hygiene** workshops, **stretching** and **relaxation routines**
- **Emotional management and pandemic.**

We incorporate improvements and services to put our employees’ **health** first, such as:

- **Physical therapy** service in our headquarters
- **Health surveillance** for all staff members
- Flu **vaccination campaigns**
- **COVID 19 tests** for all employees upon returning to work, first incorporating to the company, incorporating after a medical leave, or being suspect of being a close contact of a confirmed case, as well as alternative control tests.

We work on five main fronts: **integrated management system** (quality, environment and energy), **climate change**, **circular economy**, **natural capital** and **sustainable cities**, all fully aligned with the **Sustainable Development Goals (SDGs)**

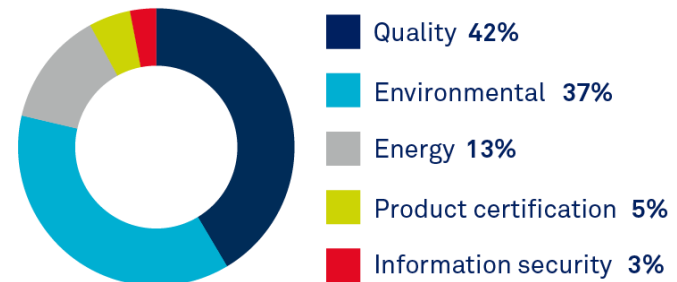
We have an integrated management system for which we currently have **164 acknowledgements**, compliant with more than 20 internationally recognized standards (ISO, UNE, EMAS, etc.)



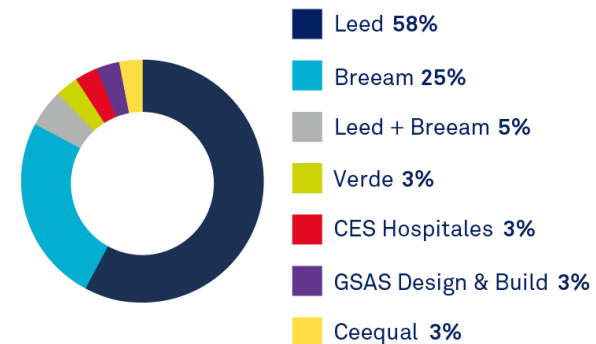
We undertake prominent national and international projects subject to **sustainable construction** requirements, like LEED, BREEAM and VERDE, among others.



### Certifications



### Construction works with sustainable certifications



Our commitment to fighting **climate change** is apparent in the following actions:

- Strategy against climate change: be carbon neutral by 2050.
- Climate risk and opportunity management by applying the Task Force on Climate-related Financial Disclosures (TCFD) methodology.
- Carbon footprint registry of the Ministry for Ecological Transition and Demographic Challenge, with **Sello CALCULO and REDUZCO**.
- Divulcation of the efforts on climate change through the **CDP**, achieving a leadership score of A.
- Compensating part of our emissions in 2020.
- Science-based objectives validated by the SBTi initiative in 2021.



In the past year, we have reduced our scope 1 and 2 emissions by **15.73%**.

We are adhered to the **Circular Economy Pact**, and we are currently integrating the new lines of the Spanish Strategy for the Circular Economy, to continue transforming our development and growth model into an innovative, competitive and sustainable model.

Our circular economy projects are part of our first Circular Economy Good Practices Catalogue, designed by the Ministry for Ecological Transition and Demographic Challenge.



**55.84%** of materials consumed in 2020 were from **recycled origin**.



In 2020, we saved **more than 1 million m³** of drinking water, prioritizing using recycled water.

The management of **natural capital** is a key tool in protecting **biodiversity** across all our businesses. We implement custom action plans for each center, specially designed to protect native and protected species. As further measure, we launch training and awareness campaigns targeted at employees, external partners and local communities.



In 2020, we rolled out **measures to protect 1,211 species**.

We participate in **sustainability forums and working groups**, collaborating to design strategies and methods for tackling environmental concerns.



We comply with **national and international initiatives** that champion **sustainable growth** through environmental protection, focusing chiefly on **climate change and the circular economy**.

We **invested** a total of **€34 M** in environmental protection and conservation in 2020, **31%** more than in 2019.

We view **CSR** as a responsible management model that must be fully aligned with the UN Sustainable Development Goals and human rights, which transcend **all management decisions**.

Our **Strategic CSR Plan** identifies the SDGs with the areas of action of the **Sacyr Foundation**.

- **People:** SDGs 1, 2, 3, 4 and 5 with food collection campaigns, blood donation, refurbishing schools, and actions to promote coexistence with vulnerable groups, among others.
- **Environment:** SDGs 6, 12, 13, 14 and 15, with planting and reforestation initiatives, beach and seabed clean-ups and projects to improve access to drinking water, among others.
- **Prosperity:** SDGs 7, 8, 9, 10 and 11, with training initiatives for socially excluded segments of society, along with the **Sacyr Innovation Awards**.

We carry out these partnerships through the **Sacyr Foundation** and the **Corporate Volunteering Plan**



Since 2010, we work alongside the **Sacyr Foundation** in promoting the **Sacyr Innovation Awards**, in which we ask creators and innovators to come up with co-creation projects and brainstorm new ideas to overcome business challenges.



**Sacyr**  
**Voluntariado**

# sacyr



## Committed to sports

We are committed to sports, through which we champion shared values, such as hard work, improvement, high performance and teamwork, alongside:

**Sacyr Sports Club:** 48 different activities in 15 countries, with more than 900 employees

**sacyr**  
Club  
Deportivo

**Sponsorship** of inspiring sportsmen and women, whom we support and help with their career in sports:

- **Spanish Handball Federation** (female and male)
- Triathletes **Mario Mola** (three-time world champion), **Carolina Routier** and **Dani Molina** (world champion paralympic triathlete)



We also give our name to the Spanish male handball league, Liga **sacyr asobal**, which is now the 'Liga Sacyr Asobal'.

  
**sacyr**  
asobal



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ENGINEERING AND  
INFRASTRUCTURES

Third set of locks of Panama Canal



[sacyrinfraestructuras.com/en](http://sacyrinfraestructuras.com/en)