

Madrid, 11 September 2025

The Elecnor Group presents its 2025-2027 Strategic Plan: profitable growth, sustainable investment and commitment to people

- ▶ The Group expects to reach an annual revenue of EUR 4,000 million, generate a cash flow of over EUR 350 million between 2025 and 2027, and return to the profit levels from before the sale of Enerfín, by exceeding EUR 100 million a year.
- ▶ The financial objectives are in line with a sound and sustainable dividend policy that aims to pay out over EUR 220 million during this period.
- ▶ The investment commitment planned for the period amounts to EUR 400 million.
- ▶ The company has cemented a new organisational structure, divided into three business areas (Services, Projects and Investment) with a greater capacity for adaptation and risk management.

Today the Elecnor Group has held a meeting with investors and analysts (*Capital Markets Day*), in which it presented its 2025-2027 Strategic Plan, a realistic roadmap with which it seeks to return to the profit levels from before the sale of Enerfín.

The company aims to reach an annual revenue of EUR 4,000 million and an annual net profit in excess of EUR 100 million, thereby generating a free cash flow of over EUR 350 million between 2025 and 2027. Furthermore, the Group plans to commit to investments of up to EUR 400 million to reinforce the creation of long-term value and activity for the Services and Projects area, for which it can draw on a strong capacity for cash generation and, if appropriate, debt capacity, whilst always maintaining a healthy balance in financial terms.

This economic performance will allow Elecnor to maintain a strong, sustainable policy of shareholder remuneration over time, with a dividend payment target of more than EUR 220 million while the plan is in effect. This figure represents double the dividends paid out against the results of the financial periods from 2021 to 2023.

"This plan reinforces our long-term vision as an organisation that is global, sound and ready to anticipate the future decisively. We support responsible growth, efficiency and, above all, people as the real drivers of change. It's an ambitious plan but it's also realistic and in line with our history and our future", stated **Alberto García de los Ángeles, CEO of the Elecnor Group**, during the presentation.

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Six key drivers of growth

The new Strategic Plan is based on six key drivers: boosting the growth of Services with greater profitability; increasing project margins for projects that focus on internationalisation; enhancing the capacity to invest in strategic assets; placing people at the centre of organisational development; moving forward with digital transformation and innovation; and reinforcing the creation of value for shareholders and society.

The time is right for Elecnor Group to continue capitalising on its natural abilities, oriented towards value creation in areas such as electrification, sustainability and digitalisation, which are transforming the global economy. In this context, the company's new Strategic Plan aims to promote leadership of these changes in tandem with the knowledge and operating model that the company already has.

To this effect, the Group has established a new, stronger organisational structure, already in place, which divides activity into three complementary segments:

- **Services:** with predictable, regular cash generation in essential sectors such as electricity distribution, telecommunications or infrastructure maintenance.
- **Projects:** focusing on the establishment of energy infrastructures on a global scale, including renewable energy farms, power storage, high-tension power lines or substations.
- **Investment:** participation in strategic assets such as power transmission lines or renewable power plants, which provide stable income and long-term value, thereby consolidating the Group's presence in sectors with significant potential.

In line with its commitment to sustainability and human development, Elecnor will continue to strengthen its organisational culture based on safety, innovation and social responsibility. The Group has resolved to step up talent attraction and development using state-of-the-art digital tools, in an increasingly agile, connected and smart environment.

Likewise, digital transformation will become an overarching principle of the plan, acting as a catalyst for efficiency, competitiveness and foresight. Elecnor is in the process of deploying an ambitious technological strategy that includes automatisisation using artificial intelligence, advanced analytics and open innovation alongside strategic partners.

Lastly, the Group has reaffirmed its commitment to safety as an essential, enduring value. The prevention and care of the more than 24,000 people who make up Elecnor worldwide continue to be the foundational pillar for the entire development of the business.

With this Strategic Plan, Elecnor has consolidated its corporate purpose: "We promote development, we create opportunities", looking towards the future with steadiness, responsibility and a strong capacity to create sustainable value.

Press release



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About the Elecnor Group

The Elecnor Group is a Spanish enterprise doing business in over 40 countries with activities based on three main strategic business lines: Services, Projects and Investment. Its strong international outlook has led it to a continuous expansion process which has opened the doors to new markets around the world, especially in Europe, North America, Central America, South America, Africa, Australia and the Middle East. Elecnor, which is listed on the Continuous Market, has a highly qualified team of professionals and a total workforce of 24,655 employees at the end of 2024.

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