

A diversified leader in **construction**, **innovation** and **financial strength**.

Investor Presentation | April 2025



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**STRABAG is the
strongest force for
building a better
future.**

How our vision becomes reality

By advancing progress along the entire value chain. We create value for people and the environment by taking an end-to-end view of construction over the entire life cycle.

We are actively shaping the future of construction with a clear goal: to design, build and operate construction projects in a way that protects the climate and conserves resources.

The STRABAG value proposition



01

Leading.

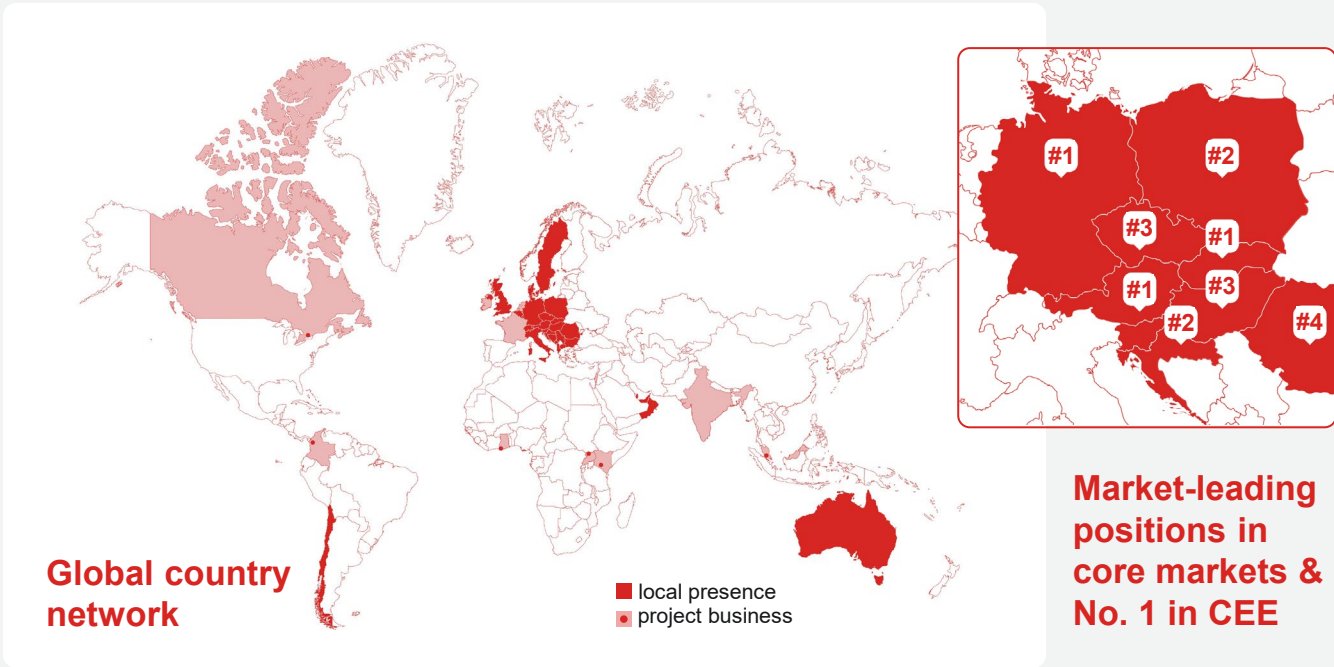
STRABAG is the largest construction group in CEE, combining local expertise with global reach.



GROUP PROFILE

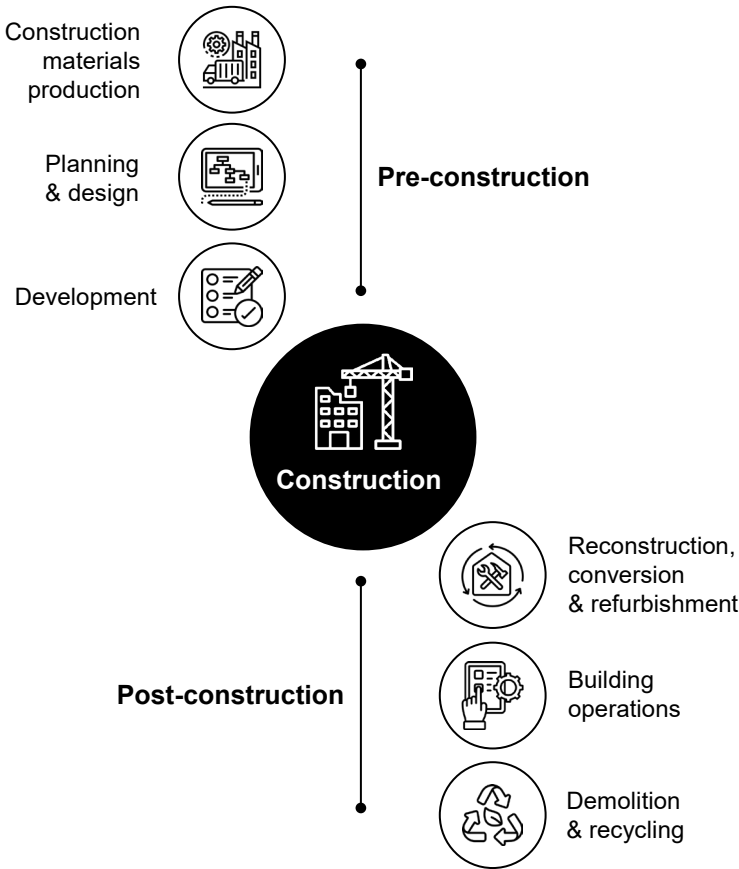
A leader in construction, innovation & financial strength

19.2	25.4	6.1%	34.1%
Output volume (€ bn)	Order backlog (€ bn)	EBIT margin	Equity ratio
BBB+, stable	~ 2,400	~ 86,000	> 50
S&P rating	Employees in innovation	Employees	Countries

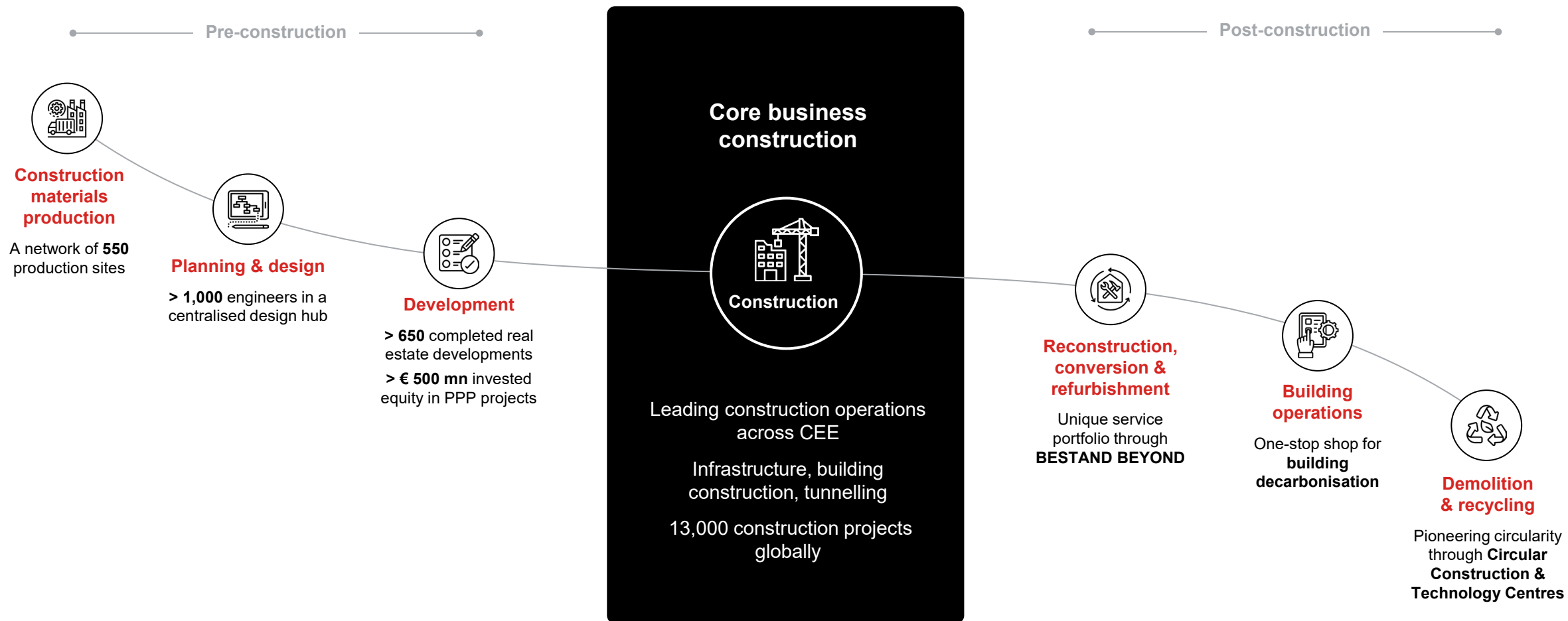


2024 FY figures

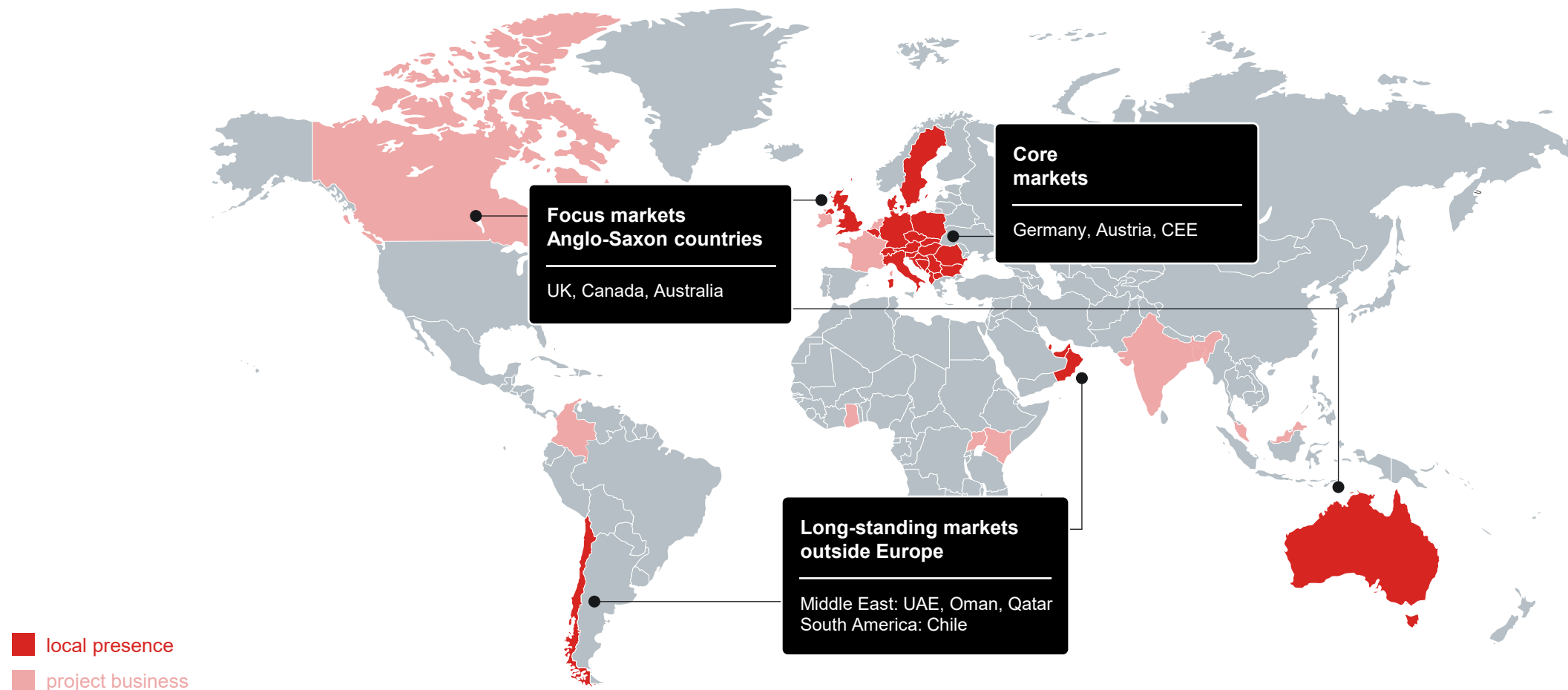
Fully vertically integrated business model



We cover the entire value chain in construction

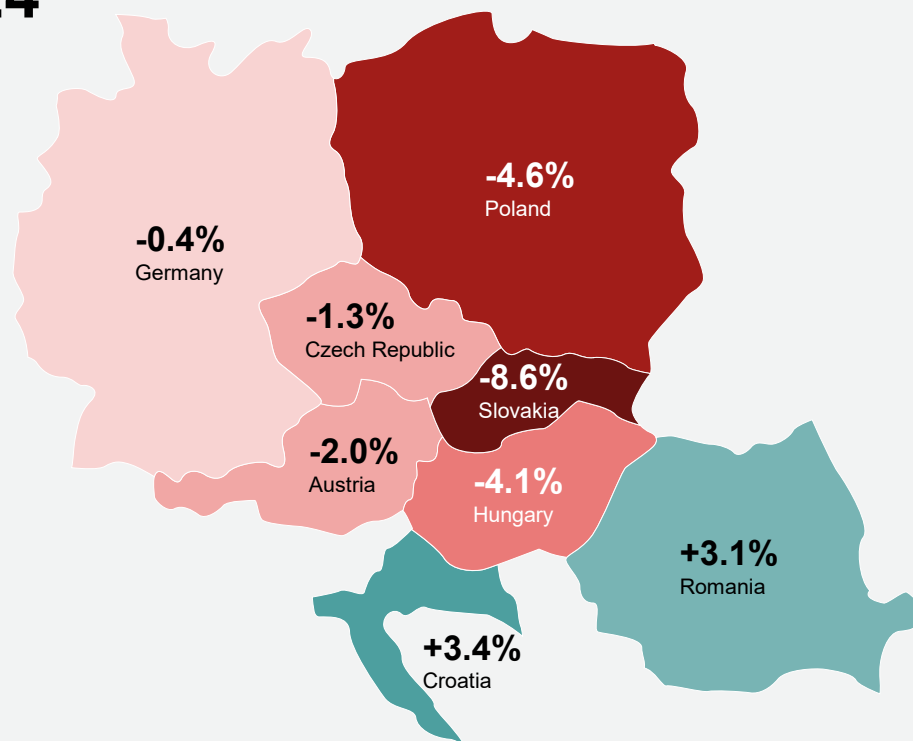


We combine local expertise with global reach

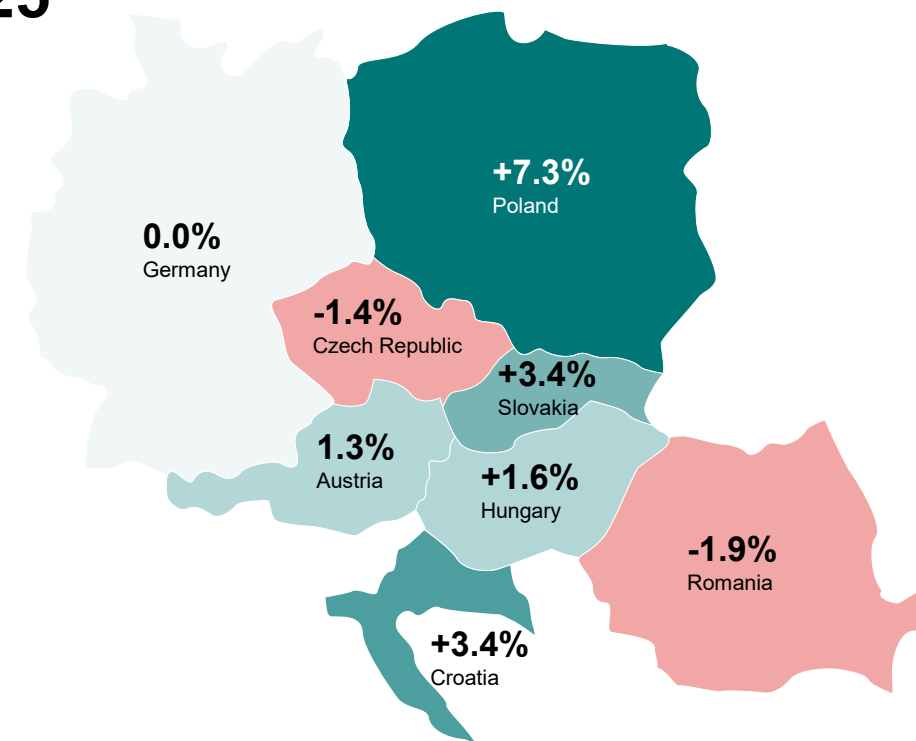


The market environment improves

2024



2025



1) Market data: EUROCONSTRUCT and EECFA, weighted by the share in output volume of the STRABAG Group

We are active in promising markets

German special fund for infrastructure 12 yrs

€ 500 bn Germany

Federal transport infrastructure plan (BVWP) | 2016-2030

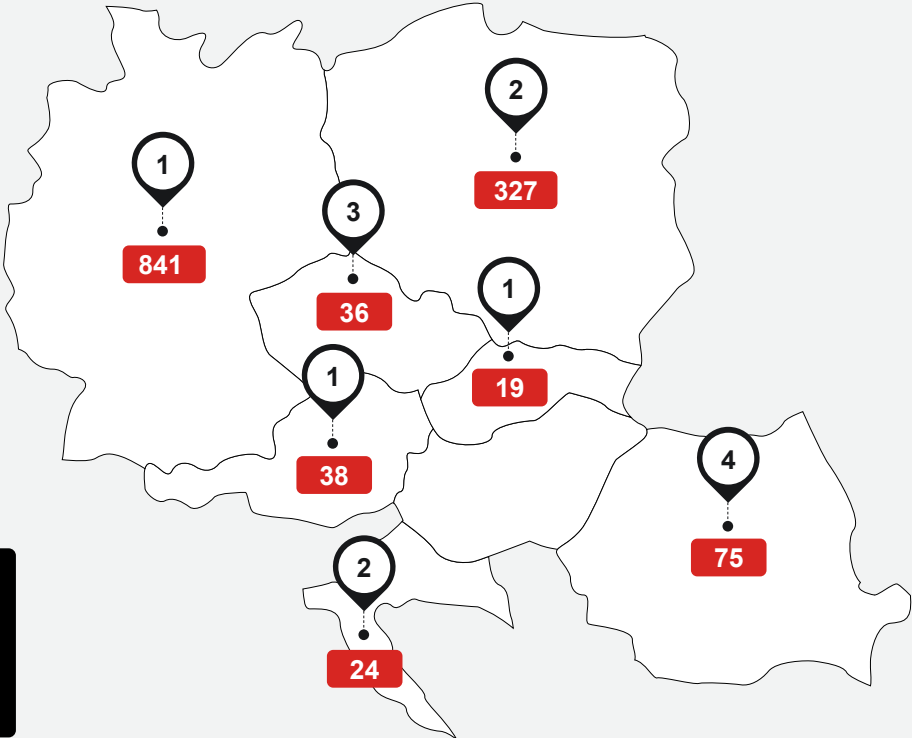
€ 270 bn Germany

Public investments in infrastructure and green energy

€ 150 bn Poland

MFF¹⁾ for climate and environmental projects 2021-2027

€ 11 bn Romania



Railway & transportation infrastructure investments

€ 45 bn	Germany 2024-2027
€ 41 bn	Poland 2025-2032
€ 32 bn	Austria 2024-2029 (ÖBB + ASFINAG)
€ 6 bn	Croatia 2024-2034
€ 2.5 bn	Czech Republic 2025

EU Cohesion fund 2021-2027

€ 76 bn	Poland
€ 35 bn	Romania
€ 26 bn	Germany
€ 24 bn	Czech Republic
€ 13 bn	Slovakia
€ 8 bn	Croatia
€ 2 bn	Austria

National Recovery & Resilience Plan (NRRP) 2022-2026

€ 60 bn	Poland
€ 29 bn	Romania
€ 10 bn	Croatia
€ 9 bn	Czech Republic
€ 6 bn	Slovakia
€ 4 bn	Austria

Investment volume € bn Market position

1) Multiannual Financial Framework (MFF)

GROUP PROJECTS

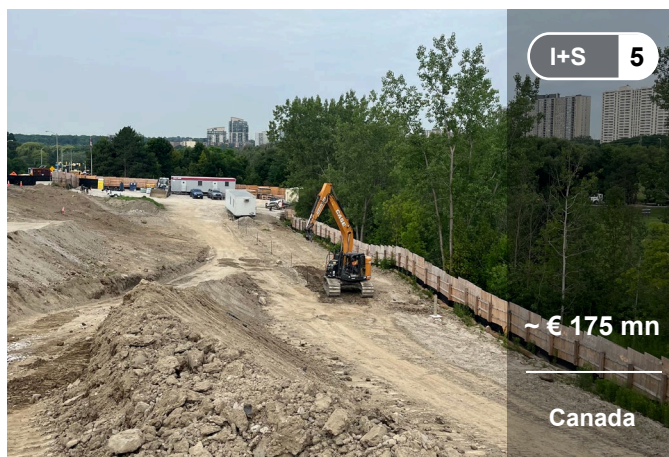
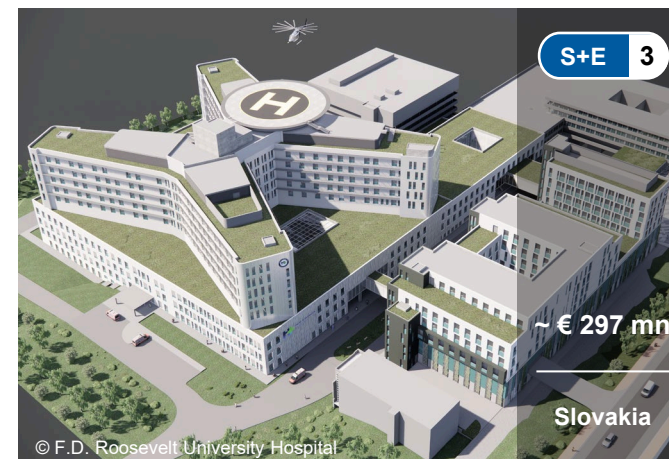
Current large-scale projects in progress

Country	Project	Order backlog in € mn	As % of total order backlog
United Kingdom	HS2 high-speed rail line	961	3.8
Germany	Bayerische Versorgungskammer	543	2.1
Germany	U5 East, Hamburg	521	2.1
Germany	US hospital, Weilerbach	520	2.1
Germany	Lock Kriegenbrunn	356	1.4
Germany	Central Business Tower	351	1.4
United Arab Emirates	Residential towers, Sea La Vie	292	1.2
United Kingdom	Woodsmith Project	282	1.1
Germany	Replacement building, Ruhr University Bochum	271	1.1
Canada	Scarborough Subway Extension Line 2	251	1.0



As of 31 Dec. 2024

Order intake in 2024 reflects strategic priorities



- 1 Civil engineering works – German energy infrastructure projects SuedOstLink and SuedLink
- 2 Shipping lock replacement Kriegenbrunn
- 3 Reconstruction and extension of F.D. Roosevelt University Hospital
- 4 Sea la Vie residential project, Yas Island/Abu Dhabi
- 5 Eglinton Crosstown West Extension, Toronto (rapid transit line)
- 6 New headquarters of Czech bank Česká spořitelna

Operating segment: ■ North + West ■ South + East ■ International + Special Divisions

Key strategic topics for a sustainable 6% EBIT margin by 2030



PEOPLE.

More for people!



Employee focus

promotes our most important asset:
people.



Global-local presence

ensures that we are anchored
in the local communities.



PLANET.

More for the planet!



Circularity

helps us fight environmental pollution
and the shortage of raw materials.



Expertise in the energy sector

makes us a key player in shaping
the energy transition.



PROGRESS.

More for progress!



Technology leadership

helps us to constantly become more
efficient and effective.



Depth of value creation

makes us more resilient
to external influences.

Well on track to achieve the goals of Strategy 2030



	2022 (base year)	2024	2030 (target year)
Output volume (€ bn)	17.7	19.2 ↗	CAGR ~ 6%
EBIT margin	4.2%	6.1% ↗	6%
Equity ratio	31.7%	34.1% ✓	≥ 25%
Dividend payout ratio	43%	34% ¹⁾ ✓	30–50%
S&P Rating	BBB	BBB+ ✓	Maintain investment grade

1) Dividend proposal by the Management Board

02

Diversified.

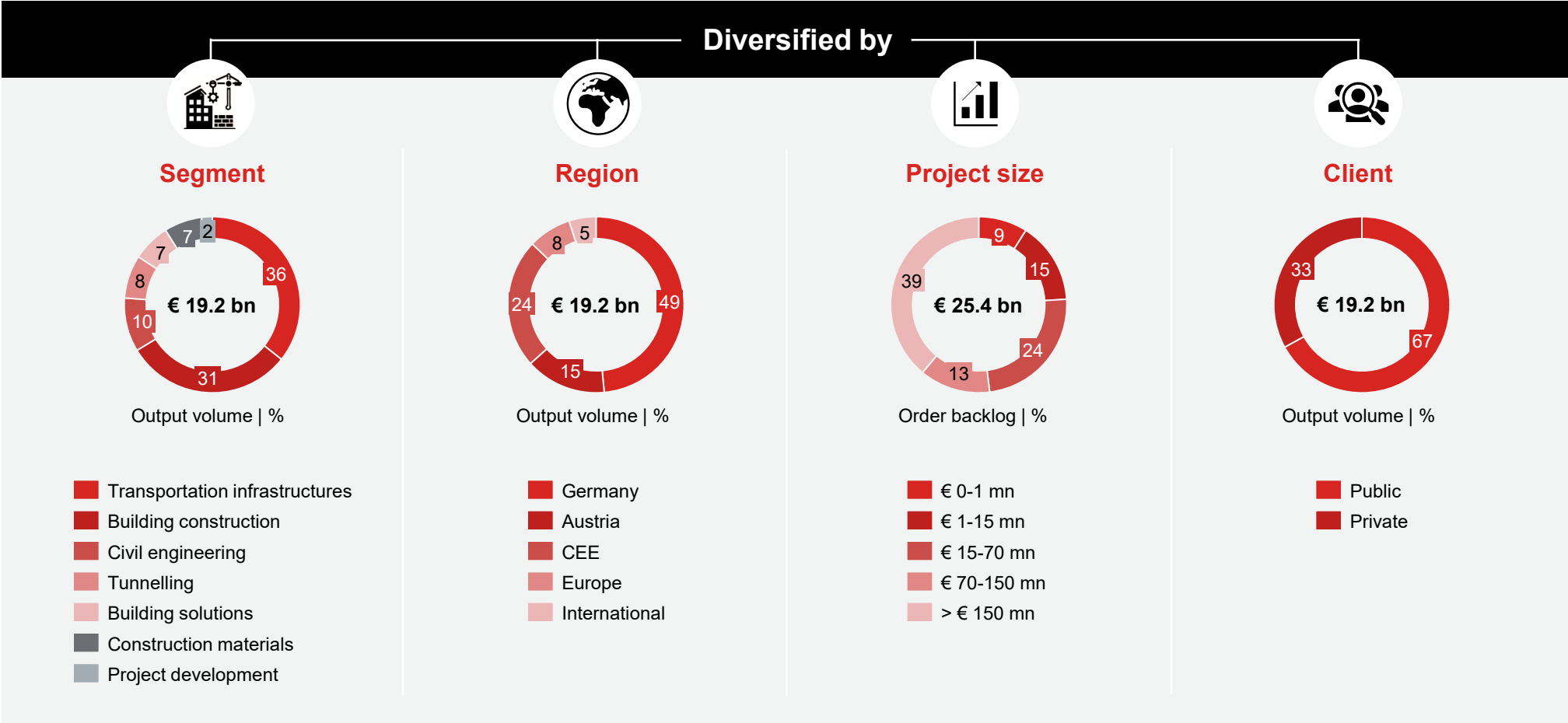
STRABAG is diversified across four areas. This allows us to spread our risk and balance out cyclical and seasonal effects.

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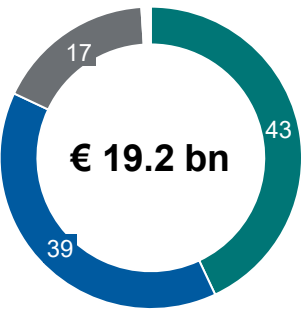
Group resilience through 4-fold diversification

STRABAG
delivers complex projects of nearly all sizes and segments in over 50 countries globally – for both public and private clients.

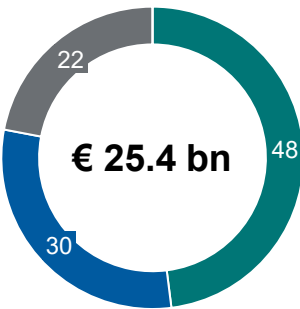


Balanced contributions across operating segments

Output volume
by segment | %



Order backlog
by segment | %



■ North + West ■ South + East ■ International + Special Divisions



2024 FY figures | 4th, non-operating segment “Others”, output volume < 1%, not shown

North + West: Germany, Switzerland and others



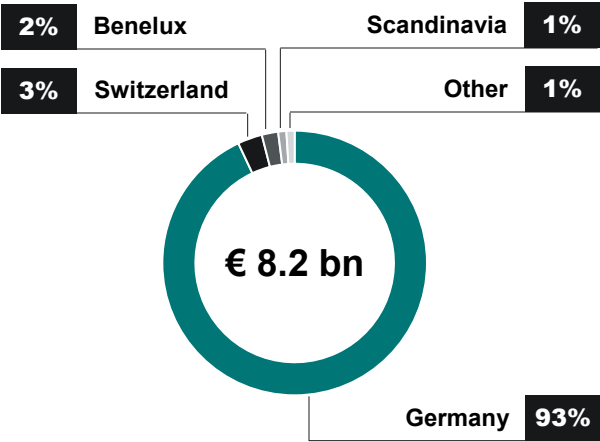
KEY SEGMENT CHARACTERISTICS

- North + West is the Group’s largest segment
- Here we report our construction activities in **Germany, Switzerland, the Benelux countries and Scandinavia**
- The segment also includes the Group-wide **ground engineering** activities

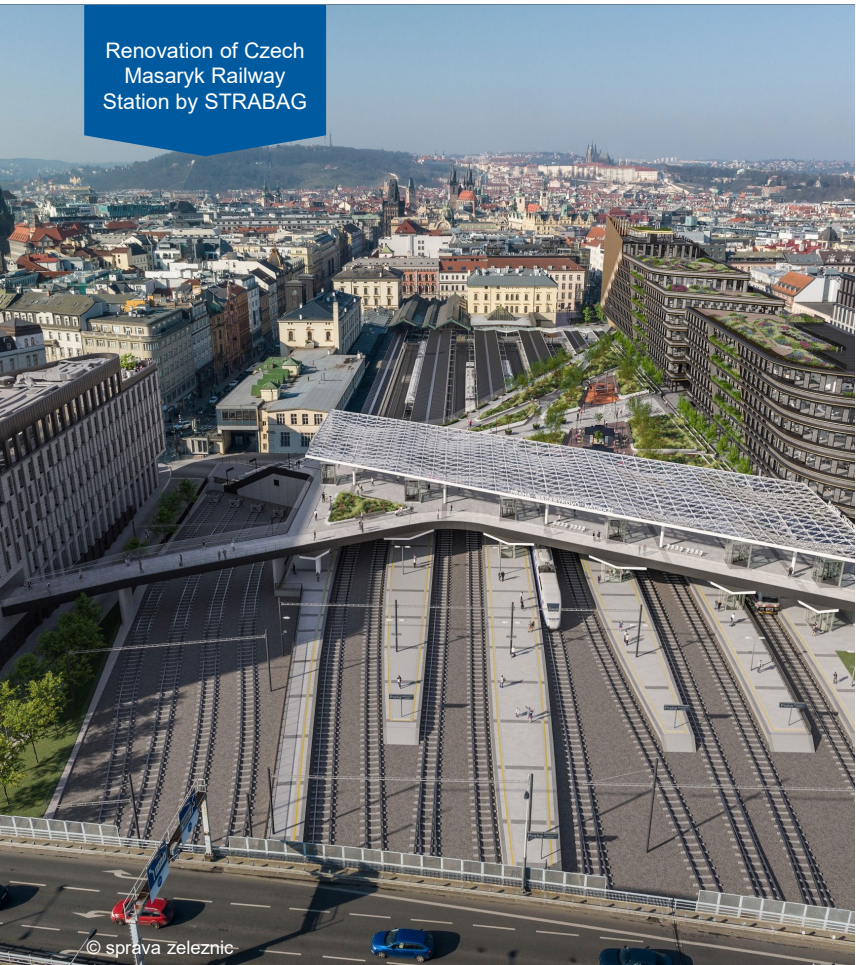
KEY SEGMENT FIGURES

8,240 Output volume € mn	12,088 Order backlog € mn
9.6 EBIT margin %	22,392 Employees FTE

Segment output by region



South + East: Austria and CEE region



KEY SEGMENT CHARACTERISTICS

- In South + East we report our construction activities in **Austria** and the **CEE region**
- CEE includes Poland, the Czech Republic, Slovakia, Hungary, Romania and SEE
- The segment also includes the Group-wide **construction material** business

KEY SEGMENT FIGURES

7,502

Output volume | € mn

7,738

Order backlog | € mn

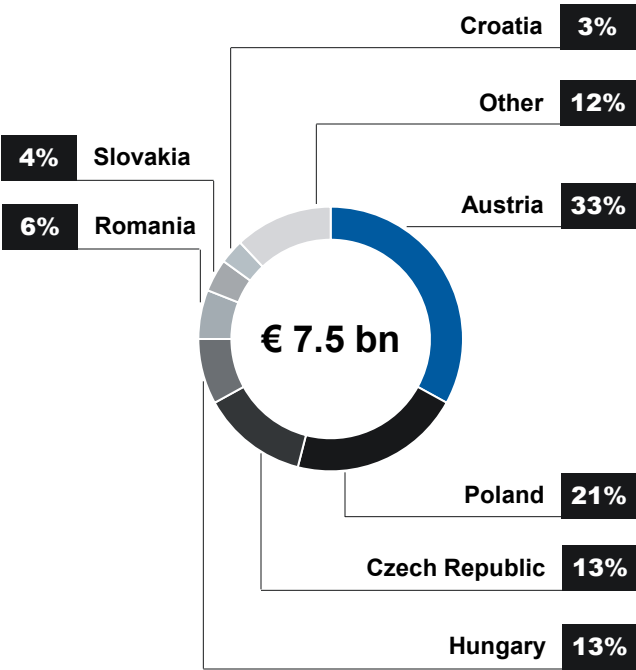
5.4

EBIT margin | %

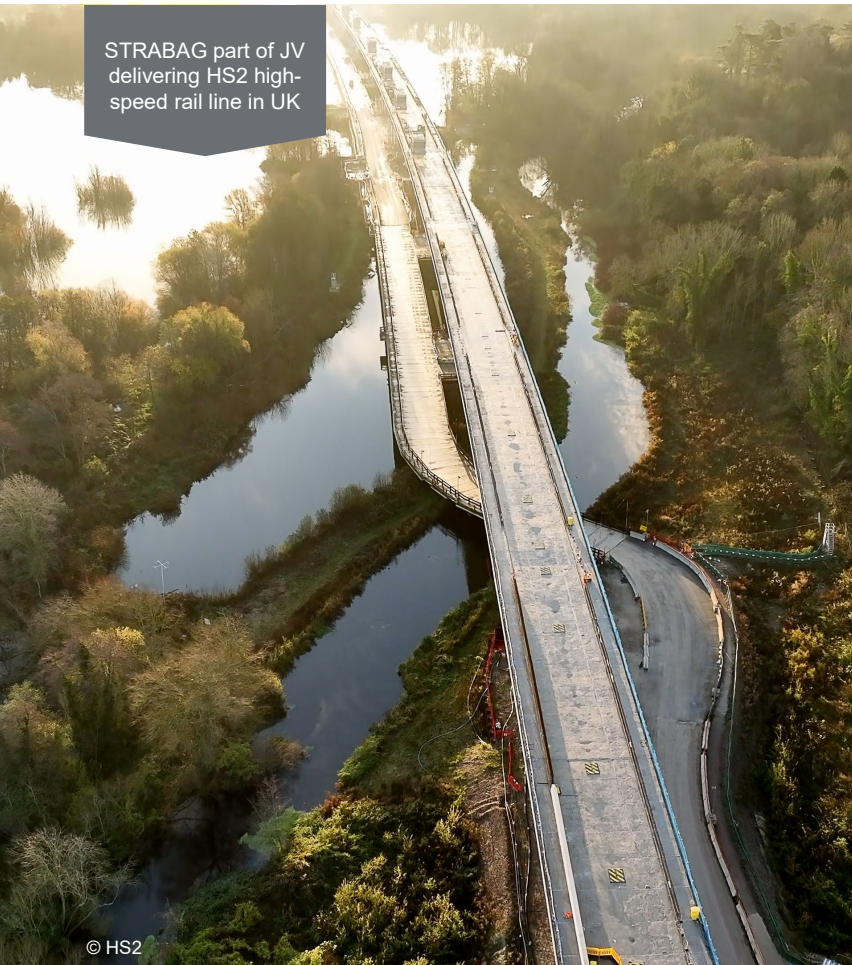
26,852

Employees | FTE

Segment output by region



International + Special Divisions: Pooling specialised expertise



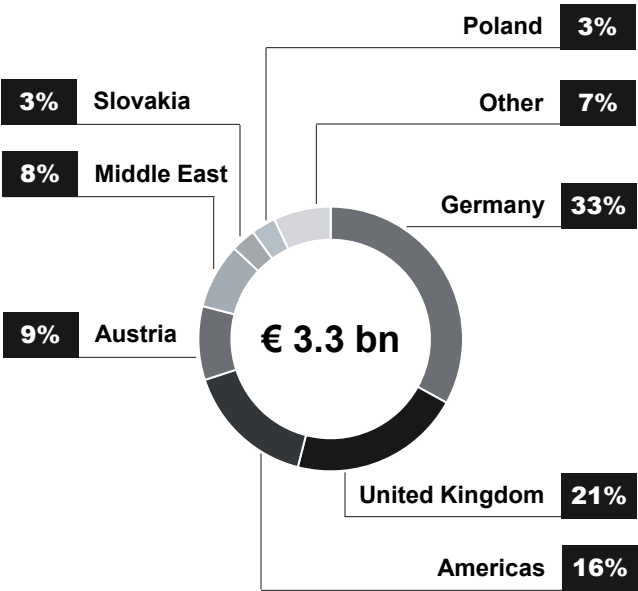
KEY SEGMENT CHARACTERISTICS

- The segment includes our construction activities in the **United Kingdom** and **outside of Europe**, as well as our global **tunnelling** operations
- Regardless of location, the segment covers our **project development, real estate** and **energy** business

KEY SEGMENT FIGURES

3,269 Output volume € mn	5,505 Order backlog € mn
-0.1 EBIT margin %	21,255 Employees FTE

Segment output by region





From raw materials to operations – all from one source.

End-to-end integration for maximum flexibility

We are pursuing a flexible business model as a way to react quickly to changes in the market environment. We consider this principle to be a key competitive advantage.

Our flexibility is supported in part by our diversified portfolio, which extends far beyond traditional construction activities to include areas such as building materials or property and facility services.



> € 1,300 mn
Output volume



> 4,000
Employees (FTE)



550
STRABAG facilities¹⁾

VERTICAL INTEGRATION

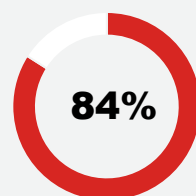
Own construction materials network

Our construction materials network secures our supply of resources from within the Group while reducing our dependence on external suppliers.

We operate one of the densest construction material networks in Europe, with a total of 550 production facilities. 84% of the asphalt required is produced in-house. As part of Strategy 2030, special focus is placed on circularity and sustainable construction materials.



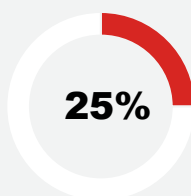
Self-supply of key materials



Asphalt

275

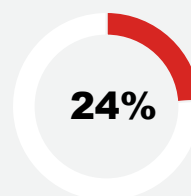
Asphalt mixing plants



Concrete

126

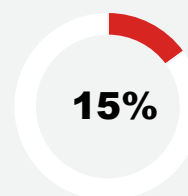
Concrete mixing plants



Cement

4

Cement mixing plants



Stone/Gravel

145

Quarries and gravel pits

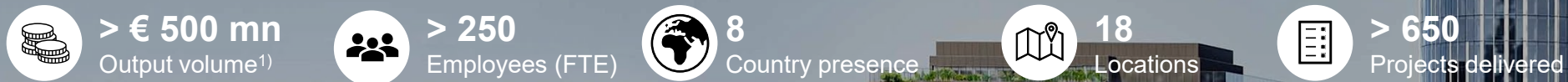


Competitive advantage

- Secures **availability** – especially in times of constrained supply chains
- Acts as a **hedge against price fluctuations**
- Existing quarries serve as **effective entry barriers** – limited permits for new sites
- Joint venture with LafargeHolcim ensures cement access in CEE
- Increasing self-sufficiency as a strategic objective

S+E Segment allocation²⁾

2024 FY figures | 1) Includes active facilities from joint ventures and associates | 2) parts are also reported in other operational segments



VERTICAL INTEGRATION

Real estate project development

STRABAG Real Estate (SRE) has been planning, constructing, and selling properties for around 60 years and has also been a service provider if required.

Our concepts are geared towards the needs of the people who work, live, stay, or shop in our buildings. Proximity to our customers is important to us. With more than 650 projects, we are one of the largest property developers in Europe.

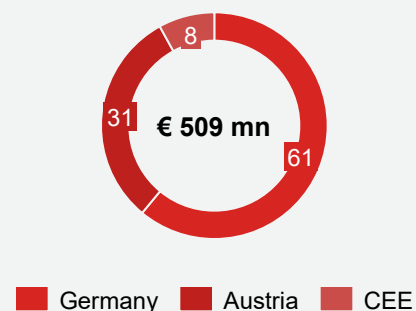


Focus on selected asset classes

- Residential
- Office
- Retail
- Hospitality



Output contribution by region | %



Competitive advantage

- **Vertical integration** – from concept and development through planning, construction and marketing
- Development and construction synergy leads to **reliable cost planning** and **risk control**
- **End-to-end ESG integration** from development to construction
- SRE contributes deep market insights and local expertise
- Supports core construction operations

I+S Segment allocation

2024 FY figures | 1) including both development and construction shares



€ 546 mn
Equity invested
in PPP



€ 10.3 bn
Total project
volume



41
Projects



12%
ROE minimum
target



6%–13%
WACC range

VERTICAL INTEGRATION

Public-Private Partnerships (PPP)

We have been working successfully with operator models for more than three decades. Our strong financial position allows us to act as equity provider for concession companies more easily than other companies.

With specialist providers from within the Group, we efficiently cover all requirements – from structuring and financing to planning, construction and operation.



Focus / Markets

- **Transportation infrastructures**
Focus on road and motorway projects
- **Renewable energy**
Focus on solar, battery and geothermal projects
- **Building construction**
Focus on social infrastructure
- Core markets: Germany, Austria, CEE
- Selected international markets



Total project volume | %



- Transportation infrastructures | 15 projects
- Renewable energy | 3 projects
- Building construction | 23 projects



Competitive advantage

- Long-term concessions generate **stable** and **predictable cashflows**
- **Complementary business** mix – capital-light construction and long-term PPP investments
- **High entry barriers** – PPP expertise and financial strength (STRABAG: equity > 30%)
- PPP projects are typically financed with a mixture of STRABAG's own equity capital and third-party financing
- PPP assets usually remain on STRABAG's balance sheet throughout the concession term
- STRABAG covers the entire value chain (design, construction, operations, financing)

I+S Segment allocation

VERTICAL INTEGRATION

Flagship PPP projects

Country	Project	Total project volume € mn	STRABAG share %	Concession until	Status
Transportation infrastructures					
Poland	A2 Section II	1,543	10	2037	Operation
Hungary	M5 Motorway	1,292	100	2031	Operation
Hungary	M6 Motorway	966	50	2037	Operation
Colombia	MAR1	957	37.5	2045	Operation
Germany	A49 Motorway	892	50	2050	In progress
Germany	A8 Motorway	576	100	2041	Operation
Renewable energy					
Germany	Geothermal power plant / Bruck	84	50	2070	Operation
Germany	PV / Bruck	2	74	2045	In progress
Building construction					
Austria	Schools, Vienna	102	50	2046	In progress
Austria	Schools, Vienna	93	45	2046	In progress

€ 10.3 bn

Total project volume

As of 31 Dec. 2024





> € 1,000 mn
Output volume



> 9,000
Employees (FTE)



6
Country presence

VERTICAL INTEGRATION

STRABAG

Property and Facility Services (PFS)

PFS is an integrated building solutions provider and one-stop-shop for decarbonised buildings – in every phase of the lifecycle.

PFS combines facility management with data-driven approaches and installation expertise in the provision of building services – with a high level of in-house expertise across the value chain.

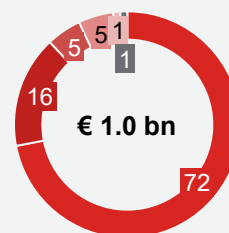


Activities

- Technical Facility Management
- Building Technology
- Infrastructural Facility Management
- Property Management
- Industrial Services



Output contribution by region | %



Germany Poland Slovakia
Austria Luxembourg Czech Republic



Competitive advantage

- Multi-year service contracts (3–5 years) **balance seasonal and economic cycles**
- **End-to-end value chain** – from planning and construction to operation and maintenance
- Building operations account for 28% of global CO₂ emissions – PFS first point of contact for property owners in **building decarbonisation**
- **Integrated FM and MEP¹⁾ services** drive future growth (PFS grew by 27% in 2024)
- Data-driven operations enabling building performance optimisation

I+S Segment allocation

2024 FY figures | 1) FM = facility management; MEP = mechanical, electrical and plumbing

03

Innovative.

STRABAG innovates construction through technology, targeting climate neutrality along the value chain by 2040.

© HS2



Innovation is part of our DNA

STRABAG stands out by combining innovation, in-house capabilities and digital scale – turning concepts into construction reality.

Selected products by STRABAG



Standardisation



Offsite production



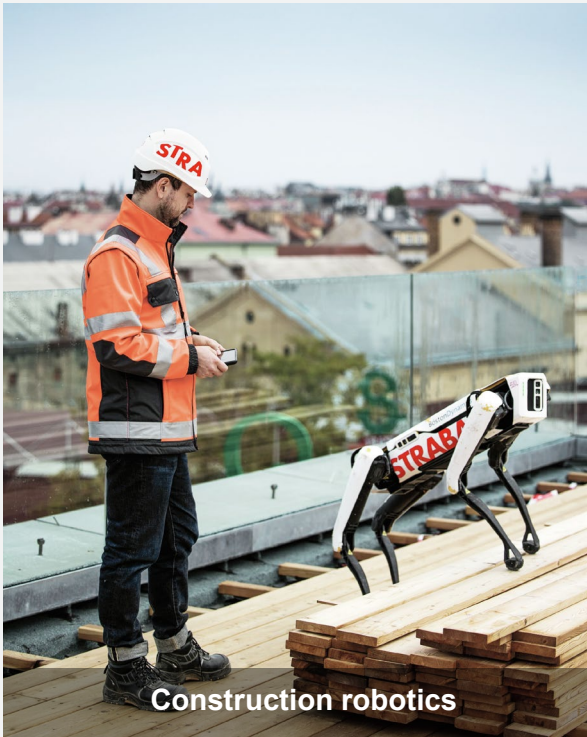
Digital processes



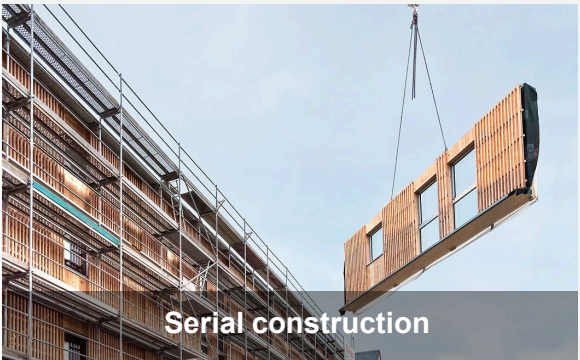
BIM 5D®



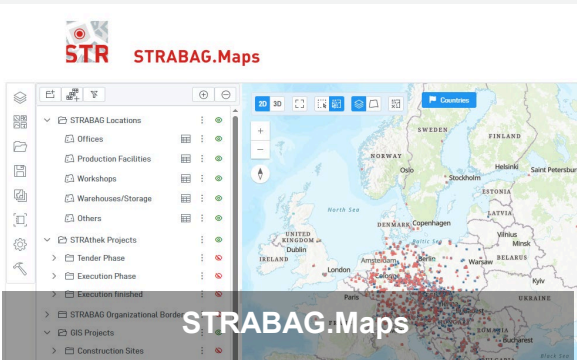
Automation



Construction robotics



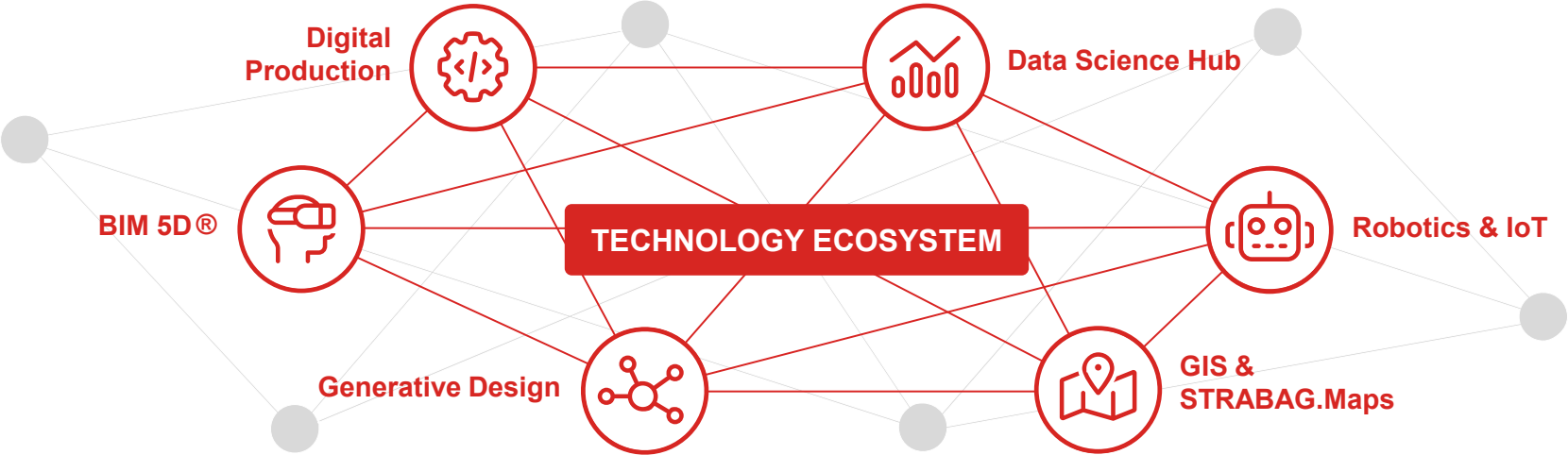
Serial construction



STRABAG.Maps

Selected examples

We have built a complete technology ecosystem



Operational execution

STRABAG shared service units

BMTI

SID

TPA

ZT

drive Group-wide innovation and sustainability projects

> 2,400

Employees in innovation & digitalisation

> 250

Innovation projects

> 400

Sustainability projects



> € 4.5¹⁾ bn
Equipment fleet



> 25,000
Vehicles



**BMTI – STRABAG's
machinery and
equipment fleet worth
over € 4.5 billion**

BMTI



BMTI at a glance

STRABAG BMTI is the machinery and equipment service provider for the STRABAG Group. It oversees the Group-wide operational management of mobile assets (construction machinery, vehicles and mechanical equipment such as cranes, loaders and trucks) based on standardised policies.



Activities

- Lifecycle management from investment decisions and procurement to servicing, rental and resale
- Internal rental and maintenance services across the Group
- Coordination of external equipment rentals to cover peak demands



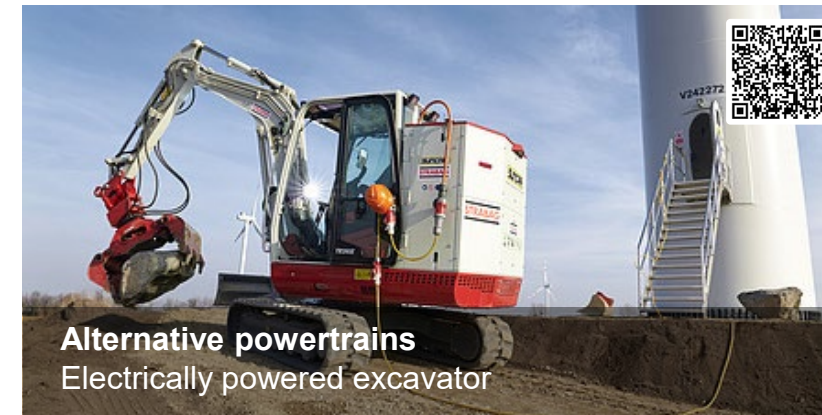
Competitive advantage

- High level of self-sufficiency and **independence**
- Key driver of STRABAG's **sustainability** strategy by supporting the transition to renewable-powered machinery
- Commitment to **automation** and digitalisation

Selected innovation projects



Alternative powertrains
Hydrogen-powered wheel loader



Alternative powertrains
Electrically powered excavator

1) Fleet value at acquisition cost



> 400
Employees (FTE)



11
Countries



22
Locations

SID

SID at a glance

SID (STRABAG Innovation & Digitalisation) is STRABAG's dedicated central unit for driving innovation, digital transformation and sustainability across the Group. Its mission is to strengthen and maintain STRABAG's technology leadership.

Activities

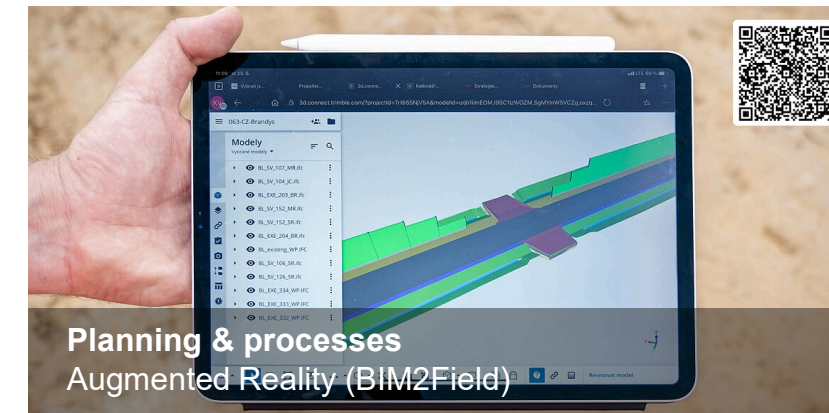
- Initiation and implementation of innovation and digitalisation projects across the entire value chain
- Development of smart, sustainable solutions to reduce CO₂ emissions, material use and waste
- Leveraging data, automation, and interdisciplinary collaboration to optimise processes and unlock new business models

Competitive advantage

- Over 250 active innovation and digitalisation projects
- Strong partnerships with startups and internal talent programmes like adASTRA to foster **new technologies** and **business models**

SID – STRABAG's catalyst for innovation and digitalisation initiatives

Selected innovation projects





> 950
Employees (FTE)



16
Countries



135
Locations

TPA – one of the
largest private
laboratories in Europe

TPA

TPA at a glance

TPA is STRABAG's centre of excellence for construction materials and technology, specialising in asphalt, concrete, soil, geotechnics, environmental technology and engineering. As one of Europe's largest independent lab network, it ensures quality and implement innovations across the Group's construction projects.

Activities

- Quality assurance for construction projects and production units through advanced testing and consulting
- Evaluation and optimisation of construction materials and methods
- Development and support in the implementation of new construction materials and technologies

Competitive advantage

- Independent lab expertise with broad European reach and **cutting-edge technology**
- Strong foundation of **interdisciplinary know-how**, accelerating innovation and assuring quality across the Group

Selected innovation projects



Sustainable construction materials
CIAir® Asphalt



Construction materials recycling
Asphalt recycling



> 1,000
Engineers



9
Countries



32
Locations

ZT

ZT at a glance

Zentrale Technik (ZT) is STRABAG's central hub of technical expertise, supporting projects along the entire construction chain throughout all project phases. ZT plays a key role in driving STRABAG's technological leadership and ensuring efficient, low-risk and cost-optimised execution.

Activities

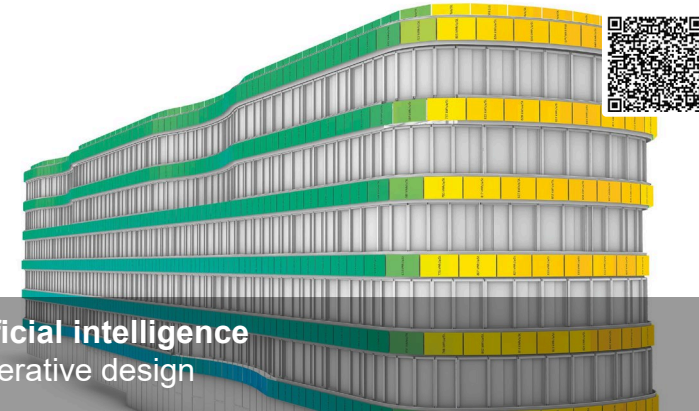
- Technical services across all project stages: from acquisition and design to execution and warranty management
- Cross-disciplinary collaboration for integrated project delivery
- Specialised in model-based design, modular construction and reconstruction, conversion and refurbishment ("Bauen im Bestand")


Competitive advantage

- Strategic enabler for **early project involvement**, **risk identification** and **data control**
- **Modular, scalable solutions** powered by digital processes (e.g. BIM 5D®)
- International reach with efficient **cost structure**

ZT – STRABAG's
internal design and
engineering hub

Selected innovation projects





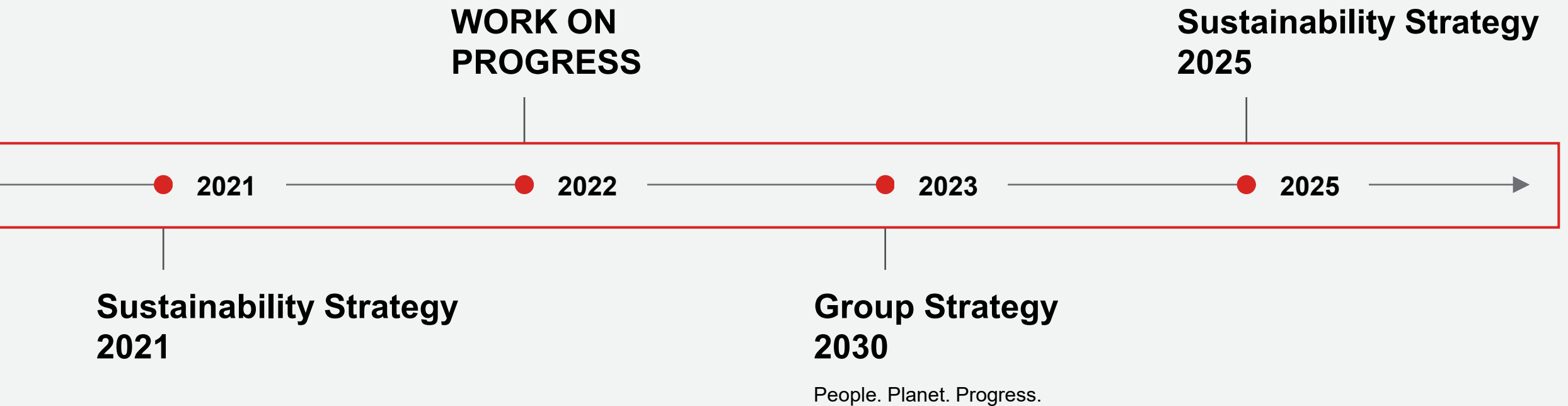
Construction can also
be done sustainably.
That's the way we do
things.

Innovation & sustainability through technology leadership

Through the use of technology, STRABAG is shaping the future of construction. The focus is on standardisation, digital processes and automation.

This not only enables efficient construction processes but also creates innovative, sustainable solutions for clients, with a clear goal: to design, build and operate in a climate-neutral way by 2040.

WORK ON PROGRESS means continuous development



Our focus areas in sustainability

ENVIRONMENT



Decarbonisation



Circular economy



Biodiversity & ecosystems

SOCIAL



Our employees



**Human rights along the
value chain**



Added value for society

GOVERNANCE



Fair competition



**Sustainable
corporate governance**

Our contribution to the environment

Strategic focus topics

Decarbonisation¹⁾

On the basis of science-based targets, we are reducing the following from 2023–2030:

- Scope 1 & Scope 2 emissions by 42%
- Scope 3 emissions by 25%

By 2040, we want to

- reduce Scope 1, 2 & 3 emissions as far as possible and achieve climate neutrality in line with the 1.5 °C target.

Cluster of measures

- Scope 1: Electrification, switching fuel types, increasing energy efficiency, use of renewable energies
- Scope 2: Generation and use of renewable energies
- Scope 3: Supply chain engagement, offering low-emission buildings

Circular economy

We are putting circular economy principles into practice through:

- Reduction in the consumption of primary raw materials
- Reduction of waste
- Preservation of resources at a high level of quality

- Circular planning & circular construction materials
- Zero waste construction sites
- Selective demolition
- Reconstruction, conversion & refurbishment
- Value stream management & high-quality recycling

Biodiversity & ecosystems

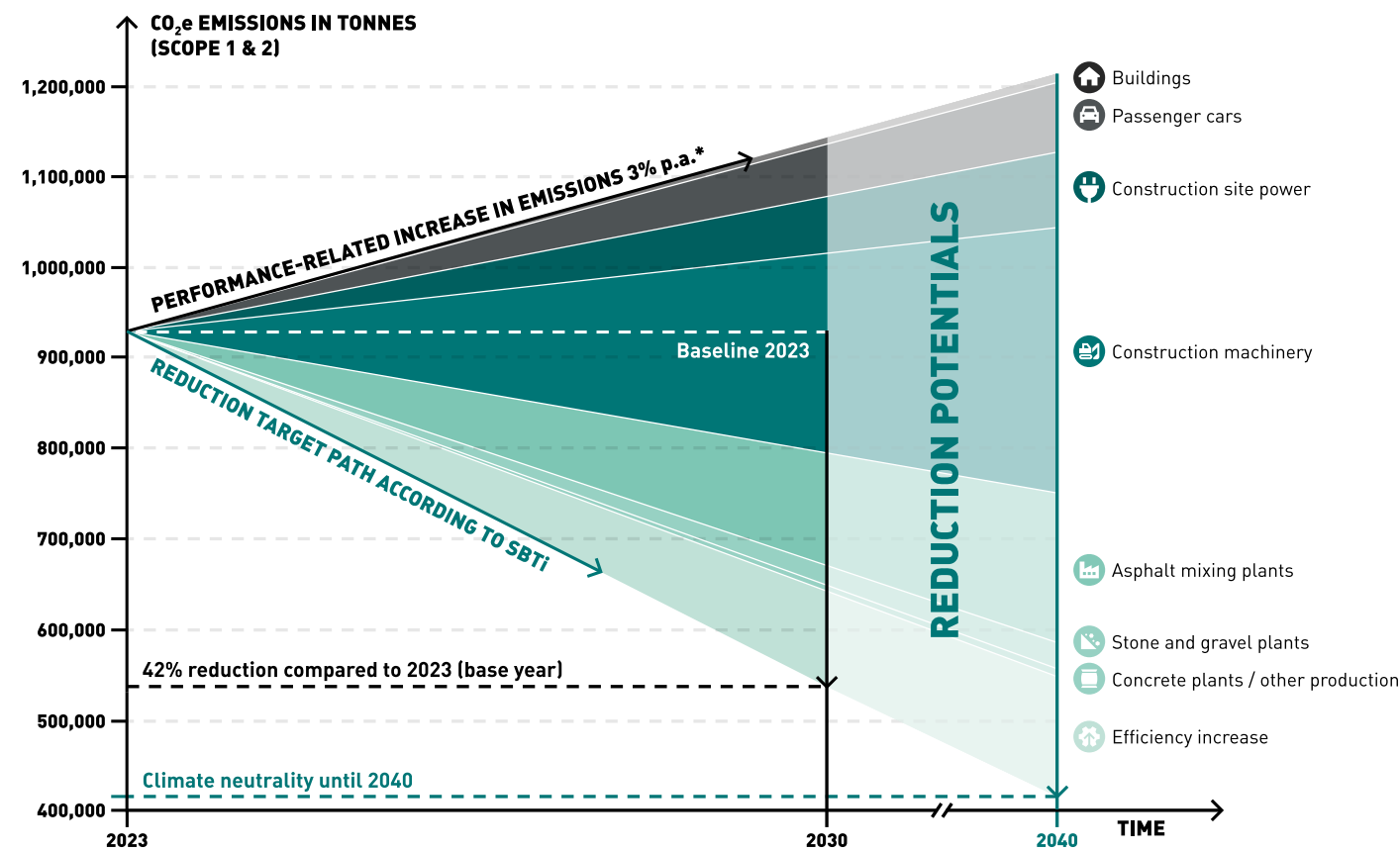
We protect biodiversity and ecosystems by:

- Reducing our negative impacts on flora, fauna and fungi
- Promoting biodiversity in all project phases and at sites in biodiversity-sensitive areas
- Providing awareness-raising and employee training
- Sourcing and using raw materials sustainably

- Establishment of biodiversity management
- Establishment of monitoring and definition of metrics (KPIs)
- Employee training

¹⁾ STRABAG committed to science-based targets in 2024 as part of the Science Based Targets initiative (SBTi).

We focus on science-based climate targets



*Consideration of a performance-related increase in emissions of 3% per year due to the 6% per year strategy target (based on the assumption that emissions increase by 0.5 units per performance-unit increase).

STRABAG commits to SBTi

- STRABAG is pursuing a science-based reduction path for its CO₂e emissions
- Commitment to the 1.5°C target of the Paris Agreement
- Plan reviewed and aligned with the requirements of the Science Based Targets Initiative (SBTi)

2030
Near-term target

-42%
Scope 1 & 2

2040
Long-term target

Climate
neutrality

Our commitment to social responsibility

Strategic focus topics

Strategic goals

Cluster of measures



Our employees

We promote the wellbeing of our employees through:

- EDI: Gender pay gap of 0; annual increase in the percentage of women in management by 6%
- HSW: Vision Zero – zero accidents
- Implementation of the Social Compliance Management System

- Mandatory EDI training for all managers
- Human rights risk analysis
- Preventive actions and remedies
- Whistleblower system



Human rights along the value chain

We protect human rights through:

- Implementation of the Social Compliance Management System
- Compliance with human rights and our corporate due diligence obligations

- Human rights risk analysis
- Preventive actions and remedies
- Whistleblower system
- Implementation of stakeholder engagement formats



Added value for society

We create added value for society by:

- Generating positive impacts for society
- Improving our engagement with and involvement of affected communities

- Implementation of guideline for interaction with affected communities
- Implementation of stakeholder engagement formats

Our engagement in governance

Strategic focus topics

Fair competition

Strategic goals

We avoid corruption and anti-competitive behaviour by:

- Promoting compliant and ethical conduct through comprehensive measures for employees and leaders
- Strengthening a corporate culture based on trust and partnership
- Firmly anchoring these issues as a management responsibility

Cluster of measures

- Avoidance of anti-competitive violations
- Prevention of economic crime
- Awareness-raising among all employees
- Mandatory business compliance training
- Certification to ISO 37001 (Anti-Bribery Management Systems)
- Certification to ISO 37301 (Compliance Management Systems)

Sustainable corporate governance


We have established clear structures and responsibilities by:


- Embedding environmental and social sustainability in STRABAG's core business as a prerequisite for achieving our corporate goals
- Implementing a Group-wide governance structure and clear processes


- Consolidation of the governance structure
- Expansion of ESG risk management
- ESG as agenda item at every Management Board meeting
- Steady improvement in ESG ratings


ESG commitment confirmed by solid ratings

Our ESG ratings & ESG commitment










In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office



Positive results in 2024 ESG ratings

CDP	reconfirmation of “B” score (Climate Change)
Sustainalytics	29.2 (medium risk) (last evaluation: Nov. 2024)
EcoVadis	68/100 points

Financially strong.

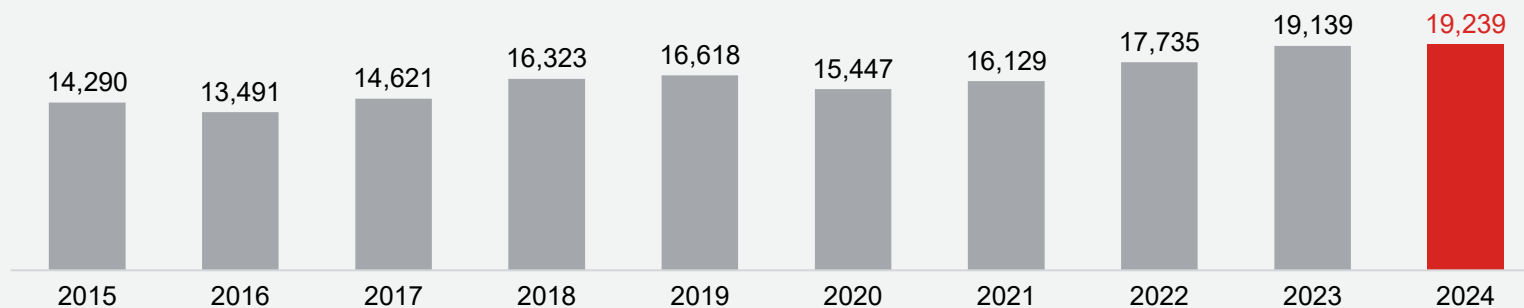
STRABAG's financial strength enables agile business opportunities, with a strategic focus on risk management.

© STRABAG / Marko Kovic

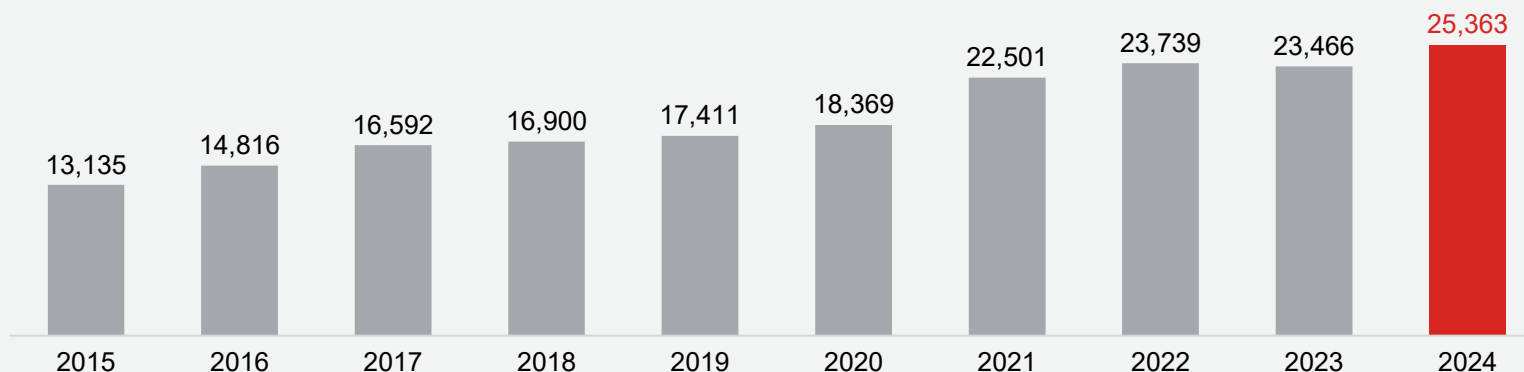


Output and order backlog at record highs

Output volume | € mn



Order backlog | € mn



Proven financial track record

- Business consolidation from 2013 to 2023 after a decade of strong inorganic growth
- Top-line growth not a strategic priority during this phase
- Order backlog nearly doubled over the past ten years, providing strong forward visibility

Order backlog
CAGR +8%
2015–2024

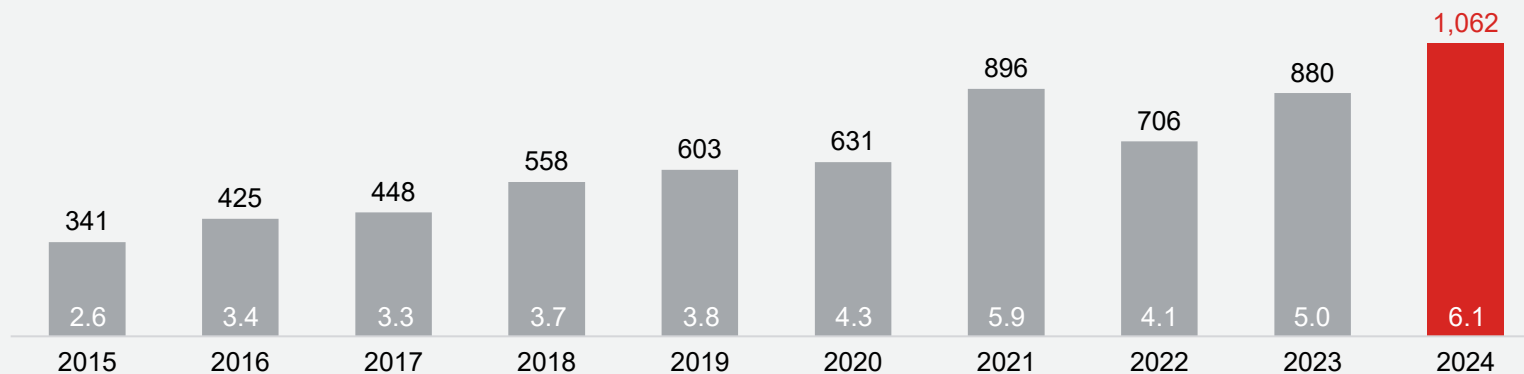


Order backlog
visibility > 1.3 years

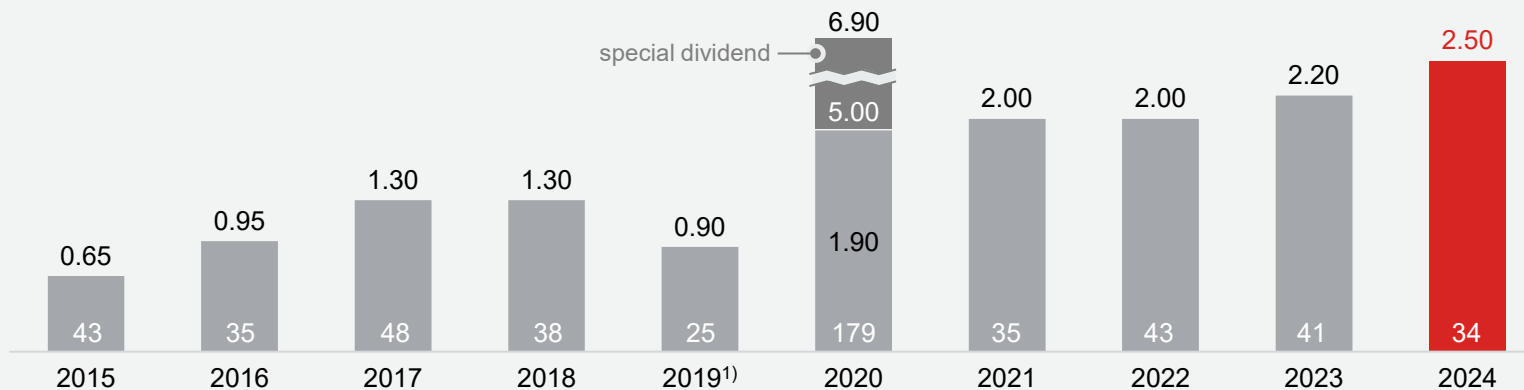


Profitable growth with consistent dividends

EBIT | € mn and EBIT margin | %



Dividend | € and payout ratio | %



1) Precautionary measure due to Covid-19

Proven financial track record

- Strong track record of sustainable earnings growth; EBIT margin more than doubled (2015–2024)
- Effective risk management as key driver of margin expansion
- Reliable dividend policy with 30–50% payout of net income (after minorities)
- Among Austria's top dividend yield companies

EBIT margin
2.3x
2015–2024

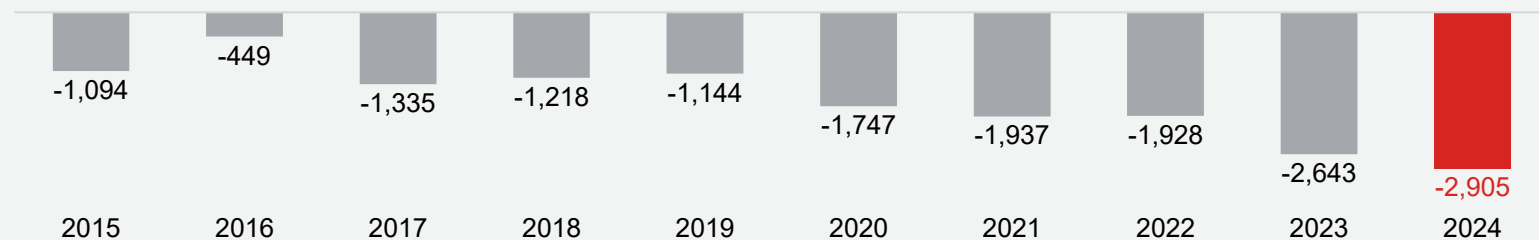


Dividend
CAGR +16%
2015–2024

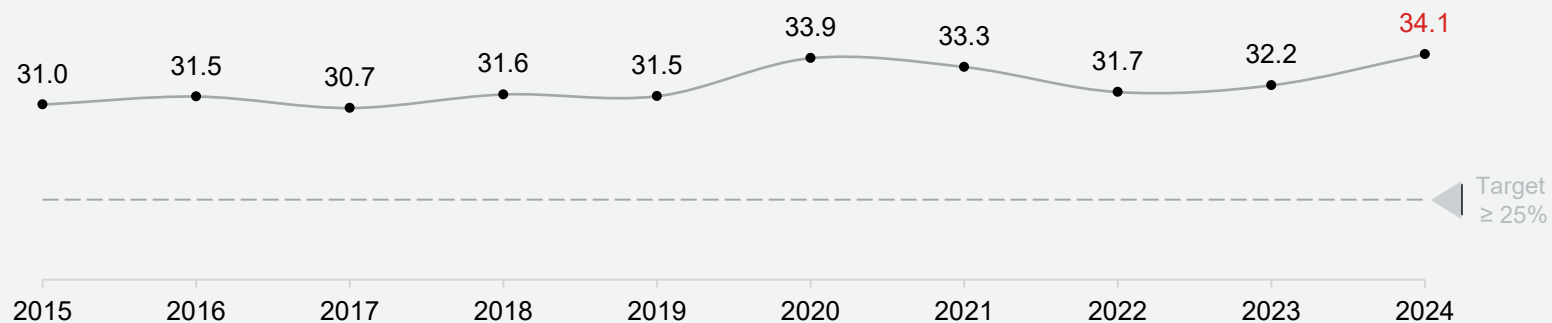


Financial strength as a key differentiator

Net debt (+) / Net cash (-) | € mn



Equity ratio | %



Proven financial track record

- Robust balance sheet as a key enabler of business operations
- > 30% equity ratio and net cash position maintained throughout the past decade
- Enhanced organic capital generation through margin improvement

S&P Rating
BBB+ stable
Upgrade in 9/2024

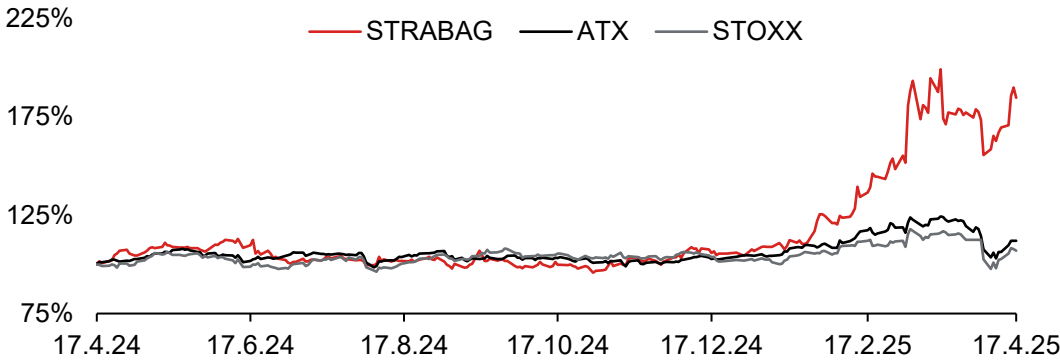


€ 3.7 bn
Liquid assets
31 December 2024



STRABAG on the capital markets

STRABAG share price development

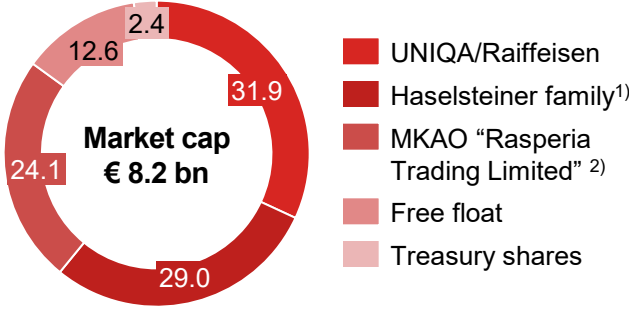


Consensus

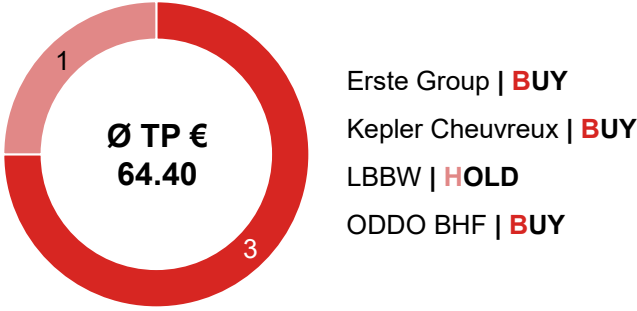
	2024e	2025e	2026e
Revenue (€ mn)	17,501	19,206	19,733
Adjusted EBIT including associates (€ mn)	1,030	931	953
Reported net income after minorities (€ mn)	737	660	657
Dividend per share (€)	2.27	2.30	2.35
Reported EPS (€)	6.46	5.72	5.69
P/E	6.9	10.3	9.7

1) On 21 March 2025, the Haselsteiner family sold 2,000,000 STRABAG shares to institutional investors in a private placement by means of an accelerated bookbuilding process.
2) The ongoing asset freeze in line with EU sanctions prohibits MKAO "Rasperia Trading Limited" from exercising all rights associated with its STRABAG SE shares.

Shareholder structure April 2025 | %



Analyst recommendations



STRABAG SE

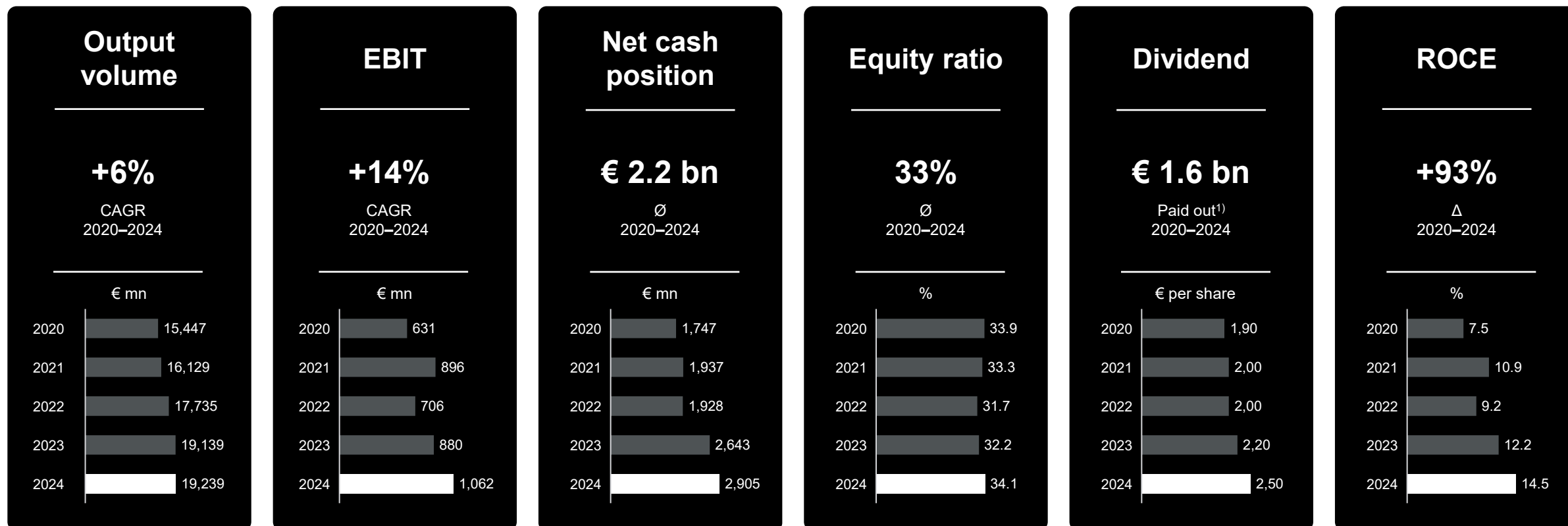
Listed on the Vienna Stock Exchange (VSE) since 2007

S&P Rating: BBB+, outlook stable

ISIN: AT000000STR1
No. of shares: 118.2 mn

VSE: STR
Bloomberg: STR:AV
Reuters: STRV.VI

Proven record of financial solidity



1) Including special dividend of € 5.00 per share in 2020

Discover more about STRABAG

Download the latest
results presentation



View the latest
online report



Read the latest
IR news



05

Annex

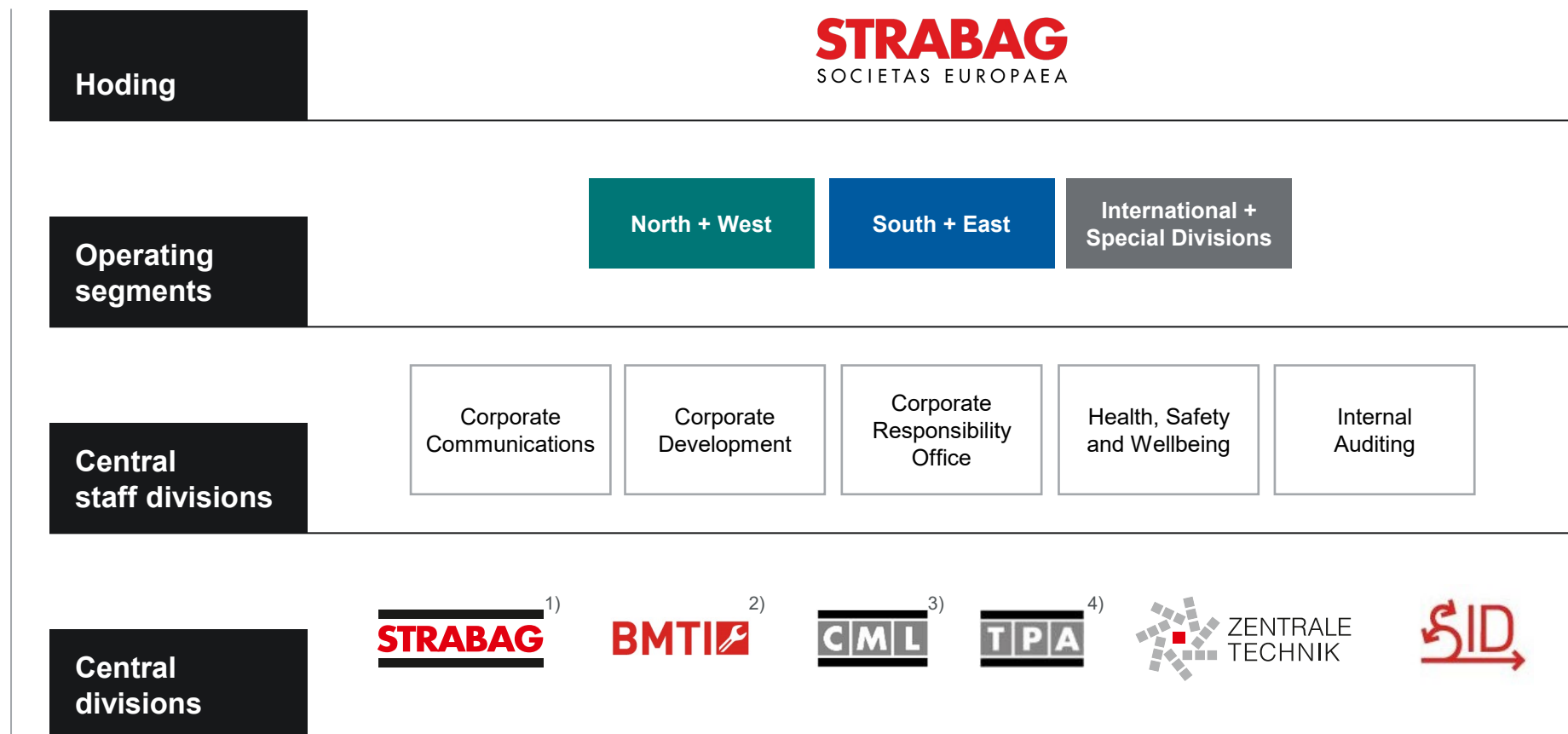


How the STRABAG Group is organised

Two strong brands – building trust, shaping the future

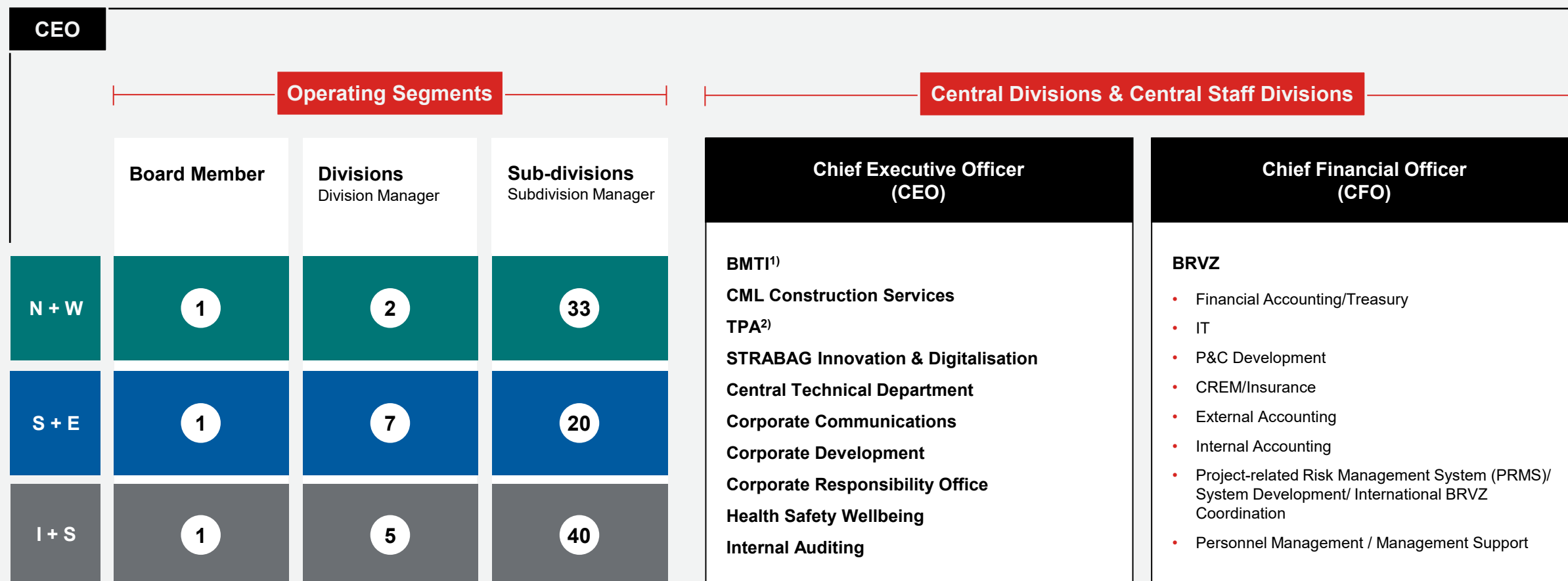
STRABAG

ZÜBLIN



1) BRVZ | 2) BMTI: equipment and vehicle management | 3) prequalification, contract management and legal services | 4) technical construction, quality assurance, innovation management | 5) STRABAG Innovation & Digitalisation

Organisational structure shaped by central units



1) BMTI: equipment and vehicle management | 2) TPA: technical consultation, quality assurance, innovation management

Experienced Leadership at STRABAG



Dipl.-Ing. Stefan Kratochwill
CEO

Joined STRABAG in 2003

Central Divisions BMTI, CML,
SID, TPA, ZT and
Central Staff Divisions



Mag. Christian Harder
CFO

Joined STRABAG in 1994

Central Division BRVZ



Dipl.-Ing. (FH) Jörg Rösler
Member of the Management Board

Joined STRABAG in 2001

Segment North + West:
Germany, Switzerland,
Benelux, Scandinavia,
Ground Engineering



Dipl.-Ing. Siegfried Wanker
Member of the Management Board

Joined STRABAG in 1994

Segment International +
Special Divisions:
Tunnelling, International,
Infrastructure Development,
Real Estate Development,
Building Solutions, United Kingdom,
Energy Infrastructure,
STRABAG Hold Estate



Dipl.-Ing. (FH) Alfred Watzl
Member of the Management Board

Joined STRABAG in 1999

Segment South + East:
Austria, Poland, Czech Republic,
Slovakia, Hungary, Romania,
South-East Europe, Rest of Europe,
Construction Materials

The STRABAG story began in 1835

STRABAG Group traces its roots to Anton Lerch-baumer's family business (1835) & Heinrich Reif-enrath's company (1895), leading to the founding of the "**STRA**ßen**B**au-**A**ctien**G**esellschaft" in 1923.



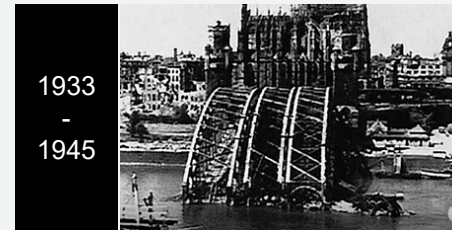
1835
-
1910

Early on, STRABAG focused on technical achievements, including the Langwieser Viaduct and a pioneering road construction lab (1927).



1911
-
1932

After the Nazi takeover, STRABAG continued construction and acknowledges its historical responsibility, supporting the Reconciliation Fund and EVZ Foundation.



1933
-
1945

In 1953, STRABAG built the Wadi Thartar dam and expanded globally in 1955 with "STRABAG Nigeria Ltd.," while also completing local projects like the Hochfilzen magnesite plant.



1946
-
1959



1960
-
1979

STRABAG advanced with new technologies like hydraulic tunnel boring and the construction of the Arlberg Tunnel, adopting electronic data processing in 1961.



1980
-
1999

STRABAG digitalises construction with BIM and robots. After acquiring ZÜBLIN in 2006, it earned the first "sustainable construction site" certification in 2021.



2000
-
2021

In the 1990s, BAU HOLDING AG and STRABAG AG became sister companies. STRABAG expanded into new markets, working on East Germany's rail network and global projects like the Xiaolangdi Dam.



Since
2022

STRABAG targets climate neutrality by 2040. Led by the then CEO Klemens Haselsteiner, its 86,000 employees focus on People, Planet, and Progress to drive innovation.

Leading market positions



Germany

STRABAG	9,045
Vinci	4,470
Zech Group	4,384
Goldbeck	4,140
Max Bögl	2,556

Hungary

Mészáros	1,190
Market	1,065
STRABAG	808
Duna Aszfalt	649
WHB	609

Austria

STRABAG	3,070
Porr	2,964
Swietelsky	2,019
Habau ¹⁾	1,919
Rhomberg Gruppe ¹⁾	1,187

Slovakia

STRABAG	410
Doprastav	261
Eurovia SK	175
Skanska SK	154
Vahostav	136

Poland

Budimex	2,155
STRABAG	1,329
Porr	1,015
Mirbud	766
Erbud	607

Romania

Spedition UMB	633
SA&PE	572
Technostrate	571
STRABAG	519
WEBUILD (Astaldi)	430

Czech Republic

Metrostav	1,696
VINCI Construction CS	1,178
STRABAG	999
OHLA ŽS	449
IMOS Brno	415

Croatia

Kamgrad	264
STRABAG	242
Radnik	165
GIP Pionir	115
GP KRK	107

Output volume/Revenue 2023 (€ mn); Sources: Companies' Annual Reports; Deutsche Bauindustrie; OPTEN; fininfo, Časopis Stavitel; Deloitte; 1) Habau and Rhomberg Gruppe listed with total revenue.

Output volume by country

€ mn	2020	2021	2022	2023	2024	CAGR ¹⁾ in %
Germany	7,323	7,462	8,347	9,045	9,361	6
Austria	2,460	2,694	2,935	3,070	2,856	4
Poland	1,183	1,152	1,126	1,329	1,697	9
Czech Republic	826	948	1,093	999	1,017	5
United Kingdom	226	390	578	672	698	33
Hungary	671	652	688	808	620	-2
Americas	494	482	558	564	517	1
Romania	250	264	315	519	467	17
Slovakia	297	289	351	410	305	1
Middle East	119	203	252	219	257	21
Switzerland	220	192	197	226	229	1
Croatia	172	177	238	242	223	7
Benelux	262	233	176	190	216	-5
Other European Countries	159	136	169	155	151	-1
Sweden	160	121	152	106	120	-7
Italy	52	58	21	62	111	21
Asia	117	145	136	150	104	-3
Serbia	158	155	146	139	94	-12
Slovenia	59	104	81	118	92	12
Bulgaria	65	82	68	65	55	-4
Africa	46	35	47	31	29	-11
Denmark	76	109	61	20	20	-28
Total	15,447	16,129	17,735	19,139	19,239	6

1) CAGR over period 2020–2024.

Market share data 2024

Country	Construction output € mn	STRABAG output € mn	Market share in %
Germany	479,817	9,361	2.0
Austria	49,912	2,856	5.7
Poland	71,687	1,697	2.4
Czech Republic	39,617	1,017	2.6
Hungary	22,015	620	2.8
Romania	36,786	467	1.3
Slovakia	10,228	305	3.0
Switzerland	73,125	229	0.3
Croatia	8,212	223	2.7
Benelux	167,183	216	0.1
Sweden	51,618	120	0.2
Italy	288,098	111	0.0
Serbia	7,312	94	1.3
Slovenia	5,131	92	1.8
Bulgaria	14,045	55	0.4
Denmark	44,930	20	0.0

Sources: Euroconstruct Report, winter 2024 (estimated figures), EECFA Country Reports winter 2024 (estimated figures), company data