



## QUESTIONS ON KEY ISSUES 2025

As in previous years, Austria's publicly listed companies are invited to answer a series of questions on key issues elaborated by the Austrian investors' association IVA together with its partners *Börsen-Kurier* and TI AUSTRIA. The responses are published online at [www.iva.or.at](http://www.iva.or.at).

### 1) Influence of the global economy

- a. Was a new collective wage agreement reached for your company in 2024/2025? If so, what impact (in euros) does it have on EBIT/net income?

95% of the STRABAG SE Group's employees are covered by collective wage agreements in their respective countries. Collective wage agreements were concluded for the respective countries where the Group operates, either at industry-wide or company level, based on the inflation rate of the completed calendar year.

The increases resulting from the collective wage agreements are generally included in the calculation of the projects or are passed on to clients via price escalation clauses as far as possible.

- b. Impact of the war in Ukraine: Is your company directly financially affected by the war in Ukraine? If yes, in what amount and in which sector? How has this influence developed since 2022?

STRABAG is not active in Ukraine. Following Russia's invasion of Ukraine, STRABAG wound up all activities in Russia. The effects of the war became apparent from 2022 onwards, primarily in the form of higher inflation rates, increased interest rates and, in some cases, strained supply chains. STRABAG has performed well to date, thanks in part to its diversified business model, decentralised supply chains, in-house production of construction materials, and long-term procurement and proactive pricing policies.

- c. Is your company affected or restricted by the EU sanctions?

STRABAG SE and its subsidiaries are themselves not affected by any sanctions. In other respects, the STRABAG Group complies fully with the EU sanctions regulations.

In 2024, STRABAG shareholder MKAO 'Rasperia Trading Limited' was placed on the sanctions lists of both the EU and the USA. This did not result in any changes for STRABAG SE itself or in our handling of the shareholding held by Rasperia, as those shares had already been and remain frozen since the EU imposed sanctions on Oleg Deripaska.



- d. Does your company operate in the United States? If so, would you be affected by possible US tariffs imposed by the second Trump administration? If so, in what amount in euros? How do you expect this to impact competitiveness?

STRABAG does not operate in the United States. The construction business is essentially regional in nature and characterised by local supply chains. From today's perspective, there could be indirect effects at most, for example through price increases for imported materials or parts used in construction machinery. STRABAG relies on the in-house production of essential construction materials and on a procurement policy that is as regional as possible. This also applies to the Group's machinery and equipment fleet.

- e. Did your company make any extraordinary price increases in 2024?

Various contract and price models are used in the construction industry. In the public sector, for example, price escalation clauses are common, which allow prices to be adjusted as needed. In the private sector, we have reduced the number of fixed price models over the past few years and now rely on contract models that allow for price adjustments.

- f. What was the share of non-renewable energy sources in the costs and the volume of energy used (in any form, including indirect use, e.g. through natural gas generation) in the past financial year? What action has the company taken and is it taking to reduce the proportion of non-renewable energy sources?

In 2024, non-renewable energy sources accounted for approximately 97% of total energy consumption. The share of non-renewable energy sources in total energy costs was approximately 92%.

In 2024, STRABAG joined the Science Based Targets initiative (SBTi), thereby committing itself to scientifically based climate targets that are in line with the 1.5 °C target defined in the Paris Climate Agreement.

STRABAG in 2024 adopted a transformation plan with eight action areas for the reduction of fossil fuels. The focus is on construction machinery, which accounts for the highest energy consumption. STRABAG has been testing alternative powertrain systems for several years. In 2024, the company trialled a hydrogen-powered wheel loader at the Gratkorn quarry.

Other measures implemented in 2024 include the installation of PV systems on construction sites, office buildings and production sites, the conversion of the fleet to electric powertrains, and the implementation of pilot projects to test alternative energy sources at production sites.

## 2) Investments & ESG



- a. Investments in the collection of ESG-related data in 2024: What were the internal/external costs incurred (consulting, lawyers, auditors, IT service providers)?

In preparation for CSRD reporting, STRABAG engaged a number of consulting services in 2024 and further developed its IT infrastructure and tools. This resulted in comparatively higher investment costs. Expenses for external services (auditing, consulting and the purchase of databases) amounted to approximately € 350,000.

- b. Investments in social media in 2024: What were the internal/external costs incurred (employees, media agency, strategy consulting, etc.)?

In the 2024 financial year, a total of 8 persons were employed full time (FTE) to support the Group's social media activities. Due to the ongoing shortage of skilled labour, employer branding activities were expanded through various campaigns aimed at specific target audiences. To strengthen our social media activities on corporate-wide channels, various measures were implemented to promote overarching collaboration.

- c. What were the costs of ESG reporting in 2024 (external consultants, service providers, etc.)? How many employees are assigned exclusively to these tasks?

In addition to the costs outlined under question 2a, STRABAG incurred the following expenses in 2024:

- Participation in ESG ratings: approximately € 5,400
- Consulting services: approx. € 24,500
- Personnel costs for two FTEs assigned exclusively to ESG reporting

### 3) Supervisory Board and Management Board

- a. Supervisory Board: How high were the incidental costs such as travel expenses, secretarial services, consulting, off-site meetings, training, etc.?

The incidental costs for the Supervisory Board amounted to around € 20,000 in 2024.

- b. What was the average age of the capital representatives on the Supervisory Board in 2023 and 2024? What was the average age of the Management Board members in 2023 and 2024?

#### Supervisory Board

2023: The members of the Supervisory Board were between 49 and 67 years old on the reporting date.

2024: The members of the Supervisory Board were between 42 and 68 years old on the reporting date.



#### Management Board

2023: The members of the Management Board were between 43 and 59 years old on the reporting date.

2024: The members of the Management Board were between 44 and 60 years old on the reporting date. Following the death of CEO Klemens Haselsteiner on 17 January 2025, Stefan Kratochwill was appointed as the new CEO of STRABAG SE with immediate effect on 19 February 2025. The members of the Management Board are now between 48 and 61 years of age.

- c. What was the proportion of non-Austrian citizens on the Supervisory Board and Management Board in 2023 and 2024? Will the company pay Austrian taxes for these Supervisory Board members? If so, in what amount?

#### Management Board

2023: The proportion of non-Austrian citizens stood at 40% on the reporting date.

2024: The proportion of non-Austrian citizens stood at 40% on the reporting date.

#### Supervisory Board

2023: The proportion of non-Austrian citizens stood at 33% on the reporting date.

2024: The proportion of non-Austrian citizens stood at 33% on the reporting date.

No taxes were paid on behalf of the members of the company's Supervisory Board.

- d. Is the remuneration of the Management Board directly linked to the reduction of the company's carbon emissions?

The remuneration of the Management Board is based on the specific tasks and responsibilities as well as the size and the economic situation of the company. Another factor that is considered is the competitiveness of the remuneration on the market. The variable component of the remuneration takes into account the shareholders' interest in a positive development of the company and increases the motivation of the Management Board to take measures that sustainably improve the net income in the long term. The variable remuneration is measured on the basis of financial indicators that best reflect the long-term success and economic situation of the company. Non-financial performance criteria that can be applied across the Group are being evaluated, but currently still pose a significant challenge in terms of defining, measuring and controlling corresponding target values (key performance indicators). A differentiated and separate definition of non-financial performance criteria for each division would be detrimental to transparency and ease of understanding. As a result of thorough debate in the Executive Committee of the STRABAG SE Supervisory Board, the decision was made not to use non-financial criteria to calculate the remuneration of the members of the Management Board.



- e. Are there any ESG experts on the Supervisory Board?

The composition of the Supervisory Board ensures that ESG issues are represented at the Supervisory Board level.

- f. What is the gender distribution on the Supervisory Board (capital representatives) in percent? What is the gender distribution on the Management Board in percent?

As of 31 December 2024, women made up 60% of the Supervisory Board (capital representatives), while there were no female members on the Management Board.

#### 4) Investor Relations activities

- a. Number of roadshows in Austria and abroad?

In addition to the prescribed semi-annual report and the trading statements on the first and third quarters, we informed 115 capital market participants (2023: 72) in 40 one-on-ones (2023: 38) and in group talks last year. We took part in five (2023: three) roadshows and investor conferences organised by Erste Group, Kepler Cheuvreux, Baader Bank, ODDO BHF, Raiffeisen Bank International as well as by the Vienna Stock Exchange.

- b. Number of contacts with institutional and private investors?

See answer to question 4a.

- c. Expenditure for research and analyses?

Currently, five investment firms publish analyses on STRABAG SE shares. In some cases, contractual agreements include market making and corporate brokerage services.

- d. Costs of publication of the Annual Report and the Sustainability Report?

The cost of the print run of the 2024 Annual and Sustainability Report totalled around € 9,000.

#### 5) Taxes paid in 2024

- a. How high were the taxes paid in Austria and in the three foreign markets with the highest revenue (stated by country, revenue, amount)?

The actual tax expense reported in the 2024 financial year in Austria and the highest-revenue foreign markets breaks down as follows:



Country	revenue including consolidated revenue in millions of €	actual tax expense in millions of €
Austria	4,056.30	-1.64
Germany	9,681.32	-180.57
Poland	1,877.09	-17.51
Czech Republic	1,326.87	-17.68

## 6) Promotion of young talent

- How many interns are working in your company (2024)?
- How many interns are paid interns and what is the average level of pay?
- Describe the age structure and educational background of the interns.

Interns	2024	2023	2022	Age	Educational background
Mandatory interns	189	162	139	16–35	Higher Technical Institute (HTL) Bachelor or master's degree
Trainees	108	105	103	21–33	Bachelor or master's degree
All mandatory interns and trainees are paid.					

## 7) Young Shareholders Austria – Questions regarding the labour market and training:

As the demand for skilled labour can hardly be met with workers resident in Austria at this time, there has been an enormous increase in leased workers from other EU countries.

- What specific measures are you taking so that future demand for skilled labour in your company can be met in the long term?

The focus is on attracting, training, integrating and retaining international skilled workers. At the same time, the demographic trend will promote and accelerate innovation in the construction industry. New methods and new ways of working will be required in order to realise future growth. Concepts such as prefabrication or modular construction – to name just two examples – will play a key role in this process.

To counteract the shortage of skilled labour, we are continuing to promote and optimise the needs-oriented professional and personal development and qualification of our employees. We also promote internal job placements with the help of development plans and targeted potential management. By strategically addressing target groups on our social media channels, we reach more potential candidates and are positioning ourselves as an attractive employer. A well-



structured and measurable onboarding process leads to stronger employee retention.

- b. How many apprentices are there in the company?

Apprentices: 2,062

- c. How many leased workers are currently working for the company?

Leased tradespersons are employed to a minor extent to cover peak staffing needs.

- d. What were the expenses incurred for internal and external training and further education in total and per employee?

In the period from 1 January 2024 to 31 December 2024, approximately € 9.4 million were invested in internal training throughout the corporate group (travel costs, accommodation, etc. are not included).

- e. Does your company employ individuals with asylum status? If so, how many?

We employ individuals with asylum status to a limited extent.



In cooperation with the readers of *Börsen-Kurier*, two questions were selected for inclusion as *Börsen-Kurier* reader questions in the IVA Questions on Key Issues:

- 1) What are your priorities this year in terms of transparency, shareholder information and investor relations?

In 2025, the focus – alongside the direct dialogue with shareholders, analysts and stakeholders – is on optimising the IR channels to ensure transparent communication. In this context, we relaunched our Investor Relations website, enhanced our online Annual Report with new features and redesigned our Investor Relations newsletter. We also revised the Group's investor and earnings presentations in terms of both content and design.

- 2) What are your expectations for the 2025 financial year?

The end markets continue to show a mixed trend. Strong momentum from the infrastructure sector contrasts with challenges in building construction, although these are



gradually easing. STRABAG is broadly diversified – by segments, countries, project sizes and clients – and has so far been able to more than offset declines in individual construction segments. The company maintains this outlook for the 2025 financial year.

- 3) In this context, there is frequent talk of crisis and pessimism. Do you share this view, and what can you do to foster a more positive outlook?

We take the current challenges – geopolitical, economic or climate-related – very seriously. Nevertheless, we do not share the general pessimism. The construction industry holds enormous potential to actively drive the transformation of the economy and society. STRABAG focuses on solutions: through innovation, sustainable construction and targeted investment in our employees. In this way, we are actively contributing to a positive mindset – within the company and beyond.



The following topic was selected in cooperation with the anti-corruption association Transparency International Austria:

#### ESG and compliance

- 1) Corruption prevention is a key aspect of ESG compliance in the area of governance. What measures does your company take to prevent corruption?

STRABAG is founded on integrity and on ethical, lawful conduct. In March 2021, STRABAG joined the UN Global Compact and thereby committed to upholding its ten universal principles, including those aimed at combating corruption. This clearly affirms the Group's zero-tolerance approach to all forms of bribery and corruption – an approach it also expects from its suppliers, subcontractors and other contractual partners.

The principles for preventing bribery and corruption are laid out in detail in Group Directive 003 of the Business Compliance Management System (BCMS) and the BCMS Management Directive on the prevention of corruption and white-collar crime. The BCMS and its directives are available in all Group languages and published on the intranet to ensure that all employees have easy access to the applicable rules. Where legally permissible, the BCMS is also included in employment contracts. Compliance with the conduct and behavioural guidelines defined in the BCMS is continuously monitored and reviewed by the Business Compliance organisation. The content of the BCMS is conveyed to all employees through mandatory online and in-person training courses. In addition, employees are encouraged to report (suspected) misconduct or rule violations. All reports are treated seriously, handled discreetly and thoroughly



investigated. Tips can be submitted – anonymously if preferred – via STRABAG's whistleblowing platform.

The STRABAG BCMS and its Group-wide implementation fulfil the requirements of ISO 37001 (Anti-Bribery Management Systems) and ISO 37301 (Compliance Management Systems). It also meets the key requirements of the UN Convention against Corruption, which defines best practices for businesses. STRABAG is the first globally active Austrian company to have Group-wide certification to ISO 37001 and ISO 37301.

- 2) Due diligence obligations in the supply chain are gaining increasing importance within the framework of ESG compliance. What measures is your company taking to ensure human rights and social standards in the supply chain?

The STRABAG Social Compliance Management System serves to identify, assess and prioritise human rights and environmental risks. Based on the findings of annual and event-driven risk analyses, targeted preventive and corrective actions (remedies) are implemented. Preventive actions include appropriate contractual clauses, training programmes and sustainability audits of our suppliers and subcontractors. Another key action involves the training and awareness-raising of our own employees, especially those working in purchasing.

In the event of a violation, appropriate remedies are taken depending on the individual case. The first step is to end the violation, followed by the planning and implementation of necessary corrective actions. Further consequences – such as disciplinary measures or the suspension or termination of the business relationship – are applied when no other resolution is possible. Compensation and restitution may also be applied on a case-by-case basis.

These measures are implemented within the relevant divisions as part of the Social Compliance Management System. A Group-wide rollout of the system is planned for 2025. Both the grievance mechanism and the risk management system are regularly reviewed for effectiveness and continuously improved by the designated human rights officer.