

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

Company Presentation



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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

20.4

Output volume (€ bn)

31.4

Order backlog (€ bn)

6.7%

EBIT margin

35.9%

Equity ratio

BBB+, stable

S&P rating

~ 2,400

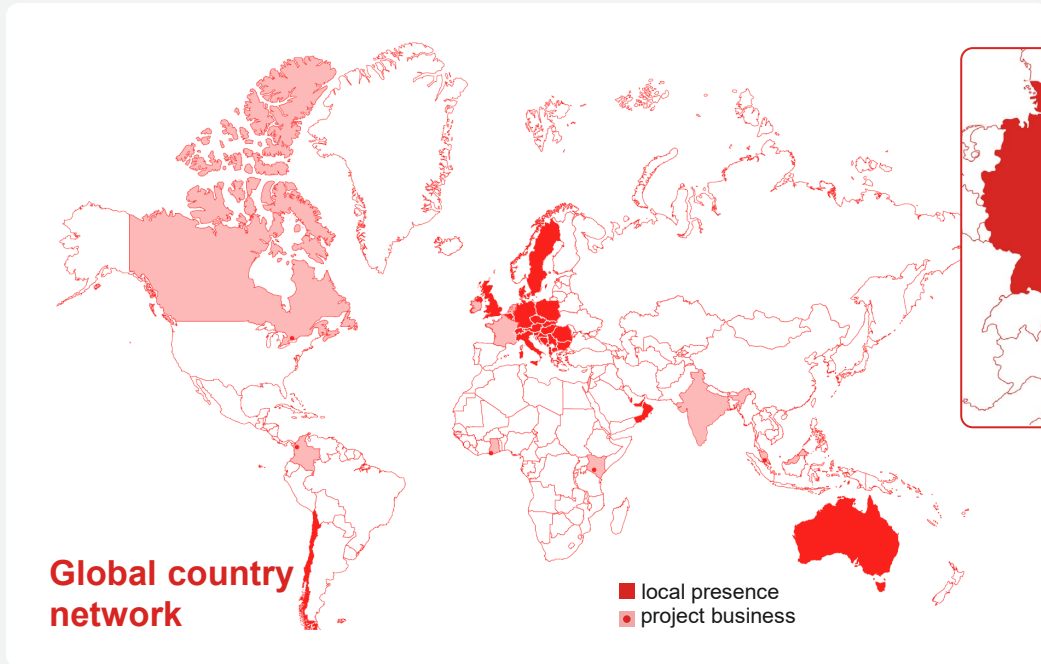
Employees in innovation

~ 89,000

Employees

> 50

Countries



Market-leading positions in core markets & No. 1 in CEE

Fully vertically integrated business model

Construction materials production



Planning & design



Development



Construction



Building operations



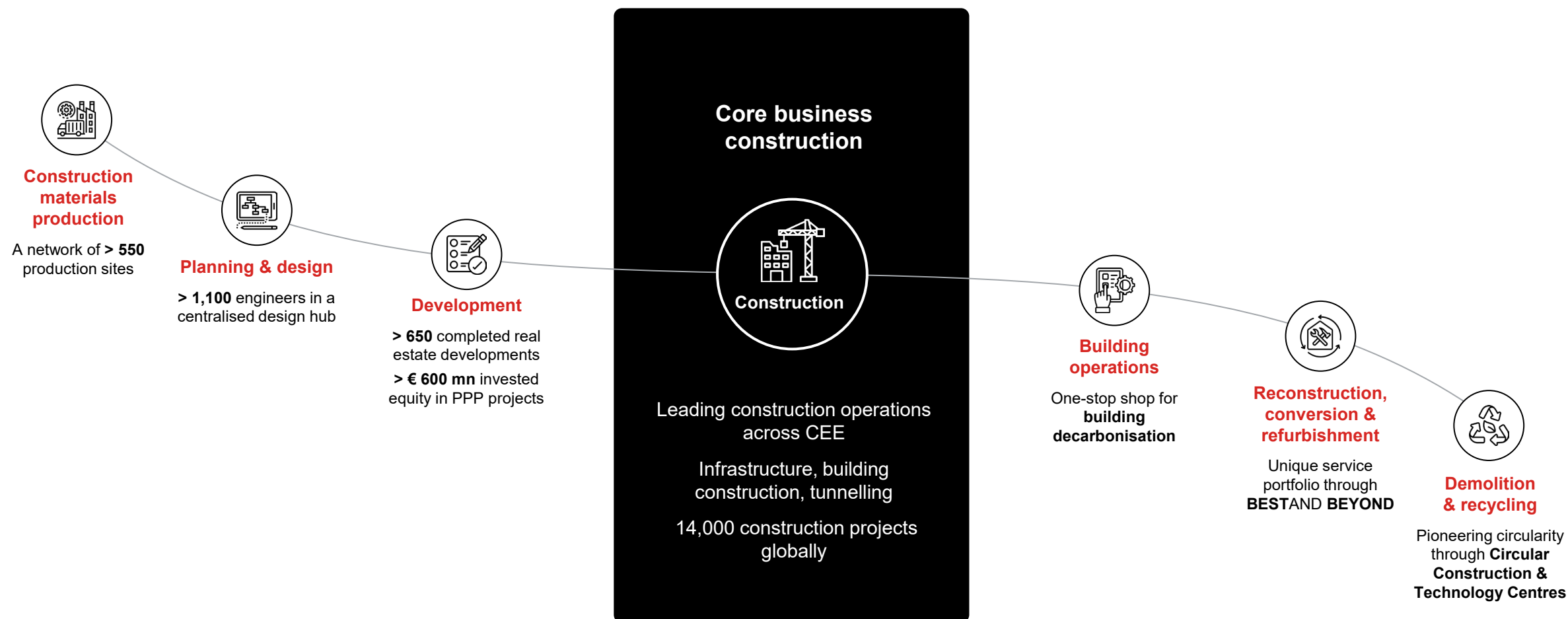
Reconstruction, conversion & refurbishment



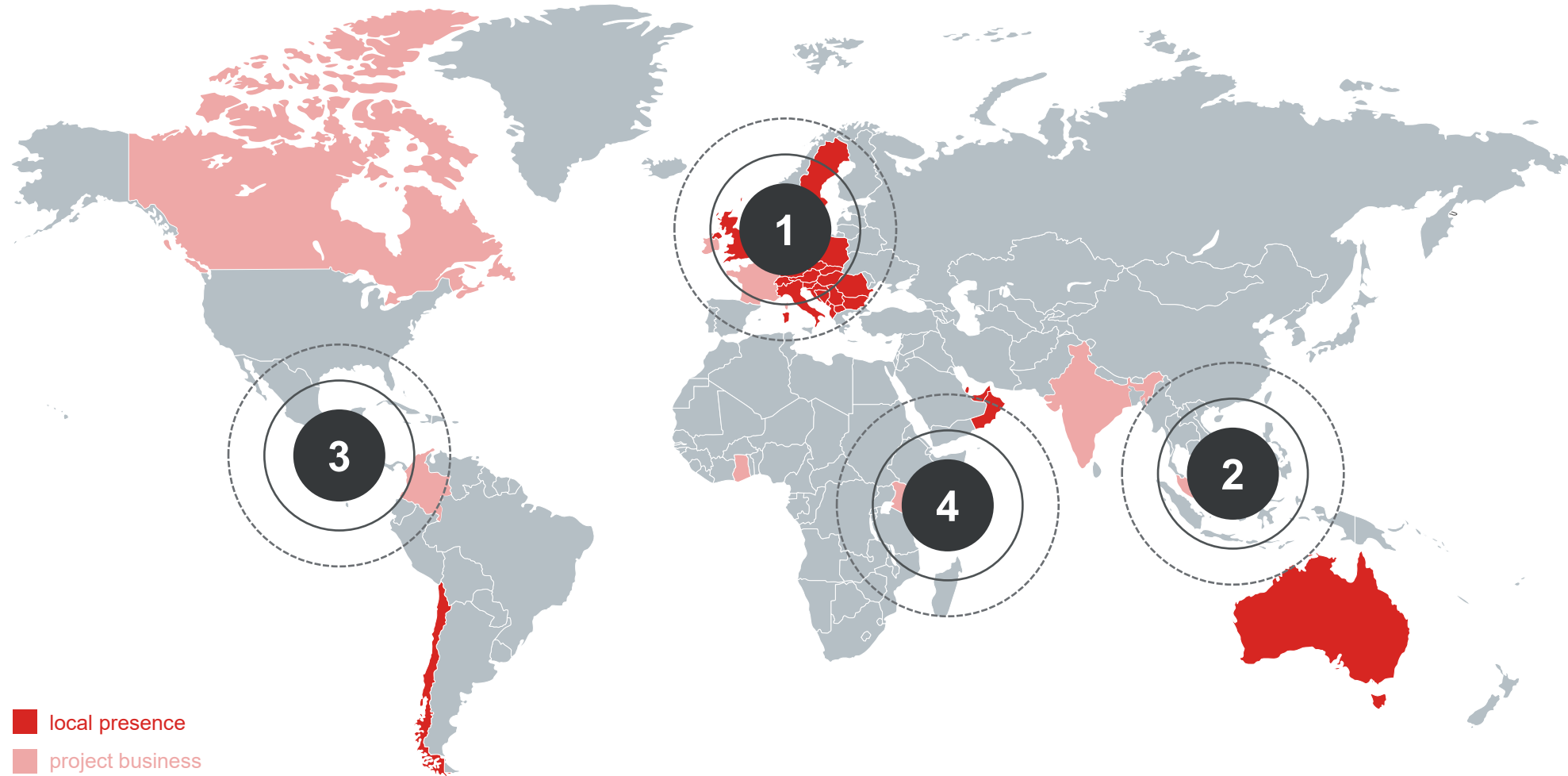
Demolition & recycling

2025 FY figures

We cover the entire value chain in construction



We combine local expertise with global reach



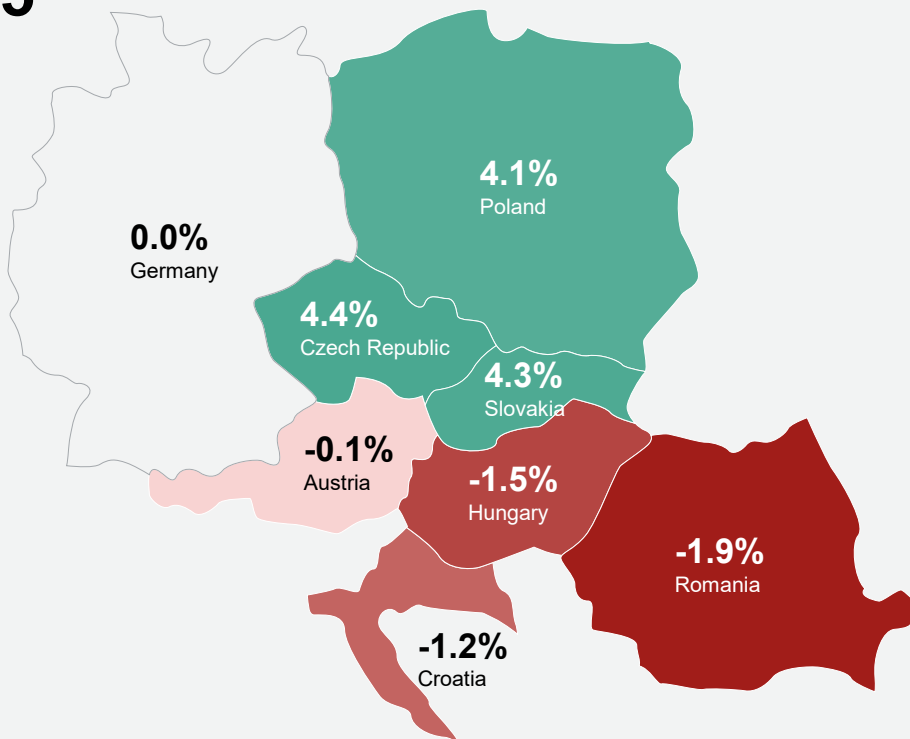
APAC: Asia-Pacific | MEA: Middle East & Africa

Contribution to Group output

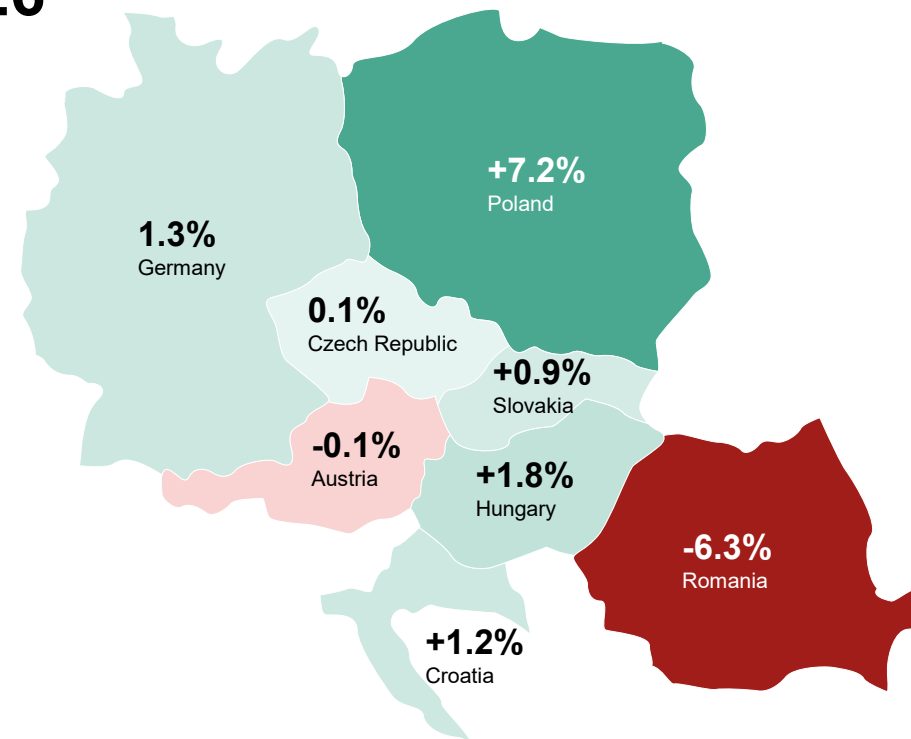
93%	Europe	1
3%	APAC	2
3%	Americas	3
1%	MEA	4

The market environment improves

2025



2026



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

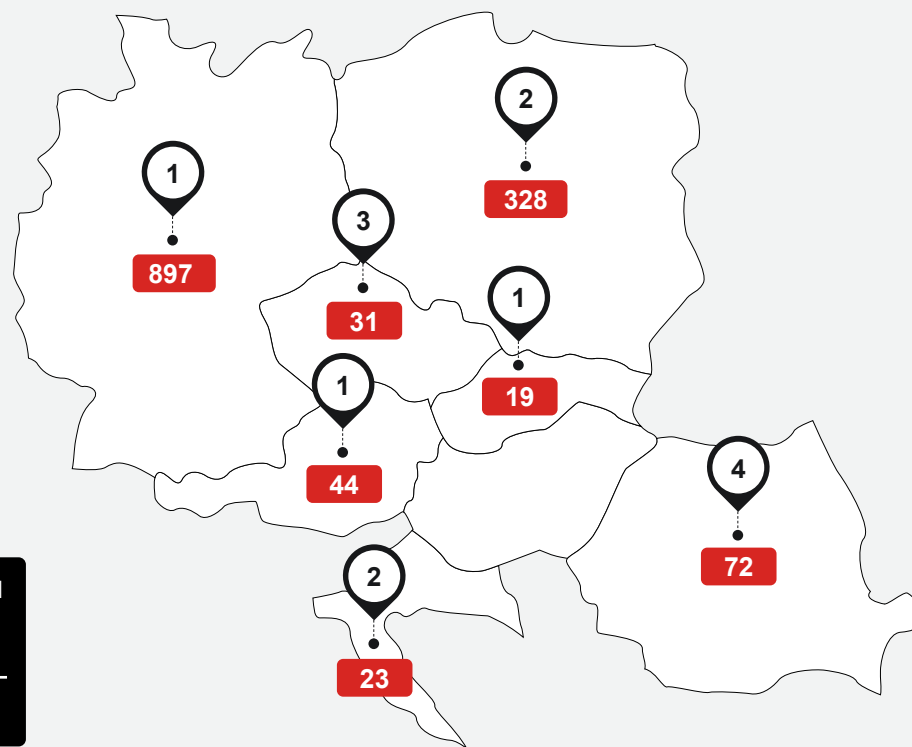
We are active in promising markets

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
 € 8 bn Romania



Railway & transportation infrastructure investments

- € 107 bn Germany | 2025-2029
- € 42 bn Poland | 2025-2032
- € 38 bn Austria | 2025-2030 (ÖBB + ASFINAG)
- € 8 bn Croatia | 2024-2034
- € 3 bn Czech Republic | 2026

EU Cohesion fund 2021-2027

- € 76 bn Poland
- € 35 bn Romania
- € 20 bn Germany
- € 21 bn Czech Republic
- € 13 bn Slovakia
- € 5 bn Croatia
- € 2 bn Austria

National Recovery & Resilience Plan (NRRP) 2022-2026

- € 60 bn Poland
- € 29 bn Romania
- € 10 bn Croatia
- € 7 bn Czech Republic
- € 6 bn Slovakia
- € 4 bn Austria

Investment volume € bn Market position

1) Multiannual Financial Framework (MFF) for climate and environmental projects

GROUP PROJECTS

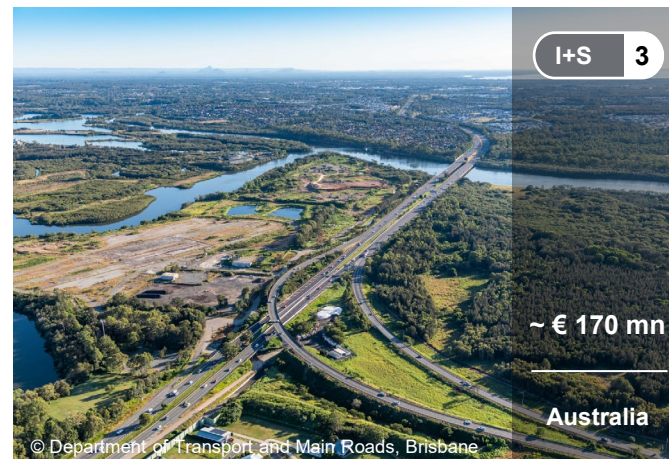
Current large-scale projects in progress

Country	Project	Order backlog in € mn	As % of total order backlog
United Kingdom	Haweswater Aqueduct Resilience Programme (HARP)	2,636	8.4
United Kingdom	HS2 high-speed rail line	1,327	4.2
Germany	U5 East, Hamburg	431	1.4
Germany	Bayerische Versorgungskammer	430	1.4
Germany	US hospital, Weilerbach	411	1.3
Germany	Lock Kriegenbrunn	316	1.0
Germany	Central Business Tower	297	1.0
United Kingdom	Woodsmith Project	274	0.9
Czech Republic	Railway junction at Česká Třebová	224	0.7
Canada	Scarborough Subway Extension Line 2	207	0.7



As of 31 Dec. 2025

Focus on growth markets drives order backlog



- 1 Water infrastructure project HARP²⁾, replacing six tunnel sections; design & build incl. 25 years of maintenance
- 2 Turnkey construction of first phase of Innovation Park Artificial Intelligence (IPAI)
- 3 Upgrade of key transport corridor linking Gateway and Bruce Highways, Brisbane
- 4 Construction of a major European semiconductor fab
- 5 Acquisition of several major rail projects in Germany, Eastern & South-East Europe
- 6 Fehmarn Sound Crossing: major contract for tunnel link to island of Fehmarn

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

1) Expected construction output; 2) Haweswater Aqueduct Resilience Programme; included in STRABAG's PPP portfolio

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)	2025	2030 (target year)
Output volume (€ bn)	17.7	20.4	CAGR ~ 6%
EBIT margin	4.2%	6.7%	sustainable 6%
Equity ratio	31.7%	35.9%	≥ 25%
Dividend payout ratio	43%	37% ¹⁾	30–50%
S&P Rating	BBB	BBB+	Maintain investment grade

1) Dividend proposal by the Management Board

02

Diversified.

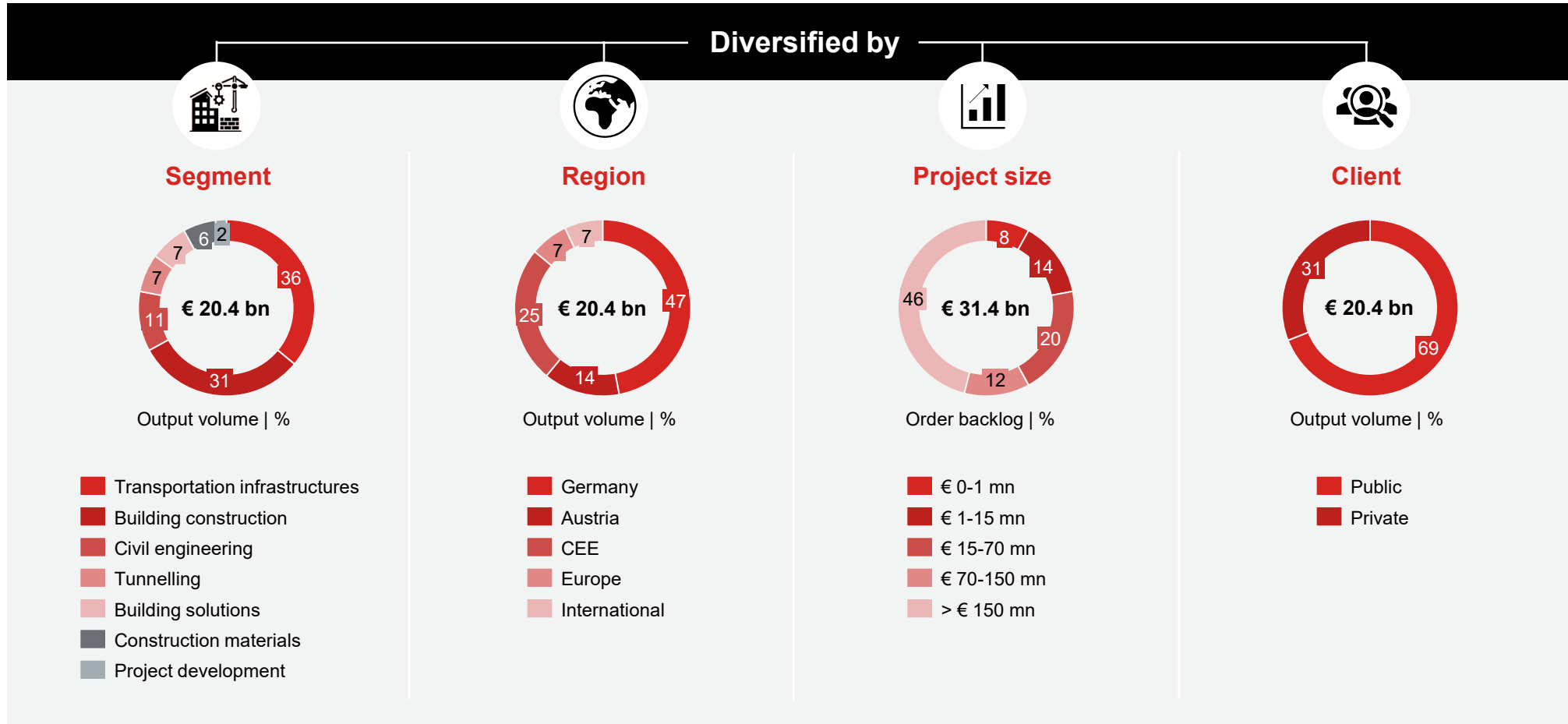
STRABAG is diversified across four areas. This allows us to spread our risk and balance out cyclical and seasonal effects.

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Group resilience through 4-fold diversification

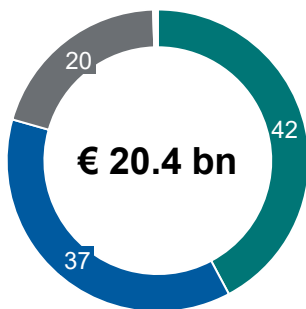
STRABAG
delivers complex projects of nearly all sizes and segments in over 50 countries globally – for both public and private clients.



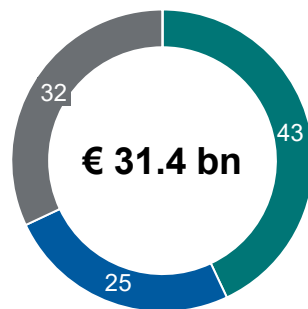
OPERATING SEGMENTS

Balanced contributions across operating segments

Output volume by segment | %



Order backlog by segment | %



■ North + West ■ South + East ■ Internat. + Special Divisions



2025 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

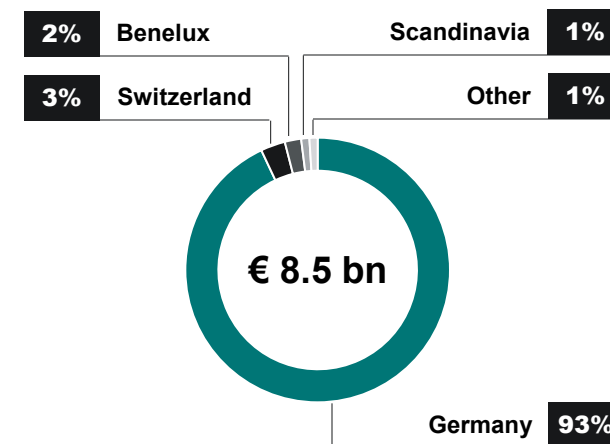
8,531
Output volume | € mn

13,414
Order backlog | € mn

11.2
EBIT margin | %

23,161
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

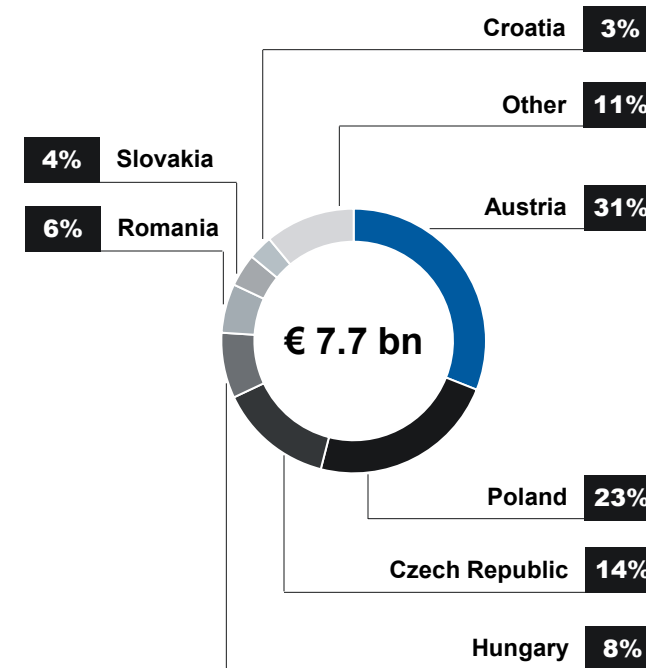
7,694
Output volume | € mn

7,963
Order backlog | € mn

3.7
EBIT margin | %

26,218
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

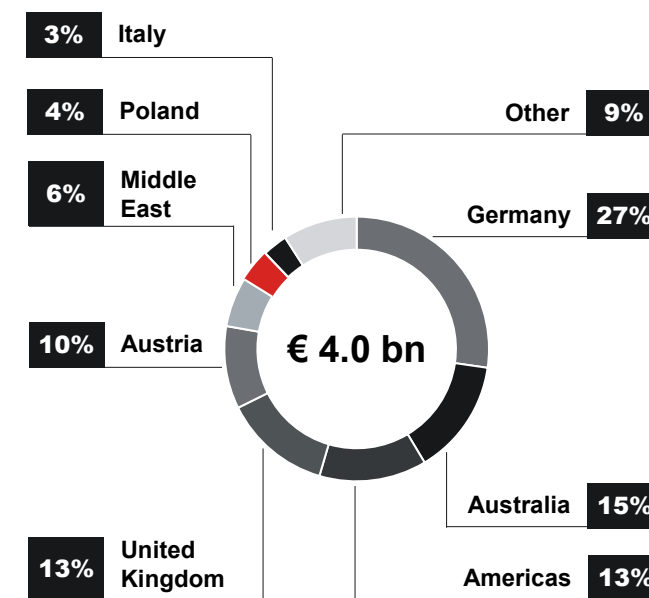
4,030
Output volume | € mn

9,982
Order backlog | € mn

4.6
EBIT margin | %

22,796
Employees | FTE

Segment output by region



03

Innovative.

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

© HS2



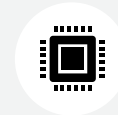
Innovation is part of our DNA

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

Selected products by STRABAG



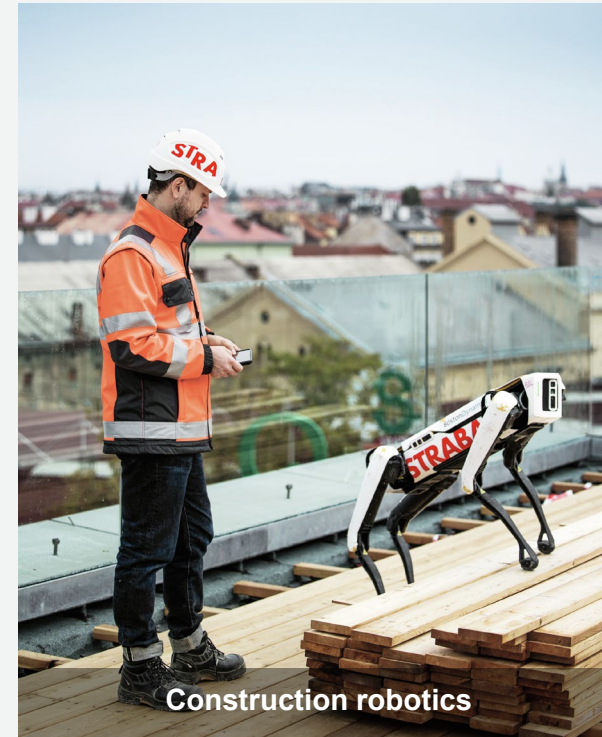
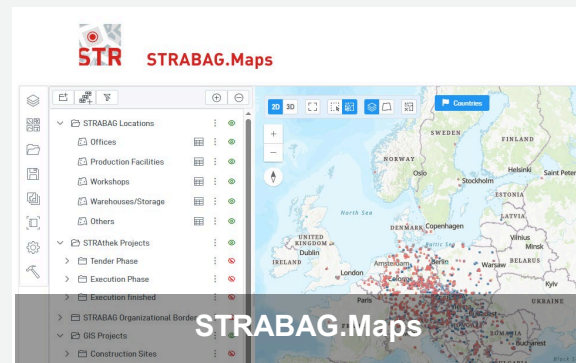
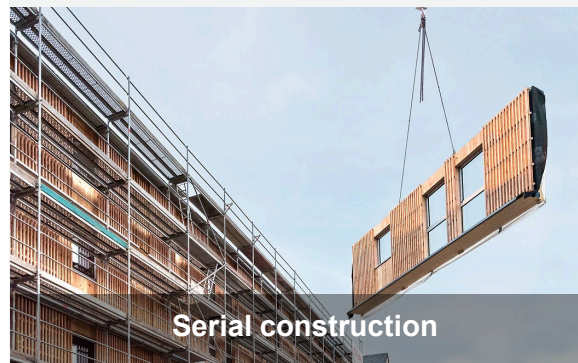
Standardisation



Digital processes

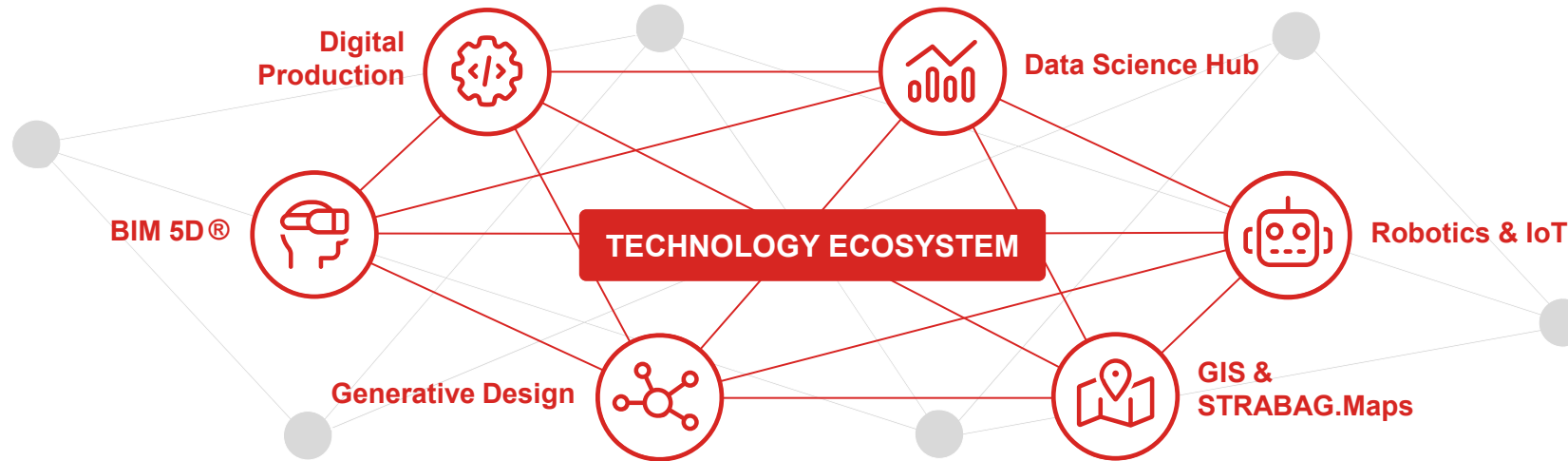


Automation



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

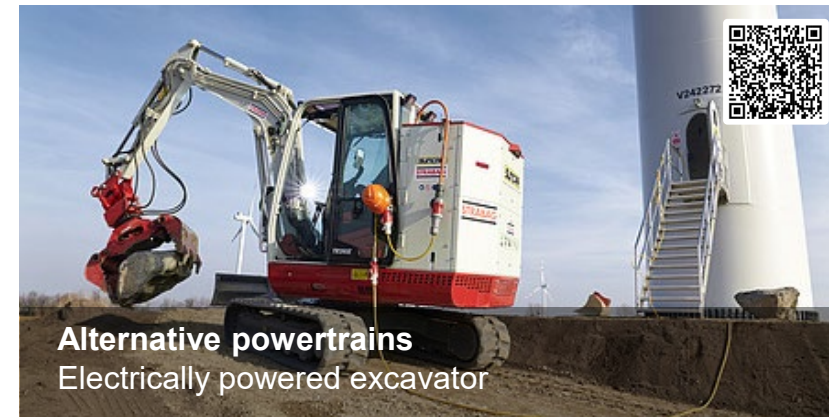
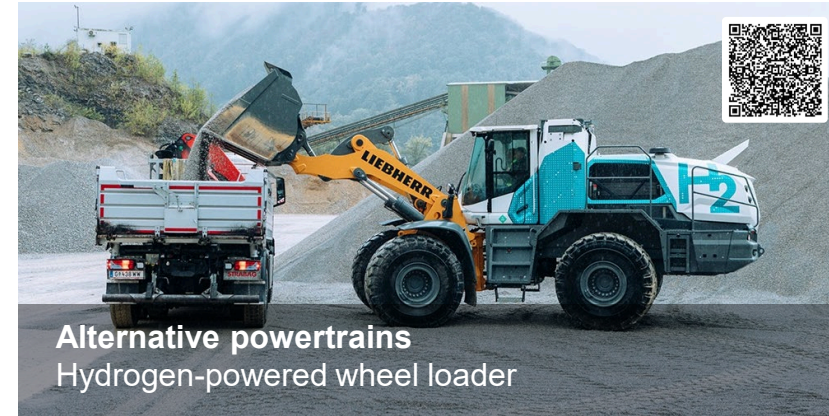
- Lifecycle management from investment decisions and procurement to servicing, rental and resale
- Internal rental and maintenance services across the Group
- Coordination of external equipment rentals to cover peak demands



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



1) Fleet value at acquisition cost

 > 400
Employees (FTE)

 12
Countries

 > 20
Locations



**SID – STRABAG’s
catalyst for innovation
and digitalisation
initiatives**

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.

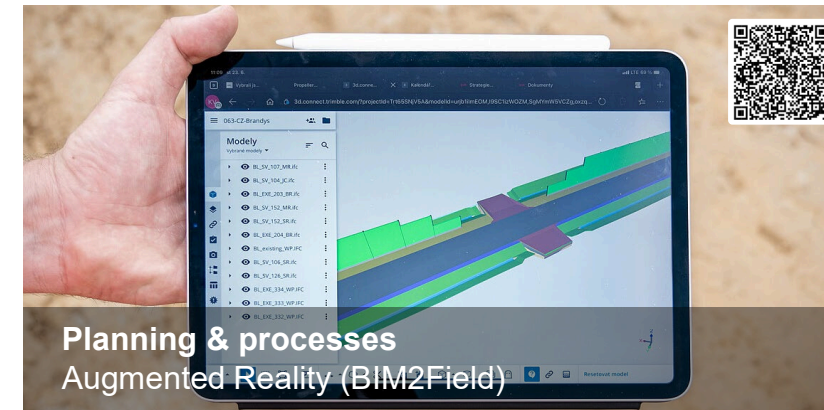
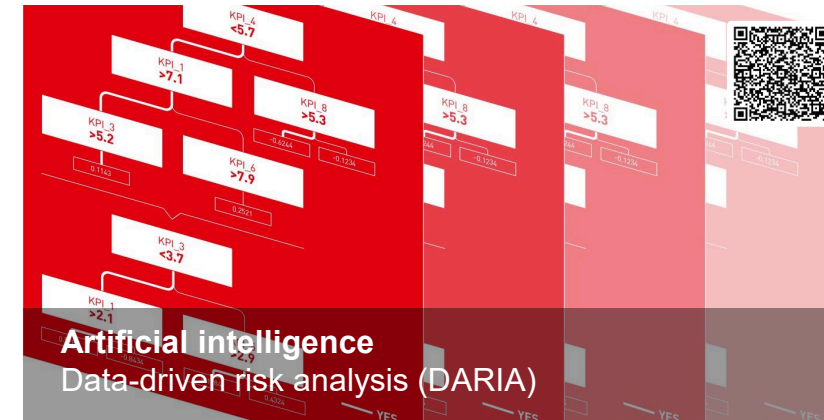
Activities

- 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**

Selected innovation projects





> 1,000
Employees (FTE)



16
Countries



> 160
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



> 1,100
Engineers



11
Countries



35
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")

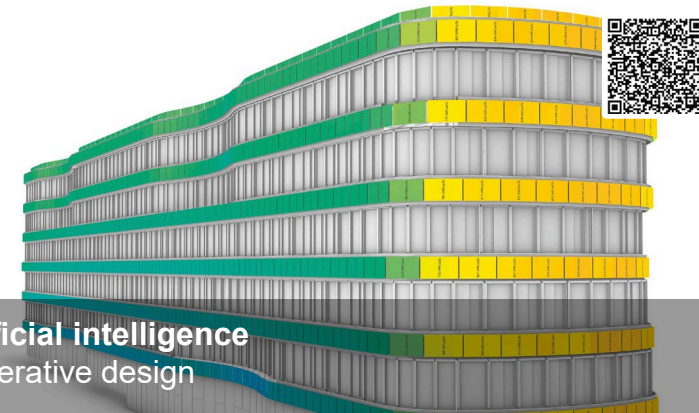


Competitive advantage

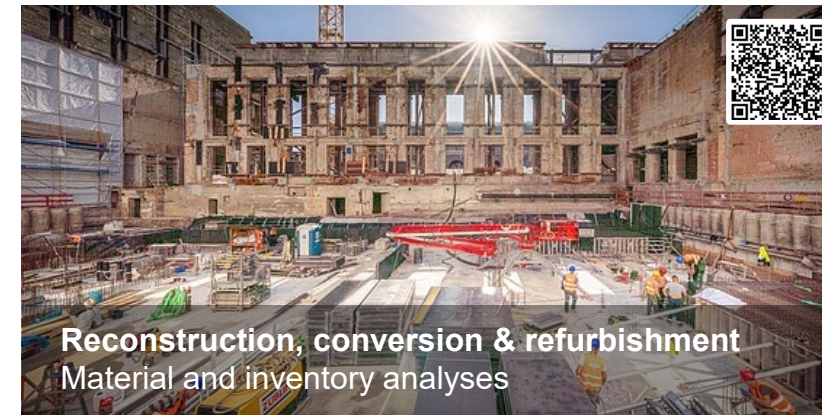
- Strategic enabler for **early project involvement**, **risk identification** and **data control**
- **Modular, scalable solutions** powered by digital processes (e.g. BIM 5D®)
- International reach with efficient **cost structure**

ZT – STRABAG's internal design and engineering hub

Selected innovation projects



Artificial intelligence
Generative design



Reconstruction, conversion & refurbishment
Material and inventory analyses

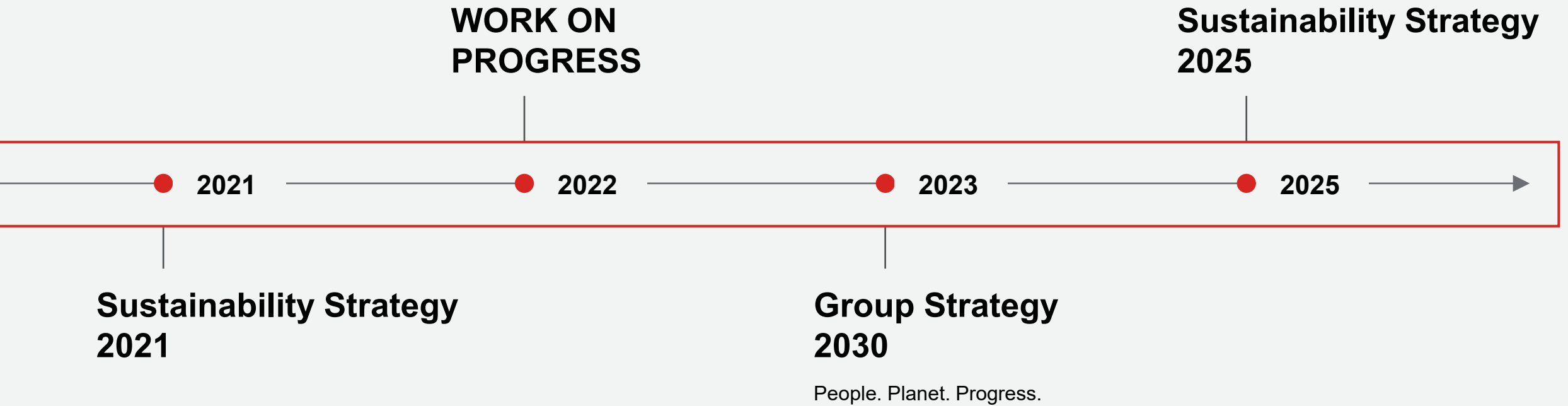
**Construction can also
be done sustainably.
That's the way we do
things.**

**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



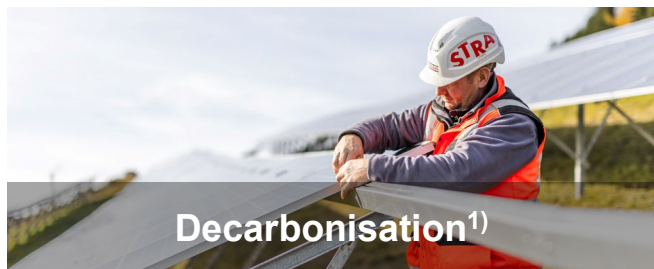
Fair competition



**Sustainable
corporate governance**

Our contribution to the environment

Strategic focus topics



Strategic goals

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

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

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's climate targets through 2030 are validated by the Science Based Targets initiative (SBTi)

Our commitment to social responsibility

Strategic focus topics



Our employees



Human rights along the value chain



Added value for society

Strategic goals

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

We protect human rights through:

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

We create added value for society by:

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

Cluster of measures

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

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

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

Our engagement in governance

Strategic focus topics



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)



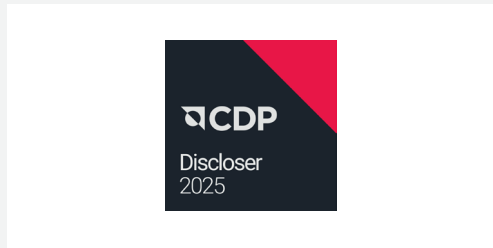
We have established clear structures and responsibilities by:

- 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



Positive results in 2025 ESG ratings

CDP	"B" score <i>(Climate Change)</i>
Sustainalytics	27.8 (medium risk) <i>(last evaluation: Oct. 2025)</i>
EcoVadis	77/100 points <i>(94th percentile: silver medal)</i>

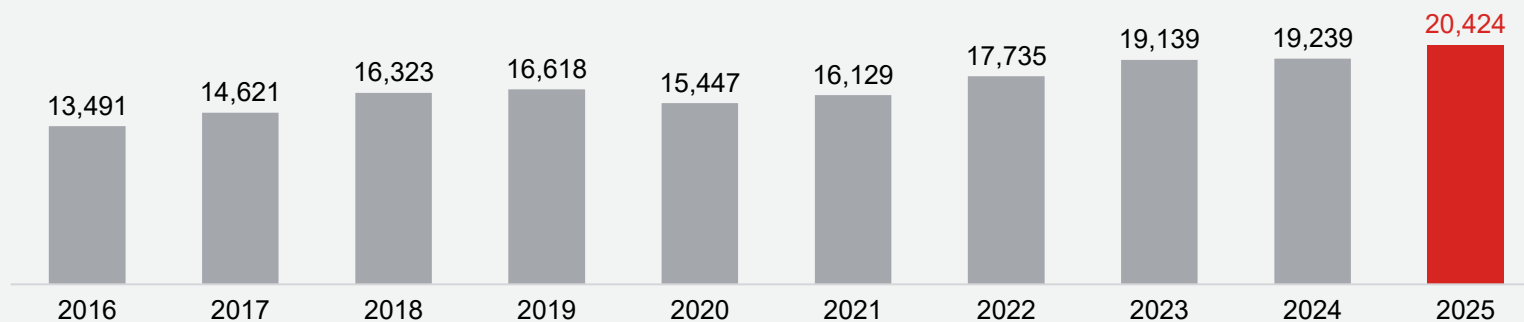
Financially strong.

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

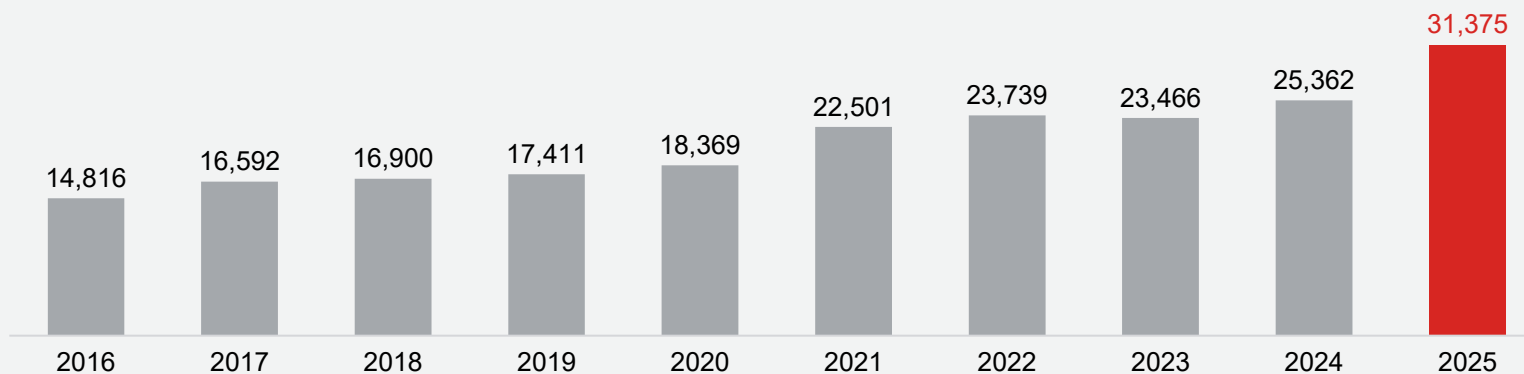


Output and order backlog at record highs

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 more than doubled over the past ten years, providing strong forward visibility

Order backlog
CAGR +9%
 2016–2025

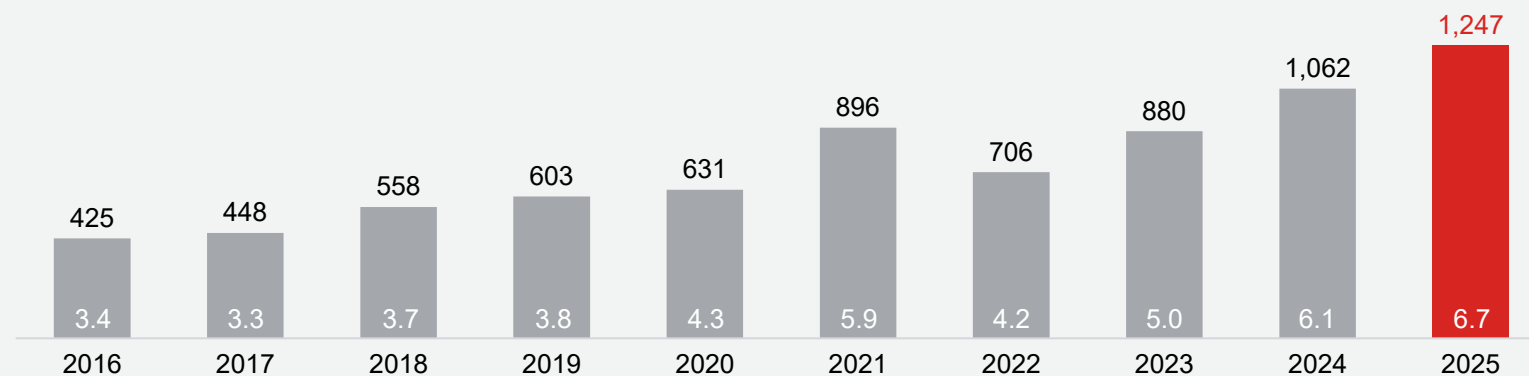


Order backlog
 visibility > 1.5 years

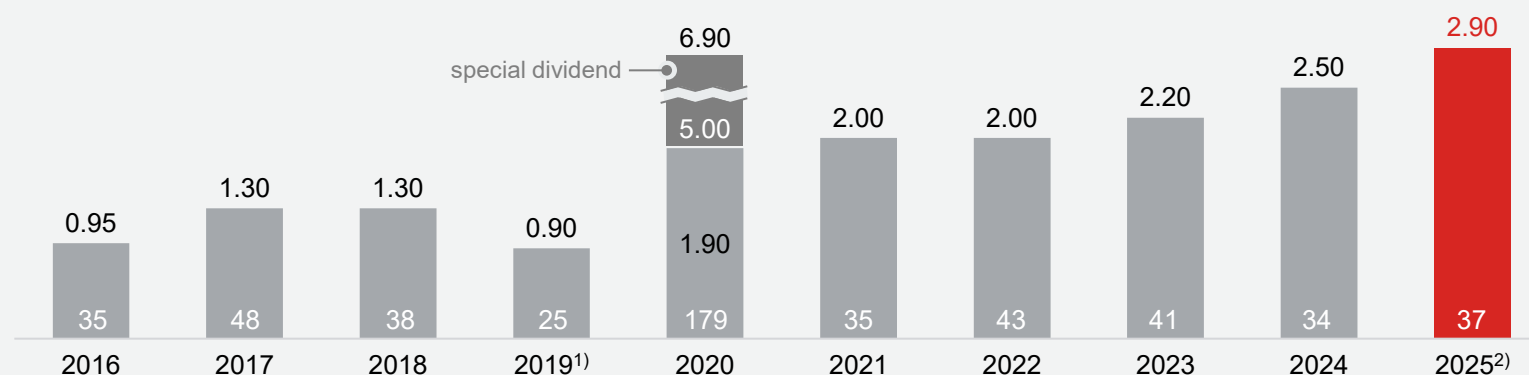


Profitable growth with consistent dividends

EBIT | € mn and EBIT margin | %



Dividend | € and payout ratio | %



1) Precautionary measure due to Covid-19 | 2) Dividend proposal by the Management Board

Proven financial track record

- Strong track record of sustainable earnings growth; EBIT CAGR +13% (2016-2025)
- Effective risk management as key driver of margin expansion
- Reliable dividend policy with 30–50% payout of net income (after minorities)
- One of Austria's largest listed companies by market capitalisation

EBIT margin
~ 2.0x
2016–2025

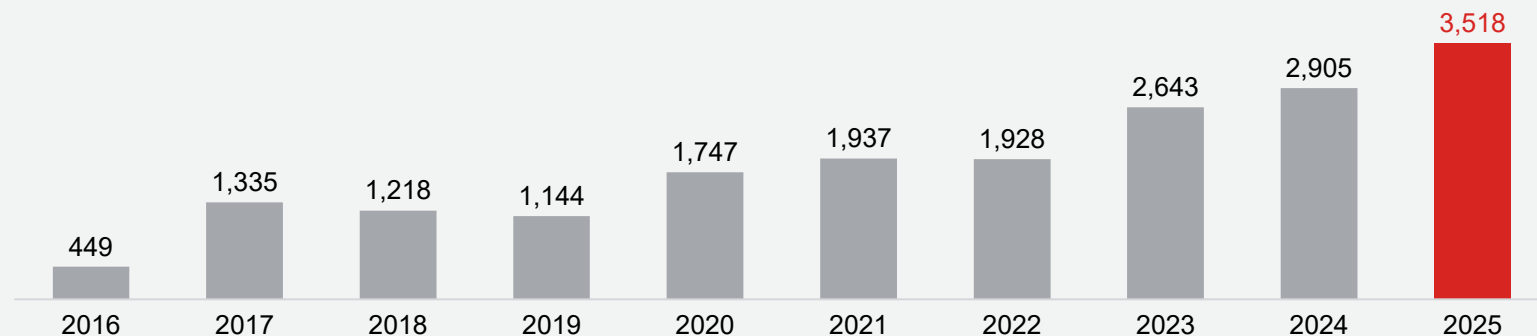


Dividend
CAGR +13%
2016–2025

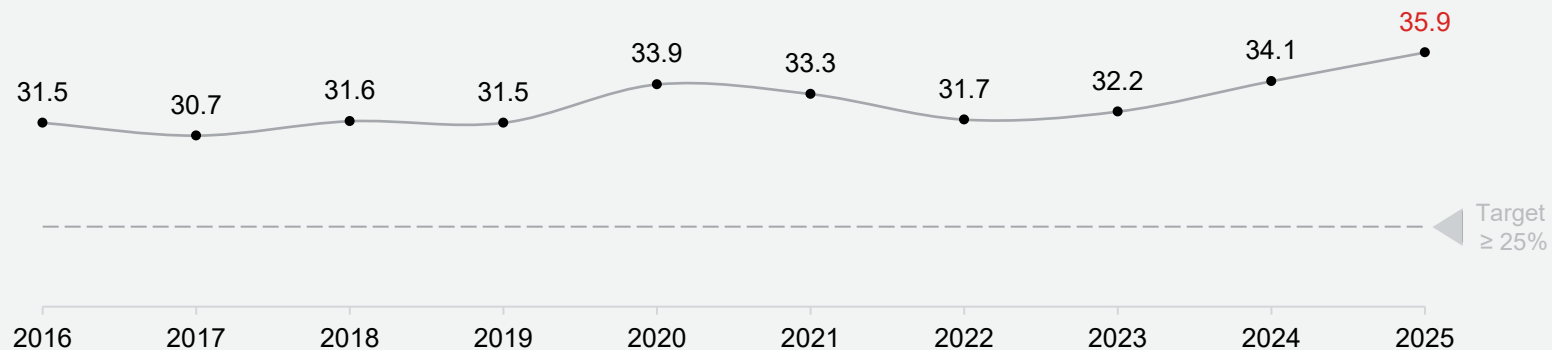


Financial strength as a key differentiator

Net cash position | € mn



Equity ratio | %



Proven financial track record

- Strong balance sheet as a solid foundation for operational performance
- Consistently >30% equity ratio and a net cash position over the past ten years
- Enhanced organic capital generation through margin improvement

S&P Rating
BBB+ stable

confirmed in Sep. 2025



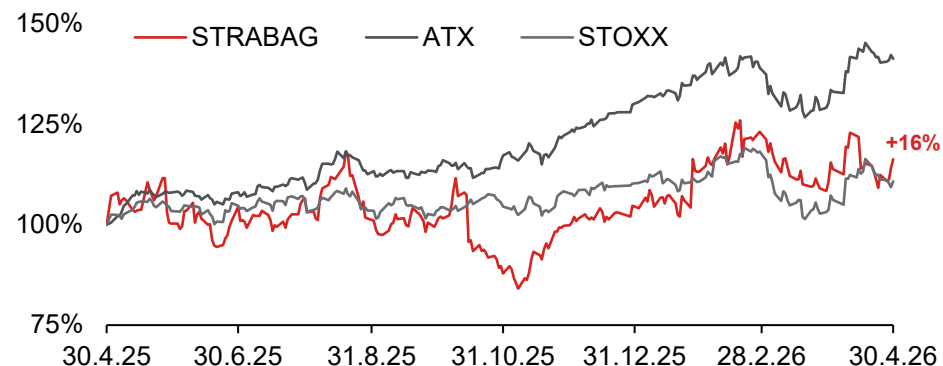
€ 4.3 bn
Liquid assets

31 December 2025



STRABAG on the capital markets

STRABAG share price development

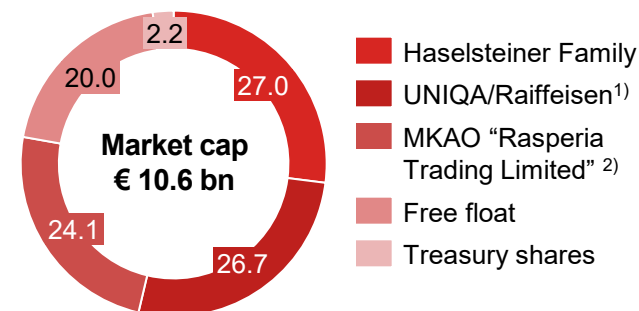


Consensus

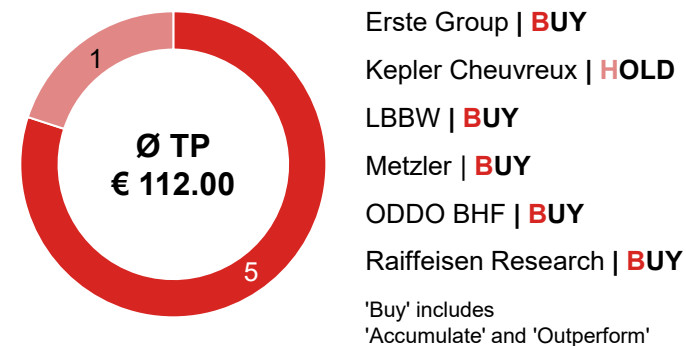
	2025e	2026e	2027e
Revenue (€ mn)	18,728	20,279	21,392
Adjusted EBIT including associates (€ mn)	1,236	1,140	1,238
Reported net income after minorities (€ mn)	876	790	853
Dividend per share (€)	2.98	2.90	3.11
Reported EPS (€)	7.62	6.84	7.39
P/E	10.9	13.4	12.4

1) On 18 February 2026, Raiffeisen-Holding NÖ-Wien sold 2,083,855 STRABAG shares to institutional investors in a private placement (accelerated bookbuilding process).
 On 14 April 2026, UNIQA Österreich Versicherungen AG sold 2,364,440 STRABAG shares to institutional investors in a private placement (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) | %



Analyst recommendations



STRABAG SE

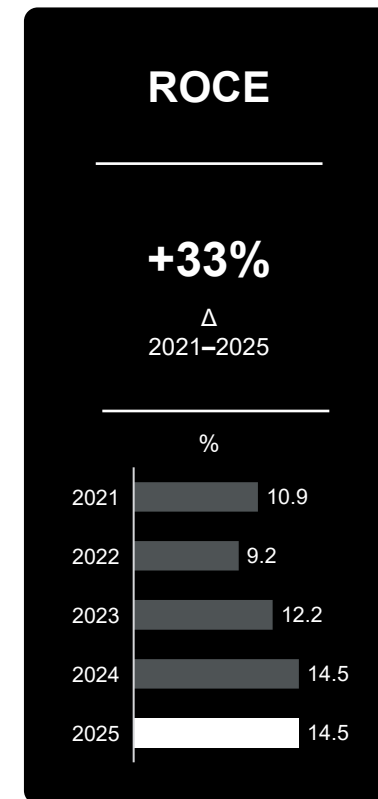
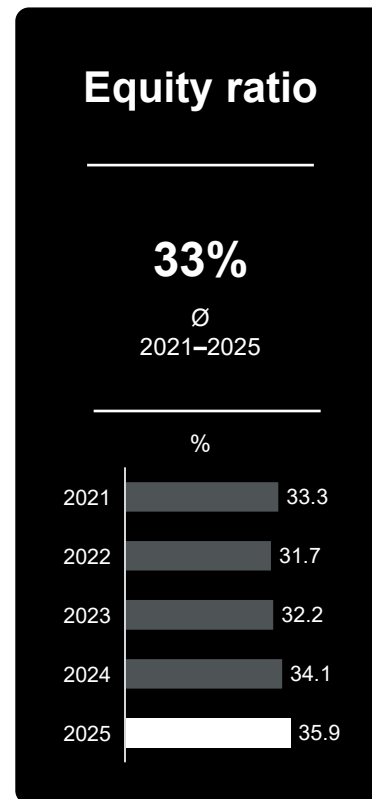
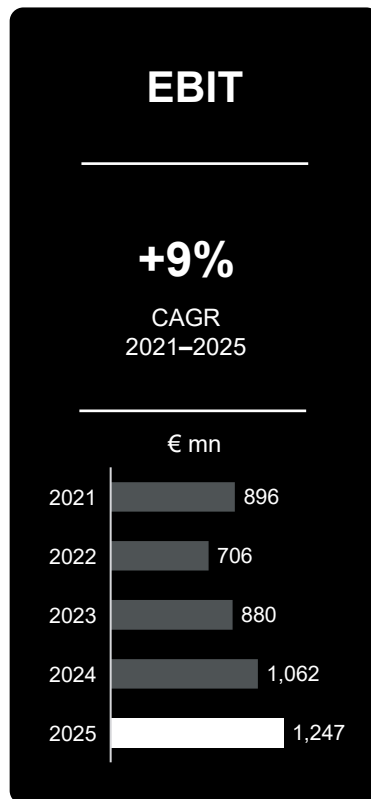
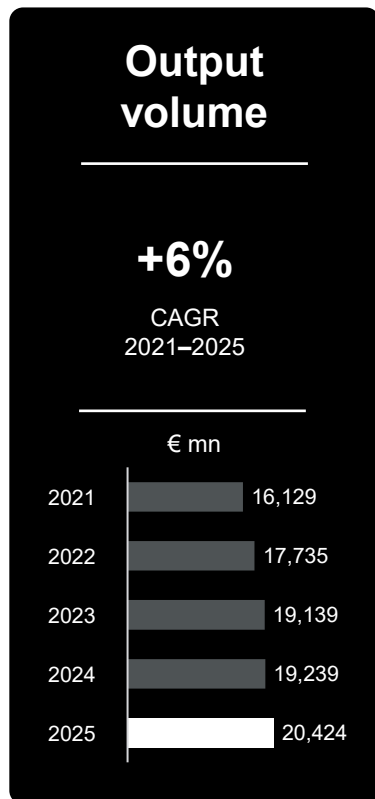
Listed on the Vienna Stock Exchange (VSE) since 2007

S&P Rating:
 BBB+, outlook stable

ISIN: AT000000STR1
 No. of shares: 118 mn

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

Proven record of financial solidity



1) Dividend proposal by the Management Board

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,
Australia, Energy Infrastructure,
STRABAG Hold Estate



Dipl.-Ing. (FH) Péter Glöckler
Member of the Management Board

Joined STRABAG in 2003

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