A diversified leader in construction, innovation and financial strength.

Investor Presentation | November 2026



STRABAG
WORK ON PROGRESS

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The STRABAG value proposition

Leading.

Strong market positions through **critical size**

Diversified.

Resilience through **4-fold diversification**

Innovative.

Innovation and sustainability through **technology leadership**

Financially strong.

Stability through **financial strength & effective risk management**



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01

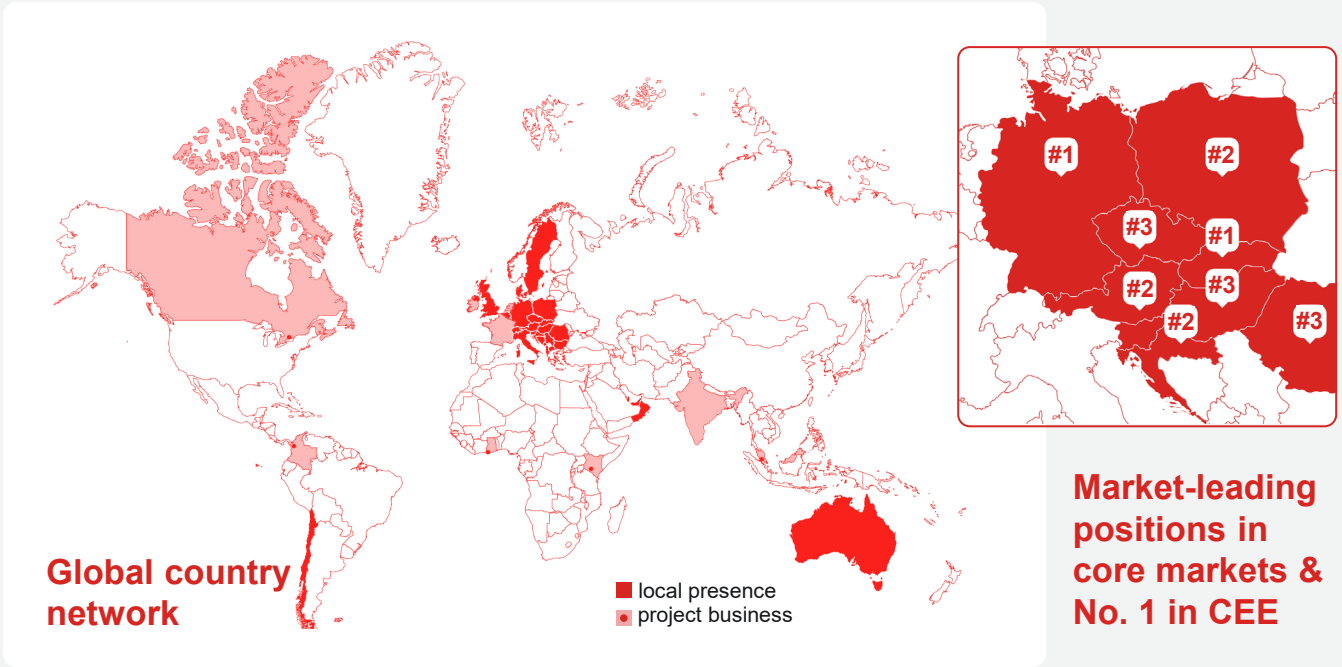
Leading.

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



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

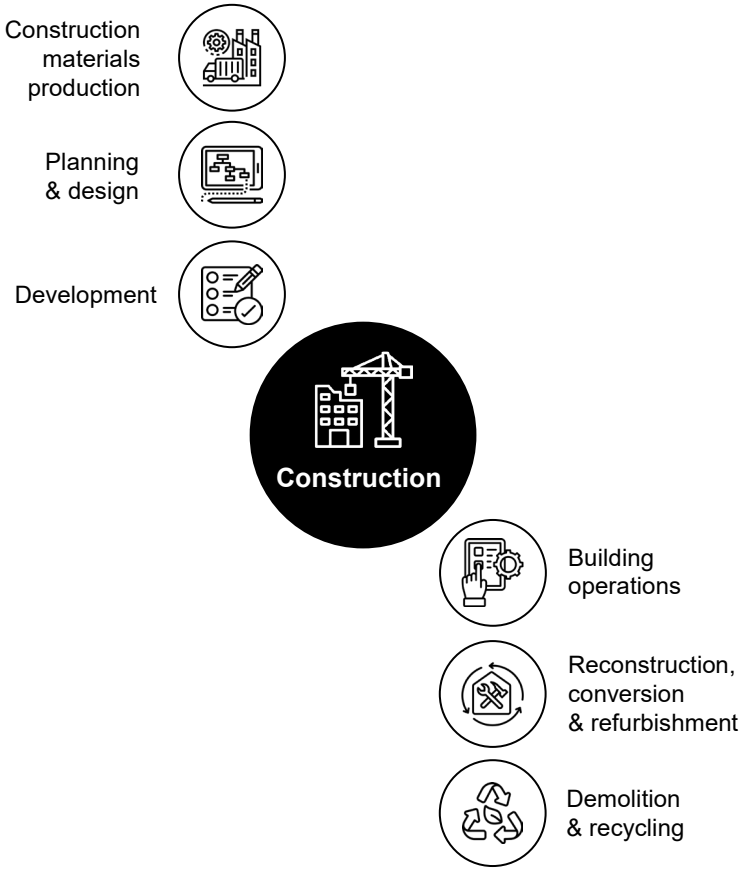


Global country network

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

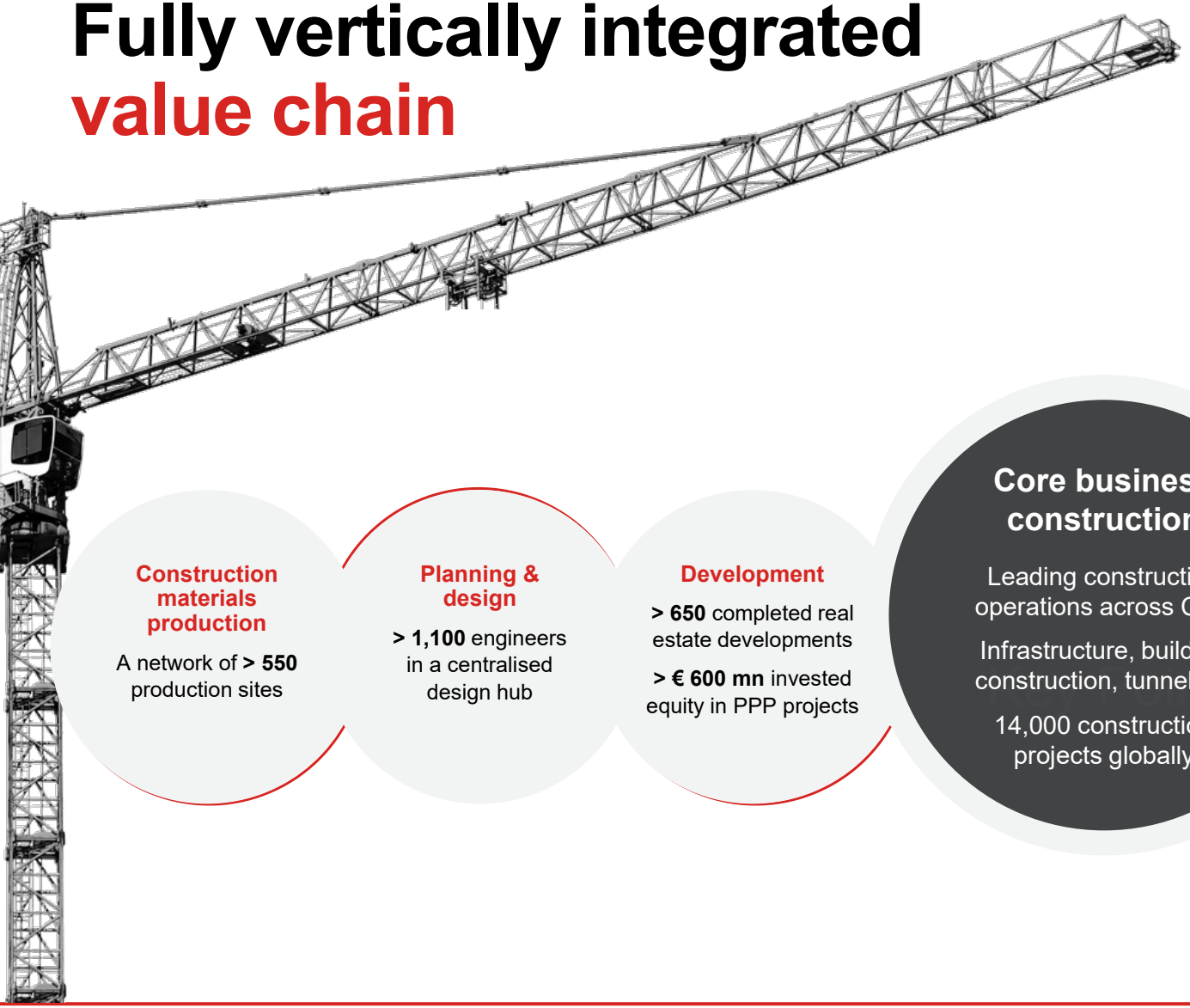
2025 FY figures

Fully vertically integrated business model



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Fully vertically integrated value chain



Construction materials production

A network of **> 550** production sites

Planning & design

> 1,100 engineers in a centralised design hub

Development

> 650 completed real estate developments

> € 600 mn invested equity in PPP projects

Core business construction

Leading construction operations across CEE

Infrastructure, building construction, tunnelling

14,000 construction projects globally

Building operations

One-stop shop for **building decarbonisation**

Reconstruction, conversion & refurbishment

Unique service portfolio through **BEST**AND **BEYOND**

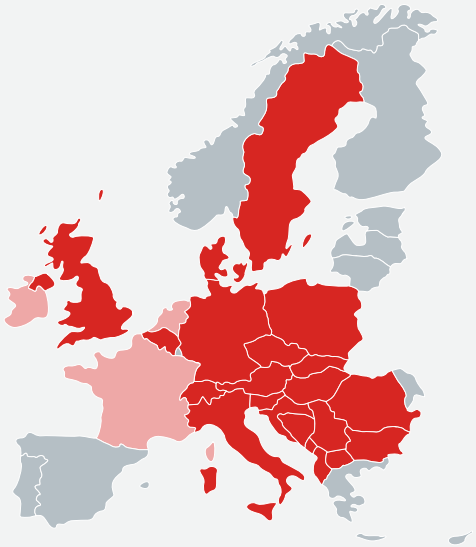
Demolition & recycling

Shaping circularity through **Circular Construction & Technology Centres**

GROUP PRESENCE

We combine local expertise with global reach

EUROPE



AMERICAS



MEA
Middle East & Africa



APAC
Asia-Pacific



EUROPE

93% of Group output volume

89% of Group order backlog

INTERNATIONAL

7% of Group output volume

11% of Group order backlog

Group total: (output volume FY 2025: € 20.4 bn | order backlog 6M 2026: € 36.0 bn)

local presence

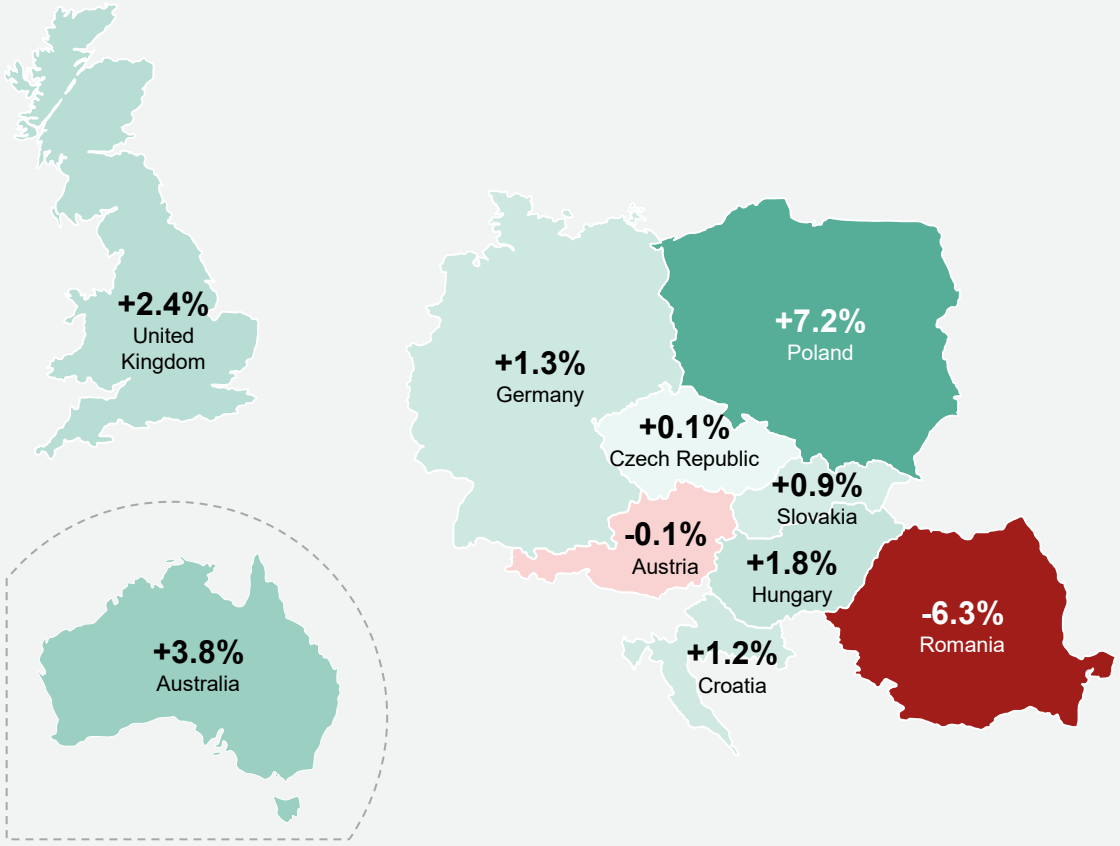
project business

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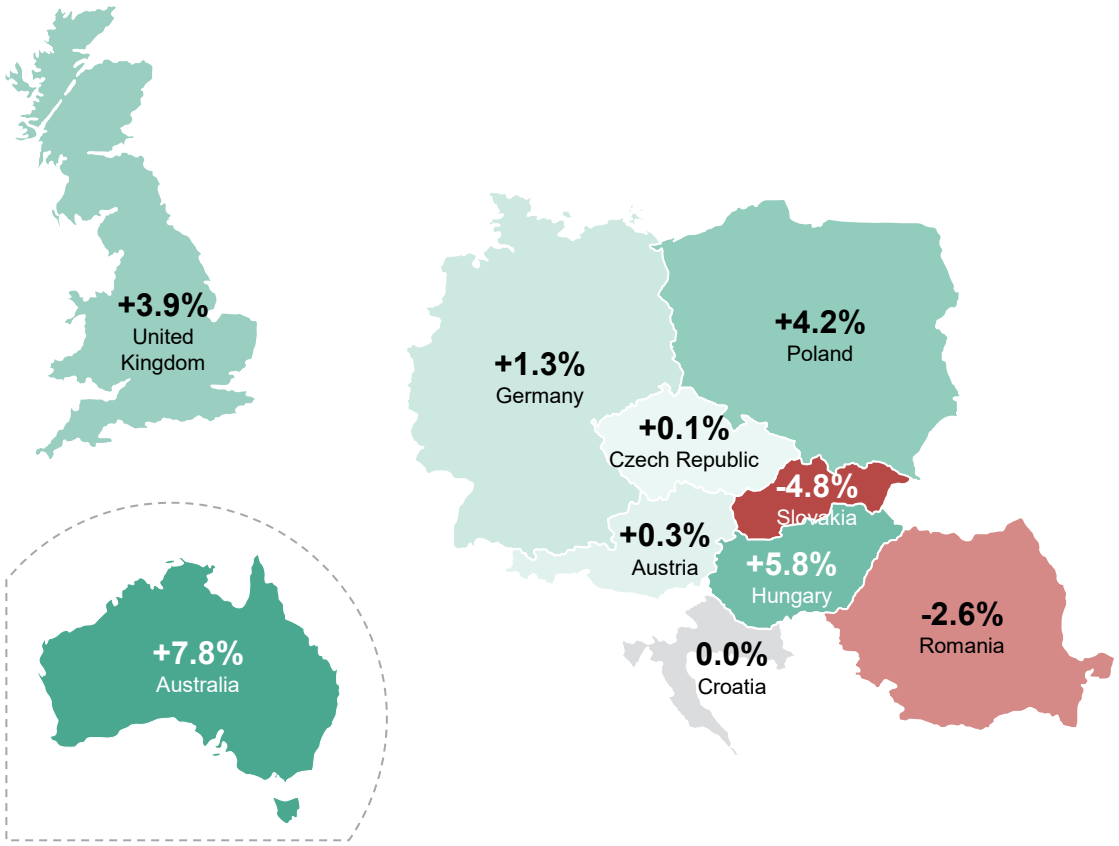
GROUP PRESENCE

~ 90% of Group output generated in core markets & focus markets

2026



2027



1) Market data: EUROCONSTRUCT, EECFA and ACIF, weighted by the share in output volume (FY 2025) of the STRABAG Group

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GROUP PRESENCE

STRABAG – positioned to capture structural growth

Exposure to investment-driven markets

€ 500 bn	Infrastructure fund
€ 32 bn	Rail & road infrastructure programmes[1)]
€ 180 bn	EU cohesion funding in CEE core markets[2)]
£ 104 bn	Water infrastructure programme
A$ 400 bn	Transport & energy pipeline[3)]
1.5%	NATO infrastructure spending target[4)]

STRABAG

at the intersection of **markets**, **megatrends** and **capabilities**

Exposure to structural megatrends

- **Infrastructure supercycle**
- **Energy transition**
- **Water security**
- **Digitalisation, data sovereignty & AI**
- **Decarbonisation**
- **Defence readiness**

Capability to deliver

People
High share of internal workforce

Materials
Own materials production

Machinery
Large owned asset base

Technology
Technology-driven execution

1) ÖBB Framework Plan and ASFINAG investment programme | 2) PL, CZ, SK, HU, HR, RO | 3) Based on data from Infrastructure Partnerships Australia | 4) NATO resilience & infrastructure spending target of up to 1.5% of GDP

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



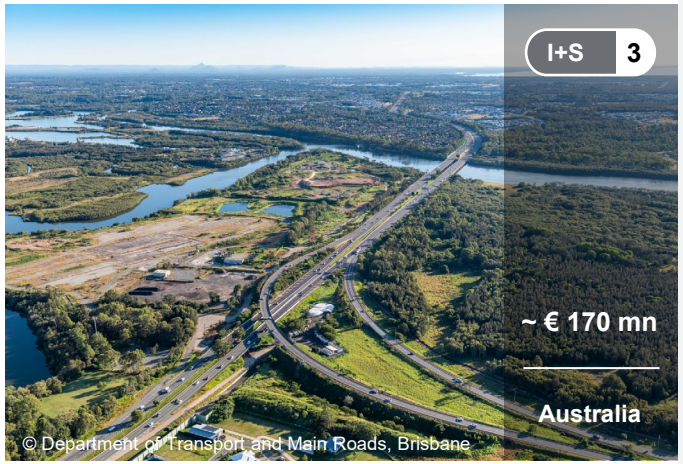
As of 31 Dec. 2025

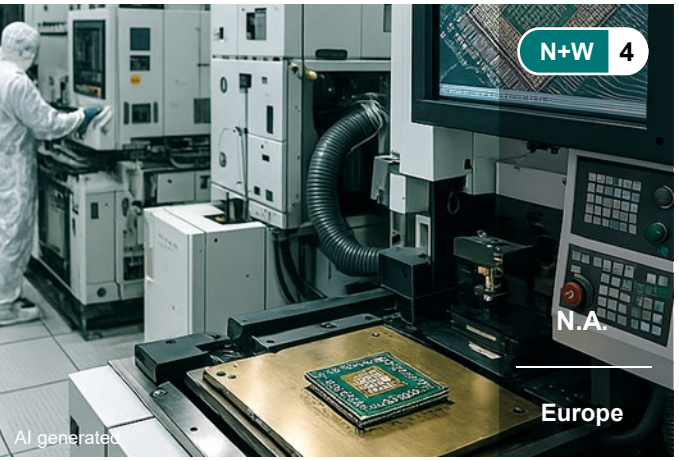
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Focus on growth markets drives order backlog













1 Water infrastructure project HARP[2)], 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

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PEOPLE.
PLANET.
PROGRESS.



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Strategy 2030

Building a broader and even more resilient STRABAG

Country portfolio	**Expanded geographic footprint**
Business mix	**Enhanced business diversification**
Depth of value creation	**Greater control across the value chain**
Technology leadership	**Driving productivity and scalability**

Positioning STRABAG in structurally growing end markets

WINS

Mobility Infrastructure

CAGR +10%



Order backlog | € bn

ROADS | BRIDGES | TUNNELS | RAIL
WATERWAYS | PUBLIC TRANSPORT | PPP

Energy & Water Infrastructure

CAGR +68%



Order backlog | € bn

RENEWABLES | PIPELINES | POWER GRIDS
WATER TREATMENT | WATER SUPPLY

High-Tech Facilities

CAGR +9%



Order backlog | € bn

SEMICONDUCTOR | DATA CENTRES & AI
HEALTH CARE | ADVANCED MANUFACTURING

Building Decarbonisation

CAGR +14%



Order backlog | € bn

BUILDING ENERGY UPGRADE | HVAC-R & MEP
MEASUREMENT & CONTROL | AUTOMATION

HVAC-R = heating, ventilation, air conditioning and refrigeration; MEP = mechanical, electrical and plumbing

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Entering the next phase of Strategy 2030

		2030 target raised	2030 target raised			
		Output volume	**EBIT margin**	**Equity ratio**	**Dividend payout ratio**	**S&P Rating**
2022		17.7	4.2%	31.7%	43%	BBB
Today		**close to € 23 bn**[1)]	**6–6.5%**[1)]	**35.9%**[2)]	**37%**[2)]	**BBB+**[3)]
Initial 2030 target		~ € 28 bn CAGR 6% | 2022-2030e	6%	≥ 25%	30–50%	Maintain investment grade
Updated 2030 target		**~ € 30 bn** CAGR 7% | 2022-2030e	**at least 6%** through-the-cycle	≥ 25%	30–50%	Maintain BBB+

1) 2026 guidance | 2) FY2025 | 3) Current rating as of August 2026

02

Diversified.

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



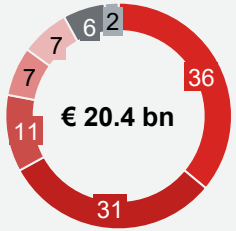
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Group resilience through 4-fold diversification

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

Diversified by

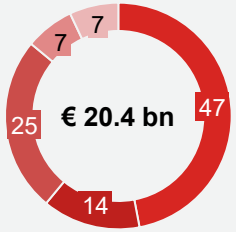
Segment



Output volume | %

- Transportation infrastructures
- Building construction
- Civil engineering
- Tunnelling
- Building solutions
- Construction materials
- Project development

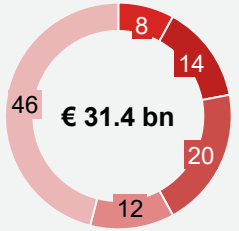
Region



Output volume | %

- Germany
- Austria
- CEE
- Europe
- International

Project size



Order backlog | %

- € 0-1 mn
- € 1-15 mn
- € 15-70 mn
- € 70-150 mn
- > € 150 mn

Client



Output volume | %

- Public
- Private

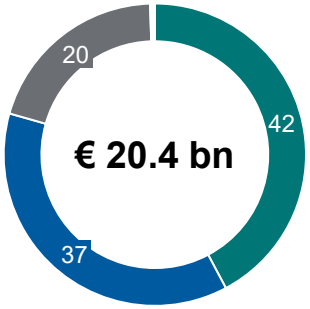
2025 FY figures

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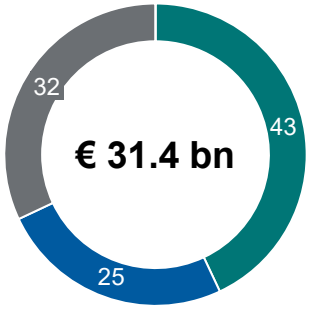
OPERATING SEGMENTS

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

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North + West: Germany, Switzerland and others



Construction and transverse launching of the Rinsdorf Valley Bridge

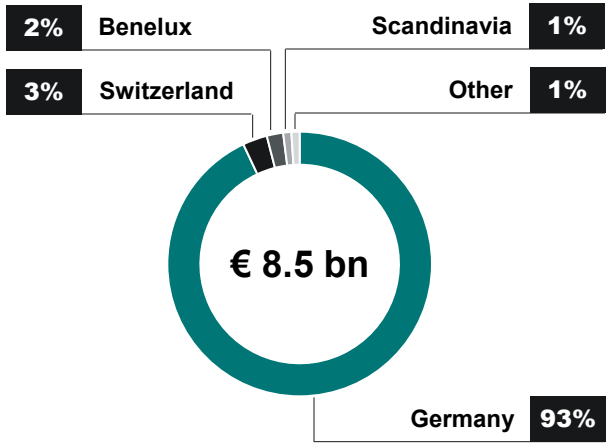
KEY SEGMENT CHARACTERISTICS

- 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



2025 FY figures

STRABAG
WORK ON PROGRESS

South + East: Austria and CEE region



Comprehensive renovation of railway junction at Česká Třebová

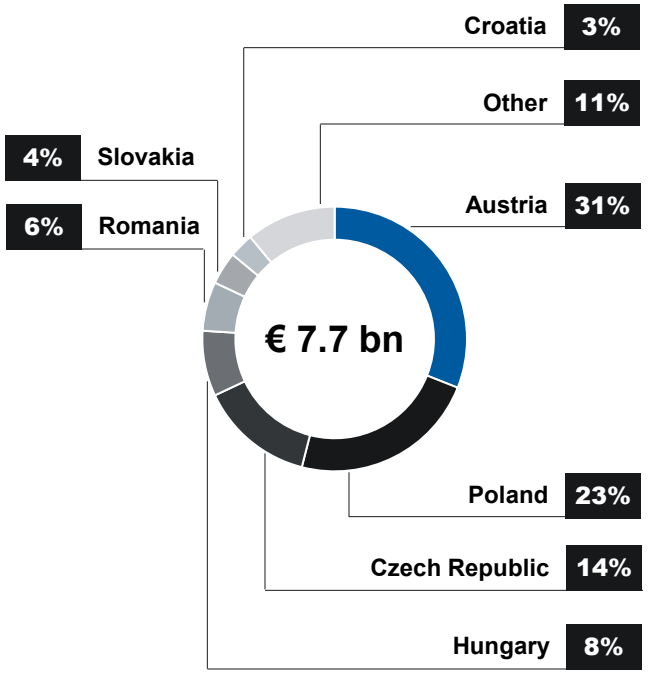
KEY SEGMENT CHARACTERISTICS

- 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



2025 FY figures

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International + Special Divisions: Pooling specialised expertise



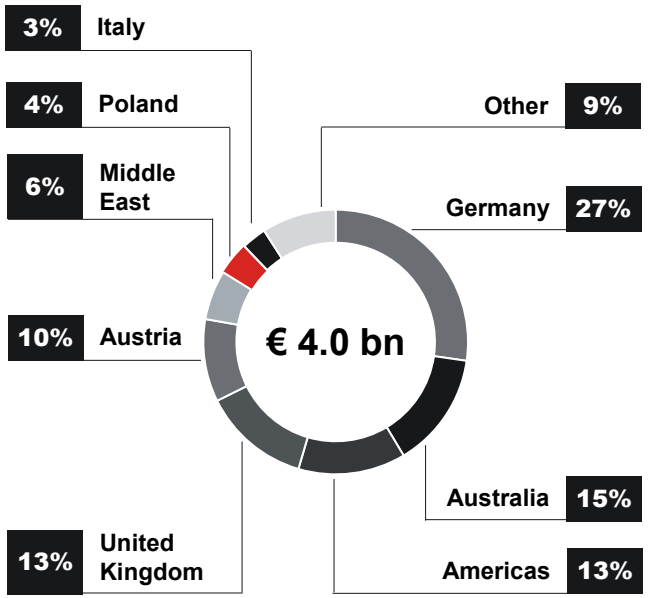
KEY SEGMENT CHARACTERISTICS

- 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



2025 FY figures

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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

> 4,100
Employees (FTE)

556
STRABAG facilities[1)]

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 556 production facilities. 86% of the asphalt required is produced in-house. As part of Strategy 2030, special focus is placed on circularity and sustainable construction materials[2)].

Self-supply of key materials

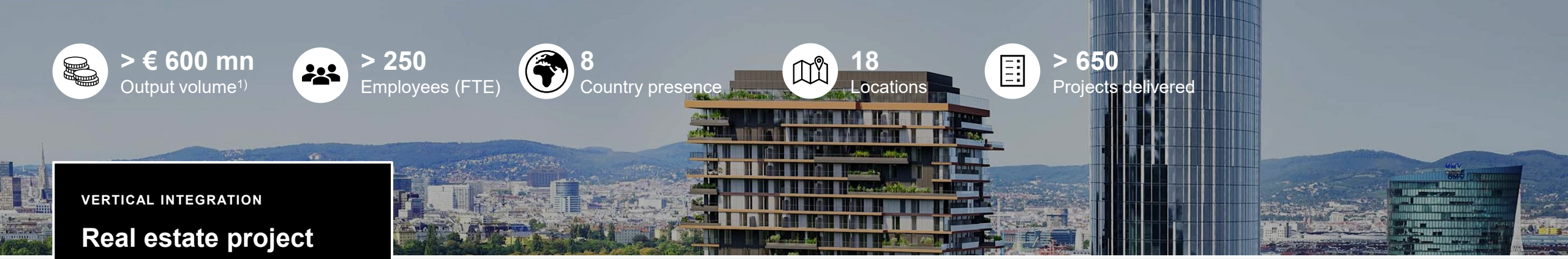
Asphalt	Concrete	Cement	Stone/Gravel
86%	23%	30%	15%
272	134	4	146
Asphalt mixing plants	Concrete mixing plants	Cement mixing plants	Quarries and gravel pits

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 allocation[3)]**

2025 FY figures | 1) Includes active facilities from joint ventures and associates | 2) Through sustainable building materials, building in existing buildings, circular construction and building material recycling real labor (testing circular construction solutions) and C2 Center (circular construction materials), amongst others | 3) parts are also reported in other operational segments



> € 600 mn Output volume[1)]

> 250 Employees (FTE)

8 Country presence

18 Locations

> 650 Projects delivered

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 | %



Germany Austria CEE

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**

2025 FY figures | 1) including both development and construction shares

STRABAG WORK ON PROGRESS



€ 664 mn
Equity invested in PPP

€ 15.4 bn
Total project volume

44
Projects

12%
ROE minimum target

6%–13%
WACC range

VERTICAL INTEGRATION

Public-Private Partnerships (PPP)

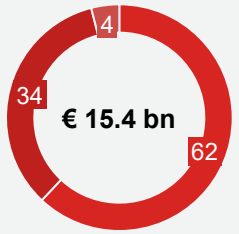
We have been working successfully with operator models for more than three decades. Our strong financial position allows us to act as equity provider for concession companies more easily than other companies.

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
- **Energy and water infrastructures**
  Focus on solar, battery, geothermal and water infrastructure projects
- **Building construction**
  Focus on social infrastructure
- Core markets: Germany, Austria, CEE
- Selected international markets

Total project volume | %



- Transportation infrastructures | 14 projects
- Energy and water infrastructures | 7 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**

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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	Operation
Germany	A8 Motorway	576	100	2041	Operation
Energy and water infrastructures					
United Kingdom	HARP[1)]	5,070	50	2059	In progress
Germany	Geothermal power plant / Bruck	84	50	2070	Operation
Colombia	PV Fotósfera	12	50	2056	In progress
Building construction					
Austria	Schools, Vienna	102	50	2046	Operation
Austria	Schools, Vienna	93	45	2046	Operation

€ 15.4 bn
Total project volume



As of 31 Dec. 2025 | 1) HARP (Haweswater Aqueduct Resilience Programme)

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> € 1,200 mn
Output volume

> 9,900
Employees (FTE)

6
Country presence

VERTICAL INTEGRATION

STRABAG Property and Facility Services (PFS)

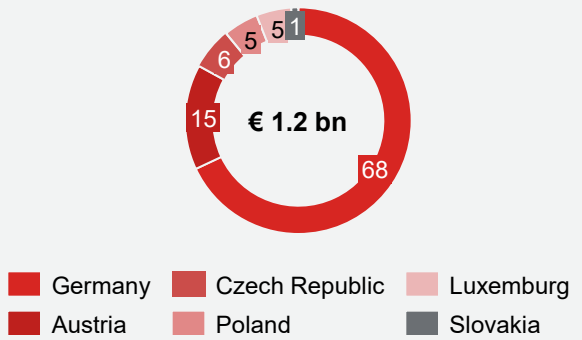
PFS is an integrated building solutions provider and one-stop-shop for decarbonised buildings – in every phase of the lifecycle.

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 | %



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 CO_2 emissions – PFS first point of contact for property owners in **building decarbonisation**
- **Integrated FM** and **MEP[1)] services** drive future growth (PFS grew by 8% in 2025)
- Data-driven operations enabling building performance optimisation

I+S **Segment allocation**

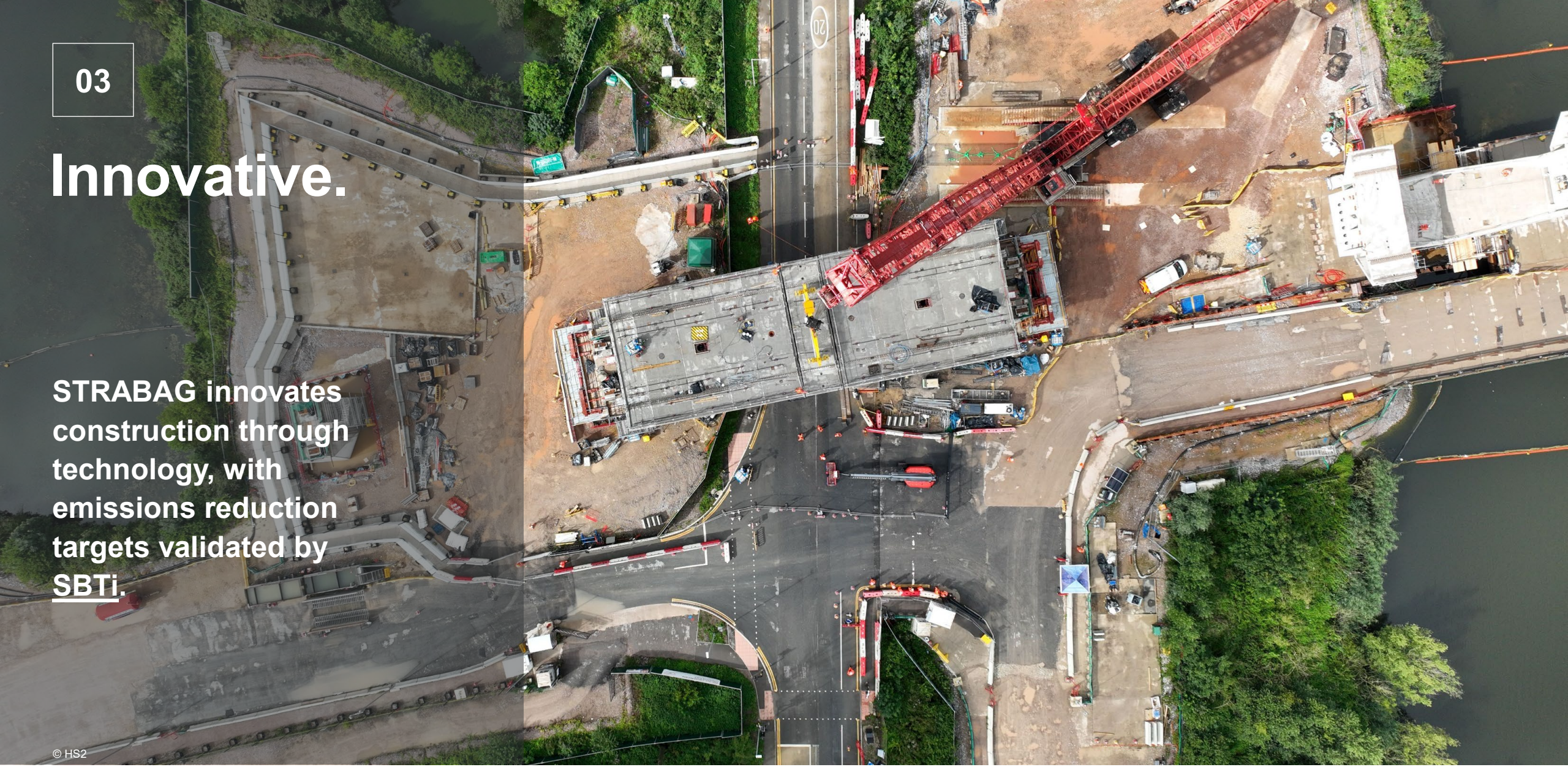
2025 FY figures | 1) FM = facility management; MEP = mechanical, electrical and plumbing

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03

Innovative.

STRABAG innovates construction through technology, with emissions reduction targets validated by SBTi.



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Innovation is part of our DNA

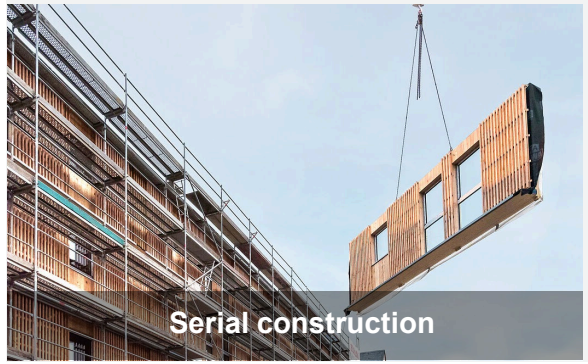
STRABAG stands out by combining innovation, in-house capabilities and digital scale – turning concepts into construction reality.

Selected products by STRABAG

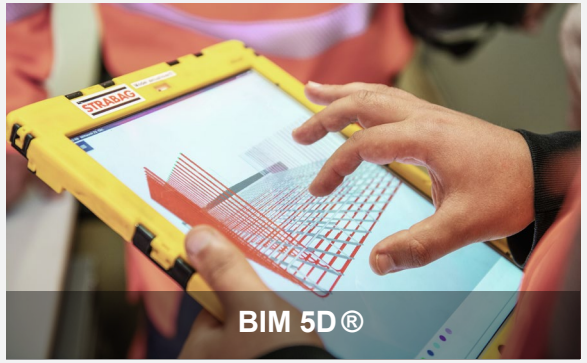
- OLENO®
- TETRIQX
- BESTAND BEYOND

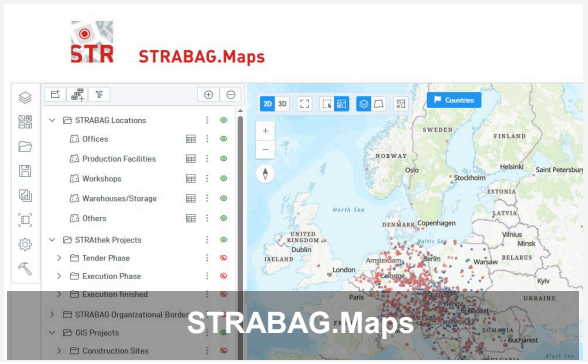
Standardisation



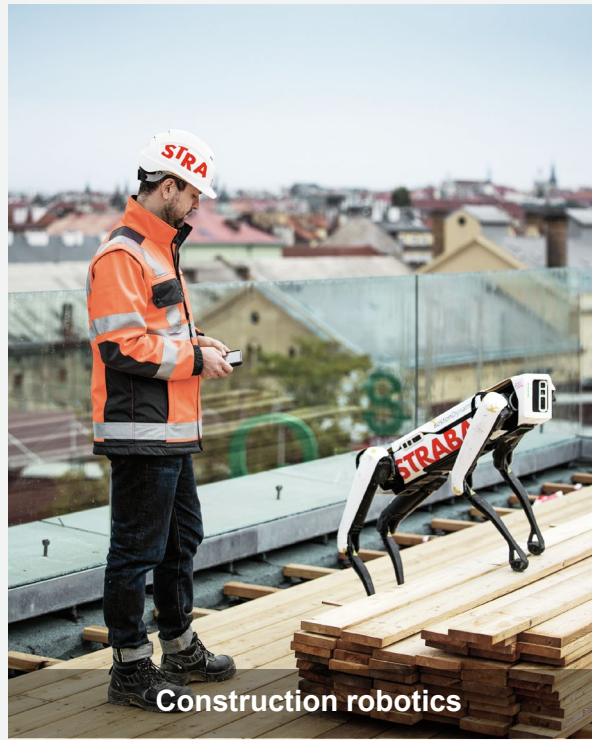


Digital processes





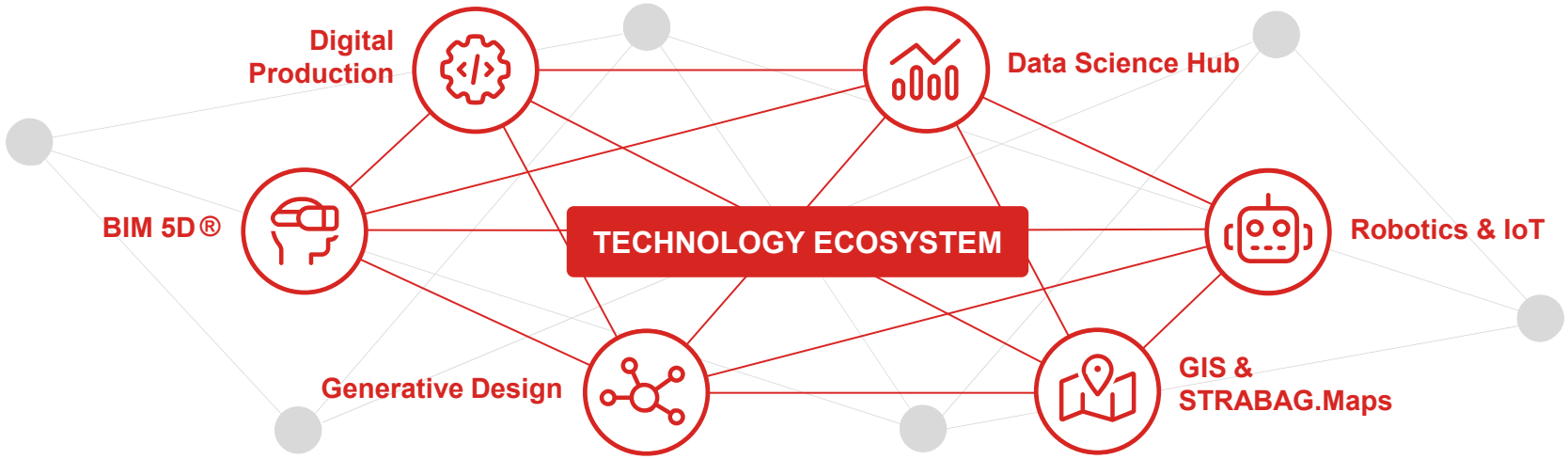
Automation



Selected examples

STRABAG
WORK ON PROGRESS

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

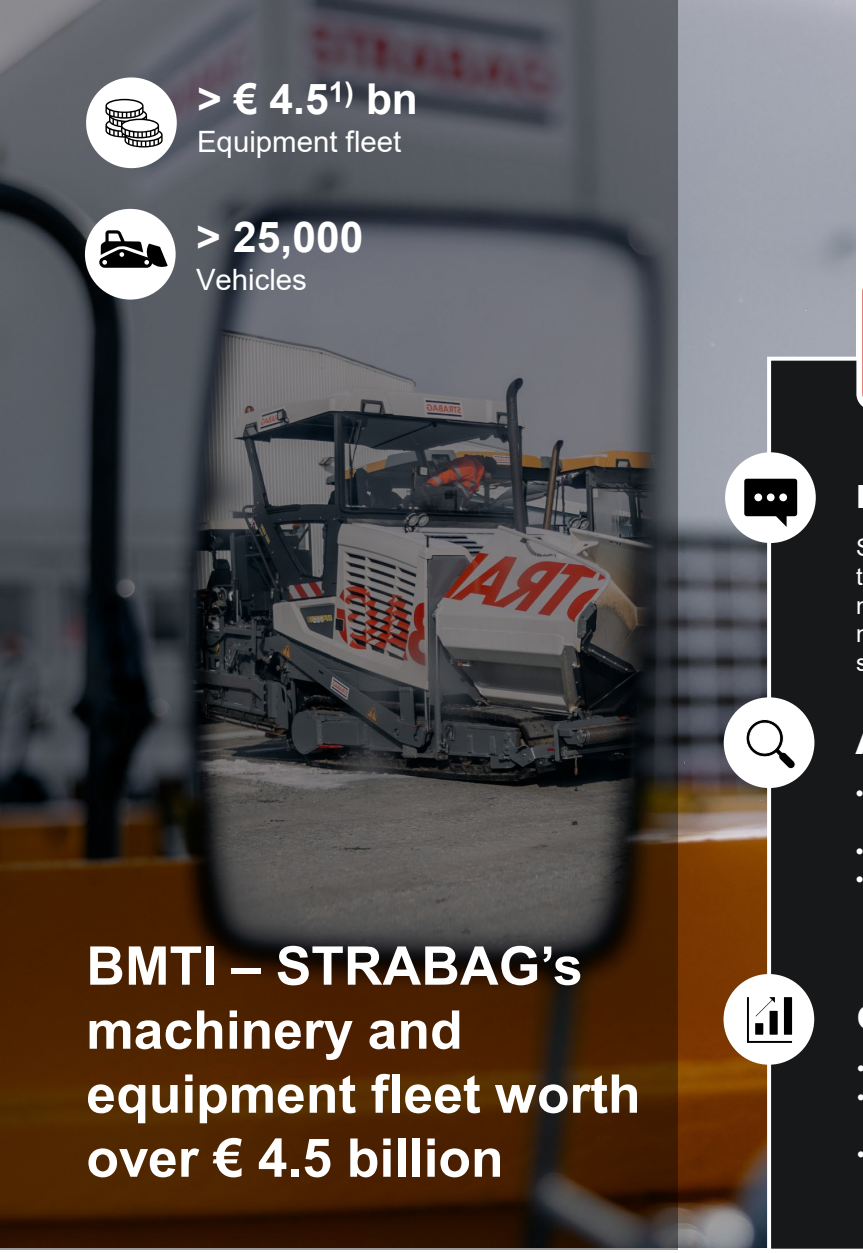
> 250
Innovation projects

> 400
Sustainability projects

STRABAG
WORK ON PROGRESS

> € 4.5[1)] 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.

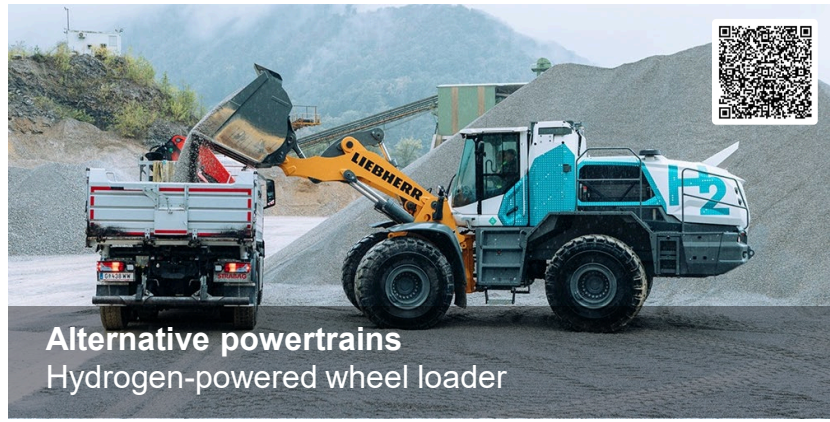
Activities

- 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

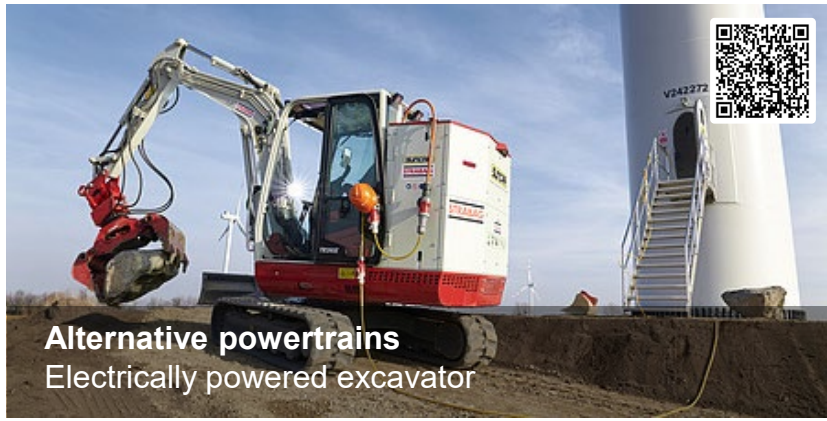
Competitive advantage

- 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

STRABAG
WORK ON PROGRESS



> 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 CO_2 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

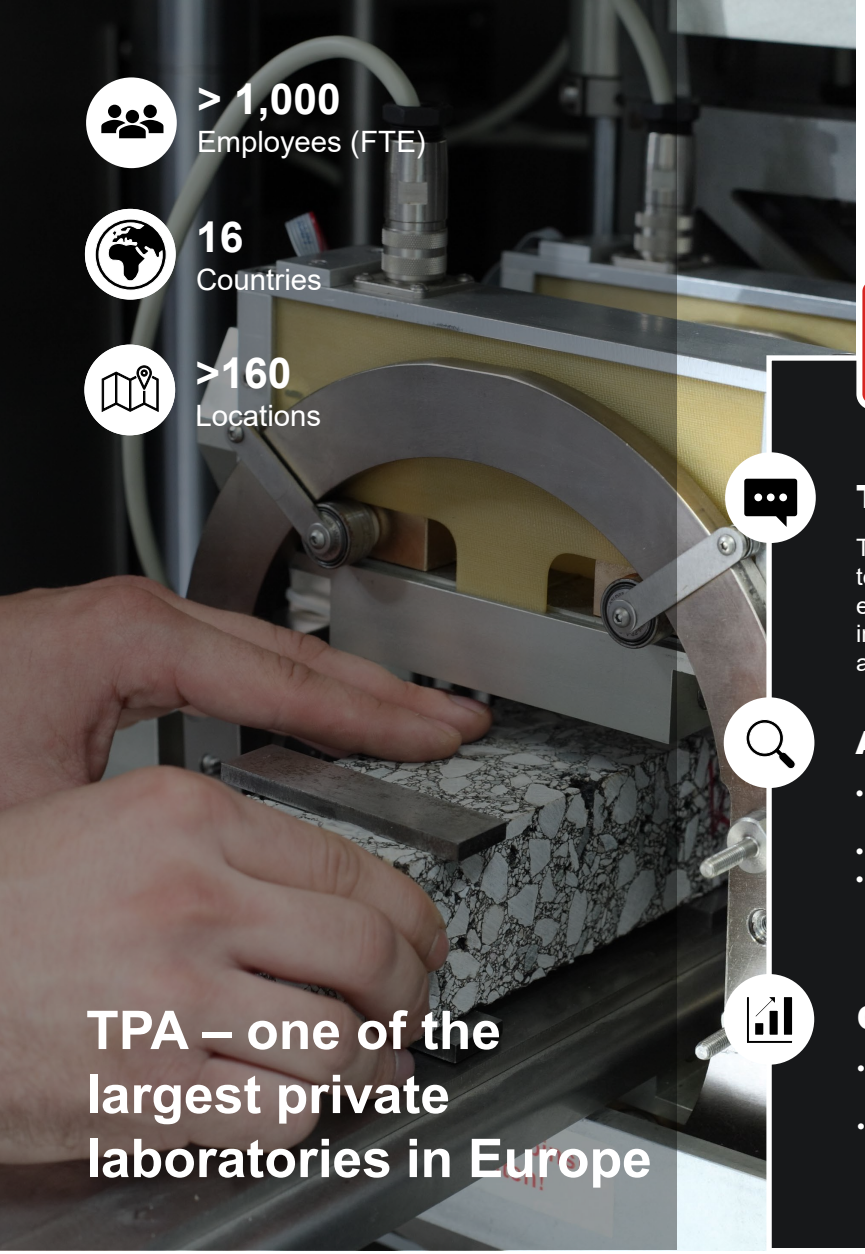


Artificial intelligence
Data-driven risk analysis (DARIA)



Planning & processes
Augmented Reality (BIM2Field)

STRABAG
WORK ON PROGRESS



> 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 optimalisation 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

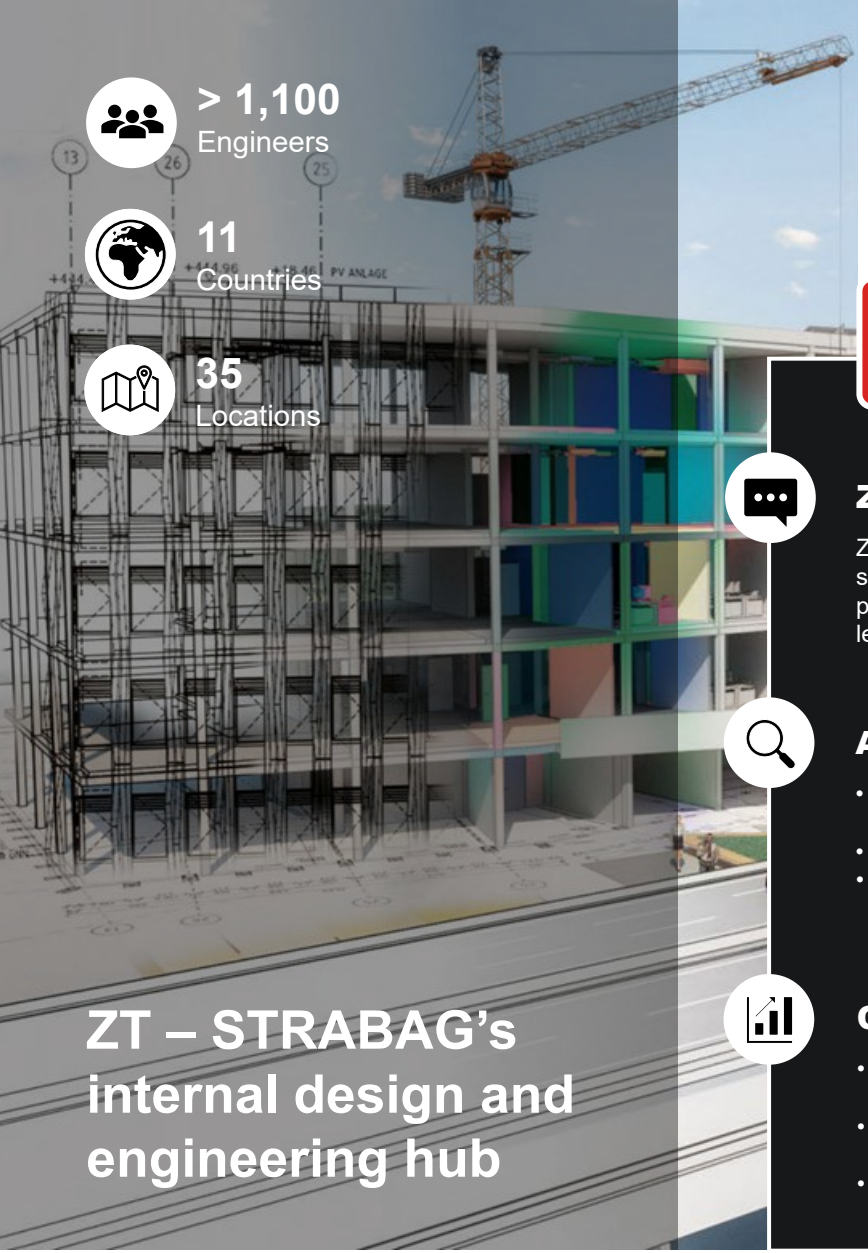


Sustainable construction materials
CIAir® Asphalt



Construction materials recycling
Asphalt recycling

STRABAG
WORK ON PROGRESS



> 1,100
Engineers

11
Countries

35
Locations

ZT – STRABAG's internal design and engineering hub

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.

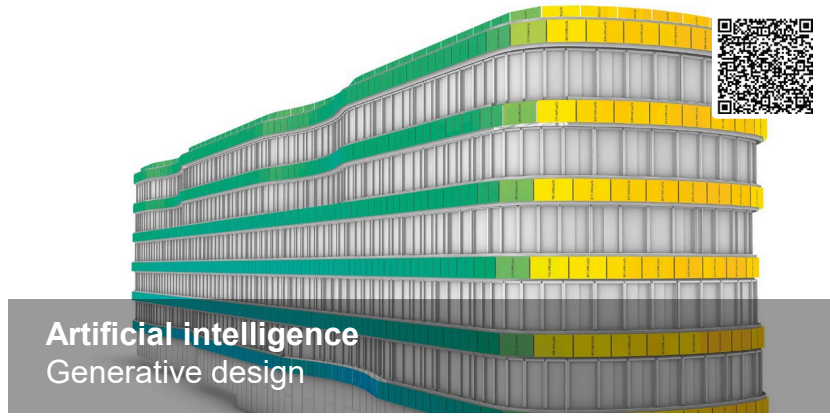
Activities

- 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")

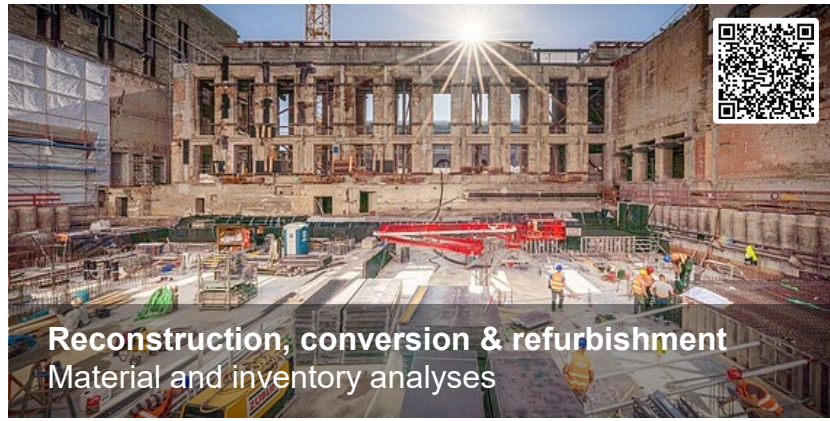
Competitive advantage

- 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**

Selected innovation projects



Artificial intelligence
Generative design



Reconstruction, conversion & refurbishment
Material and inventory analyses

STRABAG
WORK ON PROGRESS



Construction can also be done differently. That’s the way we do things.

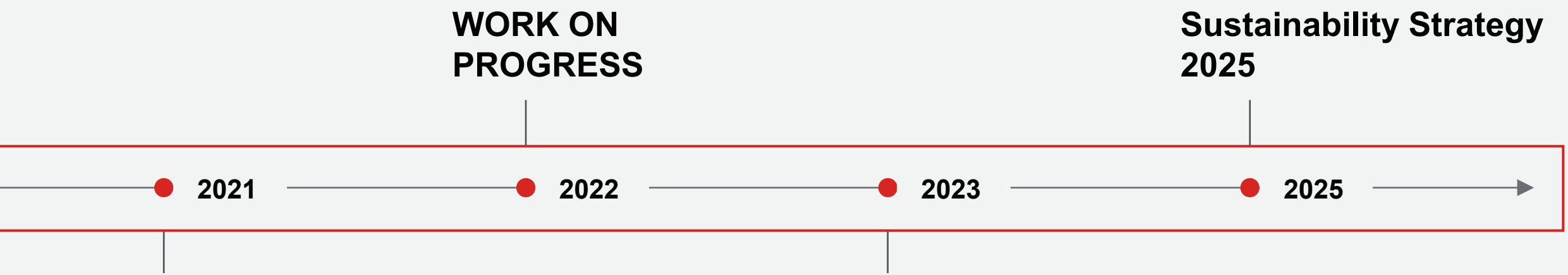
Innovation & sustainability through technology leadership

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 reduce emissions in line with our decarbonisation targets.

STRABAG is committed to reducing its absolute Scope 1 & 2 emissions by 42 % and Scope 3 emissions by 25 % by 2030 compared to the base year 2023 according to SBTi

WORK ON PROGRESS means continuous development



STRABAG
WORK ON PROGRESS

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

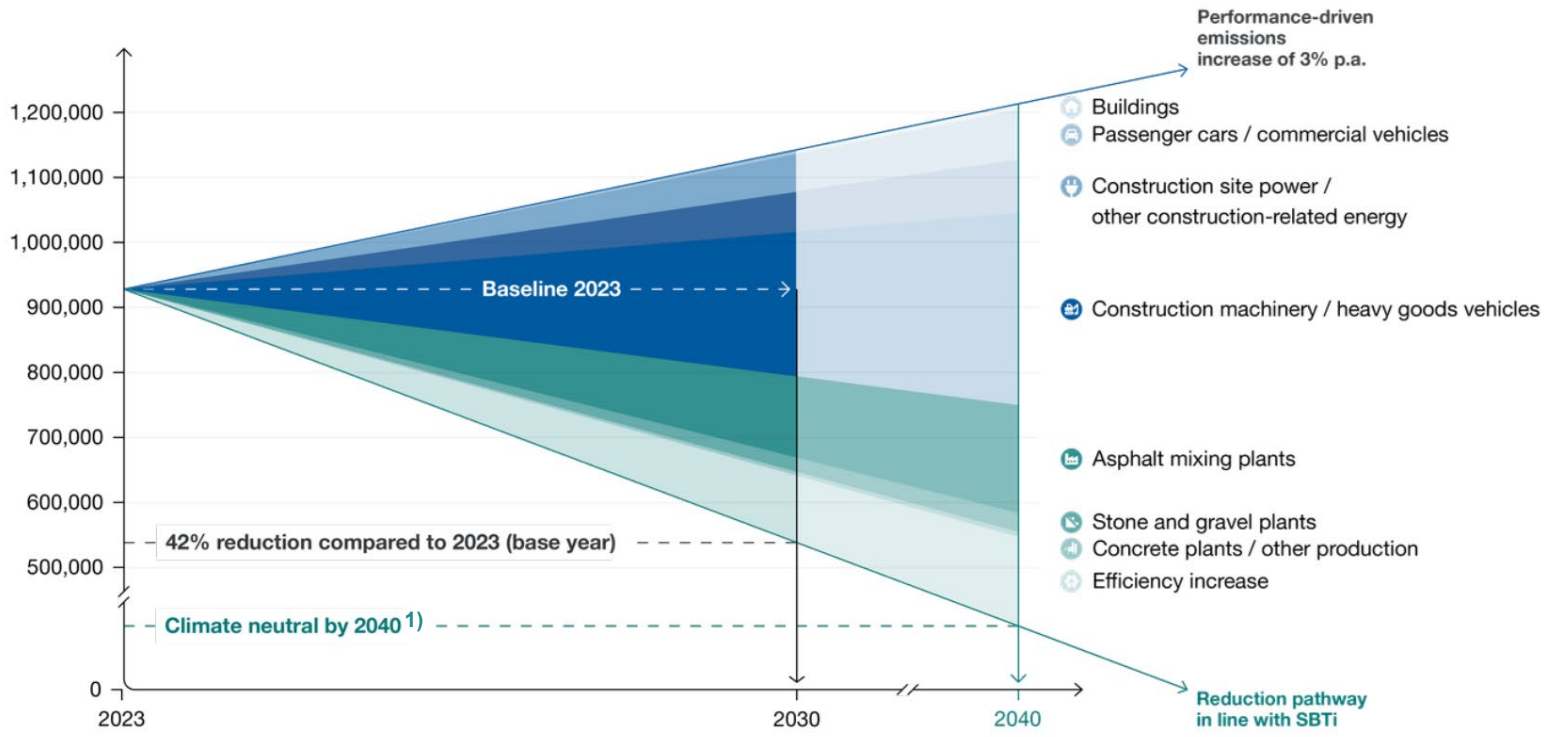
- Fair competition
- Sustainable corporate governance

Our contribution to the environment

Strategic focus topics	Decarbonisation[1)]	Circular economy	Biodiversity & ecosystems
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** • minimise Scope 1, 2 & 3 emissions as far as possible and achieve climate neutrality in emissions from our own operations	**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	**We protect biodiversity and ecosystems by:** • Reducing our negative impacts on flora, fauna and funga • 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
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 planning & circular construction materials • Zero waste construction sites • Selective demolition • Reconstruction, conversion & refurbishment • Value stream management & high-quality recycling	• 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)

We focus on science-based climate targets



STRABAG commits to SBTi

- STRABAG is pursuing a science-based reduction path for its CO_2e emissions
- Commitment to the 1.5°C target of the Paris Agreement
- STRABAG's climate targets through 2030 are validated by the Science Based Targets initiative (SBTi)

2030
Near-term target

-42%
Scope 1 & 2

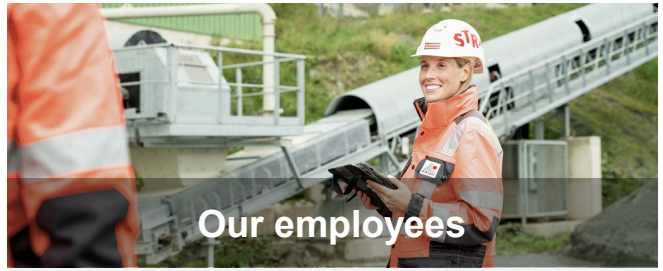
2040
Long-term target

Climate neutrality[1)]

1) Refers exclusively to Scope 1 and Scope 2 emissions from the company's own operations.

STRABAG
WORK ON PROGRESS

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



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

CDP Discloser 2025

ISS ESG

GOLD | Top 5% ecovadis Sustainability Rating SEP 2026

WE SUPPORT UN GLOBAL COMPACT

In support of WOMEN'S EMPOWERMENT PRINCIPLES
Established by UN Women and the UN Global Compact Office

Stiftung KlimaWirtschaft

Positive results in ESG ratings

CDP	"B" score *(Climate Change) | 2025*
ISS ESG	"C" score *2026*
EcoVadis	87/100 points *(98th percentile: gold medal) | 2026*

04

Financially strong.

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

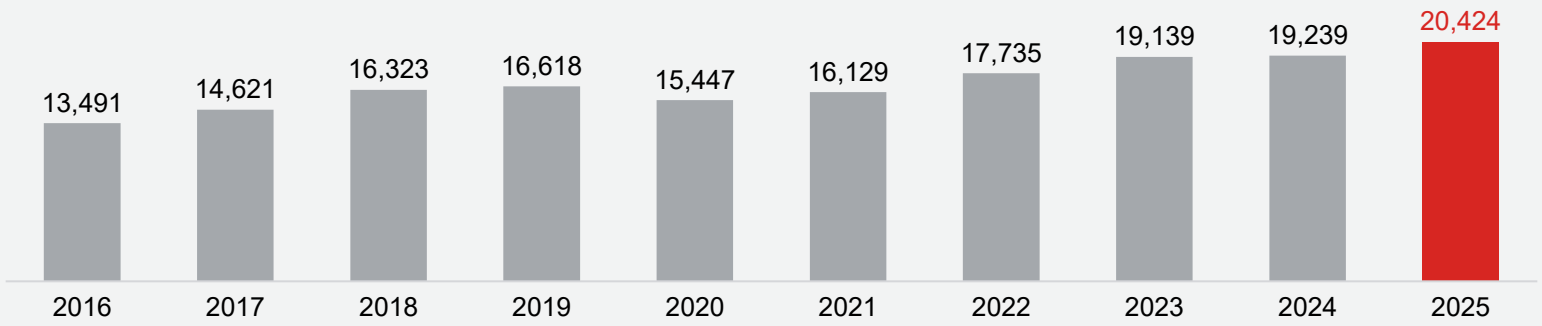


© STRABAG / Marko Kovic

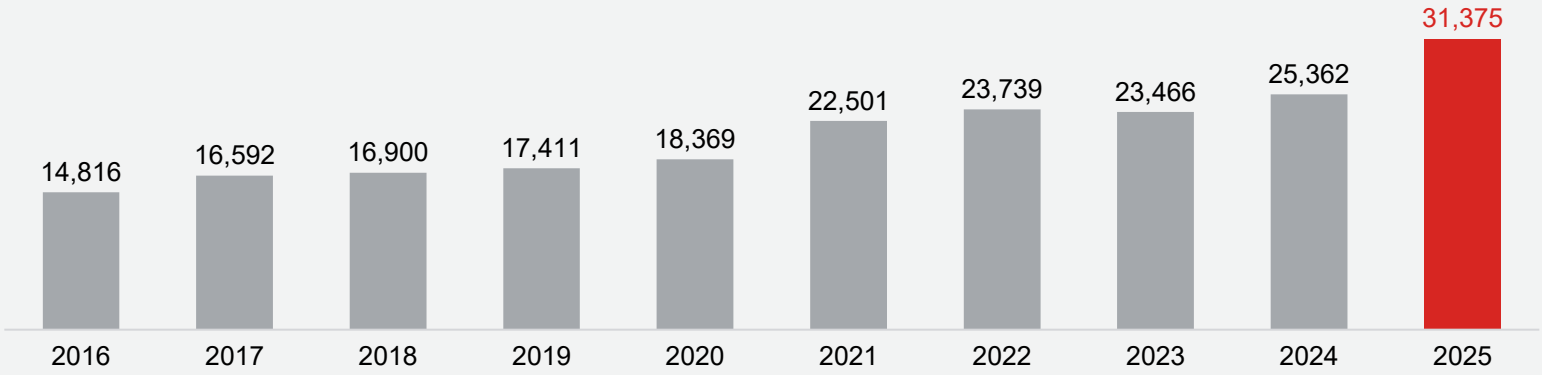
STRABAG
WORK ON PROGRESS

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

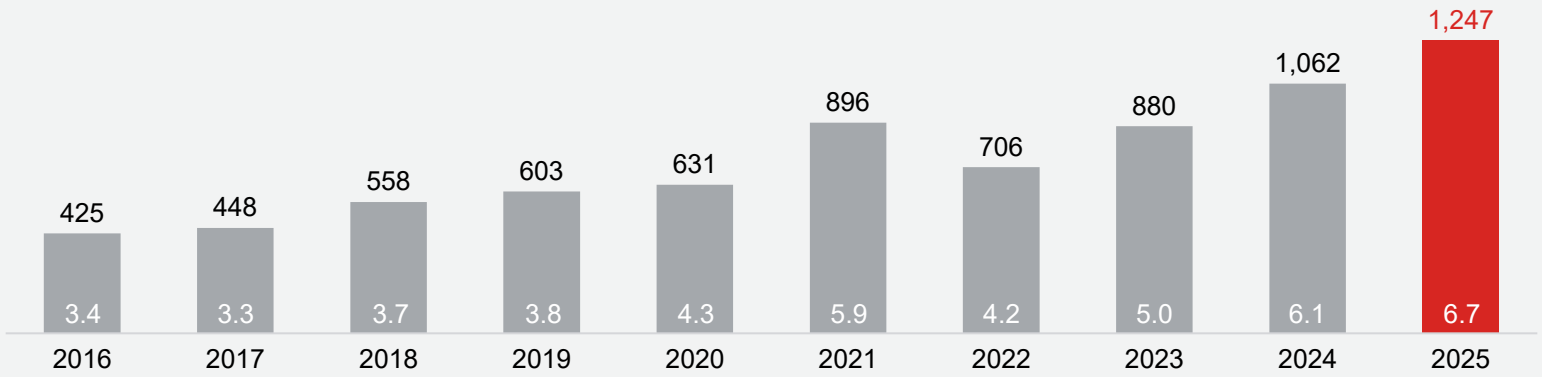
Order backlog CAGR +9%
2016–2025

Order backlog visibility > 1.5 years

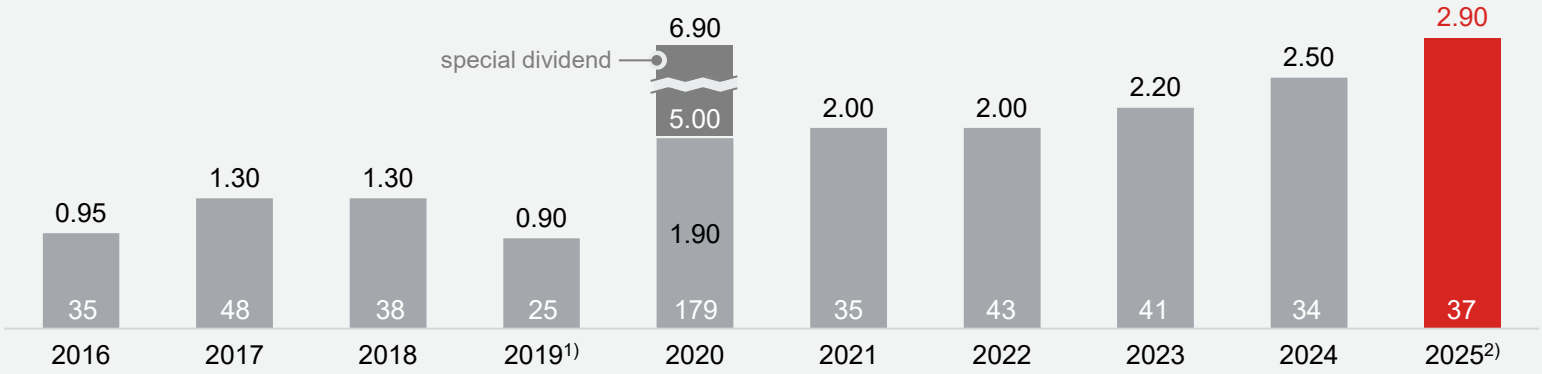
STRABAG
WORK ON PROGRESS

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

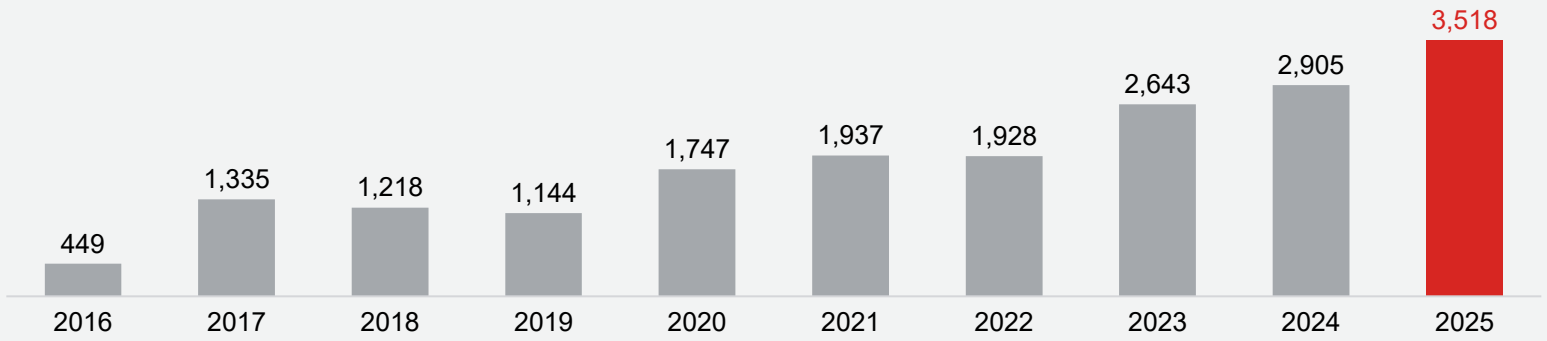
EBIT margin
~ 2.0x
2016–2025

Dividend
CAGR +13%
2016–2025

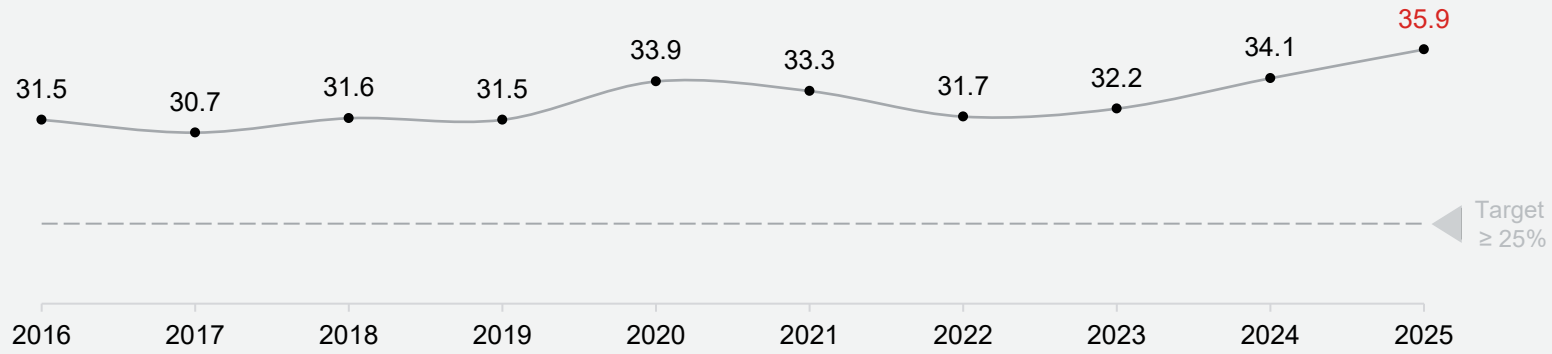
STRABAG
WORK ON PROGRESS

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

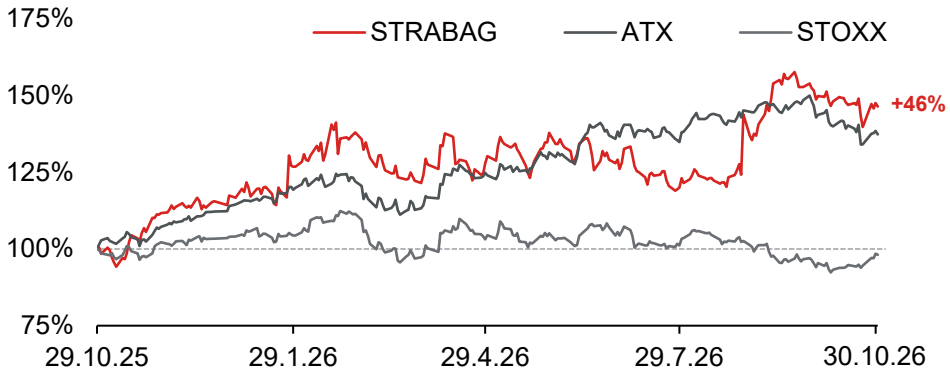
S&P Rating
BBB+ stable
confirmed in Sep. 2026

€ 4.3 bn
Liquid assets
31 December 2025

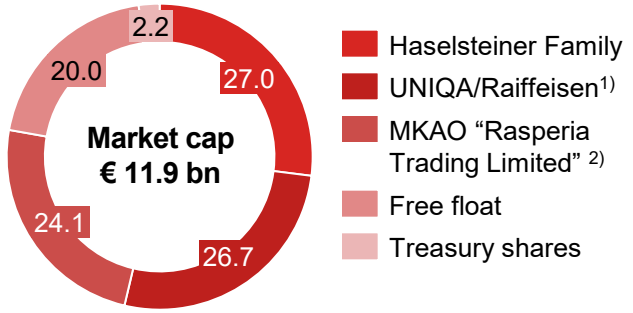
STRABAG
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STRABAG on the capital markets

STRABAG share price development



Shareholder structure (October) | %



Consensus

	2026e	2027e	2028e
Revenue (€ mn)	21,034	22,771	24,411
Adjusted EBIT including associates (€ mn)	1,279	1,410	1,513
Reported net income after minorities (€ mn)	912	989	1,054
Dividend per share (€)	2.99	3.37	3.96
Reported EPS (€)	7.90	8.57	9.13
P/E	12.8	11.9	11.5

Analyst recommendations



Erste Group | **BUY**

Kepler Cheuvreux | **BUY**

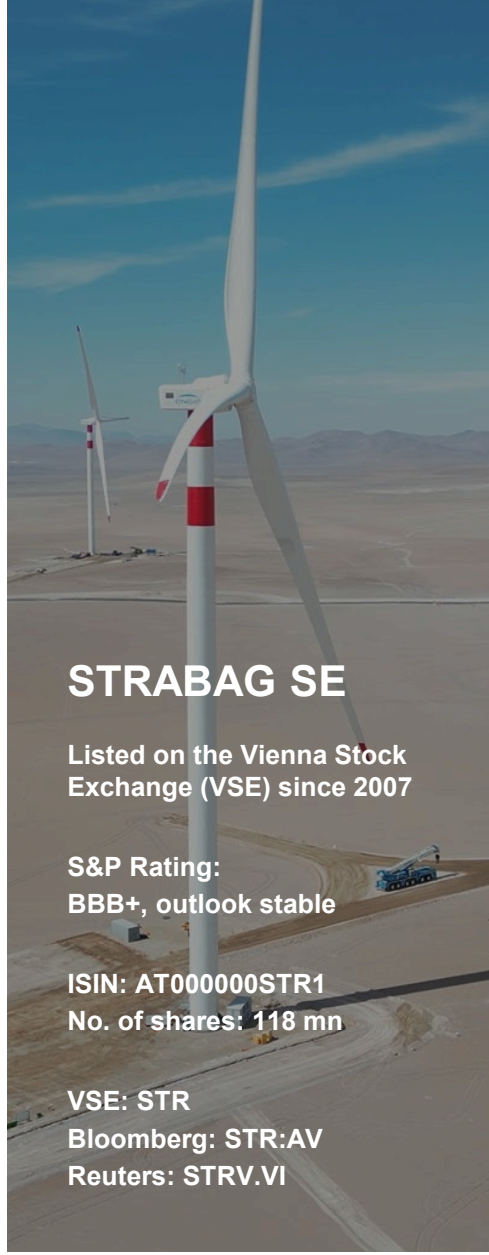
LBBW | **BUY**

Metzler | **BUY**

ODDO BHF | **BUY**

Raiffeisen Research | **BUY**

'Buy' includes
'Accumulate' and 'Outperform'



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

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.

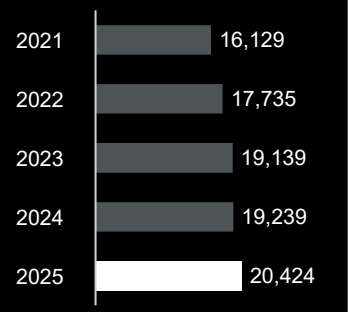
STRABAG
WORK ON PROGRESS

Proven record of financial solidity

Output volume

+6%

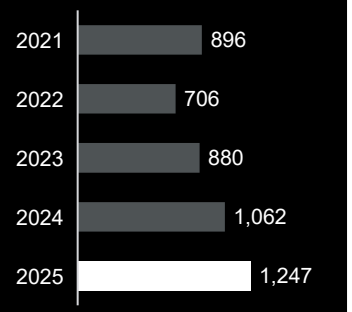
CAGR 2021–2025



EBIT

+9%

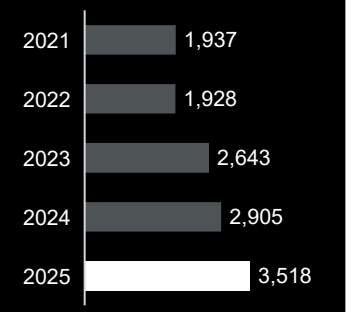
CAGR 2021–2025



Net cash position

€ 2.6 bn

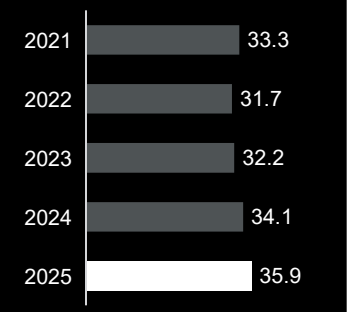
Ø 2021–2025



Equity ratio

33%

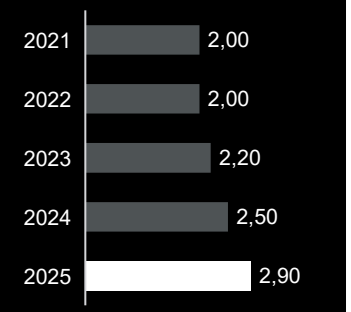
Ø 2021–2025



Dividend

€ 1.3 bn

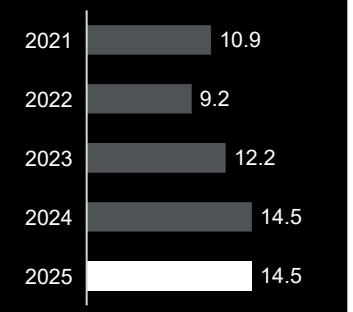
Paid out 2021–2025



ROCE

+33%

Δ 2021–2025



STRABAG
WORK ON PROGRESS

Discover more about STRABAG

Download the latest results presentation



View the latest online report



Read the latest IR news



Investment case presentation 4WINS



STRABAG
WORK ON PROGRESS

05

Annex

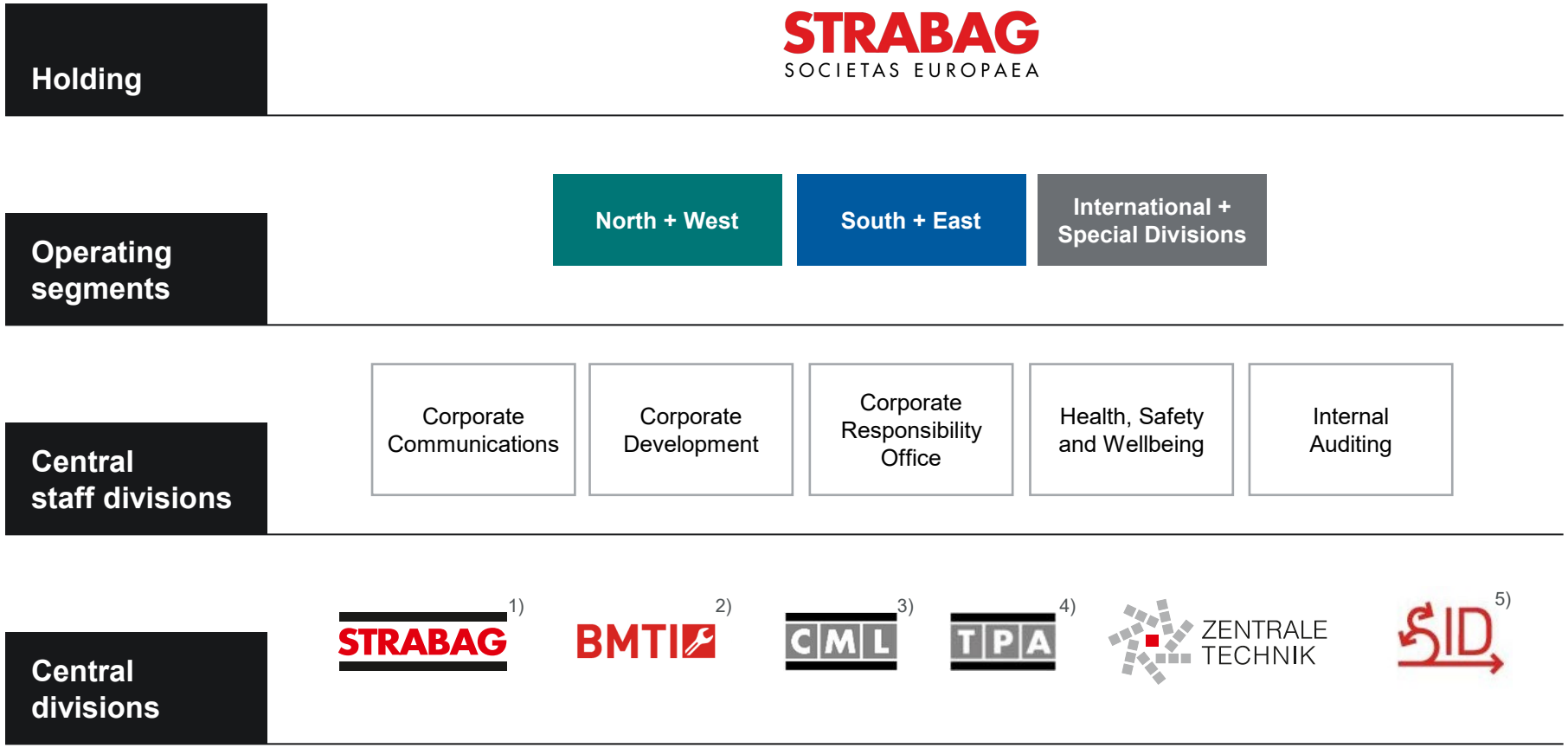


STRABAG
WORK ON PROGRESS

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

ANNEX

Organisational structure shaped by central units

CEO

Operating Segments

	Board Member	Divisions Division Manager	Sub-divisions Subdivision Manager
N + W	1	2	33
S + E	1	5	40
I + S	1	7	20

Central Divisions & Central Staff Divisions

Chief Executive Officer (CEO)

BMTI[1)]

CML Construction Services

TPA[2)]

STRABAG Innovation & Digitalisation

Central Technical Department

Corporate Communications

Corporate Development

Corporate Responsibility Office

Health Safety Wellbeing

Audit Department

Chief Financial Officer (CFO)

BRVZ

- Financial Accounting/Treasury
- IT
- P&C Development
- CREM/Insurance
- External Accounting
- Internal Accounting
- Project-related Risk Management System (PRMS)/ System Development/ International BRVZ Coordination
- Personnel Management / Management Support

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



Christa Koenen,
Dipl.-Volkswirtin, MBA
CIDO

Designated Member of the Management Board

First appointed:
1 January 2027



Dipl.-Ing. (FH)
Jörg Rösler

Member of the Management Board

Joined STRABAG in 2001

Segment
North + West:

Germany, Switzerland, Scandinavia, Benelux, Ground Engineering



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, Construction Materials



Dipl.-Ing.
Siegfried Wanker

Member of the Management Board

Joined STRABAG in 1994

Segment
International + Special Divisions:

Tunnelling, International, United Kingdom, Australia, Infrastructure Development, Real Estate Development, Energy Infrastructure, Building Solutions, Hold Estate

CIDO: Chief Information and Digital Officer

The STRABAG story began in 1835

STRABAG Group traces its roots to Anton Lerchbaumer's family business (1835) & Heinrich Reifenrath'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



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.

2000 - 2021



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

Since 2022



Led by CEO Stefan Kratochwill, 90,000 employees bring our Strategy 2030 to life. With a focus on People. Planet. Progress., we drive innovation.

STRABAG
WORK ON PROGRESS

ANNEX

Leading market positions



Germany		
1	STRABAG	9.3
2	Vinci	5.5
3	Zech Group	4.4
4	Goldbeck	4.2
5	Max Bögl	2.6

Hungary		
1	Mészáros	1.6
2	Market	1.1
3	STRABAG	0.7
3	Duna Aszfalt Group	0.7
3	WHB Group	0.7

Austria		
1	Porr	3.1
2	STRABAG	2.9
3	Swietelsky	2.0
3	Habau[1)]	2.0
4	Rhomberg Gruppe[1)]	1.3

Slovakia		
1	STRABAG	0.3
1	Doprastav	0.3
2	Eurovia SK	0.2
2	VAHOSTAV	0.2
2	Takenaka Europe	0.2

Poland		
1	Budimex	1.8
2	STRABAG	1.6
3	Porr	1.0
4	Mirbud	0.7
5	Erbud	0.6

Romania		
1	Spedition UMB	0.9
2	SA&PE	0.8
2	Technostrade	0.8
3	STRABAG	0.5
3	WEBUILD (Astaldi)	0.4

Czech Republic		
1	Metrostav	1.8
2	VINCI Construction CS	1.3
3	STRABAG	1.1
4	OHLA ŽS	0.5
5	IMOS Brno	0.4

Croatia		
1	Kamgrad	0.3
2	STRABAG	0.2
2	Radnik	0.2
3	Ing-Grad d.d.	0.1
3	GP KRK	0.1

Ø output/revenue, 2023-2025 (€ bn); Sources: Companies' Annual Reports; Deutsche Bauindustrie; OPTEN; fininfo, Časopis Stavitel; Deloitte; 1) Habau and Rhomberg Gruppe listed with total revenue.

STRABAG
WORK ON PROGRESS

ANNEX

Output volume by country

€ mn	2021	2022	2023	2024	2025	CAGR[1)] | in %
Germany	7,462	8,347	9,045	9,361	9,516	6
Austria	2,694	2,935	3,070	2,856	2,898	2
Poland	1,152	1,126	1,329	1,697	1,918	14
Czech Republic	948	1,093	999	1,017	1,197	6
Hungary	652	688	808	620	592	-2
Australia	0	0	0	0	581	n.a.
Americas	482	558	564	517	529	2
United Kingdom	390	578	672	698	525	8
Romania	264	315	519	467	510	18
Slovakia	289	351	410	305	327	3
Croatia	177	238	242	223	265	11
Middle East	203	252	219	257	259	6
Benelux	233	176	190	216	258	3
Switzerland	192	197	226	229	233	5
Slovenia	104	81	118	92	143	8
Italy	58	21	62	111	138	24
Sweden	121	152	106	120	131	2
Serbia	155	146	139	94	109	-8
Other European Countries	245	230	175	171	101	-20
Asia	145	136	150	104	92	-11
Bulgaria	82	68	65	55	78	-1
Africa	35	47	31	29	24	-9
Total	**16,129**	**17,735**	**19,139**	**19,239**	**20,424**	**6**

1) CAGR over period 2021–2025.

STRABAG
WORK ON PROGRESS

ANNEX

Market share data 2025

Country	Construction output | € mn	STRABAG output | € mn	Market share | in %
Germany	467,676	9,516	2.0
Austria	51,443	2,898	5.6
Poland	86,786	1,918	2.2
Czech Republic	35,892	1,197	3.3
Hungary	23,099	592	2.6
Australia	196,100	581	0.3
United Kingdom	238,677	578	0.2
Romania	45,907	510	1.1
Slovakia	10,826	327	3.0
Croatia	8,999	265	2.9
Benelux	179,363	258	0.1
Switzerland	74,808	233	0.3
Slovenia	5,835	143	2.4
Italy	281,643	138	0.0
Sweden	55,481	131	0.2
Serbia	7,041	109	1.6
Bulgaria	16,004	78	0.5

Sources: Euroconstruct Report, winter 2025 (estimated figures), EECFA Country Reports winter 2025 (estimated figures), ACIF, company data