A diversified leader in construction, innovation and financial strength.

Company Presentation

STRABAG
WORK ON PROGRESS

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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

Leading.

Strong market positions through **critical size**

Diversified.

Resilience through **4-fold diversification**

STRABAG
SOCIETAS EUROPAEA

Innovative.

Innovation and sustainability through **technology leadership**

Financially strong.

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

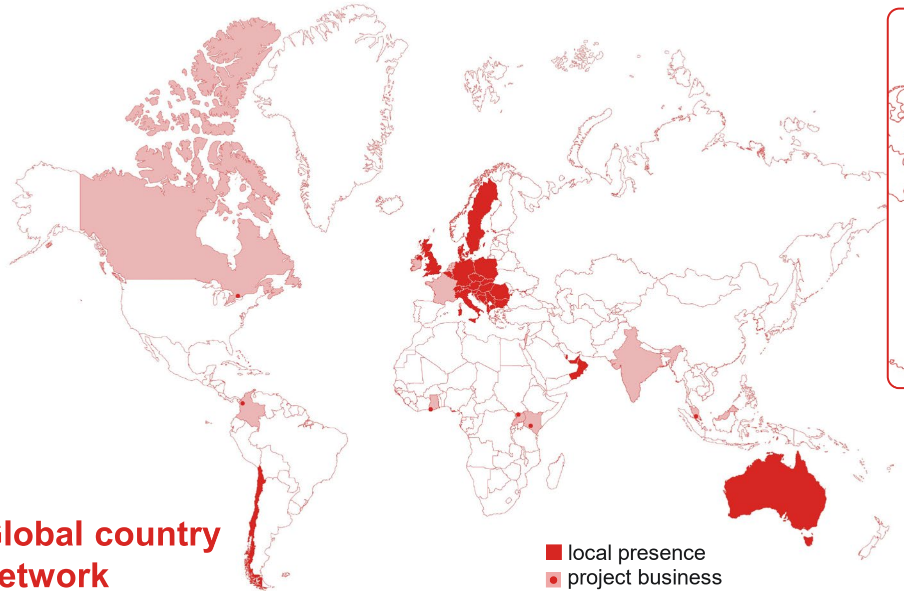
01

Leading.

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

A leader in construction, innovation & financial strength

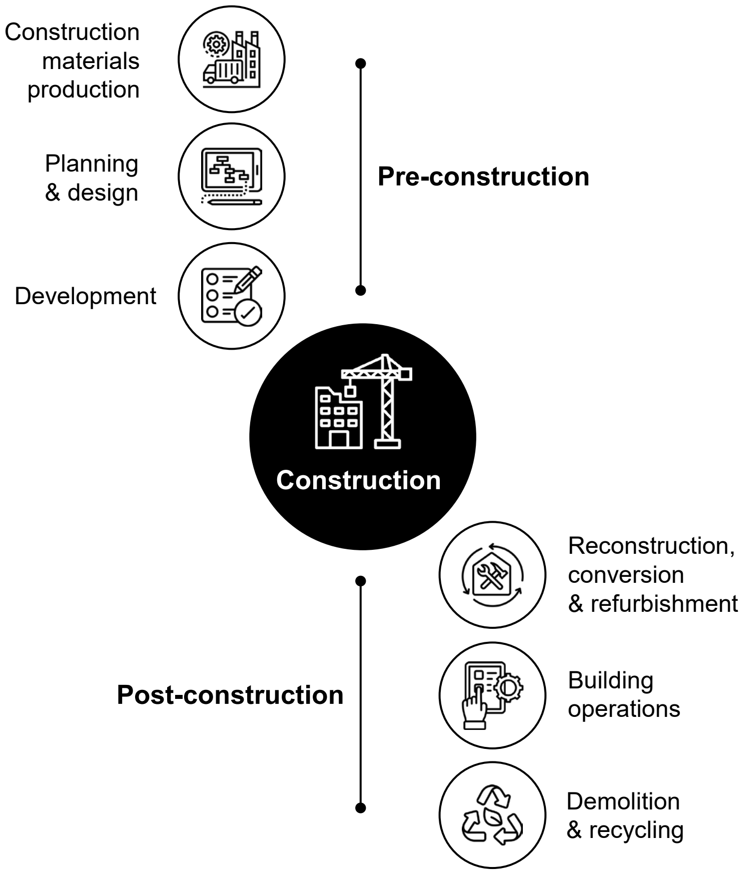
19.2 Output volume (€ bn)	25.4 Order backlog (€ bn)	6.1% EBIT margin	34.1% Equity ratio
BBB+, stable S&P rating	~ 2,400 Employees in innovation	~ 86,000 Employees	> 50 Countries



Global country network

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

Fully vertically integrated business model



2024 FY figures

STRABAG WORK ON PROGRESS

We cover the entire value chain in construction

Pre-construction

Construction materials production

A network of **550** production sites

Planning & design

> 1,000 engineers in a centralised design hub

Development

> 650 completed real estate developments

> € 500 mn invested equity in PPP projects

Core business construction

Construction

Leading construction operations across CEE

Infrastructure, building construction, tunnelling

13,000 construction projects globally

Post-construction

Reconstruction, conversion & refurbishment

Unique service portfolio through **BESTAND BEYOND**

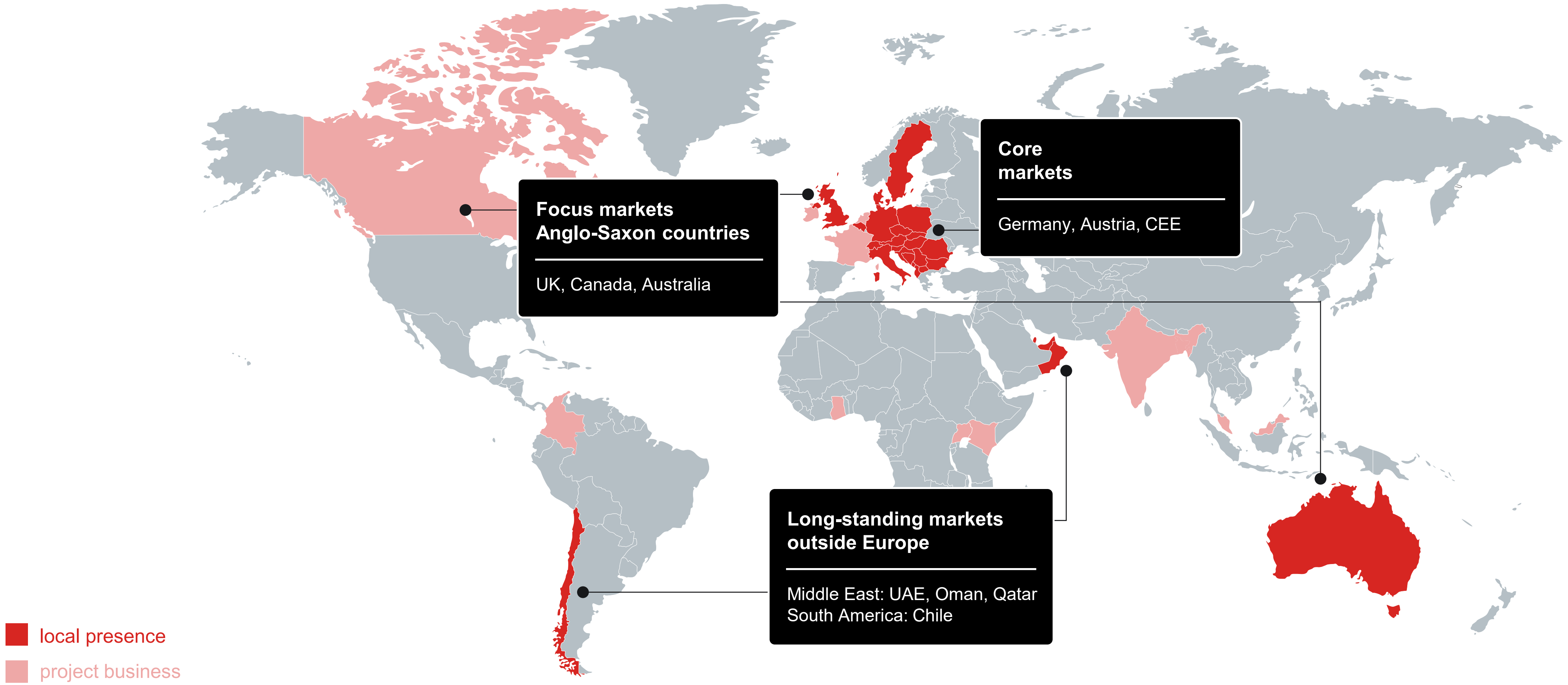
Building operations

One-stop shop for **building decarbonisation**

Demolition & recycling

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

We combine local expertise with global reach



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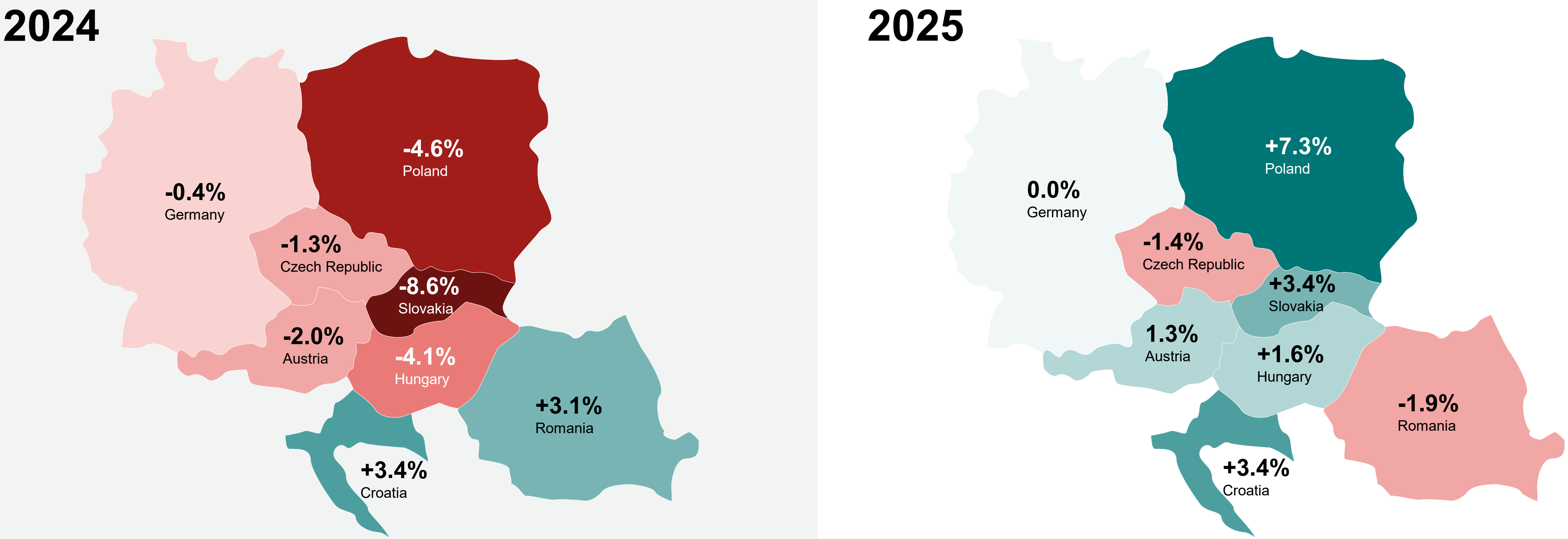
GROUP PRESENCE

The market environment improves



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

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We are active in promising markets

German special fund for infrastructure 12 yrs

€ 500 bn Germany

Federal transport infrastructure plan (BVWP) | 2016-2030

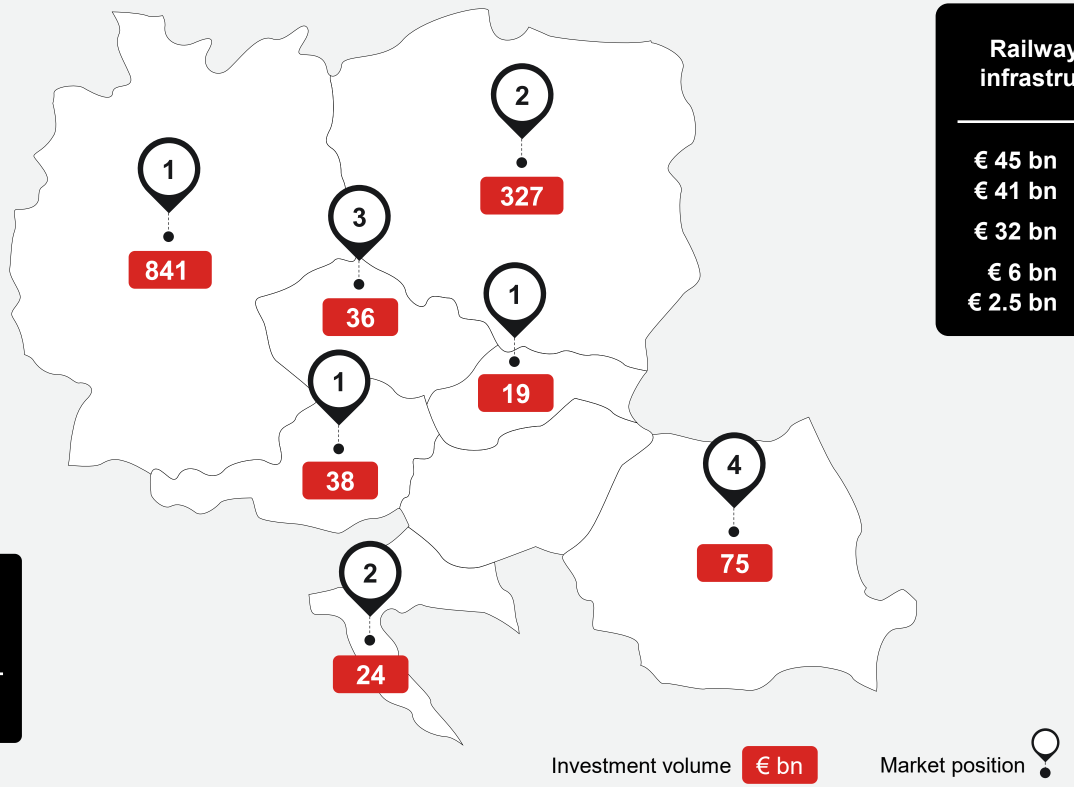
€ 270 bn Germany

Public investments in infrastructure and green energy

€ 150 bn Poland

MFF[1] for climate and environmental projects 2021-2027

€ 11 bn Romania



Railway & transportation infrastructure investments

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

EU Cohesion fund 2021-2027

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

National Recovery & Resilience Plan (NRRP) 2022-2026

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

1) Multiannual Financial Framework (MFF)

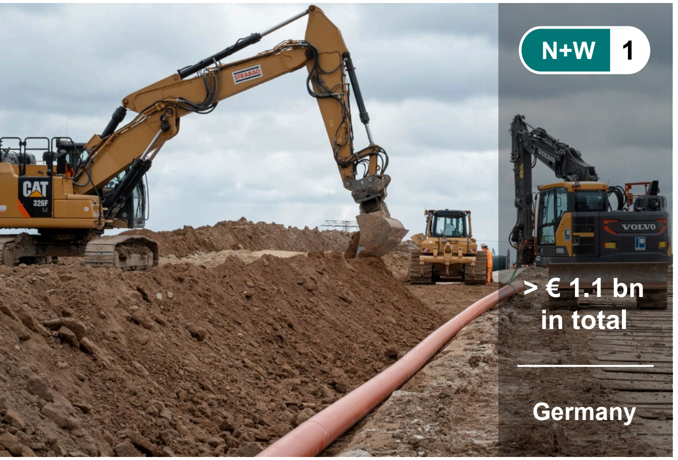
STRABAG WORK ON PROGRESS

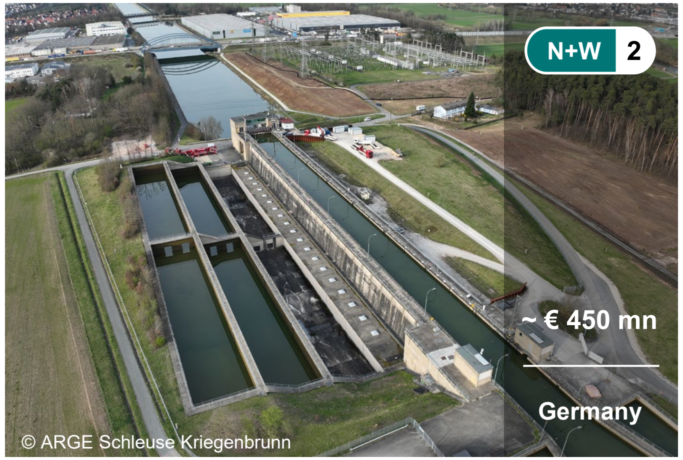
Current large-scale projects in progress

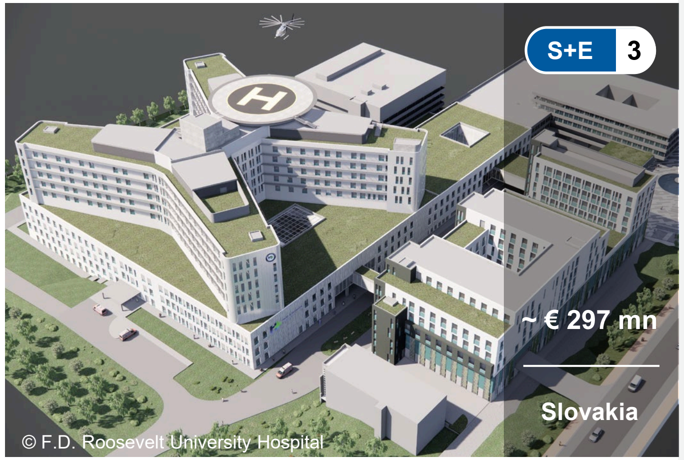
Country	Project	Order backlog in € mn	As % of total order backlog
United Kingdom	HS2 high-speed rail line	961	3.8
Germany	Bayerische Versorgungskammer	543	2.1
Germany	U5 East, Hamburg	521	2.1
Germany	US hospital, Weilerbach	520	2.1
Germany	Lock Kriegenbrunn	356	1.4
Germany	Central Business Tower	351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

As of 31 Dec. 2024

Order intake in 2024 reflects strategic priorities







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

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

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

PEOPLE.
More for people!

Employee focus
promotes our most important asset: people.

Global-local presence
ensures that we are anchored in the local communities.

PLANET.
More for the planet!

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

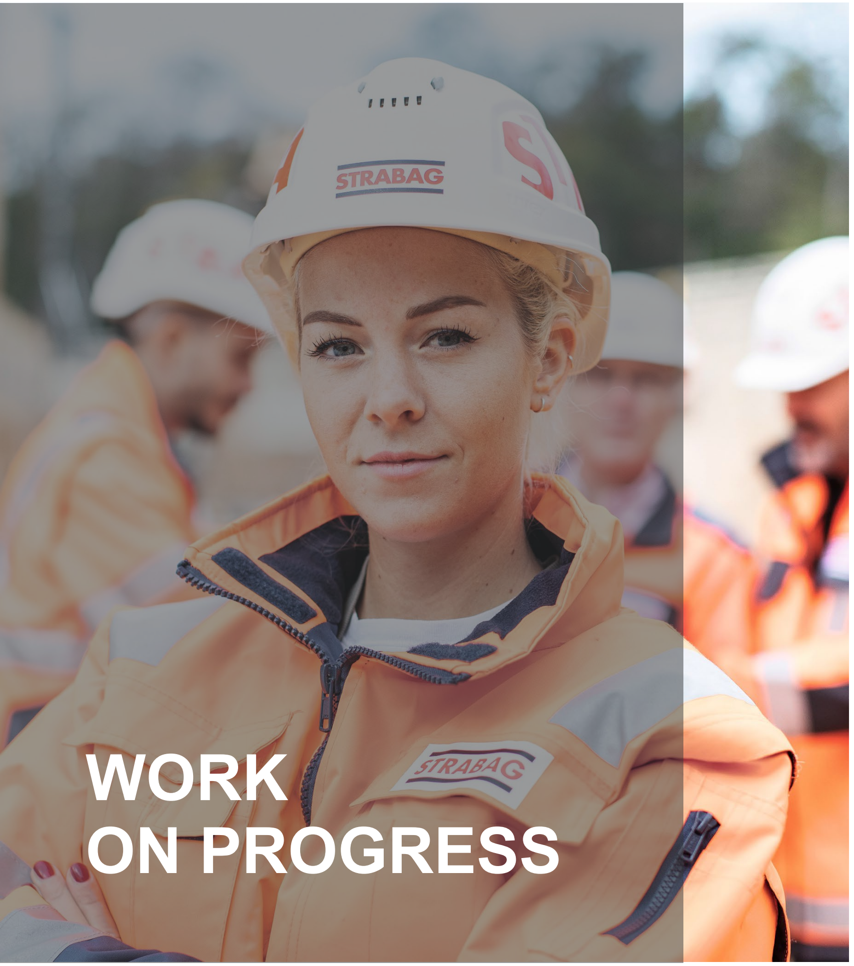
Expertise in the energy sector
makes us a key player in shaping the energy transition.

PROGRESS.
More for progress!

Technology leadership
helps us to constantly become more efficient and effective.

Depth of value creation
makes us more resilient to external influences.

Well on track to achieve the goals of Strategy 2030



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

1) Dividend proposal by the Management Board

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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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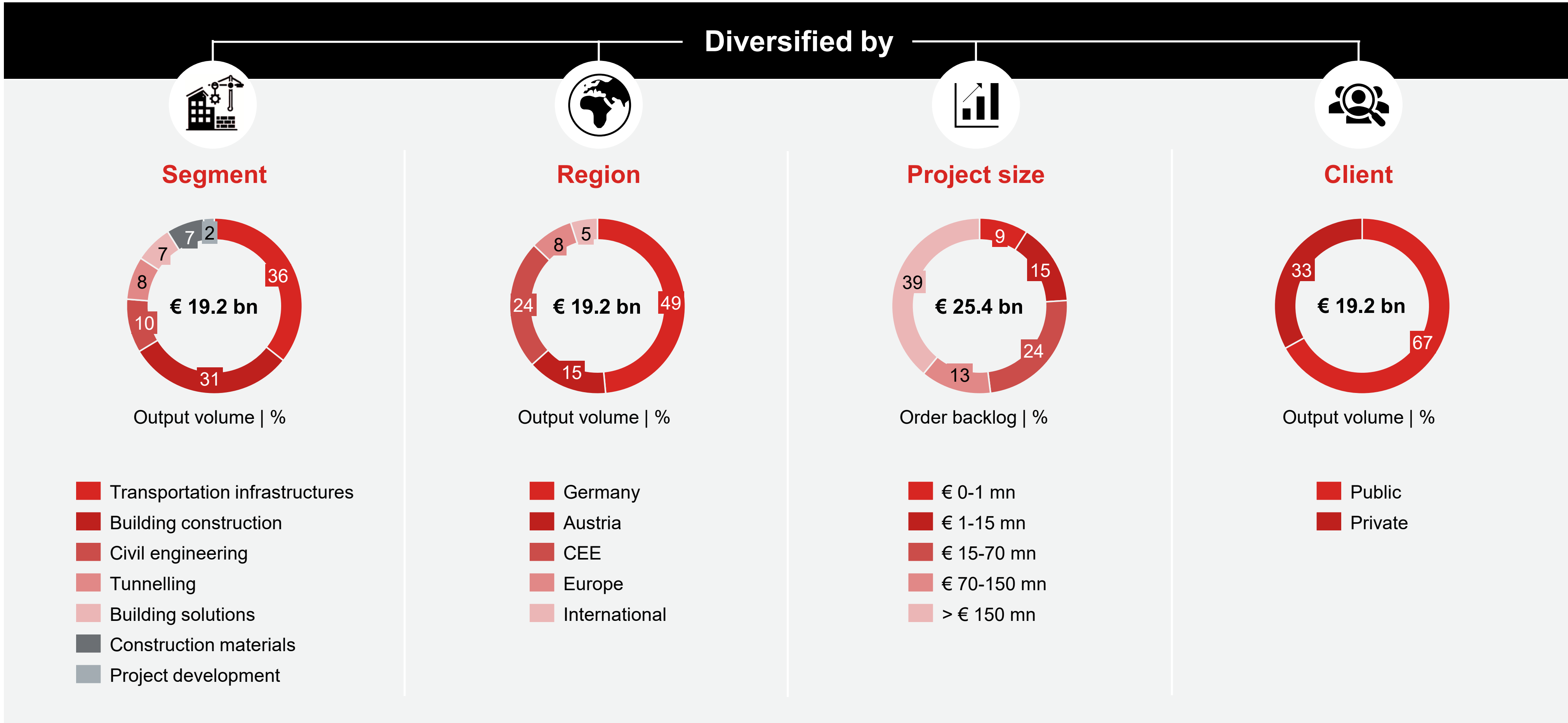
Group resilience through 4-fold diversification

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



2024 FY figures

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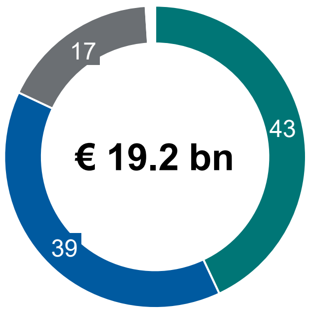
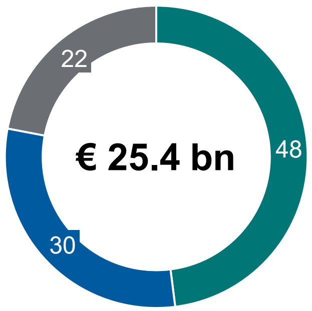
Balanced contributions across operating segments

Output volume by segment | %



Order backlog by segment | %



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

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

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North + West: Germany, Switzerland and others

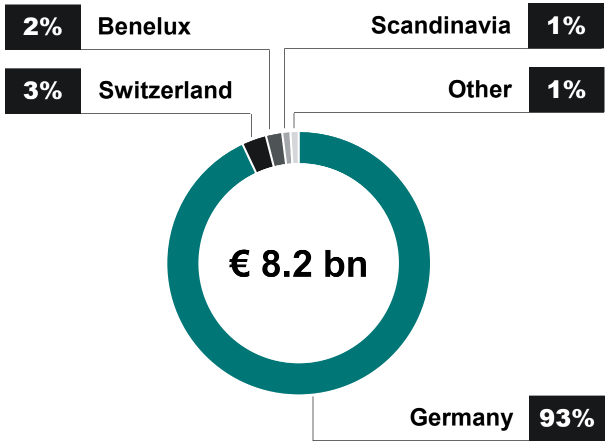
KEY SEGMENT CHARACTERISTICS

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

KEY SEGMENT FIGURES

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

Segment output by region



2024 FY figures

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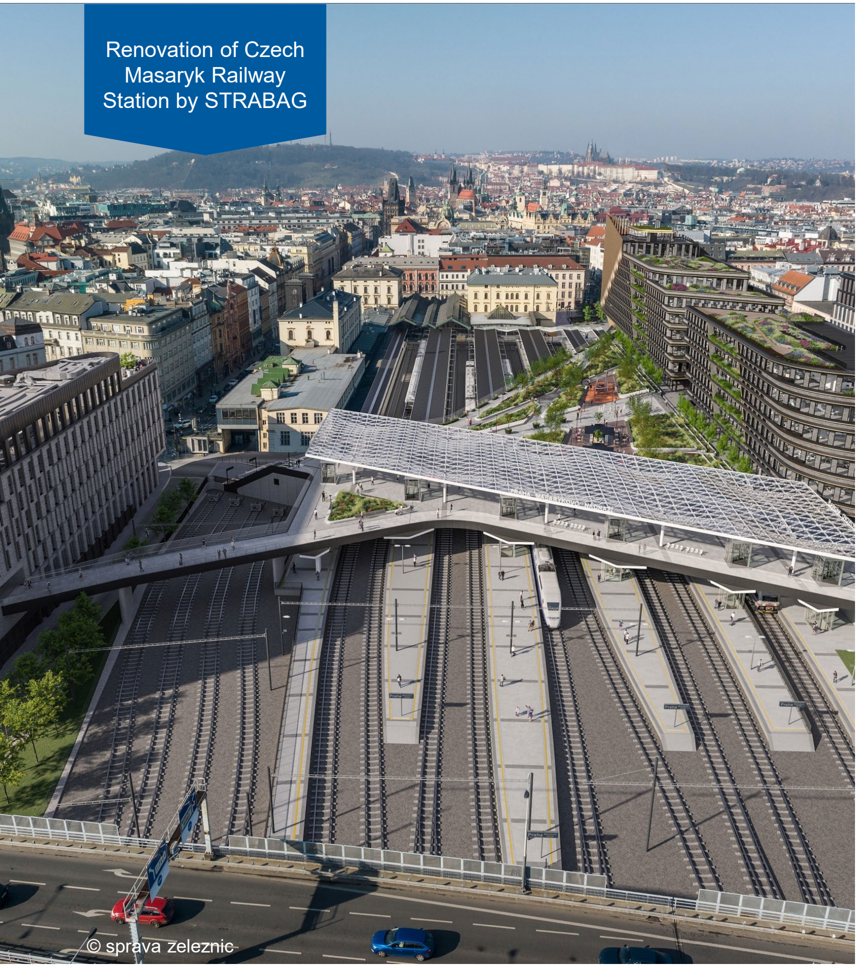
South + East: Austria and CEE region



Renovation of Czech Masaryk Railway Station by STRABAG

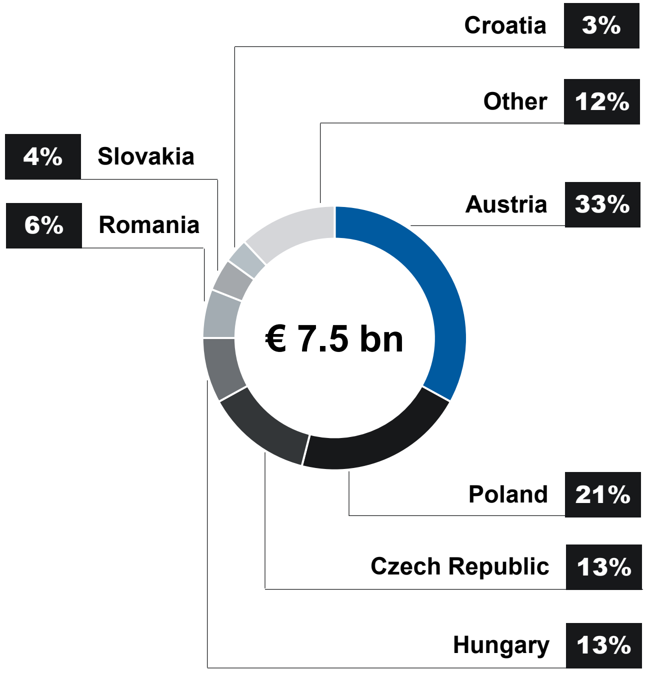
KEY SEGMENT CHARACTERISTICS

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

KEY SEGMENT FIGURES

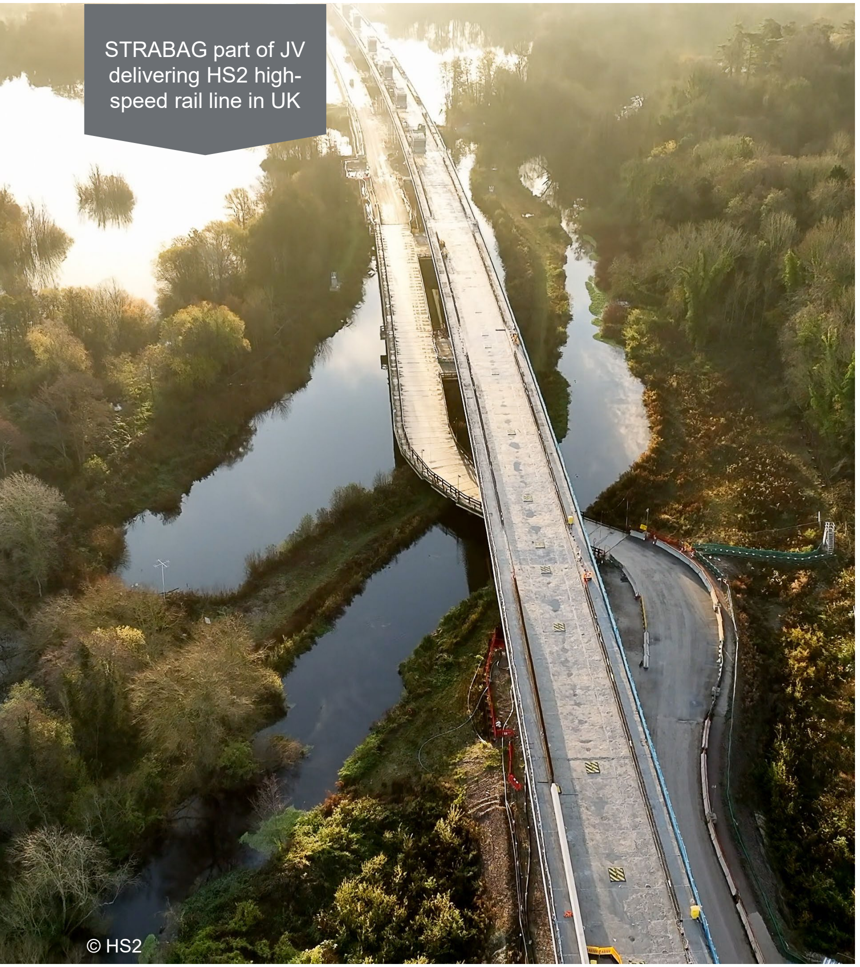
7,502 Output volume | € mn	**7,738** Order backlog | € mn
5.4 EBIT margin | %	**26,852** Employees | FTE

Segment output by region



2024 FY figures

International + Special Divisions: Pooling specialised expertise



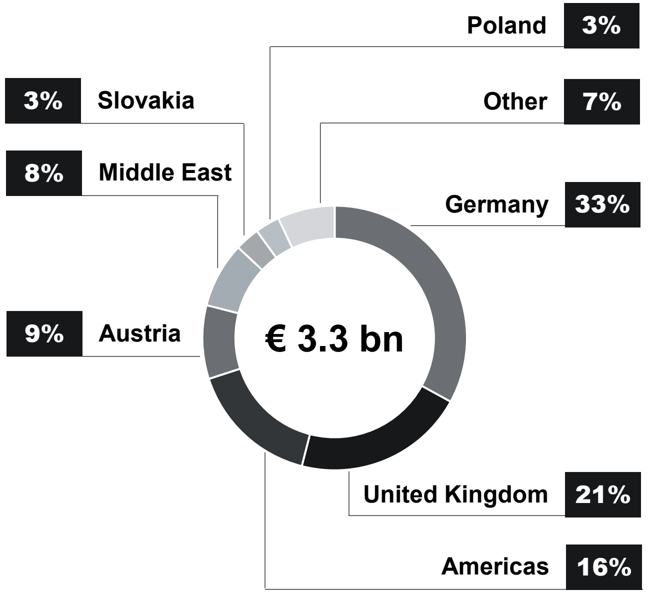
KEY SEGMENT CHARACTERISTICS

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

KEY SEGMENT FIGURES

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

Segment output by region



2024 FY figures

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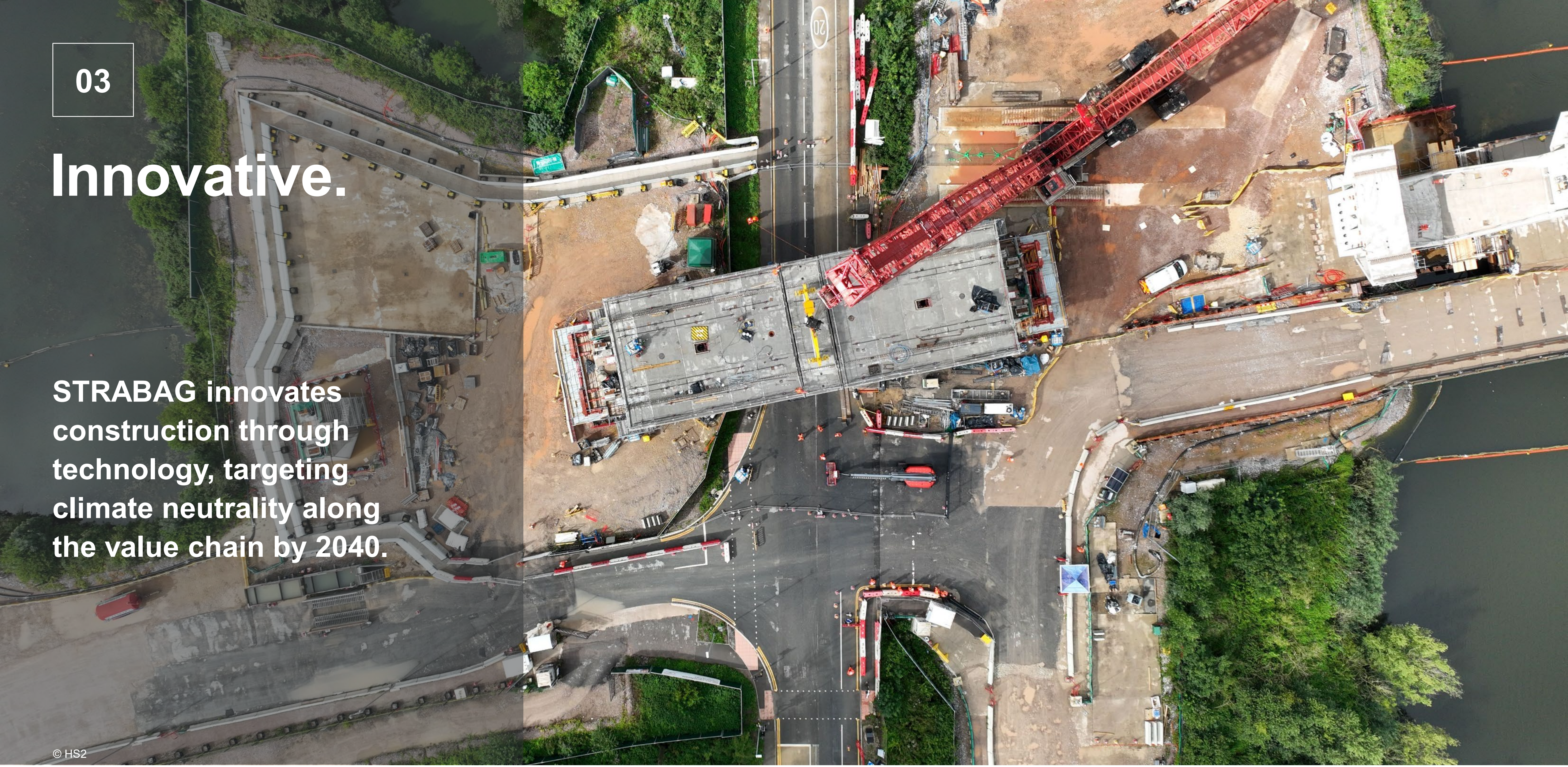

03

Innovative.

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

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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.

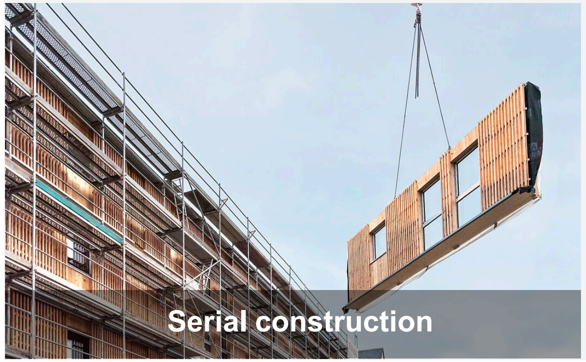
Selected products by STRABAG

MOLENO®

BEST AND BEYOND

Standardisation

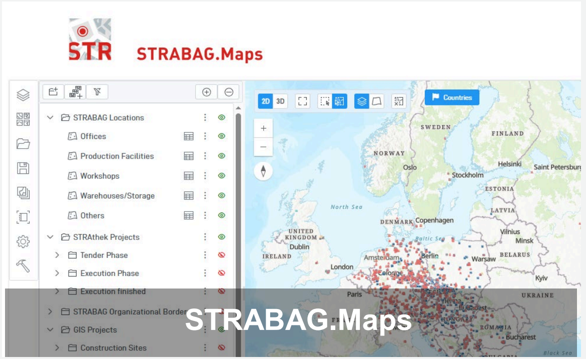
Offsite production



Serial construction

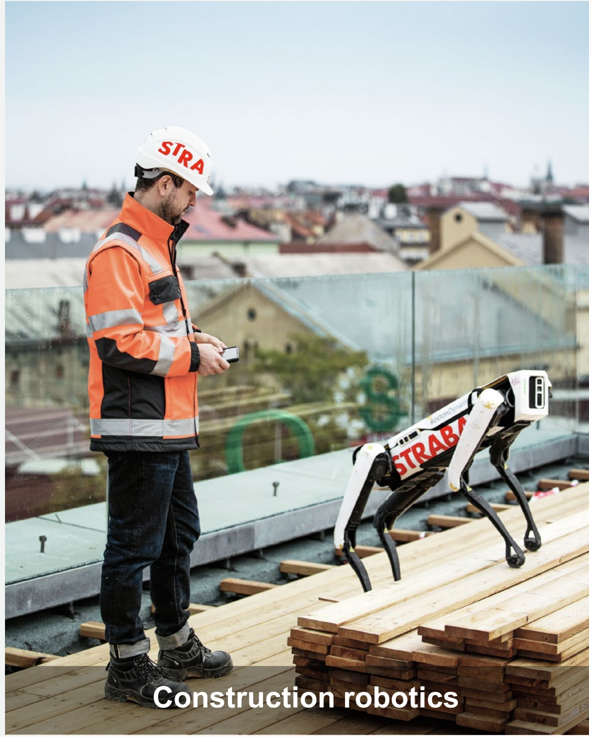
Digital processes

BIM 5D ®



STRABAG.Maps

Automation



Construction robotics

Selected examples

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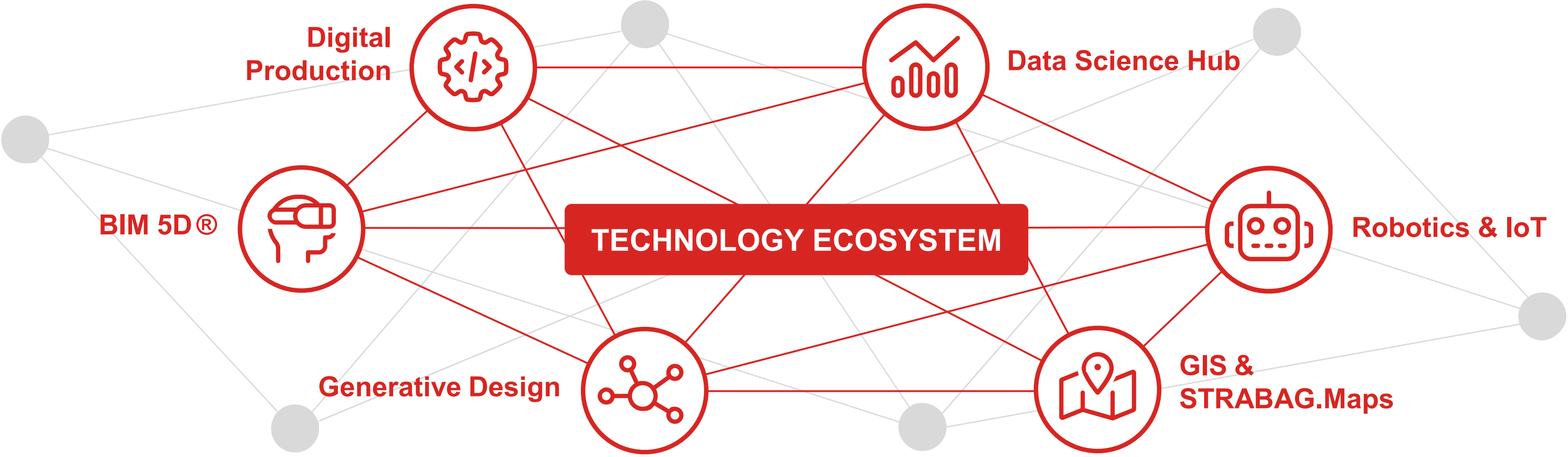
We have built a complete technology ecosystem



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
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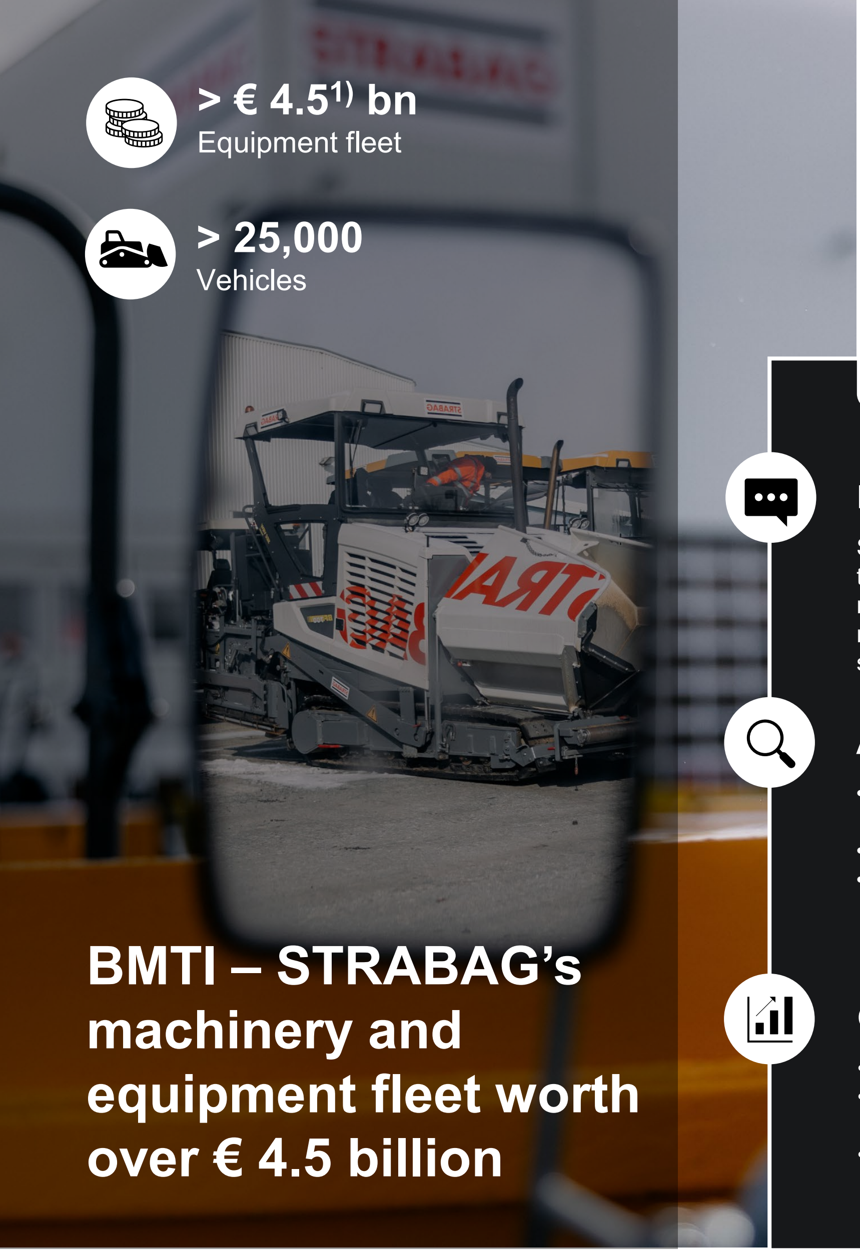


> € 4.5[1)] bn
Equipment fleet

> 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

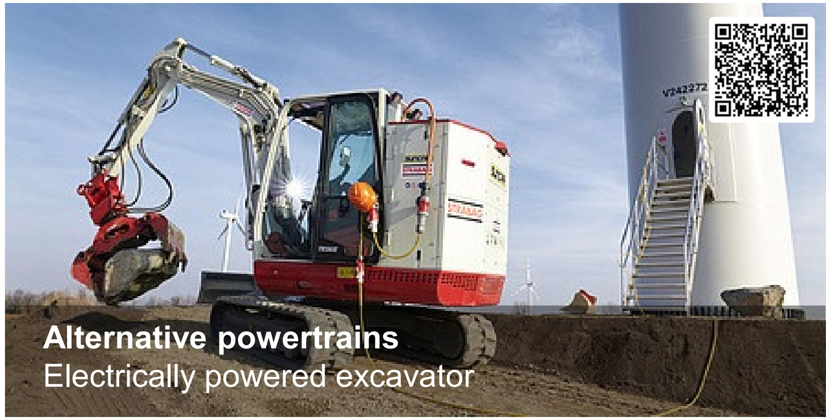
- Lifecycle management from investment decisions and procurement to servicing, rental and resale
- Internal rental and maintenance services across the Group
- Coordination of external equipment rentals to cover peak demands

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

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> 400 Employees (FTE)

11 Countries

22 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

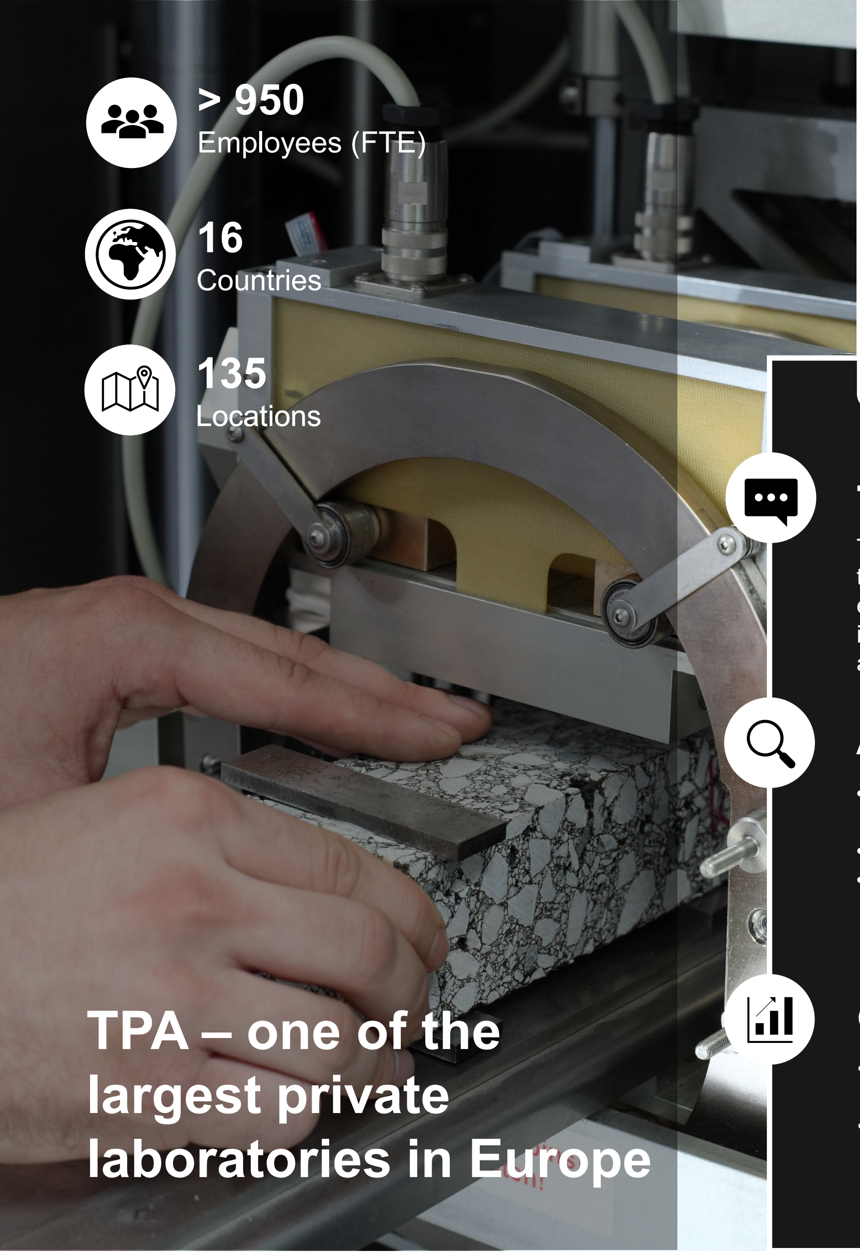
- Over 250 active innovation and digitalisation projects
- Strong partnerships with startups and internal talent programmes like adASTRA to foster **new technologies** and **business models**

Selected innovation projects

Artificial intelligence
Data-driven risk analysis (DARIA)

Planning & processes
Augmented Reality (BIM2Field)

STRABAG WORK ON PROGRESS



> 950
Employees (FTE)

16
Countries

135
Locations

TPA – one of the largest private laboratories in Europe

TPA

TPA at a glance

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

Activities

- Quality assurance for construction projects and production units through advanced testing and consulting
- Evaluation and 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
ClAir® Asphalt

Construction materials recycling
Asphalt recycling

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> 1,000 Engineers

9 Countries

32 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.

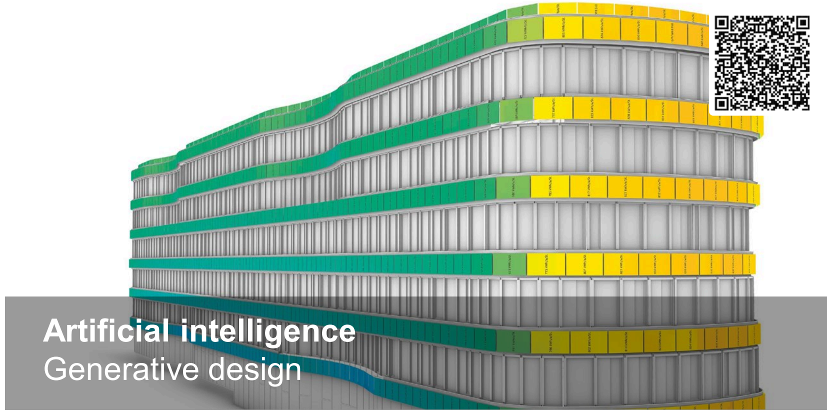
Activities

- 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")

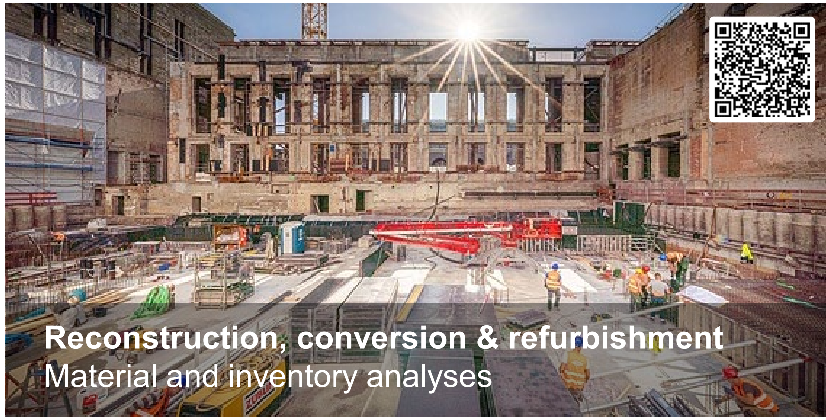
Competitive advantage

- 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

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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

WORK ON PROGRESS

Sustainability Strategy 2025

2021 — **2022** — **2023** — **2025**

Sustainability Strategy 2021

Group Strategy 2030

People. Planet. Progress.

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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

Decarbonisation[1]

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.

Circular economy

We are putting circular economy principles into practice through:

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

Biodiversity & ecosystems

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

Decarbonisation

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

Circular economy

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

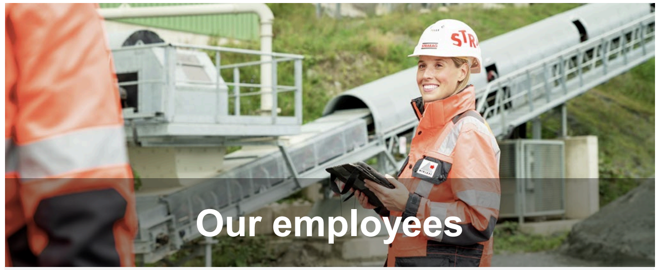
Biodiversity & ecosystems

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

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

Our commitment to social responsibility

Strategic focus topics



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

Our employees:

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

Human rights along the value chain:

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

Added value for society:

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

Our engagement in governance

Strategic focus topics

Strategic goals

Fair competition

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

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

Cluster of measures

Fair competition

- 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

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

STRABAG
WORK ON PROGRESS

ESG commitment confirmed by solid ratings

Our ESG ratings & ESG commitment

CDP
Discloser
2024

Rated
MORNINGSTAR | SUSTAINALYTICS

COMMITTED
ecovadis
Sustainability Rating
OCT 2024

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 2024 ESG ratings

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

STRABAG
WORK ON PROGRESS

04

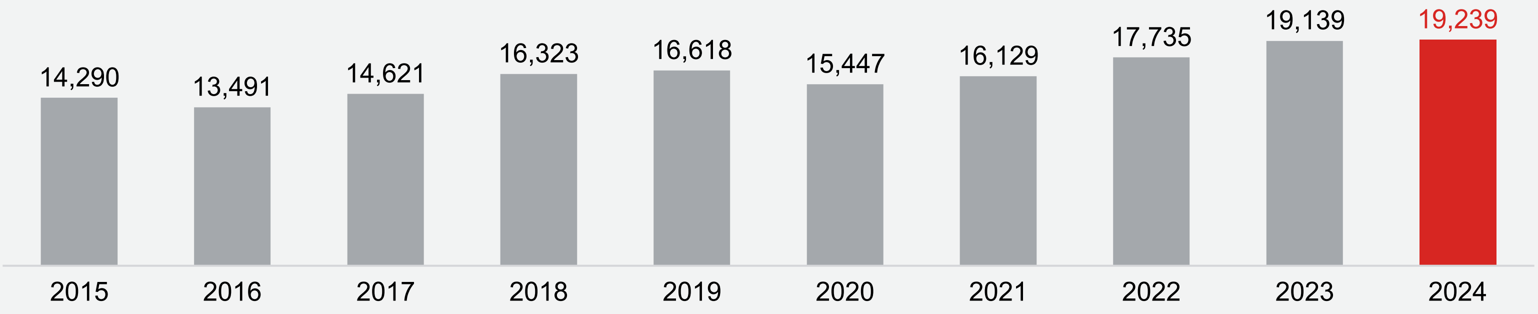
Financially strong.

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

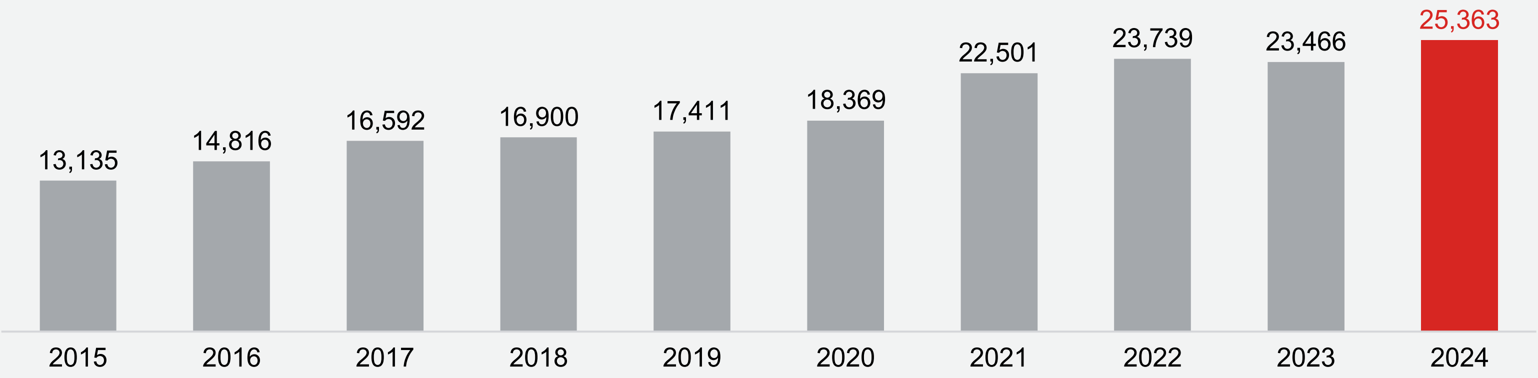
STRABAG
WORK ON PROGRESS

Output and order backlog at record highs

Output volume | € mn



Order backlog | € mn



Proven financial track record

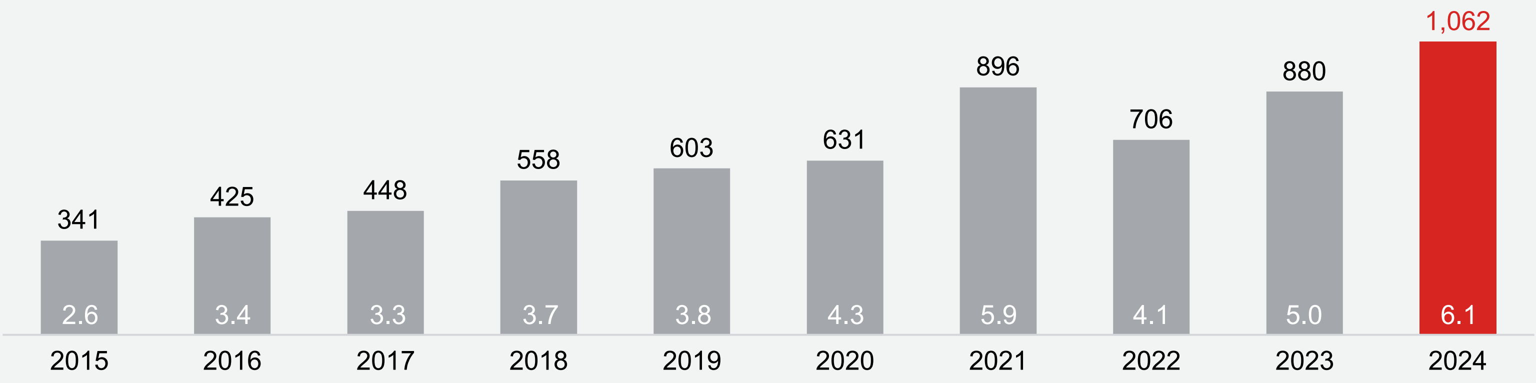
- Business consolidation from 2013 to 2023 after a decade of strong inorganic growth
- Top-line growth not a strategic priority during this phase
- Order backlog nearly doubled over the past ten years, providing strong forward visibility

Order backlog CAGR +8%
2015–2024

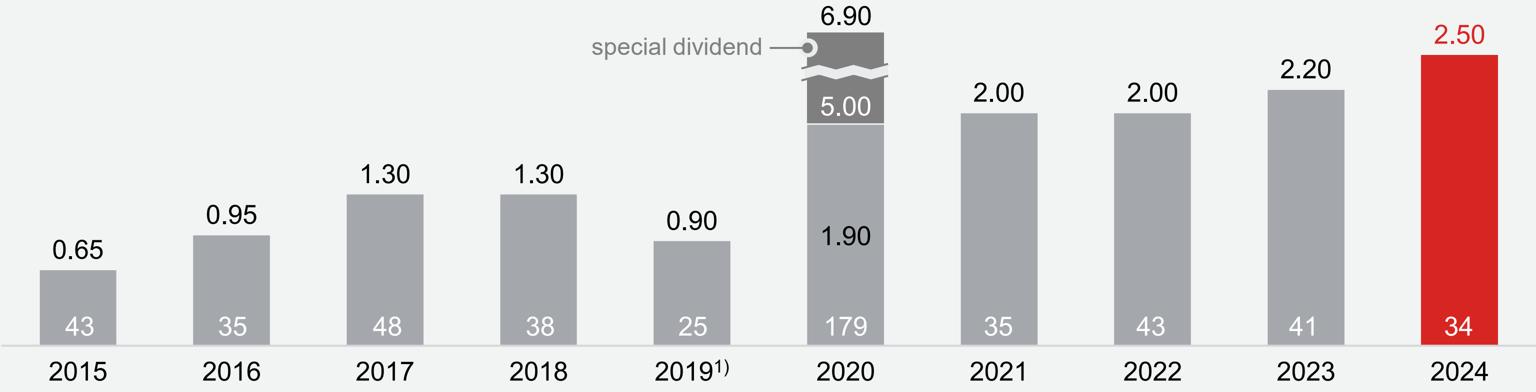
Order backlog visibility > 1.3 years

Profitable growth with consistent dividends

EBIT | € mn and EBIT margin | %



Dividend | € and payout ratio | %



1) Precautionary measure due to Covid-19

Proven financial track record

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

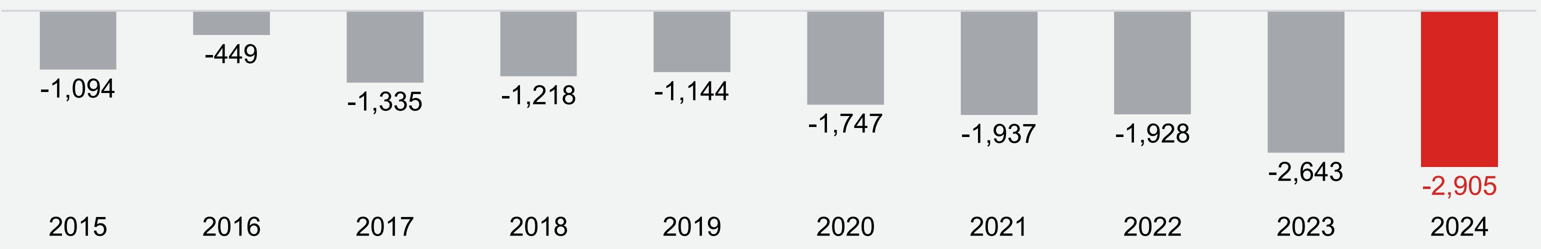
EBIT margin 2.3x
2015–2024

Dividend CAGR +16%
2015–2024

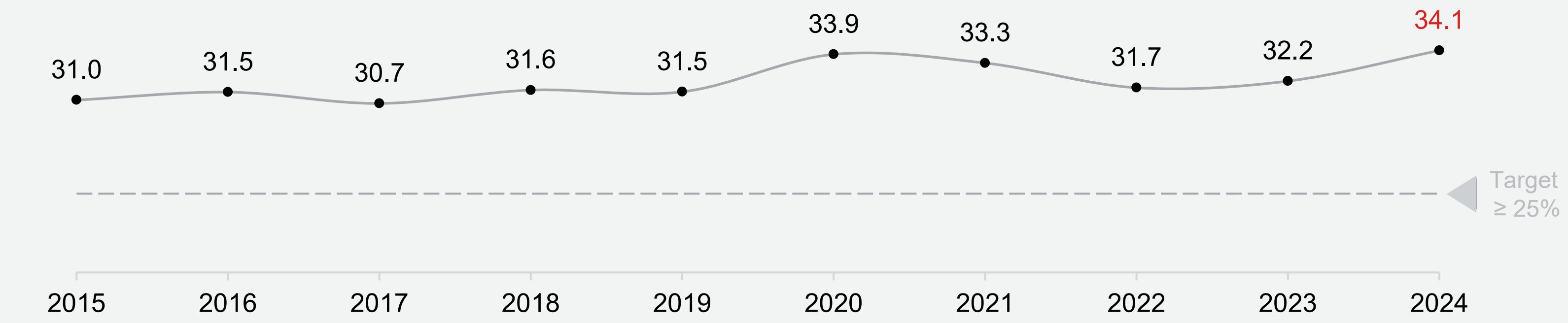
STRABAG
WORK ON PROGRESS

Financial strength as a key differentiator

Net debt (+) / Net cash (-) | € mn



Equity ratio | %



Proven financial track record

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

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

€ 3.7 bn
Liquid assets
31 December 2024

STRABAG
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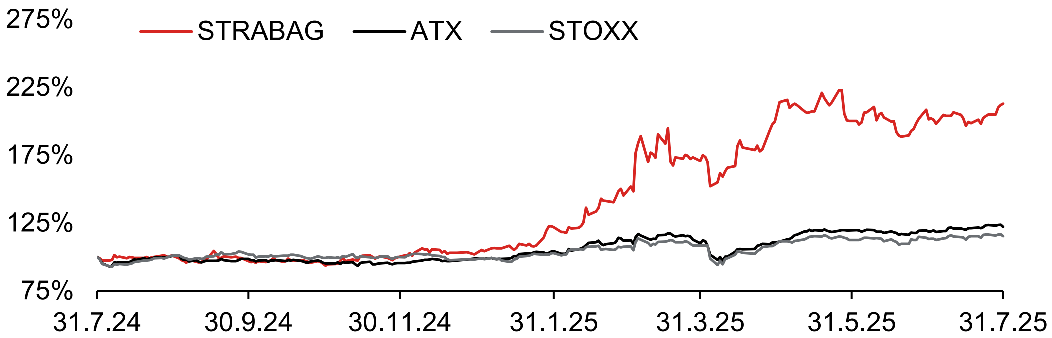
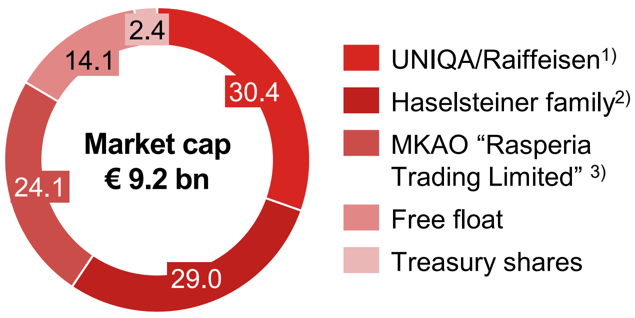
STRABAG on the capital markets

STRABAG share price development



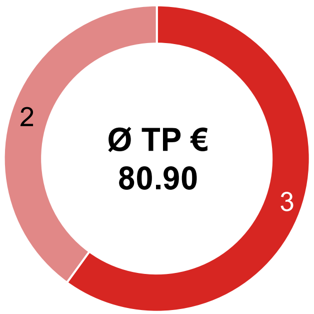
Shareholder structure May 2025 | %



Consensus

	2025e	2026e	2027e
Revenue (€ mn)	19,231	19,827	20,790
Adjusted EBIT including associates (€ mn)	938	988	1,090
Reported net income after minorities (€ mn)	675	695	761
Dividend per share (€)	2.43	2.60	2.70
Reported EPS (€)	5.85	6.02	6.59
P/E	13.1	13.2	12.1

Analyst recommendations



Erste Group | **BUY**

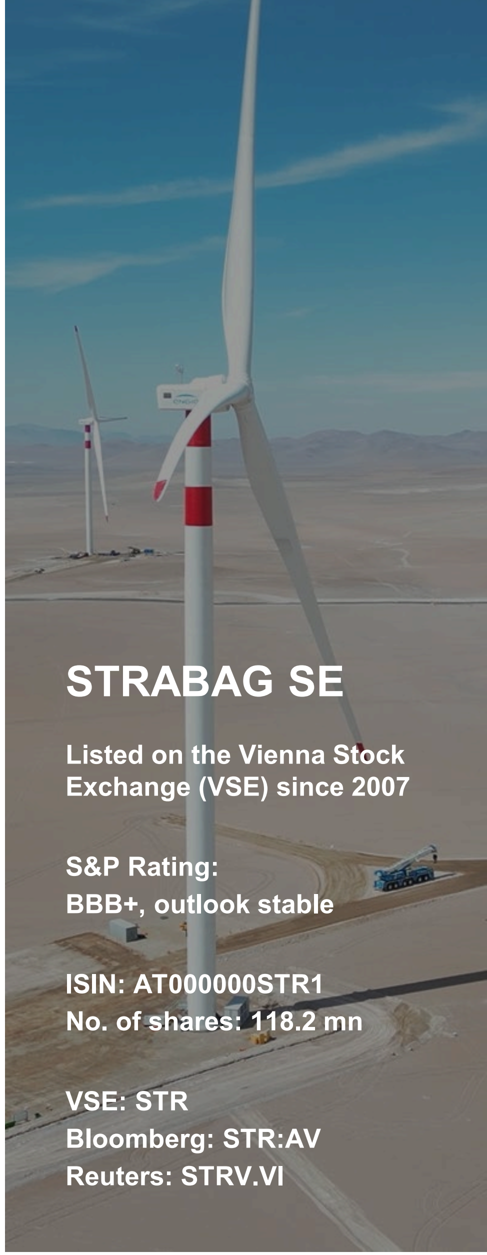
Kepler Cheuvreux | **HOLD**

LBBW | **HOLD**

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: 118.2 mn

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

1) On 30 May 2025, the UNIQA Österreich Versicherungen AG sold 1,800,000 STRABAG shares to institutional investors in a private placement by means of an accelerated bookbuilding process.
2) On 21 March 2025, the Haselsteiner family sold 2,000,000 STRABAG shares to institutional investors in a private placement by means of an accelerated bookbuilding process.
3) 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
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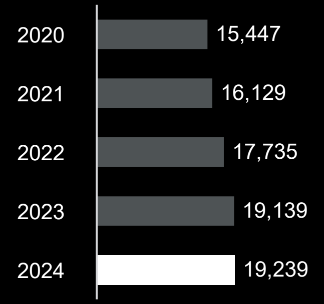
Proven record of financial solidity

Output volume

+6%

CAGR
2020–2024

€ mn

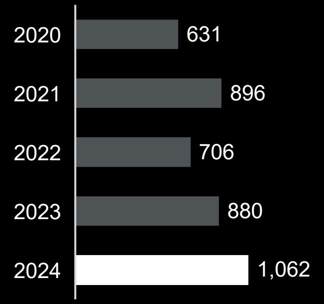


EBIT

+14%

CAGR
2020–2024

€ mn

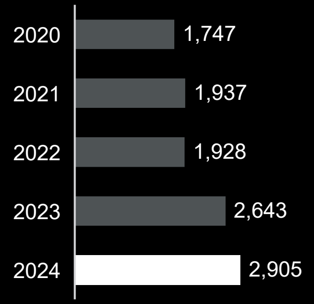


Net cash position

€ 2.2 bn

Ø
2020–2024

€ mn

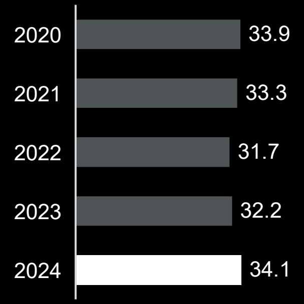


Equity ratio

33%

Ø
2020–2024

%

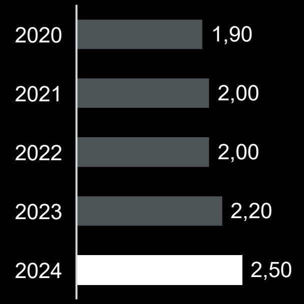


Dividend

€ 1.6 bn

Paid out[1]
2020–2024

€ per share

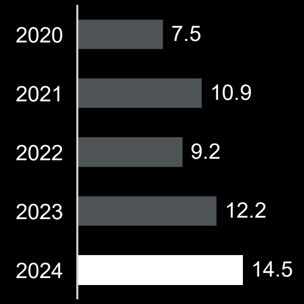


ROCE

+93%

Δ
2020–2024

%



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

STRABAG
WORK ON PROGRESS

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