

# STRATEGIC UPDATE 2030



**PEOPLE.**  
**PLANET.**  
**PROGRESS.**



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LAB  
STILLE



# TODAY'S AGENDA

→ **Get-together / Welcome Breakfast**

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→ **Results H1 2023 / Outlook FY 2023**

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→ **Strategy 2030**

- Focus on employees
  - Global-local presence
  - Depth of value creation / Circularity
- 

→ **Coffee + Refreshments**

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→ **Strategy 2030**

- Expertise in the energy sector
  - Technology leadership
- 

→ **ESG Update**

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→ **Recap**

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→ **Q&A**

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→ **Flying Lunch**

# TODAY'S SPEAKERS



**Klemens Haselsteiner**

CEO STRABAG SE

→ Results H1 2023  
→ Strategy 2030



**Marco Xaver Bornschlegl**

Head of STRABAG Innovation &  
Digitalisation

→ Strategy 2030



**Marco Reiter**

Head of Investor Relations

→ Moderation



**Wolfgang Zechmeister**

Head of Infrastructure  
Development

→ Strategy 2030



**Katharina Aspalter**

Senior Function Lead  
Sustainability Management

→ ESG Update

# RESULTS H1 2023



**Klemens Haselsteiner**  
CEO STRABAG SE

**STRABAG**  
WORK ON PROGRESS



# HIGHER EARNINGS DESPITE A CHALLENGING ENVIRONMENT

## **H1 2023 EXECUTIVE SUMMARY**

**Output volume of € 8.3 bn | +9% vs. H1 2022**

Solid growth path continued also in Q2

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**Order backlog of € 24.3 bn | +2% vs. YE 2022**

1.3 times of expected annual output, comfortable base for 2024

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**EBIT of € 87.4 mn | +37% vs. H1 2022**

Earnings enhancements, non-recurrence of charges against earnings

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**Balance sheet remains robust**

Net cash position of € 1.5 bn, equity ratio of 32.6%

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# MIXED TRENDS IN UNDERLYING MARKETS

## Infrastructure

- **Solid business activity**
- Particularly in transportation infrastructure

Transportation infrastructure:  
**> 40%** of Group output volume

## Building construction

- **Partly declining trends**
- Especially in residential construction
- Most pronounced decline in residential construction in AT  
high rates + tightened lending guidelines

Residential construction:  
**< 10%** of Group output volume

## Public vs. private customers

- Further **shift from private to public contracts**
- Trend expected to continue in the short-term

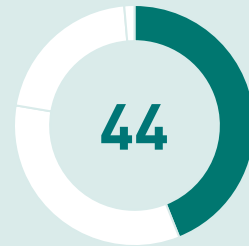
Client structure:  
**> 60%** public customers

**STRABAG IS WELL POSITIONED TO BALANCE OUT DECLINING TRENDS IN INDIVIDUAL CONSTRUCTION SEGMENTS**

## STRONG OUTPUT GROWTH ACROSS ALL SEGMENTS

### North + West

Share of  
Group output  
volume (%)



3,628  
Output volume (€ mn)

10,530  
Order backlog (€ mn)

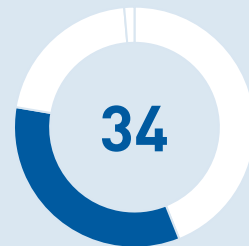
63  
EBIT (€ mn)

21,787  
Employees (FTE)

Germany, Switzerland,  
Benelux, Scandinavia,  
Ground engineering  
**Regions/Areas**

### South + East

Share of  
Group output  
volume (%)



2,786  
Output volume (€ mn)

8,343  
Order backlog (€ mn)

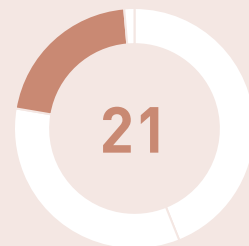
-16  
EBIT (€ mn)

23,493  
Employees (FTE)

Austria, Poland, Hungary,  
Czech Republic, Slovakia,  
Adriatic, Rest of Europe,  
Environmental engineering  
**Regions/Areas**

### International + Special Divisions

Share of  
Group output  
volume (%)



1,731  
Output volume (€ mn)

5,367  
Order backlog (€ mn)

51  
EBIT (€ mn)

22,706  
Employees (FTE)

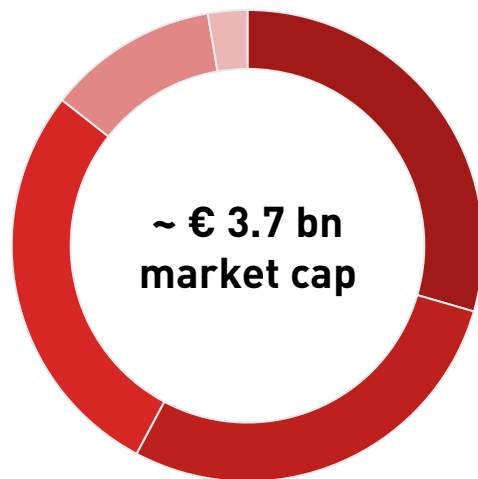
International, Tunneling,  
Services, Real Estate  
Development, Infrastructure  
Development,  
Construction Materials  
**Regions/Areas**



# UPDATE STRABAG SHARE

## Shareholder structure

29.5%	■	UNIQA/Raiffeisen
28.3%	■	Haselsteiner Family
27.8%	■	MKAO "Rasperia Trading Limited"
11.7%	■	Free float
2.7%	■	Treasury shares



## General information

STRABAG SE

Listed on the Vienna Stock Exchange since 2007

ISIN: AT0000000STR1

Number of common shares: 99.8 mn<sup>1</sup>

S&P Rating: BBB, outlook stable

Bloomberg:	STR:AV
Reuters:	STRV.VI
Vienna Stock Exchange:	STR

## Update on sanctioned shareholder Rasperia

- June 2023:** The **capital measures** to reduce the share of MKAO "Rasperia Trading Limited" (Rasperia) – a company controlled by the sanctioned Russian citizen Oleg Deripaska – to below 25% were **unanimously adopted by the 19<sup>th</sup> Annual General Meeting**. The measures are intended to reduce relevant disadvantages and risks for STRABAG SE.  
  
The implementation of the capital measures can be completed in the first quarter of 2024 at the earliest and is contingent upon several conditions.
- June 2023:** The Klagenfurt Regional Court **dismissed Rasperia's action for annulment** of the Annual General Meeting of 24 June 2022 (decision not legally binding yet).
- July 2023:** The Klagenfurt Regional Court also **dismissed** the second case, **the action for annulment brought by Rasperia and Thomas Bull** against resolutions of the Extraordinary General Meeting of 5 May 2022 (decision not legally binding yet).

# OUTLOOK 2023

## GUIDANCE FOR FY 2023 RAISED

	BEFORE		NOW
<b>OUTPUT VOLUME</b>	≥ € 17.9 bn	↗ raised	~ € 18.6 bn
<b>EBIT MARGIN</b>	≥ 4%	→ confirmed	≥ 4%
<b>NET INVESTMENTS<sup>1</sup></b>	≤ € 600 mn	→ confirmed	≤ € 600 mn

# INTRO STRATEGY 2030



**Klemens Haselsteiner**  
CEO STRABAG SE

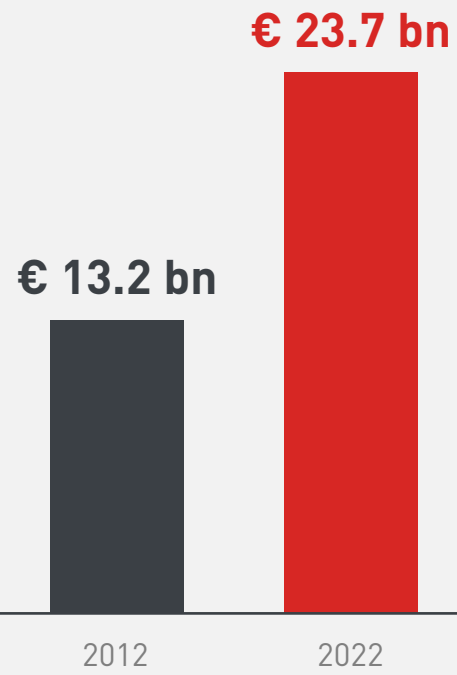
**STRABAG**  
WORK ON PROGRESS

We have achieved a lot:

**SUCCESSFUL EXECUTION OF  
“FASTER TOGETHER 2022” STRATEGY  
DELIVERED EXCELLENT RESULTS**

## STRONG DEVELOPMENT OF KPI IN THE PAST TEN YEARS

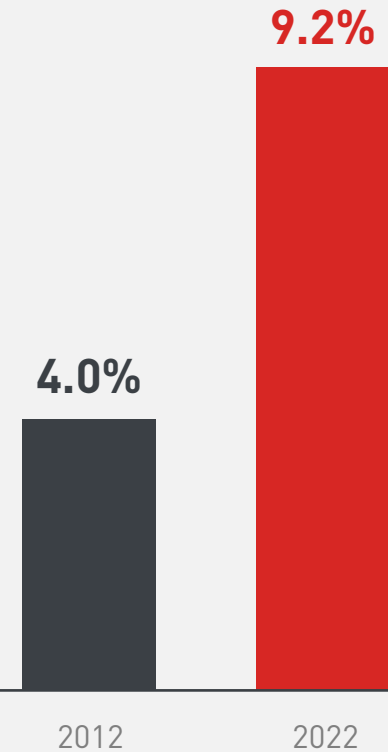
Order backlog | **+80%**



Output volume | **+26%**

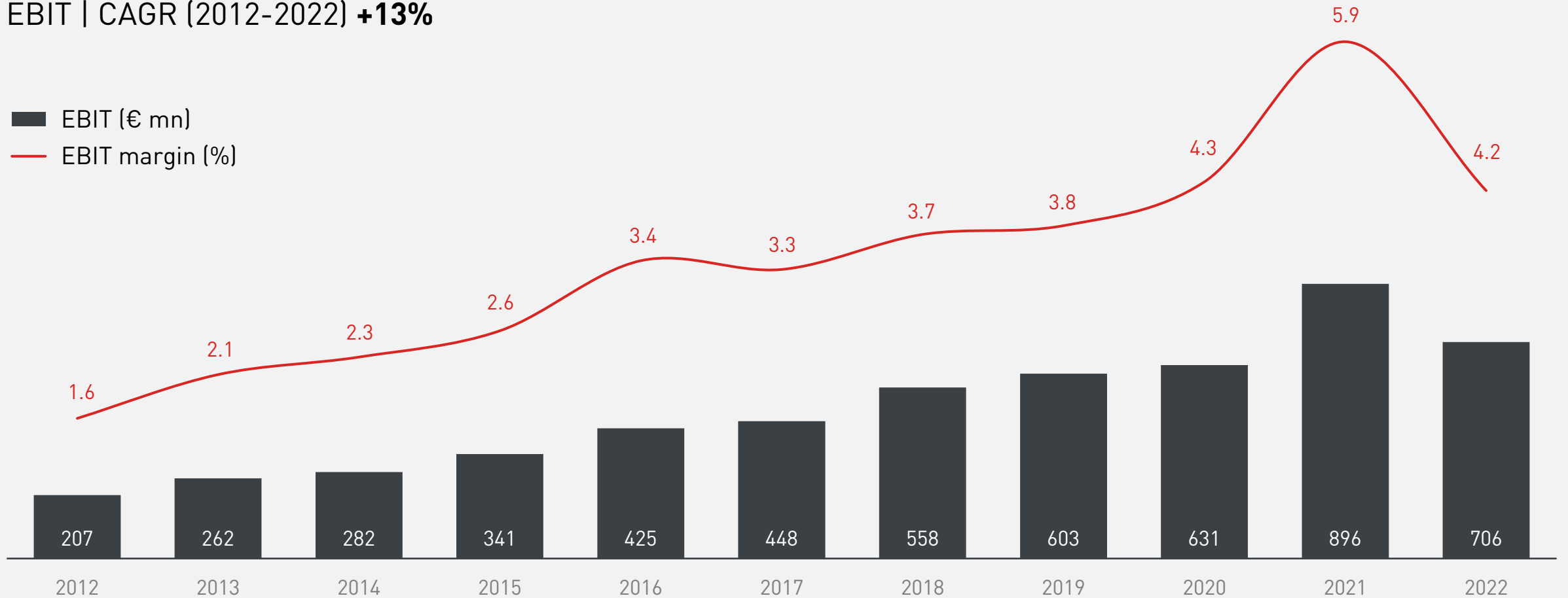


ROCE | **+130%**



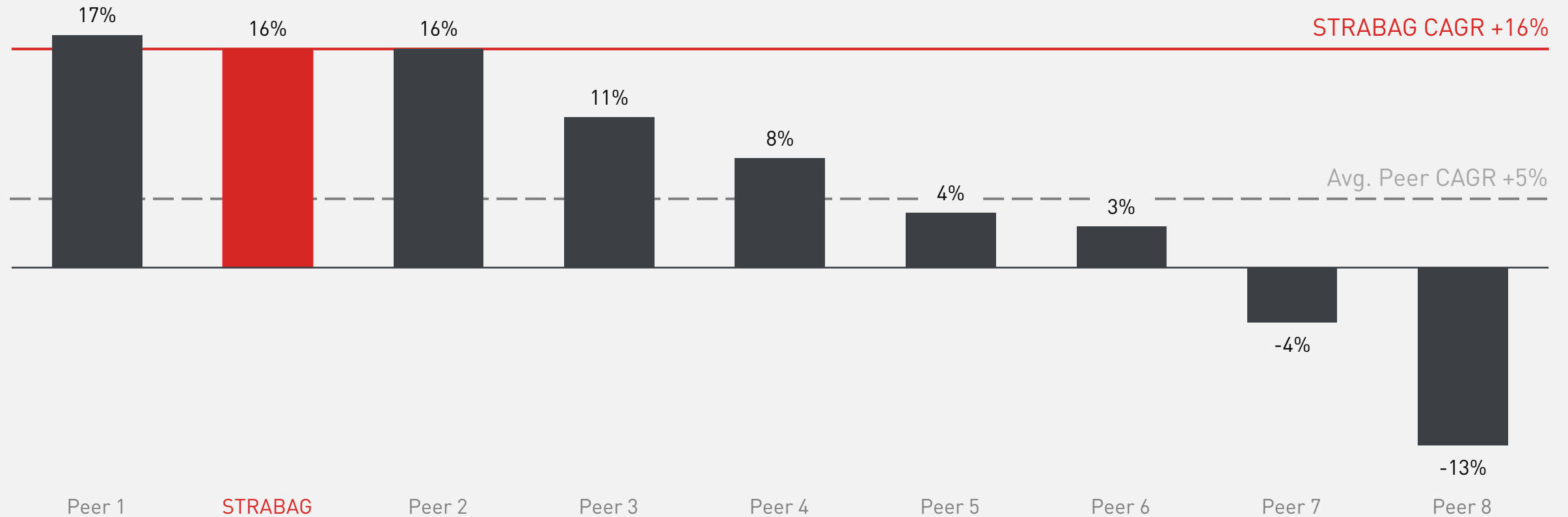
# STRONG TRACK RECORD OF SUSTAINABLE PROFIT GROWTH: EBIT MARGIN MORE THAN DOUBLED IN THE LAST DECADE

EBIT | CAGR (2012-2022) **+13%**



# STRABAG LEADS THE FIELD IN EARNINGS GROWTH COMPARED TO PEERS

Net income | CAGR (2012-2022)



# COMMITTED TO VALUE CREATION FOR SHAREHOLDERS

Dividend per share (€) | Share price (%)

**51%**  
average payout ratio  
in 2012-2022



**€ 1.8 bn**  
dividend paid out to  
shareholders in 2012-2022



But we want more:

**MORE SUSTAINABILITY**

# Repositioning with WORK ON PROGRESS

- **Commitment to society:** we actively shape change in order to achieve climate targets and save resources
- Work On Progress seeks **dialogue** and **exchange**
- Focus on STRABAG projects involving **sustainability, innovation** and **digitalisation**

**WORK ON  
PROGRESS**

We will be climate neutral by 2040.  
Let's shake on it!

**OUR  
FAVOURITE  
PROJECTS:  
CHALLENGES**

We're driving progress  
and rethinking construction  
in over 250 innovative projects.

**STRABAG**  
WORK ON PROGRESS


**OUR BIGGEST  
CONSTRUCTION  
SITE:  
THE FUTURE.**



We will be climate neutral by 2040.  
Let's shake on it!

**STRABAG**  
WORK ON PROGRESS

**CAN'T WE  
MAKE CONCRETE  
GREENER?**



Yes, and we're working on it.  
We're using sustainable materials  
to save CO<sub>2</sub> and energy.

**STRABAG**  
WORK ON PROGRESS

## Announcement of ambitious sustainability targets in 2022

**WE AIM FOR  
CLIMATE  
NEUTRALITY  
BY 2040**



## AMBITIOUS SUB-GOALS

- 2025** Climate-neutral **administration**

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- 2030** Climate-neutral **construction projects**

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- 2035** Climate-neutral **operation of buildings**

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- 2040** Climate-neutral **building materials and infrastructure**

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And now:

**ONWARDS TO 2030!**



# STRATEGY 2030

**CLICK  
HERE!**



**PEOPLE.**



**PLANET.**



**PROGRESS.**



# OUR AMBITION

We are convinced that these priorities will make us more successful economically.



## OUR TARGETS

**Increase employee retention by 6%** compared to the previous year.

**Reduce CO<sub>2</sub>e emissions per euro earned by 6%** per year.

**Increase digital maturity along the value chain by 6%** per year.

**6%** EBIT margin by 2030

# KEY STRATEGIC TOPICS

Successful, sustainable management does not mean looking only one-dimensionally into the future. **We want to achieve more.**



## 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.



# STRATEGY 2030



**Klemens Haselsteiner**  
CEO STRABAG SE

**STRABAG**  
WORK ON PROGRESS

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Key strategic topics:

**PEOPLE FIRST!**  
**WE FOCUS ON OUR EMPLOYEES:**  
**OUR MOST IMPORTANT ASSET**

# A JOB WITH **PURPOSE**: BUILD THE FUTURE WITH US

Progress starts with our colleagues.

They initiate **innovations**, drive the **digital change** and contribute to making STRABAG **climate-neutral**.

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



## A CULTURE WHERE YOU CAN MAKE THE DIFFERENCE

We are looking for people who prefer to build progress themselves instead of waiting for it. For all those who **challenge themselves** every day, **contribute creative ideas**, **think and act with foresight**.

### Strong corporate values:



**A CULTURE OF  
PARTNERSHIP &  
TRUST**

## WE ARE CONVINCED THAT **DIVERSE** TEAMS PERFORM BETTER

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**83,900** employees

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**5** continents

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**> 50** countries

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**148** nationalities

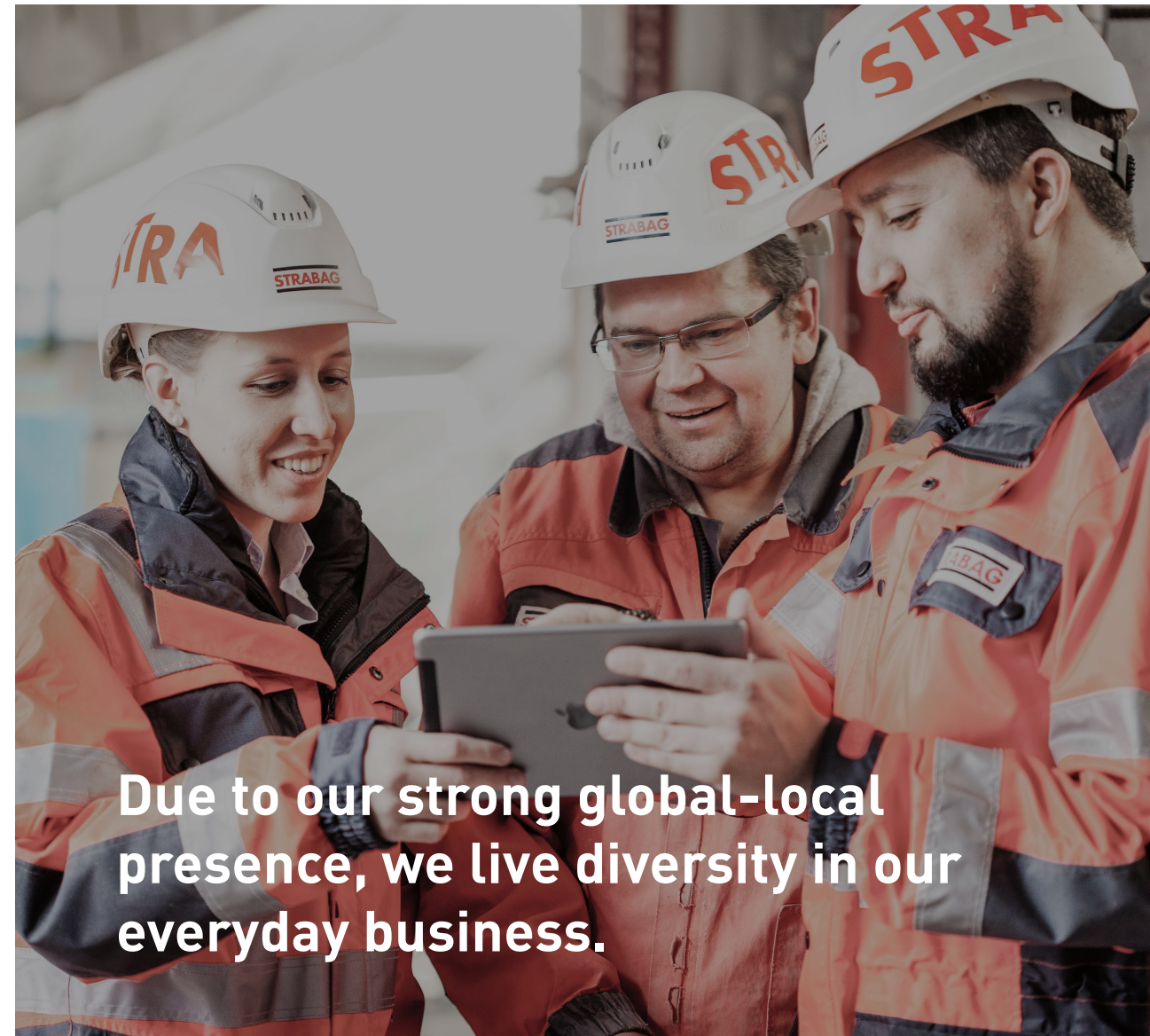
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**10%** women in senior management

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**31%** women in white-collar positions

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Due to our strong global-local presence, we live diversity in our everyday business.

# HEALTH, SAFETY & WELLBEING: BEST-IN-CLASS AS THE GOAL

## Vision Zero – Zero Accidents

### New division **Health Safety Wellbeing & Management Systems**

→ Reports directly to the CEO

### Realignment of the following topics:

- Health and Safety
- Integrated Management Systems
- Environmental and Energy Management
- Occupational Health Management

### Health & Safety KPI (2022 vs. 2021)

**-5%** Accident incident rate (LTIF)

**-8%** Lost-time accident rate

**1 2 3**

**Choose  
Safety**



# TRAINING & DEVELOPMENT: GET STARTED WITH STRABAG



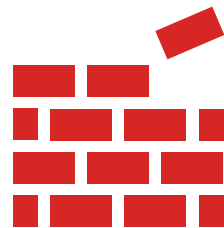
Apprentices



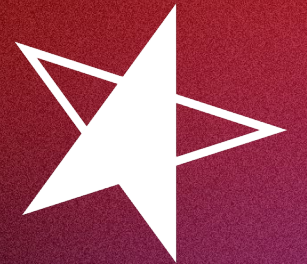
Trainee Program



STRABAG Academy



STRABAG Camp[us]  
AT / DE



**adASTRA**  
The internal startup



# SHORTAGE OF SKILLED LABOUR AS THE MAJOR LIMITATION FOR FUTURE GROWTH

## DEMOGRAPHIC CHANGE

- **Gap**  
Shortage of >10% of today's workforce by 2040
- **Baby boomers**  
retirement age in the coming years
- **War for talents**  
further intensification expected

**#IWORKONPROGRESS**



**EMPLOYER BRANDING**

## STATUS QUO

- **Activities**  
STRABAG on the right track with a range of measures – however:
- **Open positions**  
~ 3,000 Group-wide
- **New thinking**  
comprehensive, systematic countermeasures required



**IN-HOUSE TRAINING OF SKILLED WORKERS**

# WE ARE RETHINKING THE SHORTAGE OF SKILLED LABOUR

- **Approach**  
systematic, Group-wide and data-driven
- **Continuity**  
time-based instead of project-based only
- **Horizon**  
up to 5 years
- **Recruitment**  
focus on countries with reverse demographics
- **Training**  
decentralised, international training centres
- **Barriers**  
legal framework



Strategic  
workforce planning

International  
skilled workers

Focus on recruitment, training,  
integration & retention of  
international skilled workers

# KEY STRATEGIC TOPICS

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More for people!



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promotes our most important asset: people.



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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.

Key strategic topics:

**WE ARE EXPANDING OUR  
GLOBAL-LOCAL PRESENCE TO FURTHER  
IMPROVE OUR RESILIENCE**

## GLOBALLY POSITIONED – REGIONALLY ANCHORED

- Strong regional anchoring one of the success factors of STRABAG
- Further intensification of this principle
- **Thinking globally and acting locally is not a contradiction**

### Success factors for a strong global-local presence



**Regional market understanding**



**Experienced, local management**



**Strong, established brands**



**Critical size & market position**



**Technology leadership**



**Financial strength**

# FINANCIAL STRENGTH: STRABAG IS WELL EQUIPPED FOR FUTURE GROWTH

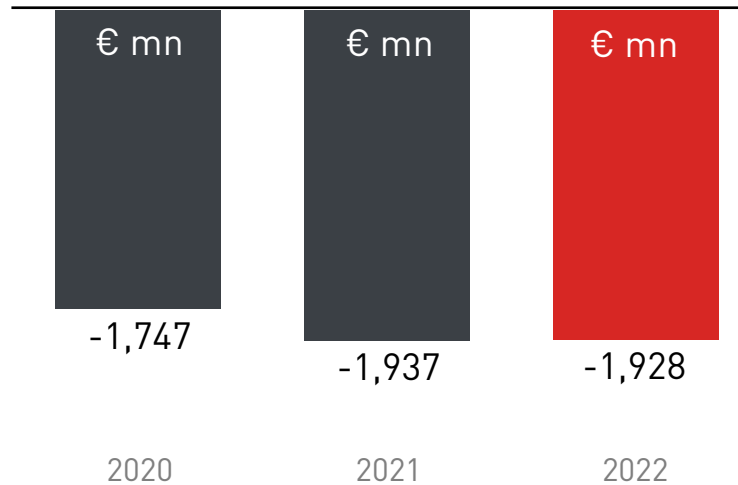
2022 figures

Credit line for cash and surety loans



**€ 10.9 bn**

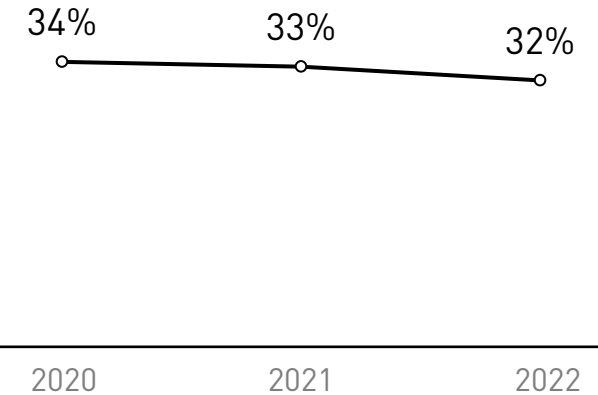
**Access to financial resources**



**€ 850 mn**

Average Net Cash since IPO

**Solid net cash position**



**Target ≥ 25%**

Significantly above target

**Equity ratio above sector average**

**BBB, stable**

Investment grade rating by S&P

**Most recently confirmed in 2022**

# GLOBAL-LOCAL PRESENCE: ANCHORED IN THE LOCAL COMMUNITIES

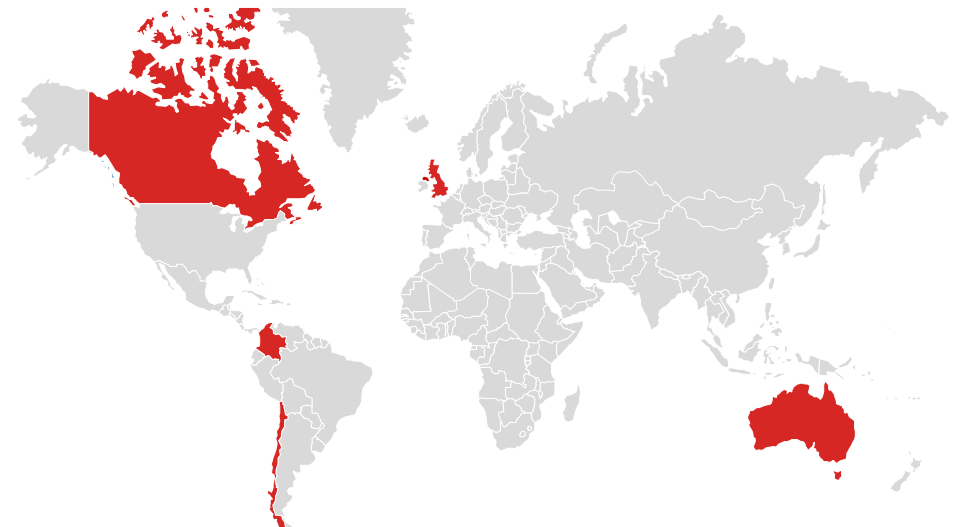
## PRIORITY #1

Securing leading positions  
in core markets long-term



## PRIORITY #2

International expansion: Focus on  
Anglo-Saxon region



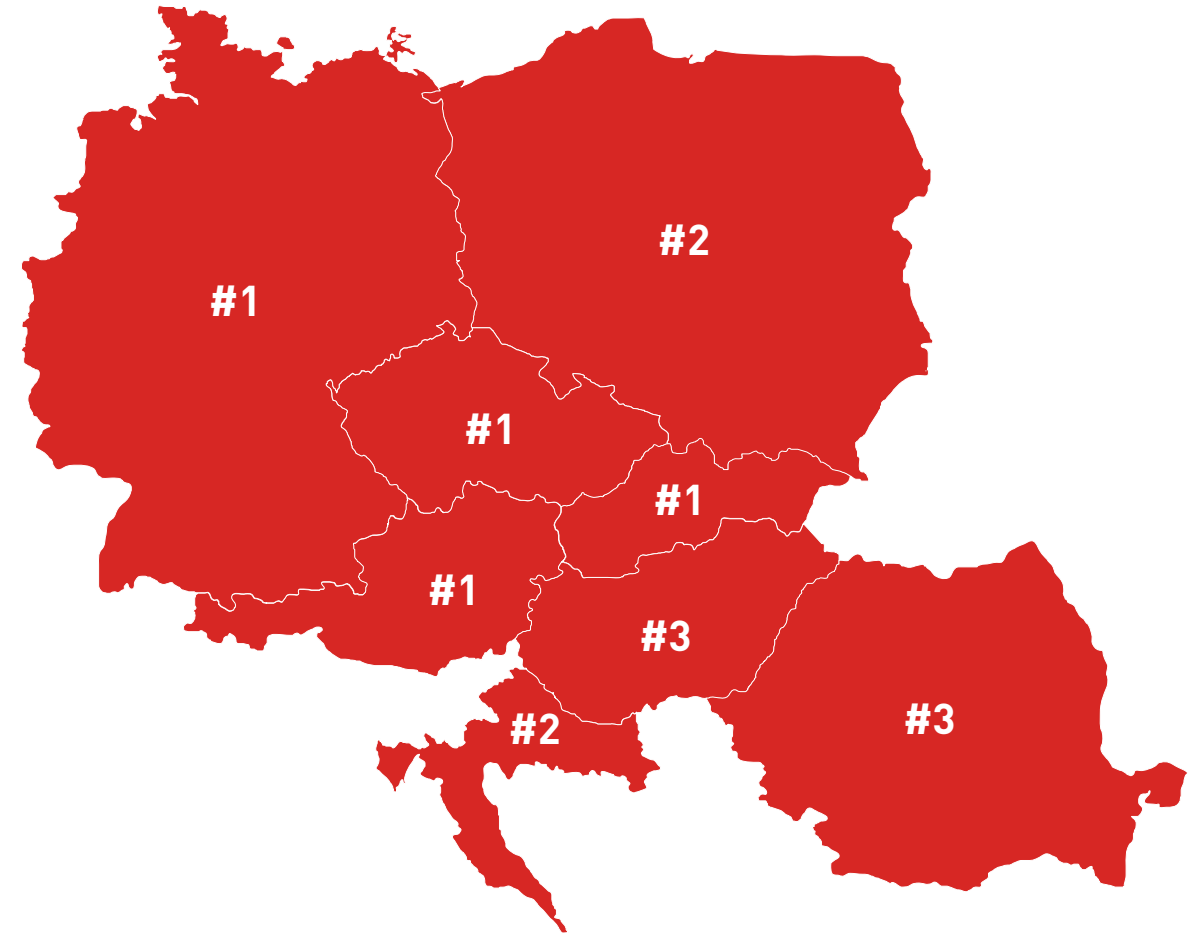
# SECURING LEADING POSITIONS IN CORE MARKETS LONG-TERM

## Core markets

Continued solid growth potential in AT, DE & CEE

## Growth driver

- Market consolidation
- Increased depth of value creation
- Need for new or modernised infrastructure
- EU Green Deal
- EU Cohesion Policy
- EU-wide and national infrastructure programs





# INTERNATIONAL EXPANSION – FOCUS ON THE ANGLO-SAXON REGION

## Our approach

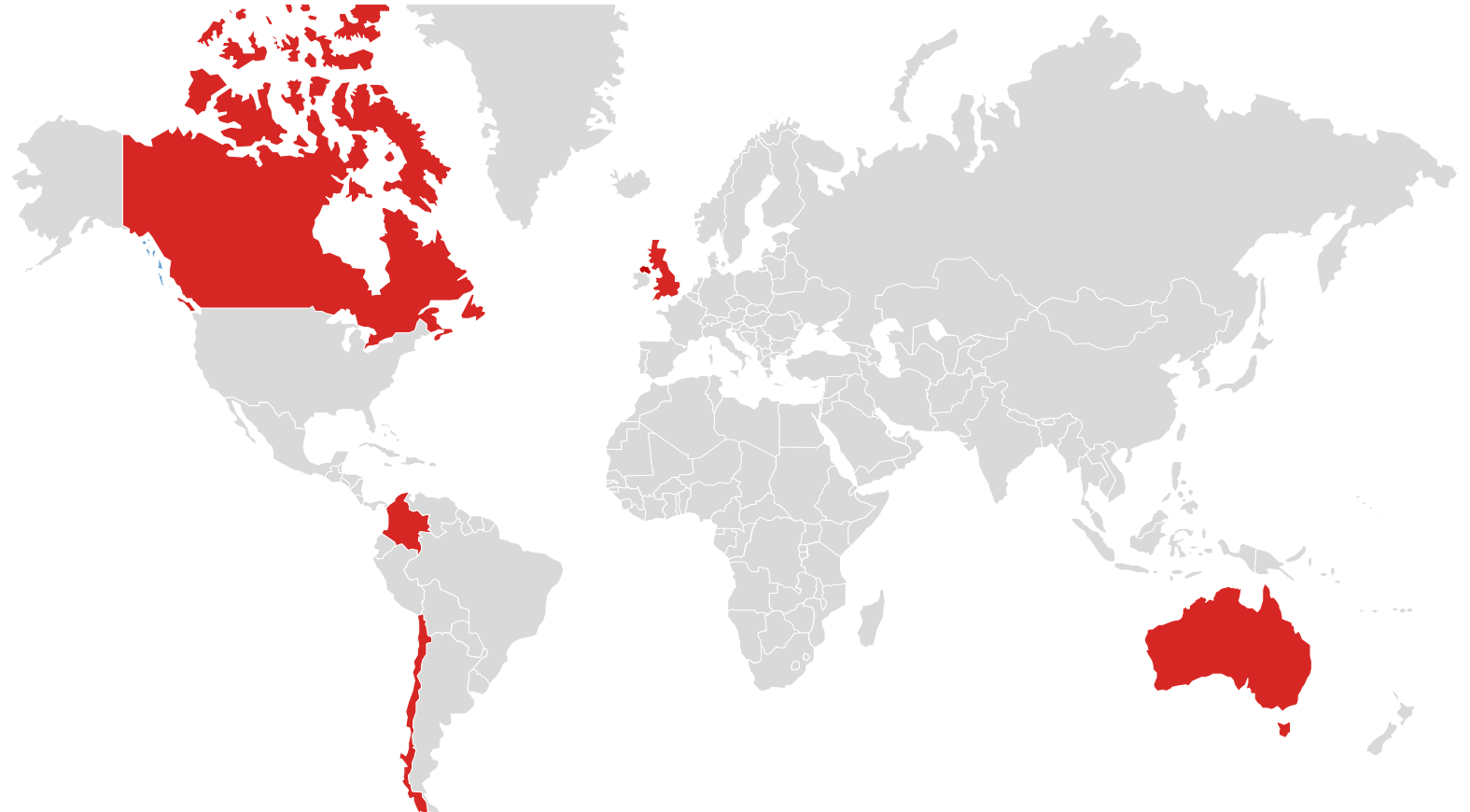
### → Local presence

Developing project markets into markets with a local presence

STRABAG is active with megaprojects e.g. in the UK, Canada, Colombia and Chile

### → Additional markets

Entering new markets that fulfil our criteria for a sustainable business



# DEVELOPING PROJECT MARKETS INTO MARKETS WITH A LOCAL PRESENCE

## Why a local presence?

- **Success**  
sustained local business success
- **Competition**  
pure project business highly competitive
- **Risk**  
overall, projects become larger  
and riskier
- **Personnel**  
well-trained staff is lost unless follow-up  
projects can be acquired



# CURRENT MEGAPROJECTS AS A BASIS FOR BUILDING A LOCAL PRESENCE



## UNITED KINGDOM

### HS2 HIGH SPEED RAIL LINE

- 7.5 km extension in northeast of the city
- Project to be concluded by 2024
- ~ € 1,400 mn



## UNITED KINGDOM

### WOODSMITH PROJECT

- 37 km underground mineral transport system
- World's largest polyhalite deposit
- ~ € 700 mn



## CANADA

### SCARBOROUGH LINE 2

- 7.8 km extension of Scarborough Subway (Line 2) in Toronto
- Project to be concluded by 2024
- ~ € 350 mn

# ENTERING NEW MARKETS THAT FULFIL OUR CRITERIA

## Why additional markets?

- **Further diversifying** our income streams
- **Balancing out** cyclical fluctuations
- **Growing profitably** in markets with solid margin profiles
- **Further enhancing** the Group's critical size
- **High need** for infrastructure in certain markets
- **Exploiting our expertise** on a global scale

## What criteria do markets have to fulfil?



No markets where  
only price counts



Our strengths  
are valued



In line with our  
strict compliance



Stability & legal  
certainty

Overall goal:

**DRIVING THE GROUP'S RESILIENCE**

# MARKETS THAT STRABAG WILL ADDITIONALLY FOCUS ON IN THE FUTURE

## Market development

Focus on the Anglo-Saxon region



### Canada & UK

- STRABAG already with megaprojects in these markets
- Establishing a local presence as a target
- Attractive markets due to high need for infrastructure



### Australia

- Attractive market due to growth prospects
- Robust public investments going forward
- Focus on transport, housing and energy



### Columbia & Chile

- STRABAG already with megaprojects in these markets
- Establishing a local presence as a target
- Opportunities especially in mining & renewables



### USA

- **Currently not in focus, but prospectively of interest**
- Level of individual states
- Partially high demand for new or modernised infrastructure



### Africa

- **Currently not in focus, but long-term strategy required**
- Markets very heterogeneous
- STRABAG already active to a limited extent in Africa (e.g. dam construction)

# GEOGRAPHIC TRANSFORMATION FURTHER IMPROVES RESILIENCE

## Further diversification by geography

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Keeping strong market positions in core markets

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Achieving a higher share of international and European activities outside the core markets

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Creating an even more balanced geographic profile

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**Strengthen the Group's resilience even more**

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Key strategic topics:

**WE ARE FURTHER INCREASING OUR  
DEPTH OF VALUE CREATION BY FOCUSING  
STRONGLY ON CIRCULARITY**



**STRABAG IS AND REMAINS  
A CONSTRUCTION GROUP.**



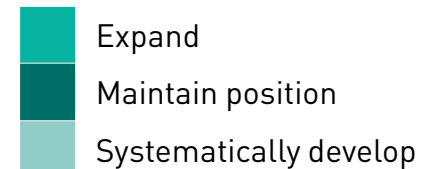
# WE ARE FURTHER INCREASING OUR DEPTH OF VALUE CREATION BY FOCUSING STRONGLY ON CIRCULARITY

## Status quo

- Our activities cover the entire construction value chain
- We take an end-to-end view over the entire life cycle

## Strategy 2030

- Expansion of **pre- and post-construction activities** in the value chain which contributes positively to the core construction business
- Focus on **sustainability** and **circular construction**



## A unique asset: One of the densest production networks for construction materials in Europe

- **Strategic access to raw materials**
- Success story of vertical integration

## Advantages

- Secures **availability** – especially in times of constrained supply chains
- Effective **hedge** against price fluctuations
- Basis for **circularity** within the Group

# CONSTRUCTION MATERIALS

~550

PRODUCTION FACILITIES  
FOR MATERIALS

86%

OWN COVERAGE  
FOR ASPHALT

# TODAY WE CAN OFTEN DELIVER MORE THAN APPLICABLE LAWS AND STANDARDS ALLOW



FURTHER FORWARD-LOOKING PROJECTS:

[work-on-progress.strabag.com/en](https://work-on-progress.strabag.com/en)



## WE RECYCLE ASPHALT

- STRABAG operates the most modern asphalt mixing plant in Austria
- **In theory, production of asphalt with 100% recycled content**



## WE RECYCLE CONCRETE

- Recycled building rubble as a basis
- Preservation of increasingly scarce raw materials (sand, gravel, grit)
- **Up to 45% share of recycled concrete**



## WE REDUCE CO<sub>2</sub> IN CONCRETE

- Reduction of the proportion of cement
- Use of alternative binders
- **Up to -50% CO<sub>2</sub>**

# TRANSFORMATION TO CLIMATE-NEUTRAL MATERIALS

## STRABAG is ideally positioned

- ~2,300 employees in innovation, technical division
- Innovation Center in Stuttgart, Germany



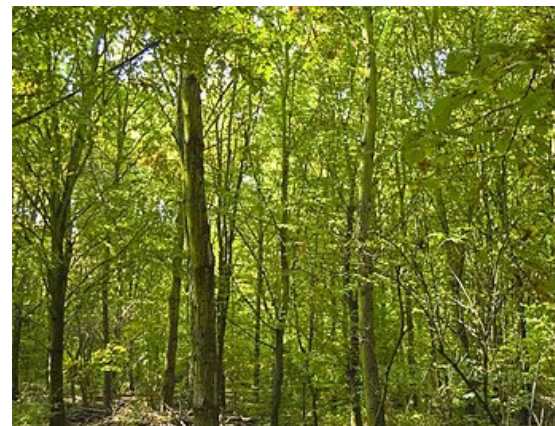
Decarbonisation of construction materials



On-site recycling of asphalt

## Climate-neutral construction materials by 2040

- from own production facilities
- from subcontractors and suppliers



Renewable raw materials



Alternative use of secondary raw materials

**SAFEGUARD AND STRENGTHEN OUR MARKET POSITION**

**PRODUCT EXPANSION**

## Building operations a key lever for energy transition

- **EU building operations to be climate neutral by 2050**
- Largest CO<sub>2</sub> emissions in the operation phase of buildings

## Attractive business field

- High importance of **services for energy management and M&E**
- Planning and construction of climate-neutral buildings
- CO<sub>2</sub>-optimised operation and decarbonisation of buildings

# ENERGY MANAGEMENT AND M&E

**37%**

OF GLOBAL CO<sub>2</sub> FROM BUILDINGS

**28%**

OF GLOBAL CO<sub>2</sub> FROM BUILDING OPERATIONS

# STRABAG MAKES YOUR BUILDING CLIMATE NEUTRAL

One strong partner – we create an all-in-one service package

## BUILDING TECHNOLOGY

- Heating, air-conditioning, ventilation, sanitary systems
- Photovoltaics and e-mobility
- Electrical, network, information and communication technology
- Measurement and control technology
- Building and system automation
- Fire protection and safety technology

## ENERGY TECHNOLOGY

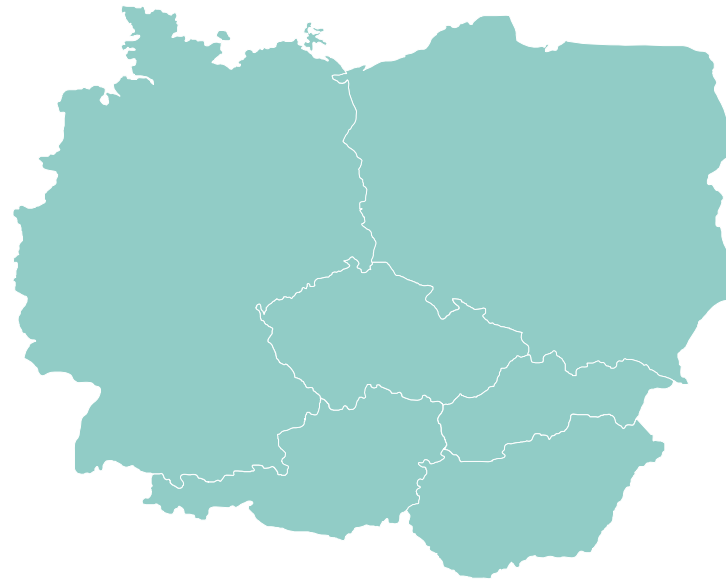
- Energy management
- Alternative energy systems
- ESG portfolio strategy and certifications
- Media supply
- CO<sub>2</sub> footprint
- Energetic inspections, analyses and audits
- Digital CO<sub>2</sub> and energy efficiency solutions
- Metering and sensor schemes



# BUILDING ON EXISTING STRENGTHS TO CREATE A UNIQUE OFFERING

## How do we develop the market?

- **Geographic focus**  
initially on DE + AT + CEE
- **Approach**  
concentration of all building services and digital energy expertise
- **Service portfolio**  
all trades, integrated service portfolio
- **Growth**  
organic and inorganic (M&A)



## Why STRABAG?

- STRABAG established and valued partner
- Expertise in technical facility management
- Leading market positions
- Access to real estate owners and investors in the Group (SPFS, SRE, building construction)

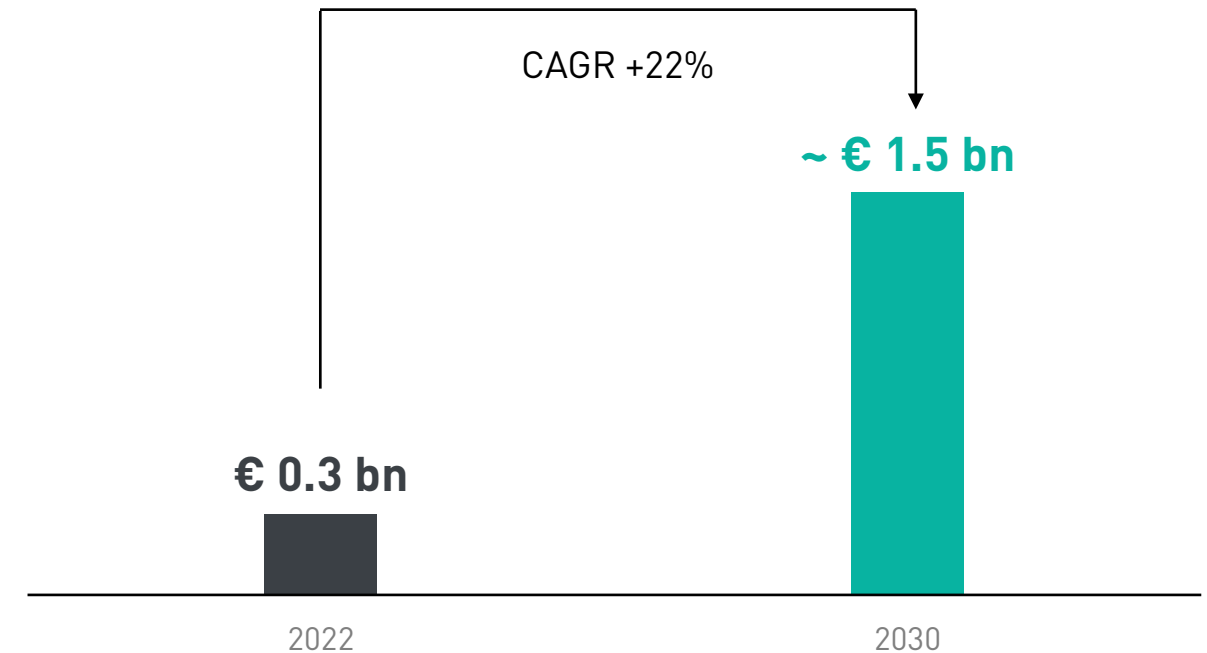


## BUILDING ON GROWTH MOMENTUM

- Climate-neutral and decarbonised buildings as **strong growth driver**
- Increase the share of **self-performed work**
- **Output volume** of this unit **to grow to ~ € 1.5 bn by 2030** (CAGR +22%)
- **Profitable growth** with margin being above overall profitability in construction
- STRABAG becoming the **leading partner for climate-neutral buildings**

### STRABAG Business Field: Energy Management and M&E

Annual output volume targeted at ~ € 1.5 bn by 2030



## An enormous market – with double-digit growth rates

- **> 65% of buildings** in mature markets **older than 30 years**
- Importance of refurbishment is increasing strongly due to scarcity of resources and soil sealing

## Attractive business field

- **Strongly growing, resilient demand** expected
- Otherwise, climate targets not attainable

# RECONSTRUCTION, CONVERSION & REFURBISHMENT

**6.3%**

OF GERMAN GDP RELATES  
TO MODERNISATION

€ **50** BN

EU FUNDING FOR  
BUILDING RENOVATION

# STRABAG REVITALISES EXISTING BUILDINGS

## Service spectrum along the value chain



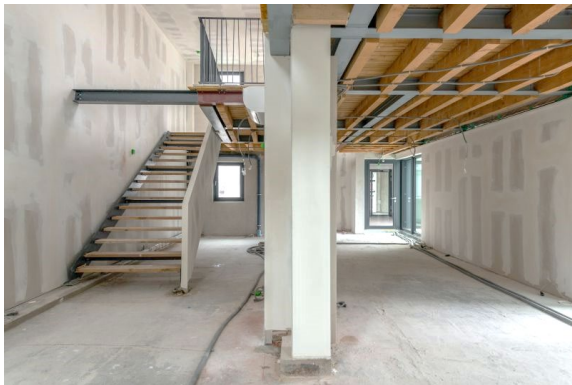
→ Asset and sustainability assessment

→ Engineering services

→ Recycling

- Shell construction
- Facade
- M&E
- Extension
- Special structures

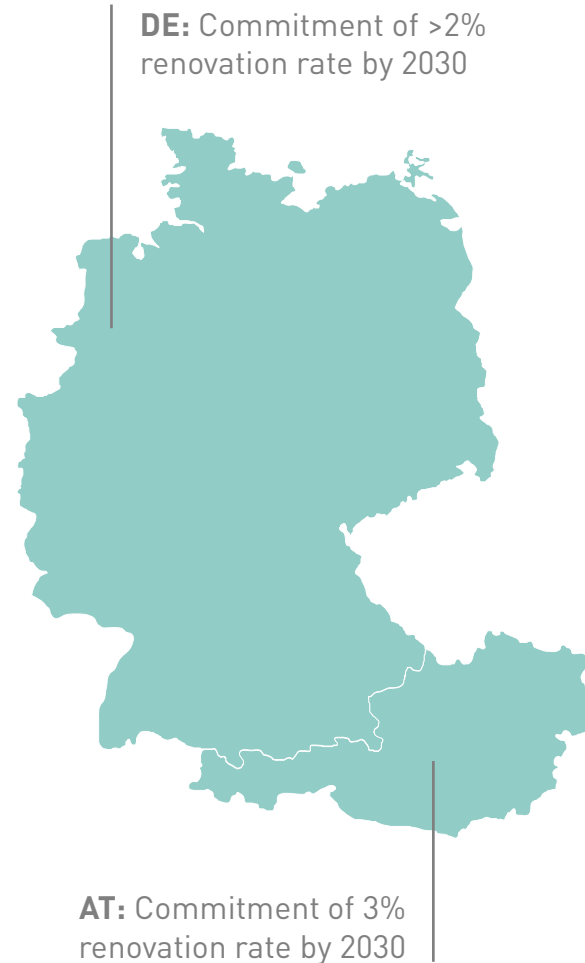
→ CO<sub>2</sub>-optimized operation



# STRABAG IDEALLY POSITIONED FOR A PIONEERING ROLE IN RCR

## How do we develop the market?

- **Geographic focus**  
initially on DE + AT
- **Market segments**  
Large-scale residential construction, public administration, education, mixed-use developments
- **Service portfolio**  
one partner for all aspects
- **Growth**  
organic and inorganic (M&A)



## Why STRABAG?

- Critical size and leading market positions in construction (#1 in DE + AT)
- Strong regional presence in DE + AT
- Refurbishments of all types and sizes, also listed buildings
- Specialised units

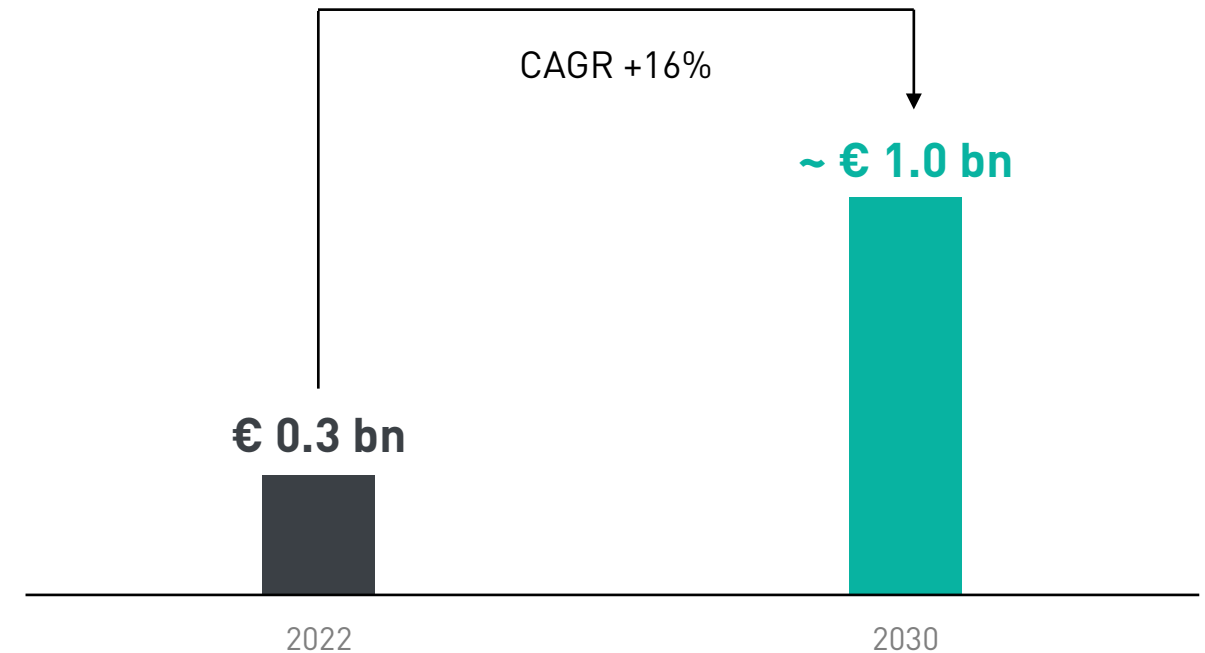
## A FUTURE FIELD OF CONSTRUCTION

- Reconstruction, conversion and refurbishment as **strong growth driver** in the years to come
- **Output volume** of this unit **to grow to ~ € 1 bn by 2030** (CAGR +16%)
- **Profitable growth** with complete projects including consulting and planning services
- STRABAG to assume a **leading position** by consolidating existing resources and expanding the service portfolio
- **One-stop shop** for reconstruction, conversion and refurbishment

### STRABAG Business Field:

#### Reconstruction, Conversion & Refurbishment

Annual output volume targeted at ~ € 1 bn by 2030



## STRABAG as #1 in DE and AT with high leverage to promote the circular economy

- **55%** of waste in DE from construction and demolition
- **75%** of waste in AT from construction and demolition

## Circular economy as EU taxonomy target

- Demand for secondary materials will increase
- Higher **need for recycling capacities**

# DEMOLITION & RECYCLING



**235 MN T**

EXCAVATED SOIL  
(DE + AT)

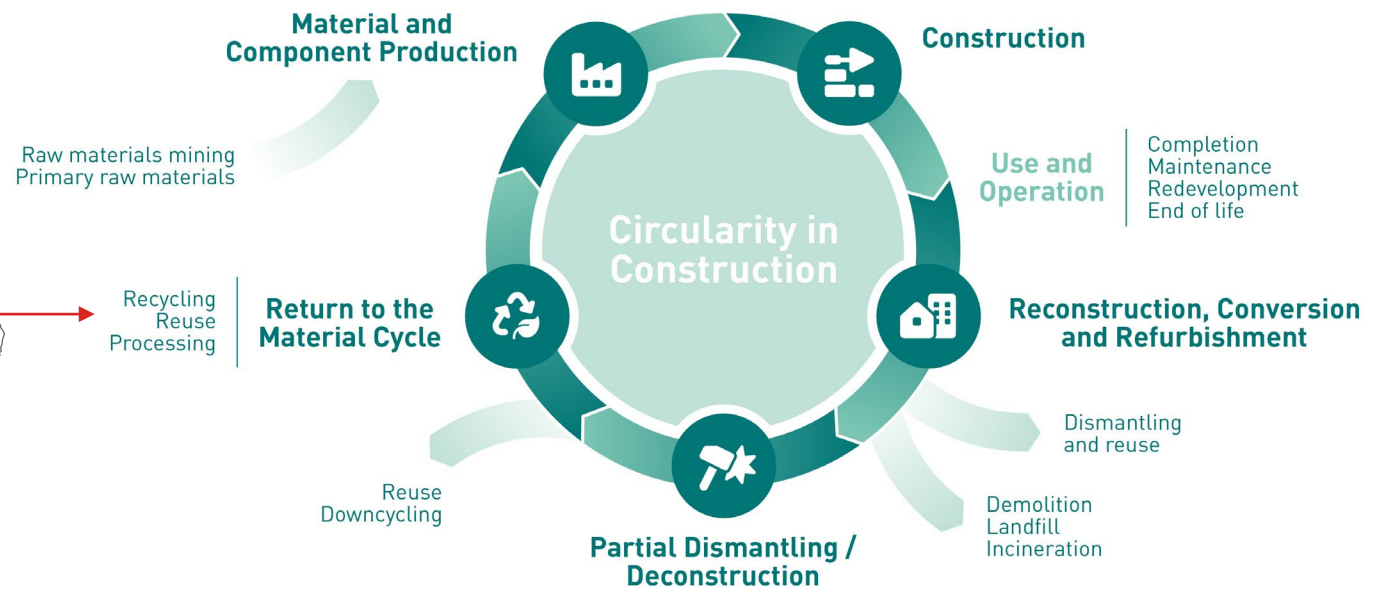
**45 MN T**

MINERAL CONSTRUCTION &  
DEMOLITION WASTE (DE + AT)

# PIONEERING WORK FOR MORE RECYCLING IN CONSTRUCTION

→ STRABAG's first **Circular Construction & Technology Center** for **urban mining and construction waste processing**

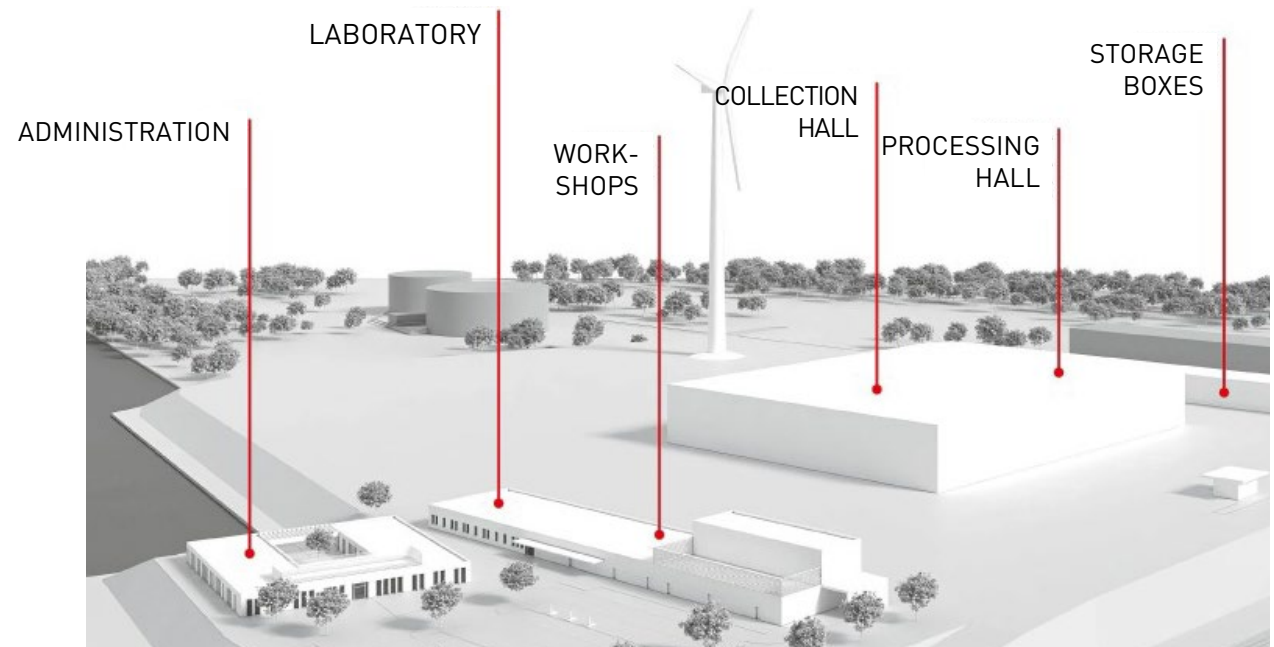
→ In Bremen, on the site of a former oil port  
→ Processing capacity of ~ 200,000 t/year



# ESTABLISHING A NETWORK OF RECYCLING CENTRES AS A TARGET

## Recycling Capacities

- **C3 Bremen, Germany**  
first pilot site
- **Europe-wide expansion**  
network of C3 locations planned
- **Recycling capacities**  
needed in core markets to meet future high demand
- **Recycling as a criterion**  
more important in future contract awards



## Pilot location Bremen

- Separation of deconstruction materials by type
- Reprocessing into secondary raw materials
- Substitute for primary raw materials (e.g. asphalt or concrete production)
- Technology and research at the site



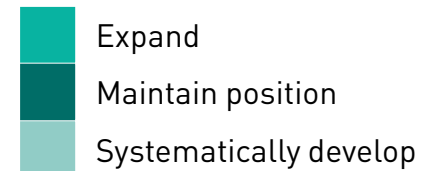
# WE ARE FURTHER INCREASING OUR DEPTH OF VALUE CREATION BY FOCUSING STRONGLY ON CIRCULARITY

## Status quo vs. future

- **Current:** Thinking in construction costs or budget thinking
- **Future:** Thinking in life cycles of buildings

## STRABAG 2030

- The preferred partner for the construction of tomorrow
- STRABAG as the **leading player for circular construction**



# STRATEGY 2030



**Wolfgang Zechmeister**  
Head of Infrastructure Development

# KEY STRATEGIC TOPICS

Successful, sustainable management does not mean looking only one-dimensionally into the future. **We want to achieve more.**



## 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.

Key strategic topics:

**WE ARE USING OUR EXPERTISE IN THE  
ENERGY SECTOR TO ACTIVELY SHAPE  
THE ENERGY TRANSITION**

# WE ACTIVELY SHAPE THE ENERGY TRANSITION

**1** We reduce our impact on the environment by cutting emissions associated with construction materials, processes and equipment

**2** We realise projects in the energy sector



Energy efficiency

- Building envelope and technology
- Plants and equipment
- Process optimisation



Substitution of fossil fuels

- Electrification
- Alternative energy sources (H2, biomethane)



Renewable energy

- Procurement
- Production
- Storage



Business models energy

- STRABAG generates, stores and markets energy from renewable sources

# STRABAG WILL PROFITABLY PARTICIPATE IN THE ENERGY TRANSITION

We realise projects in the energy sector



## High need for production & storage of renewables

Considerable **project opportunities** in energy transition until 2030



## General framework expected to improve

**Lead times**, such as planning, approval and conceptual design



## STRABAG ideally positioned

- Financial strength
- Development & financing know-how
- Expertise in turnkey construction & technical facility management



## STRABAG as a strong partner

for **investors, energy suppliers, municipalities, developers** and **financial institutions**

**STRABAG AS AN ENABLER FOR INNOVATIVE TECHNOLOGIES AND DEVELOPMENTS**

# SUCCESSFULLY IMPLEMENTED PROJECTS PROVE STRABAG'S EXPERTISE IN THE ENERGY SECTOR | 1/2



## GERMANY / BRUCK

Geothermal power plant  
electricity & heating

- Planning, construction, financing, maintenance and operation
- Feed-in tariff fixed for 20 years
- Investment of ~ € 84 mn



## ROMANIA / ADY ENDRE

Geothermal power plant  
heating

- Acquisition, drilling and construction
- Heat supply contracts to greenhouses
- Investment of ~ € 10 mn



## ROMANIA / TIMIȘOARA

Geothermal power plant  
heating

- Acquisition/Development
- Heat supply contract with municipal heating network operator
- Investment of ~ € 8 mn

# SUCCESSFULLY IMPLEMENTED PROJECTS PROVE STRABAG'S EXPERTISE IN THE ENERGY SECTOR | 2/2



## AUSTRIA / RATTEN Photovoltaic system

- Installed power: 15 MW
- Area: 20 hectares
- Number of modules: 26,488
- Households supplied: 5,000



## SLOVENIA / LJUBLJANA Biological waste treatment plant

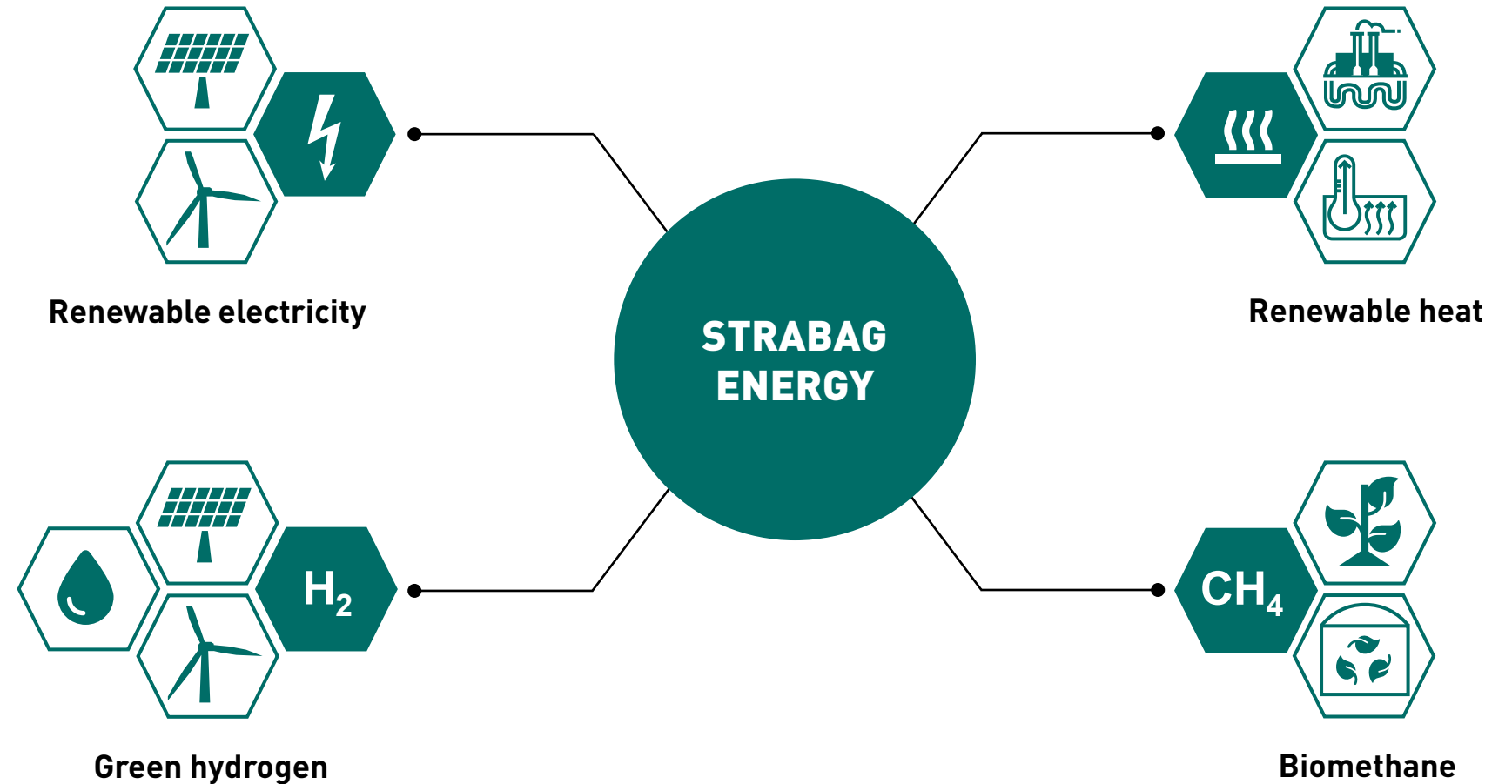
- Capacity of 171,200 tonnes of waste per year
- Production of refuse derived fuels with different qualities and recyclables
- Patented STRABAG LARAN® plug-flow technology
- Order volume ~€ 112 million



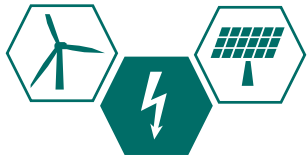
# SOURCES OF RENEWABLE ENERGY

STRABAG will generate, store and market energy from renewable sources.

Sources of energy where we apply our expertise:



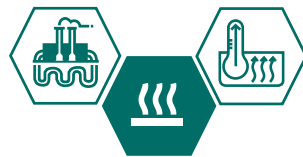
# OUR PROACTIVE CONTRIBUTION TO THE ENERGY TRANSITION IN EUROPE



## Renewable electricity

**STRABAG generates, stores and markets renewable energy** from photovoltaics and wind at selected own and foreign locations

- Use and expansion of own areas
- Attractive marketing environment
- Various power plants already established



## Renewable heat

**STRABAG generates renewable heat & electricity** from geothermal energy and large-scale heat pumps using high Group added value

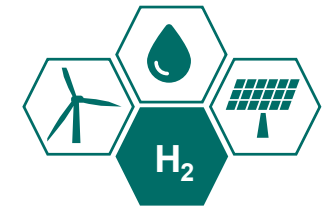
- Good geological conditions in DE & AT
- (Deep) drilling expertise and a broad plant know-how
- Development know-how



## Biomethane

**STRABAG produces biomethane from biomass** and feeds it into the existing gas network. Biomethane as a natural gas substitute leads to CO<sub>2</sub> emission savings

- Experience in planning and implementation

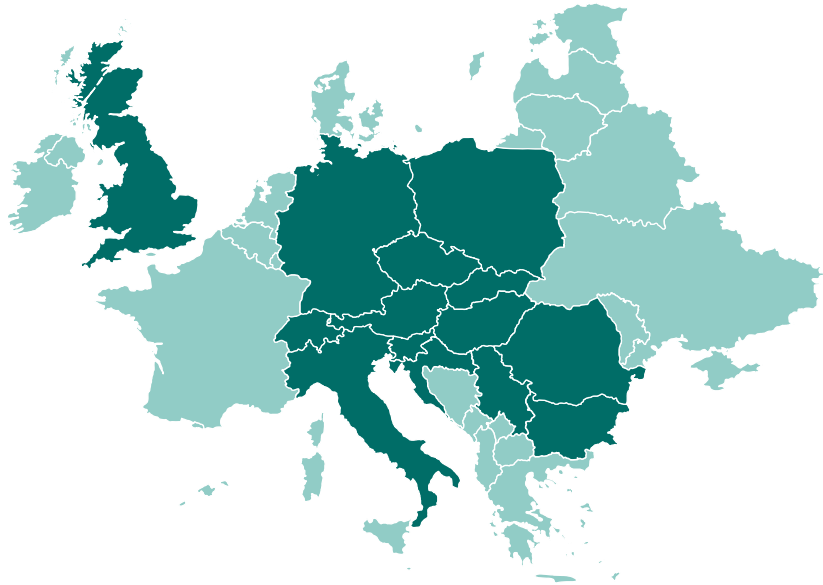


## Green hydrogen

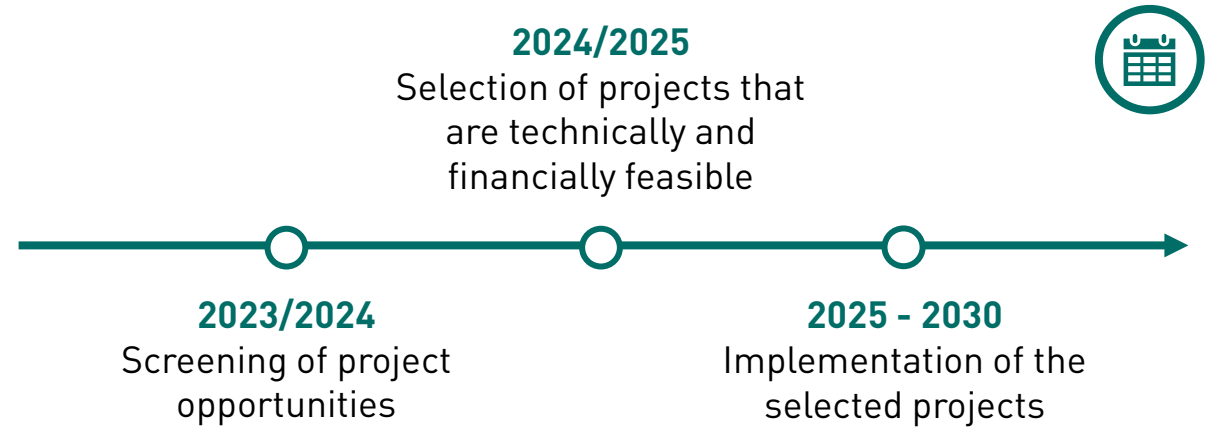
**STRABAG produces green hydrogen** at suitable locations in Group markets in order to cover the high industrial demand in the future

- Add-on for using surplus renewable energy

# FOCUS ON PROFITABLE ENERGY PROJECTS IN OUR CORE MARKETS



→ Focus on our **core markets** where we have the necessary resources for the implementation of energy projects



- Minimum ROE of **> 10%**
- Market-compliant returns in the construction and operation of projects
- Large-scale plants that meet project financing criteria



## CRITERIA THAT ARE ESSENTIAL FOR IMPLEMENTATION

# OUR AIM: A PORTFOLIO OF > € 1 BN BY 2030

**€ ~ 1.3 bn**

**TOTAL PORTFOLIO  
SIZE BY 2030**

**€ ~ 400 mn**

**EQUITY  
INVESTED<sup>1</sup>**

**€ 10–50 mn**

**AVERAGE  
PROJECT SIZE**

**30–40**

**TARGET NUMBER  
OF PROJECTS**

# STRATEGY 2030



**Marco Xaver Bornschlegl**  
Head of STRABAG Innovation & Digitalisation

# KEY STRATEGIC TOPICS

Successful, sustainable management does not mean looking only one-dimensionally into the future. **We want to achieve more.**



## PEOPLE.

More for people!



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promotes our most important asset: people.



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### 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.

Key strategic topics:

**WE ARE BECOMING MORE EFFICIENT AND  
EFFECTIVE BY CONTINUOUSLY EXPANDING  
OUR TECHNOLOGY LEADERSHIP**

# WE STRIVE FOR TECHNOLOGY LEADERSHIP

**Rethinking** construction processes, site operations, and the construction ecosystem to transform existing processes and innovations into **digital services & business models** – technology, innovation & start-ups as the basis.

## Advantages

- Technological edge
- Increased productivity
- Compensation for the shortage of skilled labour

## Standardisation

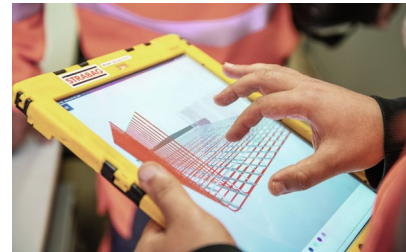


**Offsite production**

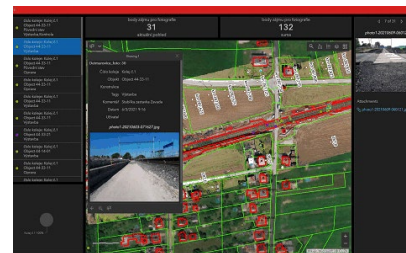


**Modular construction**

## Digital processes

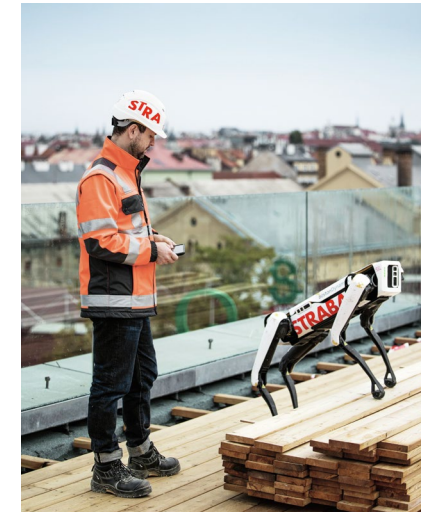


**BIM 5D ®**



**GIS data**

## Automation



**Construction robotics**



# INNOVATION & DIGITALISATION IN THE DNA OF STRABAG

## Digital transformation is CEO priority

- Former CDO now CEO of STRABAG SE
- CDO functions directly reported to CEO
- Launch of new central division in 2020:  
**SID – STRABAG Innovation & Digitalisation**
- **425 experts at > 10 locations**

## Key priorities of SID

- Digital transformation
- Efficiency gains & cost savings
- Structured innovation processes
- Foster internal collaboration
- Data-based risk analyses
- Sustainable supply chains

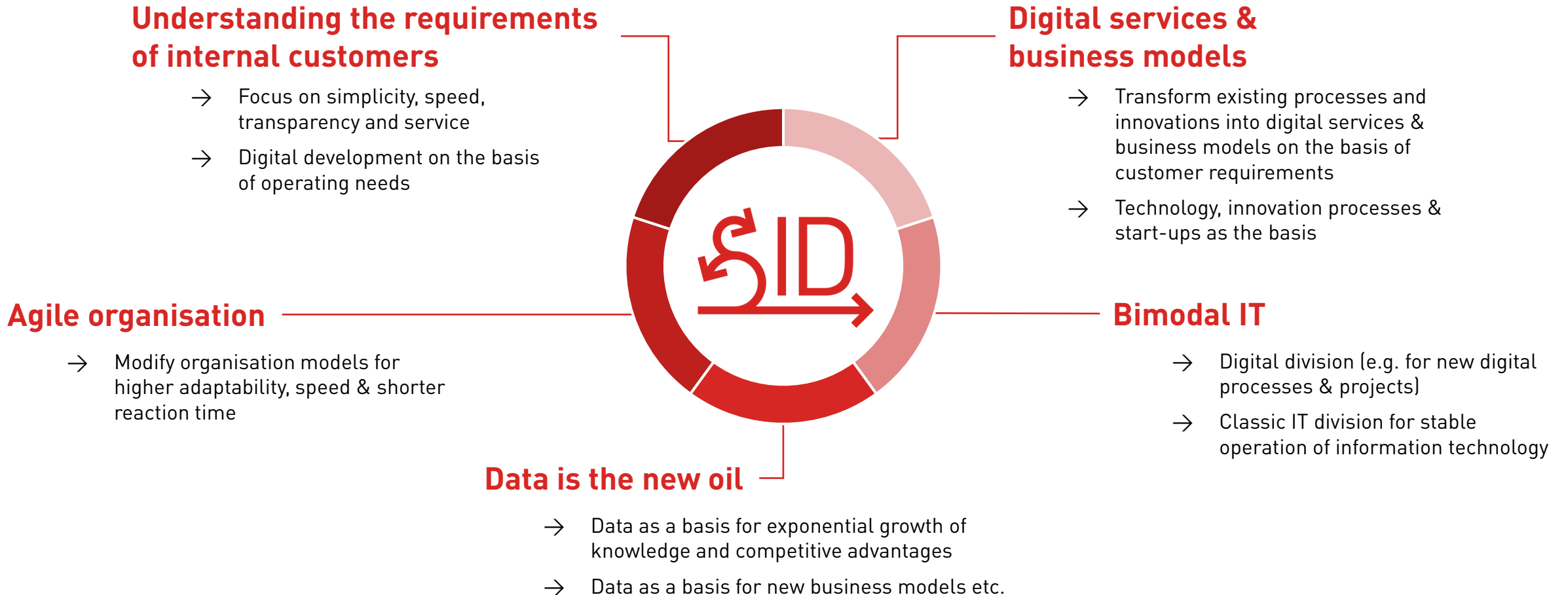


**STRABAG**  
WORK ON PROGRESS

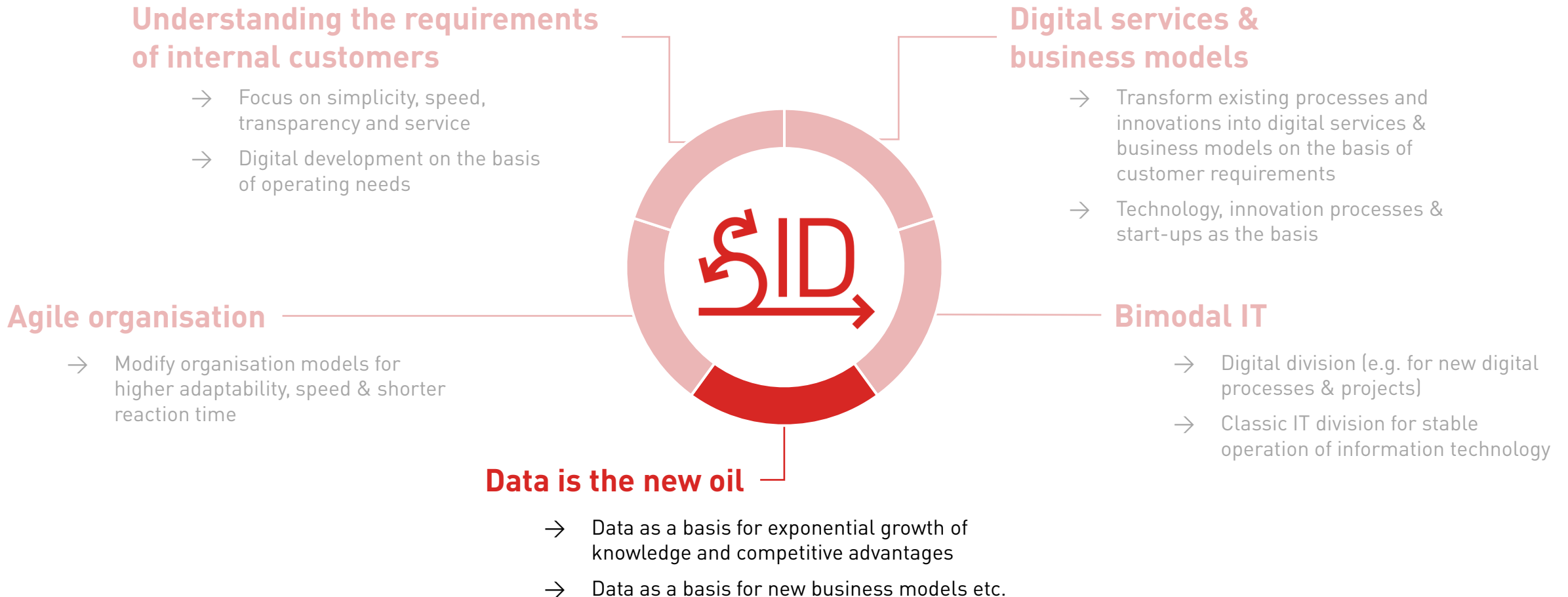


**WE DO NOT JUST  
WANT TO BE MOVED,  
WE WANT TO MOVE**

# DIGITAL STRATEGY OF STRABAG FOCUSES ON FIVE KEY ELEMENTS



# DIGITAL STRATEGY OF STRABAG FOCUSES ON FIVE KEY ELEMENTS



# TRANSFORMATION INTO A DATA-DRIVEN ORGANISATION

## Data is the new oil

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Data as a **strategic resource**

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Successful use requires further development towards a **data-driven organisation**

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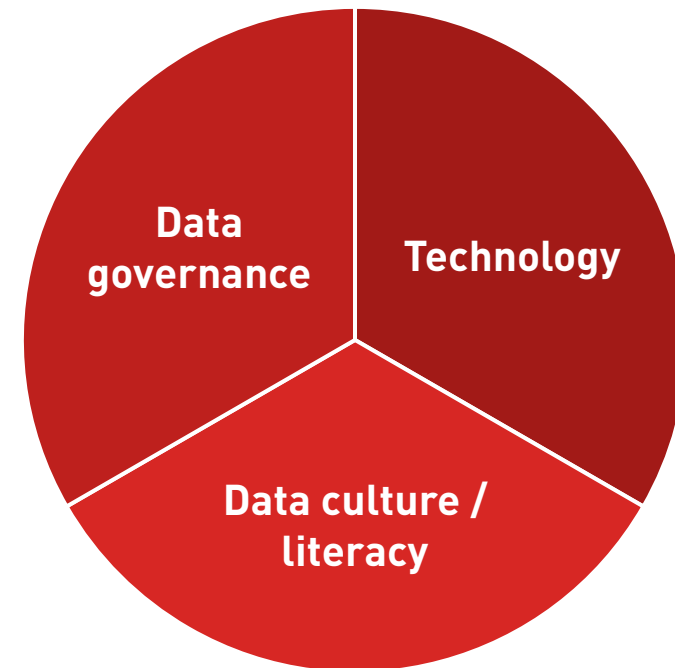
Establishing a **data-driven culture**

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**Using data economically** in all areas of the Group

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## Challenges



**STRABAG AS AN INNOVATION DRIVER IN THE CONSTRUCTION INDUSTRY**

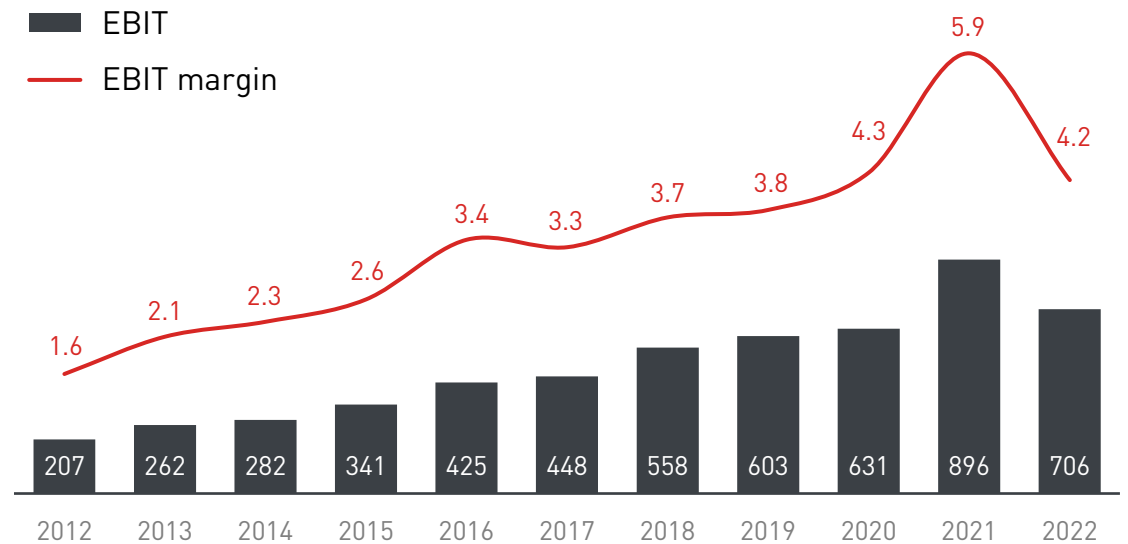
# PROJECT RISK MANAGEMENT HAS BEEN A KEY DRIVER FOR SUSTAINABLY INCREASING OUR EARNINGS BASE

## Risk management as a key strategic differentiator

- Digital hub and data analysis – consistent standards in all regions
- Common Project Standards – sharing knowledge & experience
- Systematic cataloguing of earnings risk factors – lessons learned & best practice
- Internal price committees
- Internal Audit

## Development of profitability in 2012–22

CAGR +13%



# FURTHER DEVELOPMENT TOWARDS DATA-DRIVEN RISK ANALYSIS USING ARTIFICIAL INTELLIGENCE

## The process behind it

- **Data-based approach**
- Existing meaningful factors translated into a machine description of the problem
- Analysis using machine learning algorithms



## Successful pilot phase

- 9 STRABAG markets
- 11,000 points of project controlling data
- ~ **80% flop detection rate**

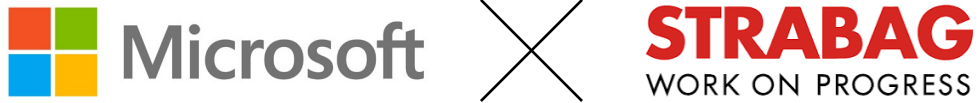


## Advantages

- **Forward-looking** approach
- Reliable forecasts **before** construction begins
- Monitoring of the financial risk **during** project execution
- Integration with existing risk management and controlling

**Minimising the financial risk in construction projects through machine learning**

# STRABAG AND MICROSOFT JOIN FORCES



STRABAG supports the Austrian-wide initiative **“Make Tomorrow Possible Today”**

## Building a data science hub

Current applications –  
beyond the data-driven risk analysis:

- Strengthen the Austrian business location through digitalisation
- Target: Austria to be one of the top 3 digitalisation pioneers in Europe by 2030
- **STRABAG** as a **model company** with far-reaching **digitalisation projects**

### Construction Site 4.0

End-to-end networking of cloud-based infrastructures

### Generative Design

Numerous design proposals at the push of a button

### Weather Data

Using weather forecasts to plan the use of cranes

### Surveying Technology

Drone-based survey of terrain & structures

# TECHNOLOGICAL LEADERSHIP IS NOT AN END IN ITSELF

**The future construction site is digital.** Technology leadership helps us to constantly become more efficient and effective:



**Long-term  
competitiveness**



**Efficiency enhancements &  
reduced costs**



**Minimisation  
of risks**



**Increased & improved  
security**



**Optimisation of  
resources**



**Global collaboration  
in real time**



# ESG UPDATE



**Katharina Aspalter**

Senior Function Lead Sustainability Management

# WE HAVE A CLEAR FOCUS ON SUSTAINABILITY

## Environment



- Climate neutrality
  - **2025** – Climate neutral administration
  - **2030** – Climate neutral construction sites
  - **2035** – Climate neutral building operation
  - **2040** – Climate neutral construction materials & infrastructure
- Energy
- Materials & circular economy

## Social



- Supply Chain
  - Supplier Code of Conduct
- Working conditions & health protection
- Societal engagement
- Donations & sponsoring

## Governance



- Compliance with laws
- Code of Conduct
- Bribery & corruption
- Data protection

**MATERIALITY, OPPORTUNITIES & RISKS**

# PROGRESS ON ESG RATINGS & REPORTING FRAMEWORKS

## ESG ratings



## ESG reporting & frameworks



# FULLY COMMITTED TO CLIMATE NEUTRALITY BY 2040



## Measures to achieve climate neutrality:

- 1**      **Efficiency** improvements
- 2**      Switch to **renewable energy**
- 3**      **Circular economy**
- 4**      Alternative **construction materials**
- 5**      Implementation of **new technologies**
- 6**      Improved **technologies**

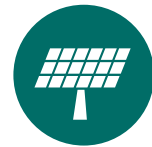


# TRANSFORMATION TO AN EFFICIENT & CLIMATE-FRIENDLY ENERGY SUPPLY

On our way of maximising the use of renewable energy



Continuous increase of renewable energy from **certified sources**



Expansion of **PV systems** on suitable company-owned areas



Continuous increase in the share of **sustainable mobility**



Continuous reduction of the annual **heating energy requirement**



Continuous increase in the proportion of **renewable energy sources** in operation



Continuous increase in the **efficiency of construction machines and systems**



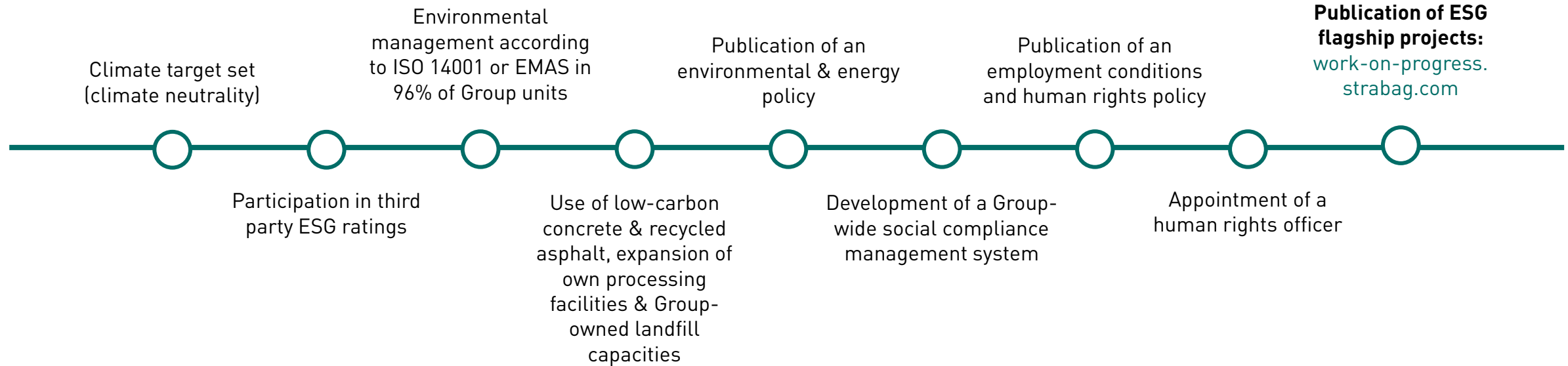
Continuous reduction of the specific **energy consumption in the production facilities**



Continuous increase in the share of **alternative energy sources in the operation** of the production facilities

# WHAT WE HAVE ACHIEVED SO FAR | EXCERPT

## Milestones achieved



## Opportunities

- External tenders with ESG criteria
- Further development of standards

- EU climate target
- EU action plan for the circular economy

- EU 2030 targets for renewable energy and energy efficiency
- Transparency and engagement with our supply chain

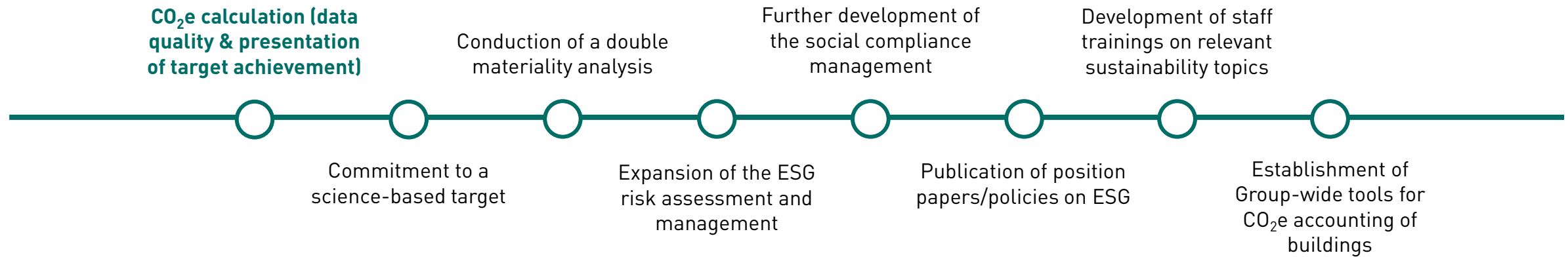
# WHAT WE ARE GOING TO ADDRESS IN THE SHORT-TERM | EXCERPT

## Challenges

- CSRD
- EU Taxonomy

- CSDDD
- Reasonable assurance
- Heterogeneous assessment criteria of rating agencies

## Milestones planned



# RECAP STRATEGY 2030



**Klemens Haselsteiner**  
CEO STRABAG SE

**STRABAG**  
WORK ON PROGRESS



# **WE ARE COMING FROM A POSITION OF STRENGTH**





~ **13,000**  
PROJECTS WORLD-WIDE

# OUR STRATEGY 2030 IS ...

... A MULTI-  
DIMENSIONAL AND  
FULLY INTEGRATED  
STRATEGY.

## PEOPLE

Employees & Society

---

## PLANET

Environment & Sustainability

---

## PROGRESS

Technology & Innovation

---

## PROFITABILITY

Value Creation

---

## Sustainability

fully integrated in our strategy,  
promotes the achievement of our targets




**WE AIM FOR  
CLIMATE  
NEUTRALITY  
BY 2040**

# THE ACHIEVEMENT OF OUR TARGETS IS **AMBITIOUS**

STRABAG IS STRONGLY  
POSITIONED TO SUCCEED.

**6%**

**EBIT MARGIN BY 2030**

**CLIMATE  NEUTRALITY  
BY 2040**

# **BUILDING BLOCKS FOR AN EBIT MARGIN OF 6% BY 2030**

## **PROFITABLE GROWTH**

- Depth of value creation
- Global-local presence

## **RISK MANAGEMENT**

- Continuous optimisation
- Data-driven risk analysis

## **EFFICIENCY & DIGITALISATION**

- Automation & standardisation
- Digital processes

## **PRICING MODELS & COSTS**

- Adjustment of pricing models
- Optimisation of input costs

## **INNOVATION**

- In-house innovations
- Partnerships and acquisitions

# OUR PATH TOWARDS 2030

	2022	2030
<b>OUTPUT VOLUME (€ BN)</b>	17.7	~6% p.a. <sup>1</sup> (until 2030)
<b>EBIT MARGIN</b>	4.2%	6%
<b>EQUITY RATIO</b>	31.7%	≥ 25%
<b>DIVIDEND PAYOUT RATIO</b>	43%	30–50%
<b>S&amp;P RATING</b>	BBB	Maintain investment grade

**WE HAVE A CLEAR VISION OF WHAT  
STRABAG WILL LOOK LIKE IN 2030.**

An architectural rendering of a modern, circular building courtyard. The building features multiple levels with large glass windows and balconies. The courtyard is paved with light-colored tiles and contains several trees, benches, and people walking or sitting. A sign in the background reads "HOTEL". The overall atmosphere is bright and modern.

# **STRABAG BECOMES THE LEADING PLAYER IN CIRCULAR CONSTRUCTION**



# STRABAG BECOMES CLIMATE NEUTRAL AND ACTIVELY SHAPES THE ENERGY TRANSITION



A large tunnel under construction. In the foreground, a white and black quadruped robot with "STRABAG" written on its side is walking. In the background, a large tunnel boring machine (TBM) cutterhead is visible, with a sign that reads "GWS - 01". Several workers in safety gear are standing near the machine. The tunnel walls are concrete, and there are stacks of materials on the floor.

# **STRABAG REMAINS TECHNOLOGY LEADER AND BECOMES A DATA-DRIVEN COMPANY**

An aerial view of Earth from space, showing the Atlantic Ocean, parts of Europe, and Africa. The text is overlaid in the center.

**STRABAG IS THE STRONGEST FORCE  
FOR BUILDING A BETTER FUTURE.**

**ANNEX**

**STRABAG**  
WORK ON PROGRESS

An aerial view of a futuristic city with green buildings and a river. The buildings have a unique, wavy, and layered design, suggesting a focus on sustainability and green architecture. The city is situated along a river, with a bridge visible in the background. The overall scene is set against a hazy, overcast sky, creating a sense of a distant, advanced urban environment.

**WHICH MEGATRENDS  
WILL WE HAVE TO FACE BY 2030?**

## Status quo

- Buildings account for **37% of global CO<sub>2</sub> emissions**
- European building stock severely outdated

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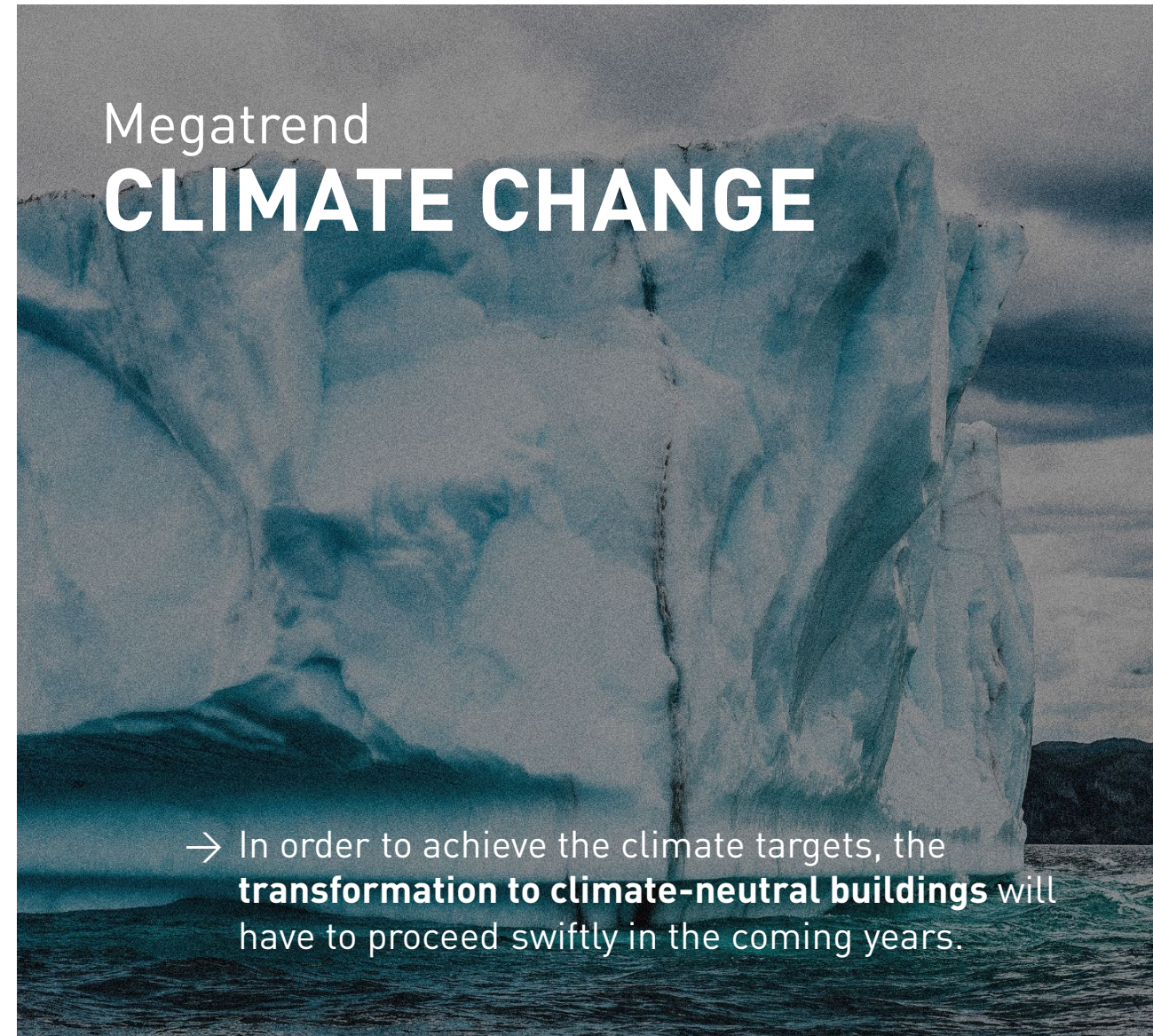
But that also means:

**The construction industry holds one of the biggest levers for a better future.**

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## Framework

- EU Green Deal – **climate neutrality by 2050**
- Substantial funding for the transition to climate neutrality



## Status quo

- **>60% of the world's population will live in cities by 2030**

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This means:

**The need for infrastructure and housing in urban areas will continue to grow.**

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## Framework

- Limited surfaces in urban areas
- Focus on soil sealing and land consumption
- Shift from new to reconstruction and refurbishment



## Status quo

- **By 2040, there will be a shortage of >10% of today's workforce**
- Retirement of the baby boomer generation

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What is already evident today:  
**Many vacancies cannot be filled in time or adequately.**

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## Framework

- **Shortage of skilled workers** will continue to **intensify**
- Issue cannot be resolved with current measures



## Megatrend DEMOGRAPHICS

- The **shortage of skilled labour** needs to be **rethought** in order to be able to **realise tomorrow's growth.**



## Status quo

- **Technologisation in construction will increase strongly**

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This means:

**Future construction will be different from today's construction.**

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## Framework

- Digital solutions will enhance **process efficiency**
- **Industrialisation** through modular construction
- **Automation** and **standardisation** will continue to increase



Megatrend  
**TECHNOLOGY**

- In order to fully exploit the **efficiency potential in construction**, there is no way around **technology**.

# OUR VISION

**We realise the future of construction.**

By optimising added value for the people and minimising our impact on the planet.

# OUR MISSION

**Our innovative teams realise profitable projects around the world.**

With strong value creation, locally anchored expertise and data-driven decision-making.

# TIGHTENING REGULATION AND SUBSTANTIAL FUNDING AVAILABLE WILL BOOST BUILDING REFURBISHMENT

## Regulation

<b>EU GREEN DEAL</b>	Climate neutrality by 2050
<b>FIT FOR 55</b>	Emissions down by -55% by 2030 vs. 1990
<b>EU TAXONOMY</b>	Classification of sustainable economic activities
<b>EPBD</b>	Minimum standards for buildings with worst energy performance
<b>EED</b>	3% renovation rate per year for public buildings

## Public stimuli

EU multi-annual financial framework 2021-2027 ~ € 1,200 BN

+ Next Generation EU € 750 BN

**THEREOF: 30% FOR GREEN DEAL PROJECTS**

**€ 50 BN EXPLICITLY DEDICATED FOR BUILDING RENOVATION**