Investor Information

Capital Markets Day 2026:
STRABAG takes stock at halfway point and raises 2030 targets

Hamburg/Vienna, 1 September 2026

- **European core markets strengthened, international presence expanded**
- **Market leader, ideally positioned for Germany's infrastructure investment offensive**
- **90,000 employees and high level of in-house value creation provide strong delivery capabilities**
- **Record order backlog of € 36 billion provides high visibility**
- **2030 targets raised:**
  € 30 billion output, from 2030 onwards at least a 6% EBIT margin every year

Marking the halfway point of its Strategy 2030, STRABAG held its Capital Markets Day in Hamburg today. The Group presented the progress made to date in implementing its strategy, outlined developments in its growth markets and provided an update on its targets through 2030.

> Our Strategy 2030 is delivering results. STRABAG is larger, more broadly positioned and more resilient today than it was when the strategy was launched. At the same time, we see considerable opportunities for further growth in our markets, particularly in Germany, Central and Eastern Europe, the United Kingdom and Australia, and look ahead with confidence to the second half of the strategy period.
>
> **Stefan Kratochwill**
> CEO of STRABAG SE

With its Strategy 2030, STRABAG is broadening its position across four dimensions to further strengthen its long-term resilience: geographic diversification, expansion in attractive business fields, greater in-house value creation and securing its technology leadership. Significant progress has been made in all four areas since the strategy was presented in 2022.

Geographic diversification continues
Since 2022, STRABAG has further expanded its position in its core markets of Germany, Austria, and Central and Eastern Europe while significantly strengthening its international presence. In particular, the focus markets of the United Kingdom, Australia and the Americas (Canada, Chile) have developed into important additional pillars of growth. The share of international business in the order backlog increased from 4% to 11%, while the order backlog in the focus markets more than doubled to over € 7 billion.

Growth markets continue to gain importance

As part of its strategy, STRABAG is focusing on four structural growth markets: mobility infrastructure, energy and water infrastructure, high-tech facilities and building decarbonisation. Driven by long-term megatrends, their share of the Group's order backlog has risen from 51% to 62% since 2022. The Group's successful positioning in these markets is reflected, among other things, in the HARP water infrastructure megaproject in the United Kingdom, the construction of semiconductor fabs for the world's leading chip manufacturers and the IPAI Campus in Heilbronn, one of Europe's most significant AI projects.

The focus on growth markets is also reflected in the expansion of the public-private partnership (PPP) portfolio. The total project volume has increased by 50% since 2022 to more than € 15 billion, strengthening the share of long-term, recurring revenue within the Group.

High level of in-house value creation remains a competitive advantage

STRABAG's high level of in-house value creation remains a key factor for the success of its business model. With around 90,000 employees, more than 550 proprietary production sites and an extensive company-owned equipment fleet, the Group covers a large part of the value chain itself. This increases security of supply, reduces dependence on external capacity and supply chains, and contributes to resilient margins over the long term.

Technology as the foundation for the construction industry of the future

STRABAG is driving the transformation of construction into a data-driven industry. By linking BIM and GIS data, the Group is laying the foundations for digital twins and the widespread use of artificial intelligence. AI applications are already being used in areas such as design, risk management and process optimisation. Generative design, for example, can produce hundreds of design variants within minutes, while AI-supported risk models use historical project data to identify potential risks at an early stage.

Record order backlog and higher targets through 2030

With an order backlog of € 36 billion, STRABAG currently has the highest order backlog in its history. Its strong market position in Germany offers additional growth opportunities. As the market leader in Europe's largest construction market, STRABAG, with around 40,000 employees, a dense construction materials network and a broad regional presence, is particularly well positioned to play a major role in shaping Germany's coming decade of infrastructure investment.

Against this backdrop, STRABAG is raising its targets for 2030. By the end of the strategy period, annual output is to increase to € 30 billion. At the same time, the Group is targeting an EBIT margin of at least 6% through the cycle (from 2030 onwards at least a 6% EBIT margin every year) and is maintaining its dividend policy with a payout ratio of 30% to 50% of net income.

> We are focused on the right countries and growth markets and have the capacity to deliver the growth that lies ahead. At the same time, we remain disciplined, with a clear focus on profitability. I am convinced that the most exciting phase still lies ahead.
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> **Stefan Kratochwill**
> CEO of STRABAG SE

The presentation from Capital Markets Day 2026 is available on our Investor Relations-Website.

Disclaimer: This communication does not constitute investment advice, solicitation or recommendation to buy, sell or otherwise trade in financial instruments of STRABAG SE.

About STRABAG SE

STRABAG SE is a European-based technology group for construction services, a leader in innovation and financial strength. Our activities span all areas of the construction industry and cover the entire construction value chain. We create added value for our clients by taking an end-to-end view of construction over the entire life cycle – from planning and design to construction, operation and facility management to redevelopment or demolition. In all of our work, we accept responsibility for people and the environment: We are shaping the future of construction and are making significant investments in our portfolio of more than 250 innovation and 400 sustainability projects. Through the hard work and dedication of our approximately 89,000 employees, we generate an annual output volume of around € 20 billion.

Our dense network of subsidiaries in various European countries and on other continents extends our area of operation far beyond the borders of Austria and Germany. Working together with strong partners, we are pursuing a clear goal: to design, build and operate construction projects in a way that protects the climate and conserves resources.

Further information at www.strabag.com.
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Contact

Marco Reiter, Head of Investor Relations
Tel. +43 1 22422 1089
marco.reiter@strabag.com