

We are building the world of tomorrow.



Annual General Meeting 2025



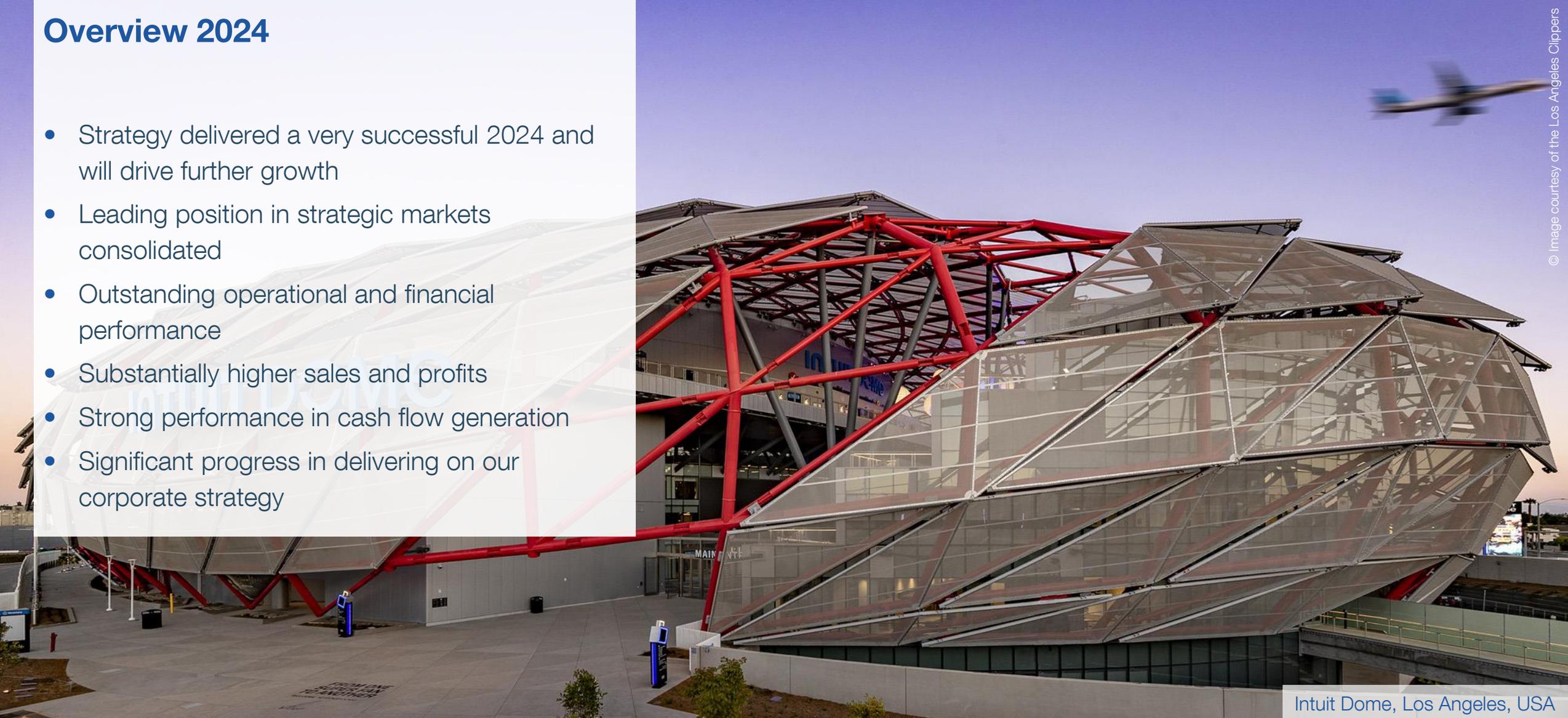
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Juan Santamaría Cases, CEO

April 29, 2025

Overview 2024

- Strategy delivered a very successful 2024 and will drive further growth
- Leading position in strategic markets consolidated
- Outstanding operational and financial performance
- Substantially higher sales and profits
- Strong performance in cash flow generation
- Significant progress in delivering on our corporate strategy



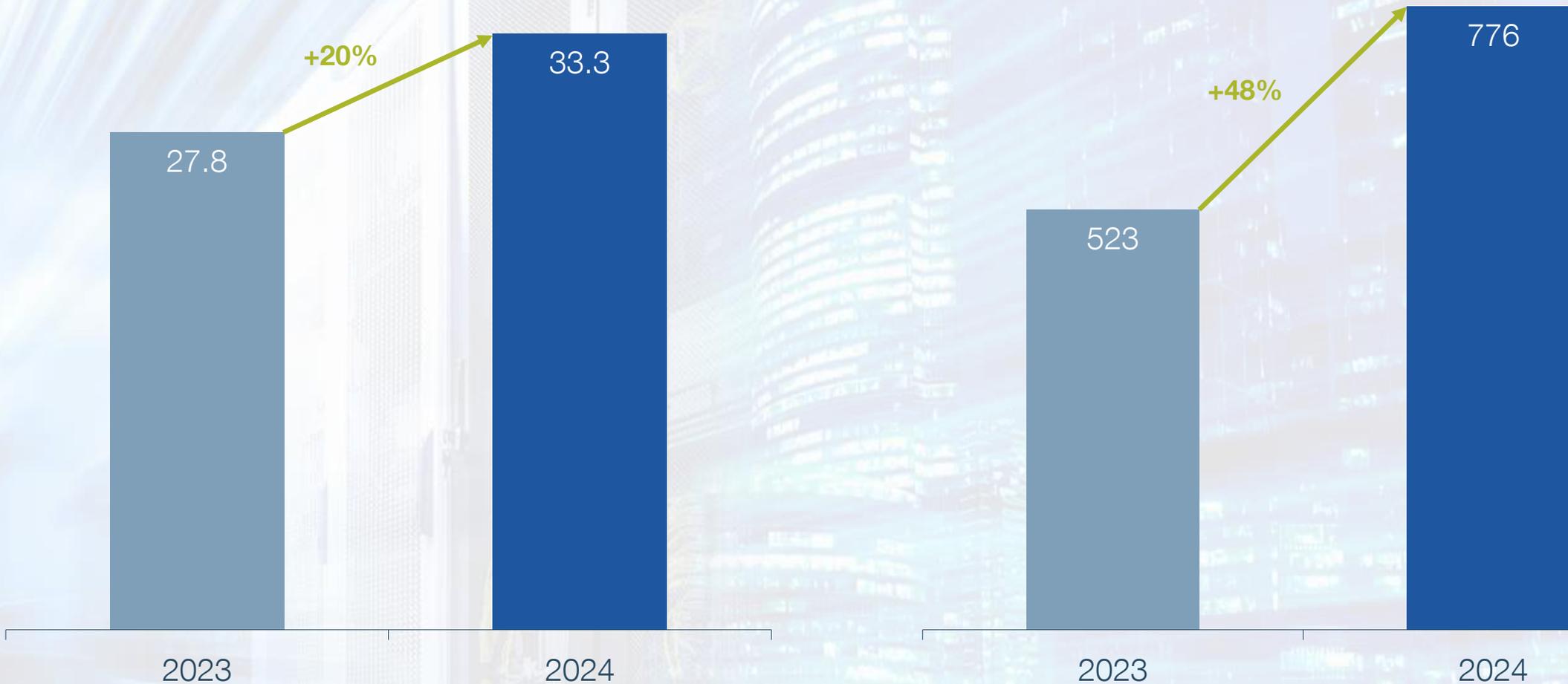
© Image courtesy of the Los Angeles Clippers

Intuit Dome, Los Angeles, USA

Sales and profit

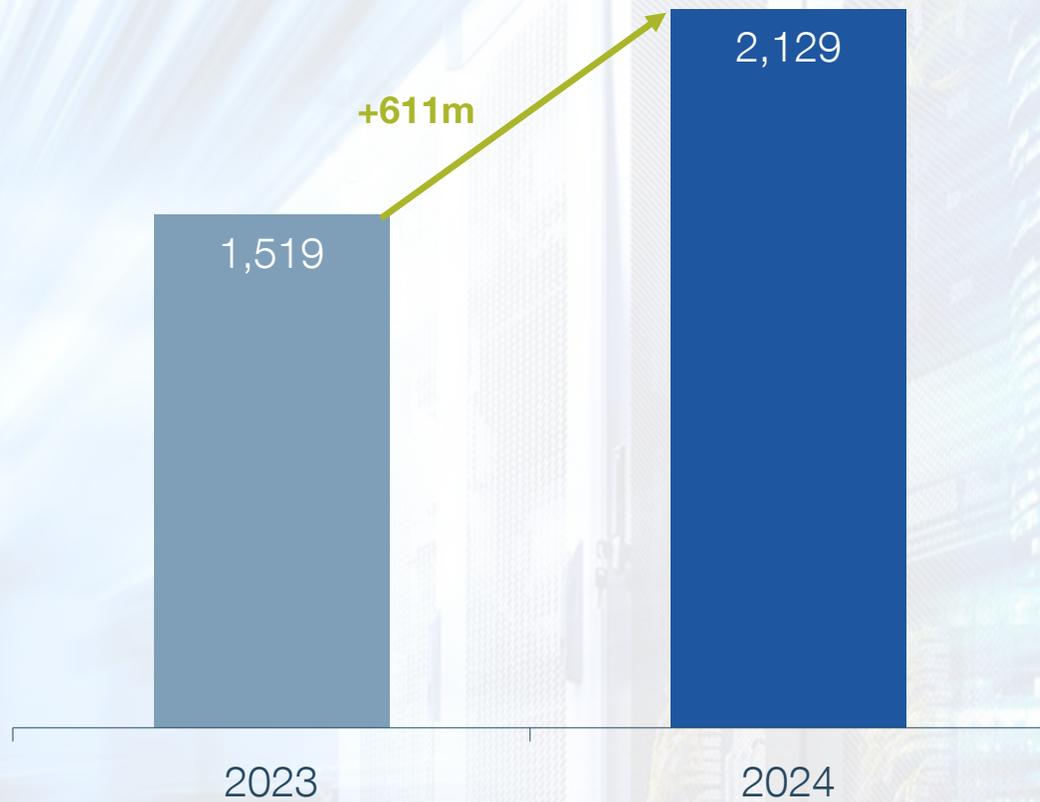
Sales (EUR billion)

Nominal net profit (EUR million)



Cash flow

Operating cash flow* (EUR million)

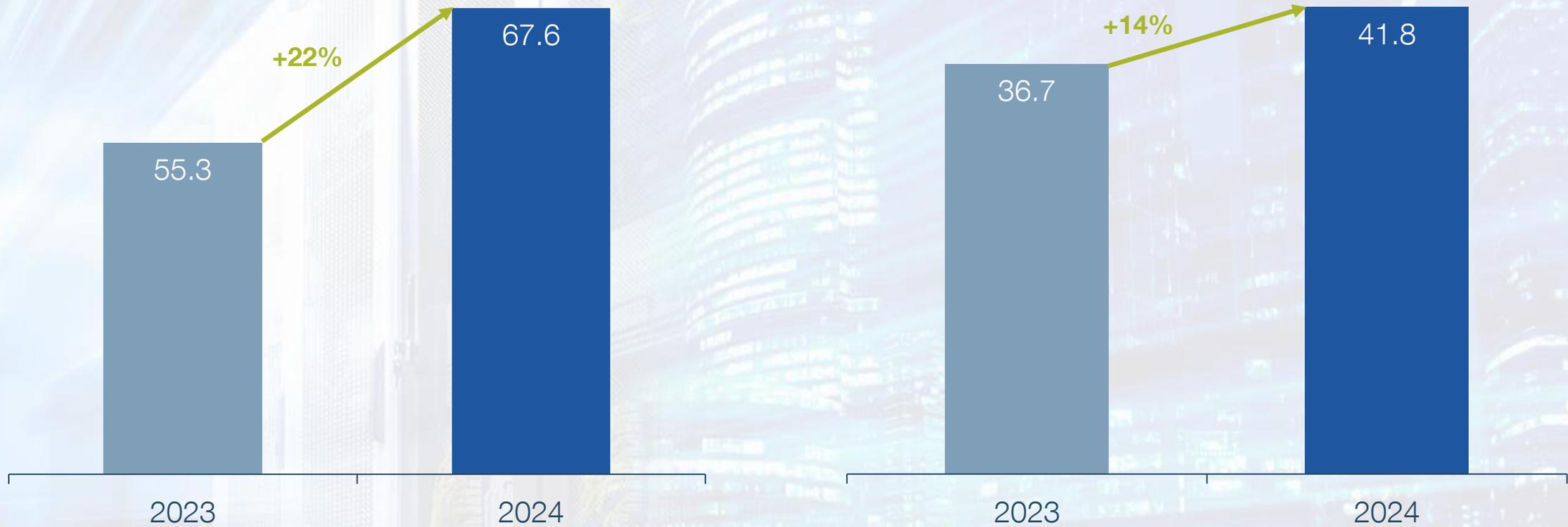


* = FY 2023 cash flow underlying, i.e. adjusted for CCPP payment of EUR 184m

Orders

Order backlog (EUR billion)

New orders (EUR billion)



Selected project wins in strategic growth markets



Meta data center campus, Louisiana, USA

© Courtesy of Meta



Cobbora Solar Farm, NSW, Australia

© mishey



Western Downs Battery, QLD, Australia

© UGL



Clean-room facility, Europe

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Selected project highlights in other key sectors



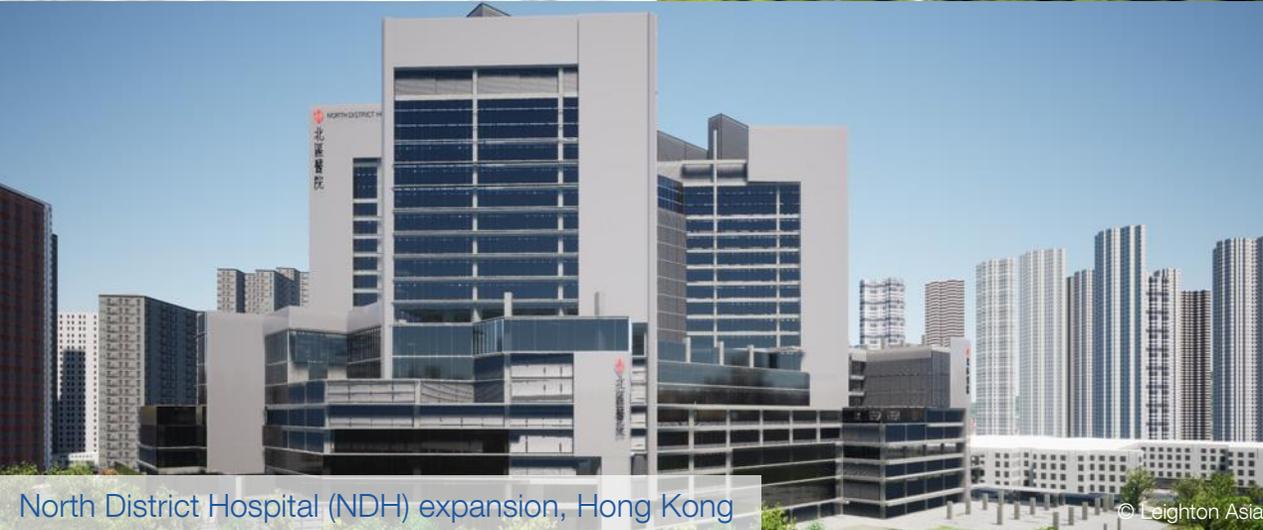
San Francisco International Airport, CA, USA

© Jason Doiy



PPP transport infrastructure project, Scotland, UK

© North Lanarkshire Council



North District Hospital (NDH) expansion, Hong Kong

© Leighton Asia



Transport link, Chile

© Abertis/Viaschile

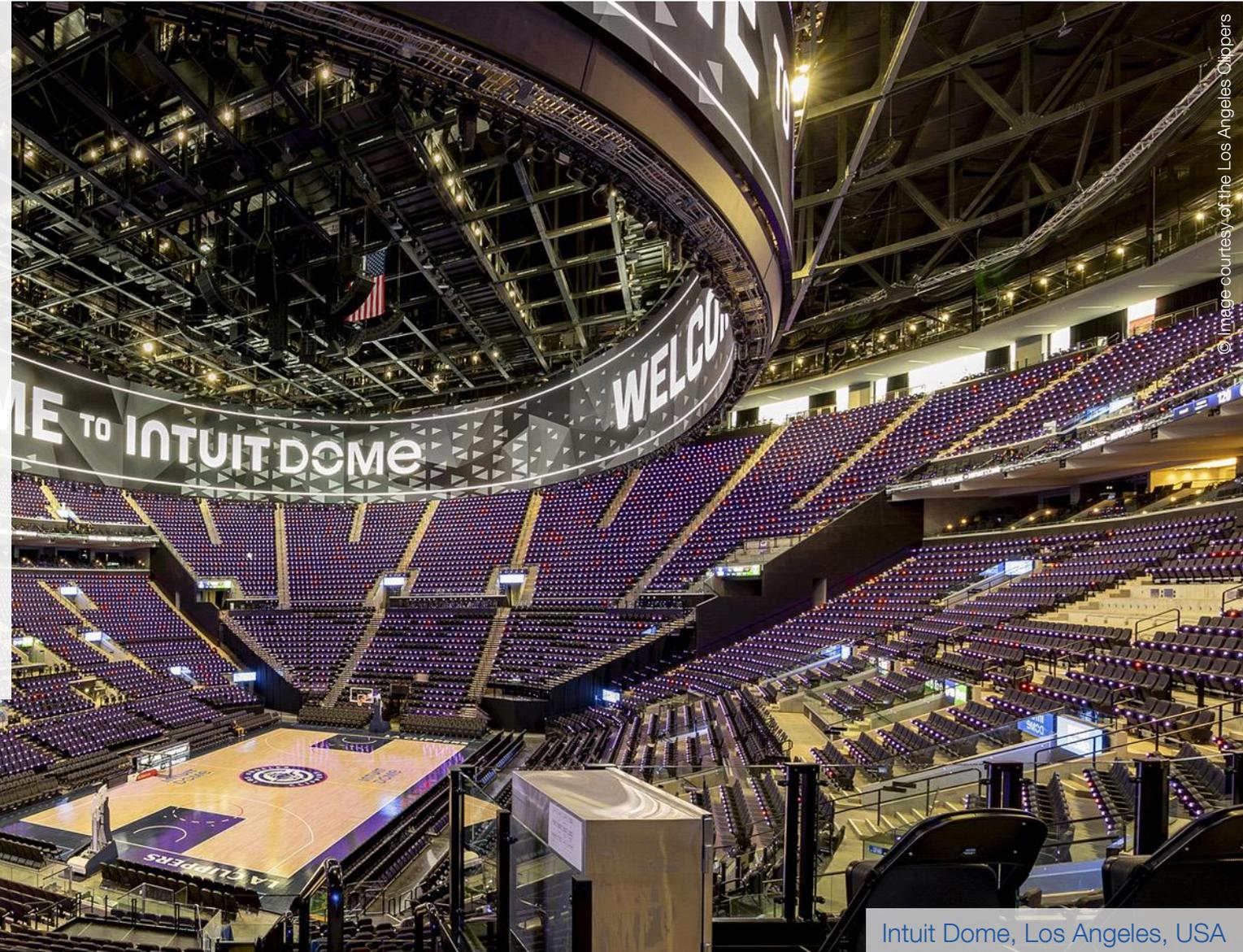
Employees

- Highly qualified and motivated employees
- Workforce grew strongly to around 57,000 people
- Full commitment every day



Turner

- Revenue growth of 19% to EUR 19.3 billion
- Operational PBT 37% higher at EUR 570 million
- Margin growth driven by focus on advanced technology projects, in particular data centers
- Further margin progression expected and supported by SourceBlue's supply chain services
- Long-term growth in key markets such as healthcare, education, airports and sports stadiums



Intuit Dome, Los Angeles, USA

CIMIC

- Integrated solutions company delivered operational PBT of EUR 450 million, up 6% on a comparable basis
- Operational net profit after tax up by 8% at EUR 263 million
- Robust order backlog of EUR 24 billion, up 3% year on year fx-adjusted



West Gate Tunnel, Melbourne, Australia

Engineering and Construction

- Sales increased by 10% to EUR 3.6 billion
- Operational PBT +7% to EUR 88 million with stable margins
- Order backlog of EUR 11.6 billion
- 2024 new orders solid at EUR 4.4 billion

Timber Pioneer, Frankfurt/M., Germany

Abertis

- Operating revenues up 10% to over EUR 6 billion
- Operational net profit pre-PPA up 4% to around EUR 800 million
- Operational result of EUR 81 million in line with expectations

Francia Autopista Sanef A1 Maurepas, France

Strategy

- Positioned as a leading advanced-tech infrastructure and services provider
- Consistent with overall Group objective to deliver an attractive level of shareholder remuneration and create long-term value
- Providing clients with the best technical expertise from our world-leading engineering and construction specialists
- Group's Global Engineering Network always able to respond to complex client requirements by offering innovative solutions



Data centers

- Leadership in advanced technology sectors, most particularly in the data center market
- Exceptional growth achieved
- Experience and capabilities to deliver mega projects for leading global hyperscalers
- Data center order backlog at the end of 2024 at over EUR 8 billion
- Data center capacity growth is predicted to show double-digit growth through to 2030



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Equity investment strategy

- Equity investment of 800 million EUR; 400 million EUR in strategic growth markets
- Well positioned to create significant additional value
- Increasing investment of equity in selected data center projects
- EDGE-Data Centers: Framework agreement with partner to develop and operate 15 YEXIO centers in Europe
- Strategic shift from building, to also owning and operating data centers consistent with strong track record in PPPs



Data4, Warsaw, Poland

Semiconductor industry

- Digitalization and artificial intelligence are also driving the demand in the semiconductor industry
- Positioned for potential major growth opportunities emerging globally
- Technical and engineering know-how developed



German market

- Order backlog up by 60% over the past five years
- Positioned to expand German infrastructure market footprint in cooperation with local providers
- Plans to replace or renovate more than 11,000 bridges on federal roads and 1,000 railway bridges
- EUR 500 billion infrastructure fund planned in Berlin offers enormous opportunity to modernize and expand German infrastructure
- Received a high three-digit-million order for the railway network in Munich

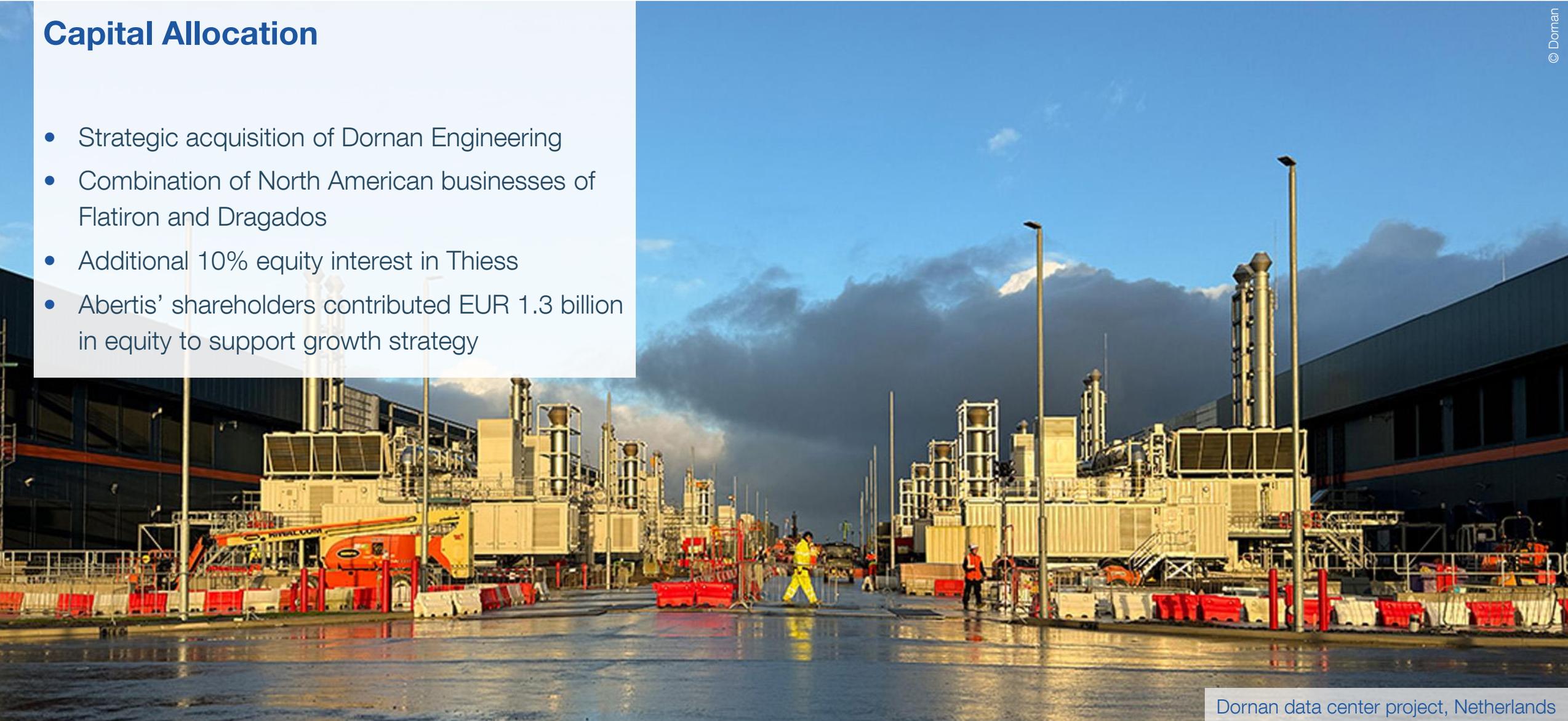


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A40 bridge, Duisburg, Germany

Capital Allocation

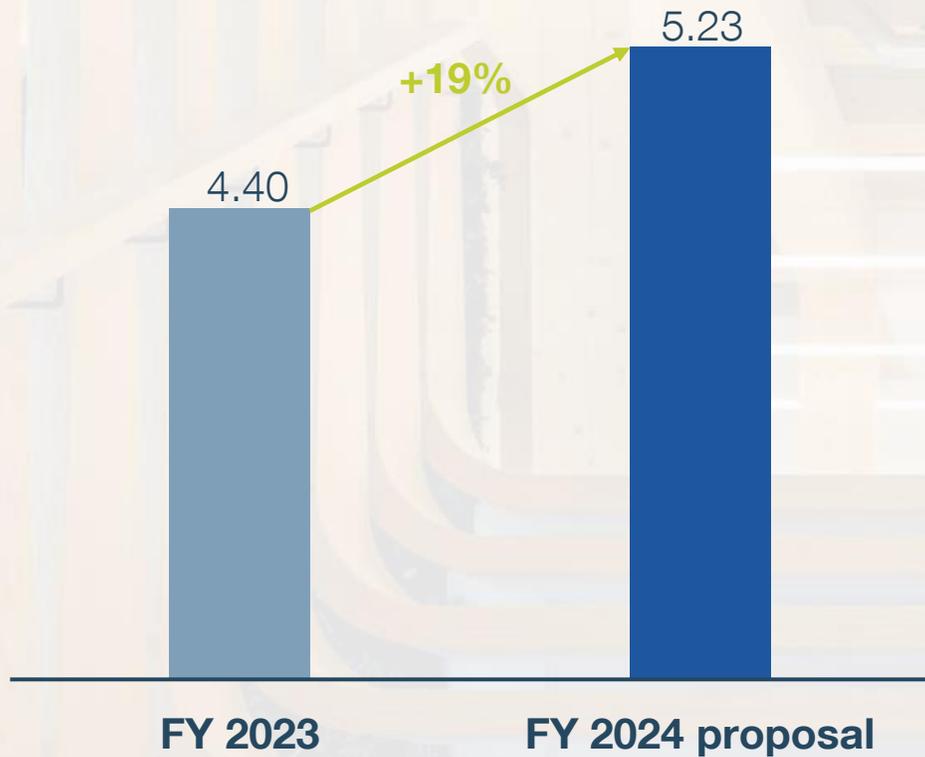
- Strategic acquisition of Dornan Engineering
- Combination of North American businesses of Flatiron and Dragados
- Additional 10% equity interest in Thiess
- Abertis' shareholders contributed EUR 1.3 billion in equity to support growth strategy



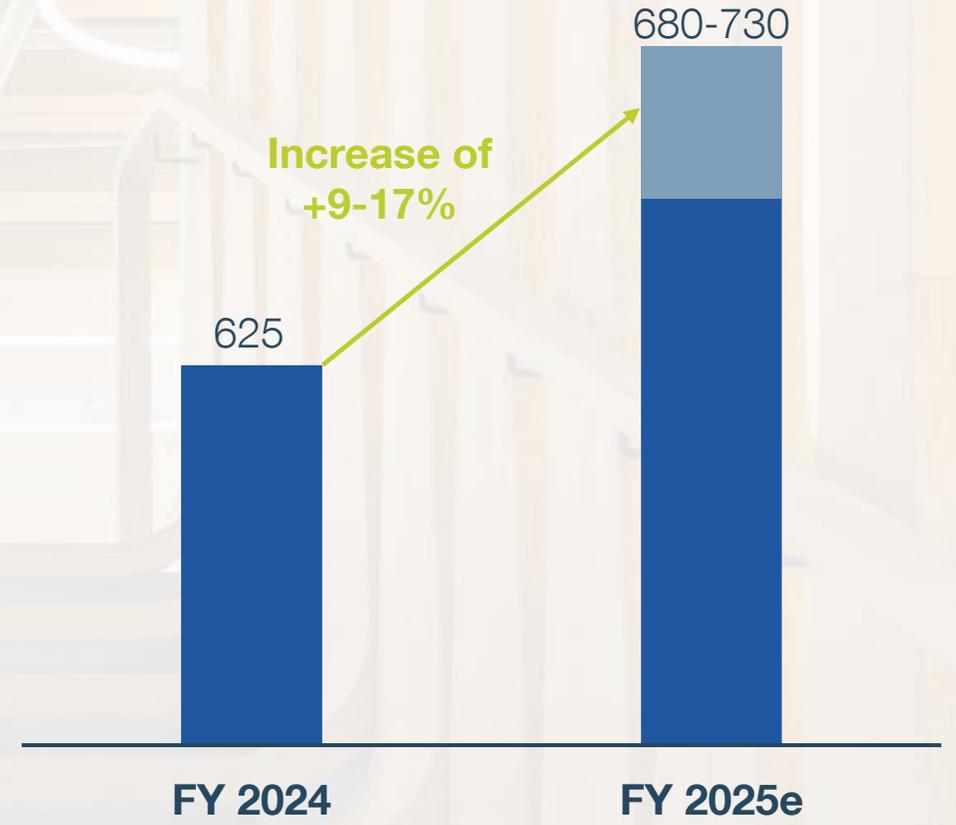
Dornan data center project, Netherlands

Dividend and guidance

Dividend per share (EUR)



Operational net profit guidance 2025 (EURm)



Environmental, social and governance (ESG)

- ESG remains key strategic topic
- Overall climate neutrality (Net Zero) by 2045
- On track to reach our targets
- Top positions in Dow Jones Sustainability Index



Parramatta green track, NSW, Australia

Wrap-up

- Strong performance in 2024 and positive outlook for 2025 and beyond
- Delivering on our strategy, especially in our growth markets such as data centers
- Dynamically growing demand in other key sectors
- Investing equity in our strategic growth markets
- HOCHTIEF's growth trajectory underpinned by our increasing adoption and development of digital and AI tools



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One, Frankfurt/M., Germany

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© FlatironDragados

Harbor Bridge, Corpus Christi, TX, USA