

**STRABAG**

**WORK ON PROGRESS:  
Klimatski neutralni do  
2040**

**Jelena Lečić-Mirčetić**



**STRABAG**  
WORK ON PROGRESS

# 1. STRABAG

A wide-angle, low-perspective shot of a large, circular tunnel under construction. The tunnel's interior is lined with a complex, curved metal structure, likely a tunnel boring machine (TBM) cutterhead or a similar industrial lining. The structure is composed of numerous rectangular panels, some of which are marked with technical specifications such as 'NFTA-5.7', 'CY-01TB', 'NFTA-5.7', 'NFTA', 'CY-02AZ', and 'CY-02TA'. The tunnel is illuminated by several bright, rectangular lights mounted on the ceiling, creating a strong contrast between the lit areas and the shadows. In the lower-left foreground, a person wearing a white hard hat and dark clothing stands with their back to the camera, looking towards the end of the tunnel. The overall atmosphere is industrial and technical.

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# STRABAG

Obrt 2021: € 17,1 milijarde

Neto prihod 2021: € 480 miliona

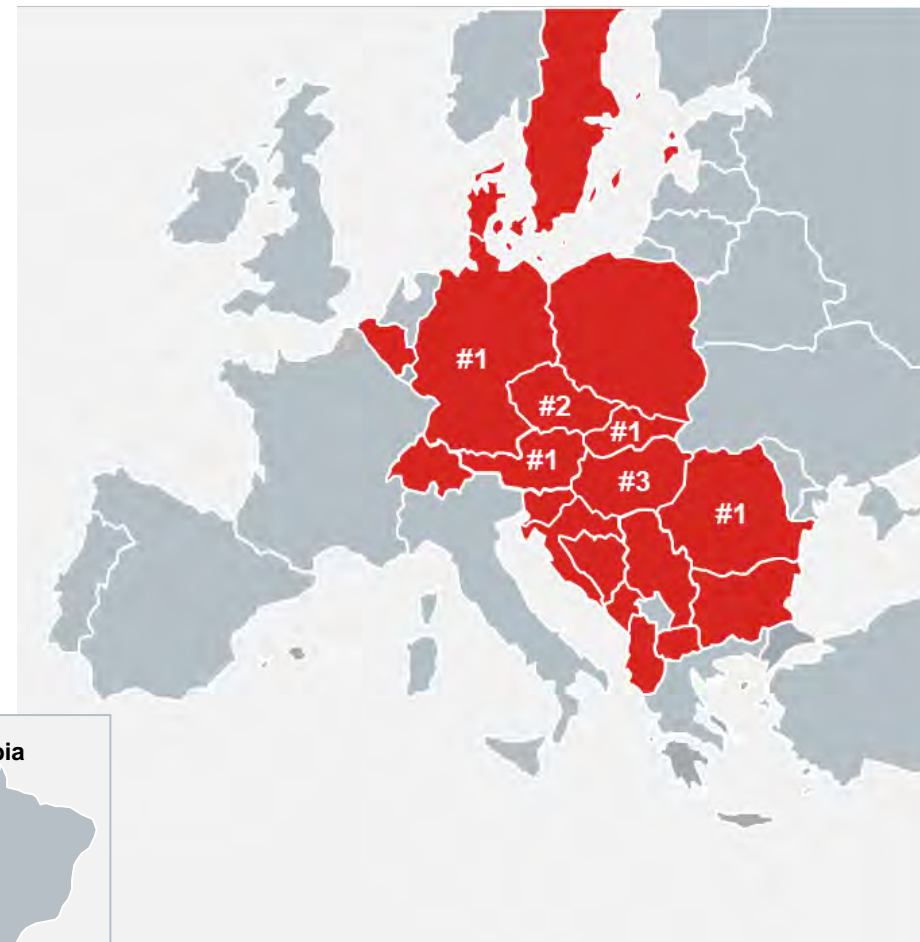
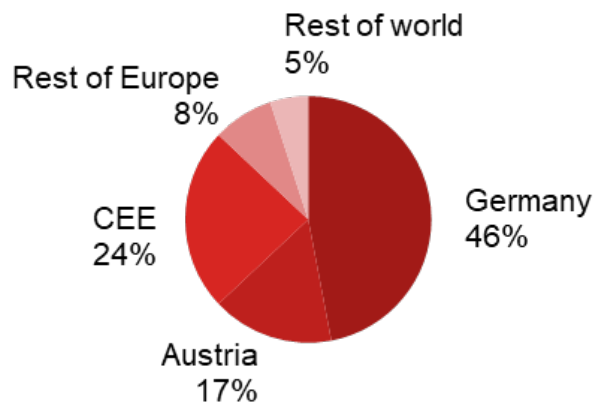
Broj zaposlenih 73,606

>700 lokacija u više od 80 zemalja

Centralna tehnička divizija sa preko 1000 inženjera,

TPA sa oko 1000 ljudi i SID (inovacija i digitalizacija)

Brend: STRABAG & ZUBLIN



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The greatest danger in times of turbulence is not the turbulence, it is to act with yesterday's logic.



Peter Drucker



Naša strategija održivosti:

Želimo da postanemo klimatski neutralni duž celog lanca vrednosti do 2040. godine

Work on progress



# 2. STRATEGIJA 2030

# WORK ON PROGRESS: STRATEGY 2030

Već danas stvaramo budućnost izgradnje sa ciljem optimizacije dodatnih vrednosti za ljude i smanjenja zagađenja životne sredine.

Naši **inovativni timovi** širom sveta implementiraju profitabilne projekte i odlikuju se snažnim sopstvenim stvaranjem vrednosti, **regionalno usidrenom** ekspertizom i odlukama zasnovanim na podacima.

Pritom se oslanjamo na **najnovije tehnologije** i izbegavamo **rasipanje resursa**.

# THE PILLARS OF THE STRATEGY



# PEOPLE. PLANET. PROGRESS.



## Više za ljude.

Gradimo za ljude i sa ljudima. Svakim projektom stvaramo dodatnu vrednost kako za naše kolege tako i za društvo.

## Više za planetu.

Aktivni smo po pitanju klimatskih promena. Vodimo se namerom da do 2040. godine svoje projekte učinimo klimatski neutralnim i da gradimo više u energetsom sektoru.

## Više za napredak.

Mi smo tehnološki protagonisti u građevinarstvu. Naše misli su usmerene ka budućnosti, delujemo prema podacima i neprestano razvijamo nove kompetencije kako bismo preispitali postojeće stanje stvari.

# KLJUČNE STRATEŠKE TEME:



## **Fokus na zaposlene koji jača naš najvažniji kapital: ljude.**

Težimo strateški povezanim pristupima za pridobijanje, obučavanje i uvažavanje različitih timova. Pored toga uspostavljamo sveobuhvatnu kulturu učenja i zalažemo se za efikasno korišćenje internog znanja.



## **Cirkularna ekonomija nam pomaže u borbi protiv zagađenja životne sredine i oskudice sirovina.**

Proširujemo svoju kompetentnost u nabavci i ophođenju sa građevinskim materijalima kao i u demontaži i reciklaži. Na taj način neprestano povećavamo efikasnost resursa.



## **Tehnološka premoć čini nas sve efikasnijim i delotvornijim.**

Oblikujemo budućnost građevinarstva korišćenjem novih tehnologija. U tom cilju razvijamo sopstvene inovacije do zrelosti tržišta, težimo partnerstvima i akvizicijama i jačamo kompetencije u celom koncernu, a posebno u oblasti podataka.



## **Globalno-lokalno prisustvo obezbeđuje naše prisustvo kod ljudi na licu mesta.**

Ekspanziju na međunarodna tržišta i konsolidaciju smatramo snažnim pokretačima razvoja. Zato osnažujemo regionalnu kompetenciju u donošenju odluka kako bismo razumeli pojedinačne uslove tržišta i profitabilno ih ispunjavali.



## **Kompetentnost u energetskom sektoru koja nas čini delom energetske tranzicije.**

Smanjujemo svoj negativni uticaj sveobuhvatnom redukcijom emisija iz građevinskih materijala, procesa i mehanizacije. Pored toga sprovodimo projekte u energetskom sektoru kako bismo profitabilno učestvovali u energetske tranziciji i izgradili relevantne veštine.



## **Intenzitet stvaranja vrednosti čini nas otpornim na spoljašnje uticaje.**

Jačamo svoje veštine tokom čitavog životnog ciklusa naših objekata, od projektovanja i izgradnje do upravljanja objektima, eksploatacije i demontaže. Ranijim uključivanjem, dužim vezivanjem i širim obimom ponuda stalno produbljujemo sopstveno stvaranje vrednosti.

# WORK ON PROGRESS: STRATEGY 2030

We are working on the future of construction already today, with the aim of maximising the added value for people and minimising our impact on the environment.

Our innovative teams are realising profitable projects around the world, with strong value creation, locally anchored expertise and data-driven decision-making accompanied by a focus on state-of-the-art technologies while avoiding resource waste.



**More for people.**  
We build for people and with people. Each project creates added value for our colleagues and for society.

**More for the planet.**  
We are working to combat climate change – guided by our desire to make our projects climate neutral by 2040 and to intensify construction in the energy sector.

**More for progress.**  
We're a technology pioneer in construction. We think ahead, we engage in data-driven decision-making and we question the status quo in order to continuously develop new expertise.

## THE PILLARS OF THE STRATEGY

**Employee focus**  
promotes our most important asset: people.

We apply strategically interlinked approaches to attracting, training and appreciating more diverse teams. We are also establishing an overarching culture of learning and acting forward with the efficient application of internal knowledge.

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

We are expanding our skills in the areas of procurement and handling construction materials, as well as in dismantling and recycling. This allows us to continually increase our resource efficiency.

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

We are shaping the future of construction by employing new technologies. To make the possible, we are developing our own innovations to market readiness, pursuing partnerships and acquisitions, and strengthening our skills across the company, especially in relation to data.

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

We view expansion in international markets and consolidation as strong drivers of growth, which is why we encourage regional decision-making power to understand the specific conditions of the markets in more depth and to manage them profitably.

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

We are reducing our negative impact by lowering overall emissions from construction materials, processes and machinery. We are also managing projects in the energy sector so we can be profitable in our participation in the energy transition and build up the relevant knowledge.

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

We are strengthening our skills throughout the entire life cycle of our buildings, from planning and construction to facility management, operation and dismantling. Thanks to early involvement, longstanding relationships and a wide range of services, we are constantly expanding our own value creation.

## OUR GOALS

Increase staff retention by 6% over the previous year.

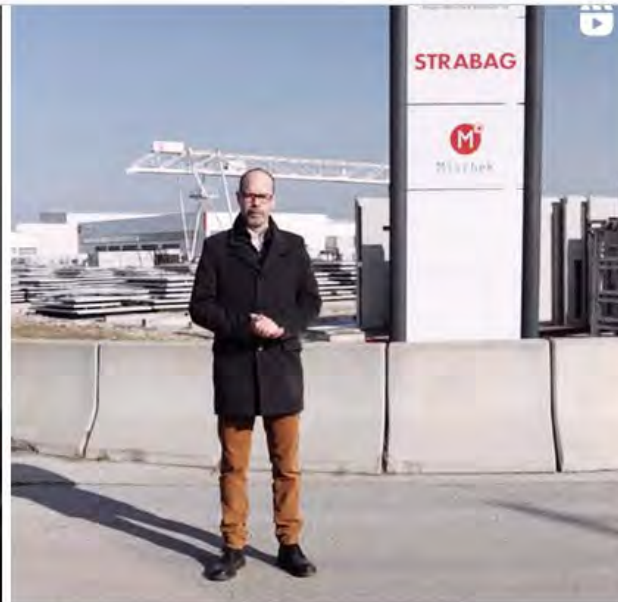
Reduce CO<sub>2</sub>e emissions per euro earned by 6% a year.

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

6% EBIT margin by 2030

„Das Thema Nachhaltigkeit ist sehr wichtig, weil ich nachfolgenden Generationen einen lebenswerten Planeten hinterlassen möchte.“

**Mathias**  
Geschäftsführer Mischek Systembau GmbH



MATHIAS, GESCHÄFTSFÜHRER  
MISCHEK SYSTEMBAU

**ICH BIN  
832.000 KG  
SCHWER.**



**DEINE LIEBSTE  
ART ZU BAUEN:  
EFFIZIENT.**



Wechsel jetzt als LEAN.Construction Spezialist:in zur Arbeitgeber:in der Zukunft: STRABAG.  
Fortschritt beginnt mit dir.

**STRABAG**  
WORK ON PROGRESS



„I work on Progress bedeutet für mich, stetig einen Schritt besser zu werden.“

**Anna**  
LEAN Prozessberaterin



**STRABAG**  
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Materials & Circularity



Digitalisation, Processes and Innovation



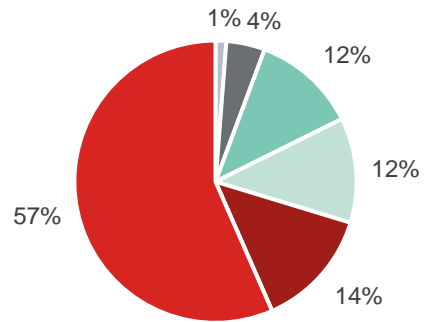
Carbon Emissions

# 3. ENERGIJA

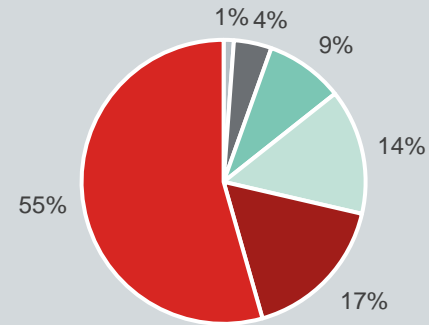
# Potrošnja energije u Koncernu: 2022

Energijski troškovi u Koncernu: Status Quo 2021

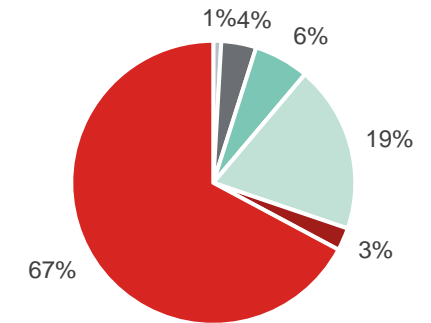
**Snabdevanje energijom:**  
3.467.402 MWh



**CO<sub>2</sub>e-Emisija\*:**  
961.696 t CO<sub>2</sub>e



**Ukupni troškovi energije:**  
406.827.436 €



■ Zagrevanje ■ Lož ulje ■ Gas ■ El.energija ■ Ugljena prašina ■ Gorivo

■ Grejanje ■ Lož ulje ■ Gas ■ El.energija ■ Ug.prašina ■ Gorivo

# Strateški cilj

Proizvodnja energije

STRABAG



2035

Energetski pozitivna

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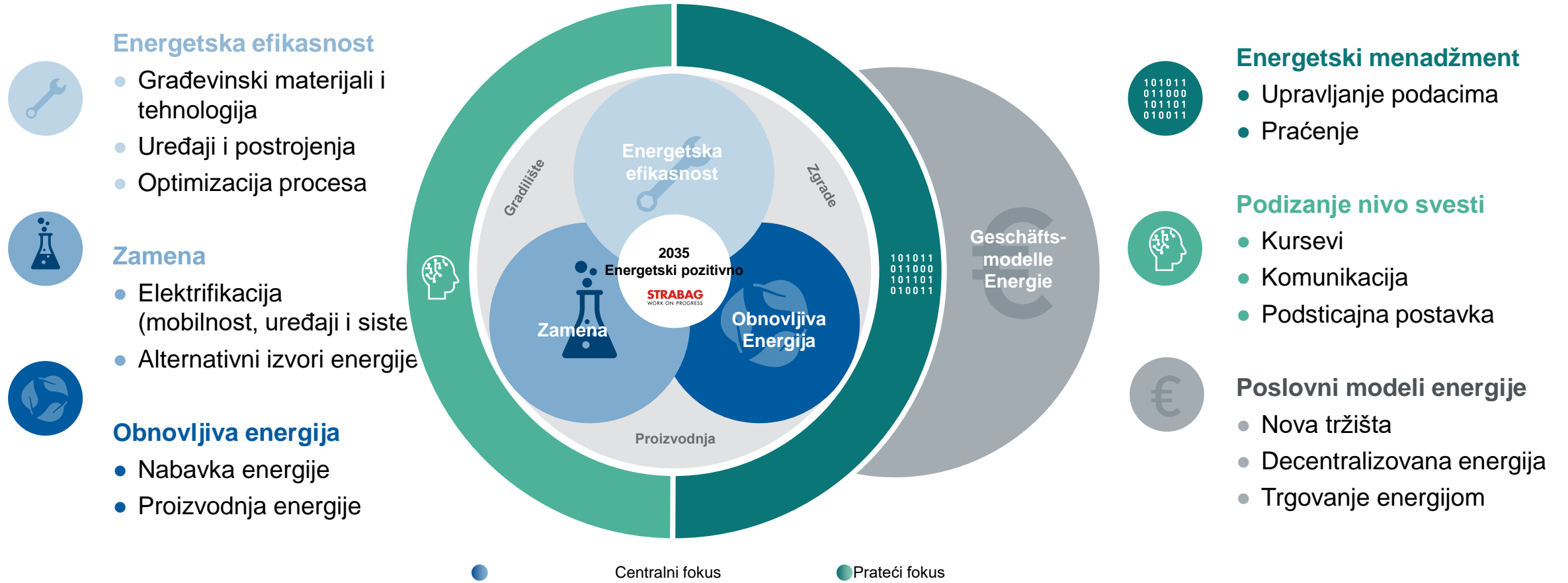
Upotreba energije

der STRABAG



**Do 2035 STRABAG će proizvoditi više obnovljive energije nego što će trošiti**

# Prioriteti energetske strategije



# 4. STRABAG SEE

# Division 6K – South-East Europe

DIV.  
6K

12 languages

772 000 km<sup>2</sup>

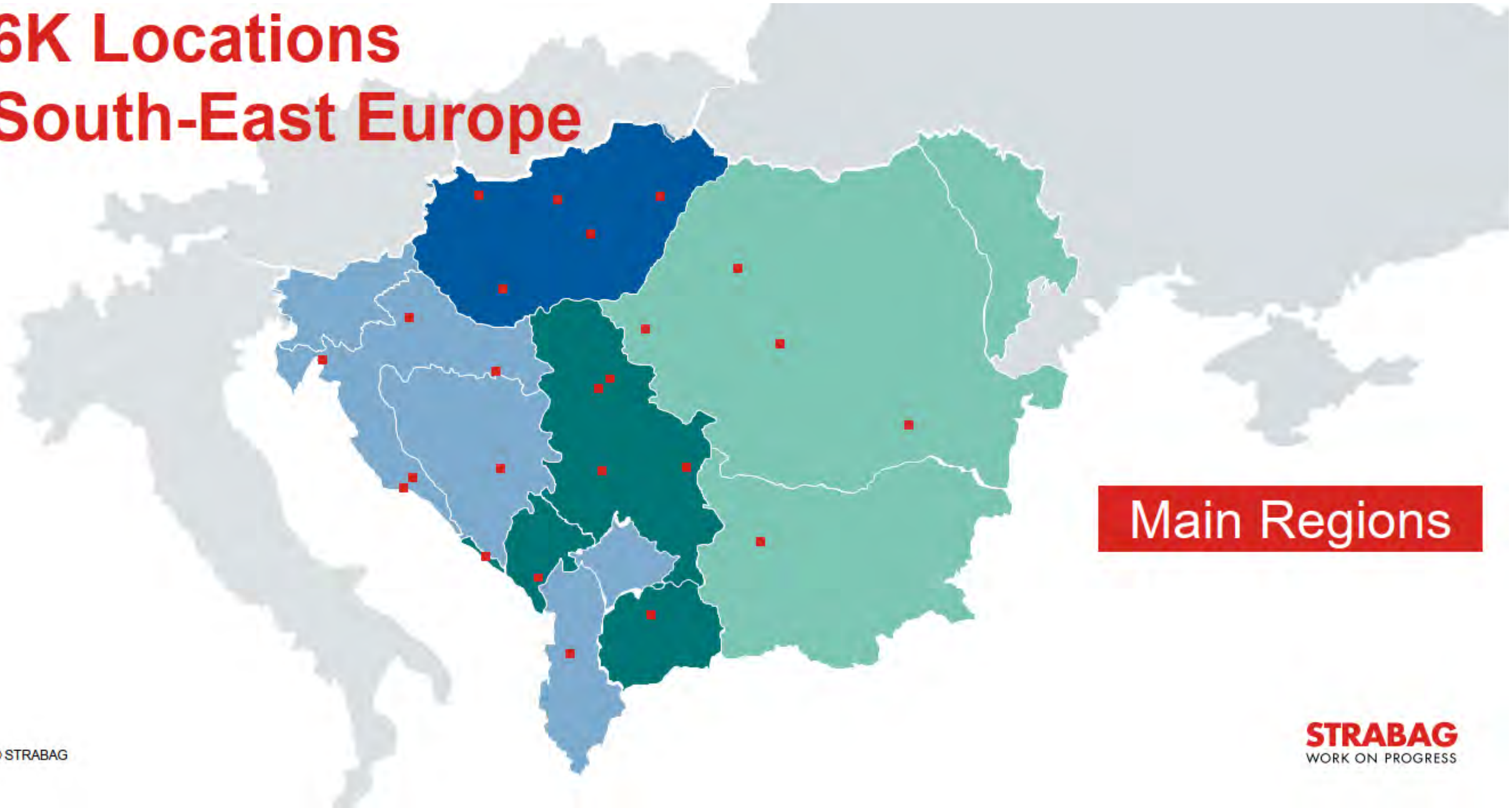
62 million inhabitants

6800 STRABAG employees

# 6K Locations South-East Europe



# 6K Locations South-East Europe



Main Regions

# STRABAG RS, MK, MH

- Poslovni prihod 2022: 192 mil €
- Broj zaposlenih: 1.385
- Više od 20 godina (2001.) prisustva na tržištu
- Među vodećim u građevinskom sektoru



# 5. AKTUELNI ROJEKTI

# STRABAG Hrvatska



Poslovni prihod 2022: 238 mil €

Rast prihoda: 34%

Broj zaposlenih: 1.484

30 godina (2024.) iskustva na hrvatskom tržištu

Godinama među vodećim preduzećima u Hrvatskoj



# Lokacija – Hrvatska, Slovenija, Bosna i Hercegovina



Business unit MF-EE is in charge for bigger infrastructure projects in all 3 countries

<b>HEADQUARTER SUBDIVISION MF</b>	<b>Zagreb</b>
Head Office Business unit BB	Ljubljana
Head Office Business unit CC	Zagreb
Office Business unit CC, Group Rijeka	Rijeka
Office Business unit CC, Group Slavonski Brod	Sl. Brod
Head Office Business unit DD	Dugopolje
Office Business unit DD, Group Dalmatia South	Dubrovnik
Head Office Business unit EE	Dugopolje
Head Office Business unit GG	Ljubljana
Head Office Business unit HH	Zagreb
Head Office Business unit II	Dugopolje
Head Office Business unit JJ	Sarajevo

# Proizvodnja asfalta



ASPHALT MIXING PLANT	Country	BU	Production 2021
AMA Andraž	SI	MF-BB	56,748
AMA Županja	HR	MF-CC	16,351
AMA Slavonski Brod	HR	MF-CC	50,483
AMA Kutina	HR	MF-CC	34,231
AMA Donja Lomnica	HR	MF-CC	82,611
AMA Kukuljanovo	HR	MF-CC	81,135
AMA Perušić	HR	MF-CC	29,670
AMA Benkovac	HR	MF-DD	21,586
AMA Križice	HR	MF-DD	87,781
AMA Opuzen	HR	MF-DD	45,176
AMA Rakovica	BA	MF-JJ	38,428
<b>SUBDIVISION MF - Total</b>			<b>544,200</b>

\* figures in tons

\* since 2016 STRABAG is in Croatia market-leader in asphalt production.

Market-share 2021: 17%

# STRABAG Hrvatska

- ODRŽIVOST- primer iz prakse
- AMA Kukuljanovo
  - prva PV na AMA u SEE
  - 173,5 kWp instalirano
  - cca 130,000 Euro investicija
  - povezana i operativna





52.23 kW

Real-Time power



348.48 kWh

Yield today



5740.07 kWh

Yield this month



22088.86 kWh

Yield this year

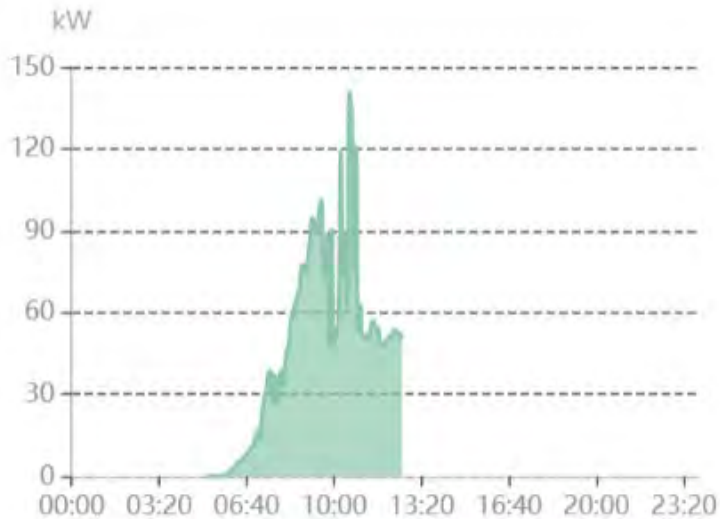


22088.86 kWh

Total yield

[Kukuljanovo dashboard](#)

### Power Chart



### Environmental Benefits



10.49 (tons)  
CO<sub>2</sub> avoided



8.84 (tons)  
Standard coal saved



15  
Equivalent trees  
planted

### Overview

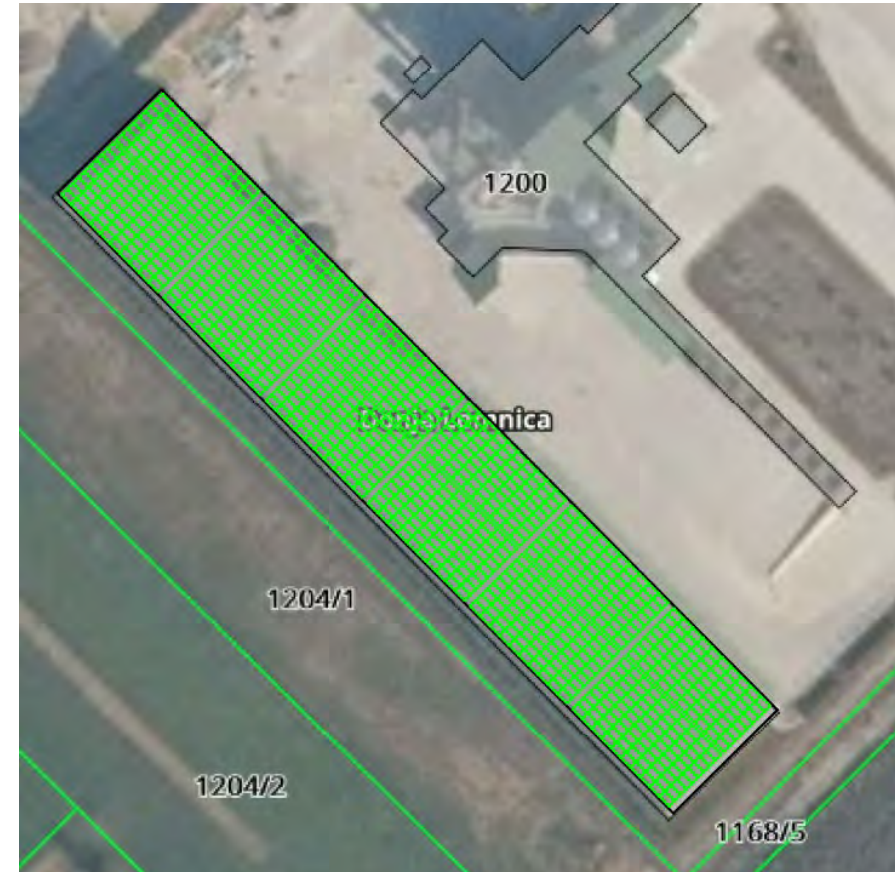


#### SE Kukuljanovo

Address: AMA Strabag,  
Industrijska zona,  
Kukuljanovo, Croatia

# STRABAG Hrvatska

- ODRŽIVOST - primer iz prakse
- AMA Donja Lomnica
  - oprema PV na gradilištu
  - 408 kWp planirano
  - cca 310,000 Euro investicija
  - čeka se odobrenje HEP



# STRABAG Hrvatska

- ODRŽIVOST - primer iz prakse

- Projekat „HŽ: H. Leskovac-Karlovac”
  - odobrio HEP
  - 100 kWp planirano
  - cca 100,000 Euro investicije (PV samo)
  - prvi EV kupljeno u regionu („pool“ auto)



# STRABAG Hrvatska

- ODRŽIVOST – primer iz prakse

## - Pripremljeni projekti

- AMA Slavonski Brod
- 214,4 kWp planirano, cca 170,000 Euro
- čeka se dodatna dokumentacija
- Dugopolje zgrada
- 127,2 kWp planirano, cca 120,000 Euro
- čeka se odobrenje od HEP-a



## To će biti maraton ne sprint.

Dug je put pred nama pre nego što postanemo klimatski neutralni 2040. Imamo jasnu definisanu i ambicioznu mapu puta koja će nas približiti našoj destinaciji korak po korak.



**2025**

Climate-neutral  
administration



**2030**

Climate-neutral  
construction projects



**2035**

Climate-neutral building  
operation



**2040**

Climate-neutral  
construction materials &  
infrastructure

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Climate neutral by 2040. Let's shake on it!

