



DREES &
SOMMER

2023 | 2024

FUTURE PROOFS

DRIVEN BY DRESO

REPORT OF THE SUPERVISORY BOARD

DR. JOHANNES FRITZ

The Drees & Sommer Supervisory Board comprises
Chair Dr. Johannes Fritz (pictured),
Deputy Chair Dr. Bernd Gaiser, Yvonne Allner,
Eva Dietl-Lenzner, Dr. Jürgen Laukemper and Dr. Axel Sommer

2023 was a good year for Drees & Sommer. We made good progress both on projects with our customers and internally on our structures and processes. And we are doing everything we can to keep it that way, in the full awareness that we cannot take anything for granted.

Despite the difficult economic and political environment last year, Drees & Sommer SE once again achieved significant and largely organic growth. Where necessary, we secured broader expertise for our customers through acquisitions at home and abroad. It is worth noting that every division contributed to this development, so growth was not solely in our traditional core business areas. Geopolitically induced nearshoring and the energy transformation mean that our customers have new and ongoing consulting needs. As a result, we are increasingly supporting holistic projects for the high-tech and production industries across multiple stages of the value chain. The Supervisory Board expressly supports this approach.

At the beginning of 2023, Drees & Sommer had the foresight to respond to the changed economic situation by initiating an internal efficiency program. Employees were able to identify and realize potential and achieve efficiency gains at different levels. This made a significant contribution to the good operating result. As we continue to pursue this approach in 2024, we are achieving many positive outcomes.

In 2023, the Executive Board and Partners began laying the foundations for the development of Drees & Sommer through to 2030. This is both about cooperation within the Partnership and about a focus on further development of the organization of the company as a whole: We continue to systematically pool our resources to achieve success for our customers. Employees will be even more closely integrated in this process in 2024. The Supervisory Board supports all these steps, acting as an advisor and critical companion to the Executive Board and the company.

Annual and Consolidated Financial Statements 2023

The auditing firm Baker Tilly, which was appointed by the General Meeting of Shareholders as auditor of the financial statements for the 2023 financial year, audited the annual financial statements and the consolidated financial statements for 2023. These were prepared in accordance with the German Commercial Code (HGB) and the auditor issued an unqualified audit opinion.

The annual and consolidated financial statements and the associated management reports were discussed at our financial accounts meeting on April 30, 2024 in the presence of the auditor. The auditor reported on the scope, focus and significant findings of the audit and answered any remaining questions. The Supervisory Board approved the financial statements and management reports.

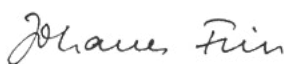
The Supervisory Board also approved the Executive Board's proposal to pay a dividend of EUR 2 per share from Drees & Sommer SE's net income of EUR 96.9 million and to carry the remaining amount forward to new account. Our decision took into account the company's financial position and earnings performance, medium-term financial and investment planning, and the interests of the shareholders.

The Supervisory Board thanks the Executive Board, Partners, managers and all employees for their great commitment over the past year, without which it would not have been possible to achieve such a successful operating result in this challenging market environment.

Outlook for 2024

Will it be easier to do business in 2024 than in 2023? We think not. Growth is not expected to be as strong as in 2023 – which is all the more reason for all employees to continue to work to meet customers' expectations and maintain the company's success. We believe we are well prepared to achieve this and are optimistic about the future.

Stuttgart, April 30, 2024



Dr. Johannes Fritz

**“We do success –
and we are working
to keep it that way.”**

Dr. Johannes Fritz,
Chairman of the Supervisory Board of Drees & Sommer



REPORT OF THE EXECUTIVE BOARD

STEFFEN SZEIDL
DIERK MUTSCHLER
MARC SCHÖMBS

FACING THE FUTURE WITH CONFIDENCE

Between construction stops, purchaser restraint and insolvencies, 2023 was not an easy year for the construction and real estate industry. In these uncertain times, Drees & Sommer's strategy over recent years of developing a position of strength that allows us to adapt flexibly to customer requirements has more than paid off. Sales in 2023 amounted to €900 million and the operating result was €102.7 million.

Executive Board team at work: Dierk Mutschler, Marc Schömb's and Steffen Szeidl (Chairman of the Executive Board) at the approval of the 2023 business figures

Inaction is not an option

This stable development was only possible because Drees & Sommer established reserves at an early stage and adapted internal structures and service profiles to market requirements. At the same time, we opened up new business areas and made targeted investments in the future. Instead of pointing the finger at others, complaining about the difficult market situation, outdated building regulations or the lack of political incentives, we consistently focus on preparing for the future. Clearly, markets are tight, with enquiries declining significantly in some areas. But there is no point in burying one's head in the sand.

Distressed properties, for example, need not necessarily become stranded assets. Financial recovery can be achieved with the right restructuring plan that combines real estate, construction and legal expertise. Assessment of the situation should never take a short-term perspective. Rather, it must involve setting a course to ensure that the property is well positioned two or three years after restructuring.

New markets, new opportunities

If you want to be successful in the long term, your response to changing conditions and new requirements needs to be both flexible and agile. Like the shift currently seen in the high-tech industry, for example, where there will be huge demand for new factories and production facilities in coming years. The semiconductor industry, in particular, is expecting a major boom, driven by capacity expansion and the demand for new technologies. Whereas in the past the focus was purely on costs, the industry is now creating supply chains that are more autonomous. This also has a positive effect on the business development of regional suppliers. And when it comes to investments, it is important not only to ensure planning of high-performance factories, but also to minimize environmental impact and the industry's currently high carbon emissions.

To combat climate change, we are focusing on sector coupling as an effective key to decarbonization. Industry, mobility, heat and power can no longer be viewed in isolation. Rather, all stakeholders must enter into cross-industry partnerships and work together to make the energy transition happen. Solutions at the local authority level have great potential here. To achieve the energy

and heat transition, there needs to be a reliable legal framework for new and established buildings and clear local roadmaps, allowing people to heat in ways that are safe, climate neutral and affordable. Large heat pumps, local and district heating networks, deep geothermal energy and waste heat from industrial processes will shape the heating infrastructure of the future.

This will require highly efficient infrastructure – not only at the national level, but also at company and district levels. The future hydrogen economy, for example, will require completely new networks. To provide both the public and private sectors with the best possible support for these challenges, we have added experienced partner companies to our team.

Partnering for success

Over the past year, several companies have become part of the Drees & Sommer Group, ideally complementing the company's service portfolio: The cruh21 project consultancy specializing in hydrogen is providing sustainable support for rapid transition in the energy industry. Unit4, an architecture, construction consulting and project management firm specializing in complex construction projects, has also come on board, as has m3 Bauprojektmanagement GmbH, which offers custom design and drafting solutions for principals and planners. In addition, we have invested in the scale-up company BABLE Smart Cities, with whom we intend to drive digital and sustainable urban development. We also have a strategic partnership with Würth for LCM Digital with its real-time digital platform for complex construction projects.

This high level of diversification, together with our efficiency-focused business processes, gives us a high level of resilience. We will continue to build reserves to stabilize our success and mitigate uncertainties. This allows us to continue operating without the pressure faced by many other market players. In other words: we can act, rather than having to react.

Positive impact on the built environment

We want to continue on this path in 2024, successfully completing projects for our customers, developing needs-based service profiles and entering into cross-industry partnerships. To help shape a sustainable future and make a positive impact on the built environment, we embrace concepts such as progressive energy-efficiency upgrade, new technologies, AI and digital plat-

forms that can boost the circular economy. Because clearly, climate change will not stand still until regulations change, bottlenecks are resolved or the shortage of skilled workers has eased. In order to accelerate climate-friendly construction, we need the so-called Type E building, where 'E' stands for experimental or expedited. Until now, time-consuming exemptions have been required for new designs. But Type E buildings do not require exemptions – as long as safety concerns such as fire protection and the applicable environmental standards are met.

All these achievements have only been possible because of our employees and their positive mindset. Entrepreneurial success, the ability to innovate and the accompanying willingness to change are the fruits of the motivation, innovative strength and energy with which our colleagues approach all new requirements. We see all these different challenges as opportunities – and shape them in a way that has taken our customers and, as a result our company, on a sustainable path to the future. This extraordinary dedication in such a turbulent year deserves the greatest respect. So we would like to express our sincere thanks to all our employees and look forward to working on future projects together.



Steffen Szeidl



Dierk Mutschler



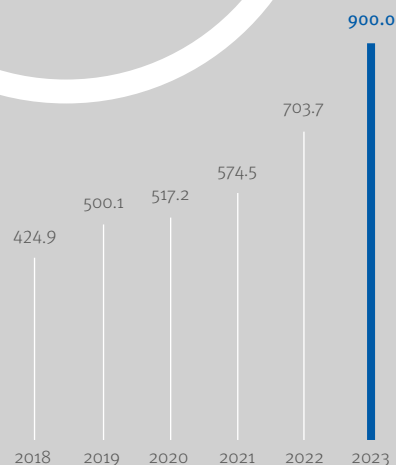
Marc Schömb

GROUP OPERATING RESULT 2023



6,000

EMPLOYEES AT 63 LOCATIONS



Group sales grew by €196.3m to €900.0 m (prior year: €703.7 m). Expenditure rose by €178.6 m to €796.7 m in the year under review (prior year: €618.1 m).

900

MILLION EUROS SALES



PROFIT AND LOSS STATEMENT

(in euros)

1.	Revenues	631,178,650	
2.	Change in work in progress	259,741,352	
3.	Other operating income	9,100,438	900,020,439
4.	Expenditure for purchased services	138,876,501	
5.	Personnel expenses	493,030,350	
	a) Wages and salaries	428,255,939	
	b) Social security costs and pension fund	64,774,410	
6.	Depreciation	26,447,921	
7.	Other operating expenses	138,362,520	796,717,292
8.	Income from shareholdings	-404,061	
9.	Income from other securities and from long-term loans	2,604,679	
10.	Interest and other expenses	2,816,969	-616,351
11.	Operating result		102,686,796
12.	Taxes on income and earnings	31,216,721	
13.	Other taxes	370,712	31,587,433
14.	Net income		71,099,363
15.	Shares held by other shareholders		54,275
16.	Profit brought forward less dividends		48,640,107
17.	Changes in equity as the result of purchase or sale of own shares		-214,828
18.	Group balance sheet profit		119,578,917

38.6 %

EQUITY RATIO



BALANCE SHEET

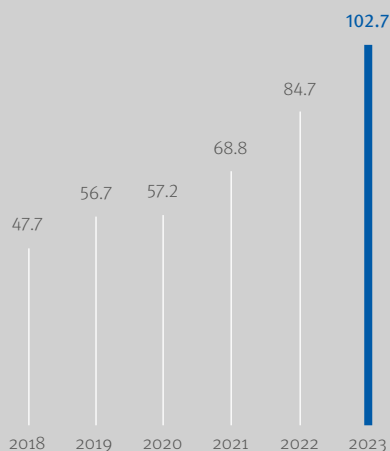
ASSETS	(in euros)
A. Fixed assets	
I. Intangible assets	98,030,561
1. EDP software, licenses	11,206,00
2. Good will resulting from capital consolidation	86,824,561
II. Tangible assets	64,687,327
1. Land, rights equivalent to real property rights, and buildings	28,517,502
2. Other assets, operating equipment, fixtures and fittings	31,864,923
3. Payments on account and tangible assets under construction	4,304,902
III. Financial assets	5,789,939
1. Shareholdings	5,010,136
2. Other securities lending	779,803
B. Current assets	
I. Inventories	0
1. Work in progress	1,249,571,534
./. Advances received	-1,249,571,534
II. Receivables and other assets	139,416,300
1. Trade receivables	119,862,529
2. Receivables from shareholdings	55,124
3. Other assets	19,498,646
III. Securities	10,688,557
1. Other securities	10,688,557
IV. Checks, cash on hand, cash in banks	91,532,627
C. Deferred income (other)	8,771,714
D. Prepaid taxes	3,116,000
E. Positive difference from asset allocation	0
Balance sheet total	422,033,025

LIABILITIES	(in euros)
A. Equity	
I. Subscribed capital	26,444,572
less nominal value of treasury shares	-299,906
II. Capital reserves	13,410,143
III. Revenue reserves	98,104
IV. Net income	119,578,917
V. Change in equity due to exchange rate difference	3,356,854
VI. Minority interests	241,809
	162,830,493
B. Accruals	
1. Accruals for pensions	3,136,814
2. Provisions for taxation	32,220,210
3. Other accruals	112,861,913
	148,218,938
C. Liabilities	
1. Bonds	17,820,709
2. Liabilities to financial institutions	14,855,736
3. Payments received on account of orders	9,135,356
4. Trade payables	27,242,505
5. Liabilities to shareholdings	0
6. Other liabilities	41,155,985
	110,210,291
D. Deferred income (other)	
	773,304
Balance sheet total	422,033,025

The reconciliation of retained earnings of €119.6 m to equity, together with the subscribed capital, capital reserves and retained earnings, results in equity of €162.8 m. The equity ratio is 38.6%.

Accruals for pensions, taxes and variable remuneration rose by €46.0 m to €148.2 m. Liabilities, such as to suppliers, subcontractors and taxes, increased by €19.0 m to €68.4 m. Advance payments received on orders fell by €18.5 m to €9.1 m due to invoice timing. Liabilities to banks fell by €0.5 m to €14.9 m. In 2023, further profit participation rights were issued as part of the employee participation scheme. These are presented as bonds in the amount of €17.8 m.

Overall, total assets for 2023 amounted to €422.0 m (prior year: €332.5 m).



Operating profit rose by €18.0 m to €102.7 m, with net income of €71.1 m.



Drees & Sommer's sustainability performance was awarded a silver medal by EcoVadis in 2023.



In April 2024, Drees & Sommer received the silver label from The Climate Choice for its comprehensive decarbonization measures.



FUTURE- PROOFED OVERALL

REAL ESTATE

What is currently on the minds of real estate players? Discover just what can be done by reading about a wide range of exemplary projects. The topics range from timber buildings to a recyclable commercial building.

→ [Real estate projects](#)

INFRASTRUCTURE

Whether refurbishing the Palace of Westminster, laying new railway lines or developing Germany's autobahn fast-charging network – find out more about the infrastructure projects that public authorities are implementing to get fit for the future.

→ [Infrastructure projects](#)

INDUSTRY

Green steel? Golden campus? Explore what 'futureproofs' companies in the industrial sector are delivering.

→ [Industrial projects](#)

Keeping The Ocean Cleanup on budget



© Boyan and Nanne de Ru

As a non-profit organization, **The Ocean Cleanup** needs to plan its expenditure very carefully. This also applied to the relocation of its Dutch headquarters. For two years, the organization, which fishes plastic waste out of the oceans, will be provided with two floors of a building in Rotterdam by property developer RED Company. Drees & Sommer Netherlands was responsible for coordinating the renovation and relocation, as well as for quality, budget and risk control.

Work in the city, live in the country: Urban planning is increasingly challenging convention. **The AVES QUARTIER** residential and commercial complex taking shape in the Munich suburb of Haar – will be a compact community. The family-owned company KM-WOHNBAU Baubetreuung GmbH plans to complete the new building in the next few months. Drees & Sommer is responsible for project control. → [more](#)



© KM-WOHNBAU Baubetreuung GmbH

City of short distances

Resource-efficient office conversion

In order to make its own working environment fit for the future, **Drees & Sommer** has expanded its leased space at **Cologne's Rudolfplatz** by 370 square meters while keeping the office in full operation and launching an innovative and resource-saving redesign. The aim was to modernize the offices in such a way that they would continue to act as an employee magnet. → [more](#)



© Peter Neusser

Photovoltaic modules on the facade, green electricity generation, and flexible workplaces: A new climate-friendly multipurpose office building for some 350 employees for the **Volksbank Mittlerer Neckar** will be completed by the end of 2024. The goal is to achieve DGNB platinum certification and meet at least one zero-energy standard. Drees & Sommer is providing project management, energy consulting and DGNB auditing support. → [more](#)



The perfect combination – Cradle to Cradle and timber construction

The timber used for the interior and exterior of the **House of Wood** by Pirmin Jung Schweiz AG in the Swiss municipality of Sursee was mainly sourced from local forests. Features of the energy concept include a PV system, charging stations for electric cars and bicycles, geothermal probes, and water storage tanks. In addition to modern office space, the building has apartments and a yoga studio. Drees & Sommer Switzerland and EPEA GmbH supported the project with Cradle to Cradle® consulting services. → [more](#)

The former industrial Rhine waterfront is being transformed into a vibrant living environment: DLE Land Development GmbH has given the go-ahead for soil remediation for the impressive '**RheinOrt**' project in **Duisburg**. Drees & Sommer is providing comprehensive project control for the 24-hectare site on the east bank of the Rhine.

Bank headquarters produces green electricity



© Muffler Architekten

New habitat on the banks of the Rhine



© DLE GmbH

Started in May 2022 with completion scheduled for early 2025, the refurbishment of the commercial building in Guntramsdorf, Austria is already a showcase project for the energy-efficient industry. The existing warehouse is being completely renovated to the highest possible ecological standards. As a result, IG Immobilien was awarded DGNB platinum precertification from the Austrian Sustainable Building Council (ÖGNI) back in the planning phase.



COMMERCIAL PROPERTY WILL BE RECYCLABLE

The new concept calls for the existing building to be dismantled and for materials to be reused to the greatest possible extent. "Climate neutrality and energy self-sufficiency, the use of sustainable and recyclable building materials, the ability to dismantle, and the avoidance of any additional soil sealing were key planning criteria," explains Raimund Spruzina from the principal, IG Immobilien. Drees & Sommer Austria is supporting the client with extensive expertise in General Construction Management, as well as in the areas of sustainability and circular economy.



The project makes a substantial contribution to UN Sustainable Development Goals (SDG) 9 and 12. For an overview of the United Nations SDGs visit <https://sdgs.un.org/goals>

When selecting building materials, close attention is paid to sustainability and seamless recyclability, with parts of the existing load-bearing structure being reused wherever possible. Drees & Sommer is also using the 'Building Circularity Passport' planning and documentation tool to make the building's recyclability measurable and to document important information about the materials used and their properties, separability, possible material recycling at the end of the lifecycle, and the building's carbon footprint. This data will also be added to the Madaster database, which currently holds data on around 4,000 buildings with a total area of over 16 million square meters in the Netherlands, Belgium, Norway, Germany, Switzerland and Austria. IG Immobilien is also a member of the Madaster network.

→ [more](#)

On behalf of the Swiss government, Swiss Federal Railways (SBB) is investing CHF380 million to expand **Liestal station and upgrade the access lines to Basel and Olten** to enable punctual, efficient rail operations and allow for future capacity increases. The infrastructure team at Drees & Sommer Switzerland is supporting the project by providing project, contract, cost and risk management, as well as schedule control services.

Future-proof railway infrastructure in Switzerland



© SBB AG

Drees & Sommer UK is providing Project Management and Cost Management on the Mechanical Electrical Public Health & Fabric Safety Programme (MEPFS). The challenges associated with working in a Grade 1 Listed building and UNESCO World Heritage Site takes careful planning, design management and risk management from the highly skilled team.

→ more



British Parliament: Refurbishment for World Heritage Site

Drees & Sommer Luxembourg is supporting the commune of **Wormeldange with the development of a new town center**. The briefing for the architectural competition was developed in collaboration with the College of Aldermen and the Chamber of Architects based on the outcomes of citizens' workshops. Following several meetings of the jury, the proposal presented by the consortium of HSA, MDL and SGI was unanimously selected. → more

New town centre with public participation



© hsa - Heisbourg Strotz Architects

Where not long ago there were rundown sports areas and fields used as storage areas, **the town of Bürstadt's multipurpose education and sports campus** now invites people of all ages to get together and exercise. Drees & Sommer provided services including project control and project management. → more

Award-winning multipurpose education and sports campus



Smooth commissioning for hospital



© wörner traxler richter planungsgesellschaft mbh

Construction of the Bundeswehr Central Hospital's new operating and special-purpose building in Koblenz started with the state-of-the-art operating rooms to ensure their fastest possible completion. Drees & Sommer is undertaking site supervision, technical commissioning management and technical monitoring on behalf of the Rhineland-Palatinate State Agency for Property and Construction Management.

The Drees & Sommer team in Austria is working on the **renovation and extension of the Kottlingbrunn primary school** for the market town. The focus on sustainability is reflected in the reuse of building materials and the use of timber construction technology, geothermal energy and a PV system. The cooperative contract approach involved the general contractor and planners at an early stage, resulting in optimized planning, reduced costs, and mitigation of project risks.

School for sustainability



© Klammer Jeleny Architekten + Patricia Bagiński

Completed in 1973, **the heritage-listed Alster swimming pool in Hamburg** is considered an architectural icon. Over the past three years, the building has been extended and refurbished to increase its energy efficiency. Drees & Sommer specialists undertook planning of the heritage-protected facade on behalf of Bäderland Hamburg GmbH.



Listed facade refurbished

© Drees Sommer

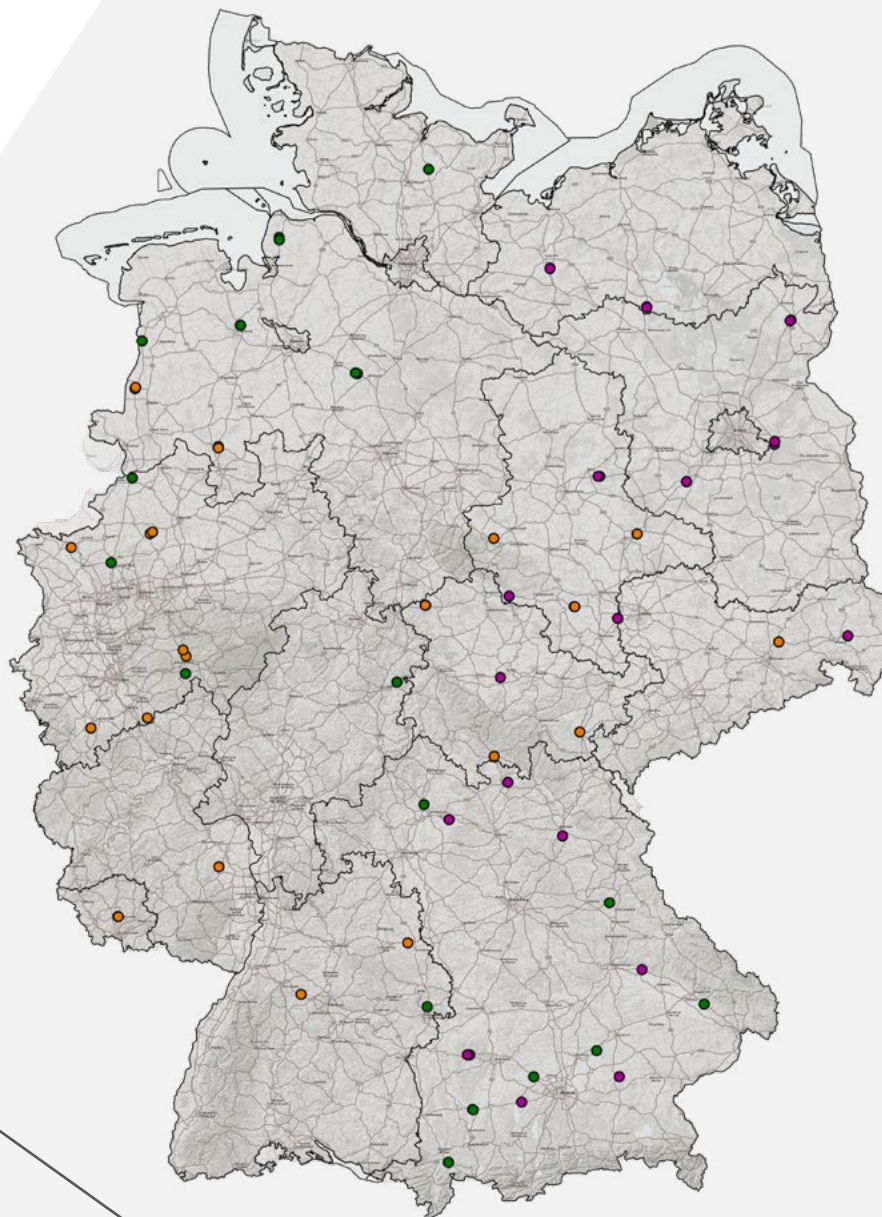


Autoström plus GmbH will build half of all fast-charging hubs at unserviced autobahn rest areas.

From left to right: Paul Willi Pohl (Managing Director of the Pohl Group), Dr. Burkhard Seizer (Managing Director Autoström plus and Senior Manager Smart Infrastructure at Drees & Sommer), Lukas Kemper (Project Manager Sustainable Energies Q1 AG), Jan Trense (Head of Services and E-Mobility at enercity AG), Mike Süggeler (Managing Director Westfalen Weser Ladeservice GmbH) and Sebastian Herkenhoff (Authorised Officer for Autoström plus and Head of Sustainable Energies at Q1 Energie AG).

NEW FAST-CHARGING HUBS ON GERMAN AUTOBAHNS

The German highway authority Autobahn GmbH awarded the Autoström consortium the contract for the financing, planning, construction and operation of 99 fast-charging hubs with 482 charging points at unserviced autobahn rest areas. The commissioning of the new charging hubs with charging capacities of up to 400 kW per charging station is scheduled for completion by the end of 2026. The Autoström consortium will operate the hubs until the beginning of 2032, with an extension option of two years.



Legend
 ● Lot 3
 ● Lot 4
 ● Lot 5



The project makes a substantial contribution to UN Sustainable Development Goals (SDG) 7, 9 and 13. For an overview of the United Nations SDGs visit <https://sdgs.un.org/goals>

Dr. Volker Wissing, Federal Minister for Transport and Digital Infrastructure expressed his satisfaction with the initiative: "Private transport is a valuable asset in a free society. That's why I'm very pleased that the German network is now being expanded to include fast-charging stations in the national autobahn network. This will improve the range of services available to users and considerably increase the density of the autobahn charging network. Our goal is for the nearest fast-charging hub nationwide to be just a few minutes away." Companies that have been awarded the autobahn contract lots will build and operate the stations as Charge Point Operators (CPOs). In return for financial support, the German Federal Government will receive a share of revenues for eight years.

Dr.-Ing. Burkhard Seizer, overall project manager of Autoström and senior manager at Drees & Sommer, explains what swayed Autobahn GmbH in the consortium's favor: "All consortium partners have many years of extensive expertise in their fields, covering all aspects of the construction and operation of fast-charging hubs. Our preparations were intensive, and we are ready to go. We are therefore delighted that the Federal Government has confidence in our many years of expertise and has awarded Autoström the contract for several lots."

INDUSTRY

The **incampus** has emerged where the towers of the Bayernoil refinery once dominated the skyline. IN-Campus GmbH, a **joint venture between the city of Ingolstadt through its investment company IFG AöR and AUDI AG**, is driving the development of the technology park forward. Energy-efficient buildings, renewable energy sources and intelligent control systems will ensure that incampus generates as much energy as it consumes. Drees & Sommer is managing the project, providing, quality assurance for the data center, and supporting implementation of the test-beds and crash test systems. The first construction stage has been completed.



From Industrial Wasteland to Creative Think Tank

The **pharmaceutical company Bayer** is investing around €35 million in the **modernization and expansion of its Weimar production facility**. The challenge was to complete the project during ongoing operation and under cleanroom conditions. Drees & Sommer has been commissioned to undertake EPCM and support the planning, tender and contract award process and also to handle construction management right through to turnkey handover.



Site expansion during operations

At the **research campus in Garching**, around 450 employees will work alongside more than 150 researchers from the Technical University of Munich in **the new Siemens Technology Center** developing future solutions. In addition to workplaces and conference areas, there are plant and equipment rooms, laboratories, and a lecture hall. Drees & Sommer provided support services during the construction of the Technology Center, which has been awarded LEED Gold certification for its environmentally friendly construction.

New offices for inspiration and collaboration

At its new **headquarters in France, Henkel** has realized its vision of 'Smart Work' by creating a modern work environment. The premises consolidate all company departments under one roof and offer space for almost 500 employees. Drees & Sommer France led the design-and-build project and provided support from conception through to completion.



LEED-Gold for Sustainability



FROM GREY TO GREEN: BUILDING LOW-EMISSIONS STEEL PRODUCTION BRICK BY BRICK

Almost a quarter of the total area of the Salzgitter steel works is dominated by excavators, drills and people in high-vis vests and hard hats. Salzgitter AG is implementing the first of three stages of its SALCOS® (Salzgitter Low CO₂ Steelmaking) program on a site of around 16 hectares. SALCOS® represents the transition of the steel industry to green steel production.



"We are currently in the middle of implementing the first stage. Foundation work is underway and a lot of changes can be seen around the site," explains Martin Zappe, Head of the SALCOS® program at Salzgitter Flachstahl GmbH. "The main switchgear building is very important for the SALCOS® program because the entire direct reduction plant will be supplied and controlled from there in the future." The building is scheduled to be completed in 2024 following a planning phase of just under a year. It houses all the electrical power supply and distribution systems, as well as the automation and process control system required for the operation of the entire plant.

Describing how Drees & Sommer is supporting the client, Senior Project Manager Rojda Nevra Ucar says: "We are involved in many subareas of the SALCOS® program. To put it simply, we are coordinating those involved in planning and construction and ensuring a smooth planning and construction process while keeping a constant eye on subproject costs and deadlines." The services provided include project control and management, technical project control of the plant and equipment, and risk management.



95 %

of carbon emissions can be cut by 2033 through the gradual transformation of production processes.

1.9

million tonnes of low-emissions crude steel can be produced in future by the new direct reduction plant, electric arc furnace, and 100 MW electrolyzer.



€ 1,000,000,000

of subsidies will be provided for the first phase of the project by the German Federal Government and the state of Lower Saxony in recognition of the importance of the project for climate protection.



The project makes a substantial contribution to UN Sustainable Development Goals (SDG) 9 and 12. For an overview of the United Nations SDGs visit <https://sdgs.un.org/goals>

The Salzgitter Group itself is investing

up to € **1.4** billion of its own funds additionally.

2024 Trend Study on Corporate Real Estate Management

"What impact does AI have on the real estate industry?" "Do real estate departments have an end-to-end ESG strategy?" These and other questions were answered by 273 real estate managers in our Corporate Real Estate Management 2024 trend study.

→ [You can find the complete study with all survey results here](#)



Aspiration vs. reality: Study on the digital maturity of real estate companies

The entire sector is talking about the urgently needed digital transformation to increase not only efficiency, but also sustainability. But how far has the digital transformation in the real estate industry actually progressed? Our new digitization study 'Transform to Succeed' – undertaken in collaboration with the Technical University of Aschaffenburg – provides useful insights. Using a specially developed maturity model, our digital experts examined the digital maturity of the sector based on a survey of 155 specialists and managers.

→ [Download the study to learn more about the progress of digital transformation and the obstacles it faces, as well as recommended courses of action](#)



STUDIES AND EVENTS – THE FUTURE IN NUMBERS

EU taxonomy: vdpResearch and Drees & Sommer present top 15% criteria for international real estate

Is the property I am financing EU Taxonomy compliant? Many credit institutions are currently asking themselves this question – and not only in Germany! → [The benchmarking of the top 15% criteria for international real estate provides clear answers](#)



2 days, 2 locations, 1 mission: Redefining manufacturing

Save the date – the future of manufacturing will be forged on June 11 and 12, 2024! In partnership with Professor Ferdinand Dudenhöffer, Drees & Sommer is hosting the **New Manufacturing World** conference. We will not just be talking about the future, but actively shaping it as new manufacturing technologies and advancing automation usher in a completely new era.

The highlights at a glance:

- Top-class keynote speakers with facilitation by Professor Dudenhöffer
- Exclusive guided tour of the 5G 'Factory56' followed by Manufacturing Night
- Networking for decision-makers

→ [Register now](#)



The 'Alliance for Transformation' is a dialog format agreed between the German government's coalition partners. The Federal Government – led by Chancellor Olaf Scholz – is using this vehicle to seek exchange with leaders in the business and scientific communities and discuss how to drive successful socioecological transition in Germany. The fourth expert forum focused on a 'Circular Economy for Value Creation, Sovereignty and Sustainability'. Drees & Sommer was represented by Dr. Peter Möhle, Partner and Cradle to Cradle® expert.

VISIONS TAKE SHAPE DURING THE CHANCELLOR'S ROUNDTABLE



The construction and real estate sectors together currently account for around 40 percent of global greenhouse gas emissions and for more than half of the global raw materials used and waste generated. It is already clear today that the carbon reduction targets can only be met in the medium term in a truly circular economy. The EU Taxonomy and the Circular Economy Action Plan are paving the way for this transition.



Our recommendations following the intensive talks in Berlin:

- › To achieve a genuine resource transition, the circular economy in the areas of building maintenance, construction, building materials and buildings themselves should be given the same status as that already enjoyed by the energy transition today.
- › The resource transition will lead to a return of value creation: Innovative business opportunities will arise for manufacturers and for the building materials industry, which will be supported by recyclable products and industrialized material recycling and processing.
- › A digital Building Resource Passport with target quotas established in parallel to the Energy Performance Certificate is essential to enabling the circular economy.

The targets for 2030:

At least

40 %



of all building materials used for building maintenance, renovations and new buildings must come from renewable raw materials and/or secondary materials.

100 %



of all new materials used in buildings should be suitable for proper recycling to ensure future sustainability.



Currently, we are using the resources of the future to pay for the present. In view of the climate crisis and our dependence on imported raw material imports, we can no longer afford to take a reckless approach to the use of finite raw materials. To ensure a sustainable future, we must embrace regenerative design, and promote revitalization instead of demolition and recycling instead of waste disposal!

“Circular value creation requires new technologies, digitization, innovative business models and the right framework conditions for companies.”

Tanja Gönner, Director-General of the Federation of German Industries, at the press conference for the fourth expert forum of the 'Alliance for Transformation'.



TODAY'S TEAM

Our Partners

PROF. DR. MICHAEL BAUER, MIRCO BEUTELSPACHER,
FRANK BORNMANN, JÜRGEN BRANDSTETTER, CLAUS BÜRKLE,
KLAUS DEDERICH, SIMON DIETZFELBINGER, MANUEL DORN,
JÖRG EWALD-LINCKE, CHRISTOPH GAWLIK,
PROF. DR. THOMAS HARLFINGER, THOMAS HÄUSSER,
SASCHA HEMPEL, STEFAN HESELSCHWERDT, KLAUS HIRT,
THOMAS HOFBAUER, THOMAS JAISSE, BJÖRN JESSE, DIRK KAHL,
SASCHA KILB, DR. MARKUS KOCH, FLORIAN LANGLOTZ,
BORIS MATISIC, DR. PETER MÖSLE, DIERK MUTSCHLER,
RAINER PREISSHOFEN, RALPH SCHEER, ANDREAS SCHELE,
MARC SCHÖMBS, DANIEL SEIBERT, PHILIPP SPÄTH,
STEFFEN SZEIDL, PATRICK THEIS, VEIT THURM, HEIKE TITZE,
MARKUS WEIGOLD, JÖRG WOHLFARTH AND KENNETH WOOD,

the Associated Partners and around 6000 colleagues
work day in, day out on future-proof solutions for you –
or a world in which we all want to live.

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