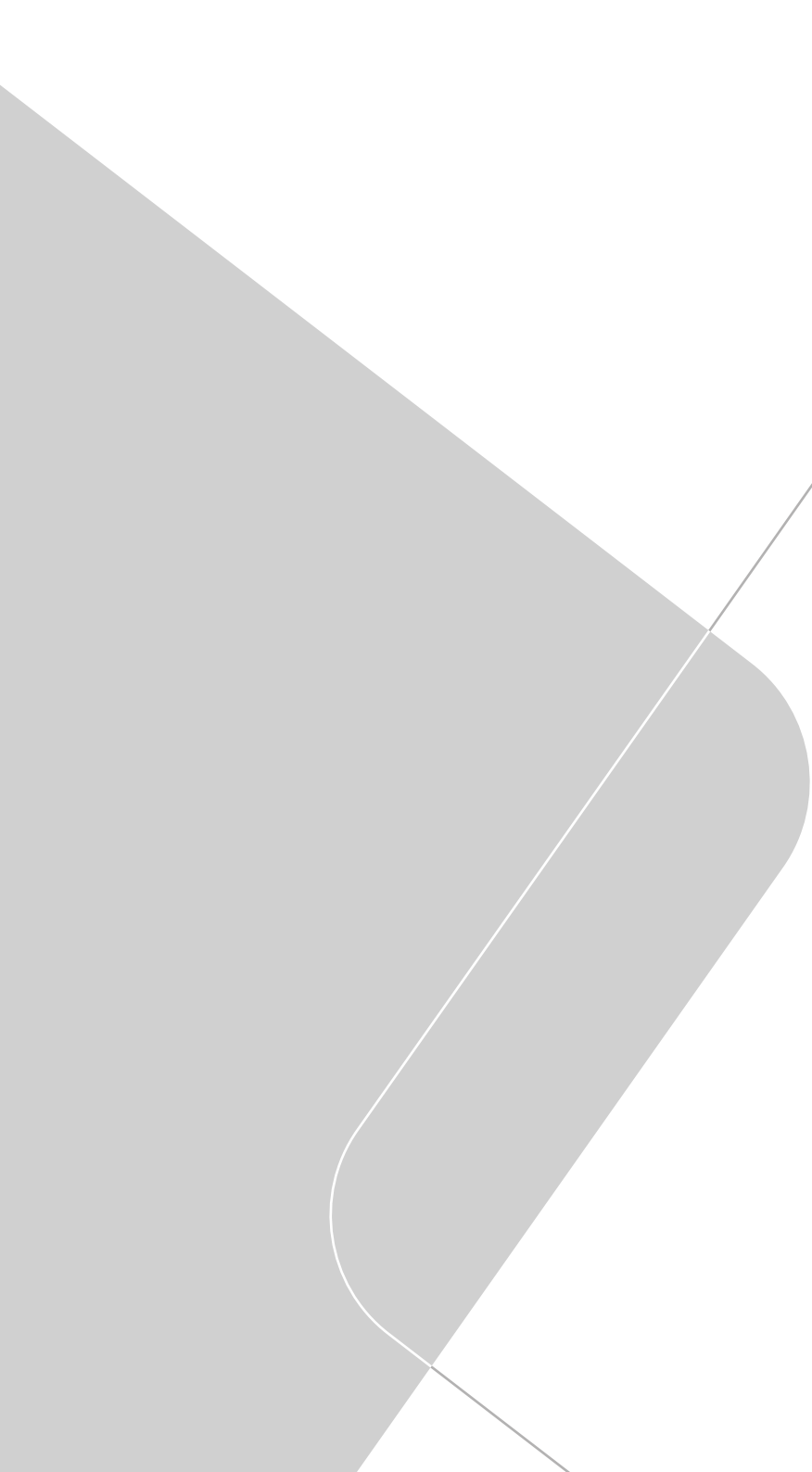


DREES &  
SOMMER

2025 | 2026

# FUTURE PROOFS

DRIVEN BY DRESO



**Clear, not complex. In FUTUREPROOFS 2025/2026, you'll find a wide range of project examples that demonstrate what's possible when people take decisive action. Alongside highlights from real estate, infrastructure, and industry, we share insights into our water initiative as well as our digitalization solutions. We also provide a concise overview of the Drees & Sommer Group's financial results.**

## REPORT OF THE SUPERVISORY BOARD

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

**2025 was a year of huge challenges and important successes for Drees & Sommer – both nationally and internationally. Our entry into the US market is a particularly noteworthy milestone in our internationalization strategy and corporate development. This expansion strengthens our company's global position and brings targeted growth to our service portfolio.**

Important benchmarks were also set in the domestic market in Germany. Drees & Sommer made a contribution to countering economic stagnation – as demonstrated, for example, by the successful Riedbahn rail upgrade, which required only a five-month complete closure. And Frankfurt Airport's Terminal T3 showed how well innovation and teamwork can interact: The collaboration with the client was specifically supported by digital project management solutions.

We have made great progress in the areas of artificial intelligence and cybersecurity: With the establishment of a robust cyber framework, Drees & Sommer is protecting its business success and data, especially in sensitive project areas, while at the same time enhancing the long-term trust and confidence of employees, customers and partners in our digital systems.

In addition, since 2025 the company has been consolidating its venture activities under 'The Bau Ventures' program, systematically identifying and scaling promising startups. This helps us tap into new technologies at an early stage and to systematically drive digital transformation and strategic development.

### **Annual and Consolidated Financial Statements 2025**

The auditing firm Baker Tilly, which was appointed by the General Meeting of Shareholders as auditor of the financial statements for the 2025 financial year, audited the annual financial statements and consolidated financial statements for 2025. These were prepared in accordance with the German Commercial Code (HGB), with the auditor issuing an unqualified audit opinion.



*"WE ARE CONFIDENT  
THAT WE WILL BE ABLE TO MEET  
THE CHALLENGES THAT LIE AHEAD."*



**Watch  
the Supervisory  
Board's message  
in the video**

The annual and consolidated financial statements and the associated management reports were discussed at our financial accounts meeting on April 28, 2026 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 duly approved the financial statements and management reports. The Supervisory Board also approved the Executive Board's proposal to pay a dividend of EUR 1.97 per share from Drees & Sommer SE's net income of EUR 108.0 million and to carry the remaining amount forward to new account. This decision took into account the company's financial position and earnings performance, medium-term financial and investment planning, and the interests of shareholders. The Supervisory Board thanks the Executive Board, Partners, managers and all employees for their great commitment over the past year.

#### **Outlook for 2026**

The outlook for 2026 is positive, even though uncertainties remain. Our customers are taking on the challenges of regionalization and the establishment of resilient supply chains, the upgrading of infrastructure, and the energy transition – and we are helping them to master them successfully.

Drees & Sommer is well positioned to achieve this, will systematically exploit market opportunities and continue to drive its growth strategically, internationally and sustainably. The Supervisory Board will continue to actively and responsibly support this path.

Stuttgart, April 28, 2026

Dr. Johannes Fritz

## REPORT OF THE EXECUTIVE BOARD

Steffen Szeidl (CEO), Dierk Mutschler, Marc Schömb

# TRANSFORMING COMPLEXITY INTO CLARITY

In 2025, there was a confluence of disruptive economic factors as seldom seen before. Tariffs imposed by Washington, military conflicts in the Middle East and a tense market environment slowed investment and led to increased planning uncertainty. In such an environment, perseverance alone does not secure future viability. Decisiveness and implementation skills are required – in short, the ability to turn complexity into clarity. And that's exactly what Drees & Sommer stands for – as reflected in the results for the 2025 financial year. With sales exceeding €1 billion for the first time ever and an operating result of €117.5 million, the company once again made an excellent showing.

Drees & Sommer consistently focuses on making complexity manageable – in real estate and infrastructure projects as well as in industry-sector projects. We have proactively diversified our service profiles in the areas of Real Estate, Infrastructure and Industry. We take a networked approach to our customers' requirements across all phases of the project and its lifecycle. We have been supporting many of our customers for years, some for decades. This continuity is no coincidence: It results from a deep sense of trust that has developed from overcoming challenges together. Our sincere thanks for this.

Action!  
Steffen Szeidl (CEO),  
Dierk Mutschler  
and Marc Schömb  
make short video  
statements  
about how they  
see the future.





### **Infrastructure: willingness to invest demands a clear plan**

The need for close synergy between guidance and implementation skill is currently no more obvious than in the infrastructure sector. It is here that issues relating to the future combine with a pressure to act – and an ambitious will to invest that often falters in practice, however. Special-purpose funds send an important signal, but an amount like €500 billion is at best a start. One in three bridges is in need of rehabilitation – and schools, roads and railways are also in urgent need of renovation. But the bottleneck is not only due to financial constraints. There is often a lack of clarity about what needs to be tackled first. In this context, our strategic maintenance management service sets priorities based on a clear rationale and executes projects in a way that results in predictable progress.

And there is reason to be optimistic: Large-scale infrastructure projects can succeed – with clear responsibilities and strict management. Terminal 3 at Frankfurt Airport is a good example of this. Drees & Sommer supported the project for almost two decades – from the planning phase right through to scheduled commissioning in April 2026 – and provided project management, construction management and tenant coordination services from a single source.

### **Real Estate: still able to act despite cost pressure**

The situation in the property market is no less complex. Rising costs, a skills shortage and increasingly strict sustainability and operational efficiency requirements are making investment and project decisions more difficult. The situation is further exacerbated in housing construction by the rising cost of materials and tradespeople, and stalled projects can only get back on track if processes are made more efficient. We see serial construction not just as a short-term alternative, but as a modular and robust solution – particularly for existing climate-friendly projects.

### **Industry: competence that transfers to buildings**

In the industrial sector, we transfer the know-how we have built up in the field of automation and artificial intelligence to buildings and districts. Our strategic partnership with Neura Robotics is a good example of this: We contribute our expertise in the sensorized environment and digital twins, and Neura Robotics complements this with cognitive robotics and interface expertise. We want to design buildings as learning, interactive systems and as environments that collaborate with humans and robots in real time. First pilot projects are already testing this approach during ongoing building operation.

The Bau Ventures takes the approach of identifying, testing and scaling new technologies at an early stage. As a venture capitalist and venture studio, we target investment in young companies in the construction and real estate industry with the aim of connecting them with the right companies and scaling solutions that impact on costs, revenues and sustainability.

### **Water and security: fields with high future demand**

In 2025, we expedited two strategic corporate initiatives. They illustrate how closely economic performance, functioning infrastructure and social stability are linked: Record periods of drought and heavy rainfall are disrupting the water balance of entire regions, thus resulting in pressure on water as a production factor, making location an increasingly crucial issue. Our 'Water Initiative' bundles our expertise in resilient water infrastructure, urban stormwater management and industrial water technology – from the sponge city to the use of closed water cycles in production.

Security is also becoming increasingly important in view of the global political situation. Our 'Security and Defense' Initiative supports public and private clients with the planning and implementation of security-related construction projects.

Civil, economic and security policy requirements call for a partner who understands these interrelationships and takes a holistic approach.

### **Global proximity to customers**

We take a logical approach to our international expansion: maintaining a presence wherever our customers need us. In the U.S., the integration of project and cost management company VVA opens up growth markets such as life sciences, semi-conductors and data centers. In the UK, our merger with RSP Consulting Engineers bolsters our expertise in the financial sector and in data centers. In this way, we support our customers in both directions: from Germany to international markets and from there back to Europe.

### **Outlook: it's people who make the difference**

The economic environment will remain tough in 2026: Geopolitical tensions, tight project finance and a wave of insolvencies are putting pressure on the market. All the more reason for future viability to be determined not solely by a focus on sustainability – the mindset that shapes our actions – but above all by determined people. And that's exactly what we have. Their commitment, expertise and courage to make clear decisions in difficult circumstances are the reason why Drees & Sommer has expanded again this year. In an environment that demands guidance, they are our most reliable answer. Our sincere thanks to them for their support.

Stuttgart, April 28, 2026

Steffen Szeidl

Dierk Mutschler

Marc Schömbms

## GROUP OPERATING RESULT 2025

### PROFIT AND LOSS STATEMENT

(in euros)

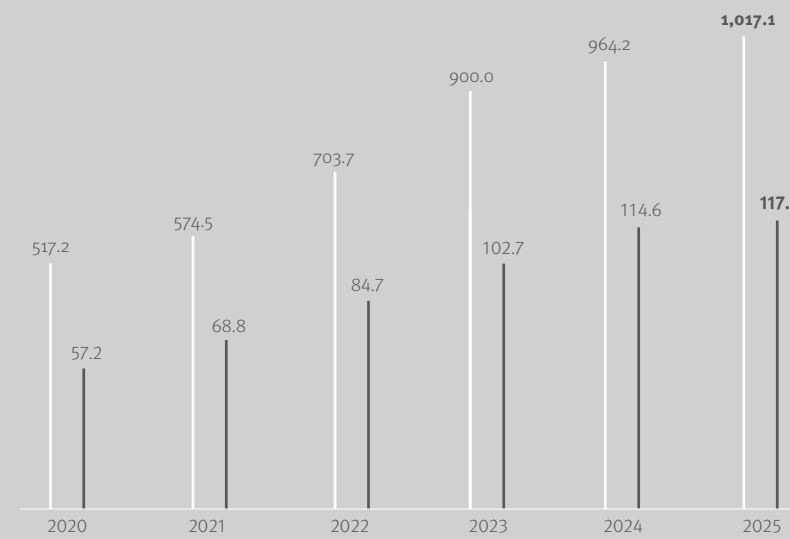
1. Revenues	854,649,569	
2. Change in work in progress	151,844,638	
3. Other operating income	10,561,628	1,017,055,835
4. Expenditure for purchased services	146,988,523	
5. Personnel expenses	569,518,060	
a) Wages and salaries	490,579,509	
b) Social security costs and pension fund	78,938,551	
6. Depreciation	30,059,435	
7. Other operating expenses	151,847,281	898,413,300
8. Income from shareholdings	1,270,947	
9. Income from other securities and from long-term loans	2,705,783	
10. Interest and other expenses	5,100,390	-1,123,660
11. Operating result		<b>117,518,876</b>
12. Taxes on income and earnings	41,566,786	
13. Other taxes	146,072	41,712,858
14. Net income		<b>75,806,018</b>
15. Shares held by other shareholders		452,987
16. Profit brought forward less dividends		80,810,662
17. Changes in equity as the result of purchase or sale of own shares		3,264,642
18. Group balance sheet profit		<b>160,334,309</b>

# 1,017.1

MILLION EUROS SALES

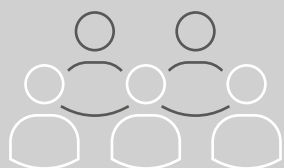
# 117.5

MILLION EUROS  
OPERATING PROFIT



Group sales in million €

Operating profit in million €



OVER

# 6,500

EMPLOYEES AT MORE THAN 80 LOCATIONS

Group sales grew by €52.9 m to €1,017.1 m (prior year: €964.2 m). Expenditure rose by €50.9 m to €898.4 m in the year under review (prior year: €847.5 m). Operating profit rose by €2.9 m to €117.5 m, with net income of €75.8 m.

## BALANCE SHEET

ASSETS	(in euros)
A. Fixed assets	
I. Intangible assets	133,207,141
1. EDP software, licenses	12,272,636
2. Good will resulting from capital consolidation	120,934,504
II. Tangible assets	53,908,622
1. Land, rights equivalent to real property rights, and buildings	27,058,433
2. Other assets, operating equipment, fixtures and fittings	24,775,849
3. Payments on account and tangible assets under construction	2,074,340
III. Financial assets	7,285,830
1. Shareholdings	6,412,599
2. Other securities lending	605,000
	268,231
B. Current assets	
I. Inventories	
1. Work in progress	0
./. Advances received	1,688,695,299
II. Receivables and other assets	-1,688,695,299
1. Trade receivables	163,954,448
2. Receivables from shareholdings	142,641,128
3. Other assets	2,441,132
III. Securities	18,872,187
1. Other securities	11,042,687
IV. Checks, cash on hand, cash in banks	11,042,687
	135,104,173
C. Deferred income (other)	
D. Prepaid taxes	10,485,527
E. Positive difference from asset allocation	3,085,000
<b>Balance sheet total</b>	<b>518,073,426</b>

LIABILITIES	(in euros)
A. Equity	208,901,820
I. Subscribed capital	26,444,572
less nominal value of treasury shares	-894,962
II. Capital reserves	15,664,044
III. Revenue reserves	98,104
IV. Net income	160,334,309
V. Change in equity due to exchange rate difference	4,374,616
VI. Minority interests	2,881,136
B. Accruals	176,996,759
1. Accruals for pensions	2,211,749
2. Provisions for taxation	49,210,670
3. Other accruals	125,574,341
C. Liabilities	130,758,357
1. Bonds	22,834,472
2. Liabilities to financial institutions	12,450,735
3. Payments received on account of orders	2,611,045
4. Trade payables	26,764,457
5. Liabilities to shareholdings	0
6. Other liabilities	66,097,649
D. Deferred income (other)	1,416,490
<b>Balance sheet total</b>	<b>518,073,426</b>

# 40.3 %

EQUITY RATIO



The reconciliation of retained earnings of €160.3 m to equity, together with the subscribed capital, capital reserves and retained earnings, results in equity of €208.9 m. The equity ratio is 40.3%.

Accruals for pensions, taxes and variable remuneration rose by €16.6 m to €177.0 m. Liabilities, such as to suppliers, subcontractors and taxes, increased by €30.8 m to €92.9 m. Advance payments received on orders fell by €31.5 m to 2.6 m due to invoice timing. Liabilities to banks fell by €1.1 m to €12.5 m. In 2025, further profit participation rights were issued as part of the employee participation scheme. These are presented as bonds in the amount of €22.8 m.

Overall, total assets for 2025 amounted to €518.1 m (prior year: €462.5 m).



Drees & Sommer's sustainability performance was awarded by EcoVadis in 2026.



In 2025, our net-zero climate targets were validated by the Science Based Targets Initiative (SBTI).

# WATER – A VITAL RESOURCE FOR A LIVABLE FUTURE

**“Mindful use of water is critical  
if buildings, districts and industrial  
sites are to be sustainable.”**

Frank Bornmann,  
Partner at Drees & Sommer



Worldwide, more water  
is currently being extracted  
than is naturally replenished.

Some four billion people – about half of the world’s population – are already suffering from acute water shortages. At the same time, increasingly frequent heavy rainfall is putting a strain on urban areas and infrastructure. As a result, water is becoming a key factor as we seek to ensure livable cities and a stable economy. Drees & Sommer develops holistic, future-proof solutions to meet these challenges, taking an interdisciplinary approach that extends from consulting and planning through to implementation. Our focus is always on people’s needs and the responsible use of this valuable resource.



## WATER DEFICIT

Over the last 20 years, Germany has lost some 60 billion cubic meters of water – roughly equivalent to the volume of water in Lake Constance.



Without appropriate countermeasures, economic losses of up to

**€625 BILLION**

could be incurred by 2050.

**“We tend to undervalue water because we have easy access to it on a daily basis.”**

Dr. Stephan Wasielewski,  
Head of Water at Drees & Sommer

**Our solutions covering the entire water cycle for real estate, infrastructure and industry:**

### **Drinking water: safeguarding life and shaping the future**

We are working on solutions that will secure the supply of drinking water to communities and agriculture despite the impacts of climate change, longer dry periods and increasing demand. → [more](#)

### **Urban water management: turning a potential hazard into a valuable resource**

When it comes to urban development, we see stormwater as a valuable resource – and not simply something that must be drained away as quickly as possible. Decentralized solutions and approaches such as the sponge city help local authorities to cool neighborhoods and manage heavy rainfall more effectively. → [more](#)

### **Wastewater: clean, energy-efficient and resource-friendly**

Modern wastewater treatment must meet strict requirements: Our work in this area includes issues such as energy self-sufficiency, the removal of even the smallest quantities of contaminants, and the overall resource-efficient operation of plants. → [more](#)

### **Industrial water: solutions for efficiency and safety**

Industry must be supplied with process, service and cooling water without impacting drinking water supply or protection of the environment. We help companies reconcile security of supply and efficiency with adherence to environmental regulations. → [more](#)

### **Reuse: back to the water cycle**

We focus on the natural water cycle. This includes concepts that – in future – will allow us to treat wastewater to make it suitable for human consumption.

**The future of water begins with us – as we adopt innovative approaches and boldly scale technologies and concepts. Because we can only create a livable future if we respect water for what it is: a prerequisite for life.**

# REAL ESTATE FUTURE PROOFS

## From department store to savings bank



In the center of Neumünster in northern Germany, the **conversion of the former Karstadt department store building into a modern savings bank branch** shows how revitalization can be achieved with a high level of resource efficiency. Instead of demolishing the building, which was built in the 1950s and 1970s, the **Sparkasse Südholstein** gutted parts of the department store to create a modern layout. A fourth floor was added as a steel structure, and all the facades were renewed. The savings bank now meets part of its electricity needs itself thanks to a photovoltaic system. The Drees & Sommer team supported the principal with consulting, planning, and project management services.

## Five-star renovation on Lake Como



Following the complete renovation of the former Hotel Britannia, the renamed **Lake Como EDITION** can now welcome guests from all over the world. Drees & Sommer supported the project throughout all phases – from concept development to construction. Thanks to highly precise planning services and detailed schedule and cost management, the **elegant five-star hotel was created within historic walls**. With 148 rooms, modern facilities and the highest level of amenity, guests can stay in stylish surroundings on the western shore of Lake Como.



© KOLLER HETTMANN SCHÜTZ ARCHITEKTEN / LEG-IMMOBILIENGRUPPE

## Growth without urban sprawl

In Wolfsburg and Göttingen, **LEG NRW** modernized more than 2,000 apartments and added a fourth floor to three-storey buildings and a fifth floor to four-storey buildings. This resulted in the construction of some 100 new apartments without requiring more land. A special feature of the district development project was that the upgrades were carried out while the apartments remained occupied. Drees & Sommer supported LEG with project and tenant management as well as with technical and economic controlling. → [more](#)

## Low-energy high-rise

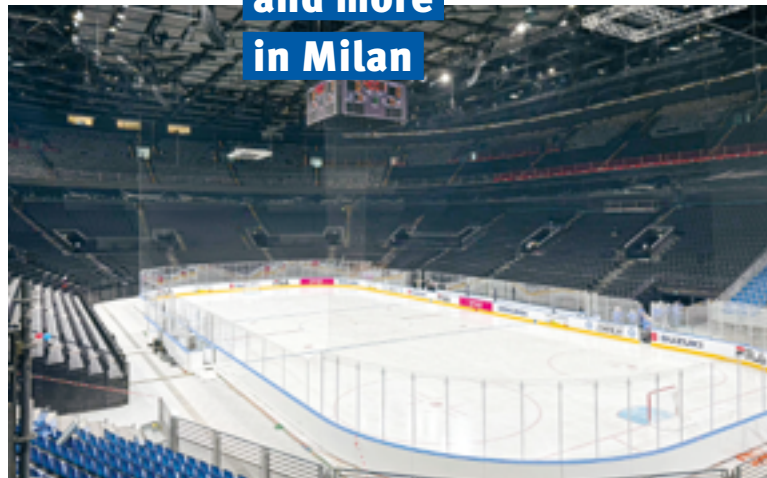


© KSP ENGEL

**Built on the Kirchberg plateau in Luxembourg, the Jean Monnet 2 complex is a state-of-the-art administrative center** for up to 4,000 European Commission employees. From 2015 onwards, Drees & Sommer assisted the principal, the Luxembourg Public Building Authority. The Jean Monnet 2 complex comprises a 90-meter office tower and a six-storey block. Together, the two parts of the building offer a floor area of around 190,500 square meters for offices, conference rooms, restaurants, a library and special-purpose areas. The Class A energy efficiency building is rated BREEM Excellent, making it a showcase for sustainable construction. → [more](#)

The ice rink of the **Santa Giulia Arena in Milan** was opened on schedule for the 2026 Winter Olympics and was the venue for exciting ice hockey matches. In the runup to the Games, Drees & Sommer teams from Italy, Germany and Austria made key contributions to ensuring the arena's on-schedule completion. They supported CTS Eventim with project, construction and commissioning management services and advised the customer on LEED sustainability certification. After the Games, the multi-purpose arena – which was designed by David Chipperfield Architects and Arup, and can accommodate up to 16,000 sports and music fans – will host numerous other events.

## Ice hockey and more in Milan





# HAVELUFER QUARTIER – A MODEL FOR COOPERATIVE CONSTRUCTION

The heritage-listed Hertlein precinct in Berlin's Spandau district was transformed into the Havelufer Quarter in just four years. Around 1,700 new apartments took shape in 16 new and four heritage-listed buildings. Drees & Sommer supported PATRIZIA and Kauri CAB with their ambitious project and acted as project manager and consultant for all service phases and areas.

The team used Integrated Project Delivery (IPD) – which lived up to its promise of making the project run all the more smoothly. Because this approach, chosen by the project developers and principals, binds the main parties together through multiparty contracts – in contrast to the usual bilateral contracts.

This leads to **much closer cooperation between the principal, architect and building contractor. The parties ensure that their decisions are transparent to everyone and make use of collaboration methods such as Lean Management. In addition, bonus/penalty schemes create incentives to speed up project execution.** Risks are identified earlier and are easier to eliminate. Despite challenging conditions, such as starting construction during the Covid-19 pandemic, the projects were completed on schedule and within budget thanks to this innovative management approach. "It is clear how important it is to work closely together and find pragmatic solutions, especially in difficult situations. Thanks to IPD, all project participants embraced this approach from the very beginning – and that was decisive for the success of the project," said Moritz Schöbel, project manager at Drees & Sommer.



The project makes a substantial contribution to UN Sustainable Development Goal (SDG) 11. For an overview of the United Nations SDGs visit <https://sdgs.un.org/goals>

## Germany's first multi-IPD project completed

Originally developed in English-speaking markets, Integrated Project Delivery has been used a number of times in Germany. And nonetheless, one feature made this project unique: It was so complex that the project participants involved in the construction of the new buildings concluded four multiparty contracts with each other. **This makes the Havelufer Quarter the first multi-IPD project in Germany – and one that will serve as a model for the future.**

The 130,000-square-meter precinct also aimed to be a role model in terms of sustainability. **And this aspiration was achieved, as demonstrated by the project's German Sustainable Building Council (DGNB) Gold certification.** Extensive green roofs with photovoltaic systems make a positive contribution toward sustainability. And anyone who needs a bike, an e-scooter or a car can find one at the precinct's mobility station.

Numerous other offerings demonstrate the important role that community plays in the Havelufer Quarter. Children can romp in the indoor playground, while adults can use the coworking office space or cook in the communal kitchen – just some of the ways in which residents can spend time together. A dedicated smart app supports residents in their day-to-day lives and also serves as a digital community forum. → [more](#)



# INFRA STRUCTURE FUTURE PROOFS



**Comeback  
in style**

In keeping with its heritage status, the goals of the renovation of the **Beethovenhalle Bonn** were to preserve the historic building fabric and retain the design dating back to 1959 while at the same time installing future-proof technology. To this end, the project participants renewed the entire building, event and stage technology over an area of 21,000 square meters. Much of the technology ended up concealed under the domed roof or in an underground utility facility. As project controller, Drees & Sommer was responsible for all phases of the renovation from planning to commissioning.

**Healthcare  
expertise for  
key supply  
infrastructure**



The expansion of the **Kirchberg Hospital in Luxembourg** has the dual goal of improving medical care and hospital infrastructure – while under no circumstances disrupting patient care. The project involves the fitout of a new 18-storey building, the addition of storeys to existing buildings, the expansion of the emergency department, and the renovation of the operating theater area. The Drees Healthcare specialists are providing project and BIM management expertise along with organizational and process consulting. → [more](#)

In a milestone for the energy transition and strategic infrastructure consulting, Drees & Sommer advised the **Steag Iqony Group on its acquisition of Uniper Kraftwerke GmbH's district heating business**. Technical and commercial due diligence focused on 750 kilometers of district heating routes and five generation sites. The merger will create one of Europe's largest district heating networks in the Ruhr region. Thorough preparation by zero-carbon experts involved analysis of the former operator's plants, with a particular focus on sustainability and potential. → [more](#)

**Active contribution  
to the green  
heating transition**



© STEAG IQONY GROUP



## Olympics-grade PV master plan for an architectural icon

Drees & Sommer is working with architectural firm Auer Weber to investigate how photovoltaics (PV) and heritage protection can be reconciled in Munich's Olympic Village. It is also looking at what form implementation of the PV system could take. The clients are the City of Munich and the Bavarian State Office for Heritage Conservation. The analysis is part of a comprehensive PV master plan – the first ever undertaken in Munich. The plan lays the **foundation for the energy transformation of the Olympic Village**. The results were documented in the form of maps and made available to residents as a guide from summer 2025. → [more](#)

**A new transshipment module is being built next to the existing terminal on the Stuttgart-Ulm railway line** on a site of just under 80,000 square meters. It includes four additional tracks, three fully automated cranes, five sidings, plus one inbound track, one loading track and one return track. The new infrastructure will allow more goods to be transported by rail, cutting carbon emissions by over 16,700 tonnes per year and increasing handling capacity to 300,000 cargo units per year. The Drees & Sommer team is coordinating all planning, approval and construction phases. → [more](#)

## Milestone for climate-friendly freight transport



## Top marks for sustainability and heritage protection



The **Königin-Luise-Schule in Cologne** comprises a building dating back to the 1950s, the current gymnasium, and the education center built in the 1990s. Drees & Sommer supported the client with the general renovation of the existing building as part of the city's school construction package. The aim was to preserve the heritage-listed architecture. At the same time, the project participants converted the school into an energy-saving building suitable for modern school operation. Thanks to highly efficient collaboration, the school was handed over two months earlier than scheduled. → [more](#)

The **state of Baden-Württemberg** is working with regional administrations and local authorities to address the challenge of **ensuring a secure drinking water supply in the future**. The Baden-Württemberg Ministry for the Environment, Climate and Energy Sector is implementing the project in cooperation with the State Ministry of Food, Rural Areas and Consumer Protection. Drees & Sommer water specialists took over responsibility for schedule control, technical support and quality assurance from Batch 2. → [more](#)

## Drinking water supply for over 1,000 municipalities in the state



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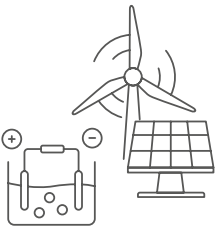
# FROM FOSSIL FUEL TO FUTURE FUEL





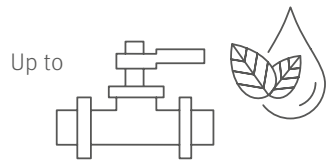
## SOLID FOUNDATION

Parts of the existing on-site infrastructure can continue to be used efficiently.



## CLEAN ENERGY

The electrolyzer produces green hydrogen – using 100 % renewable energy.



## 10,000 TONNES

of green hydrogen will be produced by the plant each year.



The project makes a substantial contribution to UN Sustainable Development Goals (SDG) 7, 9 and 11. For an overview of the United Nations SDGs visit <https://sdgs.un.org/goals>



## EUROPEAN FLAGSHIP PROJECT

The HGHH project is an Important Project of Common European Interest (IPCEI).

**Hamburg is rapidly decarbonizing its industry and is banking on hydrogen as its main energy carrier. A key milestone in the transition is the construction of the Hamburg Green Hydrogen Hub (HGHH) with a 100-megawatt large-scale electrolyzer. Drees & Sommer is responsible for project, construction and engineering management.**

A plant that used to burn coal will soon be producing green hydrogen: **The Hamburg Green Hydrogen Hub project company is building a 100 MW electrolysis plant** on the site of the former power plant in Hamburg-Moorburg, thereby contributing to the decarbonization of industry and the port.

The HGHH consortium partners Luxcara and Hamburger Energiewerke GmbH commissioned Drees & Sommer to coordinate the project. **The integrated project, construction and engineering management approach used by the team ensures that planning, execution and commissioning dovetail to ensure maximum schedule, quality and cost efficiency.**

### Project of European interest

The construction of a hydrogen production plant is about much more than the electrolyzer itself. That's why the Drees & Sommer experts are precisely coordinating all disciplines involved – from structural and civil engineering to process and electrical engineering to automation.

The HGHH has been designated an Important Project of Common European Interest (IPCEI). The EU member states are strategically promoting these projects because they support the strategic goals of the energy transition. There are 62 hydrogen-related IPCEI projects in Germany. Commercial hydrogen production is scheduled to start at the Hamburg Green Hydrogen Hub as early as 2027.

[→ more](#)

# INDUSTRY FUTURE PROOFS



## Progress on a robust electronics supply chain

Drees & Sommer and Stantec are supporting the Singaporean company Silicon Box with the planning of a **new state-of-the-art semiconductor assembly and testing facility in northern Italy**. The investment of some €3.2 billion in the Italian site marks the customer's first production expansion outside Singapore. Drees & Sommer is providing a range of services including industrial, civil mechanical and electrical engineering, and cleanroom planning. → [more](#)

**A major business park is being built in the heart of the Leipzig metropolitan region.** With an area of almost 28 hectares, 114,000 square meters of leasable space, three production halls and numerous workplaces, it offers companies attractive opportunities for expansion and innovation. Its prime location next to well-known international corporations, the business park will act as a catalyst for development in East Germany. The project is being implemented by Hines. Drees & Sommer is helping the business park achieve a high level of sustainability, for example by striving for German Sustainable Building Council (DGNB) Platinum certification and meeting EU Taxonomy requirements. → [more](#)

## ESG catalyst for economic development in eastern Germany



## Safe and convenient fast charging



**Audi Charging Hubs** now offer a new charging solution: Audi's innovative Cubes turn a simple charging session into a power recharge. In addition to highly efficient fast charging, they offer a range of exclusive services. What began as a pilot project in Nuremberg quickly developed into a successful concept. Audi has now expanded its network of charging hubs, including to Düsseldorf, Berlin, Salzburg, Munich, Frankfurt and Bremen. Drees & Sommer worked with Audi to develop an execution concept, and following a successful general planner invitation to tender has been providing project control services. → [more](#)

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## Campus for European technology sovereignty

Drees & Sommer was commissioned as a specialized design partner to support **a state-of-the-art semiconductor research and development facility** in Malaga. The facility is being built on behalf of imec and includes utility buildings. Ineco, the Spanish state-owned engineering company, is implementing the project, which is supported by the Spanish government. The project bolsters Spain's position as an international base for semiconductor technology, thus contributing to European sovereignty in this key industry. → [more](#)



## Future-proof infrastructure at Audi headquarters

The project comprises eight closely related subprojects with a duration of more than a decade. The focus is on the **installation of new media lines at the company's Ingolstadt plant**. Additional tasks include unbundling existing media structures and **building a new power plant for the entire site**. Audi and Drees & Sommer are jointly responsible for project control and ensuring that deadlines and quality standards are met within budget. A key challenge is the fact that construction work has to take place under immense time pressure with the plant in full operation.

→ [more](#)

Since 2025, the Penzberg site has been dominated by the Diagnostics Innovation Center – **a state-of-the-art research and office complex owned by biotech giant Roche**. With a height of 33 meters, the smart building offers up to 1,000 workplaces, with the flexible laboratory hub concept promoting collaboration and ensuring efficient use of space. Intelligent energy management enables carbon-free operation of the facility. Drees & Sommer used construction management for the project, and planning and construction processes were controlled and tracked using a lean approach. → [more](#)

## Prestige showroom for automotive company



Completed on schedule for the market launch of the new Infiniti model, a new **milestone in the development of the AW Rostamani Group's retail network**. The showroom design team developed a striking two-storey space. The glazed facade and cantilevered cladding make the building a striking landmark. The Drees & Sommer team was responsible for project management consulting, design and value engineering, contractor administration and cost management.



## High-tech combined with sustainability

© PHILIP KOTTLORZ



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

# GREEN FUTURE PROJECT: STEP BY STEP TOWARDS LOW-CARBON STEEL PRODUCTION



**The Salzgitter company is implementing the first of three stages of its SALCOS® (Salzgitter Low CO<sub>2</sub> Steelmaking) program on a site of around 1.5 square kilometers. The project is transitioning the steel industry to green production. And Drees & Sommer is playing a key role.**

Transforming a steel mill with several production stages while it remains in full operation is a complex and demanding task that requires tight organization. A team of 35 Drees & Sommer experts is providing a range of services to the client, taking care, for example, of coordinating those involved in planning and construction. They also ensure a smooth planning and construction process while keeping a close eye on subproject costs and deadlines.

**“The Drees & Sommer team supported us in a difficult situation and treated the project as if it were their own.”**

Sebastian Luther, Technical Manager SALCOS®

Until now, steel production has emitted enormous amounts of carbon worldwide. At around eight million tonnes per year, steel production in Salzgitter accounts for about one percent of Germany's total carbon emissions. The SALCOS® program will change all that.

#### **Gradual transformation of production**

The first of three stages of the project is currently being implemented. It involves the **construction of a direct reduction plant, an electric arc furnace and a 100 megawatt electrolyzer**. These systems allow a huge reduction in carbon emissions through the use of natural gas and hydrogen in the production of around 1.9 million tonnes of low-carbon crude steel annually.

The first stage of the program alone will reduce the steel mill's overall carbon emissions by one third. And the gradual further transformation of production processes will result in up to 95 percent of carbon emissions being cut by 2033. Because of the huge significance of the project for climate protection, the German federal government and the state of Lower Saxony are subsidizing the first phase of the project to the tune of some €1 billion. The Salzgitter Group itself is investing an additional €1.2 to €1.4 billion of its own funds in this stage.

 **Watch now: How we are managing the SALCOS® project and driving the transformation of the steel industry.**



# MAJOR PROJECT SUCCESSFULLY REACHES FOR THE SKY



**The Fraport company has successfully completed one of Germany's most important infrastructure projects: Terminal 3 at Frankfurt Airport. A little more than ten years after the groundbreaking ceremony, it was officially 'ready for takeoff' on April 23, 2026. Fraport took the new terminal on the southern edge of the airport site into operation as planned.**

'T3' initially increases the airport's capacity by up to 19 million passengers per year and consolidates its role as an international hub. All airlines are progressively moving from Terminal 2 to the new terminal.

Drees & Sommer provided project management expertise on behalf of Fraport Ausbau Süd GmbH from 2007 onwards. In 2020, the company also took over full responsibility for Construction Management – providing planning, construction, tenant coordination and commissioning services from a single source – while also assuming responsibility for site planning and other aspects of building services engineering. This end-to-end responsibility created transparency, shortened decision-making paths and increased implementation quality.

#### **Mastering complexity – even under extraordinary**

At its peak, up to 100 project managers, 300 construction management experts and some 120 planners worked together on the airport expansion.

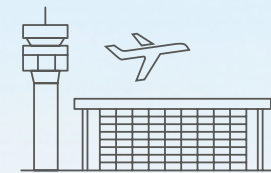
The award of contracts to 400 different trades placed high demands on coordination, interface management and scheduling. External factors such as the COVID-19 pandemic also impacted on progress.

Drees & Sommer and the client relied on close cooperation supplemented with digital management solutions. This allowed the team to identify risks at an early stage, initiate appropriate countermeasures and maintain transparency of project progress.

In September 2025, the project team secured official acceptance. This was followed by handover to operations and thus the go-ahead for air traffic. By the time of the official opening in April 2026, the project participants had completed all remaining work on schedule. This included food and beverage services, retail facilities and the baggage handling system.



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



# 176,000 m<sup>2</sup>

Terminal 3's footprint is equivalent to about 25 football fields.

## 3



The terminal has 3 piers of different sizes: Pier G can be operated independently of the main building, Pier H serves the Schengen Area, and Pier J only handles non-Schengen traffic.



## The 64

retail, food and beverage outlets in the terminal's main building, Piers H and J, increase the range of amenities available to passengers. The number of facilities matches those of a medium-sized shopping center.

## 8,500



parking spaces including e-charging stations are available in the multistorey car park, making it one of the largest in Europe.

# DIGITAL FUTURE PROOFS

## WE NEED MORE DIGITALIZATION PIONEERS. SO WHY NOT BECOME ONE?

Digital transformation can be challenging without access to the right expertise. As a digitization driver, we can support you in all aspects of transformation – from strategy development to implementation and operation. We are not only consultants, but also act as a sparring partner and thought leader. With our extensive digital and innovation network, we take a holistic and future-oriented approach to designing your digital journey. Let's take a look at our innovative methods, tried and tested in practice:

### **CYBERSECURITY – A STRATEGIC SUCCESS FACTOR**

Digital business models, cloud infrastructure and networked supply chains are leading to increasingly complex IT landscapes. At the same time, the number of cyberthreats and regulatory requirements continue to increase. As a result, cybersecurity is becoming a decisive success factor – critical for security, resilience, competitiveness and sustainable growth. It is crucial to identify risks at an early stage, to assess them realistically and to target your response. Drees & Sommer helps you effectively protect your digital assets by providing cybersecurity consulting services and detailed assessments, and recommending specific optimization measures.

→ [How to realize a robust security architecture](#)



**“The courage to take responsibility – instead of just talking about it. That’s how we create digital solutions with impact: for our customers, our employees and for a livable future.”**

Jonathan Davis, Partner at Drees & Sommer

#### **THE BAU VENTURES**

Digital platforms, AI-supported services and proptech are fundamentally reshaping established business models. The DACH region already has over 1,000 active young companies – and leading market players are responding to this phenomenon. That’s why we consolidate our startup activities in The Bau Ventures, an early-phase investor for startups. Our goal is to identify innovations early, systematically promote them, and bring them to market with the help of our expertise. The Bau Ventures allows us to accelerate innovation and shape the future of the built environment.

→ **The Bau Ventures turns a vision into reality faster**

#### **SHAPING THE FUTURE OF SMARTER DIGITAL CITIES**

Imagine being able to experience your city in 3D today – and to actively shape how it develops. The EU’s SENSE project makes this possible. As part of an interdisciplinary team, we are exploring how virtual reality and the metaverse can improve the quality of life in European cities. The core element is an immersive digital twin of real cities that enables planners, citizens and decision-makers to interact with each other in 3D environments. This brings ideas to life, tests scenarios and ensures that decisions are more thoroughly researched – from mobility and climate to inclusion and the development of a livable urban environment. → **Discover Europe’s future of connected smart cities**

**“Innovation is no accident, but the result of strategic partnerships, smart investments and operational excellence. If you want to play a role in shaping the future of the construction and real estate industry, you have to help develop it.”**

Sascha Hempel, Partner at Drees & Sommer

### Trend survey: Investors see increasing demand for healthcare facilities and retirement living

A recent trend survey of institutional investors and asset managers conducted by Real Blue Kapitalverwaltungs-GmbH shows a clear trend: Demand for social infrastructure – especially for retirement living and healthcare facilities – is likely to increase sharply in the coming years. → [Get the full picture and optimize your investment – read the survey now \(available only in German\)](#)



# STUDIES AND EVENTS – THE FUTURE IN NUMBERS



### Transparency that builds trust

We make sustainability both transparent and tangible: For the first time, we presented our Sustainability Report 2024 in accordance with the European Sustainability Reporting Standards (ESRS) – and we did this voluntarily well ahead of the regulatory requirement.

→ [Click here for insights into our ESG topics and projects](#)



### Serial construction: The answer to the school construction crisis

Anyone who has ever played with Lego knows how much fun it is to build with bricks of so many different shapes and colors. This modular approach may now also be the solution to the school construction crisis, as shown by our School Construction 2025 trend report.

→ [Discover how modern learning landscapes are created \(available only in German\)](#)



### Energy meets Industries

Talking to each other is good – working together is even better. In 2025, the cross-sector event 'Energy meets Industries' once again showed that taking action is crucial to maintaining competitiveness and effectively countering climate change. The 2026 event has already been scheduled: It will take place in Berlin on November 4 and 5. → [Register now](#)



### The future begins today

Autonomous vehicles, learning cities and self-healing materials: Things that were science fiction yesterday will be reality tomorrow. But the many questions we face include: What can we expect in the next ten years, how will real estate, infrastructure and industry change, and how should we prepare for these changes today? → [10 Future Theses – Volume 3 provides the answers](#)

## SHAPING TOMORROW TOGETHER

The Partners, the Associated Partners and over 6,500 colleagues work day in, day out on future-proof solutions for you – or a world in which we all want to live.



DRIVEN BY TOMORROW

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