

STRABAG SE
**The Development from a
Family Business to an
European Leader**

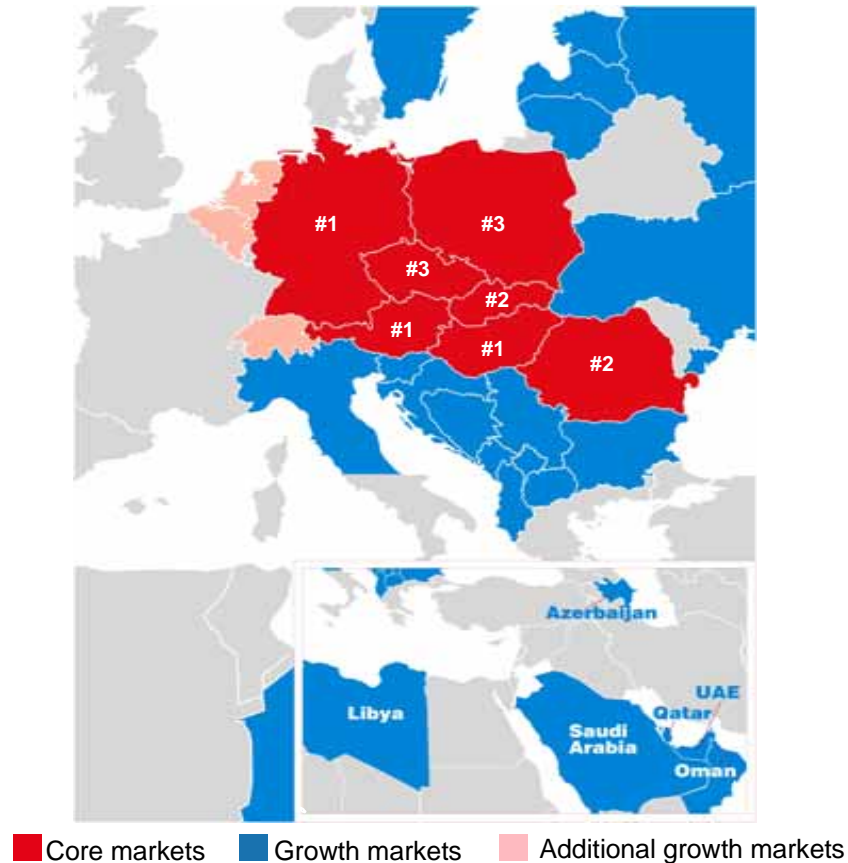
April 2009

STRABAG

Building Visions. Building Values. Building Europe.

Leading market positions

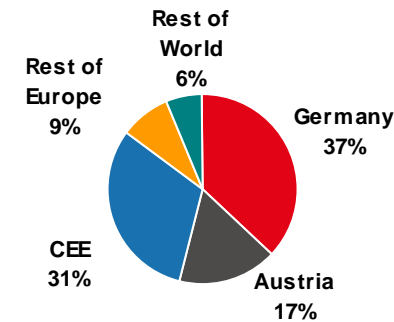
Overview of STRABAG's key markets



Highlights

- #1 in Germany, Austria & CEE combined
- Approximately 80% of group output from regions where STRABAG holds a market position among the top 3
- Russia: no growth for the moment but stable volumes
- Stronger focus on Middle East, Libya, India and Asia

Output volume by region (2008)



Note: Assessment of market positions based on Deloitte market report, public filings and STRABAG management estimates

Our growth path

Stage 1: The charismatic Entrepreneur

- charismatic personality
- consequently following his strategy
- doing things differently than the existing industry
- he is seeking to consolidate the market

In **STRABAG** case: 1975-1987

result: #1 in Austria, € 1bn revenue

Stage 2: Can we trust external management?

- through take-overs external Managers came
- structure company consequently
- give execution power to managers
- make sure your reporting is perfekt and transparent

In **STRABAG** case: 1987-1997

result: present in 6 countries,
€2bn revenue



¹⁾ BRVZ Bau-, Rechen- und Verwaltungszentrum ²⁾ BMTI Baumaschinentechnik International ³⁾ BLT Baugistik und Transport ⁴⁾ TPA Gesellschaft für Qualitätssicherung und Innovation

Stage 3: The new Partner „Capital Market“

- to move to next dimension stable capital partner is needed
- family needs to reduce his risk exposure
- pre-requisite for capital market is transparency
- growth can now accelerate and company can reach European Dimension

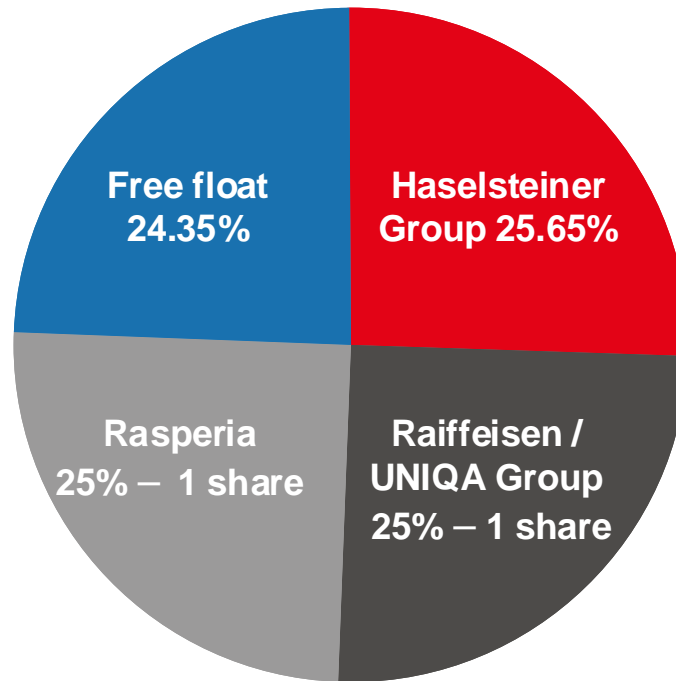
In STRABAG case:

1987: step 1 with Raiffeisen

2007: step 2 with IPO

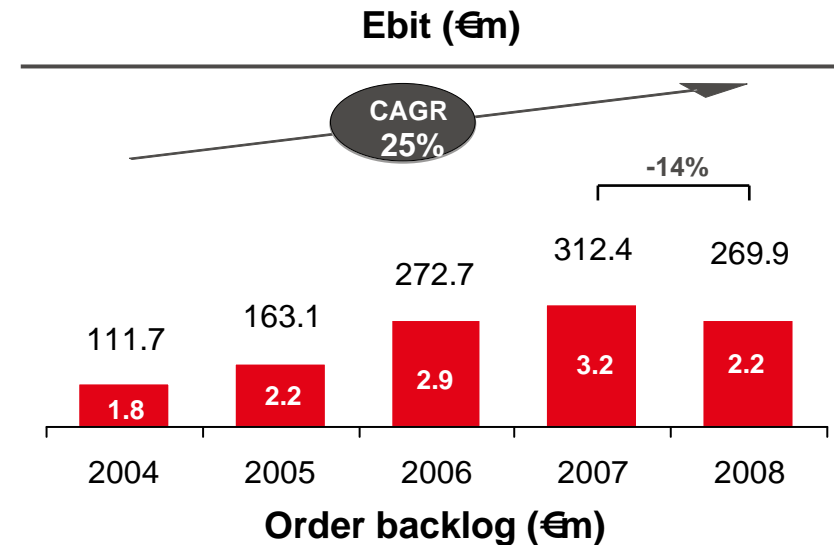
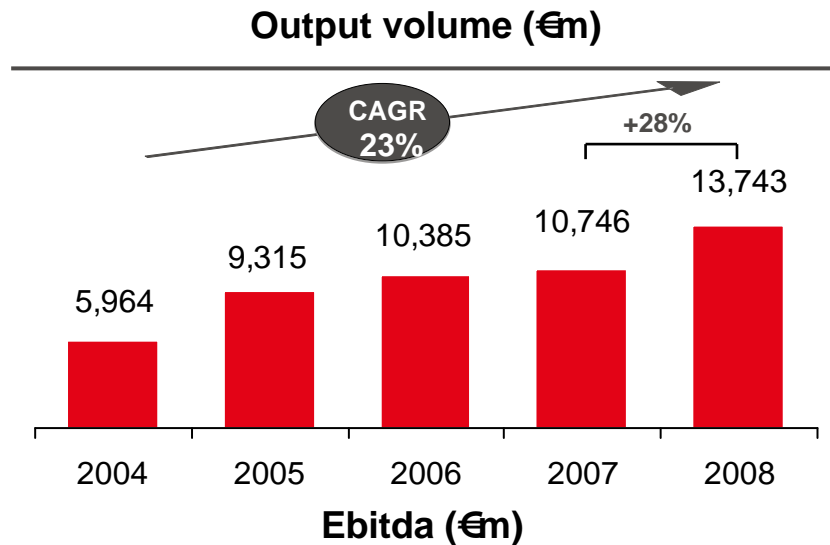
result: #3 in Europe, € 14bn revenue

Shareholder structure



Note: Shareholder structure as of April 2009

Strong top line-growth



2006 NI after minorities adjusted for DEUTAG sale
 "White figures" = margins in %

No matter how big you are...

Never forget your ethical principles

- We do **not bribe** anybody!
- We encourage our employees to take part in **training** programmes!
- We have a **transparent** and accurate accounting!
- We do **not accept gifts** that might influence us!
- We require our **suppliers** to observe our ethics principles and adhere to all laws!
- We place subcontractors who breach the ethical standards on a “**blacklist**”!
- When dealing with the **public** we inform everybody at the same time!
- We have a **four-eyes** principle!

Manage your Talents

- Team of **39 experts** for human resource management in 8 countries: AT, DE, HU, HR, CZ/SK, RU, RO, PL
- Trainings by **STRABAG academy**: 11,000 participants in 2008
- **Applicants and talents management software** in 9 languages
- Internationally standardised **four-eyes personnel talks** once a year
- **Potential analysis tool** to identify strengths and improvement potential (Thomas analysis), 1,000 analyses per year
- **Trainee programme**: 102 people (in 2008) from 8 countries, programme duration 12-15 months
- Corporate magazine „**Inform**“ in 6 languages, 3 times a year

STRABAG's talents management (cont.)

- **Code of ethics** introduces core values for management and all employees
- **Group principles** developed by employees from different countries and levels (www.strabag.com -> STRABAG SE -> Group principles)
- Cooperation with **Johanniter air emergency** in order to transport injured expat-employees to their home country
- „**STRABAG employee and social fund**“ – private trust for help in case of social hardship (~ €7 million)
- **STRABAG partnercard** for avoidance of illegal employment – prevention of time and money consuming controls at the building sites
- 120 **occupational health and safety experts** in 11 countries

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