

Business Results Press Conference,

March 23, 2005

Page 1 of 12

Dr.-Ing. Dr.-Ing. E.h. Hans-Peter Keitel
Chairman of the Executive Board

Check against delivery.

Embargoed until 9:30 a.m. on March 23, 2005

Ladies and Gentlemen,

I wish you a very warm welcome to our Business Results Press Conference here at Düsseldorf International Airport.

We have good news for you: HOCHTIEF has reached or, in some cases, exceeded its targets in fiscal year 2004. Notably in the construction-related business areas, we made particularly strong gains. In our core segment, construction, we are generating healthy earnings Group-wide. Our strategy of covering every link in the value chain of construction with our services is paying dividends.

This is clearly reflected in our business results which I would initially like to present to you in condensed form before Dr. Vater gives you a run-down of the figures in detail. Following that, I will give you an overview of the strategic framework for our success and outline our vision for the future of our company.

HOCHTIEF performed very well on all key indicators:

Page 2 of 12

- **New orders** grew by 8.6 percent to EUR 15.59 billion (2003: EUR 14.35 billion), once again topping the high level attained in the previous year.
- **Work done** increased by 14.0 percent to EUR 13.11 billion (2003: EUR 11.50 billion). Particularly strong growth was achieved in service activities and in major international projects.
- The **order backlog** swelled by 13.7 percent to EUR 18.72 billion (2003: EUR 16.47 billion). This is a new record and represents almost a year-and-a-half's worth of forward orders, even with the high rate of output evidenced by work done.
- **Profit before taxes** increased 17.4 percent to EUR 187.3 million (2003: EUR 159.5 million), well above the prior-year figure. This includes, among other things, a positive effect from discontinuing amortization on goodwill.
- We surpassed expectations by more than doubling **consolidated net profit for the period** compared with 2003, to EUR 41.2 million (2003: EUR 16.2 million)—and this despite a higher effective tax rate.
- **Return on capital employed** (ROCE) increased to 14.2 percent (2003: 13.7 percent). HOCHTIEF can thus report a positive figure for value added over and above its cost of capital.

HOCHTIEF stock is a by-word for building value on sound foundations. Following the sale of interests held for several decades by RWE, over 80 percent of our stock are now freely traded. Just under half our shares are held in Germany, a third in Britain, a good ten percent in the USA and the rest in various other countries around continental Europe. Since February 2004, our company has thus had an ownership structure to match its international presence.

Shareholder relations were temporarily strained in the first half of 2004 by the need to take provisions for project risks at our Australian subsidiary Leighton. The stock market reacted to the sudden news with disappointment, and our shareholders initially suffered a substantial drop in the value of their holdings. As the year progressed, however, HOCHTIEF successfully regained the market's confidence with solid, reliable performance. The closing price for 2004 of EUR 23.99 was nearly one euro above that for 2003 and some 42 percent higher than the year's low hit on May 10, 2004.

Page 3 of 12

Ladies and Gentlemen, in fiscal 2004 HOCHTIEF also continued to implement projected strategic measures one by one:

- Streamlining its business portfolio by selling off its minority stakes in Ballast Nedam N.V. in The Netherlands and Kitchell Corporation in the USA;
- Further harnessing the innovative power of HOCHTIEF for market development purposes: Here, I mention in particular the examples of PreFair, after sales service and building diagnosis with which you are already very familiar;
- Further building on our construction-related services business, notably in the area of facility management: Bolstered by its takeover of the facility management units of Siemens and Lufthansa, HOCHTIEF stepped into the market leader position in the segment of integrated FM services in Germany;
- Further expanding concessions business, above all in the field of public-private partnership;
- Plus, of course, continuing to enhance the company's level of transparency and intensifying communications with the capital markets by way of analysts' conferences, participation in investor conferences as well as roadshows in twelve international financial locations.

Allow me to sum up these highlights in a nutshell: HOCHTIEF delivers excellent results at all levels, both in qualitative and quantitative terms. And we aim to go on consistently pursuing this path in 2005 with fresh ideas and a strategy which has taken on new aspects. But more of that later.

Page 4 of 12

First, Dr. Vater will present to you the key figures for the Group and the divisions in detail.

Many thanks, Dr. Vater.

Ladies and Gentlemen,

Page 5 of 12

HOCHTIEF is consistently pursuing the path of drawing on its core competency to develop and grow at every link in the value chain of construction. This self-image is encapsulated in our newly formulated **vision**:

“HOCHTIEF builds for tomorrow.—Along with our partners, we expand horizons, link people and organizations, create new ways to think and act, and continually enhance the values entrusted to our care.”

Our gaze is not only directed at today and our comprehensive reporting on 2004: HOCHTIEF is also sending a clear signal that we are looking toward the future, we have plans. HOCHTIEF is molding more than just its immediate business environment. We know this is an ambitious aspiration. What does this have to do with the daily workings of our company? Allow me in this context to quote Germany’s ex-President Roman Herzog: **“Visions are strategies of action. That is what makes them different from utopian dreams.”**

And that is exactly what it’s about: resolute, forward-thinking action. Many talk about the challenges of traditional construction. HOCHTIEF acts. Fuzzy concepts cannot define mission-critical factors; fancy labels cannot conceal substance—or the lack of it—forever. The only way to manipulate risk, volatility and cyclical dynamics successfully is by developing your abilities along the entire value chain of construction, consistently and without compromise. And by taking a long, hard look at what really goes into building a core competency in construction: professional experience managing highly complex processes under ever-changing operating conditions.

Our core competency is construction—construction in the broadest sense. The first images that come to mind are of our immediate environment, surroundings dominated by buildings, bridges and tunnels, structures made from concrete, glass and steel, and by utility infrastructure and traffic arteries. But to us, construction is much more: excavating natural resources using logistics

expertise cultivated in the construction business; managing airports and operating them more efficiently; facility management; designing, planning and costing complex solutions and structuring innovative finance packages. Construction is also project development, concessions and public-private partnerships.

Page 6 of 12

Successful construction companies master the entire spectrum of building, embracing all aspects of the business as a challenge. The key to their success is the ability to execute projects with a healthy risk profile spanning all phases of the life cycle simultaneously. HOCHTIEF sees itself as just such a company.

Construction is a here and now business. It happens on location at numerous sites throughout the world, under conditions that are anything but static. That also involves classifying our portfolio of individual construction business lines according to criteria like opportunities, risks, margins and timing. This is the only way to create value dependably and sustainably by focusing on attractive areas. HOCHTIEF is very selective when acquiring projects: By applying stringent criteria, we ensure a well-balanced portfolio.

Our vision takes shape through our **strategy**: We configure and develop our range of services at every link in the value chain of construction in line with the opportunities, potential, risks and timing associated with it. We have reformulated this concept in four modules:

- **Development**
- **Construction**
- **Services**
- **Concessions and operation**

Some HOCHTIEF divisions cover all four modules in their offerings. Others are specialists focusing on particular areas. Each of the four modules is proof positive of our global efficiency:

Module 1: Development

A successful project's foundation is laid long before construction begins; it starts with an idea. HOCHTIEF Project Development supports our clients efficiently when it comes to property development, in other words, from planning all the way to finance and marketing—as all-in package or individual offering. A large number of pre-lease and pre-sales commitments prior to construction offers effective protection against market risks. At the end of 2004, the volume of projects in the construction phase stood at some EUR 700 million: 68 percent of these projects had already been sold, while for 56 percent, long-term leases had been secured. Our subsidiary Leighton Holdings performs project development work in Australia and Asia on a similar basis.

Page 7 of 12

Today, HOCHTIEF is Germany's leading real estate developer, making it the sole construction company in Germany successfully positioned in this market.

Module 2: Construction

This module encompasses standard contracting operations as well as construction management for buildings, civil engineering and infrastructure projects. Fields such as sustainable construction, healthcare and educational properties, the building and dismantling of power plants as well as refurbishment and upgrading will prove to be increasingly profitable business areas in the years ahead. HOCHTIEF is actively shaping these developments.

We are active along the entire value chain of construction and combine the three components of ecology, economy and social responsibility. Taking a big-picture approach to the life cycle of properties and facilities coupled with the concept of sustainable construction results in appreciating property values and long-term assurance on costs for the client.

Recent developments prompt me to comment briefly on construction in Germany: HOCHTIEF Construction started out on January 1 of this year with an unusually high 73 percent of annual work done already on the books, and attained a qualitative and quantitative increase in new orders in the first two months with a volume of over EUR 400 million. In other words, it is indeed

possible to build successfully in Germany—as long as one refrains from entering what we consider to be a totally nonsensical price war.

Page 8 of 12

This is corroborated—as it were, on the other side of the coin—by the collapse of a major competitor in southern Germany. The construction industry must read this signal correctly in our common interest and harness it in actively adapting the structures of the construction market to present-day conditions.

Module 3: Services

This area will continue to gain in significance down the line. HOCHTIEF raises the bar with its end-to-end portfolio of services covering all aspects of its core competency, construction. This includes construction planning, logistics, asset management, facility management, environmental engineering and insurance.

With its central Procurement Consulting unit, HOCHTIEF offers global supply chain management to internal and external partners alike. Turner Logistics represents the equivalent response of our US subsidiary to growing demand among clients for a competent partner to handle the purchasing of materials, systems and services required for complex projects.

With integrated facility management, HOCHTIEF takes on the comprehensive, competent management of properties and equipment for its clients. The aim here is to preserve existing values on behalf of the client as well as optimize the latter's use of his property, facilities and systems. The business segment was substantially expanded in 2004 through the acquisition of the facility management activities of Siemens and Lufthansa. It has rich future potential.

Module 4: Concessions and operation

Included here are activities aimed chiefly at managing business processes, that is, our Airport division, as well as the concessions business and the public-private partnerships segment for public buildings, social infrastructure, toll roads and public utilities. With its focus on operation, contract mining also falls into this category.

HOCHTIEF is already Germany's top contracting group in terms of international concessions experience; we are the market leader in Australia through subsidiary Leighton. A breakthrough in the concessions business in Germany was finally achieved in 2004: HOCHTIEF won the contract for the country's largest public-private partnership project ever awarded in the area of operator-run properties, namely the refurbishment and operation of 49 schools in the Offenbach district. HOCHTIEF PPP Solutions GmbH commenced operations at the beginning of 2005. Its purpose is to systematically expand our company's PPP business.

Page 9 of 12

In the future, HOCHTIEF intends to further exploit the excellent opportunities taking shape in the promising German PPP market. According to lower-end estimates, PPP investment volume in the schools, administration buildings and hospitals segments alone will trace a continuous upward curve, reaching a level of around EUR 6 billion per year by 2009. Even by conservative estimates, current knowledge indicates that just the seven projects held by HOCHTIEF PPP Solutions will secure a cash flow volume of some EUR 1.5 billion for the Group over an average remaining span of 25 years.

Together with its subsidiaries and associated companies, HOCHTIEF is currently involved in 19 PPP projects around the globe, representing a total project cost of some EUR 8.5 billion. Fifteen of the projects are toll roads with a combined length of approximately 880 kilometers. We have prequalified for five additional international projects in this segment. The concessions and operation business at HOCHTIEF also captures the five airport holdings of HOCHTIEF AirPort, which are managed under operating agreements or as concession projects.

HOCHTIEF has laid a sound foundation for making the most of PPP opportunities: In the traffic sector alone, the global volume of privately financed projects open to competitive bidding as toll roads is expected to reach some EUR 45 billion by 2009. That represents roughly 150 to 200 projects that will be added to the market over the next few years.

Ladies and Gentlemen,

Page 10 of 12

These four modules complement one another perfectly and illustrate the exceptional expertise of HOCHTIEF when it comes to covering every link in the **value chain**. All divisions within the HOCHTIEF Group provide integrated services—from project development through financing concepts to pre- and after sales service or facility management. These services are strategically networked by the Group to create an end-to-end portfolio of offerings that generates value added for the client and establishes innovative standards in the marketplace through an integrated approach to managing the project life cycle. The client can tap into virtually all services from a single source. Already today, HOCHTIEF's construction-related services generates a particularly high share of earnings, putting us well ahead of all our competitors.

In fiscal 2005, our international subsidiaries will once again make a substantial contribution to earnings. Here, Turner is buoyed by the robust development of the US economy. Leighton will again represent the biggest and most successful company in the Australian construction industry by a long way—as it was also during the past twelve months marred by risk.

Hence, HOCHTIEF today is positioned in such a way that we are able to achieve substantial and sustainable increases in our earnings. **The focus is on business segments with flatter cyclical fluctuations, lower risk and steadier cash flow which display significant growth while achieving high margins over the long term and tying up less capital—at every link in the value chain.** This is our goal. And this is what will benefit our shareholders.

With this goal in mind, we will in the years ahead be zeroing in on one thing above all: **qualitative growth**. Increasingly, the more profitable, lower-risk modules in our portfolio—development, services as well as concessions and operation—will take center stage over our traditional core construction business, which itself will continue to display healthy sustained earnings growth.

The stage is already set: In early March 2005, HOCHTIEF went ahead with the sale of parts of its airport holdings, as already announced. With two funds managed by Hastings Funds Management Ltd. (Australia), Caisse de dépôt et placement du Québec (Canada) and KfW IPEX Bank (Germany), HOCHTIEF AirPort (HTA) signed agreements to establish an investment partnership. The interests concerned consist of about one-third each of HOCHTIEF's stakes in Athens, Düsseldorf and Hamburg airports as well as 49 percent of its interest in Sydney Airport. The total value of the transaction runs to some EUR 343 million. The realized selling price confirms our assessment that the entire airport portfolio is worth in excess of EUR 1 billion.

Page 11 of 12

This investment partnership is part of our corporate strategy geared to realizing the enhanced value of these airports in the short term following successful restructuring and optimization, and freeing up capital. HOCHTIEF will channel the proceeds not only into reducing its debt but also into investing in other profitable infrastructure projects as well as into expanding its range of service offerings.

The year 2005 got off to a good start for HOCHTIEF, even in the hotly contested German construction market where—as already mentioned—we set out with an unusually high 73 percent of annual work done already on the books, and continue to display a high level of new orders in both quantitative and qualitative terms.

In light of all these facts, our **outlook for the business year 2005** is a positive one:

Given that there will be no crisis-scale changes in the global economy during the year and no unforeseeable turbulence on international financial markets, and that currencies progress as forecast, we anticipate for the current business year:

- once again a very high level of **new orders** which, given the 2004 once-only item at Leighton (Mitcham Frankston Freeway) and the strong euro, will, however, not quite match the previous year's record high;
- an **order backlog** at the record level of 2004;
- **Group sales** at the same high level as the previous year;
- **profit before taxes** showing a marked increase in the upper single-digit percentage range compared with the previous year;
- higher growth in **consolidated net profit for the period** relative to profit before taxes.

Page 12 of 12

This forecast **does not include** the exceptional EUR 63 million book gain on the airport interests due to the new **investment partnership**. HOCHTIEF will make appropriate adjustments following closure of this transaction.

Drawing on our vision, HOCHTIEF's management and staff will achieve these goals through hard work, exemplary project control and innovative ideas in meeting multifaceted challenges.

It goes without saying that we will be letting our shareholders participate directly in the success of 2004: The Executive Board will propose to the Supervisory Board for resolution at the General Shareholders' Meeting scheduled for May 18, 2005 the payment of a **dividend**—increased for the third time in a row—of EUR 0.75 per no-par-value share (previous year: EUR 0.65).

Ladies and Gentlemen, the HOCHTIEF Group looks forward to the future with great confidence, consistently pursuing the path set out in our vision: **HOCHTIEF builds for tomorrow.**

Thank you for your attention.