Guiding Principles for a Company Moving Forward

WE RE BUILDING THE FUTURE.

Turning Vision into Value.

HOCHTIEF
Dear Colleagues,

“HOCHTIEF is building the future”—that is the claim we make on ourselves and our company every day. The HOCHTIEF Vision describes what we aim to achieve together. It provides orientation for all employees, but also for our partners, clients and shareholders. Turning the vision into reality is our long-term goal.

In this, the Guiding Principles serve us as signposts. They show what convictions and values inspire how we act at HOCHTIEF—in our daily work, internally and externally. The Guiding Principles are binding for all HOCHTIEF employees.

Four cornerstones form the foundation for our Guiding Principles: Client-oriented Service Spectrum, Successful Employees, Sustainability and Value-oriented Strategy. It is on these cornerstones that our success is based. To achieve lasting shared success, we must systematically implement the principles derived from these four key elements of our philosophy and live up to them in our daily lives—that applies just as much to top executives as to every HOCHTIEF employee. Everyone should be able to invoke the principles—but also be prepared to be measured against them.

HOCHTIEF’s Vision and Guiding Principles are an important constituent of our corporate culture. We ask everyone to live these principles and make them a reality.

Essen, January 2010

The Executive Board
Our Vision

HOCHTIEF is building the future.—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.
Where we stand

HOCHTIEF numbers among the leading international construction services providers. We offer integrated solutions at every link in the life cycle of infrastructure projects, real estate and facilities. Our global network places us squarely in all of the world’s key marketplaces. We prioritize sustainable business practices and take responsibility for our actions.

HOCHTIEF offers a portfolio comprising four modules: development, construction, services and operation. Our tightly knit capabilities allow us to offer clients premium quality and solutions individually tailored to their needs. Our company’s expert staff create value for clients, shareholders and HOCHTIEF alike.

Our Guiding Principles

The Guiding Principles are derived from our Vision and form a binding corporate code of conduct. They have to be observed by all HOCHTIEF employees and guide our business relationships with our partners, clients and shareholders. The Guiding Principles are divided into the following four sections:

1. Client-oriented service spectrum

2. Successful employees

3. Sustainability

4. Value-oriented strategy
WE EXPAND HORIZONS.
1. Client-oriented service spectrum

We address our clients actively and identify their needs. In personal discussions and throughout the process of partnership-based cooperation we demonstrate our expertise and professionalism.

We offer our clients convincing purpose-designed and comprehensive services along the entire value chain of construction.

We take a 360° view of our projects, allowing for the overall life cycle of our buildings.

We achieve the leading position in competition thanks to the excellence of what we provide. To ensure this excellence, we always cooperate with the best partners.

We play an active role in shaping the markets of today and tomorrow and with our innovative products and services we set new standards.
WE LINK PEOPLE AND ORGANIZATIONS AND CREATE NEW WAYS TO THINK AND ACT.
2. Successful employees

We are geared to the steady and ongoing improvement of our results. We achieve this by means of new ideas, an entrepreneurial attitude, loyalty and a genuine commitment to excellence.

We assume responsibility for complex tasks and are given the necessary scope to achieve the agreed targets. We promote a frank and constructive attitude towards mistakes.

We reach agreement in our regular assessment interviews on concrete individual objectives. By means of objective appraisal we increase motivation and improve performance.

We ensure the transfer of know-how within our international network through the exchange of experience with our partners.

We work in inter-unit project teams in order to make best use of our range of competencies.

We attach importance to ongoing professional education and believe in a corporate culture which makes demands on people while always ensuring that they have the skills and resources needed to meet those demands.

We are flexible and mobile; for our external and internal clients we take on challenging tasks all over the world.

We are a strong group, and as individual ambassadors, we help to ensure that the public has a uniform and positive perception of our Group.
WE ARE COMMITTED TO THE PRINCIPLE OF SUSTAINABILITY.
3. Sustainability

We believe in sustainable growth and acknowledge our responsibility to the natural environment and to society.

We are committed to our ethical principles and do everything we can to promote fair business conduct.

We believe in equality of opportunity and work to encourage and support diversity.

We promote all measures to protect health and safety. In this way we reduce the risk of accidents and safeguard the health of all concerned.
WE ENHANCE THE VALUES ENTRUSTED TO OUR CARE.
4. Value-oriented strategy

We run our company with the aim of enhancing its value and deal responsibly with the capital entrusted to us.

We develop HOCHTIEF strategically and operationally—for the benefit of our shareholders and to maintain the respect of the capital markets.

We increase our earnings by means of innovations and safeguard the future of our company.

We believe in full and open communication, both internally and externally, and are committed to transparent reporting.
We can achieve our goal together.

If you have any questions or suggestions, please contact Human Resources, telephone +49 201 824-2144.