



STRABAG PROPERTY AND FACILITY SERVICES

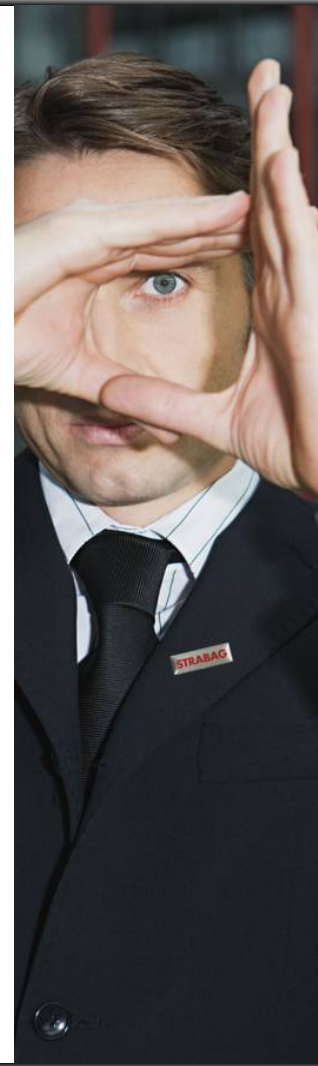
PROPERTY AND FACILITY MANAGEMENT – ADVANTAGES OF EXTENDING THE CONSTRUCTION VALUE CHAIN

Dr. Ludwig Steinbauer
STRABAG SE Capital Markets Day, Vienna – November 10, 2010

STRABAG

CONTENT

1. STRABAG PFS – Property and Facility Management competence centre for STRABAG
2. Property and Facility Management – a strategic decision to enter a growing market
3. Contribution of Property and Facility Management business – extending the value chain
4. Measures to extend the value chain – present achievements and future activities
5. Uniqa – an example



1. STRABAG PFS – PM AND FM COMPETENCE CENTRES

STRABAG Property and Facility Services is one of the strong brands in the STRABAG Group.

Segments		
Building Construction & Civil Engineering	Transportation Infrastructures	Special Divisions & Concessions
<ul style="list-style-type: none"> • Commercial and industrial Facilities • Public Buildings • Civil Engineering • Power Plants • Housing • Environmental Technology 	<ul style="list-style-type: none"> • Roads, Large-Area Work • Asphaltting • Construction Materials • Road Maintenance • Railway Construction • Sports & Recreation Facilities • Waterway Construction 	<ul style="list-style-type: none"> • Tunnelling • Project Development/PPP: <ul style="list-style-type: none"> - Infrastructure - Real Estate • Property and Facility Management (turnover in 2009: 910 mn €) • Ground Engineering
Turnover 2009: € 4.4 billion	Turnover 2009: € 5.9 billion	Turnover 2009: € 2.3 billion

1. STRABAG PFS – PM AND FM COMPETENCE CENTRES

STRABAG PFS offers integrated Property and Facility Management services in the key markets of STRABAG Group.

	STRABAG PFS/FM Germany	STRABAG PFS Hungary	STRABAG PFS Slovakia
Headquarters	Frankfurt (M.) / Münster	Budapest	Bratislava
Employees	5,400 ¹⁾	430	260 ¹⁾
Management	<ul style="list-style-type: none"> • Offices • Electronic data processing centres • Shopping centres • Commercial buildings & affiliates • Hotels • Logistic centres 	<ul style="list-style-type: none"> • Offices • Hotels • Shopping centres • Universities • Refineries 	<ul style="list-style-type: none"> • Offices • Hotels • Technical buildings • Refineries
Services	<ul style="list-style-type: none"> • Property management • Technical FM • Infrastructural FM 	<ul style="list-style-type: none"> • Property management • Technical FM • Infrastructural FM 	<ul style="list-style-type: none"> • Technical FM • Infrastructural FM • Property management
Property and facility management	<ul style="list-style-type: none"> • 22,000 economic entities • 18 mn m² net internal area • 755,000 technical facilities • 26,600 radio tower stations 	2 million m ² gross external area	800,000 m ² gross external area
Lease contract management	<ul style="list-style-type: none"> • 76,500 leasing contracts • 21,000 rental contracts 		
Turnover 2009	ca. € 835 million	ca. € 35 million	ca. € 16 million

1) Number of employees based on FTE (Full Time Equivalent) 12/2009

1. STRABAG PFS – PM AND FM COMPETENCE CENTRES

STRABAG PFS offers integrated Property and Facility Management services in the key markets of STRABAG Group.

	STRABAG FM Austria	STRABAG FM Slovenia / Croatia / Serbia / Macedonia	STRABAG FM Russia	STRABAG PFS Poland	STRABAG FM Romania
Headquarters	Vienna	Zagreb, Belgrade, Skopje	Moscow	Warsaw	Bucharest
Employees	200	60	50	110	35
Management	<ul style="list-style-type: none"> • Offices • Shopping centres 	<ul style="list-style-type: none"> • Offices • Hotels • Shopping centres 	<ul style="list-style-type: none"> • Offices • Hotels 	<ul style="list-style-type: none"> • Offices • Hotels • Shopping centres 	<ul style="list-style-type: none"> • Offices • Hotels
Services	<ul style="list-style-type: none"> • Technical FM • Cleaning • Property management 	<ul style="list-style-type: none"> • Technical FM • Cleaning • Property management 	<ul style="list-style-type: none"> • Technical FM • Cleaning • Property management 	<ul style="list-style-type: none"> • Technical FM • Property management 	<ul style="list-style-type: none"> • Technical FM • Property management
Turnover 2009	ca. € 9 million	ca. € 2.5 million	ca. € 1 million	ca. € 10.5 million	ca. € 1 million
Total 2009					
Turnover	ca. €910 million				
Employees	ca. 6,600 ¹⁾				



Turnover conclusion: As a profit centre, STRABAG PFS achieves a noteworthy positive contribution to the operating profit of STRABAG right from the start.

1) Number of employees based on FTE (Full Time Equivalent) 12/2009

1. STRABAG PFS – PM AND FM COMPETENCE CENTRES

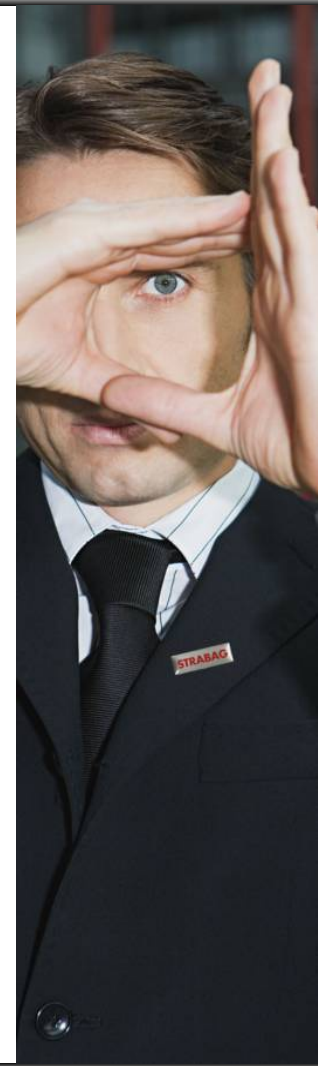
STRABAG PFS – economic perspective and future development.

- Expectations and targets for 2011
 - Stable service volume of approx. € 800 million, considering declining service volumes for the account Deutsche Telekom (approx. 80% of total turnover)
 - Maintenance of existing customers
 - Extension of business with new customers
 - Further optimization of productivity and costs by a more efficient use of staff and improved purchase conditions
 - Continuous improvement of profits from operations
 - Constant optimization of our service quality
- Active future growth in the following areas:
 - Entry and extension of new market segments (e.g. industrial services)
 - Extension of the value chain – one-stop construction and management in the european context, i.e. extension of Property Management activities already started in Hungary
 - Further focus on market presence as one-stop service provider
- Increase of the vertical integration and therefore the inhouse production depth
 - By the extension of inhouse competences and the integration of those acquired



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2. PROPERTY / FACILITY MANAGEMENT – A STRATEGIC DECISION

With the acquisition of DeTelmmobilien (closing October 2008) STRABAG Group entered into a growing market.

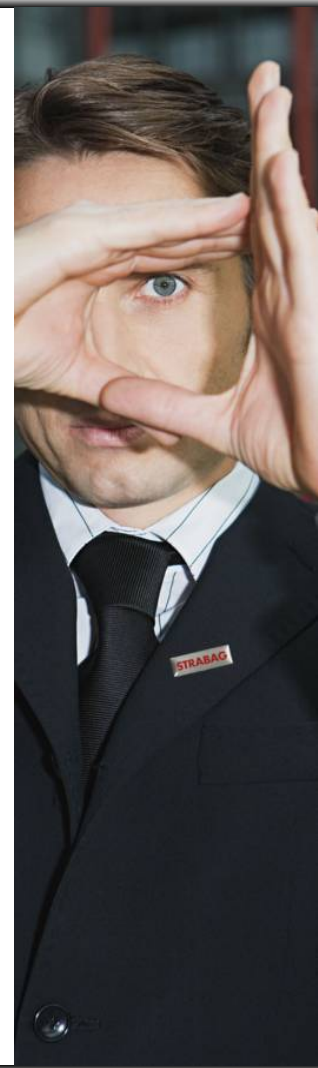
- Increasing demand of integrated services (construction, building and Property and Facility Management)
- Seasonal fluctuation in short-termed (6 months to 2 years) construction business
- Facility Management smoothes seasonal and cyclical fluctuations (longer-term contracts up to 3-5 years, prolongation probability)
- Development companies/real estate owners demand same standards of service quality in all countries as well as in documentation and reporting systems (comparability of properties within a portfolio/between local and international markets)
- Ideal combination of STRABAG PFS staff know-how and qualification and international market access of STRABAG offers growth options

 **Property and Facility Management – core business of STRABAG Group**



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3. CONTRIBUTION OF PM AND FM BUSINESS – EXTENDING THE VALUE CHAIN

How can Property and Facility Management improve a property's value?

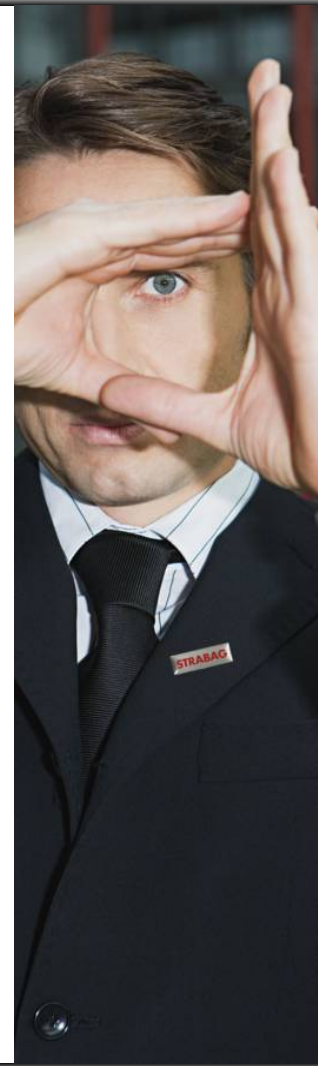
Possibilities for Property and Facility Management to launch into the value chain:

- Involvement of FM already in planning => optimization of life cycle costs
- Smooth transition from construction to operation (including knowledge of technical facilities and documentation)
- Enhanced (because intercompany) handling of warranty related issues
- Comparative analysis of property market situation and specific requirements of properties/portfolios
- Improvement of property's marketability and initiation of measures of structural alteration use and monitoring of market situation and environment
- Optimization of cash flows for property owners (increasing cash-in /avoiding cash-out)
- Introduction of internationally consistent one system-based documentary and reporting standards (availability of all data from planning/construction phase to operating phase)
- Support of tenancy and marketing activities by contacts to institutional clients, companies and occupants



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4. MEASURES TO EXTEND THE VALUE CHAIN

What has STRABAG Property and Facility Services already achieved – what is targeted in the future?

HypoVereinsbank – Outsourcing in 2008

- €40 million p.a./ 910 properties in Germany
- about 1.5 million m² gross floor space
- Integration of about 200 employees
- 2009 – 2014 (technical and infrastructural facility management, property management and area management)

Acquisition of ECM Facility in 2010

- Entering the Czech market as one of top 5 market participants
- 220 highly-skilled employees
- 2009: turnover about €16 million (CZK 400 million)
- Nationwide full-range real estate service provider (technical, commercial, infrastructural and property management services e.g. for offices, health care and industrial facilities)

Acquisition of RIMEX Group in 2010

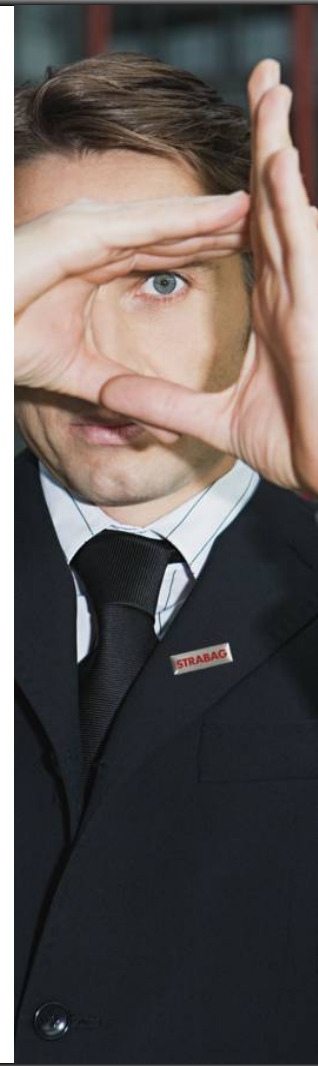
- Expanding service spectrum in Germany to include in-house services in the infrastructural facility management segment.
- 2,000 employees
- 2009: turnover of about €27 million

Further activities, e.g.

- Russia – JV with OMC/Victor Nayshuller (FM and catering service provider - \$150 million turnover, 16,000 employees, 14 subsidiaries in RF)
- Switzerland - maintenance of technical building equipment (TBE) for Colt Technology Services
- Benelux – STRABAG Intercompany FM Services
- Upgrading services for customers (e.g. Property Management for IVG in Hungary)
- Big outsourcing deals – reduce actual reluctance of corporates

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5. UNIQA – PS 1 – Landmark in Vienna

General Facts

Design by Joan Nouvel (France)

opening: 11 / 2010

46.900 m² usable floor area

Height: 75 m

- **Basement**
 - 239 underground parking spaces
 - Storage, technical equipment
- **Ground level**
 - Mall, Reception area, Retail
- **1st – 3rd Floor**
 - Stilwork premium retail
- **4th floor**
 - Conference Center, winter garden
- **5th floor**
 - Spa & Wellness, winter garden
- **6th – 17th floor**
 - Hotel Sofitel „Vienna Stephansdom“ *****
(Accor Group), 26 Suites, 156 rooms
- **18th floor**
 - Restaurant „Le Loft“ with panoramic view



5. UNIQA – Project PS 1 – Landmark in Vienna

Technical Features

- **Heating and Cooling**
 - Geo thermal heating and cooling by energy piles
 - District heating
 - State of the art cooling system 900 kW
- **Water conditioning by thermal solar energy**
(solar panel on roof)
- **Outside sprinkler system for additional cooling of glass roofs**
- **Fire protection**
 - Detection system
 - Sprinkler system
- **Construction**
 - Concrete construction
 - Additional steel mainframes
 - Glass front



5. UNIQA – Project PS 1 – Landmark in Vienna Fulfillment

STRABAG Construction department

- Underground construction
- Surface construction
- Glass Front

STRABAG PFS

- Take Over and Start up (05 / 2010)
- Technical and Property Management (11 / 2010)
turnover: about € 500,000
 - Operation / reinstatement
 - Maintenance and Inspection
 - Warranty Management
 - Fault Management
 - Documentation
 - Reporting

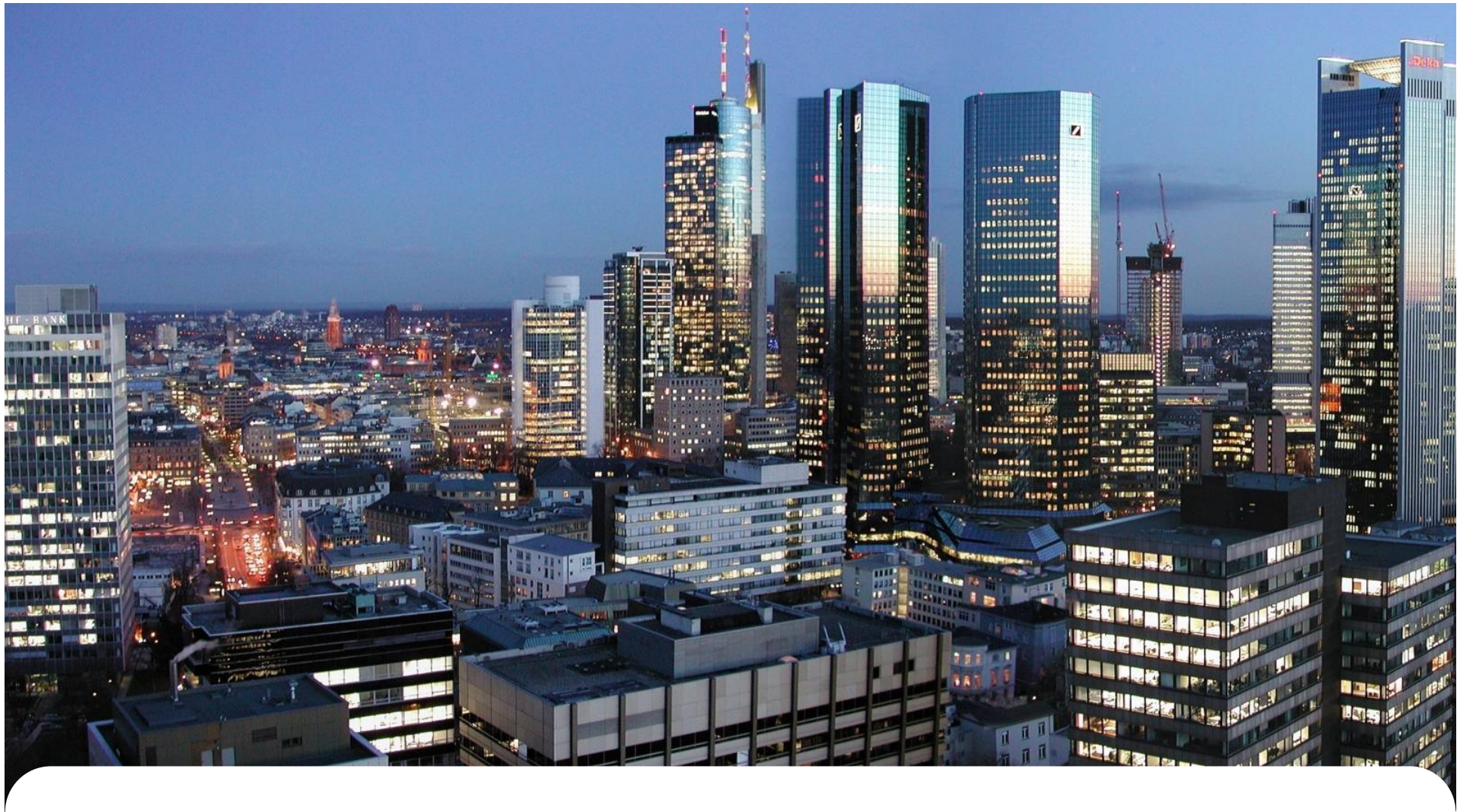


Mutual advantages: STRABAG PFS takes over Technical Property and Facility Services from construction



CAFM System

- System owned by UNIQA
- including the whole technical documentation produced by contractors of construction period on base of clear guidelines



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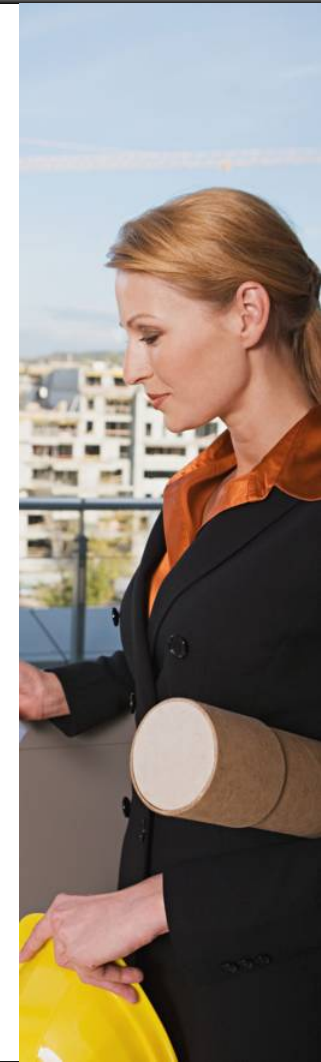
BACKUP

- BACKUP -

STRABAG

A SELECTION OF EXISTING PARTNERSHIPS

These customers can vouch for our performance.



A REFERENCE OF OUR EXPERTISE

Germany



Allianz Headquarters Schwabing and Unterföhring (Munich)



HVB Tower, Munich



More than 600 T-Punkt shops in Germany



Deutsche Telekom AG
Sample of 250 properties across Germany



4 German Government Departments
with 17 buildings in Berlin



Skylight office and administration building,
Frankfurt



30 data processing centres in Germany



Shopping Centre MyZeil, Frankfurt



Bayerische Staatsgemäldesammlung, Munich

A REFERENCE OF OUR EXPERTISE

International



Poland, Hotel Polonia Palace, Warsaw



Poland, SalzburgCenter (SEB), Warsaw



Russia, Business Center Forum 2, Moscow



Slovakia, SlovNaft,
(Petrochemical refinery), Bratislava



Romania, JW Marriott Grand Hotel Bucharest



Hungary „D“ Building IVG, Budapest



Austria, IZD-Tower, Vienna



Slovakia, building at Jarošova street,
Bratislava



Croatia, Grand Centar Zagreb

LÜNENDONK STUDIE 2010: PLATZ 3

Führende FM Unternehmen für technisches und infrastrukturelles Gebäudemanagement

Rang	Unternehmen	Inlandsumsatz Mio. EUR		Gesamtumsatz Mio. EUR		Mitarbeiter gesamt	
		2009	2008	2009	2008	2009	2008
1	Bilfinger Berger Facility Services GmbH, Neu Isenburg	971,0	892,0	1.416,0	1.227,0	10.640	9.821
2	Dussmann AG & Co. KGaA, Berlin	893,0	879,0	1.440,0	1.406,0	25.900	26.500
3	Strabag Property and Facility Services GmbH, Münster	844,0	881,1	917,0	935,6	5.425	5.390
4	Compass Group Deutschland GmbH, Eschborn	649,0	614,0	649,0	614,0	19.000	13.000
5	Hochtief Facility Management GmbH, Essen	601,3	657,5	645,8	710,0	4.259	4.200
6	Wisag Service Holding GmbH & Co. KG, Frankfurt/Main	550,0	521,0	575,0	544,0	21.230	20.894
7	Sodexo Beteiligungs B.V. & Co. KG, Hochheim	379,0	253,3	379,0	253,3	8.200	4.912
8	Klüh Service Management GmbH, Düsseldorf	365,0	375,1	620,5	616,9	14.684	14.407
9	Gegenbauer Holding SA & Co. KG, Berlin	363,4	324,0	369,4	329,0	13.500	12.850
10	ISS Facility Services GmbH, Düsseldorf	325,0	323,0	325,0	323,0	11.220	12.000

Quelle: Lünendonk®-Studie 2010

STRABAG

OUR SERVICES

We offer the right solution for every task from a single source.

REAL ESTATE MANAGEMENT

- Contract management •
- Property accounting •
- Cost management •
- Fiscal issues •
- Reporting •
- Real estate performance management •
- Documentation/archiving •
- Technical property management •

Property management/ corporate solutions

Renting and letting/ area management

- Renting and letting •
- Area optimisation •
- Location concepts •
- Real estate consulting •
- Relocation management •
- Tenant representation •
- Due diligence •

FACILITY MANAGEMENT

- Technical building installations and facilities •
- Planning, building, construction management •
- Reinstatement, maintenance, inspection •
- Fault management •
- Total service management •
- Energy management •
- Emissions management •
- Janitorial services •

Technical facility management

Infrastructural facility management

- Waste management •
- Gardening and cleaning services •
- Porter and security services •
- In-house postal services •
- Copying and printing services •
- Telephone service •
- Reception services •

