



QUESTIONS ON KEY ISSUES 2019

This year, the Austrian investors' association IVA has again formulated 8 questions on key issues and is inviting the country's publicly listed companies to answer them. The responses are published online at www.iva.or.at.

1. In 2018, how many **employees** (excluding the Management Board) received a total annual remuneration of **more than €200,000** and how many employees received a total annual remuneration of **more than €500,000**?

The number of employees with a total annual remuneration (= fixed salary + performance-based bonus) of more than €200,000 (gross) in the 2018 calendar year was in the low triple digits, those with a total annual remuneration of more than €500,000 (gross) was in the low double-digit range.

2. How many employees retired in 2018, and what was their **average age at retirement**? State number of employees as at 31 December 2018. Indicate figures separately for **women and men** and **by country**. State the number of apprentices and the number of **employee representatives** released from their work duties without loss of pay. Indicate figures separately for Austria and abroad.

Number of retirements internationally:	1,124
Average age at retirement	64.02



Number of employees (headcount), indicated separately for women and men and by country:

Country	Women	Men	Total
Germany	6,892	26,488	33,380
Austria	2,040	9,788	11,828
Americas	274	6,295	6,569
Poland	966	4,331	5,297
Middle East	83	4,109	4,192
Czech Republic	598	3,223	3,821
Hungary	528	2,566	3,094
Slovakia	446	1,497	1,943
Romania	278	1,147	1,425
Rest of Europe	231	1,148	1,379
Serbia	178	1,030	1,208
Africa	192	958	1,150
Switzerland	88	929	1,017
Croatia	145	841	986
Asia	140	701	841
Russia	205	540	745
Benelux	98	533	631
Sweden	57	379	436
Bulgaria	76	294	370
Denmark	56	233	289
Slovenia	37	136	173
Italy	39	128	167
TOTAL	13,647	67,294	80,941



Number of apprentices: 1,607

- Austria: 310
- abroad: 1,297

Number of full-time employee representatives: 130

- Austria: 24
- abroad: 106

3. How high are the **ancillary costs**, such as costs for travel, secretariat, consulting, meetings, further education, for the **Supervisory Board**?

The ancillary costs related to the Supervisory Board amounted to €62,000. These are mainly travel and translation costs.

4. **Costs of the Annual Report and of the Sustainability Report?**

Number of copies of print edition: in German and English

Distribution: private investors, institutional investors, banks, other.

The external costs of the Annual Report including the Consolidated NFI Report amounted to €154,000 for the 2018 financial year.

Number of copies: 3,600 (2,100 DE, 1,500 EN).

5. **Investor relations activities**

- Roadshows, nationally and abroad
- Contact with institutional and private investors
- Expenditures for research and analyses
- Costs for publication of notices in *Wiener Zeitung* and other media



In addition to the prescribed quarterly reports, we informed 63 capital market participants (2017: 71) in 33 (38) one-on-ones, telephone conferences and group talks. We took part in seven (five) roadshows and investor conferences organised by Baader Bank, Erste Group, Kepler Cheuvreux, LBBW and Raiffeisen Centrobank as well as by the Vienna Stock Exchange and conducted investor talks in places such as London, Frankfurt, Warsaw, Munich, Bucharest and Vienna.

STRABAG did not commission paid research.

The IR-related costs for publication in *Wiener Zeitung* and other media amounted to € 41,000 in 2018 (2017: € 42,000).

6. Consulting costs, costs of digitalisation

- stated separately for legal services, IT consulting/digitalisation, advertising, public relations, hiring, other
- description of activities related to digitalisation

For STRABAG, the trend towards digitalisation means that all essential business processes – planning, execution, production, operation and administration – must be gradually adapted to the new way of processing information. We want to introduce digital design and building and use the digital twin in all phases of construction because we want to remain competitive, future-proof and attractive as an employer and construction partner and because we expect the inclusion of all participants in the construction process to lead to an increase in quality and efficiency and an improvement of the planning



of scheduling and costs. This means that we must also deal with the processes and interfaces of our suppliers.

To develop and continuously track the digitalisation processes, a Steering Committee for Digitalisation (SCD) is in place as a committee of the Management Board. The committee, which consists of the STRABAG SE Management Board members Christian Harder, Peter Krammer and Siegfried Wanker, meets regularly.

The SCD is advised by the Team Digitalisation STRABAG (TDS), which consists of one representative each from the operating business, from group-wide service units Zentrale Technik and from BRVZ-IT and who have direct responsibility with regard to digitalisation. A focus of this process optimisation is on a higher penetration of digital methods such as BIM 5D[®] (Building Information Modelling), another is on the development of more efficient and more collaborative ways of working with customers and partner companies with the support of suitable tools. To this end, we are investing in the continuous qualification of our existing employees and are strengthening our teams with the right specialists.

Projects and initiatives

We continued to drive the development of BIM 5D[®] during the 2018 financial year. On the one hand, we are growing our experience when we apply our know-how of digital building in specific projects, such as the construction of an office building and a production hall for Siemens in Zug, Switzerland. On the other hand, we are engaged in research projects to help us apply BIM 5D[®] in all relevant



construction phases if possible. The “Embedded” project, for example, aims at using BIM methods already during the design phase. The focus here is on energy considerations and the integration of the planned building into the surroundings.

In transportation infrastructures, we are looking into the use of sensors to monitor the load-bearing behaviour of asphalt roads to better forecast the operating life of a road section. The sensors are currently deployed along the A2 motorway in Germany in a project commissioned by the Federal Ministry of Transport and Digital Infrastructure. A new undertaking started in 2018 is the group project “BIM 5D[®] in Transportation Infrastructures 2020”, which, among other things, is testing BIM 5D[®] applications in several pilot projects on the basis of the German Transport Ministry’s 2020 Roadmap for Digital Design and Construction.

Increasing efficiency requires the digitalisation of the construction sites. The large construction sites of tomorrow will be automated. Drones are already common on construction sites, and intelligent construction machines or the connectivity of devices and construction parts via smart sensors also aren’t that far off. The Connected Construction Site group project is an important STRABAG lighthouse project in transportation infrastructures. The focus is on concrete, application-based solutions to efficiently support the digital and seamless interaction of all project participants. This project was concluded at the end of 2018, but to further pursue the goal of digitalisation on the construction site, the project will be continued in 2019 under the name Connected Construction Site 2.0.



All operational units are actively called upon to drive innovative ideas and small digital projects themselves and to actively participate in a dedicated committee. This was again actively used in 2018 and numerous new topics were introduced for the purpose of STRABAG's business process optimisation and digitalisation.

Consulting costs

For external consulting, for example with regard to the structuring of the IT project management, change management, business model development and BIM server, a low six-digit euro amount was incurred.

7. Contributions/donations/sponsorships, representation

- stated separately for culture, sports, philanthropy

In the 2018 financial year, STRABAG spent approx. €3.8 million on supporting the core projects and initiatives Concordia Sozialprojekte, Tiroler Festspiele Erl, Ensemble:Porcia and STRABAG Kunstforum.

8. Insurance expenses (excluding motor vehicles), claims payments received (excluding motor vehicles) in the past three years

2016: €31.54 million premium, €10.25 million compensation

2017: €32.31 million premium, €17.76 million compensation

2018: €31.67 million premium, €18.86 million compensation