

Remuneration Report for the Management Board and Supervisory Board for the 2020 Financial Year

The Management Board and the Supervisory Board of STRABAG SE have prepared the remuneration report for the 2020 financial year. The remuneration report provides a comprehensive overview of the remuneration awarded to the members of the Management Board and the Supervisory Board. The remuneration report was adopted by the Management Board at its meeting on 7 April 2021 and by the Supervisory Board at its meeting on 27 April 2021 and will be submitted to the Annual General Meeting of STRABAG SE for approval in 2021.

1. INTRODUCTORY OVERVIEW TO THE 2020 FINANCIAL YEAR

1.1 Overview of the business performance

2020 was a challenging year for us all. Covid-19 was the dominant issue in both our private lives and the business world. The pandemic impacted the operations of STRABAG SE in various ways and was felt differently in the individual markets where the group operates. Despite some upheavals, however, the positive effects outweighed the negative ones, and so we can look back on a very successful, albeit exceptional, 2020 financial year.

1.2 (No) significant events in the 2020 financial year

No significant events impacting the remuneration of the members of the Management Board and the Supervisory Board were recorded in the 2020 financial year.

1.3 Changes to the Management Board or the Supervisory Board in the 2020 financial year

Klemens Haselsteiner joined the Management Board effective 1 January 2020 with responsibility for the new portfolio of Digitalisation, Innovation and Business Development. The appointment increased the number of members of the Management Board from five to six.

Ksenia Melnikova was appointed as a new member of the Supervisory Board at the Annual General Meeting on 19 June 2020. Dr. Oleg Kotkov resigned as a member of the Supervisory Board with effect from this Annual General Meeting.

1.4 (No) deviations from the remuneration policies

In the 2020 financial year, there were no deviations from the remuneration policies for the Management Board and the Supervisory Board that were presented at the 2020 Annual General Meeting.

2. REMUNERATION REPORT FOR THE MANAGEMENT BOARD

2.1 Principles of the remuneration policy

Ensuring the continued existence of the company and meeting its obligation to create value for its shareholders and its employees are essential goals of the business policy of STRABAG SE. STRABAG SE's remuneration policy takes this strategic approach into account because it promotes sustained, long-term action and does not create incentives for short-term profit maximisation. The personal

objectives of each member of the Management Board are aligned with the long-term interests of the company.

The following principles characterise the remuneration policy of STRABAG SE:

Governance – The remuneration package is competitive, in line with the usual market terms and within the legal and regulatory requirements defining the framework of the remuneration policy.

Strategy of the group – The structure of the remuneration reflects the scope and complexity of the business and contributes to steady positive corporate development. The Management Board is encouraged not to take disproportionate risks.

Regulatory remuneration ceiling – The variable income component can amount to a maximum of 200 % of the base salary (gross annual income).

Sustainability – 25 % of the variable remuneration is retained annually and credited to a personal clearing account. Any balance in the personal clearing account is paid out after the end of an appointment as a member of the Management Board regardless of a possible reappointment. If the balance in the personal clearing account exceeds the base salary (gross annual income), the amount exceeding the base salary (gross annual income) will be paid out in the year after the year in which the amount of a base salary (gross annual income) was exceeded.

Shareholder interests – The variable remuneration components are determined in accordance with clearly defined key figures that are decisive for the business strategy and long-term development of the company. This takes into account the interests of the shareholders in the positive financial development of the company.

2.2 Structure of the remuneration system

a) Fixed remuneration components

The base salary (gross annual income) is the annual compensation for the function as a member of the Management Board. The amount depends on the tasks and responsibilities as well as on the size and financial situation of the company. The competitiveness of the remuneration on the market is taken into account. Non-cash benefits and insurance benefits can also be granted at usual market terms.

b) Variable remuneration components

The calculation of the annual bonus for the members of the Management Board is based on the cost-accounted net income of the financial year. The cost-accounted net income is essentially determined in accordance with the International Financial Reporting Standards (IFRS). Differences between IFRS and the cost-accounted net income are explained in detail in the remuneration policy.

For STRABAG SE, the net income represents the key value driver, reflects the expansion of business and market share, and shows disproportionate improvements in profitability through high operational commitment and the efficient use of capital. This figure is therefore essential for the business strategy and long-term development pursued by STRABAG SE. This performance-based remuneration also ensures

that Management Board members do not base their decisions solely on financial indicators but also take sustainability aspects and efficiency criteria into account.

The annual bonus granted to the members of the Management Board takes into account the achieved financial objectives of the group overall and the achieved financial indicators within the area of responsibility of the individual Management Board members. The basis for the annual bonus is in principle the amount of the respective cost-accounted net income less a minimum earnings figure to be determined (basis). The basis determined in this way is multiplied by certain percentages, whereby different percentages are used for individual earnings levels. The level of the percentages is staggered for the individual members of the Management Board according to the function performed (Chairperson, other members of the Management Board).

If the amount calculated according to the basis and the percentages specified remains below the amount of a base salary (gross annual income), this corresponds to the annual bonus of the respective Management Board member. If the calculated amount exceeds a base salary (gross annual income), the bonus is calculated as follows: From the calculated amount, the Management Board member is initially entitled to an amount equal to the base salary (gross annual income). From the remaining amount in excess of a base salary (gross annual income), a further amount up to the amount of a base salary (gross annual income) is reduced to 50 % and each further amount up to the amount of a base salary (gross annual income) is then reduced to half the percentage of the previous level (incremental arrangement). Based on this calculation, a maximum annual bonus of two base salaries (gross annual incomes) can be attained.

Example of the calculation method:

If the base salary (gross annual income) for a Management Board member is 200 and the amount calculated before the percentage-based reduction is 700, this leads to the following bonus:

200.0 (= 100.0 % of 200)

100.0 (= 50.0 % of 200)

50.0 (= 25.0 % of 200)

12.5 (= 12.5 % of 100)

362.5 bonus

c) Minimum bonus when certain operating margins are achieved:

If certain operating margins of the cost-accounted net income are reached, members of the Management Board have a right to a minimum bonus, regardless of the absolute amount of the figure and the general principles outlined above. Depending on the amount of the operating margin, a minimum bonus up to a maximum of twice the base salary (gross annual income) can be achieved.

2.3 Total remuneration including shares of variable remuneration

Name	FY	Fixed remuneration (in €)		Variable remuneration *) (in €)	Total **) (in €)	Ratio of fixed to variable remuneration (in %)
		Base salary (gross annual income)	Additional remuneration (**)			
Dr. Thomas Birtel ****)	2020	750,000	11,520	1,500,000	2,261,520	34:66
	2019	750,000	11,520	1,462,500	2,224,020	34:66
Mag. Christian Harder	2020	500,000	11,520	1,000,000	1,511,520	34:66
	2019	500,000	11,520	1,000,000	1,511,520	34:66
Dipl.-Ing. Dr. Peter Krammer	2020	500,000	11,520	1,000,000	1,511,520	34:66
	2019	500,000	11,520	1,000,000	1,511,520	34:66
Dipl.-Ing. Siegfried Wanker	2020	500,000	11,520	1,000,000	1,511,520	34:66
	2019	500,000	11,520	1,000,000	1,511,520	34:66
Dipl.-Ing. (FH) Alfred Watzl	2020	500,000	11,520	1,000,000	1,511,520	34:66
	2019	500,000	10,472	1,000,000	1,510,472	34:66
Klemens Haselsteiner	2020	500,000	9,866	1,000,000	1,509,866	34:66
	2019	-	-	-	-	-
Total (all Management Board members)	2020	3,250,000	67,466	6,500,000	9,817,466	34:66
	2019	2,750,000	56,552	5,462,500	8,269,052	34:66

*) Each of the amounts stated for the 2020 financial year corresponds to the total variable remuneration determined on the basis of the performance criterion "operating margin". Of the variable remuneration for 2020, 75 % will be paid to each Management Board member; the remaining 25 % will be allocated to the personal clearing account of each individual Management Board member and will be paid out following expiration of the Management Board contract. Each of the amounts stated for the 2019 financial year corresponds to the total variable remuneration determined on the basis of the performance criterion "operating margin". Of the variable remuneration for 2019, 75 % was paid to each Management Board member; the remaining 25 % was allocated to the personal clearing account of each individual Management Board member and will be paid out following expiration of the Management Board contract. If the balance in the personal clearing account exceeds the amount of a base salary (gross annual salary), the excess amount is paid out in the year in which the amount is exceeded. With the settlement of the remuneration for the 2020 financial year, four Management Board members were therefore each paid an additional amount of around € 940.

**) As the remuneration policy for the Management Board does not provide for any other special remuneration or bonus payments, no member of the Management Board received such payments in the 2020 financial year. Likewise, no severance payments are made. Therefore, these columns are not shown separately in the table.

***) The additional remuneration of the members of the Management Board refers exclusively to their right to a company car. Insurance cover is also provided: A liability policy covers the legal liability of the members of the Management Board with regard to third-party personal injury, property damage or financial losses. Accident insurance provides coverage in the event of death or disability. The board members are also covered by a legal expense insurance in the event of claims resulting from administrative or criminal violations. A directors and officers (D&O) insurance covers damage claims resulting from financial losses for third parties or the company as the result of neglect of duty on the part of the Management Board members during their service as officers of the company.

****) Dr. Thomas Birtel receives an annual pension benefit of € 75,600 from STRABAG AG, Germany, due to his former employment with that company. The payment of the benefit began on 1 July 2019 (in 2019, this pension benefit amounted to € 37,800; an amount of € 37,500 was last withheld from the variable remuneration). No pension benefits are paid to other members of the Management Board.

Any remuneration for supervisory board mandates and similar positions at companies in which STRABAG SE has a direct or indirect investment, as well as for activities in associations or similar institutions of which STRABAG SE is a member by virtue of its business activities, are offset against the remuneration due under the Management Board contract.

The total remuneration for the members of the Management Board corresponds to the remuneration policy for the Management Board presented for approval at the Annual General Meeting on 19 June 2020. There was no deviation from this remuneration policy.

2.4 Overview of the performance of the Management Board members in the 2020 financial year

Name	Performance criterion *)	Weight	Performance target		Performance and actual remuneration
			a) Minimum b) Corresponding remuneration	a) Maximum/target b) Corresponding remuneration	
Dr. Thomas Birtel	Cost-accounted net income *)	100 %	a) € 100,000,000 b) € 0.0	a) N/A **) b) € 1,500,000	a) N/A b) N/A
	Operating margin	100 %	a) 3.0 % b) € 1,252,500	a) 3.5 % b) € 1,500,000	a) 3.85 % b) € 1,500,000
Mag. Christian Harder	Cost-accounted net income	100 %	a) € 100,000,000 b) € 0.0	a) N/A **) b) € 1,000,000	a) N/A b) N/A
	Operating margin	100 %	a) 3.0 % b) € 835,000	a) 3.5 % b) € 1,000,000	a) 3.85 % b) € 1,000,000
Dipl.-Ing. Dr. Peter Krammer	Cost-accounted net income	100 %	a) € 100,000,000 b) € 0.0	a) N/A **) b) € 1,000,000	a) N/A b) N/A
	Operating margin	100 %	a) 3.0 % b) € 835,000	a) 3.5 % b) € 1,000,000	a) 3.85 % b) € 1,000,000
Dipl.-Ing. Siegfried Wanker	Cost-accounted net income	100 %	a) € 100,000,000 b) € 0.0	a) N/A **) b) € 1,000,000	a) N/A b) N/A
	Operating margin	100 %	a) 3.0 % b) € 835,000	a) 3.5 % b) € 1,000,000	a) 3.85 % b) € 1,000,000
Dipl.-Ing. (FH) Alfred Watzl	Cost-accounted net income	100 %	a) € 100,000,000 b) € 0.0	a) N/A **) b) € 1,000,000	a) N/A b) N/A
	Operating margin	100 %	a) 3.0 % b) € 835,000	a) 3.5 % b) € 1,000,000	a) 3.85 % b) € 1,000,000
Klemens Haselsteiner	Cost-accounted net income	100 %	a) € 100,000,000 b) € 0.0	a) N/A **) b) € 1,000,000	a) N/A b) N/A
	Operating margin	100 %	a) 3.0 % b) € 835,000	a) 3.5 % b) € 1,000,000	a) 3.85 % b) € 1,000,000

*) The remuneration policy for the Management Board provides for two alternative performance criteria: cost-accounted net income and operating margin. These two performance criteria are to be applied alternatively for the variable remuneration. The applicable performance criterion for the variable remuneration is the one that leads to an entitlement for the higher variable remuneration. In the 2020 financial year, this was the operating margin. The performance and the actual remuneration are therefore (only) stated for the relevant performance criterion: the operating margin.

**) For the performance criterion "cost-accounted net income", an incremental arrangement applies in accordance with the formula explained under Item 2.2 b). In accordance with the incremental arrangement, the maximum achievable variable remuneration is reached approximately at a cost-accounted net income of € 1 billion.

2.5 Information on stock-based remuneration

STRABAG SE has decided against a stock option programme or comparable programmes for Management Board members.

2.6 Clawback/malus – clawback of variable remuneration components

In the event of a negative cost-accounted net income, the percentages set for the members of the Management Board are applied to a loss-sharing arrangement that is offset against an existing credit balance on the personal clearing account. Any loss sharing in excess of this amount is deducted from the next following variable remuneration. The ceiling of twice the basic salary (gross annual income) also applies to loss sharing under consideration of the incremental arrangement. No further clawback rules exist. Loss sharing is an instrument to dissuade the Management Board from engaging in risks that are to the detriment of the group and to promote solid growth. There was no loss sharing in the 2020 financial year.

3. REMUNERATION REPORT FOR THE SUPERVISORY BOARD

3.1 Principles of the remuneration policy

The remuneration policy for the Supervisory Board aims at a balanced and qualified composition of the Supervisory Board and so promotes the business strategy and long-term development of STRABAG SE. The remuneration policy provides the members of the Supervisory Board with remuneration for their work that is commensurate with their duties and responsibilities and with the size and economic situation of the company and, in particular, ensures the objectivity and independence of the Supervisory Board.

The remuneration of the members of the Supervisory Board is designed to attract and retain suitably qualified persons as members of the Supervisory Board of an internationally publicly listed company, allowing a balanced composition of professional and personal qualifications with respect to the company's structure and business; aspects of diversity in terms of gender, age and nationality are also adequately taken into account. The remuneration is regularly reviewed to ensure it is in line with the usual market terms.

Individual aspects of Supervisory Board remuneration are regulated in the company's Articles of Association. In accordance with Section 14 of the Articles of Association, the remuneration of the members of the Supervisory Board is determined by the General Meeting.

3.2 Structure of the remuneration system

The members of the Supervisory Board elected by the General Meeting and designated by shareholders receive an annual remuneration for the time invested and for the assumption of the responsibilities as a member of the Supervisory Board. Attendance fees are not provided. The General Meeting's decision on remuneration is binding. The employee representatives on the Supervisory Board do not receive any remuneration. Per agreement in accordance with Sec 230 of the Austrian Labour Constitution Act (ArbVG) of 30 September 2009, they perform their function on a voluntary basis.

The amount of the remuneration is staggered according to the function performed – i.e. Chairperson, Vice Chairperson and other members of the Supervisory Board. The members of the Supervisory Board are reimbursed for cash expenses incurred in the course of their work.

The company also bears the costs for directors and officers insurance (D&O insurance). This is specified in the remuneration policy for the Supervisory Board as well as in Sec 14 Para 2 of the Articles of Association of the company.

Variable remuneration of the members of the Supervisory Board dependent on the success of the business is not provided in order to avoid conflicts of interest among the Supervisory Board in its control and monitoring function of the operating business. Activities of the members of the Supervisory Board in Supervisory Board committees – apart from the reimbursement of cash expenses – are not remunerated separately and are compensated with the annual remuneration.

3.3 Total remuneration

Name	Fixed remuneration (in €)		Total (in € *)		Ratio of fixed to variable remuneration	
	Annual remuneration					
	2020 **)	2019	2020	2019	2020	2019
Dr. Alfred Gusenbauer	100,000	60,000	100,000	60,000	100:0	100:0
Mag. Erwin Hameseder	50,000	30,000	50,000	30,000	100:0	100:0
Dr. Andreas Brandstetter	30,000	18,000	30,000	18,000	100:0	100:0
Thomas Bull	30,000	18,000	30,000	18,000	100:0	100:0
Mag. Kerstin Gelbmann	30,000	18,000	30,000	18,000	100:0	100:0
Dr. Oleg Kotkov	13,973	18,000	13,973	18,000	100:0	100:0
Ksenia Melnikova	16,027	-	16,027	-	100:0	100:0
Total	270,000	162,000	270,000	162,000		

*) As the remuneration policy for the Supervisory Board does not provide for variable remuneration, a simplified presentation of the total remuneration is given. Supervisory Board members also do not receive any special remuneration or other bonus payments. Therefore, these columns and the column "variable remuneration" are not shown separately in the table.

***) Subject to the approval of the Annual General Meeting on 18 June 2021.

The remuneration for 2019 is based on the resolution of the Annual General Meeting of 15 June 2018, according to which the annual remuneration in 2019 (and until a new resolution is passed) amounts to € 18,000 for members of the Supervisory Board, € 30,000 for the Vice Chairperson and € 60,000 for the Chairperson.

The remuneration for 2020 is to be redefined per resolution at the Annual General Meeting on 18 June 2021. The amounts listed in the table correspond to the proposed resolutions of the Management Board and the Supervisory Board. If the remuneration is adopted accordingly by the Annual General Meeting, the annual remuneration starting from the 2020 financial year will amount to €30,000 for members of the Supervisory Board, € 50,000 for the Vice Chairperson and € 100,000 for the Chairperson of the Supervisory Board.

The total remuneration for the members of the Supervisory Board corresponds to the remuneration policy for the Supervisory Board presented for approval at the Annual General Meeting on 19 June 2020. There was no deviation from this remuneration policy.

4. OTHER INFORMATION AND EXPLANATIONS

4.1 Annual changes (business performance, total remuneration, remuneration of employees)

Annual changes (in €)	2016 vs. 2015	2017 vs. 2016	2018 vs. 2017	2019 vs. 2018	2020 vs. 2019	Absolute value 2020 (in €)
Management Board remuneration						
Dr. Thomas Birtel	+ 252,217	+ 3,857	+ 105,881	+ 327,452	+ 37,500	2,261,520
Mag. Christian Harder	+ 169,111	+ 2,571	+ 70,588	+ 193,301	0	1,511,520
Dipl.-Ing. Dr. Peter Krammer	+ 169,105	+ 2,571	+ 70,588	+ 193,301	0	1,511,520
Dipl.-Ing. Siegfried Wanker	+ 169,105	+ 2,571	+ 70,588	+ 193,301	0	1,511,520
Dipl.-Ing. (FH) Alfred Watzl	-	-	-	-	+ 1,048	1,511,520
Klemens Haselsteiner	-	-	-	-	-	1,509,866
Supervisory Board remuneration						
Dr. Alfred Gusenbauer	-	+ 10,000	-	-	+ 40,000	100,000
Mag. Erwin Hameseder	-	+ 5,000	-	-	+ 20,000	50,000
Dr. Andreas Brandstetter	-	-	-	-	+ 12,000	30,000
Thomas Bull	-	-	-	-	+ 12,000	30,000
Mag. Kerstin Gelbmann	-	+ 3,000	-	-	+ 12,000	30,000
Dr. Oleg Kotkov	-	-	-	-	-	-
Ksenia Melnikova	-	-	-	-	+ 12,000	30,000
Performance of the company						
Cost-accounted net income	+ 79,485,000	+ 20,477,000	+ 85,430,000	+ 62,688,000	- 3,003,000	594,803,000
Average remuneration on a full-time basis of the company's employees						
Employees of the STRABAG Group in Austria *)	+ 1,162	+ 296	+ 821	+ 1,704	+ 1,220	53,467

*) STRABAG SE itself has no employees other than the members of the Management Board. Due to the country-specific differences in salary levels and trends, the average remuneration of the employees of the globally active STRABAG SE Group is not informative for comparison purposes. In order to achieve a better degree of comparability of the development of the average remuneration of employees, the remuneration of the employees of the STRABAG Group in Austria is used.

Annual change (in %)	2016 vs. 2015	2017 vs. 2016	2018 vs. 2017	2019 vs. 2018	2020 vs. 2019
Management Board remuneration					
Dr. Thomas Birtel	+ 16.4	+ 0.2	+ 5.9	+ 17.3	+ 1.7
Mag. Christian Harder	+ 15.7	+ 0.2	+ 5.7	+ 14.7	0
Dipl.-Ing. Dr. Peter Krammer	+ 15.7	+ 0.2	+ 5.7	+ 14.7	0
Dipl.-Ing. Siegfried Wanker	+ 15.7	+ 0.2	+ 5.7	+ 14.7	0
Dipl.-Ing. (FH) Alfred Watzl	-	-	-	-	+ 0.1
Klemens Haselsteiner	-	-	-	-	-
Supervisory Board remuneration					
Dr. Alfred Gusenbauer	-	+ 20	-	-	+ 67
Mag. Erwin Hameseder	-	+ 20	-	-	+ 67
Dr. Andreas Brandstetter	-	-	-	-	+ 67
Thomas Bull	-	-	-	-	+ 67
Mag. Kerstin Gelbmann	-	+ 20	-	-	+ 67
Dr. Oleg Kotkov	-	-	-	-	-
Ksenia Melnikova	-	-	-	-	+ 67
Performance of the company					
Cost-accounted net income	+ 22.7	+ 4.8	+ 16.0	+ 11.7	- 0.5
Average remuneration on a full-time basis of the company's employees					
Employees of the STRABAG Group in Austria *)	+ 2.4	+ 0.5	+ 1.7	+ 3.4	+ 2.3

*) STRABAG SE itself has no employees other than the members of the Management Board. Due to the country-specific differences in salary levels and trends, the average remuneration of the employees of the globally active STRABAG SE Group is not informative for comparison purposes. In order to achieve a better degree of comparability of the development of the average remuneration of employees, the remuneration of the employees of the STRABAG Group in Austria is used.

4.2 Consideration of the voting outcome of the Annual General Meeting

A STRABAG SE remuneration report will be presented for approval at the upcoming Annual General Meeting in 2021 for the first time. For this reason, the present remuneration report cannot yet show how the remuneration reflects the voting outcome of the previous Annual General Meeting.

Vienna, April 2021