

Group Wide Procurement Directive

Summary (external use)

The HOCHTIEF Group aims to source goods and services through the application of best in class professional procurement practices, and to develop and implement integrated procurement strategies that support our business in meeting our customer needs. The core principles below outline how the HOCHTIEF Group works with suppliers and subcontractors to achieve this goal.

Procurement is a partner in all business activities with suppliers and subcontractors

HOCHTIEF Group procurement practice will:

- Develop and foster an entrepreneurial procurement culture by:
 - building effective networks together with suppliers and subcontractors
 - focusing on optimizing total cost of ownership
 - vigorous pursuit of every opportunity to add value and reduce cost
- Build and implement effective and transparent strategies, organizational structures, innovative programs, processes and tools.
- Create the environment to attract and develop excellent people.

Procurement within the HOCHTIEF Group maintains certain commitments

Procurement makes the following commitments to suppliers and subcontractors:

- Supplier and subcontractor selection will be undertaken in a manner that is rigorous, transparent and objective;
- Qualified suppliers and subcontractors will have a fair and equal opportunity of winning contracts;
- Clear expectations will be set regarding the nature of each supply relationship and communicated internally and externally;
- Regular reviews will be held to jointly discuss supplier and subcontractor

performance and identify improvement opportunities in a consistent manner;

- HOCHTIEF Group will work with suppliers and subcontractors to implement improvement opportunities so that both parties can derive additional value from the relationship;
- HOCHTIEF Group will aim to fully meet its commercial obligations in its supply relationships;
- Commercial arrangements.

HOCHTIEF Group maintains the highest standards of integrity in its dealings with suppliers and subcontractors

Procurement will promote a culture of ethical conduct through the following activities:

- Protecting confidential 3rd party information entrusted to HOCHTIEF Group;
- Implementing mechanisms to avoid placing HOCHTIEF Group staff involved in
- procurement decision-making in a position where they are affected by real or perceived
- conflicts of interest;
- Treatment of gifts and gratuities from 3rd parties;
- Prohibiting bribery and corruption by HOCHTIEF Group staff; and
- Engaging in fair competition and acting in accordance with the law;

HOCHTIEF Group promotes responsible quality and environmental management internally and externally among its supplier and subcontractor base

HOCHTIEF Group supports the existing policies regarding Quality and Environmental Management and will promote a culture of responsible quality and environmental behavior.