



MY
COMPANY.



OUR
HISTORY.



140 YEARS HOCHTIEF

140 YEARS HOCHTIEF

Turning Vision into Value.

Foreword

Dear Readers,



140 years of HOCHTIEF: Founded in 1873, the company looks back on an eventful and successful history. HOCHTIEF has laid milestones the world over. Landmark structures testify to HOCHTIEF's internationally acclaimed construction expertise.

Our brand stands for quality and innovation.

To mark our anniversary, we are presenting you with these brief chronicles that will outline to you the changes and development in our company over the years.

One thing becomes clear: Construction means creation. Structures visibly change our world. Whether roads, bridges or tunnels, whether wind farms or office and residential buildings, sports facilities or cultural cen-

ters: HOCHTIEF shapes living spaces. We still have many important tasks ahead of us: Challenges such as the demographic change or the transformation of energy supply will require new approaches placing particular demands on the construction industry. With our innovative services we can help realize viable solutions here.

We are determined to do so because HOCHTIEF is poised to sustain its success story both today and into the future. We look forward to it!

Yours,

A handwritten signature in blue ink, appearing to read 'M. Fernández Verdes', written in a cursive style.

Marcelino Fernández Verdes
Chairman of the Executive Board
of HOCHTIEF Aktiengesellschaft

1873



Balthasar Helfmann

* May 26, 1848

† January 1, 1896



Philipp Helfmann

* October 7, 1843

† October 10, 1899

1873: The Helfmann Brothers

HOCHTIEF was founded by the two brothers Balthasar and Philipp Helfmann. In 1872 Philipp Helfmann moved to the Bornheim district of Frankfurt to start up in business as a lumber merchant, then as a building contractor. His brother Balthasar followed him in 1873, having previously worked as a self-employed mechanic in Frankfurt. In 1874 the Bornheim address book first recorded the firm as “Gebrüder Helfmann” (Helfmann Brothers).

Balthasar concerned himself more with carrying out the building work and, with the increasing size of the company, with supervising the construction sites. Philipp’s field of work focused on the banking business and the gaining of new orders. Balthasar was said to be the craftsman of the two brothers. Philipp Helfmann was described as dominant, dynamic, and far-sighted.



1873: Logo of the Helfmann Brothers construction firm

1896

1873



The first HOCHTIEF office project in Frankfurt am Main (1899–1906)

The business environment

The environment for a construction company was favorable: The political changes—Frankfurt am Main had been part of Prussia since 1866—brought enormous new impetus to the process of industrialization. New firms established themselves, followed by large numbers of workers. Factories were built, the demand for homes increased, infrastructure measures such as the construction of new traffic routes and the expansion of the municipal drainage system were expedited.

First major construction contracts

The Helfmann Brothers initially built houses “speculatively”—at their own risk, but after only a short time the firm received its first major construction order: the University of Giessen (1878–1879). This was followed by Frankfurt printing foundry Bauer (1878) and the Frankfurt Courthouse called “Neue Zeil” (1884–1886). Early civil engineering contracts included the sewage treatment plant built for the City of Frankfurt between 1883 and 1887.

The company blazed new trails in the construction business with the prestigious Hotel Kaiserhof project in Wiesbaden (1893-1895). It was built on a turnkey basis—the contract covered everything from the bricks and mortar to the interior fittings, and even appointing the doctor to supervise the spa treatments.



1878: University of Giessen



1893: Hotel Kaiserhof, Wiesbaden

1896

1873

Construction materials produced in-house

The order books were so full during the 1880s that the brothers went over to producing their own construction materials. They first built a brick and tile works on one of the main trunk roads leading into Frankfurt, the Eschersheimer Landstrasse, and later a ring kiln brickworks in Heddenheim.

The brick and tile works were later joined by a sawmill and an extensive fleet of vehicles, but they soon gave up a stonemason's shop because it did not pay off.



Yard manager Filss (with HOCHTIEF since 1888) and foreman Buchsbaum



HOCHTIEF brickworks in Frankfurt



1896

1896

1896: Establishment of the “Aktiengesellschaft”

Initially, the firm simply did not have the necessary capital to expand its business beyond the Frankfurt area. Shortly after Balthasar passed away Philipp Helfmann decided in May 1896 to turn the company into an “Aktiengesellschaft für Hoch- und Tiefbauten”, which can be translated as “Construction and Civil Engineering Corporation”. It initially remained a family company, and Philipp Helfmann remained totally responsible for it.



Company logo from 1896



Company logo from 1899

1899: Responsibility for operation

A project that would break new entrepreneurial ground in this period was the spa in Bad Orb. Here, HOCHTIEF was commissioned by the town in 1899 to take on comprehensive tasks. In addition to planning and erecting the buildings, the company was also to design the outdoor facilities, arranging finance through a company established for this project, Bad Orb GmbH, and finally to operate the spa with HOCHTIEF taking responsibility.



Spa facilities, Bad Orb

1921

1896

First major order from abroad

HOCHTIEF took on a contract in 1899 to build a number of grain silos, together with equipment for extracting and pumping the grain in the port of Genoa (Italy). It was the first contract the company had received from a foreign country and also the first reinforced concrete structure that HOCHTIEF ever built.

Hardly any other construction company in the world was prepared at that time to take the daring step of taking on a “turnkey” project. And all that for a fixed price. Not so Philipp Helfmann: He also bought shares in the silo company, making the project one of the first “BOT” (Build Operate Transfer) models of the company.



Grain store in the port of Genoa



Reinforcements of the silos



Westend Synagogue, Frankfurt/Main Locks on the River Main, Frankfurt

The reinforced concrete revolution

The discovery of concrete reinforced with iron or steel revolutionized the construction industry completely. Impressive structures where HOCHTIEF used this new material include the synagogue built in the Westend district of central Frankfurt in 1907/1908. The speed at which these enormous structures were built due to the advantages of reinforced concrete construction also proved a small industrial revolution.

Reinforced concrete also brought new innovative stimulus to the expansion of infrastructure. An example in civil engineering is the locks on the River Main between Oberrad and Offenbach, which HOCHTIEF built from 1898 to 1899.

1896

New crafts and trades, first branches

The skills and qualifications needed by building workers changed, a new trade emerged: the formwork-builder, forerunner of today's concrete-builder. It was also something new for construction companies to have workers on the payroll with technical qualifications who could operate and maintain the new equipment and machinery, such as pouring towers, rotating cranes, and the first machines for bending and cutting steel.



Ruhr area harbor extension



Technicians at the upper reservoir in Herdecke



Hans Weidmann



Site office about 1925

The company establishes itself

When Philipp Helfmann passed away his son-in-law, Hans Weidmann, took over the Chief Executive position (1899–1927). He continued to manage HOCHTIEF successfully and set the company on the right course for the future: Under his management HOCHTIEF gained a foothold in Berlin in 1906 and erected a number of buildings for the city council. In the same year HOCHTIEF also won two orders from the Ruhr industrial area. With its expansion, it also set up its first branch operations.

Now an established construction corporation, HOCHTIEF survived the First World War without suffering any major setbacks.

1921

1921

Under the influence of the Stinnes Group

The Stinnes group was one of the major industrial corporations of the 1920s and included mining companies, shipping lines and engineering companies. Together with Thyssen, Hugo Stinnes held the majority of the shares in RWE.

For his construction projects Stinnes finally looked for a construction company that he could integrate into his concern, and he was supported in this project by his employee, Albert Vögler, whose brother Eugen managed the HOCHTIEF branch in Essen.



Eugen Vögler

Head office moves to Essen

Eugen Vögler (1927–1945; these dates refer to his period as CEO) negotiated a contract with the Stinnes group, signed in 1921, to create a “community of interest” under which all corporate construction projects were to be carried out by HOCHTIEF. The company’s head office was transferred to Essen in 1922 as part of the integration into the Stinnes Group. Despite all these changes, the directors of HOCHTIEF did everything they could to ensure continuity.

The company had officially taken the name of HOCHTIEF in 1923, or to give it its full value, “HOCHTIEF Aktiengesellschaft für Hoch- und Tiefbauten vorm. Gebrüder Helfmann”.



HOCHTIEF head office at Pferdemarkt, Essen

1933

1921

The French military occupation of the Ruhr industrial area, however, soon changed the economic parameters. Furthermore, the Stinnes concern collapsed after the death of Hugo Stinnes.

With the help of the banks with which it had collaborated closely ever since its foundation, however, HOCHTIEF managed to overcome this crisis. RWE and a major electrical engineering company, AEG, became the main shareholders of the company with 30 and 13 percent, respectively. The situation at HOCHTIEF calmed down again. There was a change at the top in 1927 when Eugen Vögler replaced Hans Weidmann as Chief Executive Officer.



Klingenberg power plant, Berlin

Success with major projects

Once the 1923 hyperinflation in Germany had been halted, HOCHTIEF's business started to develop positively again—thanks also to numerous major projects.

HOCHTIEF built structures such as a big power station in Klingenberg, a district of Berlin (1926–1927), was involved in the Schluchsee Dam in the southern Black Forest (1929–1931), and erected new buildings for the Zollverein colliery in Essen (1929–1931). Nearly all these orders were follow-up business; HOCHTIEF was apparently able to benefit from good business relationships.



Schluchsee Dam

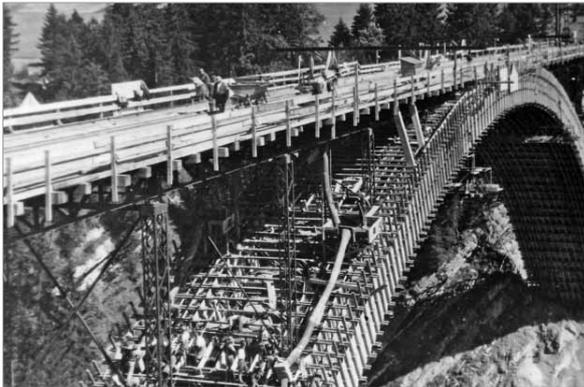


Zollverein colliery, Essen

1933

1921

One particular technical challenge was the construction of a viaduct over the Ammer River near Echelsbach in Bavaria (1928-1929). The Echelsbach Bridge had a record-breaking free load-bearing span of 130 meters across a deep gorge through which the river runs, which made it Germany's longest single-span reinforced concrete bridge. The weekly movie newsreels gave pride of place to the engineers and workmen from HOCHTIEF who had created this unique structure in only ten months.



Echelsbach Bridge over the River Ammer



Floating dredge for the Moselle Canalization, Metz



Albert Canal Lüttich-Antwerp

HOCHTIEF gains a foothold abroad

In the 1930s HOCHTIEF was busy establishing itself in other countries carrying out projects including factories in Finland and structures in France and Bulgaria.

Project highlights in this period included the Albert Canal in Belgium (1930–1934), the waterway from Lüttich to Antwerp. Based on a number of specific innovative proposals HOCHTIEF was able to reduce the construction period for the canal across the 17.4 kilometers of the Haccourt–Briegden section from nine to four and a half years.

1933

1933

HOCHTIEF in the Third Reich

Hitler's government at first started to reflect optimistic future expectations. Many members of the Supervisory Board joined the Nazi Party after it had won the parliamentary elections in March 1933. However, at this time not one member of the Executive Board was a Nazi party member; it was the directors who were appointed in later years who nearly all had a party card. Nazi party membership was never a prerequisite for a seat on the Supervisory or the Executive Board. The management of HOCHTIEF was therefore not under any overall obligation to follow the party line. Vögler joined the Nazi Party in 1937.



HOCHTIEF headquarters at Opernplatz, Essen



Reichsautobahn motorway



Opel assembly plant, Brandenburg

As early as March 1934 the expectations that HOCHTIEF and other construction companies had placed in a new stimulation of the construction business appeared to be fulfilled, because that was when work started on the Autobahn or super-highway network. HOCHTIEF was also involved in other major projects for the State and the Party, including the national center for Nazi Party rallies in Nuremberg and the "Westwall" defenses. HOCHTIEF also operated outside Germany, in countries that Germany had occupied and others as well: Bulgaria, Yugoslavia, Poland, Hungary, Austria and even Iran. These projects mainly involved traffic routes and sometimes industrial buildings.

In 1936 HOCHTIEF moved within Essen into a new head office building in Rellinghauser Strasse, where it still has its headquarters.

1945

1933

Second World War

From 1939/1940 onwards HOCHTIEF employed forced laborers on its construction sites. Little is known about these projects or the men who were forced to work on them because many documents have been lost or destroyed. Another difficulty is that many of the construction projects were carried out by consortia, so it is not possible to make any reliable statement about the forced laborers whom HOCHTIEF deployed there. The information that is available can be seen in the Corporation Chronicle, which appeared in October 2000. (see page 181 ff.).

In 1999, as a sign of reconciliation and reparation, the company joined the German business initiative “Remembrance, Responsibility and Future”, a foundation to fund the recompensation of former forced laborers.

Toward the end of the war construction work came to an almost complete halt. The employees on the construction sites in Eastern Europe fled for their lives as the Soviet troops advanced, and in March 1945 the HOCHTIEF head office was badly damaged in a dead hit.

In 1945 HOCHTIEF was presented with a picture of destruction. The construction sites and branch operations east of the Oder-Neisse Line, which from now on was to be the frontier between Germany and Poland, all had to be abandoned: Königsberg, Danzig, Katowice and Kraków. The CEO, Eugen Vögler, had to flee from the occupying authorities. Most of the HOCHTIEF branch offices had been damaged or destroyed in air raids. Much of the building machinery and tools had been stolen or were useless.



Hard labor on civil engineering sites

1945

1945

Reconstruction starts

Under the difficult conditions prevailing in defeated, war-torn Germany HOCHTIEF began its reconstruction. Artur Konrad (1945–1950) took over the management of the company; he was succeeded by Josef Müller (1950–1962).



Artur Konrad



Josef Müller

The first job after the war was to clear away the rubble and to make at least minimal repairs to roads and buildings. Orders for new buildings were a complete exception. It was not until the currency reform and the introduction of the Deutschmark in 1948 that any great improvement appeared in the order books.

But then the “economic miracle”, or wartime recovery, started to affect HOCHTIEF as well. Homes and factories and of course office blocks had to be built. One of the very early major contracts went to HOCHTIEF after the war for the construction of the Bonn University Hospital on the Venusberg (1946-1949).



University Hospital, Bonn

1966

1945

Resurrection of foreign business

From 1951 the HOCHTIEF Management Board tried to resurrect its foreign business, which had lain fallow since the war, and a start was made with the building of the Nile bridge at Mansourah in Egypt (1951-1952).

HOCHTIEF also received orders from Turkey, and in 1952 work started on the construction of the Sariyar hydroelectric plant and in 1953 on the Izmir power station. In 1954 HOCHTIEF took shares in a harbor-building company in Kandla (India).



Nile bridge at Mansourah, Egypt



Sariyar hydroelectric plant, Turkey



Kandla harbor, India

1966

1945



Paraná Tunnel, Santa Fe, Argentina

1960: Paraná Tunnel in Argentina

In order to revive the economy through new transportation routes, Argentina's government decided in 1960 to build a tunnel under the water between the cities of Santa Fe and Paraná. In 1964 a joint venture headed by HOCHTIEF started its work.

The procedure chosen was to build tunnel elements in a dry dock and then float them into position and sink them. The tunnel was completed in 1969 and was not only the first of its kind anywhere in South America but also the first fixed link between the left and right banks of the Rio Paraná.

1966

1945

Abu Simbel: A UNESCO rescue project

The temples cut into the rock at Abu Simbel threatened to sink under the rising waters of the Nile held back by the Aswan High Dam. Contracted by UNESCO HOCHTIEF set about from 1963 to rescue these temples under the eyes of the whole world in a race against time and against the rising water.



Temple of Abu Simbel, Egypt

First a dam 360 meters long was built to protect the two temples. When this threatened to be flooded in November 1964 despite best efforts, it took every possible technical means and incredibly hard work of the team to ward off the danger: The dam was brought up to the level that the Nile water could not reach before the work was completed.



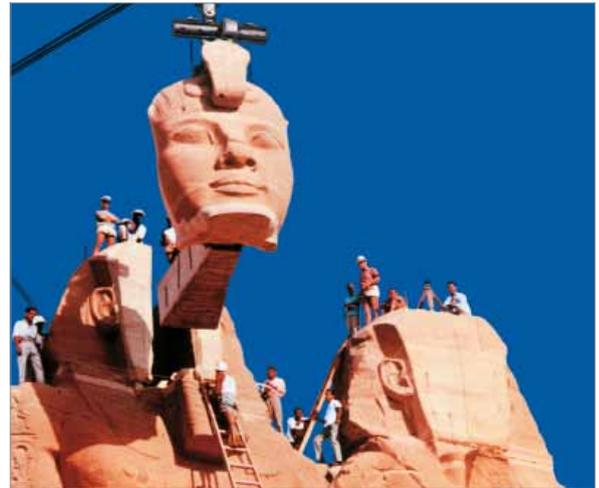
Nile Dam

1966

1945

The next job was to remove a hill 60 meters high from above the temples. To do this, the porous sandstone was stabilized with injections of artificial resin, whilst the facades were buried in desert sand to protect the colossal statues from falling rocks.

Only now could the experts go to work and saw the solidified stone apart into blocks weighing up to 30 tons. A total of 1,041 blocks were numbered in a sophisticated system, transported on trucks to a point 65 meters higher and 180 meters further inland, and then reassembled in reverse order. Now the temples look as if they had always been standing there.



Work on the temples of Abu Simbel

1966

1966



Dr. Albrecht Schumann



Dr. Enno Vocke

HOCHTIEF becomes a corporation

In 1966 the terms “concern” and “service provider” indicated that a change was taking place at HOCHTIEF. The development of HOCHTIEF into a “concern”—a group of companies with consolidated accounts—proceeded unobtrusively and was initially nothing more than a formality, primarily of importance only to the accountants. In actual fact the establishment of a consolidated Group

was necessitated by an amendment to the Aktiengesetz, the German Act governing the structure of companies of this status, in 1965.



This development is inextricably linked with two people: Dr Albrecht Schumann (1968–1980),

who became a member of the Executive Board in 1966, and his successor, Dr Enno Vocke. He had been on the Board since 1971, and was CEO from 1980 to 1992.

1989

1966

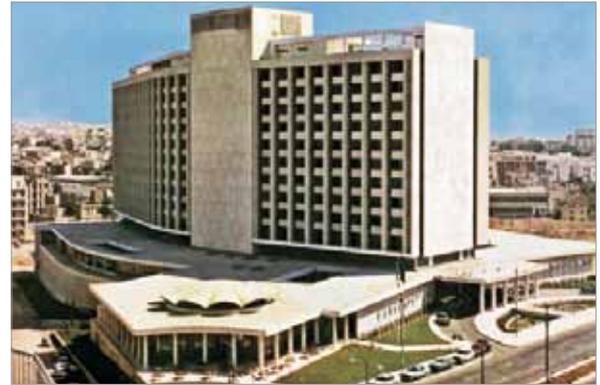
More than construction

In the 1960s, a tendency to take on broader construction tasks started to emerge at HOCHTIEF and proved to be significant to the step-by-step development of HOCHTIEF from master builder to total project leader. The beginnings of this development were typified by the terms “turnkey projects”, “general contractor” and “service provider”.

A pioneering project for HOCHTIEF was the Athens Hilton Hotel (1961–1963), which was followed by a large number of other turnkey projects.



Hilton Hotel, Athens



1989

1966

Strong in Germany

After the years of the economic miracle, the growth rates in the German construction industry started to flatten out. Still, the engine of positive development at HOCHTIEF was the domestic German business, which from 1967 to 1975 stayed at or above 80 percent, while foreign business was recording only slow growth.

The reason for HOCHTIEF's strong position in the German market up to 1975 can be seen from its strength in the market for power station construction. As long ago as 1958, RWE commissioned AEG, then still a major builder of power generation plants, to build the Kahl nuclear power station in Dettingen, and AEG passed the order for the construction work on to HOCHTIEF. More nuclear power stations followed, including the nuclear power research facility in Jülich from 1959 to 1960.



Nuclear power research facility Jülich

1989

1966

1969: Elbe Tunnel in Hamburg

From 1969 to 1975 HOCHTIEF was responsible for the construction of the Elbe Tunnel in Hamburg. It had been built as three parallel highway tunnels using a complicated float-and-sink process because it is made up of a large number of reinforced concrete elements, called sunk caissons.



Elbe Tunnel, Hamburg

Oil crisis boosts international business

The oil crisis changed the relationship between domestic and foreign business totally. While the quadrupling of oil prices in 1973 unleashed a crisis in many industries, the construction industry benefited from the unexpected wealth of the oil-exporting countries.

In 1975 HOCHTIEF's total construction output passed the DM 6 billion mark for the first time, with its foreign business contributing more than half. The construction of Jeddah Airport in Saudi Arabia (1974-1981) especially contributed significantly to this result as the biggest single contract HOCHTIEF had so far ever handled.



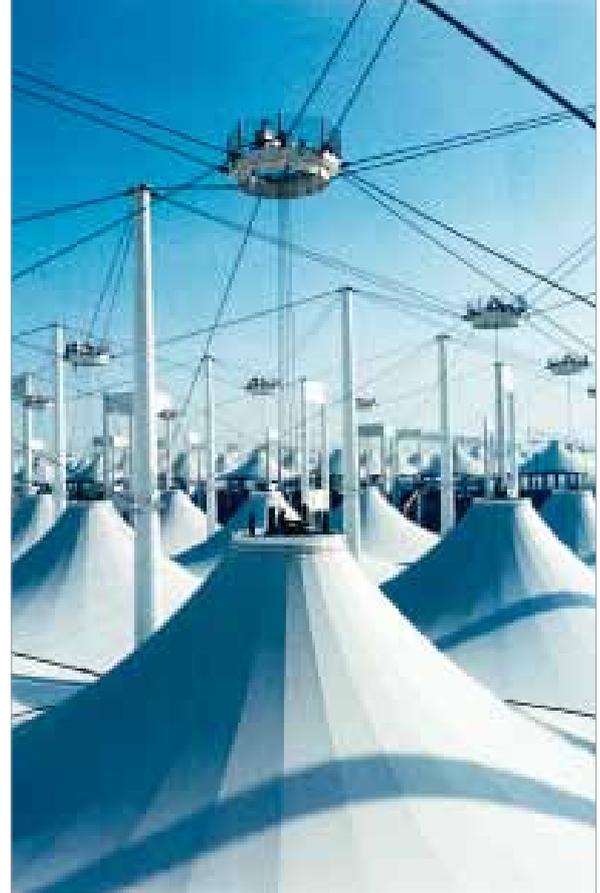
Jeddah Airport, Saudi Arabia

1989

1966

1974–1981: Airport in Jeddah

Of all the legendary projects that HOCHTIEF has completed it is the King Abdulaziz International Airport in Saudi Arabia that takes on a particularly outstanding role. The whole fenced-off site is 105 square kilometers in size. Four terminals form the core of the complex. The fascinating tent-like architecture of the Pilgrims' Terminal—the largest roofed-in area in the world—has already provided shade for millions of Mecca pilgrims. This turnkey airport project was also the biggest contract ever placed with a single construction company.



1989

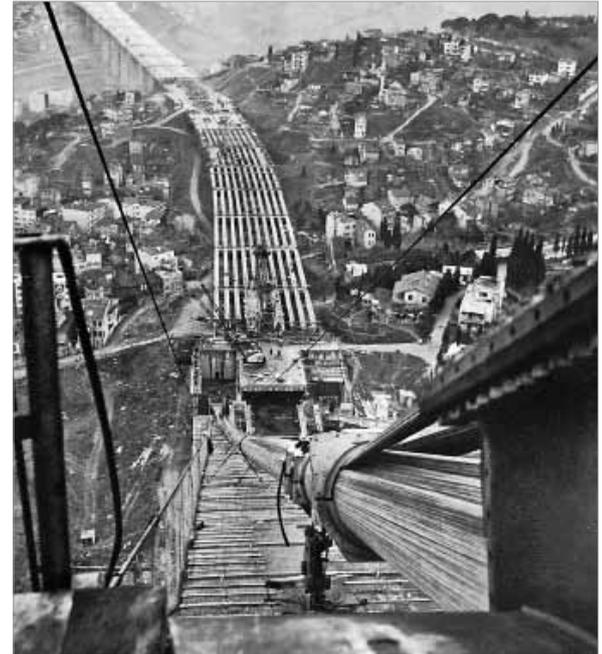
1966



1970–1974: Bosphorus Bridge

HOCHTIEF's international project highlights in this period also include the Bosphorus Bridge in Turkey—the bridge from Europe across to Asia. With a free span of 1,074 meters and an average clear height of 64 meters, this bridge, which is used by up to 200,000 vehicles a day, is one of the biggest in Europe.

An Anglo-German consortium built the project with HOCHTIEF coordinating the work on the load-bearing structure.



1989

1966

Lean 1980s

In the 1980s foreign business crumbled away visibly, but HOCHTIEF managed to remain stable by expanding its domestic business.



One ambitious building at this time was the Torhaus in Frankfurt am Main, completed in 1984. After the lean years from 1986 through 1988, HOCHTIEF started once again to report clear growth.

Torhaus, Frankfurt

1988–1991: Trade Fair Tower in Frankfurt

Your imagination can make it look like a rocket, a roll of coins or a scepter. In any case, however, it is a jewel of urban architecture: the “Messturm”, the 256.5-meter-tall tower on the Frankfurt trade fair grounds. Up until 1996 it was Europe’s tallest skyscraper.



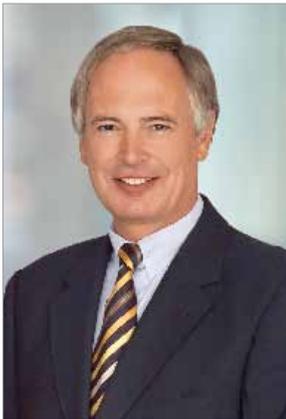
Because downtown Frankfurt was already heavily crowded with buildings, only a lot of ground about the size of two tennis courts was available for all the construction site equipment. The only way HOCHTIEF was able to complete the project in the allotted time of three years was with a highly sophisticated logistics system. The first tenants moved in on the lower floors while work was still proceeding higher up.

1989

1989

Consistent restructuring of the company

After the slowing of the boom sparked off in the mid-1990s by the German reunification, the German construction industry's structural problems became clearly evident. As a result, the then Chairman of the HOCHTIEF Executive Board, Dr. Hans-Peter Keitel (1992–2007), set about consistently restructuring the company. His aim was to develop HOCHTIEF in tune with the changing domestic and international markets.



Dr. Hans-Peter Keitel

In the following years, the company was put on a broader footing to ensure its resilience to cyclical fluctuations. Diversification was both substantial and geographical. As early as 1980, international contracts were already exceeding domestic orders, and this was a trend that continued in the 1990s.

At the same time, HOCHTIEF was no longer exporting construction services—in a time of open, globalized markets, this had become increasingly unprofitable. Instead, HOCHTIEF established numerous company units locally, with preference being given to the newly opened, lucrative markets and growing economies of Eastern Europe such as Poland, Hungary and the Czech Republic.

One of the projects in this period was the new Warsaw International Airport (1990–1992), for which HOCHTIEF as the general contractor also managed the whole financial structure.



Warsaw Airport

2007

1989

1991–1995: East Bridge over the Great Belt

Back then a project full of superlatives in which HOCHTIEF was involved was a bridge 20 kilometers long in total crossing the Great Belt, the arm of the Baltic that runs between the Danish islands of Funen and Zealand. The real masterpiece in this project is the East Bridge. Its clear span is 1,624 meters long and its clear height is 65 meters, which makes it not only the longest suspension bridge in the world but also the most breath-taking. The two pylons reach 27 meters down below sea level and tower 254 meters above it, making them almost as tall as the Eiffel Tower in Paris.



As the leader of an international joint venture, HOCHTIEF took on responsibility for the reinforced concrete load-bearing structure. The bridge proved a real asset in many respects: Whereas car drivers used to have to allow two hours to cross by ferry, they can now cross the bridge in less than 15 minutes.



2007

1989

Worldwide infrastructure projects

Major international projects in the infrastructure sector in which HOCHTIEF was involved in the 1990s included the Lesotho Highlands Water Project (1991–2003). The aim was to redirect water from Lesotho's rivers against their natural direction of flow and send it to Johannesburg. The Katse Dam was built in a first step at 2,000 meters above sea level. At the same time HOCHTIEF was busy building a system of tunnels to carry the water.

Other sub-projects for which HOCHTIEF took on coordinating responsibility were a dam across the Matsoku River and the 32-kilometer-long Mohale tunnel.



Katse Dam, Lesotho



1991-1999: Ertan hydroelectric plant, China

In the 1990s HOCHTIEF was involved in a hydroelectric project on the Yalong River in the southwest of China where a joint venture of three companies built an underground cave power station. The contract included excavating three enormous caverns—the biggest water reservoir was 280 meters long, 65 meters high, and 25.5 meters wide. In addition, several ducts and tunnels needed to be dug, as the river was to be redirected.

2007

1989

1996–2000: Öresund Bridge

It was mainly because of its experience with the construction of the East Bridge over the Great Belt that HOCHTIEF became a member of an international consortium that worked on another unique project from 1996 through 2000: the Öresund Bridge. HOCHTIEF was entrusted with the management of the Technical Office, was also responsible for the offshore work and supervised the production of the girders for the access bridges.



As a partner in the consortium HOCHTIEF was also involved in the construction of the 7,845-meter double-decker bridge, the masterpiece in which is a suspension bridge almost 1,100 meters long. It has to be a double-decker in order to be able to carry both road and rail traffic. Its free span of 490 meters and its clear height of 57 meters above the main shipping lane off Malmö ensure that ships can pass unhindered from the North Sea to the Baltic.

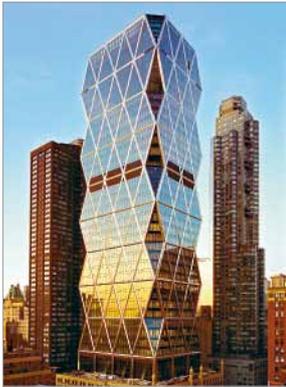
Around 16.4 kilometers long, the fixed link between Copenhagen and Malmö thus closed the last major gap in the European road and rail network.

2007

1989

Strategic international acquisitions

In the 1990s HOCHTIEF secured access to further markets through international acquisitions. Crucial milestones in this regard were the acquisition of the Turner Corporation in the USA, in which HOCHTIEF has held a 100 percent stake since 2000, and the interest in Australia's Leighton Holdings. HOCHTIEF has been the majority shareholder of the group since 2001.



Hearst Building, New York, USA

The Turner construction company was founded in 1902 and today is a leading player in general building in the USA. Turner has long been number 1 especially in the market segments of educational, healthcare and commercial real estate plus the area of sustainable building also known as “green building”.



Lake Vermont Coal Mine, Australia

Founded in 1949 the Leighton Group is market leader in Australia and a top supplier in the Asia Pacific region. Its services encompass construction, contract mining, operation and maintenance as well as services in the raw materials sector. With its numerous operating units Leighton spans the full value chain of construction.

2007

1989

Developing into an international construction services provider

In the 1990s the nature of the company's business was also placed on a broader footing. The lower profit margin and risks in construction were systematically cushioned by the consistent expansion of the less cyclical, long-term oriented service and concession business.

The classic construction business—especially in Germany—was now flanked by a broad service spectrum: HOCHTIEF transformed itself into an international construction services provider with a service portfolio which embraced development and construction, services, concessions and operation.

HOCHTIEF thus founded new companies in construction-related areas of business such as project development (from 1991), facility management (since 1996), airport management (since 1997) and infrastructural development and financing (PPP business, from 2002), with these corporate divisions quickly achieving market leadership.



Athens International Airport

With Athens International Airport HOCHTIEF for the first time realized an airport as a BOOT (Build Own Operate Transfer) project, handling the construction, financing and operation of the airport. It is the first privately financed airport project in the world and to this day is a good example of a successful public-private partnership, a partnership between a public authority and a business company.

2007

1989

Pioneer in sustainability

Around the turn of the millennium, HOCHTIEF set about to focus on sustainability and consequently broadened its engagement in this field. A priority here was “green building”. Turner in the USA, most notably, gained the leadership in this market segment early on and in 1998 initiated the U.S. Green Building Council.

But also in Germany HOCHTIEF had been erecting buildings to meet stringent ecological standards from as early as the 1990s—long before the foundation of the DGNB (Deutsche Gesellschaft für Nachhaltiges Bauen—the German Sustainable Building Council) in 2008.

These include the RWE Tower (1994–1996), a landmark in Essen and at 162 meters the tallest building in the whole of the Ruhr industrial area. Its unusual glass facade enables energy to be saved in the air-conditioning and internal lighting systems.



RWE Tower, Essen



Commerzbank Tower, Frankfurt

The Commerzbank Tower in Frankfurt is another early German green building erected by HOCHTIEF (1994–1996). Designed by star architect Sir Norman Foster, the office tower is based on an ecological concept that has enabled a reduction in the energy required. The building appeals not least with aspects such as nine interior themed gardens.

2007

1989

HOCHTIEF and the Bauhaus

A further part of HOCHTIEF's commitment to sustainability arose under CEO Keitel: the support of Bauhaus art and culture. He initiated a donation for the reconstruction of the run-down Kandinsky/Klee Masters' House in Dessau.



Highlights of this corporate citizenship included the biggest ever Bauhaus exhibition to date, which HOCHTIEF organized in 2000, "Bauhaus: Dessau—Chicago—New York". More than 55,000 visitors saw the show at the Folkwang Museum in Essen.

Master's House Kandinsky/Klee, Dessau

Vision and guiding principles

From 1996 the transformation into a corporate group and construction services provider was also embedded consistently in the thinking and behavior of the employees and in the corporate culture—in structures, strategies, the vision and the guiding principles—and aligned with the strategic orientation of HOCHTIEF.

The corporate headquarters became a management holding company in 2004 which, as a consequence of RWE's withdrawal in that same year and the subsequent broader distribution of shares, took on increased responsibility. After 15 years at the helm of the company, Keitel left the HOCHTIEF Executive Board in 2007.

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."

2007

2007

Networked services

In 2007 Dr. Herbert Lütkestratkötter (2007– 2011) took over as CEO. He continued the strategy taken by Keitel and specifically developed the vision to encompass the life-cycle management approach: HOCHTIEF covers all life-cycle phases of infrastructural projects, real estate and facilities. Focus was given to the systematic networking of those services.



Dr. Herbert Lütkestratkötter

In this context cooperation within the Group was consistently promoted and collaboration of the individual group enterprises and corporate units expanded.

An example of networked services in the Group is the PPP project Cork School of Music in Ireland. In 2005 HOCHTIEF and a partner of the Irish Department of Education were awarded the PPP contract to finance and build the Cork School of Music and to operate it subsequently for a period of 25 years.



Cork School of Music, Ireland

2011

2007

New markets and areas of business

HOCHTIEF continued to expand its local presence in the world's important construction markets. The civil engineering company Flatiron—one of the USA's Top Ten providers for infrastructural projects—was acquired in 2007.



Port Mann Bridge, Vancouver, Canada



Burj Khalifa, Dubai

The company also gained a foothold in the Gulf region: Its American subsidiary Turner, for instance, was involved as construction manager in the construction of the Burj Khalifa in Dubai, at 828 meters the tallest building in the world, which was inaugurated in early 2010. In 2009

HOCHTIEF was awarded a contract to build Barwa Commercial Avenue, an eight-kilometer-long shopping mall in the Qatari capital, Doha.



Barwa Commercial Avenue, Qatar

2011

2007

HOCHTIEF adjusted to the changing market demands and opportunities of the new millennium and consistently developed new areas of business. Early on, the company branched out into offshore business, where it has brought its construction know-how and worldwide experience in complex infrastructure projects to bear ever since.



Offshore wind farm Lillgrund, Sweden



HOCHTIEF jack-up vessel Innovation

One of the first projects in which HOCHTIEF was involved was the German wind farm Alpha Ventus and the Swedish wind farm Lillgrund. Today, HOCHTIEF has become firmly established as a leading player of this industry with a comprehensive service offering for the development and construction of wind farms at sea.

2011

2011

Since early 2011, for the first time since the departure of power utility RWE, HOCHTIEF has once again had a majority shareholder—the Spanish company ACS. Dr. Herbert Lütkestratkötter resigned from the company's Executive Board on May 12, 2011 on conclusion of HOCHTIEF Aktiengesellschaft's General Shareholders' Meeting.



Dr. Frank Stieler

He was succeeded as CEO by Dr. Frank Stieler (2011–2012), a jurist previously responsible for the Group's European business, who had been a member of the Executive Board since 2009.

In November 2012, Marcelino Fernández Verdes replaced Dr. Stieler as Chairman of the Executive Board. Since 2012 the Spanish-born manager had acted as Chief Operating Officer (COO) for the company, supervising the HOCHTIEF Americas business.



Marcelino Fernández Verdes



U4 subway station Überseequartier, Hamburg

today

2011

HOCHTIEF today

Today—in its anniversary year—HOCHTIEF is one of the leading global construction groups. It focuses its competencies of development, construction, and operation on infrastructure projects, real estate and facilities as well as the contract mining business.

Thanks to its global network, HOCHTIEF is on the map in all the world's major markets. Its almost 80,000 employees create sustainable value for clients, shareholders and HOCHTIEF. Individual and innovative solutions are HOCHTIEF's contribution to the challenges of modern societies.

In its long history HOCHTIEF has always been able to rely on its developed expertise and has continuously and successfully initiated change—a tradition on which the company is set to build in the future.



A4 highway, Thuringia



John James Audubon Bridge, Louisiana, USA

today

Further information on the history of HOCHTIEF

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“HOCHTIEF and its history. The brothers Helfmann up to the 21st century”

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