



BILFINGER

Bilfinger SE | Capital Markets Day 2018

MMO Continental Europe

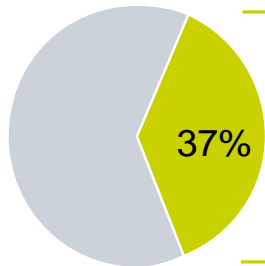
Gerald Pilotto, Executive President

Frankfurt, June 13, 2018

MMO Continental Europe – Profile

Largest division within Bilfinger with high share of recurring business

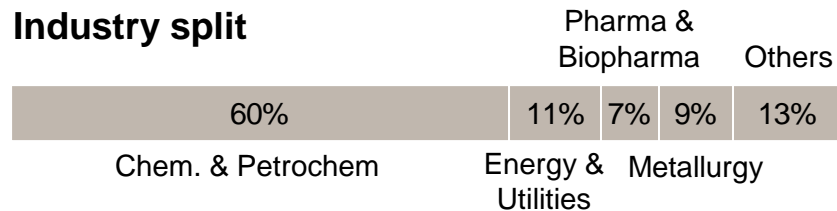
Group Revenues 2017



Segment split

100%
MMO

Industry split



Contract type



Client retention rate

> 90%

Management Team



EP
Gerald Pilotto



FD
Matti Jäkel

Headquarters:

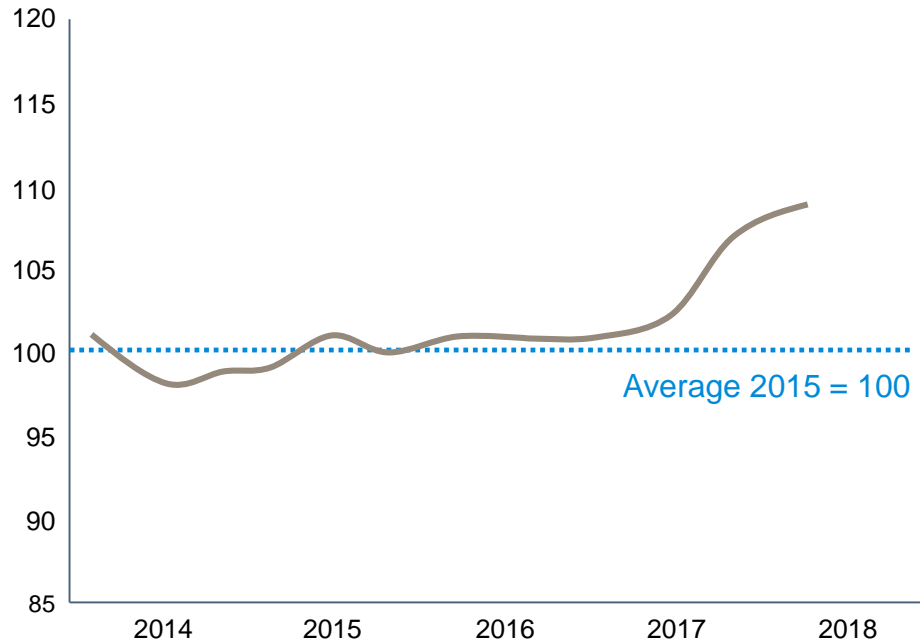
Frankfurt

MMO Continental Europe – Current market situation

Chemical boom in Germany leads to increased clients' CAPEX

Production of German chemical-pharmaceut. industry

Index and Trend



Source: Verband der Chemischen Industrie e.V., Chemie-Barometer, May 25, 2018

Highlights

- Among the world's TOP 10 chemical producers, Germany ranks fourth and first in Europe
- Consolidation and strategic mergers in the Chemical market create opportunities
- Outsourcing trend continues

OPEX

- Stable maintenance business on good level

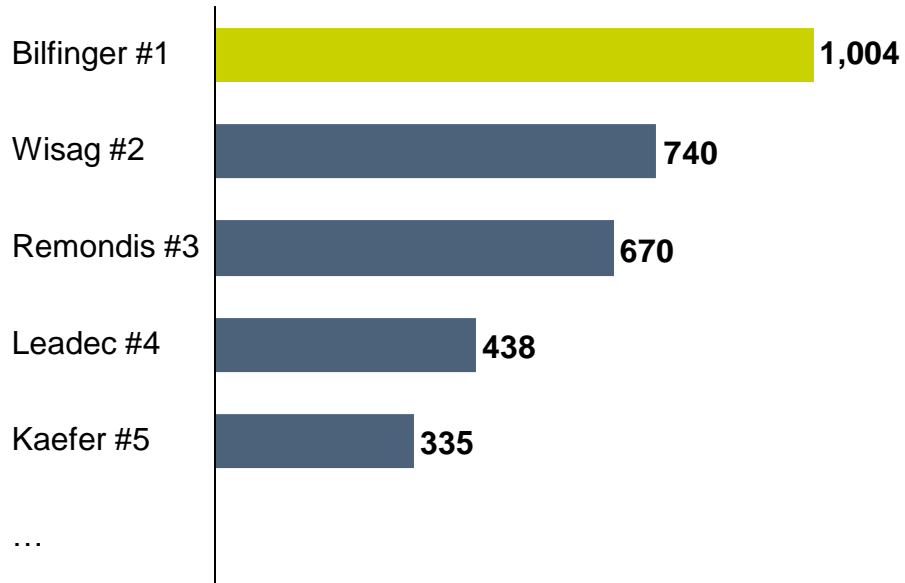
CAPEX

- Chemical (brown-field) investments in Europe continue to be strong
- Europe becomes increasingly attractive also for foreign investments – growing at an above-average rate compared to other regions

MMO Continental Europe

Bilfinger with clear #1 position in Germany and also in Europe

Lünendonk Ranking Leading Industrial Service Companies in Germany



German Revenues 2016 in € million

- ▶ **Biggest** and most established **player** in DACH region and Continental Europe
- A **broad customer base** provides us with deep understanding of their needs

- ▶ **Offering the most efficient maintenance concept** for our customers



- ▶ **Unlocking full potential of digitalization** for the process industry



BMA and BMC

Standardized benchmark and references

Industry	Ø Evaluation (spider-diagram)	Ø Maintenance cost ratio	Ø Maintenance personnel costs proportion	Ø Materials proportion	Ø Maintenance third party proportion	Ø Turnover related maintenance ratio	Ø Proportion of maintenance staff
Industry #1	71.2%	0.9%	11.1%	41.7%	47.2%	-	12.2%
Industry #2	59.7%	-	36.0%	15.0%	49.0%	-	16.5%
Industry #3	61.8%	3.7%	34.1%	26.1%	44.2%	3.2%	11.7%
Industry #4	61.7%	1.6%	50.4%	23.3%	26.4%	-	52.4%
Industry #5	59.7%	2.1%	44.7%	35.1%	20.2%	3.4%	11.4%
Industry #6	56.7%	-	-	-	-	-	-
Industry #7	63.0%	1.9%	46.2%	32.5%	21.2%	-	26.4%
Industry #8	51.8%	5.1%	16.4%	35.4%	48.2%	1.5%	-
Industry #9	50.5%	2.8%	36.0%	38.2%	32.3%	-	10.4%
Industry #10	64.8%	5.0%	44.4%	45.0%	9.6%	-	-
Industry #11	52.0%	-	29.3%	42.9%	27.8%	4.3%	6.4%
Industry #12	35.4%	11.0%	57.8%	32.2%	10.0%	-	5.8%

Highlights

With the insight of more than 400 concluded **BMA**s (Bilfinger Maintenance Analysis) we are able to

- benchmark each customer's maintenance performance
- quantify savings potential
- Bilfinger's own benchmark enables evaluation of maintenance performance a per industry
- BMC optimizes the maintenance costs – customized, on a sustained basis, with the help of different strategies

MMO Continental Europe

Turnaround business a major driver for volume and margin in upcoming years

Turnaround business

- **Comprehensive maintenance** only feasible in planned **shut down** facilities
- **Up to 1,000** engineers, technicians and blue collar workers **mobilized** and involved in a few weeks' period
- **Multidiscipline services**, including projects
- Turnaround projects typically **recurring every 4 to 5 years**

Trends

- Increasing requirements for **quality and safety**
- With aging plants, **higher need for maintenance and repair**
- **More complex tasks** due to higher degree of plant automation and increasing scope of end products
- Increasing demand for **bundled services** to manage complexity
- **Competition rather decreasing**

Bilfinger Positioning

- Significant **own capacities** of skilled workers, technicians and engineers
- **Covering the full scope** of
 - Planning
 - Coordination
 - Execution
 - Analytics
 - Documentation
- Highly **specialized entities** with broad references
- ➔ **One face to customer**
- ➔ **High-end service with attractive margin uplift**

MMO Continental Europe Turnaround

Bilfinger with excellent reputation and references



- Focus on **Petrochemicals & Chemicals**
- **Regional focus:**
 - Germany
 - Austria
 - Switzerland
 - Nordics
 - Central Eastern Europe
 - UK (export)
 - BeNe (export)
- **Middle East** as next step

Existing customers / references (not exhaustive)