

Annual Press Conference 2012

Bilfinger Berger SE, Mannheim | March 21, 2012

Roland Koch, Chairman of the Executive Board



Order and earnings situation

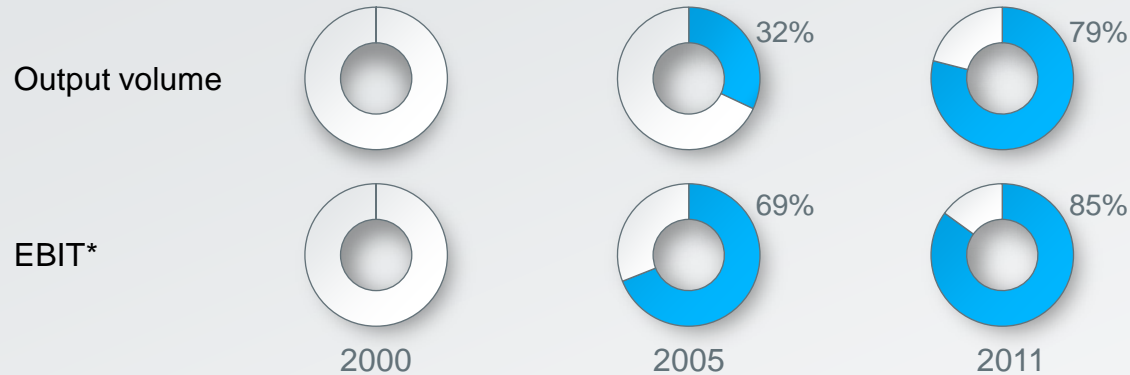
- Stable demand
- Output volume and earnings exceed forecasts
- Significantly higher dividend
- Positive outlook for 2012

Strategic development of the company

- Successful placement of infrastructure fund
- Entry into attractive Indian market through acquisitions in Industrial Services segment
- February 2012:
 - Investment in Julius Berger Nigeria reduced by 10 percent
 - Acquisition of Tebodin: basis for the establishment of a new Subgroup
 - Joint venture with Tyazhmash: entry into the Russian power plant market

Engineering and services Group

Share of services

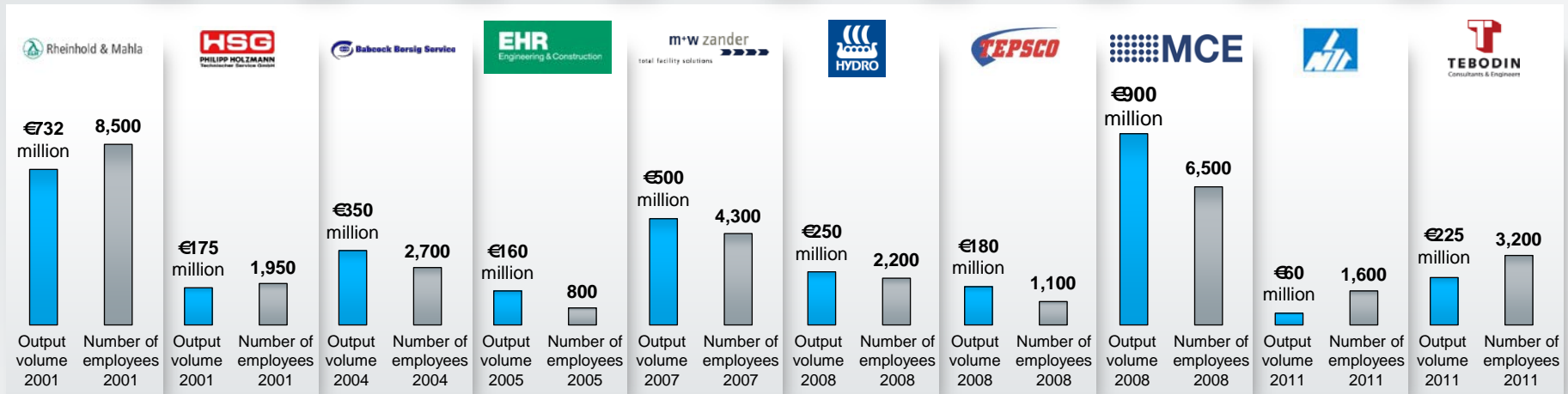


- Bilfinger Berger is an international engineering and services Group
- Services account for approx. 80 percent of total output volume
- Desired change of stock market from 'Construction' to 'Services'

**before EBIT consolidation/other*

Key acquisitions in services segments since 2002:

2002 → 2002 → 2005 → 2006 → 2008 → 2008 → 2008 → 2009 → 2011 → 2012



Neo Structo: Successful entry into Indian market

Important step in the Asian market for industrial services

- The country's process industry is growing dynamically while at the same time the market for maintenance services is under-developed
- Neo Structo is among the up and coming providers of maintenance, manufacturing and installation services for facilities in the process industry
- Clients include major international players as well as important Indian companies in the process industry
- Neo Structo will serve as a springboard for the further expansion of business activities in India



Tebodin: Basis for the establishment of a new Subgroup

Leading provider of consulting and engineering services

- Broad range of services
 - Design & engineering
 - Commissioning and project management
 - Construction management
 - Consulting
- Clients: top international companies in the process industry
 - Primarily oil and gas
 - Chemicals
 - Energy production
 - Environmental technology
- Strong management team



Tebodin: Basis for the establishment of a new Subgroup

Strategic advantages for Bilfinger Berger

- Strengthening consulting, design and management activities for industrial clients
- Cornerstone for the expansion of activities in engineering and technologies
- Further expansion in Asia-Pacific region based on Tebodin's existing client relationships
- Interesting development opportunities through further acquisitions in the field of engineering



Strategic positioning: Beginning of a new growth phase

- We want to harness synergies from cooperation among Subgroups
 - > Internal value added
- We want a stronger client focus and cross-selling
 - > Organic growth
- We want to expand the foundation of our business through acquisitions
 - > Growth from acquisitions
- We want to double net profit by 2016
 - > Net profit 2016: ~ €400 million



BEST strategic program

Bilfinger Berger Escalates Strength



BEST strategic program

Customer orientation

- Customer information platform
- Bid platform
- International organization
- Market presence

Internal processes

- Interface management
- Fostering innovation
- Transparency

Human resources management

- Recruiting and development of personnel, HSEQ performance

BEST
Bilfinger Berger
Escalates Strength

BEST
Bilfinger Berger
Escalates Strength



BEST strategic program

Customer orientation

Group-wide customer information system

Central bid information platform

Optimization of the international organization

Repositioning of the Group brand

Internal processes

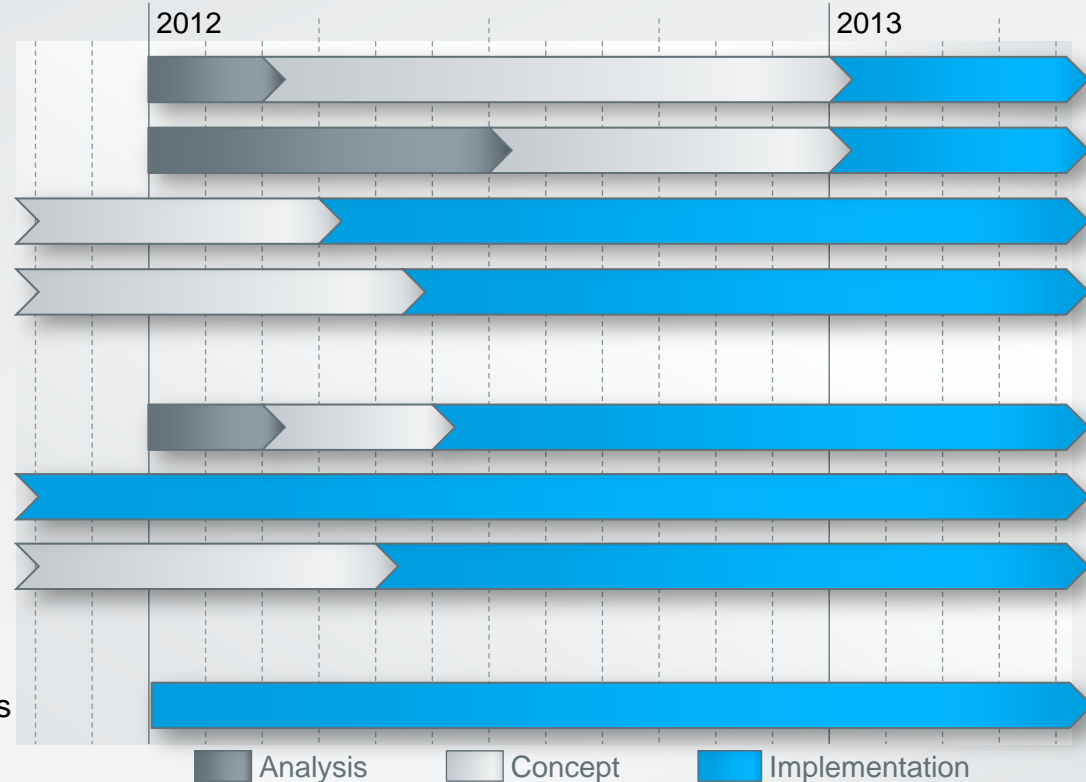
Interface management

Tapping into new technologies

Transparency

Human resources management

Group-wide networking of human resources efforts



Repositioning of the Group brand

Objective

Uniform and memorable image of our corporate brand

Benefit

Makes us recognizable as a Group around the world and conveys the diversity of services offered

BEST
Bilfinger Berger
Escalates Strength



New name of the Group

Bilfinger

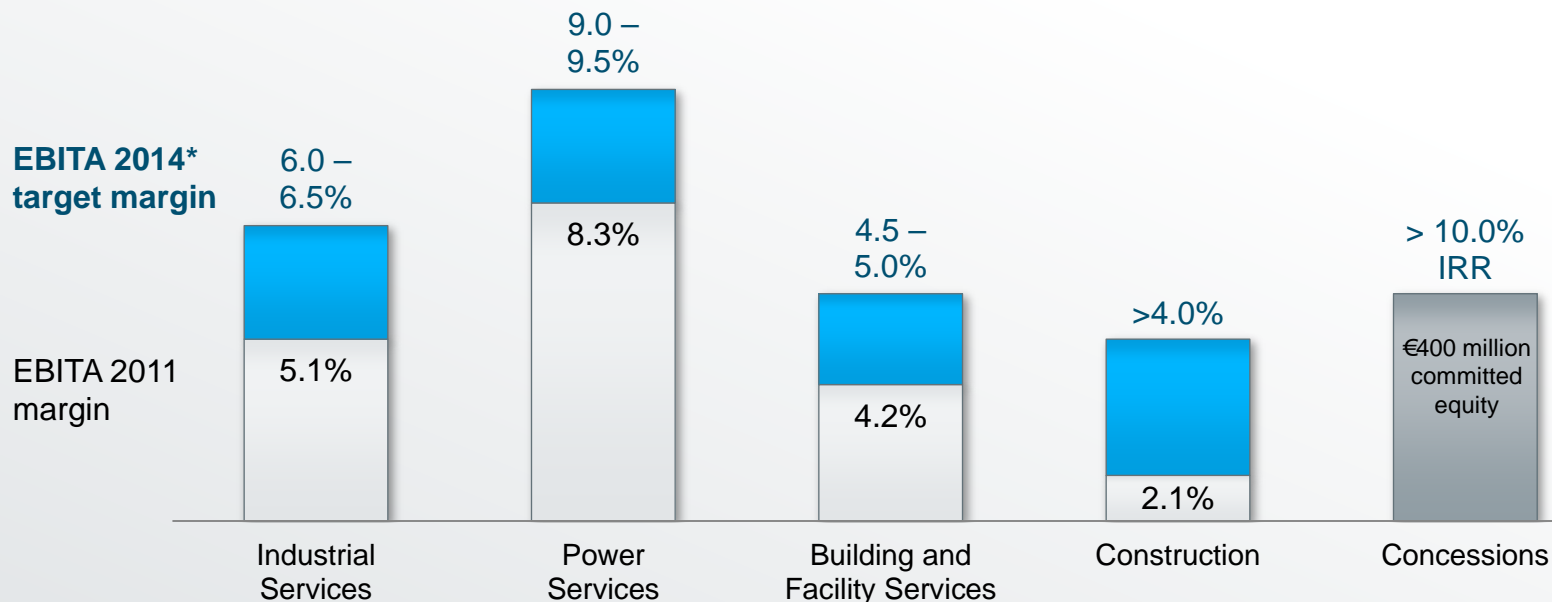
Completely new appearance



Completely new appearance



All business segments contribute to success



**EBITA target margins include a positive effect of 0.3 percentage points from the changed allocation of headquarters administration costs.*

Medium term economic goals for the Group

	2011	2016
Output volume	€8.5 billion	€11-12 billion (acquisitions plus organic volume growth 5-year CAGR 3 to 5 %)
EBITA margin	4.7%	> 5.5 % (2014) ~ 6 %
EBITA	€397 million	~ €700 million
Net profit	€220 million	~€400 million

- Output volume – without taking potential acquisitions into account – will decrease as a result of further focusing in the Construction business segment and deconsolidation of the Nigeria business
(2011: €8,476 million)
- Increasing margins and capital gains from the sale of the concessions projects as well as from a reduced investment in the Nigeria business will lead to a clear increase in EBITA
(2011: €397 million)
- Net profit for the Group will be significantly higher than the figure from financial year 2011, adjusted for earnings from discontinued operations
(2011: €220 million)

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