



Annual Press Conference 2014

Bilfinger

Lean, efficient and close to the customer

Roland Koch | Chief Executive Officer | Bilfinger SE, Mannheim

Thursday, March 20, 2014

Financial year 2013

Successful development in a challenging year

- Output volume, orders received and order backlog at the level of the prior year
- Adjusted operating profit increased, margin climbs from 4.5 to 4.8 percent
- Unchanged dividend of €3.00 per share proposed
- Bilfinger's market capitalization increases to about €4 billion





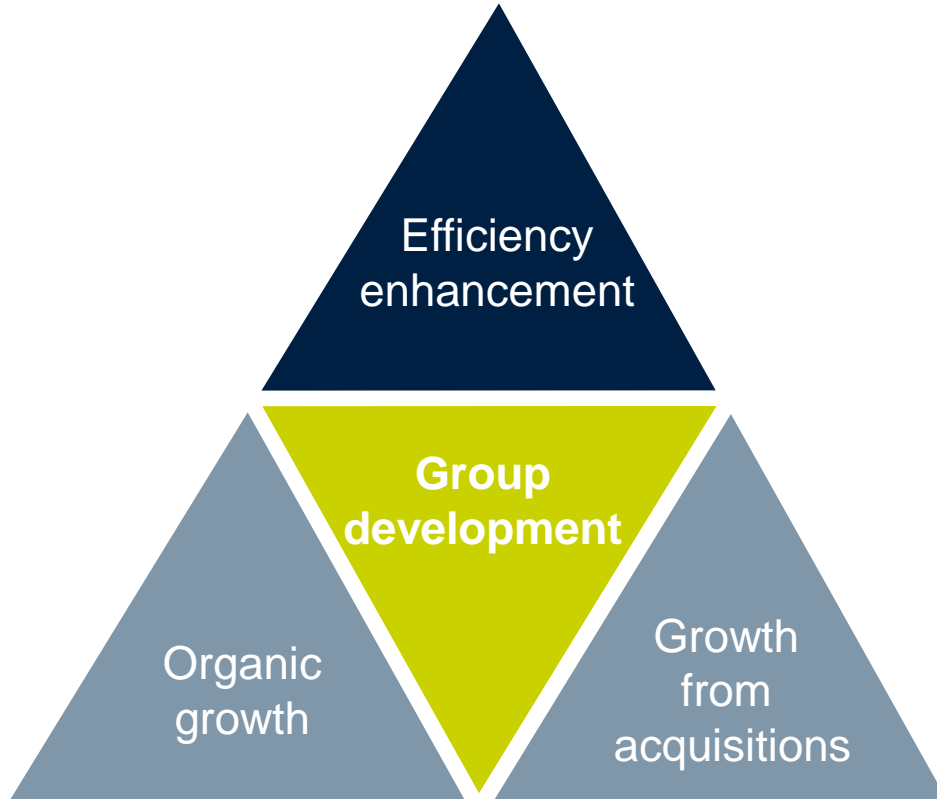
Annual Press Conference 2014

Financial year 2013

Joachim Müller | Chief Financial Officer | Bilfinger SE, Mannheim

March 20, 2014

Key factors for the continued successful development of the Group



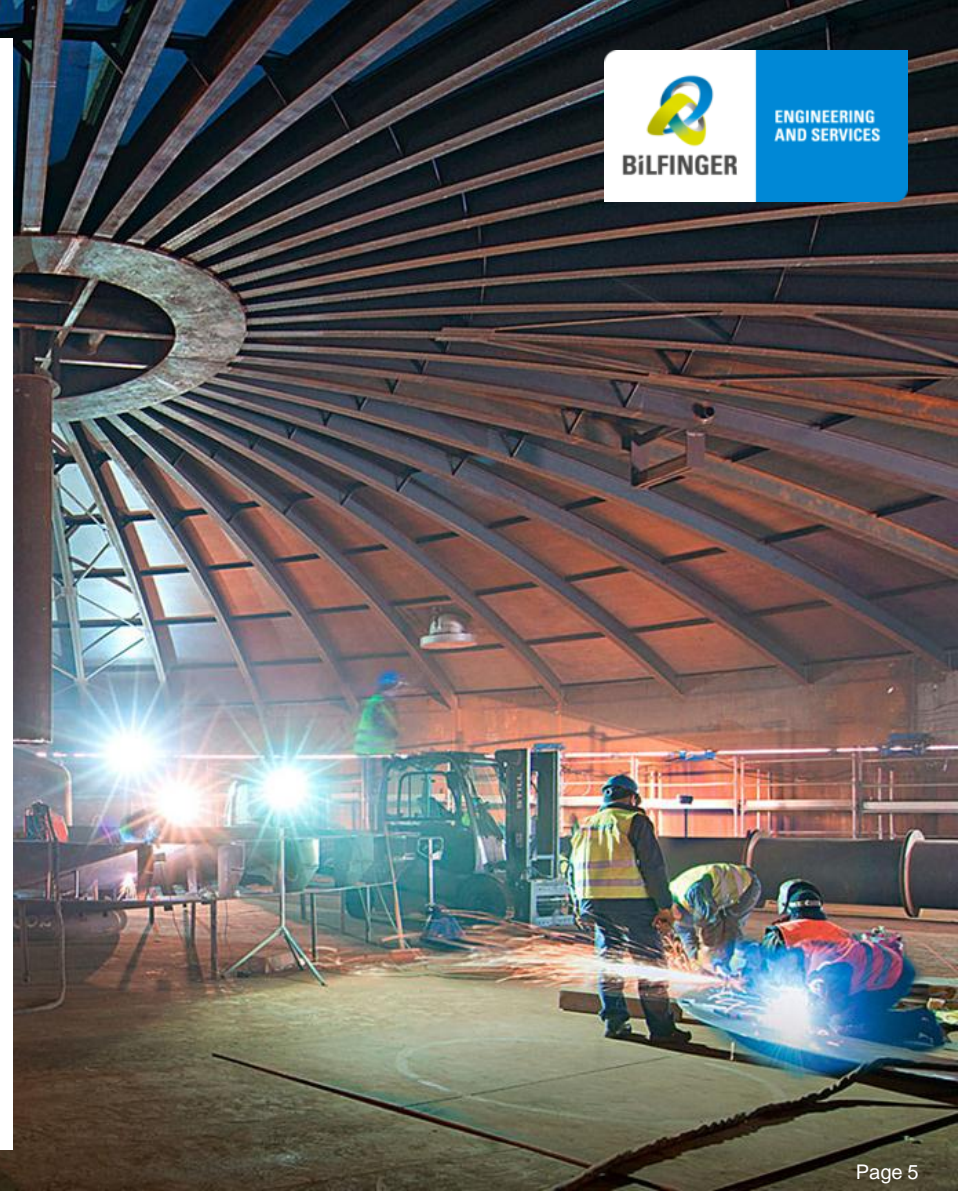
Efficiency enhancement

Bilfinger Excellence

With Bilfinger Excellence, the program to increase efficiency

- the activities of the operating units will be more closely aligned with defined clients and markets
- cooperation within the Group will be fostered
- structures and processes will be fundamentally optimized

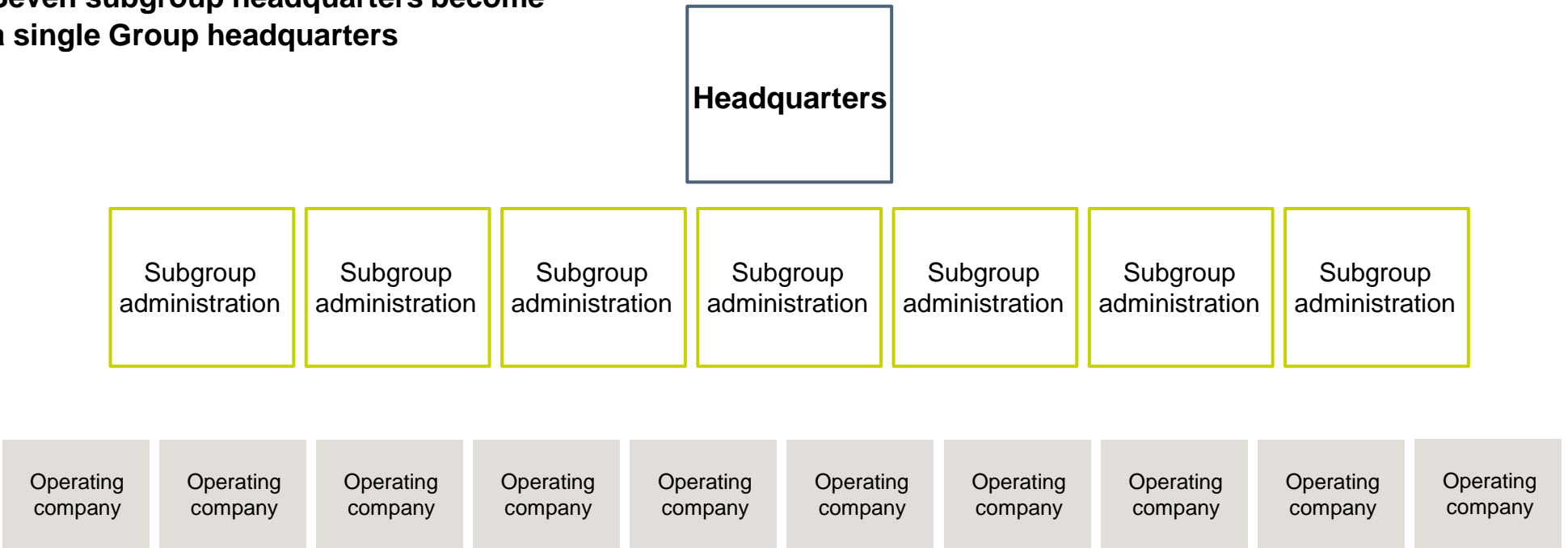
➤ Long-term increase in competitiveness



Efficiency enhancement

Bilfinger Excellence

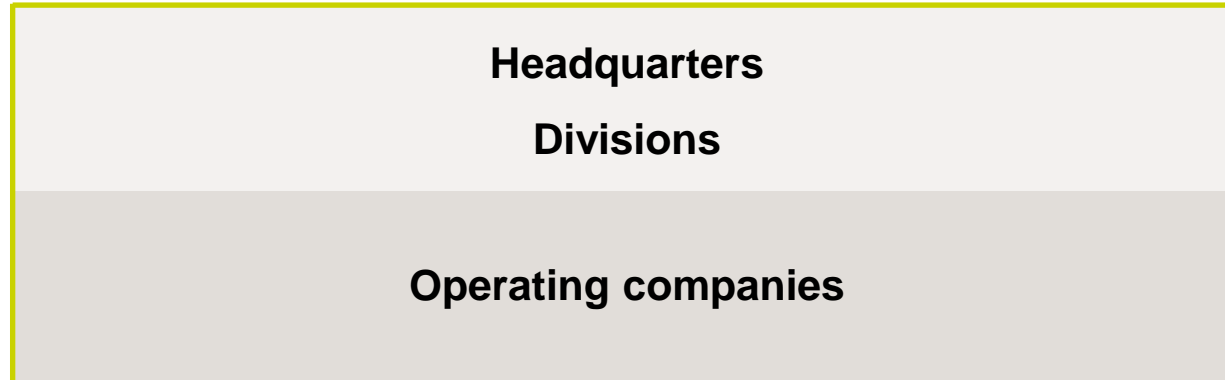
**Seven subgroup headquarters become
a single Group headquarters**



Efficiency enhancement

Bilfinger Excellence

**Seven subgroup headquarters become
a single Group headquarters**



Efficiency enhancement

Bilfinger Excellence

Seven subgroup headquarters become a single Group headquarters

Removal of one administrative level

Faster decisions, simpler processes

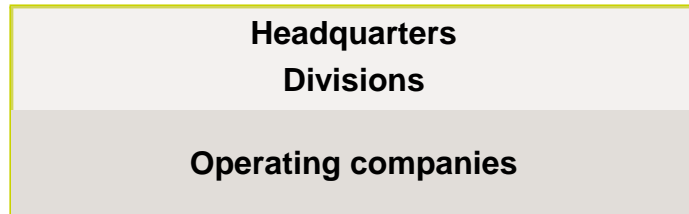
- No general management, advisory or similar meetings
direct coordination with the Executive Board

Elimination, to a great extent, of individual interests

- Cooperation beyond former administrative borders

Avoiding duplicate functions

- Centralized management of IT, personnel, procurement, etc.
 - Reduction of about 1,250 jobs worldwide in the administration area in the years 2014 and 2015.
 - Annual personnel savings of €80 to €90 million and non-personnel costs by an amount in the low to middle double-digit million range from 2016



Divisions at headquarters

Focus on defined clients and markets

Divisional structure (within Bilfinger SE)

Headquarters

IM Industrial Maintenance	IS Insulation, Scaffolding and Painting	PS Power Systems	BU Building	CO Construction
OG Oil and Gas	IF Industrial Fabrication and Installation	PP Piping Systems	FS Facility Services	IN Infrastructure
EA Engineering, Automation and Control	SP Support Services	RE Real Estate	WT Water Technologies	



Divisions at headquarters

Focus on defined clients and markets

Automation and control technology | Example

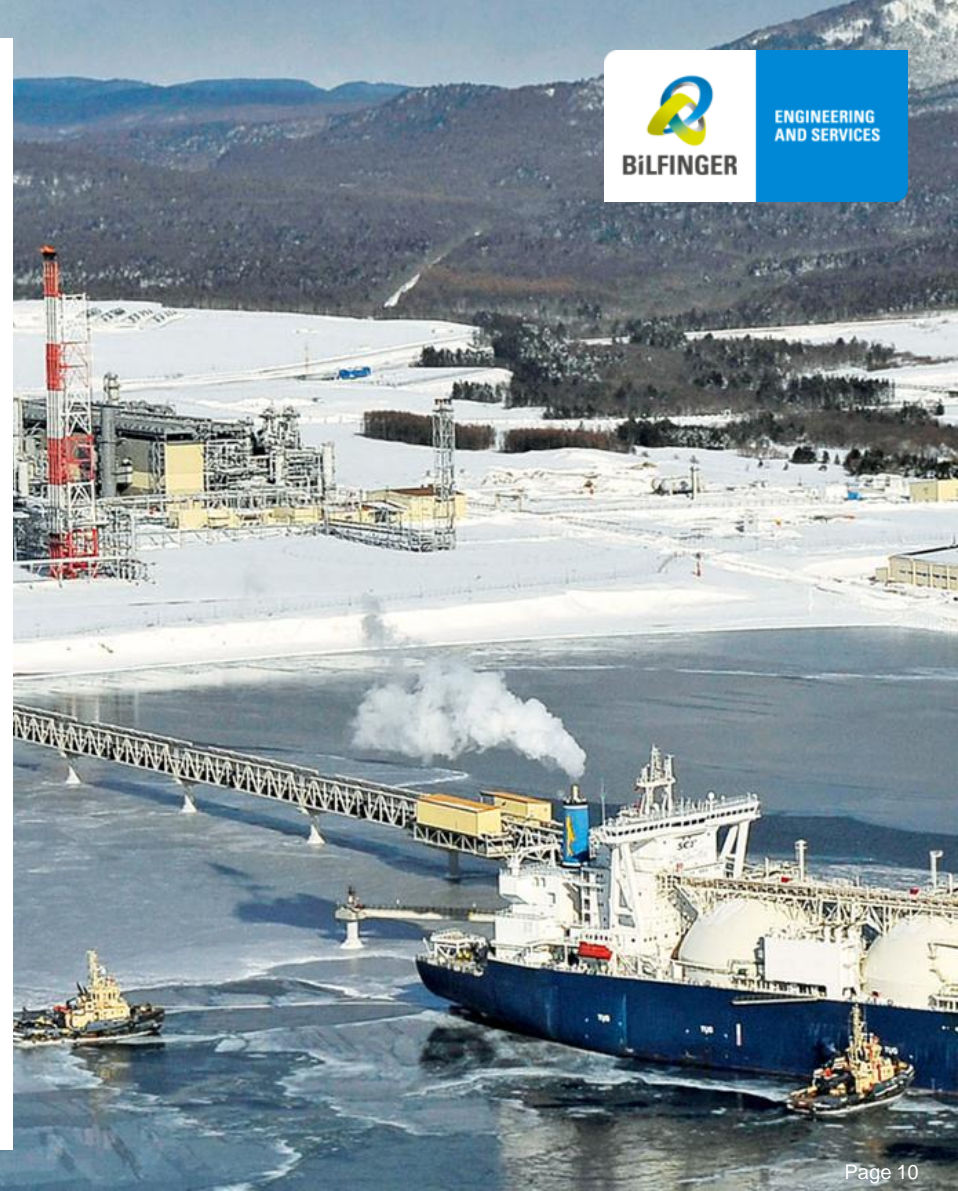
Industrial Technologies

Tebodin

Grey Logix

Power Systems

EnviCon



Divisions at headquarters

Focus on defined clients and markets

Automation and control technology | Example

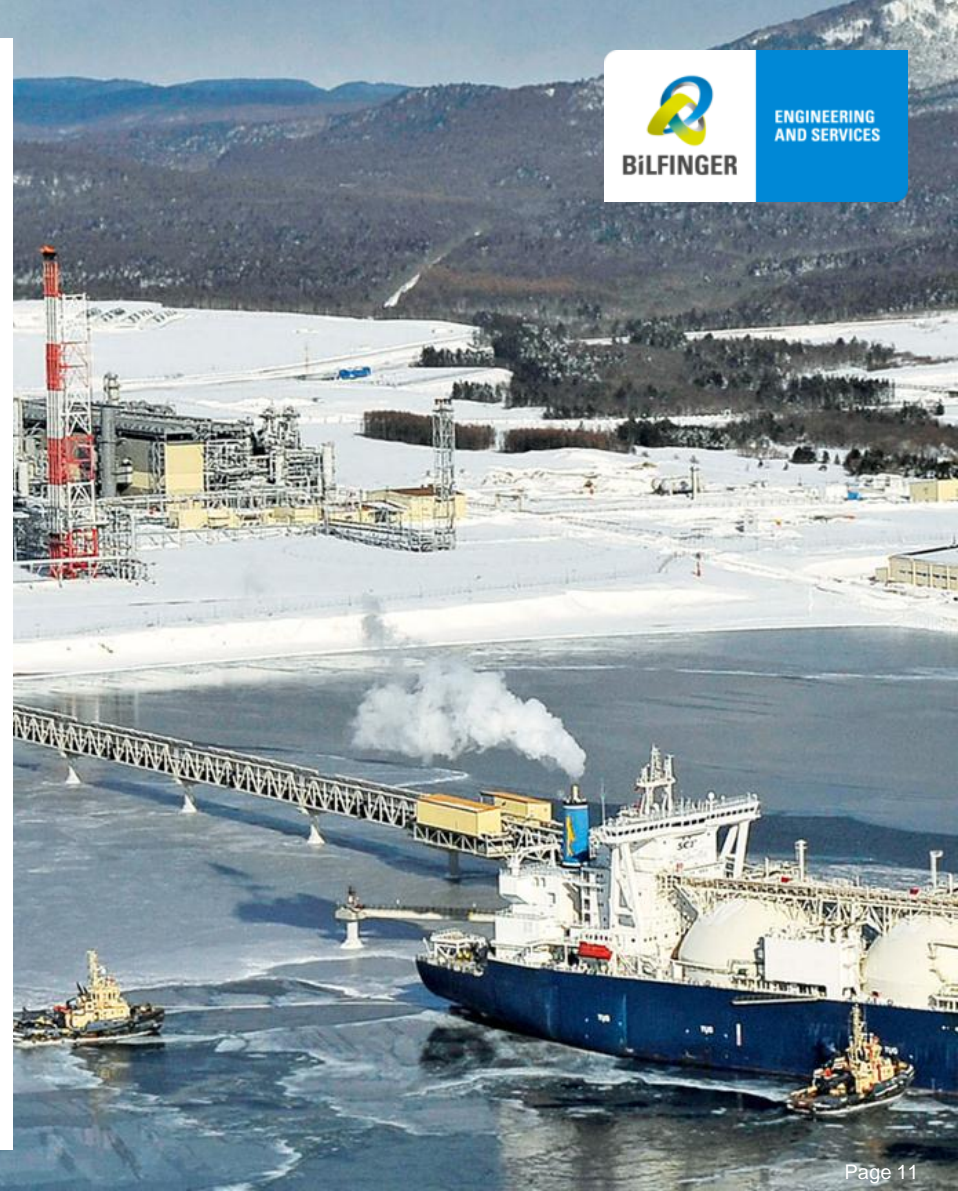
Engineering, automation and control division

Bilfinger Tebodin

Bilfinger Grey Logix

Bilfinger EnviCon

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Divisions at headquarters

Focus on defined clients and markets

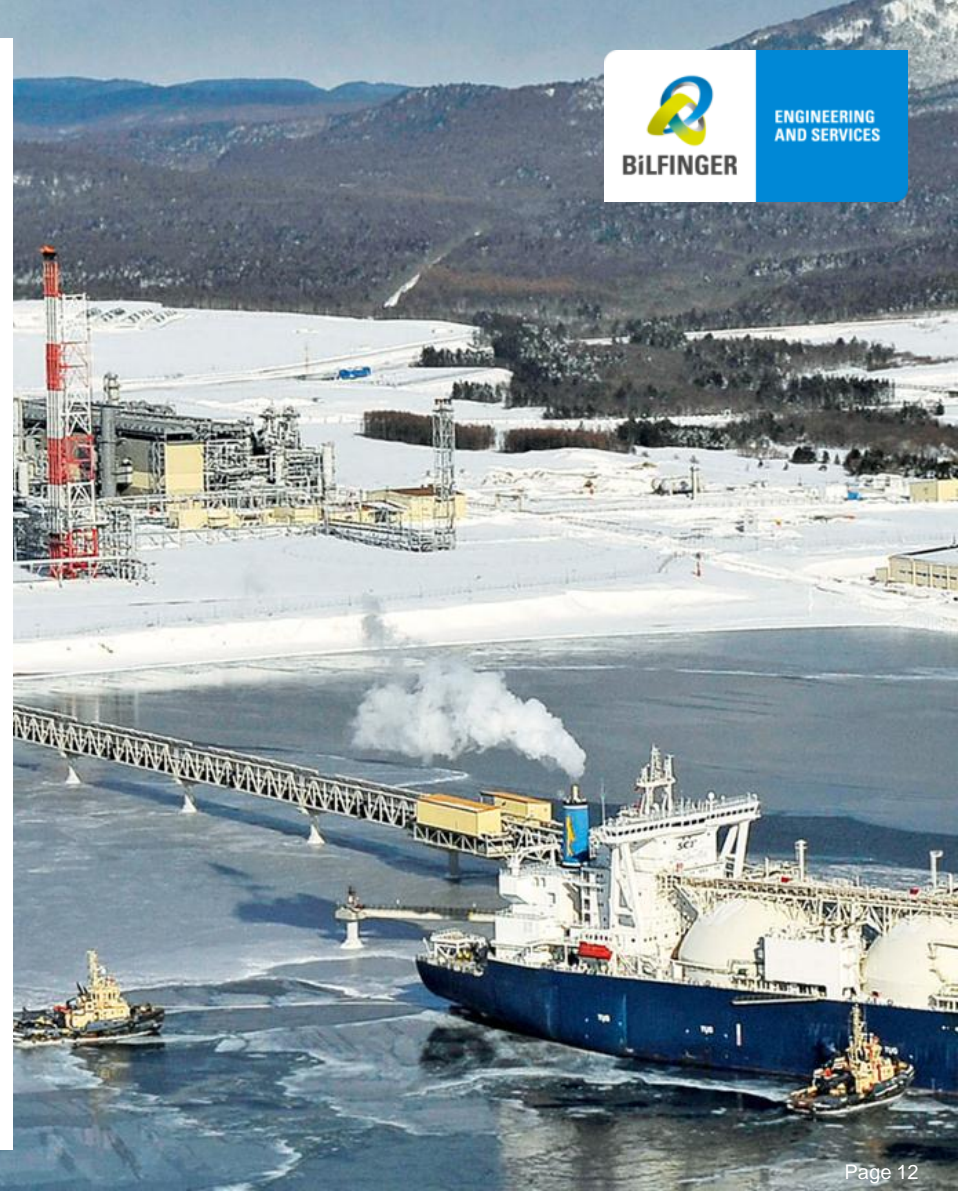
Engineering, automation and control division

Bundled range of services from a single source

- Design and engineering of industrial facilities, including those for energy generation and oil & gas production
- Project & execution management and consulting
- Engineering, manufacturing & installation of customized automation systems (EI&C)

For clients in the industries

- Chemicals and petrochemicals
- Oil and gas
- Energy supply
- Food processing industry
- Pharmaceutical industry
- Other industrial sectors (automotive, building materials)



Divisions at headquarters

Focus on defined clients and markets

Piping systems and process expertise for power plants and industry | Example

Industrial Technologies

VAM Anlagentechnik

Bohr- und Rohrtechnik

Rohrleitungsbau

Power Systems

Piping Technologies

Deutsche Babcock
Middle East

Industrial Services

Neo Structo



Divisions at headquarters

Focus on defined clients and markets

Piping systems and process expertise for power plants and industry | Example

Piping Systems division

Bilfinger Piping Technologies

Bilfinger Deutsche Babcock Middle East

Bilfinger VAM Anlagentechnik

Bilfinger Bohr- und Rohrtechnik

Bilfinger Rohrleitungsbau

Bilfinger Neo Group



Divisions at headquarters

Focus on defined clients and markets

Piping Systems division

Bundled range of services from a single source

- Engineering, manufacture and construction of piping systems, power plant components, heat accumulators and hydraulic steel construction
- Development of customized products in cooperation with other Bilfinger units and selected partners
- Maintenance services, service life extensions, repairs and upgrades

For clients in the industries

- Energy supply
- Industrial, petrochemicals



Divisions at headquarters

Focus on defined clients and markets

Water and wastewater technology | Example

Facility Services

HSG

Wolfferts

Ahr

Real Estate

Water Technologies



Divisions at headquarters

Focus on defined clients and markets

Water and wastewater technology | Example

Facility Services division

Bilfinger HSG

Bilfinger Wolfferts

Bilfinger Ahr

Water Technologies division

Bilfinger Water Technologies

Real Estate division

Bilfinger Real Estate



Divisions at headquarters

Focus on defined clients and markets

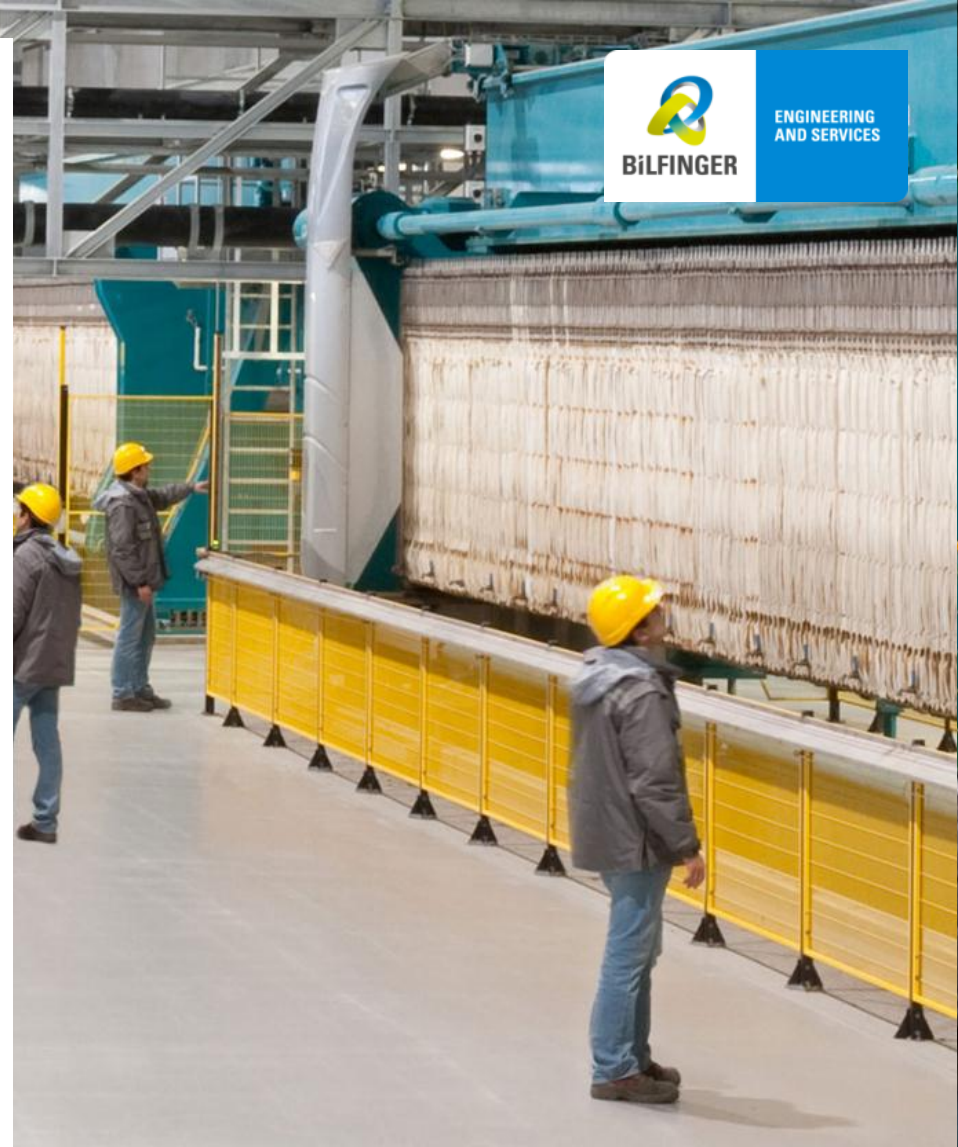
Water Technologies division

Bundled range of services from a single source

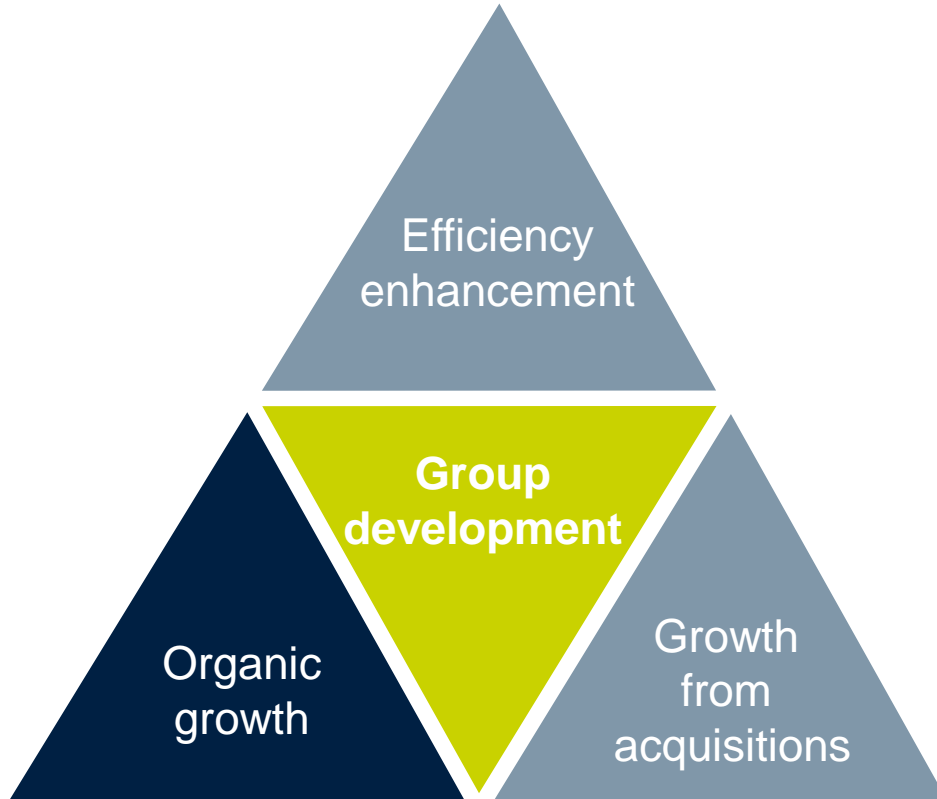
- Components for water treatment systems (wastewater, service water and drinking water)
- Components for separation technology
- Systems for vacuum sewer technology and sanitary engineering

For clients in the industries

- Public-sector clients
- Power plant industry
- Petrochemical industry
- Resource reclamation
- Plant constructors
- Real estate developers



Key factors for the continued successful development of the Group



Organic growth

New centralized coordination unit for the bundling of all divisional activities

➤ Business development

Systematic further development of business activities

- Analysis of clients and competitors, identification of market and marketing opportunities
- Drafting of specific business models and implementation strategies

➤ Key account management

Centralized management of key account activities in the divisions

- Contact between Bilfinger and its most important key accounts

➤ Business intelligence

Availability of relevant information and systems for Business Development and Key Account Management

- Management and development of information systems
- Controlling of cross-selling and sales processes



Organic growth

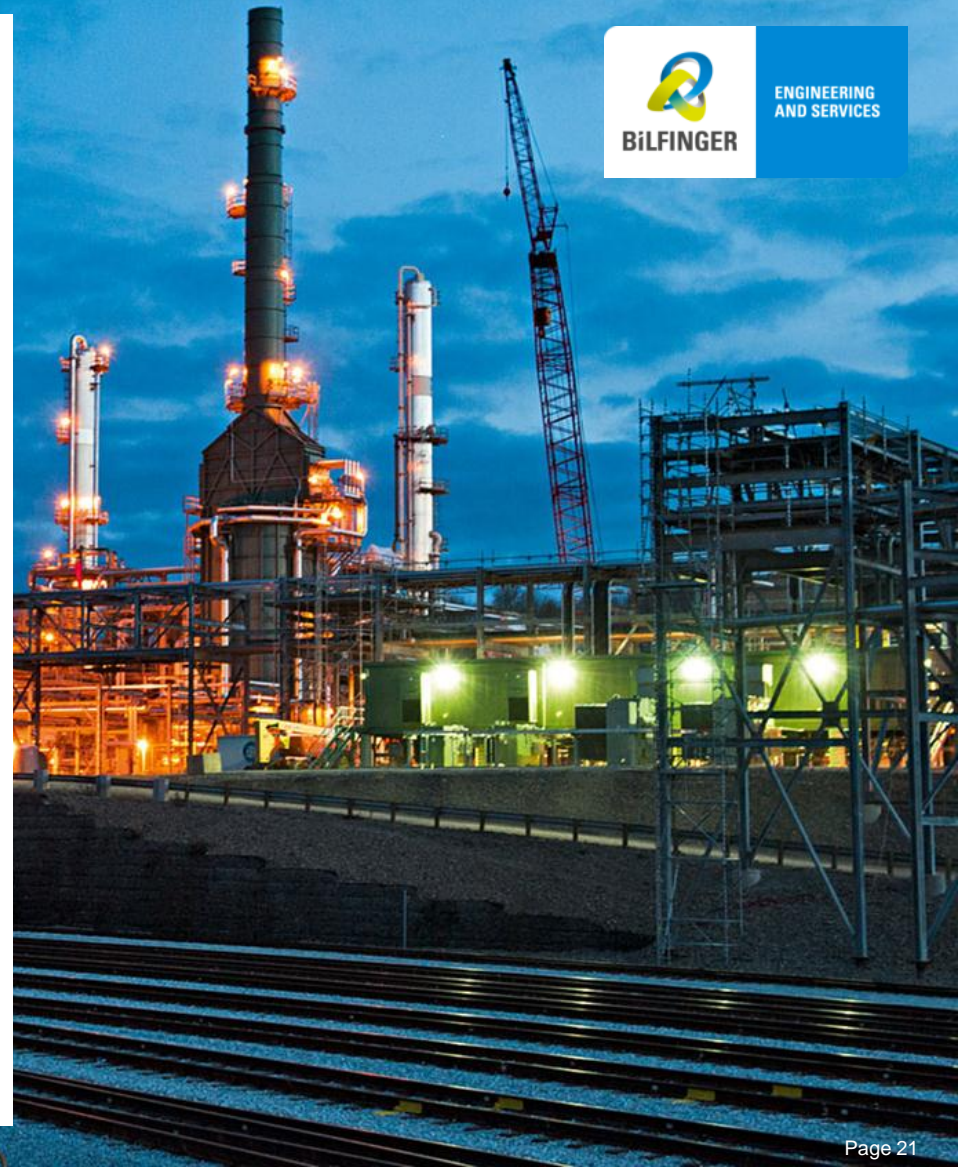
Sustainable solutions from a single source

➤ **Bilfinger Efficiency: Energy efficiency for industrial facilities and real estate**

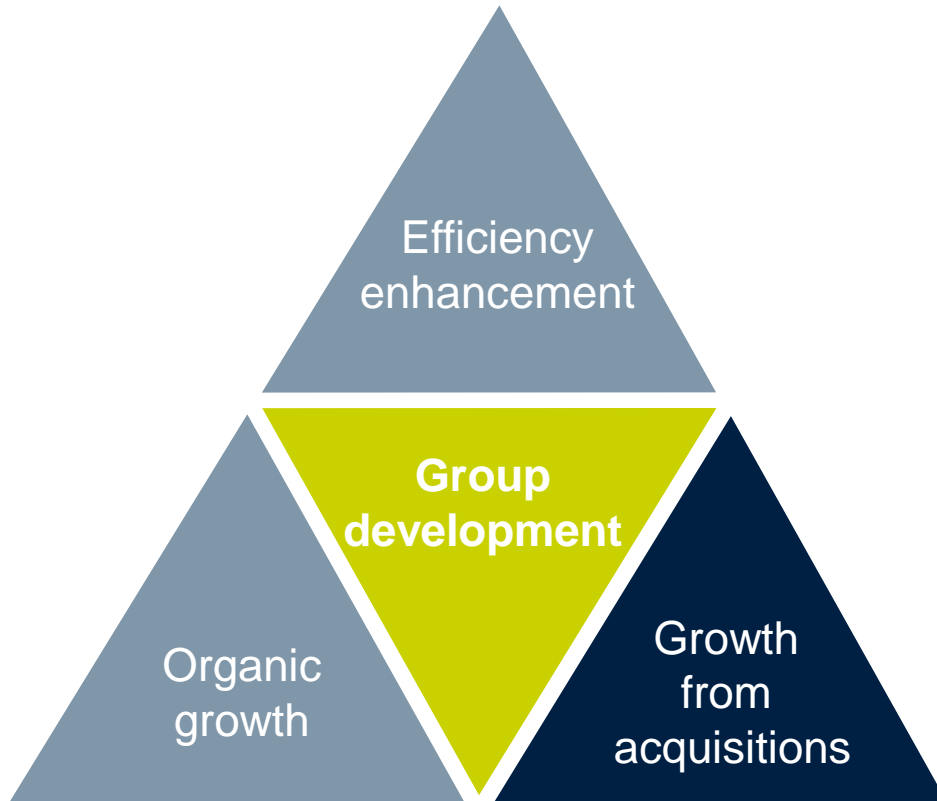
Competition and market analyses indicate substantial need for integrated solutions

- Operates across all divisions and bundles specialist expertise in the Group
- Coordinates offerings of operating units according to specific client requirements
- Supports operating units through structuring and financing of projects

➤ **Competition and market-oriented service packages**



Key factors for the continued successful development of the Group



Growth from acquisitions



Up to €800 million is available for further acquisitions in the next two years

Since 2011, companies with an enterprise value of €800 million have been acquired

2013

- Complex automation solutions for power plants and industrial facilities added to service range
- Water Technologies internationalized and volumes substantially increased
- Market position of Facility Services in the attractive UK market significantly expanded

Acquisitions

Search fields

Industrial

Further expansion of activities in USA, Europe and Asia as well as in the sectors oil & gas, mechanical engineering, EI&C (electrical, instrumentation and control technology)

Power

Further strengthening of position in USA, Middle East and in Asia with the goal of a comprehensive portfolio in power-plant technology and in regenerative energies

Building and Facility

Further rounding out of the European presence of Facility Services and Real Estate, in Building smaller expansions in relation to high-margin specialist services such as consulting, design, management and construction logistics



Expectations for 2014

Output volume

€ million	2013	expected 2014
Industrial	3,653 ¹	noticeable increase
Power	1,566 ¹	noticeable increase
Building and Facility	2,346	substantial increase
Construction	1,038	similar level

¹ With the implementation of the new organizational structure, the allocation of several operational Group companies to the business segments has changed. This means that from financial year 2014, output volume of approximately €310 million from 2013 will be shifted from the Industrial business segment and presented in the Power business segment.

Expectations for 2014

Adjusted EBITA margin

€ million	2013	expected 2014
Industrial	5.7% ¹	magnitude of 6%
Power	9.4% ¹	between 8 and 8.5%
Building and Facility	4.9%	at upper end of target corridor of 4.5 to 5%
Construction	0.1%	Still under target figure of 4%

¹ With the implementation of the new organizational structure, the allocation of several operational Group companies to the business segments has changed. This means that from financial year 2014, EBITA of approximately €24 million from 2013 will be shifted from the Industrial business segment and presented in the Power business segment.

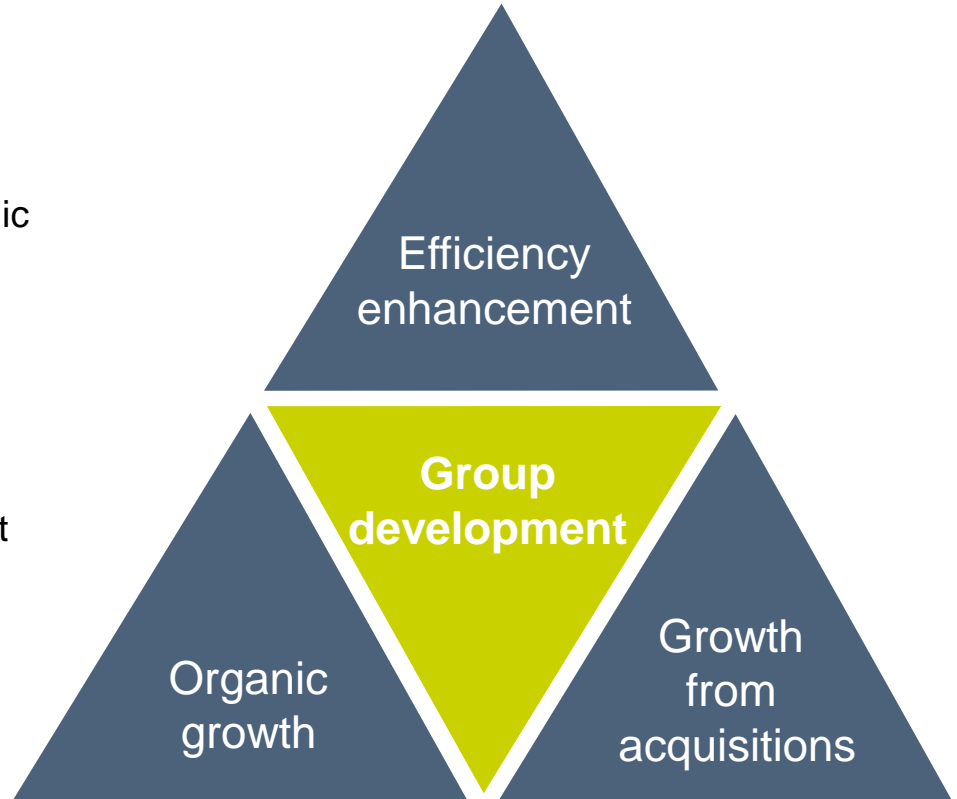


Outlook 2014

- **Output volume for the Group** will increase to at least €9 billion in 2014 (reporting year: €8.5 billion).

With the exception of Construction, we expect organic growth in all business segments; in addition, the acquisitions already made will also contribute to the increase.

- Adjusted EBITA (reporting year: €409 million) and adjusted net profit (reporting year: €249 million) will increase significantly. The basis for this development is the planned increase in output volume and, primarily, ongoing cost reduction measures.





**WE
MAKE
IT
WORK**