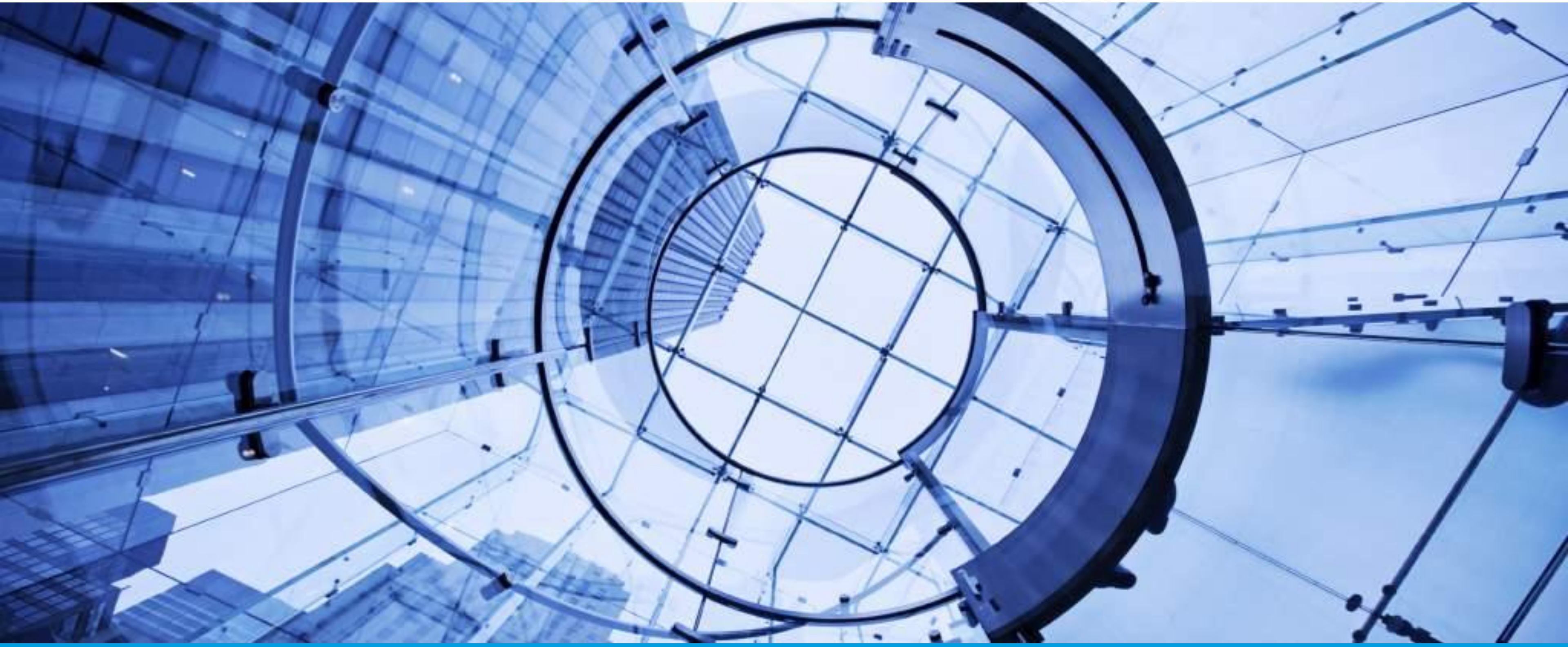
Capital Markets Day 2011
Focus on Facility Services

Dr. Joachim Ott, CEO of Bilfinger Berger Facility Services GmbH

November 30, 2011



Our Philosophy

The Multi Service Group. BILFINGER BERGER

We are an **internationally** active facility services partner **with German roots** providing our customers with integrated, sustainable solutions that can be customized to suit their needs.

- We have many years of experience and solid **market leadership** in Germany. A high degree of **self-performance** and motivated employees are an integral part of our concept for first-rate facility services.
- Our **market leading specialists** cover the entire facility services portfolio. We only offer services in which we excel.
- **Interests of the customer** = our own interests
- To promote a **strategic partnership** we accompany our customers over the long-term and with the highest level of service quality in all national and international projects.
- Our professional understanding of processes and lifecycle means our customers receive the greatest possible optimization potential in an **integrated service approach**.
- In cooperation with our clients, **we create value added** through innovative, creative and individual solutions.

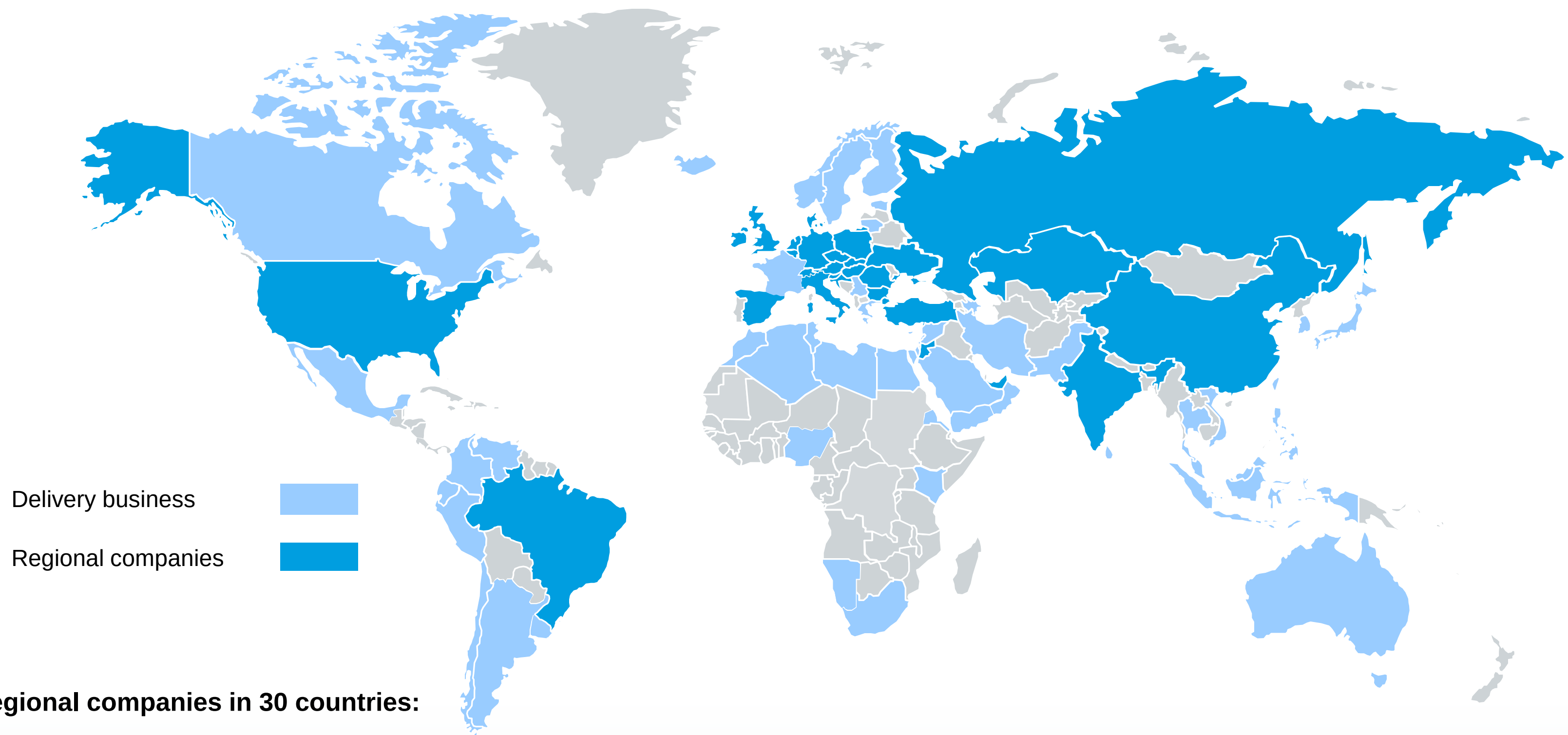
Our full service portfolio

Market leading specialists offer international facility services

Integrated Facility Management	Building Technology	Asset and Property Management	Infrastructural and Health Care Services	Water Technologies
Output volume 2010: € 701m	Output volume 2010: € 151m	Output volume 2010: € 118m	Output volume 2010: € 78m	Output volume 2010: € 101m
▪ Technical FM ▪ Infrastructural FM ▪ FM consulting ▪ Energy management ▪ Energy contracting	▪ Heating ▪ Sanitation ▪ Ventilation ▪ Cooling ▪ Fire protection ▪ Electrical engineering ▪ Building automation / MSR ▪ Renewable energy systems	▪ Asset management ▪ Fund management ▪ Investment consulting ▪ Property management ▪ Rental services ▪ Area management ▪ Center management ▪ Retail development	▪ Service and hospitality ▪ Cleaning and housekeeping ▪ Gastronomy and catering	▪ Water, wastewater and sewage sludge treatment ▪ Water purification ▪ Wastewater disposal ▪ Vacuum sanitation technology ▪ Industrial Filtration
HSG zander	WOLFFERTS	EPM	ahr Gruppe	PASSAVANT GEIGER

2010: 13,000 employees and €1.2 billion output volume in 30 countries

International presence



Regional companies in 30 countries:

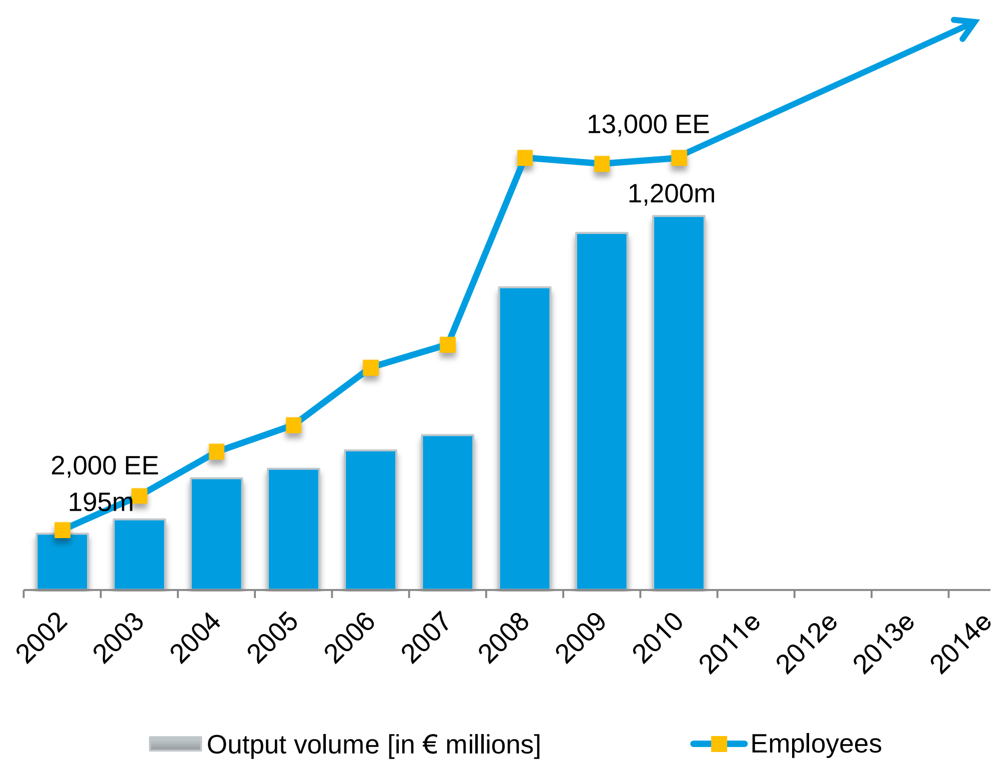
Austria, Brazil, Bulgaria, China, Croatia, Czech Republic, Denmark, Egypt, Germany, Hungary, India, Ireland, Italy, Jordan, Kazakhstan

Liechtenstein, Luxembourg, Poland, Portugal, Romania, Russia, Switzerland, Slovakia, Slovenia, Spain, Turkey, UK, Ukraine, USA, UAE

Growth in output volume and employees

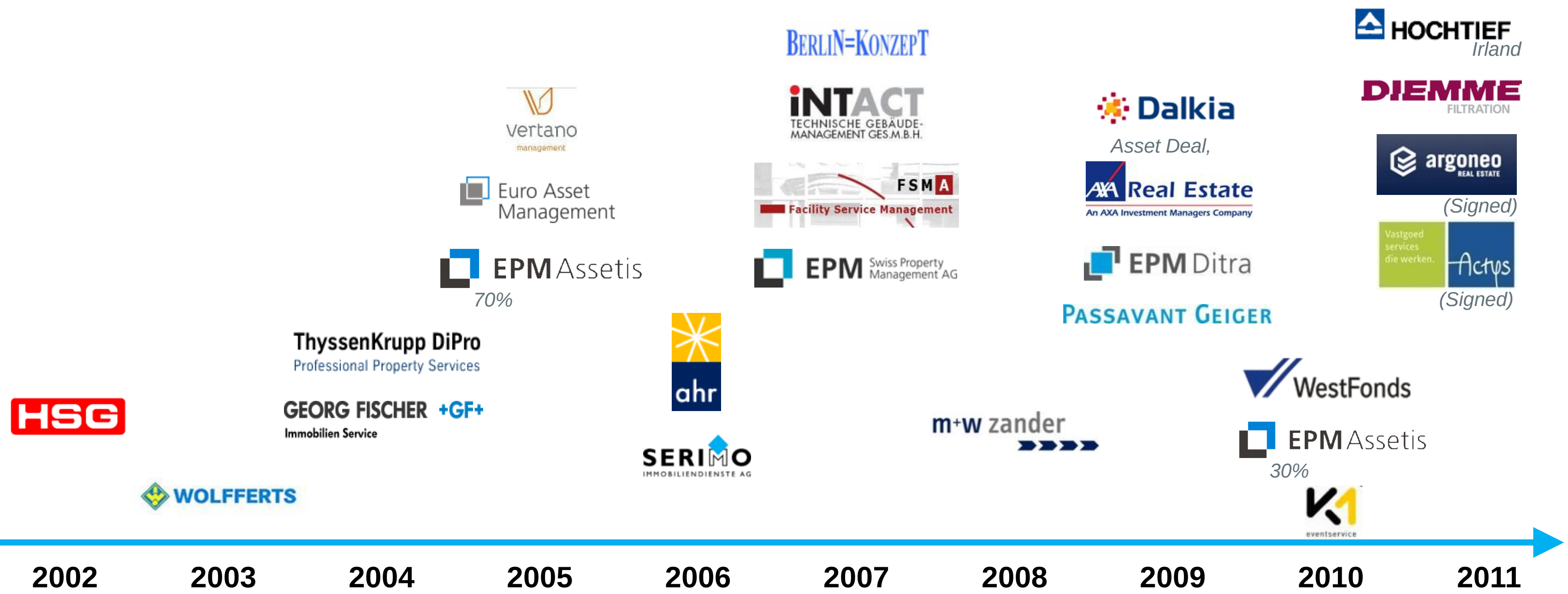
Integrated Facility Management	HSG zander
Building Technology	WOLFFERTS
Asset and Property Management	EPM Einfach Professionelle Immobilien-Manager
Infrastructural and Health Care Services	ahr Gruppe
Water Technologies	PASSAVANT GEIGER

Growth in revenues and number of employees 2002-2010



More than 20 successful integrations

Mergers, acquisitions and insourcing since 2002



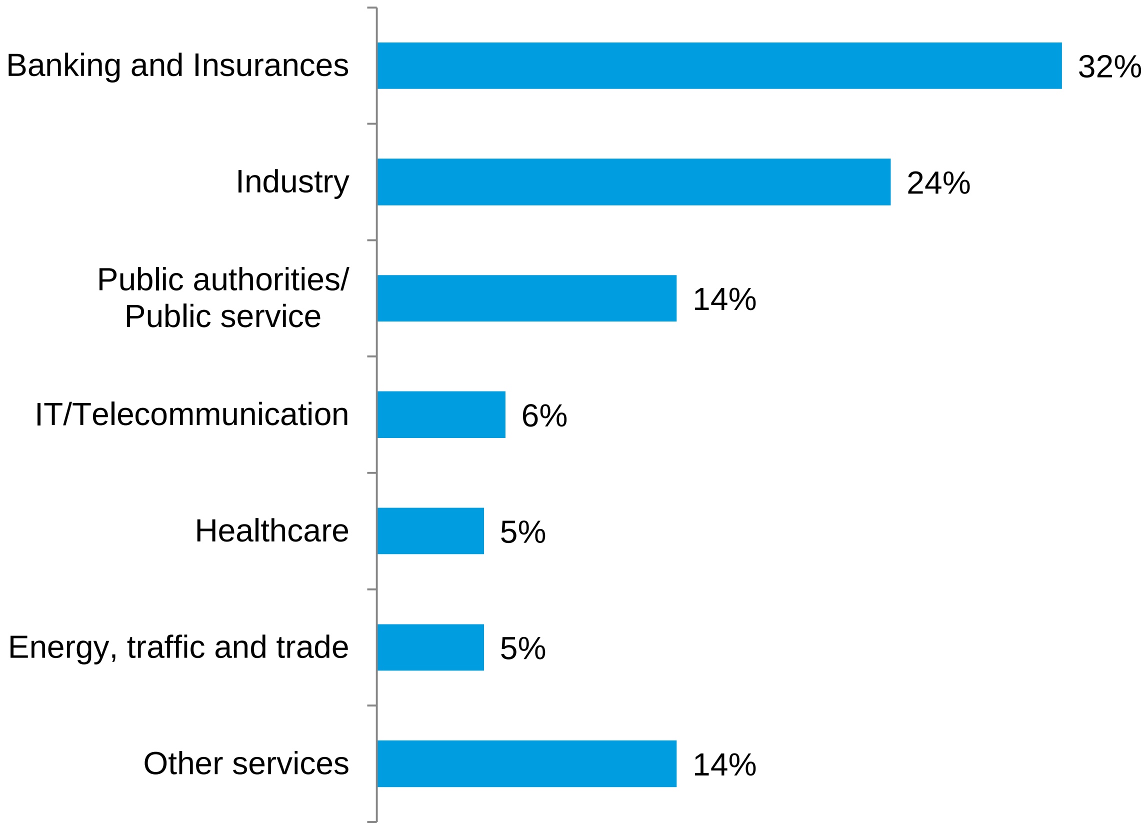
The Multi Service Group. BILFINGER BERGER

Business model

Cost Reduction → **Value Enhancement**

Single Services	Bundled Services	Integrated Facility Services
• Fund Management • Investment Consulting • Rental Services • Area Management • Center Management • …	**Asset and Property Management**	**Single-Source Provider** **Outsourcing** **Key Account Model** / **Principal Model**
• Cleaning • Catering • HR Services • Landscaping • …	**Infrastructural FM**	
• Energy Management • HVAC • Sanitary Systems • Electrical Engineering • Fire Protection Technology • …	**Technical FM**	
Supply	**Cooperation**	**Strategic Partnership**

Customer Structure 2010



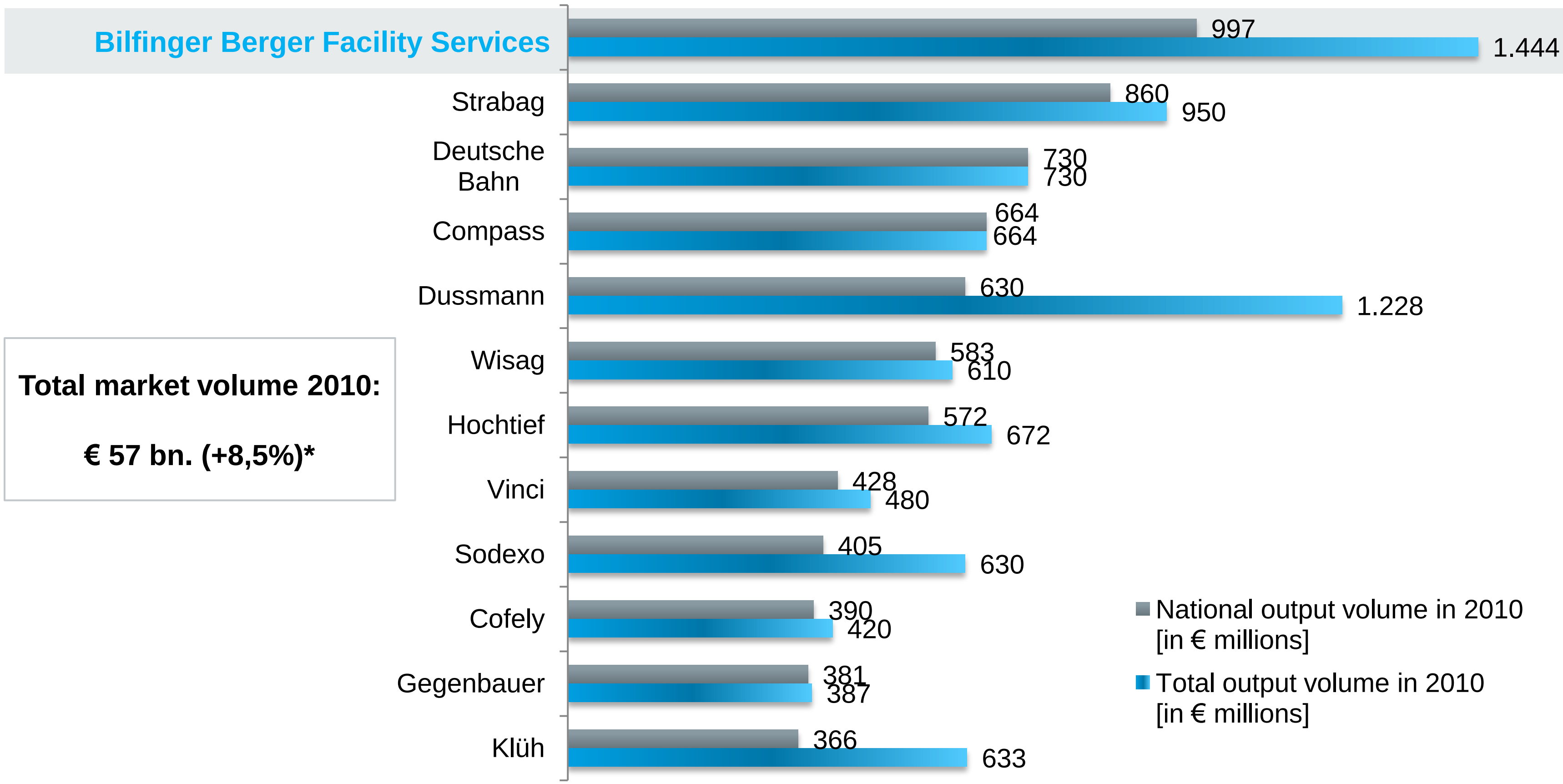
Our "Top 10" customers

1. Deutsche Bank
2. IBM
3. EADS
4. DZ Bank
5. DG Immobilien Anlagegesellschaft
6. MEAG
7. Union Investment
8. IVG
9. Goodyear
10. Sparkasse Bremen

The Multi Service Group. BILFINGER BERGER

The German Facility Services market
Bilfinger Berger Facility Services is market leader*

Our leading position in the German market will be expanded and solidified.



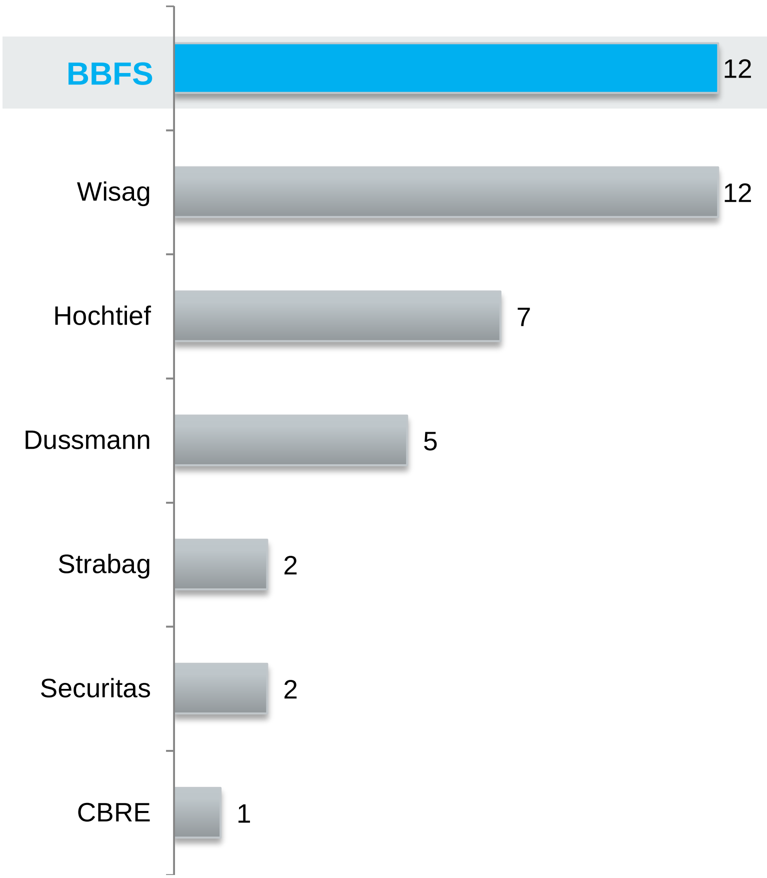
Total market volume 2010:

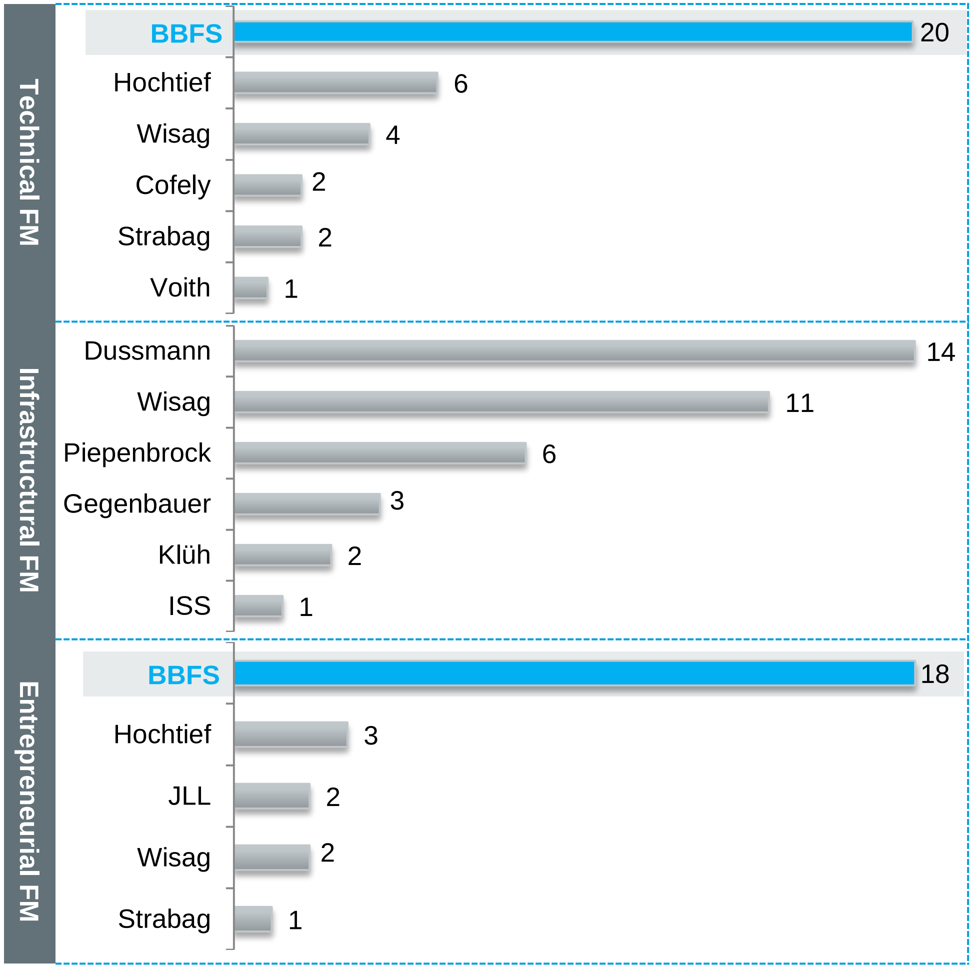
€ 57 bn. (+8,5%)*

*) Source: Lünendonk Research 2011

Market segments and competitive position in Germany*

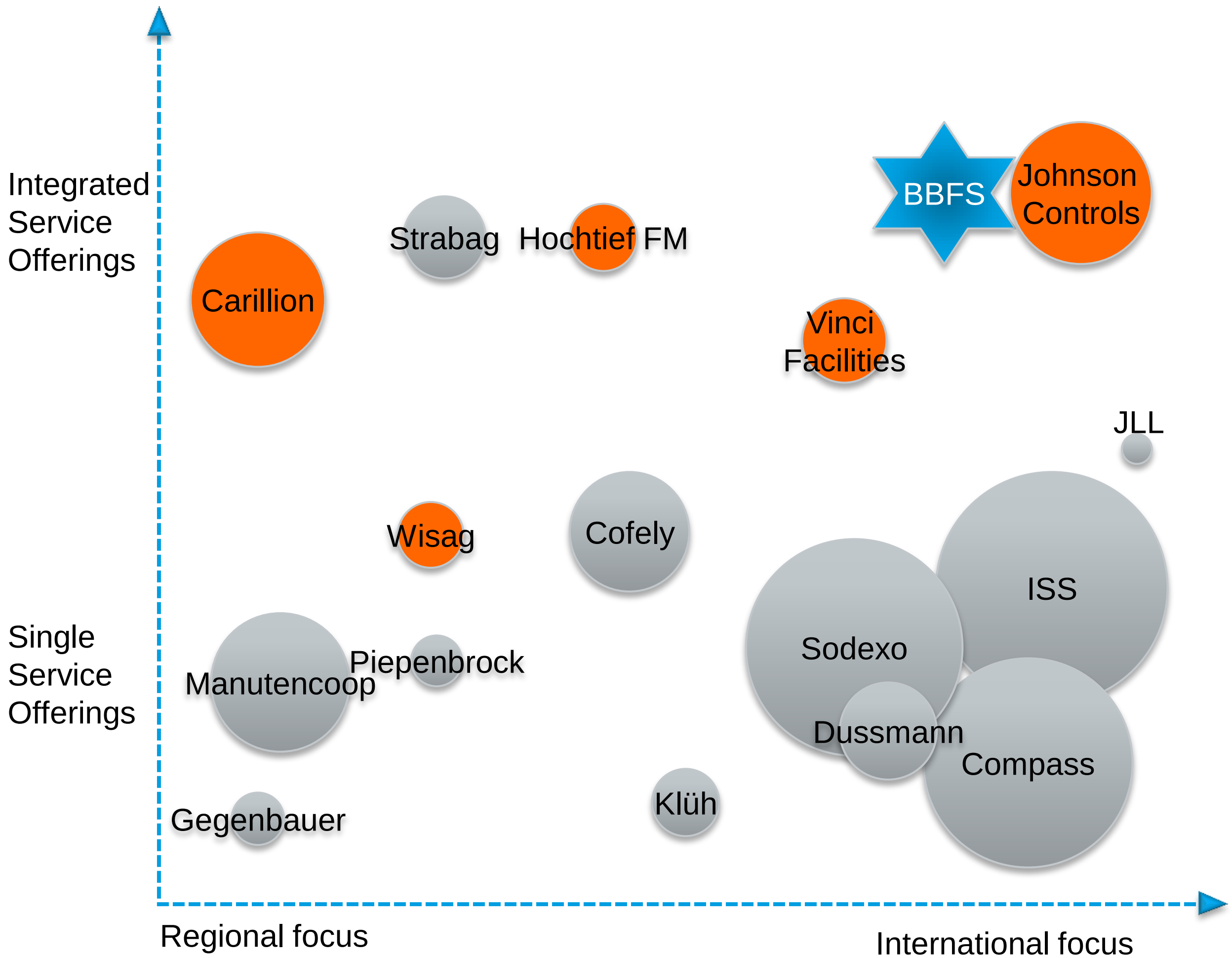
Facility Management in total





*) Source: Lünendonk Research 2010; Numbers represent how often a certain company was mentioned in first place by participants

Competitive position in European Facility Services market



What sets us apart from our competitors

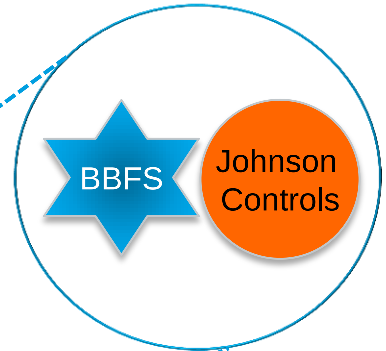
- 360° Facility Services
- Market leading specialists
- Self-performance
- Customization
- Balanced client portfolio
- International orientation and regional presence

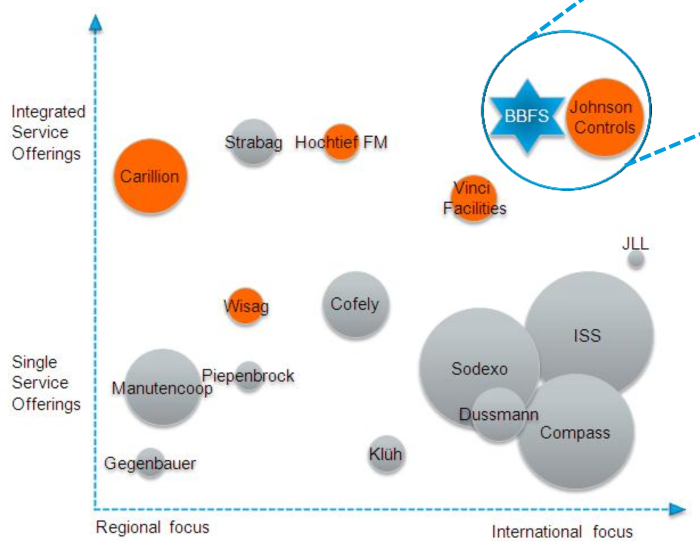
Comparable service range to BBFS

Graphical sizes indicate European FS revenues (partly estimated)

Bilfinger Berger Facility Services and Johnson Controls

Main differences





BBFS	Johnson Controls
Balanced client portfolio	Focus on big clients
Management & self performance	Management approach only
Lifecycle approach	No lifecycle capabilities
Competence driven	Product driven
Bottom-up approach	Top-down approach

Trends in the Facility Services Market

Performance Orientation

Globalization

Complex Customer Solutions

Trends in the Facility Services Market

Performance Orientation

What **characterizes** this trend?

- Ongoing price pressure
- Flexible billing models
- Profit-sharing models
- Performance measurement

What is **our response** to this trend?

- Increased value chain integration
- Reduction of interfaces for the customer
- Compensation models based on KPIs
- Creation of win-win situations
- Creation of scale effects

Trends in the Facility Services Market

Globalization

What **characterizes** this trend?

- International consolidation of suppliers/competitors/clients
- Multinational tenders and contract awards
- Increasing number of cross-border M&As
- Increasing fragmentation into small, regional specialists vs. global players

What is **our response** to this trend?

- ➢ Integrated cross-border solutions
- ➢ “Follow our friends” strategy
- ➢ Multinational partnership network and cross-border M&As
- ➢ **BBFS is becoming a global player**

Trends in the Facility Services Market

Complex Customer Solutions

What **characterizes** this trend?

- Blurring of boundaries to other industries
- Multinational and multiservice tenders

What is **our response** to this trend?

- Complex solutions and products instead of single services
- 360 ° customer solutions
- Management and integration of interfaces
  - Bilfinger Berger “one”
  - Key Account Model, Principal Model, Outsourcing

Our strategy
Maintaining and expanding market leadership

Goals	Strategy	Recent examples of implementation
Profitability	▪ Economies of scale ▪ Innovative niche markets ▪ Group-internal synergies ▪ Cost efficiency	▪ DB Principal Model ▪ Solar power systems ▪ Bilfinger Berger "one" ▪ Process optimization
Growth	▪ Organic growth ▪ External growth ▪ Outsourcing	▪ Carl Zeiss ▪ Argoneo ▪ Axa
Internationalization	▪ Cross-border M&As ▪ Development of Key Accounts ▪ Rollout / buildups	▪ HTFM, Diemme, Actys ▪ BASF, Faurecia ▪ MENA region
Long-term partnerships	▪ Mutual optimization ▪ Mutual internationalization ▪ Interface management	▪ Key Account management ▪ "Follow our friends" ▪ First tier supplier

Our USP

360° Facility Services

- Lifecycle approach
- Comprehensive service range
- High level of value added through self-performance
- Internationality
- Global quality assurance (Service Level Agreements)
- Efficient interface management

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