

# Bilfinger Berger: The Services Group is taking shape

Roadshow Vienna, June 30, 2011

Andreas Müller, Head of Corporate Accounting and Investor Relations

Bettina Schneider, Senior Manager Investor Relations





# Agenda

- 1. Bilfinger Berger Overview
- 2. Business Segments
- 3. Outlook and Strategy
- 4. Financials
- 5. Appendix



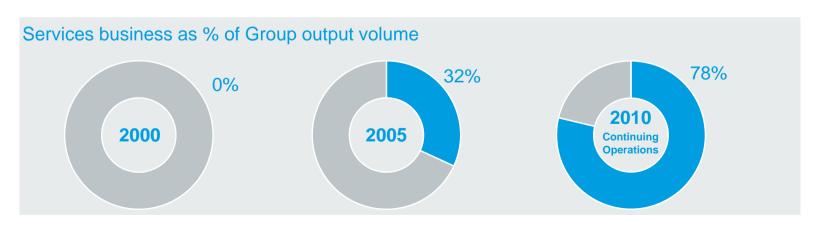
#### Bilfinger Berger at a glance

- Engineering-driven services group with €8 billion output volume
- European market leader in Industrial Services for the process industry
- Strong player in Power Services, European market leader for high-pressure piping
- German market leader for integrated facility management
   One of the few providing comprehensive real-estate related services along the life-cycle
- A leading player in civil construction with major focus on Europe
- Established partner of the public sector for concession projects in economically and politically stable regions
- Strong track record in acquisitions and integration



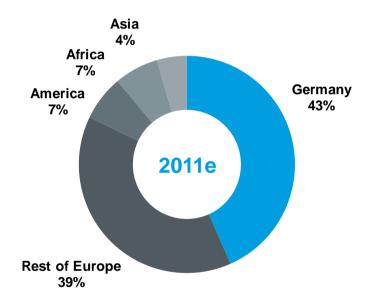
#### The Services Group is taking shape

- 80% of group output volume in services business reduces dependency on economic cycles and on individual major projects
- Limitation of volume in construction with clear regional focus and stringent risk profile
- Sale of Valemus Australia completed March 10, 2011
   Net proceeds of €723 million
   Capital gain after risk provision amounts to €161 million
   Net cash inflow of €590 million
- Intention to reduce shareholding in Julius Berger Nigeria Plc
- Financial scope of at least €1 billion for further corporate development



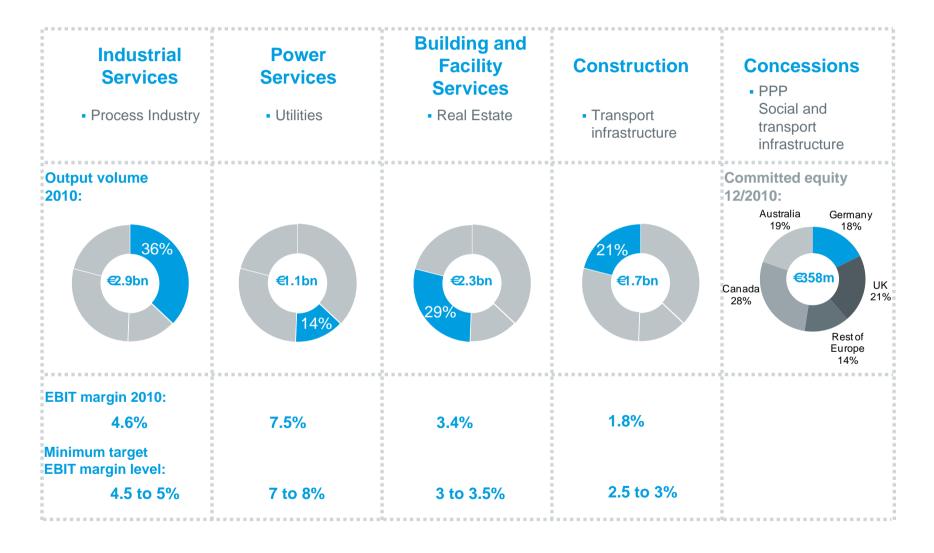


# International business with core area Europe

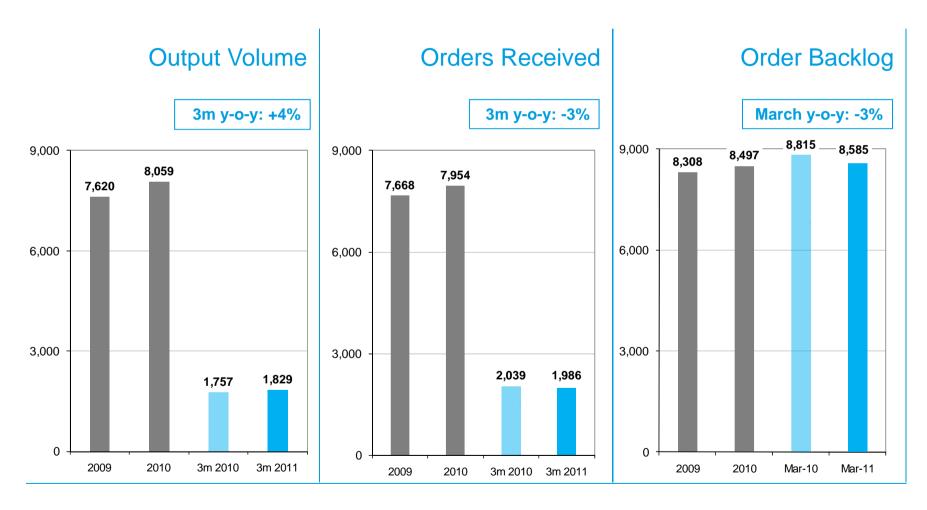




#### Portfolio of comprehensive engineering-driven services



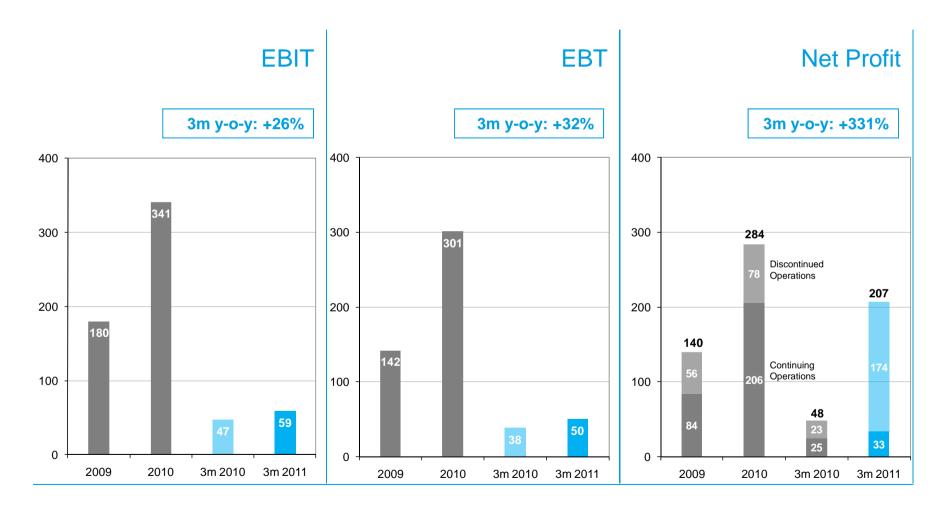
# 3m 2011: Increased output volume, especially in Industrial Services Positive order development in Industrial and Power Services



In €million Continuing Operations



# 3m 2011: Increased operating earnings Capital gain from sale of Valemus boosts net profit



In € million EBIT and EBT Continuing Operations

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# Industrial Services: Majority of business with stable revenue and earnings stream

Business activities		Customer structure
		diversified
Maintenance, inspection, repairs, improve	ements, modifications, turnarounds	Oil and Gas 35%
Piping, industrial insulation, scaffolding, co	orrosion protection	Chemical, Petrochemical, Pharma 30%
E/I&C (Electrical, Instrumentation and Cor	ntrol) engineering, mechanical systems	Energy 15%
Project coordination and management, Fu	ull-service maintenance	Others 20%
Contract structure		Business drivers
85% Services		Production level in process industry
15% Projects		Outsourcing
		Service bundling / Full service
		Multi-national presence
Competition		
Amec Power & Process	Kaefer	A PART OF THE PROPERTY OF THE PARTY OF THE P
Cape	Stork	
Fabricom	Voith Industrial Services (Process Services)	
Hertel	Thyssen Krupp Industrial Services (Xervon)	Borealis, Sweden

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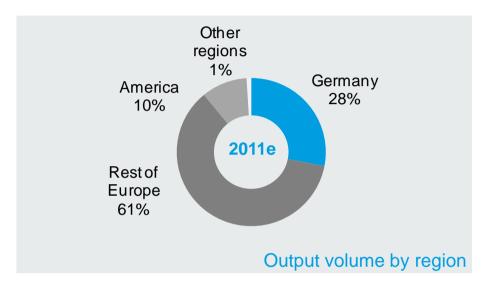
#### Industrial Services: Sustainable pick-up in volume

#### Markets and highlights Q1 2011

- Increased output volume and EBIT
- Reallocation of small unit to Construction
   3m organic development:
  - +13% in output volume
  - +16% in EBIT
- EBIT margin at 4.1% (3m 2010 4.1%)
- Significant orders especially from the oil and gas industry
- Expansion of U.K. business

#### Outlook 2011

Increase in output volume and EBIT



in €million	3m 2010	3m 2011	Change	2010
Output volume	660	732	11%	2,932
Orders received	785	884	13%	3,253
Order backlog	2,332	2,658	14%	2,601
Capital expenditure	12	11	-8%	73
Depreciation of P, P & E	14	13	-7%	53
Amortization of intang. from acq.	7	5	-29%	27
EBIT	27	30	11%	134



# Power Services: Supported by mega-trend "Demand for energy"

Business activities		Customer structure				
		concentrated				
Life-cycle services for fossil fue	el and nuclear power plants	85% Utilities				
Maintenance, inspection, repa	Maintenance, inspection, repair, rehabilitation					
Boilers: Engineering, construct	ion, conversion and modernization					
High-pressure piping: Enginee	ring, manufacturing, assembly and fitting					
Contract structure	Contract structure					
40% Services		Long-term demand for energy				
60% Projects		Age of existing power plants				
		Efficiency / environmental requirements				
		Energy mix				
		Availability of financing				
Competition						
Alstom	E.ON Anlagenservice					
Ansaldo	Hitachi Power Europe					
Austrian Energy	Kraftanlagen München					
Doosan Babcok	Nordon	Rodenhefize, Belgiun				

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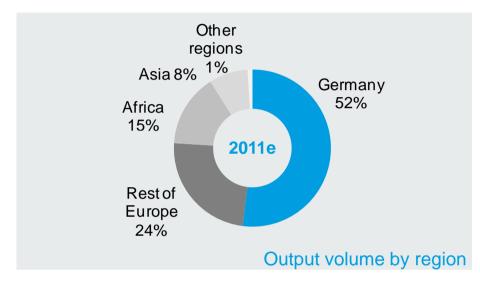
#### Power Services: Further increase in EBIT margin

#### Markets and highlights Q1 2011

- Good international demand
- Change in energy policy in Germany should lead to more business opportunities
- Organic development:-4% in output volume, +1% in EBIT
- EBIT margin further increased to 7.1% (3m 2010: 6.5%)



Stable output volume and increase in EBIT



in €million	3m 2010	3m 2011	Change	2010
Output volume	260	252	-3%	1,106
Orders received	286	333	16%	1,281
Order backlog	1,198	1,445	21%	1,371
Capital expenditure	6	2	-67%	33
Depreciation of P, P & E	4	5	25%	16
Amortization of intang. from acq.	1	1	0%	5
EBIT	17	18	6%	83



# Building and Facility Services: One-stop shopping for real-estate customers

Business activities			Customer structure
	diversified		
Customized services for real-estate	30% Public clients		
Integrated facility management with	focus on technical facility mana	agement	70% Private clients
and property management services	3		
Construction-related services			
Contract structure			Business drivers
75% Services			GDP / Public spending
25% Projects			Outsourcing
			Service bundling / One-stop-shopping
			Multi-national presence
Competition			
Facility Services Germany	Facility Services Int.	Building Germany	
Dussmann	Cofely - GDF Suez	BAM Groep	
Hochtief FM	Faceo FM / Vinci Fac.	Hochtief	
Strabag Property and FS	Imtech, ISS	Regional Mittelstand	
Wisag	Johnson Controls	Strabag	
Compass			Particle Therapy Center, Germany



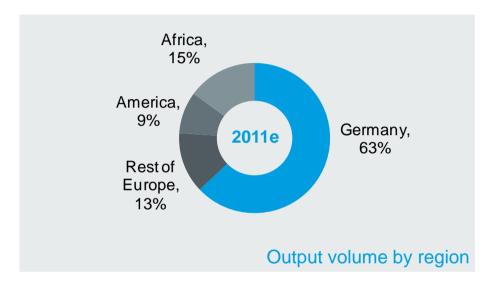
#### Building and Facility Services: Improved earnings

#### Markets and highlights Q1 2011

- Stable output volume
- Operating earnings further enhanced
   EBIT margin at 1.9% (3m 2010: 1.2%)
- Facility Services:
   Positive demand
   (Q1 2010 had been boosted by major orders)
- Building: Increasing demand
- Nigeria:
   Shareholding in Julius Berger Nigeria Plc to be reduced

#### Outlook 2011

Increase in output volume and EBIT



in €million	3m 2010	3m 2011	Change	2010
Output volume	490	486	-1%	2,333
Orders received	735	567	-23%	2,379
Order backlog	2,443	2,284	-7%	2,217
Capital expenditure	2	2	0%	13
Depreciation of P, P & E	4	3	-25%	20
Amortization of intang. from acq.	2	2	0%	10
EBIT	6	9	50%	80



# Construction: Major transport infrastructure player with focus on Europe

Business activit	ties		Customer structure
			diversified
Design and constru	uction of transport ir	frastructure and other civil engineering projects	80% Public clients
Foundations for tur	bines at offshore w	20% Private clients	
Contract struct	ure		Business drivers
100% Projects			Public spending
			Acceptance of PPP
Competition			
Alpine (FCC)	Max Bögl	Strabag	
Balfour Beatty	Porr	Vinci	
BAM Groep	Skanska		
Hochtief			M80 Motorway, UK



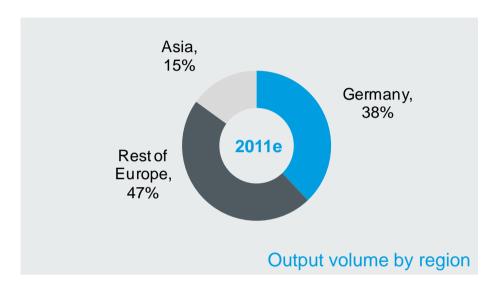
#### Construction: Improving risk profile

#### Markets and highlights Q1 2011

- Mild winter allowed for higher volume
- Reallocation of small unit from Industrial Services
   Organic development:
  - -2% in output volume, + €4 million in EBIT
- Positive earnings
   EBIT margin at 0.5% (3m 2010: negative)
- Attractive offshore wind park order
- Demand in relevant European markets still stable, but decrease expected in medium term

#### Outlook 2011

 Reduction of output volume as planned, further increase in EBIT margin



in € million	3m 2010	3m 2011	Change	2010
Output volume	336	352	5%	1,661
Orders received	194	186	-4%	961
Order backlog	2,770	2,127	-23%	2,235
Capital expenditure	5	2	-60%	20
Depreciation of P, P & E	4	9	125%	31
Amortization of intang. from acq.	0	1		0
EBIT	-3	2		29



# Concessions: Only active in stable legal, political and economical environment

Business activities			Customer structure
			diversified
Delivery and operation of transport	100% Public clients		
as a private partner to the public se			
Contract structure			Business drivers
100% Projects			Acceptance of PPP
			Availability of financing
Competition			
Contractor-led org.	Funder-led org.	Investment org.	
Acciona, ACS	Barclay's	John Laing	1.1.6
Balfour Beatty, Bouygues	Commonwealth Bank Austr.	Plenary	
Carillion, Capella	Macquarie		
Hochtief, Leighton	RBS		1::
Skanska, Strabag			Particle Therapy Center, Germany





#### Concessions: Good perspectives in Australia and Canada

#### Markets and highlights Q1 2011

- After the economic crisis, overall still cautious demand
- New schools project in Northern Ireland
   € 60 million investment volume
   € 4 million committed equity
   25-year concession period
- Focus on active portfolio management



#### Outlook 2011

Increase in underlying EBIT

number / in €million	3m 2010	3m 2011	Change	2010
Projects in portfolio	27	30	11%	29
thereof under construction	9	11	22%	10
Committed equity	364	362	-1%	358
thereof paid-in	167	164	-2%	160
EBIT	4	5	25%	40



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#### Outlook FY 2011

- Output volume and EBIT at least on prior-year level (FY 2010: €8.1 billion and €341 million)
- Substantial increase in net profit due to capital gain from sale of Valemus Australia (FY 2010: € 284 million)



#### Acquisition strategy

- Financial scope of at least € 1 billion
- Continuous market screening for potential acquisitions in services
- All three services segments are target areas, with priority on Industrial and Power Services
- Industrial Services: regional expansion including emerging markets
   Power Services: regional expansion including emerging markets and technical expansion
   Facility Services: regional expansion with focus on Europe
- Acquisition criteria unchanged:
   Strategic fit, good management available
   ROCE > WACC and earnings accretive from the first full year



#### Key strategic objectives

#### Expansion in services

- Full service provider in Industrial, Power as well as in Building and Facility Services
- Focus on life-cycle approach
- Organic as well as external growth to further strengthen Bilfinger Berger's strong market position

# Limitation of volume in construction

- Limitation of volume
- Focus on projects in Europe with adequate risk-and-reward profile
- Leverage technical expertise

# Further development of Concessions

- Investments in selected projects
- Active portfolio management
- Volume of committed equity to be maintained at the level of €400 million



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# Volume and contract overview 3m 2011 Continuing Operations by business segment

	Output volume			Orders received			Order backlog		
in€million	3m 2010	3m 2011	Change	3m 2010	3m 2011	Change	3m 2010	3m 2011	Change
Industrial Services	660	732	11%	785	884	13%	2,332	2,658	14%
Power Services	260	252	-3%	286	333	16%	1,198	1,445	21%
Building and Facility Services	490	486	-1%	735	567	-23%	2,444	2,284	-7%
Construction	336	352	5%	194	186	-4%	2,770	2,127	-23%
Consolidation / Other	11	7		39	16		71	71	
Continuing Operations	1,757	1,829	4%	2,039	1,986	-3%	8,815	8,585	-3%



# Volume and contract overview 2010 Continuing Operations by business segment

	Output volume		Orders received			Order backlog			
in€million	2009	2010	Change	2009	2010	Change	2009	2010	Change
Industrial Services	2,249	2,932	30%	2,402	3,253	35%	2,040	2,601	28%
Power Services	1,017	1,106	9%	1,024	1,281	25%	1,137	1,371	21%
Building and Facility Services	2,529	2,333	-8%	2,481	2,379	-4%	2,181	2,217	2%
Construction	1,831	1,661	-9%	1,721	961	-44%	2,908	2,235	-23%
Consolidation / Other	-6	27		40	80		42	73	
Continuing Operations	7,620	8,059	6%	7,668	7,954	4%	8,308	8,497	2%



#### 3m 2011: Group EBIT margin increased from 2.7% to 3.2%

in € million	3m 2010	3m 2011	FY 2010
Output volume	1,757	1,829	8,059
EBIT	47	59	341
EBIT margin	2.7%	3.2%	4.2%
Net interest result	-9	-9	-40
ЕВТ	38	50	301
Income taxes	-13	-17	-93
Earnings after taxes from continuing operations	25	33	208
Earnings after taxes from discontinued operations	23	174	78
thereof "operating earnings"	23	13	78
thereof capital gain	0	161	0
Minority interest	0	0	-2
Net profit	48	207	284

<sup>→ €31</sup> million depreciation on P, P & E and €8 million amortization on intangibles from acquisition



# 3m 2011: Interest result at prior-year level

in € million	3m 2010	3m 2011	FY 2010
Interest income	3	4	12
Interest expense	-7	-7	-25
Current interest result	-4	-3	-13
Net interest from pensions	-4	-4	-16
Interest expense for minority interest	-1	-2	-11
Net interest result	-9	-9	-40



# March 31, 2011: Changes to balance sheet as of Dec. 31, 2010

Assets	March 31, 2010			March 31, 2010	Equity and liabilities
In € million	7,375	-562	-562	7,375	In € million
Assets available for sale (Valemus)	0	-1,050	-703	0	Liabilities available for sale (Valemus)
Cash	1,033	+496	+103	1,832	Other current liabilities <sup>2)</sup>
Other current assets	944	+94		.,002	
			-1	298	Advance payments
Trade receivables	985	-55	-39	825	Trade payables
Other non-current assets	1,201	-13	-23	864	Non-current liabilities <sup>3)</sup>
Receivables from concession projects	1,760	-29	-35	1,608	Non-recourse debt
Intangible assets <sup>1)</sup>	1,452	-5	+136	1,948	Shareholders' equity

<sup>1)</sup> Thereof goodwill €1,433 million (including intangibles from acquisitions)

<sup>2)</sup> Thereof financial debt, recourse €89 million 3) Thereof financial debt, recourse €183 million

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# March 31, 2011: Valuation net cash of approximately €350 million The Multi Service Group. BILFINGER BERGER

in € million	Dec. 31, 2010	March 31, 2011
Cash and cash equivalents	537	1,033
Financial debt (excluding non-recourse)	-273	-272
Inter-company loan BB Australia	-131	0
Retirement benefit obligation	-313	-314
Net cash (+) / net debt (-) position	-180	447
Concessions equity bridge loans	202	203
Further working capital need	-250 to -300	-300 <sup>1)</sup>
Valuation net cash (+) / net debt (-)	approx250	approx. 350

<sup>1)</sup> Including €30m cash outflow in Q2 2011 for expenses related to the sale of Valemus and risk provision Valemus



# 3m 2011: Operating cash flow seasonally negative, but improved In 6 million

in € million	3m 2010	3m 2011	FY 2010
Cash earnings from continuing operations	60	71	366
Change in working capital	-181	-160	-82
Gains on disposals of non-current assets	-1	-9	-41
Cash flow from operating activities of continuing operations	-122	-98	243
Net capital expenditure on property, plant and equipment / Intangibles	-19	-14	-123
Proceeds from the disposal of financial assets	1	627	35
Free Cashflow	-140	515	155
Investments in financial assets of continuing operations	-45	-19	-202
Cash flow from financing activities of continuing operations	-15	-2	-97
Change in cash and cash equivalents of continuing operations	-200	494	-144
Change in cash and cash equivalents of discontinued operations	13	-82	126
Other adjustments	18	-20	63
Cash and cash equivalents at January 1	798	537	798
Cash and cash equivalents at January 1 discontinued operations		306	
Disposal of cash Valemus		-202	
Cash and cash equivalents at March 31 / December 31 discontinued operations	219		306
Cash and cash equivalents at March 31 / December 31	410	1,033	537



# Value added increased significantly

	Capital employed in€million		<b>Return</b> in € million		ROCE in %		WACC in %		Value added in € million	
	2009	2010	2009	2010	2009	2010	2009	2010	2009	2010
Industrial Services	705	1,005	132	161	18.7	16.0	9.0	9.5	68	65
Power Services	197	270	78	91	39.5	33.7	9.0	9.5	60	65
Building and Facility Services	389	394	71	94	18.3	23.8	9.4	9.5	35	57
Construction	265	249	-66	42	-24.9	17.1	13.0	12.5	-100	11
Concessions	192	223	23	65	11.9	29.3	9.8	9.0	4	45
Consolidation / Others	0	-61	-20	-32	-	-	-	-	-32	-30
Continuing Operations	1,748	2,080	218	421	12.5	20.2	10.5	10.0	35	213
Discontinued Operations	177	328	82	112	46.2	34.2	10.5	10.0	63	79
Group	1,925	2,408	300	533	15.6	22.1	10.5	10.0	98	292



# Five-year overview

in€million	2006	2007	2008	2009	2009 <sup>1)</sup>	2010 <sup>1)</sup>
Output volume	7,936	9,222	10,742	10,403	7,620	8,059
Orders received	10,000	11,275	10,314	11,129	7,668	7,954
Order backlog	8,747	10,759	10,649	11,704	8,308	8,497
ЕВІТ	170	229	298	250	180	341
EBT	173	228	283	214	142	301
Net profit	92	134	200	140		284
Cash flow from operating activities	207	325	357	368	386	243
Dividend distribution	46	64	71	88		110
Return on output (EBIT) (%)	2.1%	2.5%	2.8%	2.4%	2.4%	4.2%
Return on equity (w/o minorities) (%)	8.1%	10.9%	16.8%	11.3%		17.6%
Return on capital employed (%)	16.3%	18.7%	23.2%	15.6%		22.1%
Shareholders' equity	1,206	1,332	1,141	1,562		1,812
Balance-sheet total	5,129	6,128	6,773	7,941		7,937
Equity ratio (%)	24%	22%	17%	20%		23%
Equity ratio (%), adjusted for non-recourse debt	28%	28%	22%	26%		29%
Net working capital	-641	-697	-890	-1,222	-1,039	-913
Net working capital as percentage of output volume	-8%	-8%	-8%	-12%	-14%	-11%
Cash and cash equivalents	783	796	720	798	635	538
Financial debt, recourse	139	111	328	354	287	272
Financial debt, non-recourse	827	1,362	1,518	1,902		1,643

<sup>1)</sup> Continuing Operations

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# Concessions portfolio as of March 31, 2011 Transport infrastructure

	Investment volume € million	Percentage held %	Equity committed €million	Method of con- solidation <sup>1)</sup>	Status	Concession period
Transport Infrastructure						
- Herrentunnel Lübeck, Germany	176	50	_ 2)	E	operational	2005 - 2035
- M6 Highway, Phase I, Hungary	482	40	19	Е	operational	2006 - 2026
- Kicking Horse Pass, Canada	100	50	4	Е	operational	2007 - 2030
- M1 Westlink, Northern Ireland	230	75	9	F	operational	2009 - 2036
- Golden Ears Bridge, Canada	800	100	34	F	operational	2009 - 2041
- E18 Highw ay, Norw ay	453	50	8	Е	operational	2009 - 2034
- Northeast Stoney Trail, Canada	293	100	9	F	operational	2009 - 2039
- M6 Highway, Phase III, Hungary	520	45	23	Е	operational	2010 - 2038
- Northwest Anthony Henday Drive, Canada	750	50	17	Е	under construction	2011 - 2041
- M 80, Great Britain	352	42	23	E	under construction	2012 - 2041
- BAB A1, Germany	650	43	43	Е	under construction	2013 - 2038
- Peninsula Link, Australia	561	33	26	Е	under construction	2013 - 2038
Sub-total transport infrastructure			214			

<sup>1)</sup> F = full consolidation, E = at equity consolidation

<sup>2)</sup> Written-off and not included in any figures related to the Concessions segment.



#### Concessions portfolio as of March 31, 2011 Social infrastructure

	Investment volume €million	Percentage held %	Equity committed €million	Method of con- solidation <sup>1)</sup>	Status	Concession period
Social Infrastructure	ETIMIOTI	/0	ETTIIIIOTT			
- Liverpool & Sefton Clinics, Great Britain	108	27	3	Е	operational	2004 - 2030
- Barnet & Harringey Clinics, Great Britain	86	27	2	Е	operational	2005 - 2031
- Gloucester Hospital, Great Britain	60	50	3	E	operational	2005 - 2034
- Bedford Schools, Great Britain	41	100	4	F	operational	2006 - 2035
- Victoria Prisons, Australia	150	100	17	F	operational	2006 - 2031
- Administrative Center Unna, Germany	24	90	2	F	operational	2006 - 2031
- Coventry Schools, Great Britain	36	100	4	F	operational	2007 - 2035
- Kent Schools, Great Britain	155	50	6	Е	operational	2007 - 2035
- Royal Women´s Hospital, Australia	198	100	11	F	operational	2008 - 2033
- Burg Prison, Germany	100	90	8	F	operational	2009 - 2034
- Scottish Borders Schools, Great Britain	137	75	8	F	operational	2009 - 2038
- Clackmannanshire Schools, Great Britain	136	85	6	F	operational	2009 - 2039
- East Down & Lisburn, Great Britain	91	50	3	Е	under construction	2011 - 2039
- Staffordshire Fire Stations, Great Britain	54	85	5	F	under construction	2011 - 2036
- Particle Therapy Center Kiel, Germany	258	50	10	Е	under construction	2012 - 2036
- Kelow na & Vernon Hospitals, Canada	260	50	9	E	under construction	2012 - 2042
- Ararat Prison, Australia	186	50	16	Е	under construction	2012 - 2037
- Women's College Hospital, Canada	350	100	27	F	under construction	2015 - 2045
- Lagan College & Tor Bank School, Great Britain	50	70	4	F	under construction	2012 - 2038
Sub-total social infrastructure			148			
Total as of March 31, 2011			362			

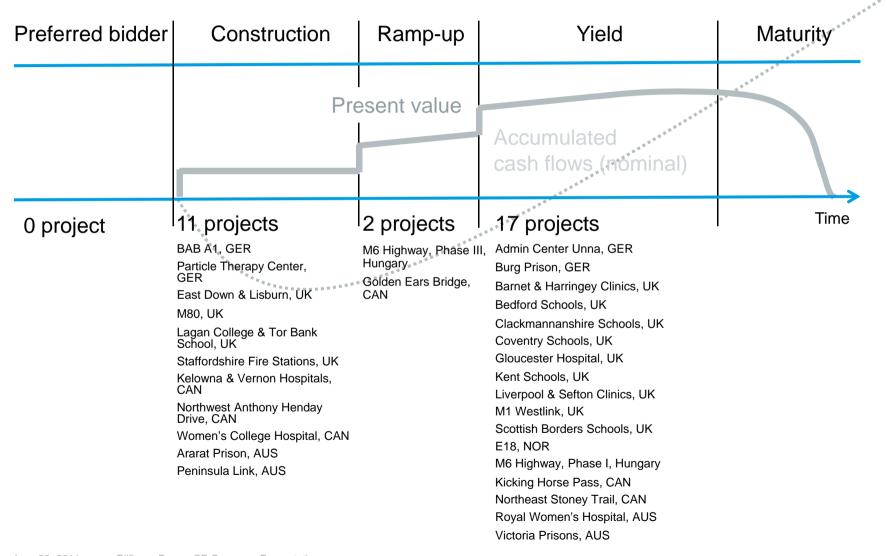
<sup>1)</sup> F = full consolidation, E = at equity consolidation

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#### Maturity of project portfolio as of March 31, 2011





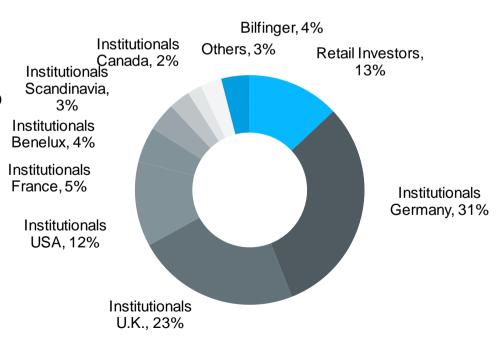
#### Shareholder structure

#### **Treasury Stock**

- Duration of program:February 19 to April 29, 2008
- Volume: €100 million
   1,884,000 shares
   Average price: €53.07
- No cancellation planned
   Maintaining the financial resources to secure growth strategy

#### Shareholder structure as of 12/31/2010

- 100% free float
- High proportion of institutional investors
- International shareholder base





#### Financial calendar and share facts

August 11, 2011 Interim Report Q2 2011

Nov. 14, 2011 Interim Report Q3 2011

Nov. 30, 2011 Capital Markets Day 2011

52 week high / low:	€68.56 / €41.69 (as at June 24, 2011)
Closing price June 24, 2011	€65.10
Market cap: 1)	€ 3.0 bn (as at June 24, 2011)
Shares outstanding: 1)	46,024,127
ISIN / Ticker abbreviation:	DE0005909006 / GBF
Main stock markets:	XETRA / Frankfurt
Segments Deutsche Boerse	Prime Standard
/ Indices:	MDAX, Prime Construction Perf. ldx., DivMSDAX
	DJ STOXX 600, DJ EURO STOXX,
	DJ EURO STOXX Select Dividend 30

2007

3.32

1.66

3.4%

50%

68.99

43.71

48.72

32.50

1.5

1,963

2.1%

2006

2.29

1.15

2.3%

50%

51.47

34.81

51.25

29.54

1.7

2,065

2.2%

2008

5.18

1.85

5.4%

36%

59.68

22.06

34.45

29.26

1.2

1,388

3.1%



2010

6.43

2.50

4.0%

39%

64.35

40.75

63.20

40.84

1.5

2,909

3.5%

2009

3.79

2.00

3.7%

53%

54.56

21.57

53.92

34.85

1.5

2,482

4.0%

#### Other investor information

#### For further information please contact:

**Andreas Müller** 

**Bettina Schneider** 

Corporate Accounting Investor Relations

Investor Relations

Phone: +49 (0) 621 / 459-2312 Phone:

+49 (0) 621 / 459-2377

Facsimile: +49 (0) 621 / 459-2968 Facsimile: +49 (0) 621 / 459-2968

E-Mail:

E-Mail:

andreas.mueller@bilfinger.com

bettina.schneider@bilfinger.com





Bilfinger Berger SE

Corporate Headquarters Carl-Reiß-Platz 1-5 D-68165 Mannheim

Germany

www.bilfinger.com

Price-earnings ratio 1)	22.39	14.66	6.65	14.23	9.83
Number of shares in '000 4)5)	37,196	37,196	37,196	46,024	46,024
Average daily turnover in number of shares	286,756	377,923	485,628	390,746	381,287
relating to year-end share price	4) relating	j to year-er	nd		

<sup>4)</sup> relating to year-end

in € per share /

Dividend

Earnings per share

Dividend yield 1)

Payout ratio 2)

Share price highest

Share price lowest

Share price year end

Book value per share 3)

Market-to-book value 3)

Market capitalization

MDAX weighting 1)

in million €5)

after rights issue adjustment

<sup>2)</sup> relating to EPS 3) Shareholders' equity w/o minorities

<sup>5) 2008</sup> to 2010: Including 1,884,000 shares

held as treasury stock



#### Disclaimer

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