



BILFINGER

**ENGINEERING
AND SERVICES**

Bilfinger SE

Capital Markets Day 2012

Bilfinger Industrial Technologies

Gerhard Schmidt | CEO Bilfinger Industrial Technologies GmbH

Rotterdam/ Amsterdam | November 23, 2012

Agenda

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A. Company structure and portfolio

Short profile: Bilfinger Industrial Technologies generates ~€ 1 bn output volume with 8,000 own employees

Bilfinger Industrial

Bilfinger Industrial
Services GmbH

"Full service
maintenance"

Ensuring and
optimizing plant
availability

Bilfinger Industrial
Technologies GmbH

"From engineering to
Installation"

Execution of broad
engineering, project
management services,
fabrication and
construction works

Bilfinger Industrial Technologies:

- ✓ Output: ~ €0.9 bn
- ✓ Growth: >5% CAGR, organic

- ✓ ~ 8,000 employees (>3,000 engineers)
- ✓ 12 operational companies
- ✓ 25 countries

- ✓ Continuously successful safety record:
LTIF¹⁾: 2.0 (Q1-Q3, 2012)

1) Lost Time Incident Frequency Rate

Our business is structured in two Divisions: Engineering and Technology

Bilfinger Industrial Technologies GmbH

G. Schmidt
CEO

D. Rehm
CFO

P. Koolen
COO

Dr. Kreysing
COO

Divisions

Division management with responsibility for operational business

Division Engineering



Division Technology



Corporate Departments

Ensuring corporate governance

We offer a broad range of services related to engineering and technology



Engineering

CONSULTANCY

ENGINEERING

**PROJECT
MANAGEMENT**



Technology

**AUTOMATION
& CONTROL**

**CONSTRUCTION
& FABRICATION**

**ENGINEERED
PRODUCTS**

Our engineering portfolio includes consultancy and project management services



Engineering

CONSULTANCY

- Feasibility studies
- Cost estimates
- Master planning
- Routing studies
- Safety studies
- Authority engineering
- Life cycle analysis

ENGINEERING

- Conceptual design
- Process modeling
- Basic and detail design
- Multidisciplinary projects

PROJECT MANAGEMENT

- Planning & scheduling
- Cost estimating & control
- Procurement
- Construction mgmt.
- Technical supervision
- Commissioning mgmt.

Our technology portfolio comprises automation & control, engineered products and construction & fabrication



Technology

AUTOMATION & CONTROL

- Design & manufacturing
- Automation software
- E&C installation
- Operation simulation
- Storage optimization
- Training & maintenance

CONSTRUCTION & FABRICATION

- Multidisciplinary projects
- Piping and mechanical
- Fabrication
- Pipelines
- ISP services
- Equipment installation

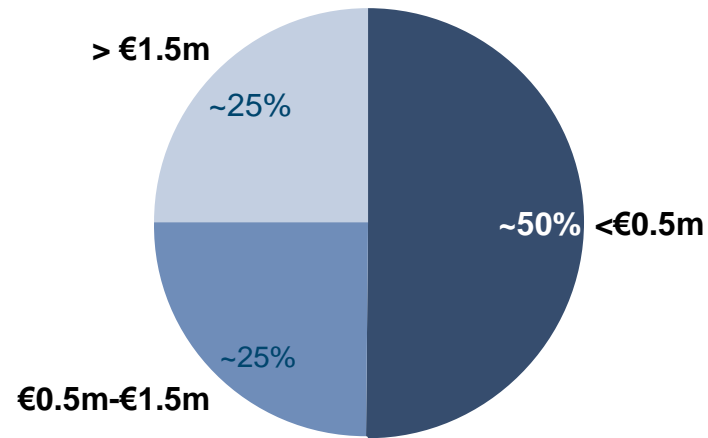
ENGINEERED PRODUCTS

- Gas processing units
- Bio-methane upgrade
- Automation systems
- Gas odorizing
- Bio reactors
- Pharmaceutical skids
- Turbine inlet units
- Noise control systems

Contracts in our Division Engineering are usually below €1m

Contract Volumes

(Share of contracts in total output volume)



Contract types

- Reimbursable contracts
- Lump-sum contracts

Project types and volumes

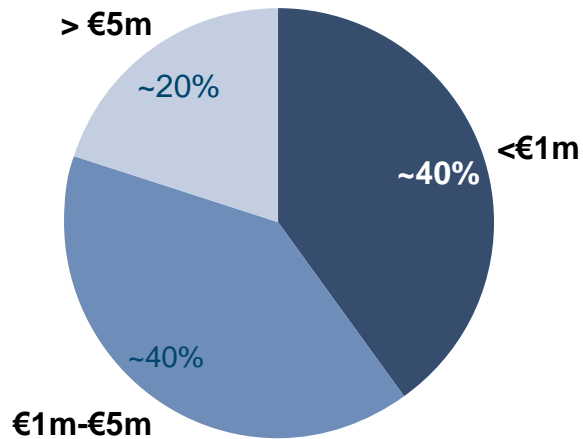


Division Engineering

Most contracts within our Division Technology have values below €5m

Contract Volumes

(Share of contracts in total output volume)



- ~50 contracts with volume > €5m in the last 3 years
- Average size of contracts >€5m : €8m

Contract types

- Unit rate contracts
- Lump-sum contracts

Project types and volumes



Division Technology

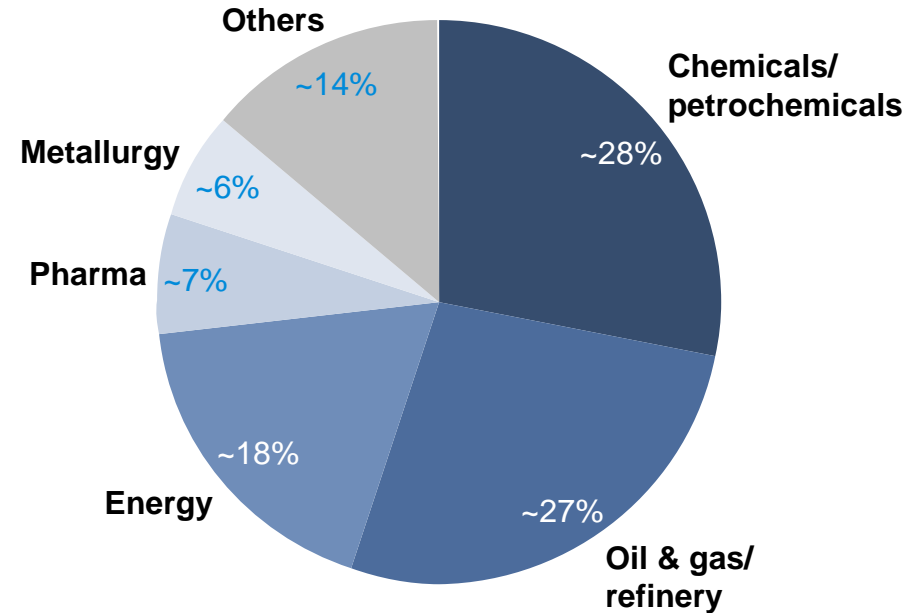
B. Markets and clients

We cover a broad range of process industries with a well balanced portfolio

Client industries of Bilfinger Industrial Technologies

- Chemicals/petrochemicals
- Oil and Gas
- Refinery
- Energy
- Pharma
- Metallurgy
- Others (e.g. consumer goods, pulp & paper)

Share of output volume per industry



Markets & Clients: We are present in 25 different countries in Europe, Asia and Middle East



Regional presence

Europe:



Asia:



Middle East:



Africa:



Well known clients from different industries and regions value our services



Conclusion: Strong diversification is our core asset

Diversification in clients

- Large basis of long-term clients of different sizes
 - 30% of revenues are generated with Top 10 clients

Diversification in client industries

- Strong diversity by industries - clients with different business cycles
 - Top 10 clients are in 6 different industries

Diversification in geography

- Presence in developed and developing countries
 - Local companies in 25 countries

Top 10 Clients Bilfinger Industrial Technologies





CONSULTING

Ras Al Khaimah Gas Commission | Tanzania

(volume <€ 1 mio.)

Feasibility Study for Natural gas pipeline from Mtwara to Dar Es Salaam;
FEED Study for the Tanzania Natural Gas Pipeline (Phase-1) from Songo Island to Somanga (offshore) and from Somanga to Dar Es Salaam (onshore), Tanzania

Project references



ENGINEERING
DSM | Worldwide
(volume ~€ 5 mio. p.a.)

Engineering services framework
agreement, global



PROJECT MANAGEMENT NAM (Shell Group) | The Netherlands (volume ~€ 20 mio. p.a.)

Basic design and EPCM services for
various depletion compression projects



ENGINEERED PRODUCTS

Gas processing units |
E.ON Gas Storage | UK
(volume ~€ 7 mio.)

Project Holford

Delivery of two gas dehydration units for
the Holford Underground Storage



CONSTRUCTION & FABRICATION

Sanofi-Aventis | France

(volume ~€ 15 mio.)

- Project: Biotech Facility BIOLAUNCH
- Biotech production plant for MAB (monoclonal antibodies)
- Mechanical installation of product and pure media piping
- Assembly of apparatus
- Fabrication and assembly of two utility skids



CONSTRUCTION & FABRICATION

Client in the Chemical Industry | U.S.A. & Germany
(volume ~€ 35 mio.)

Detail engineering, fabrication and erection of columns for chemical industry

2 columns

Total height: 58 m each
(Prefabricated in 2 parts)

17 columns

Total height: 72 m each
(Prefabricated in 2 parts)

C. Key success factors and strategy

Organic growth, external growth and profitability are our major strategic goals

Organic growth

- Further strengthening of client relationships and key account management
- Benefit from Cross-selling within Industrial Technologies and Bilfinger Group
- Further expansion of activities in the gas market

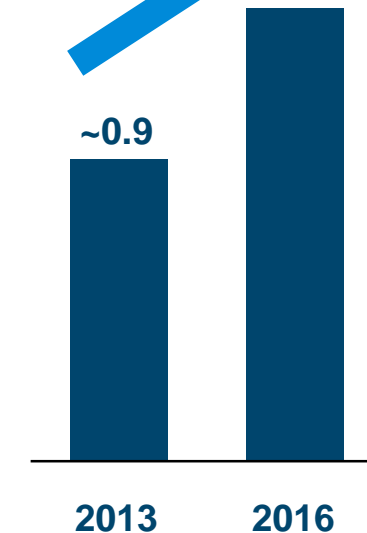
External growth

- Selected acquisitions of automation/EI&C and engineering targets
- Further internationalization of construction activities (high level of profitability, growth markets, portfolio supplementation)

Profitability and professionalization

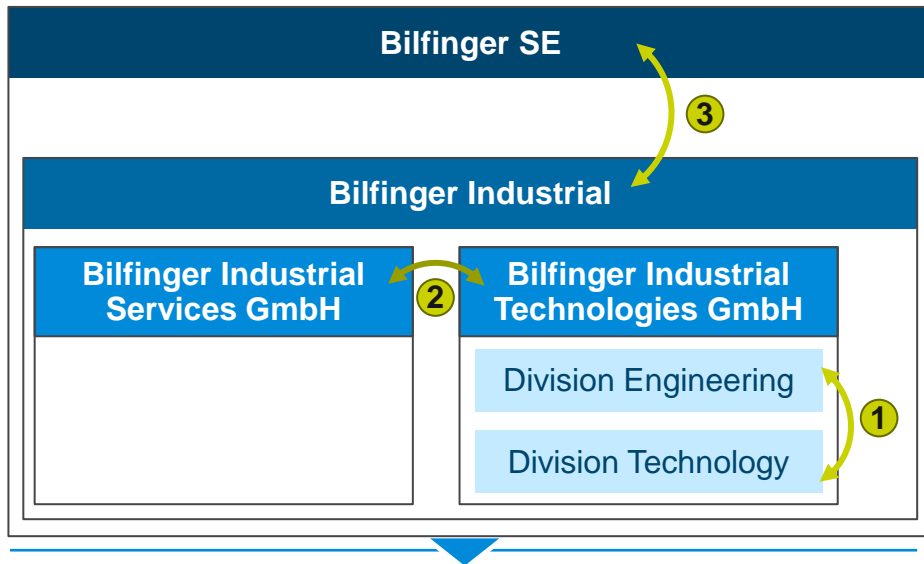
- Continuous efficiency and performance improvement
- Focus on HR development throughout the Subgroup

Output volume BIT [EUR bn]



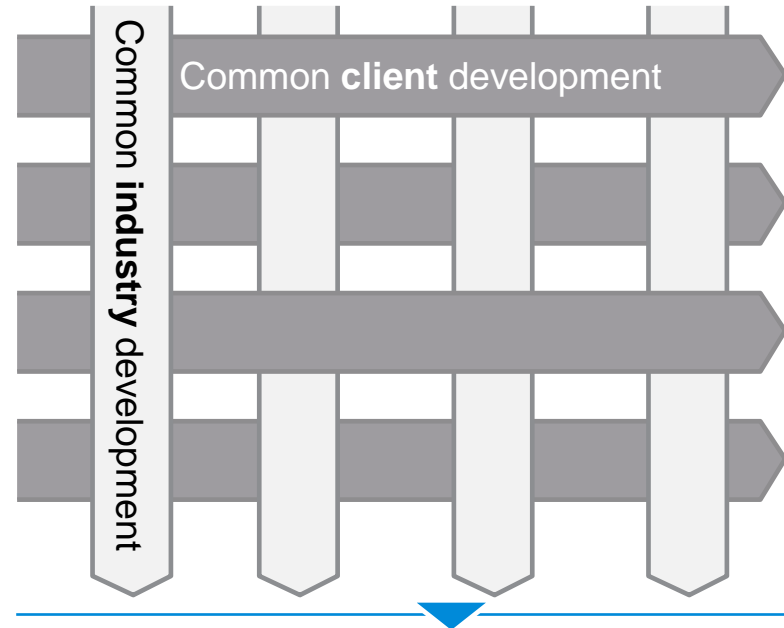
Common market development within Bilfinger Industrial is a key pillar of our organic growth strategy

Levels of common market development



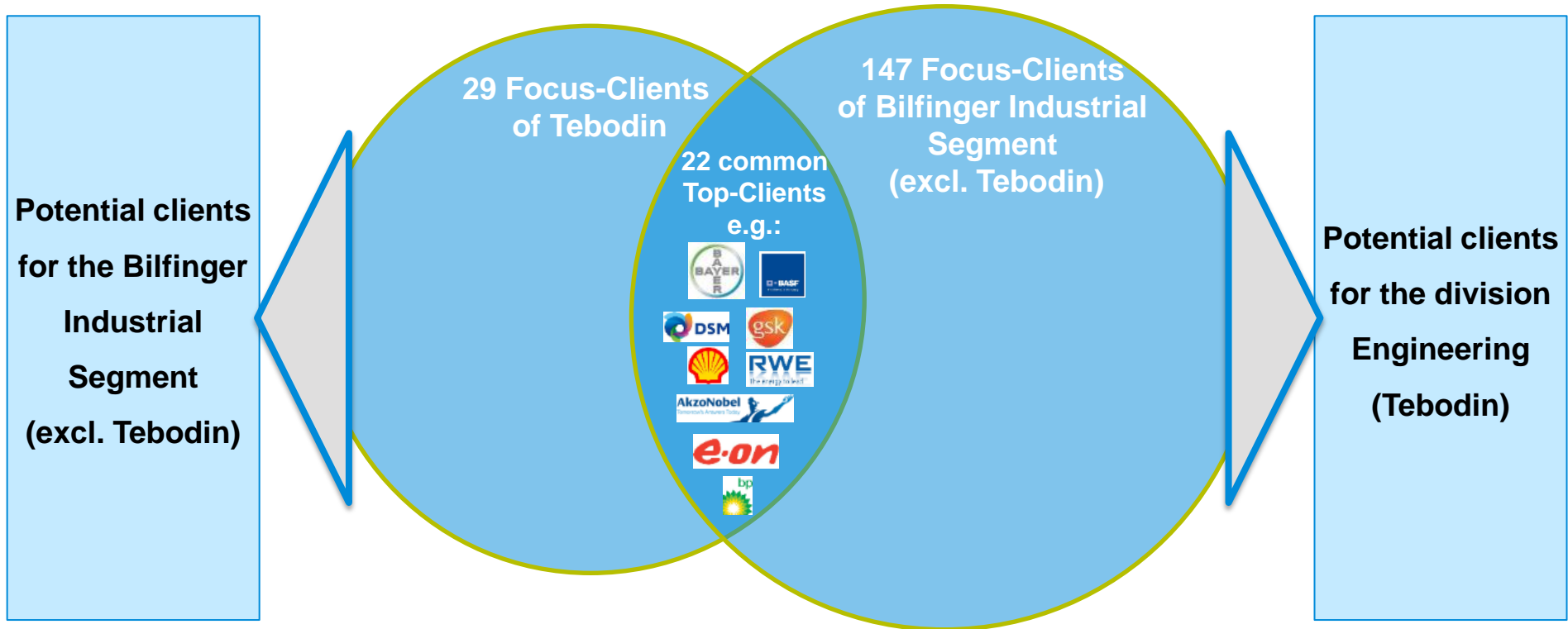
- **Level 1:** Within Bilfinger Industrial Technologies (between Engineering & Technology)
- **Level 2:** Within Bilfinger Industrial segment (with Bilfinger Industrial Services)
- **Level 3:** Within Bilfinger SE (with other Bilfinger subgroups)

Dimensions of common market development



- Targeted and common **client** relationship management
- Further development of joint portfolio for strategic **industries** (e.g. oil & gas, pharma)

Key clients within the segment are regularly assessed and commonly approached



Our key success factors are competent solutions, qualified staff, entrepreneurial managers and our client network

Comprehensive Competence in solutions

- Competencies in planning and project execution
- Competencies in all construction activities
- Best practices by the use of international networks

High share of own employees, well trained

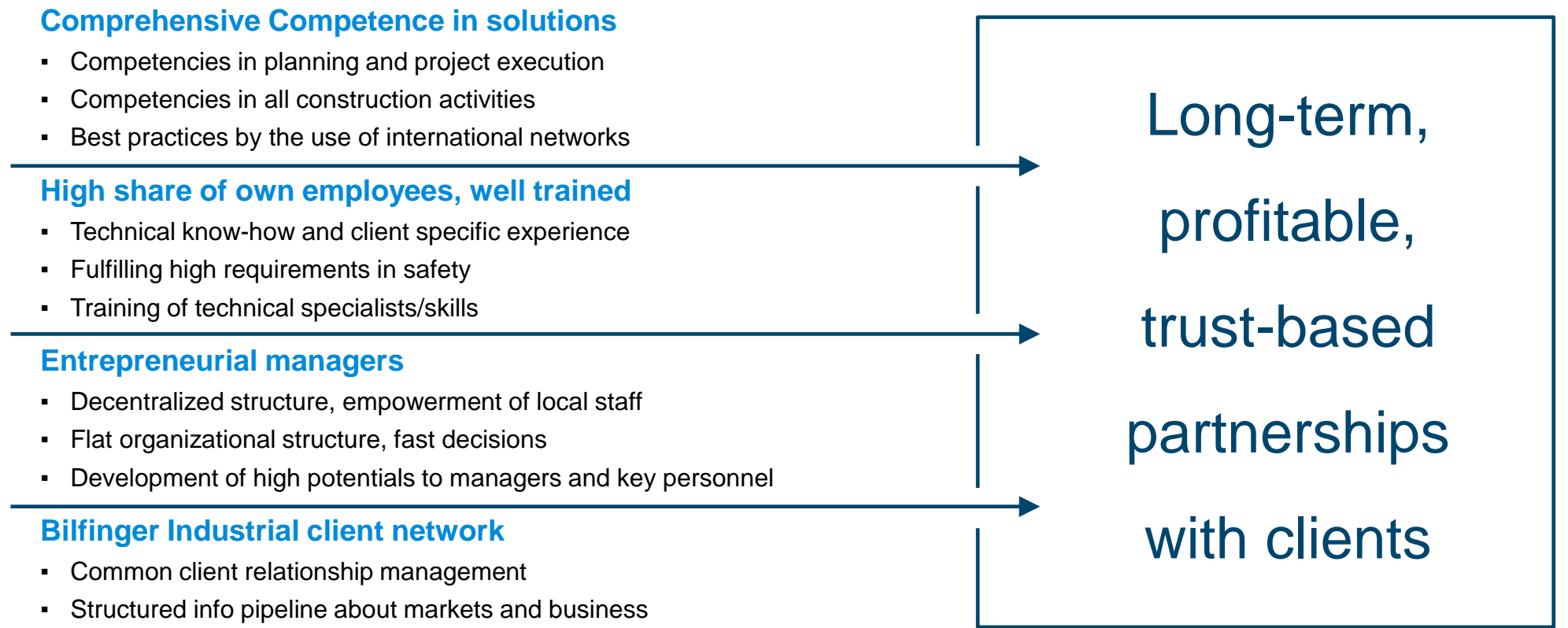
- Technical know-how and client specific experience
- Fulfilling high requirements in safety
- Training of technical specialists/skills

Entrepreneurial managers

- Decentralized structure, empowerment of local staff
- Flat organizational structure, fast decisions
- Development of high potentials to managers and key personnel

Bilfinger Industrial client network

- Common client relationship management
- Structured info pipeline about markets and business



Long-term,
profitable,
trust-based
partnerships
with clients



Thank you for your attention

Gerhard Schmidt, | CEO Bilfinger Industrial Technologies GmbH

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