



BILFINGER

Bilfinger SE

Quarterly Statement Q4 and Preliminary Figures FY 2017

Tom Blades, CEO | Dr. Klaus Patzak, CFO | Michael Bernhardt, CHRO

February 14, 2018

FY 2017: Expectations met

<i>in € million</i>	Outlook for 2017	FY 2017		
Orders received	Organic increase	4,055	+4%	✓
Output volume	Organic decrease <5%	4,024	0%	✓
Adjusted EBITA	Break-even	3		✓

FY 2017: Orders received have bottomed out, organic increase after three years of decline



Orders received

FY 2017: significant organic increase, book-to-bill ~1
Q4: organic growth at +6%, book-to-bill >1



Output volume

FY 2017: organically stable at > €4b and hence above expectations
Q4: organic growth in second consecutive quarter



EBITA adjusted

FY 2017: positive at €3m despite burden of ~€50m from US legacy projects
Q4: strong year-end rally



Net profit

FY 2017: net profit significantly lower than prior-year figure which was supported by sale of Apleona. Adjusted net profit at prior-year level



Outlook 2018: significant improvement of earnings

Liquidity

Cash flow still affected by cash-out for efficiency enhancements
FY 2017: Cash flow improved against prior year

Balance sheet / dividend

Solid balance sheet supporting a repeat dividend proposal¹⁾ of €1.00 per share; share buyback plan to be continued as planned

Outlook 2018

Organic growth of orders received in mid-single-digit percentage range, revenue organically stable to slightly increasing
Significant improvement of EBITA adjusted despite strong increase of start-up costs for business development and digitalization

¹⁾ Intended dividend proposal of Executive Board, subject to a corresponding resolution from the Supervisory Board



Market situation E&T

Oil and gas:

- Continued cautious investment sentiment in European project business
- Positive dynamic in selected areas such as gas supply and gas pipelines in Europe and Middle East
- Positive development in US shale gas, e.g. Exxon

Chemicals and petrochemicals:

- Market growth in North America with focus on the US Gulf Coast continues
- The Middle East market remains challenging, but opportunities for value-adding services
- Increasing number of requests for small- and mid-sized projects in Europe
- Increased trend towards digitalization, especially from small- and mid-caps, with the goal of optimizing production processes and efficiency enhancements

Energy and utilities:

- In Europe growth perspectives mainly in nuclear, also from emissions control, modernization and efficiency enhancements at existing plants
- Market for fossil fuel power plants remains difficult
- In Middle East shift from conventional to alternative energy

Pharma and biopharma:

- In Europe further increase in demand
- Investments increasingly being made in emerging markets, first steps in Middle East and China



Market situation MMO

Oil and gas:

- Customers keeping OPEX budgets at low level despite a higher oil price, i.e. increase in demand for maintenance not expected before second half of 2018, but generally increased optimism in offshore market

Chemicals and petrochemicals:

- Stable demand in Continental Europe in maintenance business and growing willingness to invest, slight increase in number of requests for small MMO-projects (brownfield, e.g. de-bottlenecking)
- Key customers in onshore/downstream market in U.K. with significant budgets
- In the Middle East, impetus from expansion of vertical integration driving import of required expertise, asset performance and energy efficiency

Energy and utilities:

- In Middle East shift from conventional to alternative energy
- In Europe ongoing limited demand for traditional power plant services, instead more decentralization and outsourcing, digitalization as trend, focus on renewables

Metallurgy:

- Slight pick-up / increase in pre-studies in Middle East and Europe, especially in Norway



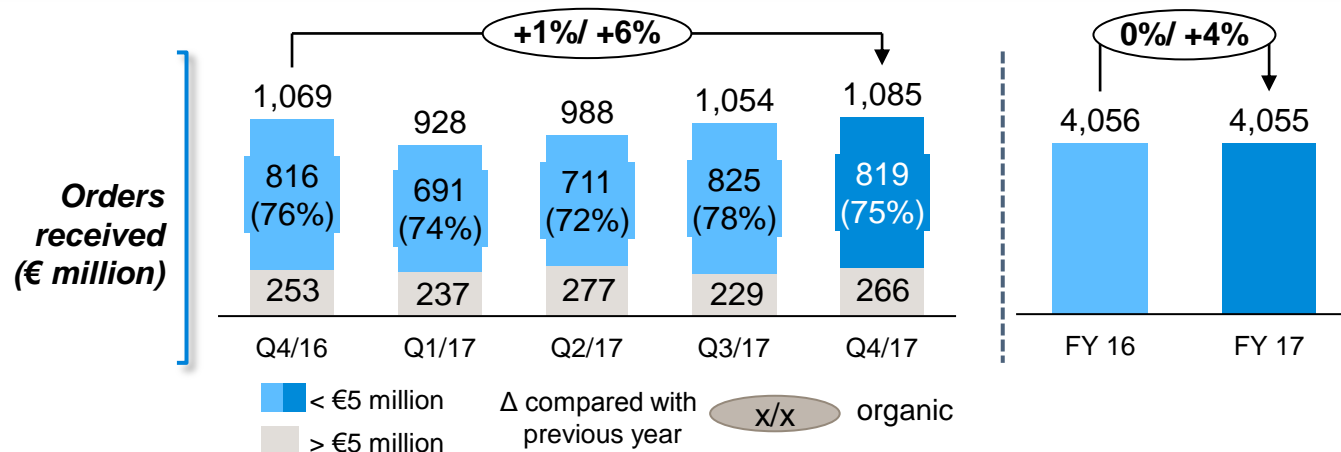
Quarterly Statement Q4 and Preliminary Figures FY 2017

Business development

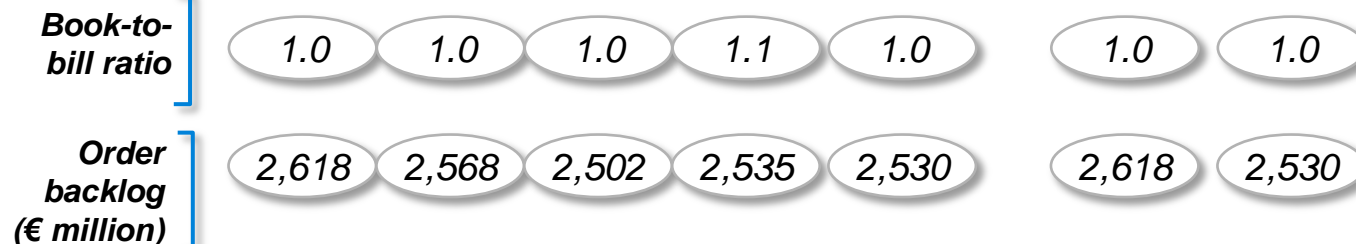
Dr. Klaus Patzak, CFO

Orders received: back to organic growth after three years of decline

Development of orders received

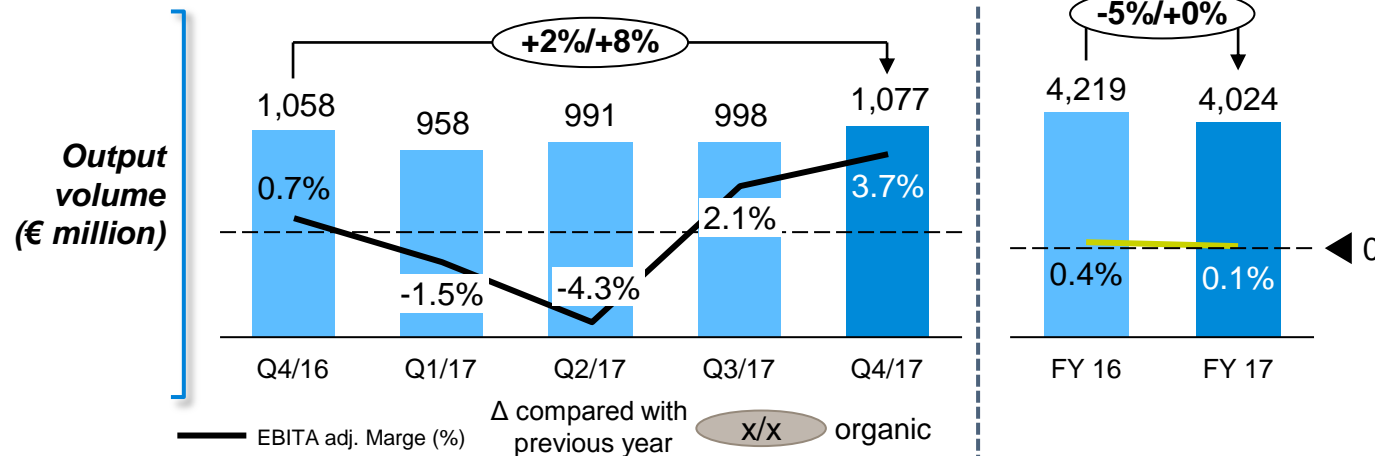


- **Orders received:**
 In Q4 1% above prior-year figure (org.: +6%)
 Full year at prior-year level (org.: +4%)
 Positive organic development supported by extension of framework contracts in MMO
- **Book-to-bill: ~1**
- **Order backlog:**
 -3% below prior-year (org.: +2%)



Output volume and earnings with strong year-end rally

Development of output volume and profitability



EBITA adj.
(€ million)



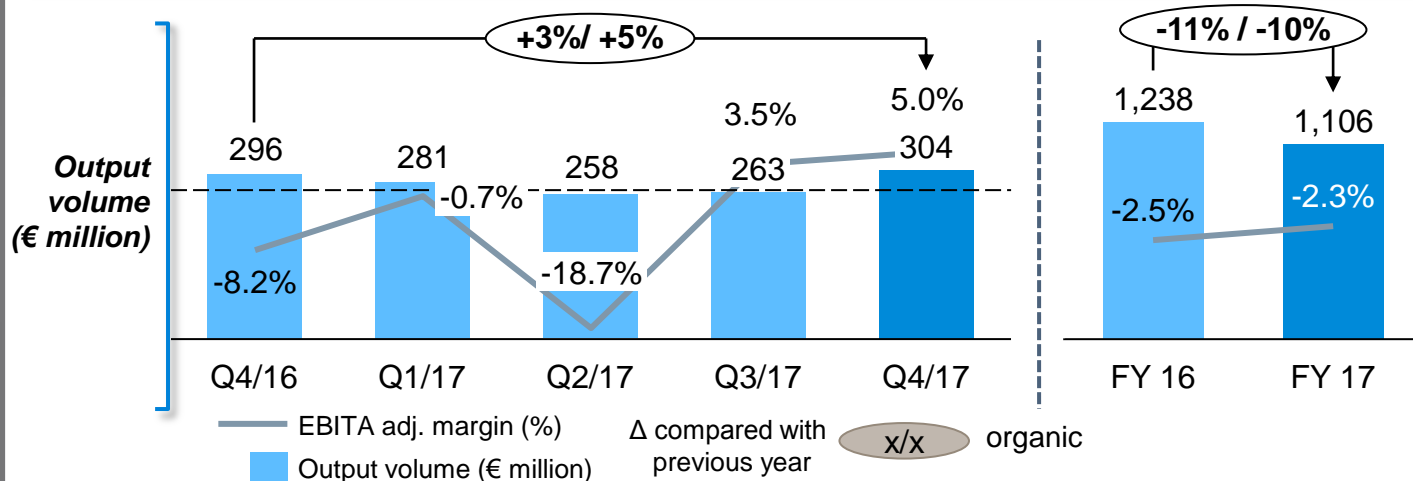
EBITA
(€ million)



- **Output volume:**
Full year above expectations
Q4: organic growth in second consecutive quarter
- **EBITA adjusted:**
Strong year-end rally, but full year burdened by ~€50m from US legacy projects
- **Special items:**
Full year as expected: €121m from devaluation, asset impairments, restructuring, IT investments and compliance

E&T: Increase of output volume and earnings in Q4, but book-to-bill still <1

Development of output volume and profitability



Orders received:

In full year decrease by -12% (org. -12%), in Q4 by -14% (org. -15%), but nominally stable against Q3

Output volume:

Decrease in full year due to lower orders received in prior quarters and challenging market environment in Europe

EBITA adjusted:

Full year burdened by US legacy projects, but Q4 as expected extraordinarily strong due to project close-outs and flawless execution

Book-to-bill ratio

1.1

0.9

1.2

1.0

0.9

1.0

1.0

EBITA adj. (€ million)

-24

-2

-48

9

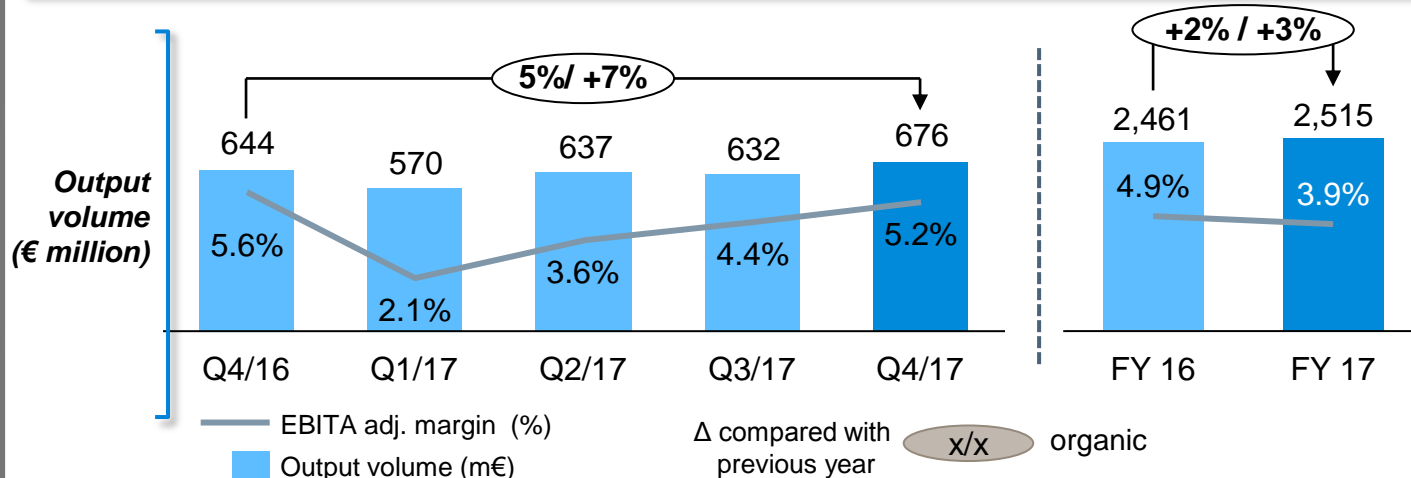
15

-30

-26

MMO: Q4 order intake with significant organic growth, stable earnings

Development of output volume and profitability



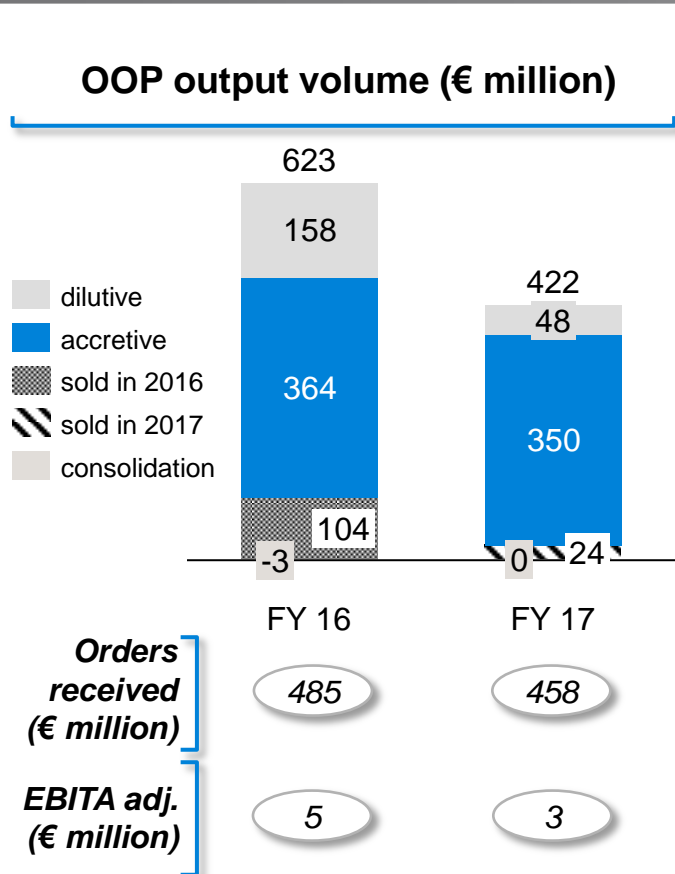
- Orders received:**
 Good development in full year at +5% (org. +6%), organically positive development in Q4 +8% supported by extension of framework contracts
- Output volume:**
 Q4 und FY above expectations
- EBITA margin adjusted:**
 As expected below high prior-year comparable;
 weaker turnaround business and burdens due to framework agreements with new customers in the ramp-up phase

Book-to-bill ratio	1.0	1.1	0.9	1.1	1.0	1.0	1.0
EBITA adj. (€ million)	36	12	23	28	35	120	98

OOP:

Dilutive „on track“: 10 entities already sold

Accretive units with increase in orders received



Progress M&A track / Dilutive:

- 13 units as of December 31, 2016
- 10 have already been sold (closed: 9 as of December 31, 2017, one at the beginning of 2018)
- **FY 2017: capital loss of €34m, cash-out of ~€13 Mio. €**
- One more is currently in advanced sales negotiations
- **Target confirmed that all dilutive units will be sold or closed by mid 2018**
- **Cash-out expected FY 2018: ~€5m, but no further capital losses**

Accretive:

- So far five, in future four additional units “managed for value” (after re-integration of Bilfinger VAM to core business)

Business development:

- Orders received in FY -5% below comparable, but organic growth at +23%, in Q4 strong increase of +21% (org. +43%)
- Output volume in FY decreased by -32% (org. -5%), as expected in Q4 decline of -29%, organically slightly positive at +2%
- Decrease of EBITA adj. in FY from €5 m to €3 m, positive one-off in prior-year to be considered

Bilfinger VAM:

Top-line synergies due to strong overlaps in customer and service portfolio as well as in regions

- Re-integration of Bilfinger VAM from OOP/Accretive into core business
- Strategic fit:
 - “**2 service lines**“: esp. turnarounds,
 - “**4 regions**“: Continental Europe (DACH, France, Scandinavia, BeNe)
 - “**6 industries**“: Chemicals & Petrochem., Energy & Utilities, Oil& Gas, Metallurgy
- 2018e: revenue: ~€160m, ~4% EBITA adj.
- ~60% in MMO, ~40% in E&T
- Top-line synergies: esp. with turnarounds and in energy sector
- Cost synergies: consolidation of locations, VAM will be integrated in SG&A efficiency programs (IT, procurement etc.)

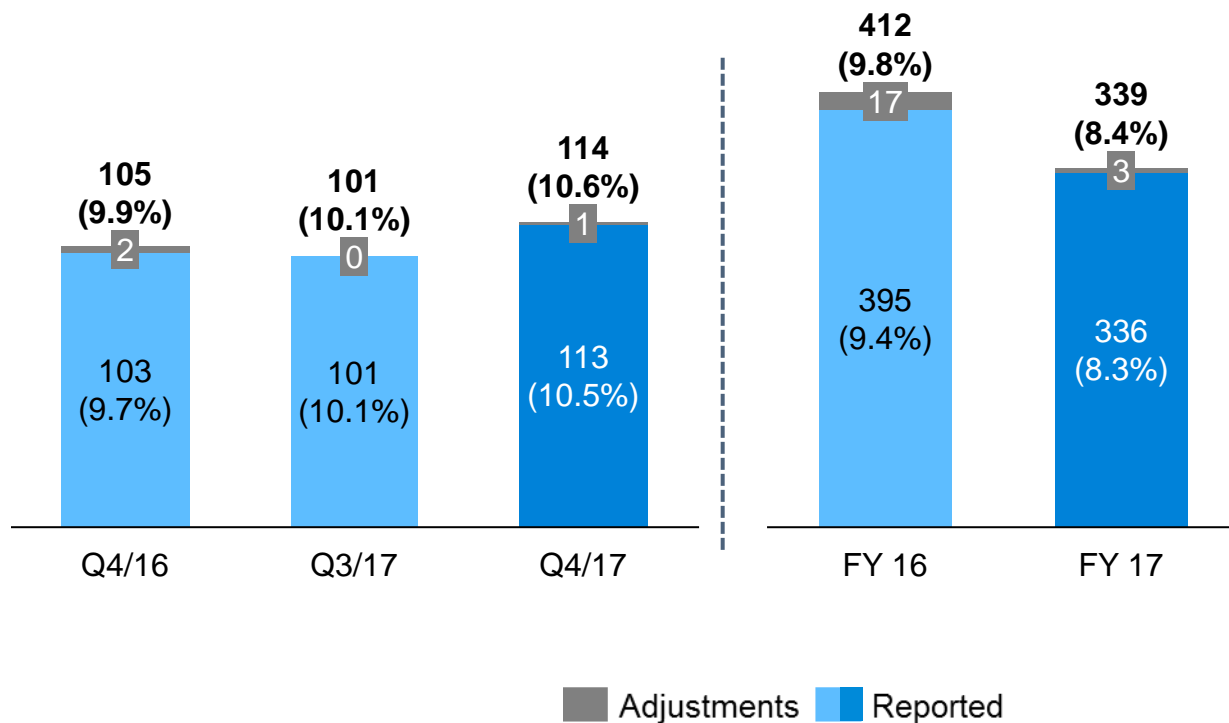


Re-integration effective by January 01, 2018



Gross profit in full year well below prior-year, but strong Q4

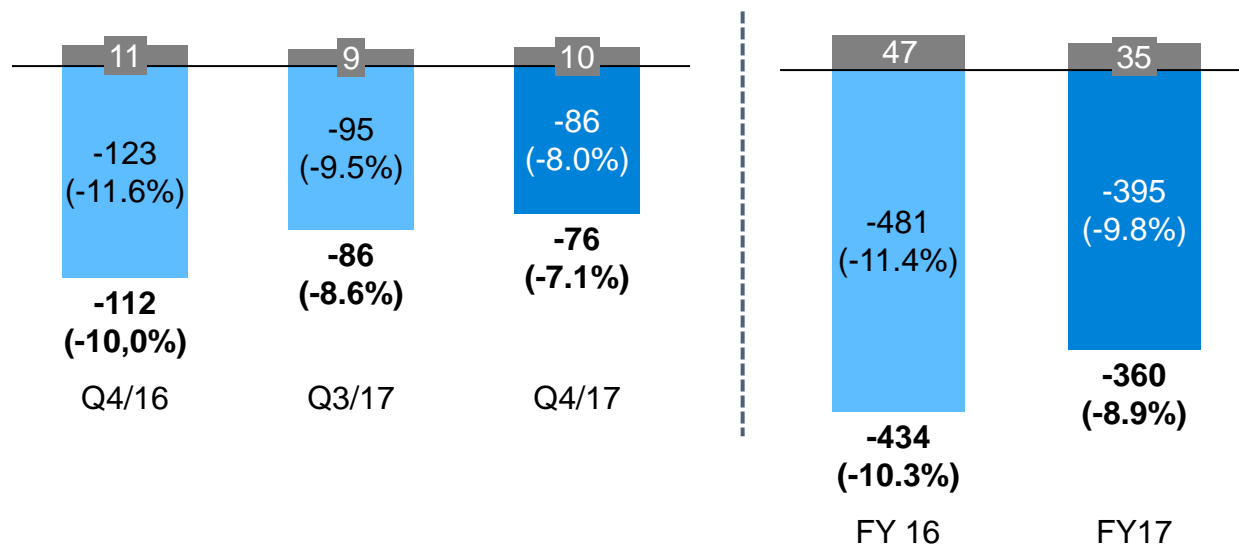
Adjusted gross profit (€ million)



- Full year burdened by US legacy projects
- Strong Q4 due to project close-outs
- Future improvement by optimization of project management as well as IT and procurement initiatives
- FY 2017:
 - Amortisation €8m
 - Depreciation on P, P and E €72m, thereof €3m exceptional

Significantly lower selling and administrative expenses in Q4 and FY

Adjusted selling and administrative expenses (€ million)

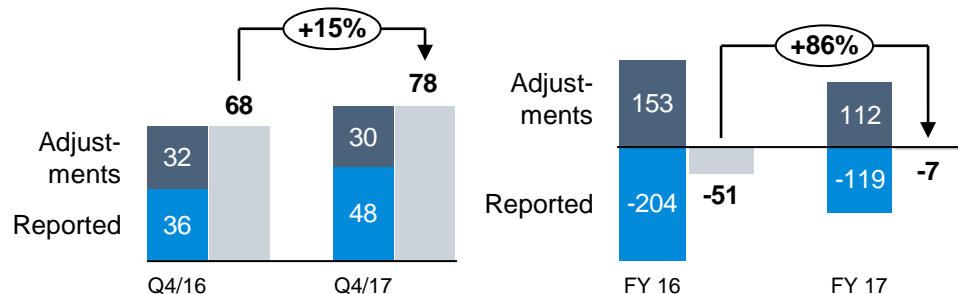


■ Adjustments ■ Reported

- Adjusted SG&A ratio in full year improved significantly to 8.9%, also due to extraordinary factors
- First positive effects from efficiency and process optimization programs
- 2018 will be affected by increased start-up costs for business development and digitalization in the amount of approx. €20 m
- Target 2020: 7,5% of revenue

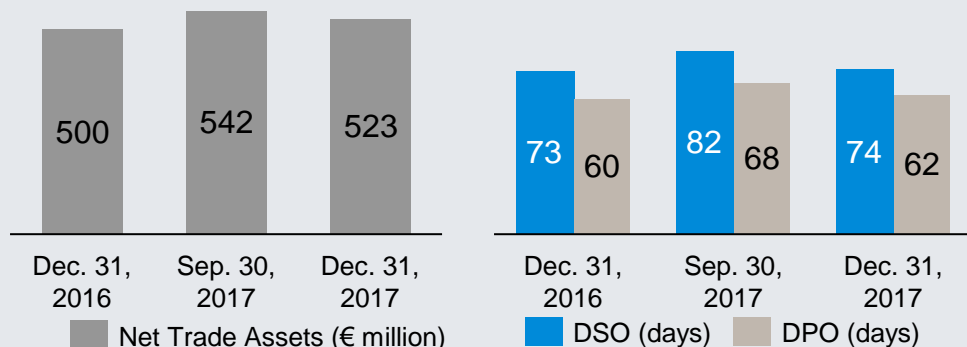
Operating cash flow above prior year, but still impacted by cash out for efficiency improvements

Adjusted operating cash flow¹ (€ million)



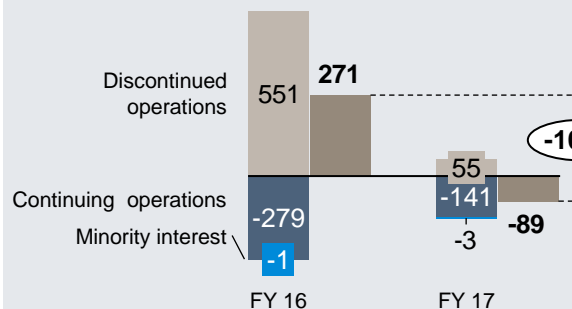
¹ Adjustments correspond to EBITA adjustments

Net Trade Assets (€ million)

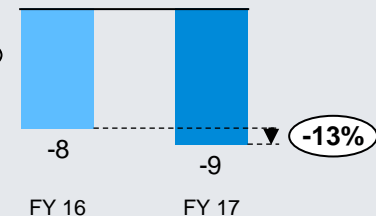


DSO: Trade receivables + WIP - advance payments received, DPO: Trade payables

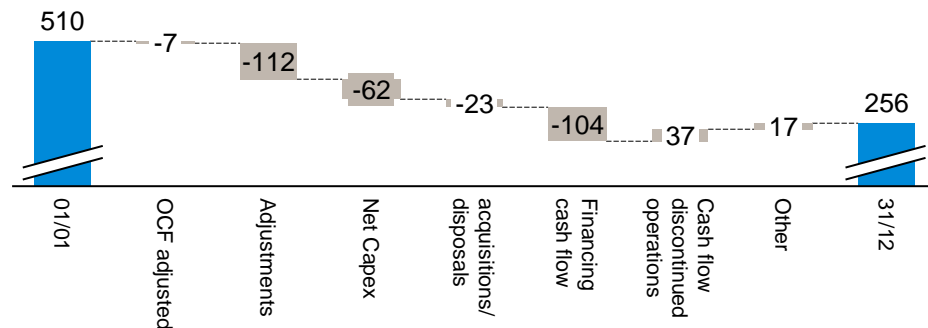
Net profit (€ million)



Adjusted net profit (€ million)



Net cash (€ million)



Initiatives for cost structure improvement

IT PROJECTS

- ✓ **Status of process and system harmonization:** Roll-in of first pilot executed, further pilots in preparation
- ✓ **HRcules:** Roll-in of pilot entities completed, further roll-ins in preparation
- ✓ **CRM:** group-wide roll-out completed by 70%, 100% planned for first half of 2018

MERGER OF OPERATING UNITS

Two mergers of operating units were completed by BET and Bilfinger UK. For 2018, further mergers are planned.

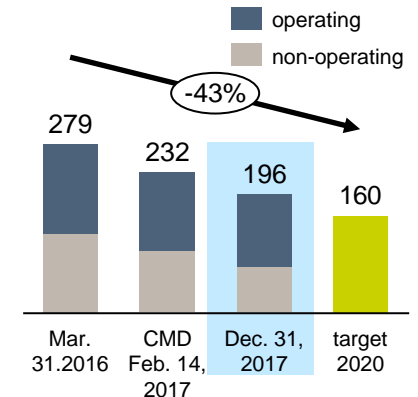
- Reduces number of legal entities
- Increases quality and efficiency
- Offers customers a greater range of services from a single source

PURCHASING INITIATIVE

- ✓ Alignment of global sourcing organization based on categories
- ✓ Initiatives regarding fleet and telecoms started, significant savings potential identified and partly realized
- ✓ Implementation of **BTOP tools:** progress in program roll-out and in development of first actions

REDUCTION IN THE NUMBER OF LEGAL ENTITIES

Complexity reduction within the organization through significant simplification of legal structure



Leverage growth potential

Tom Blades, CEO

Market development

Expansion of our service portfolio: Example Cement

Customer situation

Increasing number of emission regulations

High share of energy costs (about 30%)

Often reactive maintenance

Bilfinger solutions

Proven procedures for emission control (e.g. SCR**)

Expanding the use of possible fuels

Innovative (predictive) maintenance concepts (BMA, BMC, BCAP*)

Optimization potentials

Emissions

-95%

Energy costs

-5%

Effectiveness of the plant

5-30%

* BMA: Bilfinger Maintenance Analysis, BMC: Bilfinger Maintenance Concept, BCAP: Bilfinger Connected Asset Performance

** SCR: Selective Catalytic Reaction

Digitalization in the process industry

Initial situation

- Limited productivity improvements, potentials exhausted
- Plant complexity is increasing
- Increasing M&A activities among our customers
- Customers demand greater efficiency and lean approaches
- Demographic change requires knowledge transfer
- Regional, digital solutions at Bilfinger

Potentials through digitalization

- Asset performance
- Efficiency enhancement
- Tap into new markets
- Collaboration and access to knowledge



Customer proximity and technical competence as basis for digital success at Bilfinger

BCAP – Bilfinger Connected Asset Performance

New digital approach to enhance process industry performance

Customer benefit

7-15%: Enhanced effectiveness of the overall plant

10-30%: Reduced maintenance costs

15%: Increased work productivity

up to 25%: Reduction of unplanned downtimes

Competitive advantages Bilfinger

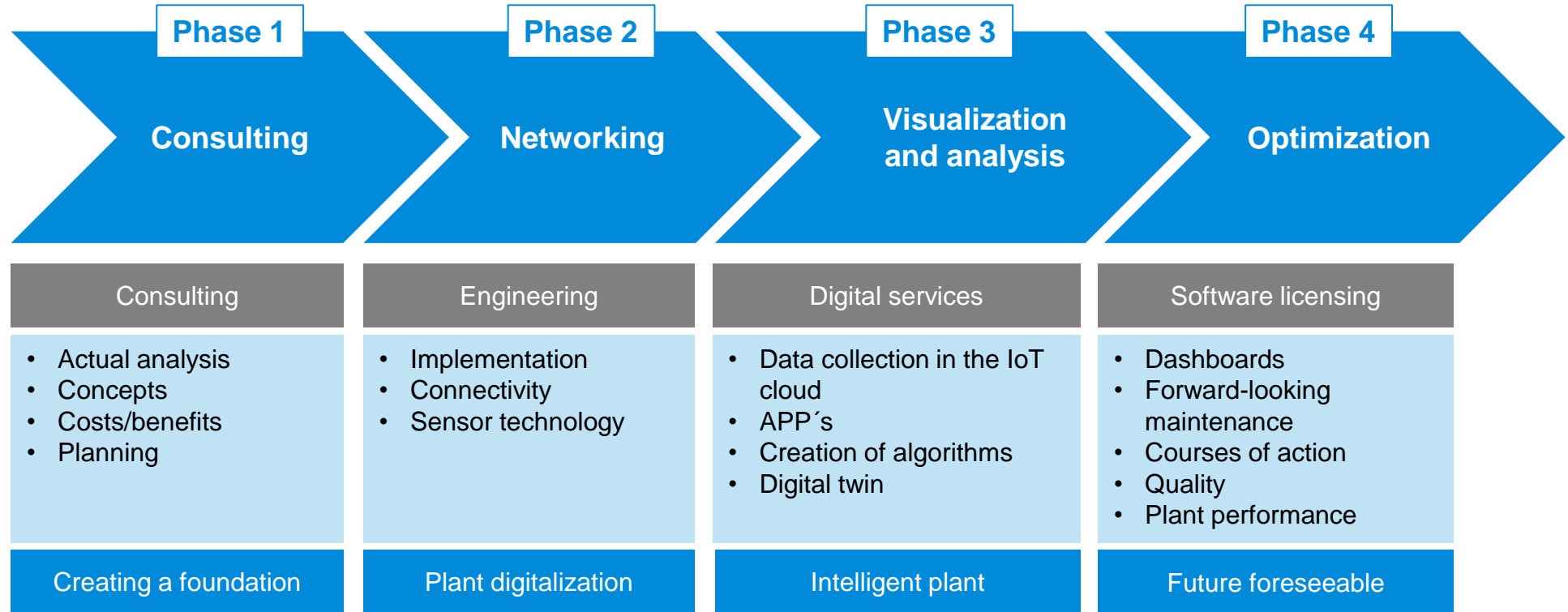
- Detailed knowledge of the needs and processes of industrial customers
- Expertise derived from on-site presence
- Comprehensive digitalization competences and experience
- High speed of implementation
- Partner throughout the entire life cycle'
- Platform-independent solution
- Expansion of the proven BMC (Bilfinger Maintenance Concept)



Generally amortization of employed capital within one year

Growth opportunities digitalization

Our service range for the process industry



Outlook

Tom Blades, CEO

Outlook 2018:

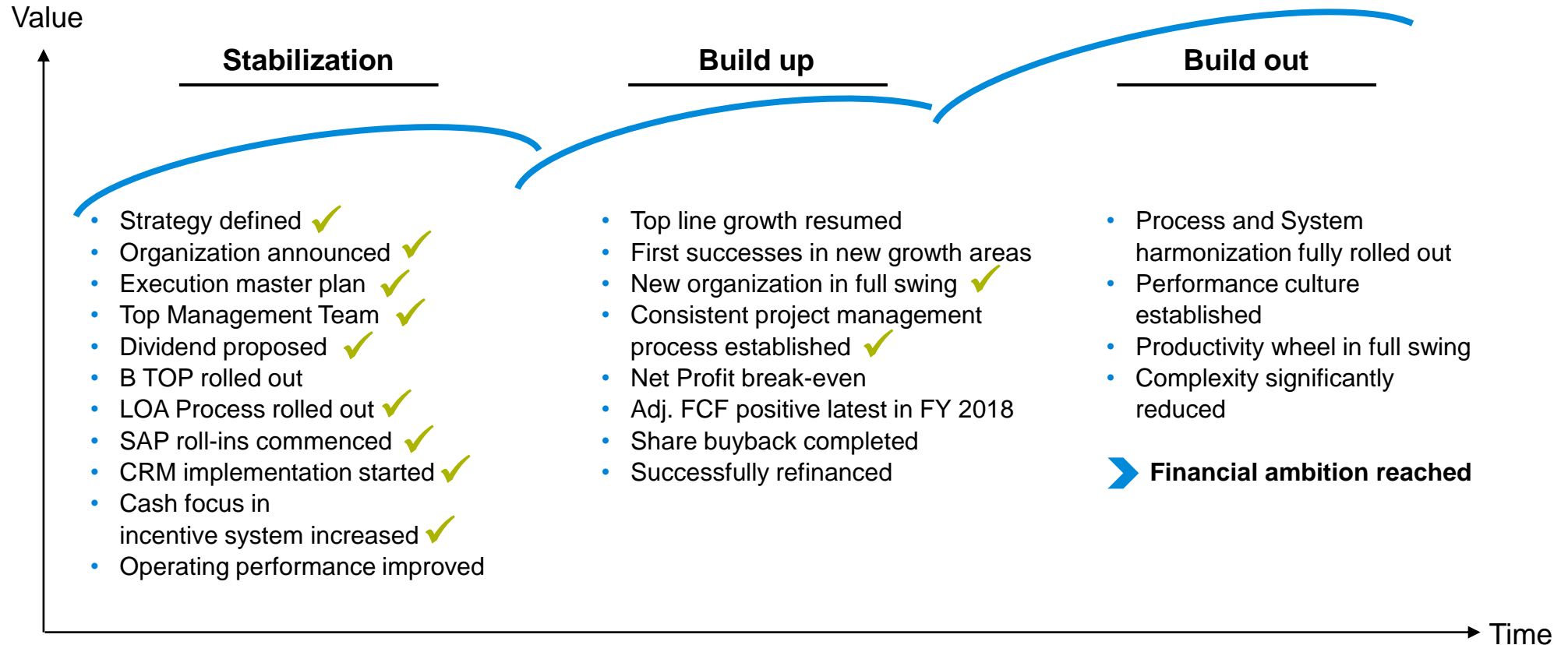
Significant improvement of adjusted EBITA expected

<i>in € million</i>	FY 2017	expected FY 2018
Orders received	4,079	Mid single-digit organic growth
Revenue	4,044	Organically stable to slightly growing
Adjusted EBITA	3	Significant increase to mid-to-higher double-digit-million € amount*

*Despite significant increase in upfront costs for business development and digitalisation of € ~20 million, under the assumption of comparable F/X basis
Remark: as of January 1, 2018, Bilfinger changes its reporting from output volume to revenue. Orders received will therefore be computed on the basis of revenue.
The FY 2017 figures were adjusted accordingly.

Bilfinger 2020 – Company passes three phases

Strong progress in stabilization phase



Quarterly Statement Q4 and Preliminary Figures FY 2017

Financial backup

Share buyback program advances as planned

Framework:

- Start: September 6, 2017
- Completion: at the earliest September 1, 2018; latest December 21, 2018
- Volume of up to €150m or 10% of shares

Current status:

- Number of shares bought back: ~ 1,460,690
- Current average number of shares: ~ 13,500/day
- Average price: €36.77
- Total volume: ~ €53m
- In % of total equity: ~ 3.3%

→ **Current degree of program completion: approx. 33%**

You can find the current status of the program on our homepage:

<http://www.bilfinger.com/en/investor-relations/shares/share-buyback-2017/>

Status: February 12, 2018



Segment overview FY 2017

	E&T			MMO			OOP			Consolidation/ other			Group		
€ million	FY 2017	FY 2016	Δ in %	FY 2017	FY 2016	Δ in %	FY 2017	FY 2016	Δ in %	FY 2017	FY 2016	Δ in %	FY 2017	FY 2016	Δ in %
Orders received	1,074	1,220	-12%	2,535	2,423	5%	458	485	-6%	-12	-72	83%	4,055	4,056	0%
Order backlog	706	806	-12%	1,564	1,605	-3%	268	239	12%	-8	-32	72%	2,530	2,618	-3%
Output volume	1,106	1,238	-11%	2,515	2,461	2%	422	623	-32%	-19	-103	82%	4,024	4,219	-5%
Investments in P,P&E	8	14	-43%	48	35	37%	11	16	-31%	4	5	-20%	71	70	1%
Depreciation P,P&E	9	22	-59%	40	41	-2%	18	26	-31%	5	10	-50%	72	99	-27%
Amortization	-6	-7	14%	-1	-1	0%	-1	-2	50%	0	0	n/a	-8	-10	20%
EBITA reported	-44	-85	48%	83	115	-28%	-5	-12	58%	-152	-239	36%	-118	-221	47%
EBITA adjusted	-26	-30	13%	98	120	-18%	3	5	-40%	-72	-80	10%	3	15	-80%
EBITA-margin adjusted	-2.3%	-2.5%		3.9%	4.9%		0.7%	0.8%		n/a	n/a		0.1%	0.4%	

P&L (1/2)

€ million	Q4/17	Q4/16	Δ in %	FY/17	FY/16	Δ in %	
Output volume	1,077	1,058	2%	4,024	4,219	-5%	
Revenue	1,082	1,074	1%	4,044	4,249	-5%	-5%, organic 0%
Gross profit	112	103	8%	336	395	-15%	
Selling and administrative expense	-86	-123	30%	-395	-481	18%	
Other operating income and expense	-30	-36	17%	-81	-151	46%	Significant effects in FY 2017: Expenses from portfolio adjustments (-€40 million/ previous year -€88 million); Restructuring/ severance payments (-€39 million/ previous year -€80 million)
Income from investments accounted for using the equity method	4	4	0%	14	6	133%	
EBIT	0	-52	100%	-126	-231	46%	Depreciation of property, plant and equipment €72 million (previous year €98 million)
Amortization (IFRS3)	2	3	-33%	8	10	-20%	
EBITA (for information only)	2	-49	104%	-118	-221	47%	
Special items in EBITA	38	56	-47%	121	236	-49%	
EBITA adjusted (for information only)	40	7	471%	3	15	-80%	Currency effects €1 million

P&L (2/2)

€ million	Q4/17	Q4/16	Δ in %	FY/17	FY/16	Δ in %
EBIT	0	-52	100%	-126	-231	46%
Interest result	-4	-5	20%	-12	-22	46%
EBT	-4	-57	93%	-138	-253	46%
Income taxes	-3	-3	0%	-3	-26	89%
Earnings after taxes from continuing operations	-7	-60	88%	-141	-279	50%
Earnings after taxes from discontinued operations	4	6	-33%	55	551	-90%
Earnings after taxes	-3	-54	94%	-86	272	-132%
Minority interest	-3	1	-400%	-3	-1	-200%
Net profit	-6	-53	89%	-89	271	-129%
Adjusted net profit	23	-4	675%	-9	-8	-13%
Average number of shares (in thousands)	43,368	44,209		43,975	44,204	
Earnings per share (in €) ¹	-0.14	-1.20		-2.01	6.13	
thereof from continuing operations	-0.23	-1.33		-3.25	-6.33	
thereof from discontinued operations	0.09	0.13		1.24	12.46	

Improvement due to interest income Vendor Claim among others

Cash-in from legal dispute Doha Expressway (60) among others
In prior-year capital gain Apleona (539)

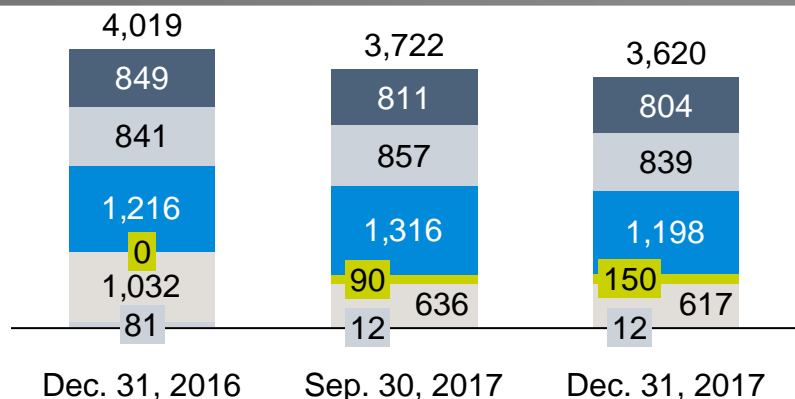
¹ Basic earnings per share are equal to diluted earnings per share.

Special items in FY 2017 amounted to €121m as expected

€ million	Q4/16	FY/16	Q1/17	Q2/17	Q3/17	Q4/17	FY/17
EBITA	-49	-221	-50	-64	-6	2	-118
Disposal losses, write-downs, selling-related expenses	30	93	13	5	7	15	40
Compliance	4	23	4	1	5	2	12
Restructuring and SG&A Efficiency	22	117	17	10	8	15	50
IT investments	0	3	2	5	6	6	19
Total Adjustments	56	236	36	21	26	38	121
EBITA adjusted	7	15	-14	-43	20	40	3

Therof €34m from OOP, €10m devaluation of shares in Nigeria. Countered by small positive effects

Balance Sheet - Overview

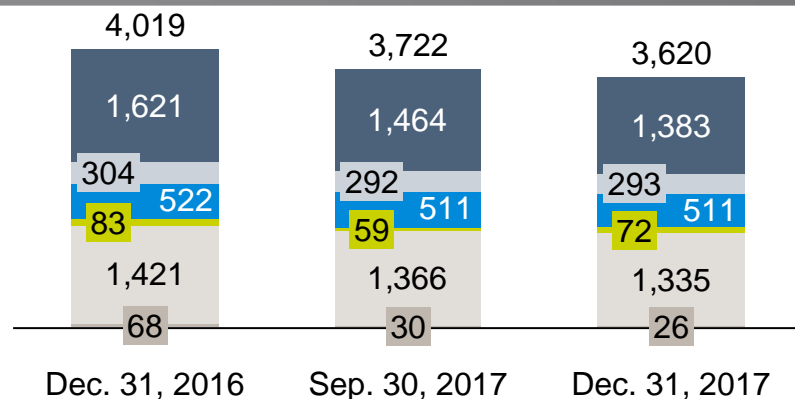


Intangible assets	-5%
Other non-current assets	0%
Current assets	-1%
Marketable Securities	
Cash and equivalents	-40%
Assets classified as held for sale	-85%

Compared to Dec. 31, 2016

Non-current assets include non-cash purchase price components Apleona (Vendor Claim €114 million, Preferred Participation Note €210 million)

Marketable securities: investment in liquid and low-risk public funds, esp. to avoid negative interest (strategic base liquidity)



Equity	-15%
Pension provisions	-4%
Financial debt	-2%
Other non-current liabilities	-13%
Current liabilities	-6%
Liabilities classified as held for sale	-62%

Compared to Dec. 31, 2016

Decrease in **equity** due to earnings after taxes, F/X effects, dividend payment and share buyback. The equity ratio amounted to 38%.

Pension provisions stable due to relatively unchanged interest rate of 1.6%

Financial debt relates to bond of €500m

Current liabilities contain among others prepayments of €91 million

Consolidated Balance Sheet: Assets

€ million	Dec. 31., 2017	Sep. 30., 2017	Dec. 31., 2016
Non-current assets			
Intangible assets	804	811	849
Property, plant and equipment	367	371	383
Investments accounted for using the equity method	22	18	10
Other financial assets	364	369	327
Deferred taxes	86	99	121
	1,643	1,668	1,690
Current assets			
Inventories	82	70	57
Receivables and other financial assets	1,031	1,155	1,062
Current tax assets	30	28	27
Other assets	55	63	70
Marketable Securities	150	90	0
Cash and cash equivalents	617	636	1,032
Assets classified as held for sale	12	12	81
	1,977	2,054	2,329
Total	3,620	3,722	4,019

Consolidated Balance Sheet: Equity & liabilities

€ million	Dec. 31., 2017	Sep. 30., 2017	Dec. 31., 2016
Equity			
Equity attributable to shareholders of Bilfinger SE	1,408	1,490	1,649
attributable to minority interest	-25	-26	-28
	1,383	1,464	1,621
Non-current liabilities			
Provisions for pensions and similar obligations	293	292	304
Other provisions	27	29	28
Financial debt	509	509	510
Other liabilities	0	0	0
Deferred taxes	45	30	55
	874	860	897
Current liabilities			
Current tax liabilities	34	32	39
Other provisions	442	441	490
Financial debt	2	2	12
Trade and other payables	640	688	681
Other liabilities	219	205	211
Liabilities classified as held for sale	26	30	68
	1,363	1,398	1,501
Total	3,620	3,722	4,019

Cash Flow Statement

	FY		Q4	
€ million	2017	2016	2017	2016
Cash flow from operating activities of continuing operations	-119	-204	48	36
- <i>Thereof special items</i>	-112	-153	-30	-32
- <i>Adjusted Cash flow from operating activities of continuing operations</i>	-7	-51	78	68
Net cash outflow for P, P & E and intangible assets	-62	-40	-16	-15
Free cash flow from continuing operations	-181	-244	32	21
- <i>Thereof special items</i>	-112	-153	-30	-32
- <i>Adjusted Free Cash flow from operating activities of continuing operations</i>	-69	-91	62	53
Proceeds from the disposal of financial assets	-18	966	-4	-17
Investments in financial assets	-5	-2	0	0
Changes in marketable securities	-150	0	-60	0
Cash flow from financing activities of continuing operations	-104	-26	-43	-13
- <i>Share buyback</i>	-39	0	-30	0
- <i>Dividends</i>	-46	-3	0	0
- <i>Borrowing/ repayment of financial debt</i>	0	-3	1	1
- <i>Interest paid</i>	-19	-20	-14	-14
Change in cash and cash equivalents of continuing operations	-458	694	-75	-9
Change in cash and cash equivalents of discontinued operations	37	-136	52	-12
Change in value of cash and cash equivalents due to changes in foreign exchange rates	-1	1	1	1
Change in cash and cash equivalents	-422	559	-22	-20
Cash and cash equivalents at January 1 / October 1	1,032	475	636	1,051
Change in cash and cash equivalents of assets classified as held for sale	7	-2	3	1
Cash and cash equivalents at December 31	617	1,032	617	1,032

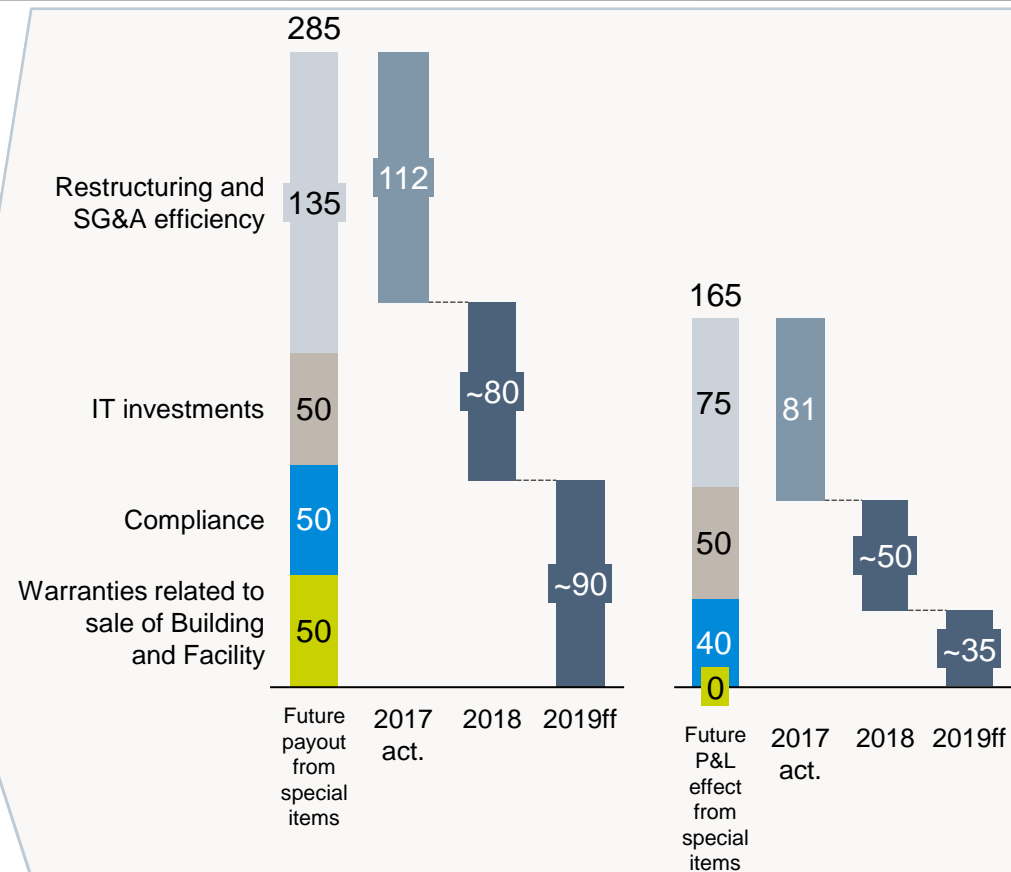
Valuation net cash:

Decrease due to share buyback

Burdens by special items according to plan

€ million	Sep. 30, 2017	Dec. 31, 2017
Cash and cash equivalents	636	617
Marketable securities	90	150
Financial debt	-511	-511
Net cash	215	256
Pension provisions	-292	-293
Expected cash-out disposals	~ -20	~ -5
Financial assets (Apleona, JBN) ¹⁾	335	338
Legal dispute Doha/ Qatar	60	-
Future cash-out special items	~ -200	~ -170
Intra-year working capital swing	0	~ -50
Valuation net cash	~ 100	~50 to 100

1) Amount was obtained by Bilfinger SE in October 2017.



Disclaimer

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