

The Multi Service Group: From strategy to reality

Roadshow Paris

April 24, 2008

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Agenda

1. Bilfinger Berger Group – Overview
2. Earnings enhancement in Construction
3. Profitable growth in Services
4. Adding value in Concessions
5. From strategy to reality - Outlook
6. Financials
7. Appendix

Bilfinger Berger – The Multi Service Group

- **Bilfinger Berger is ideally positioned as a Multi Service Group**

We supply comprehensive solutions in the areas of building, infrastructure, industrial and power services

- **Bilfinger Berger acts globally**

67% from an output volume of €9.2 billion in 2007 has been generated internationally

- **Bilfinger Berger is expanding strongly**

We focus our growth on the attractive fields of services as well as on public-private-partnership (PPP) projects

- **Bilfinger Berger has a strong track record for acquisitions**

We create value in the acquired companies by further improving performance and realizing synergies

- **Bilfinger Berger is increasing its profitability**

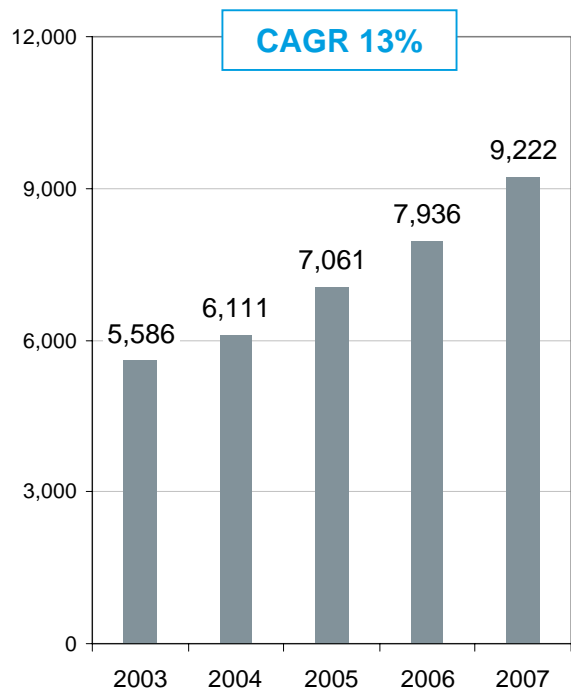
We are strengthening our profitability, particularly in construction

- **Bilfinger Berger is dedicated to create value**

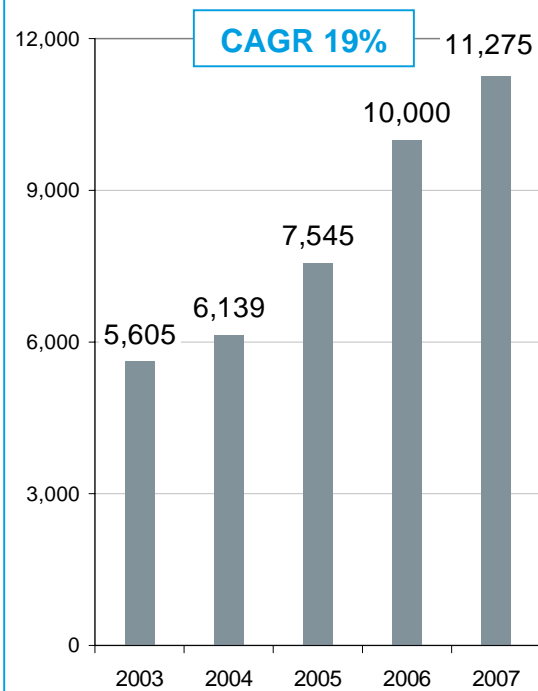
We are targeting returns well in excess of capital cost (10.5%)

Substantial increase in output volume and orders received due to organic growth and acquisitions

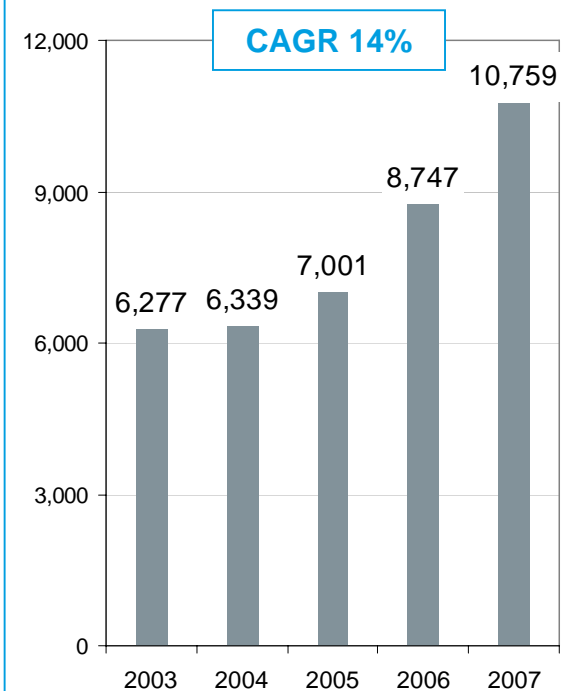
Output volume



Orders received



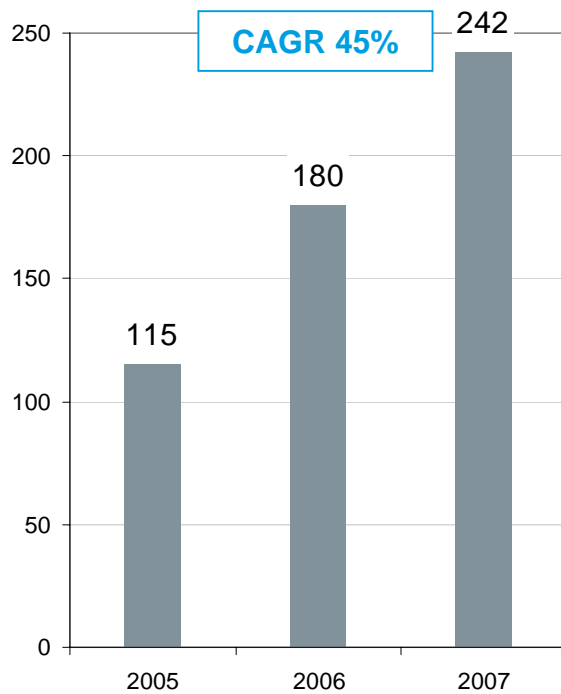
Order backlog



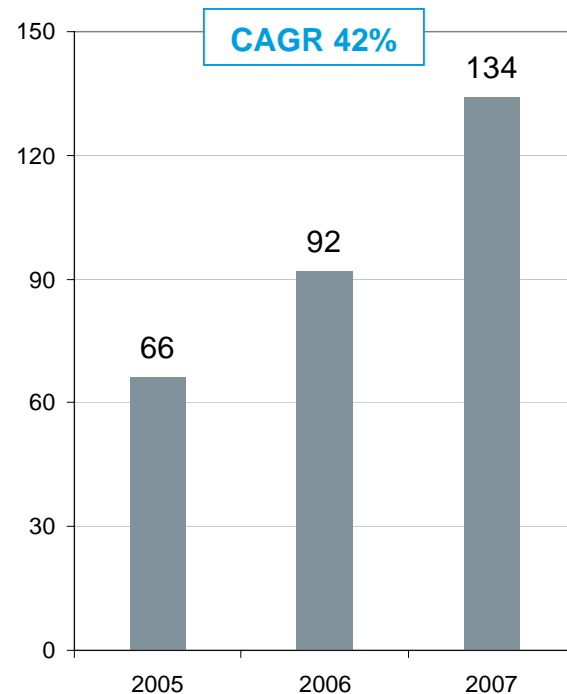
In € million

Strong growth rates in earnings and cash flow

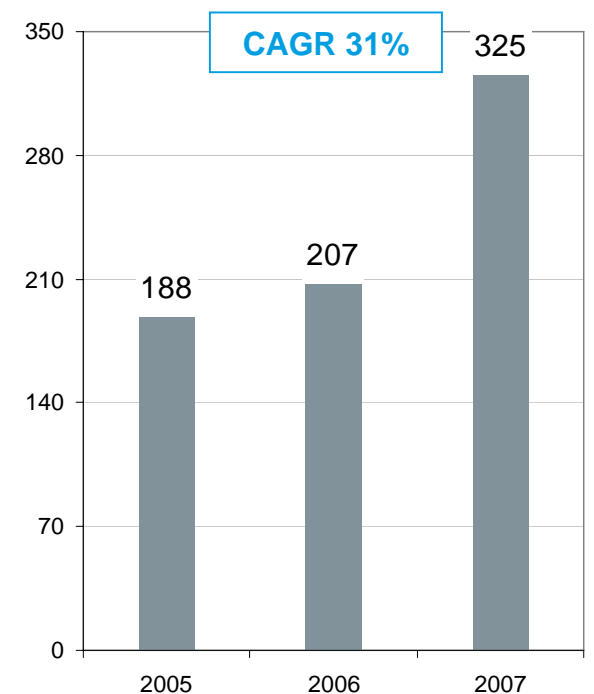
EBITA



Net Profit



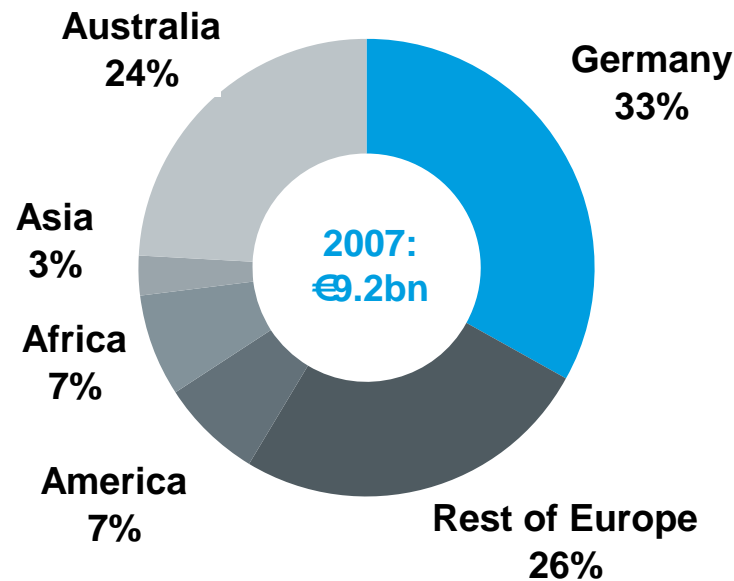
Operating Cash Flow



In € million

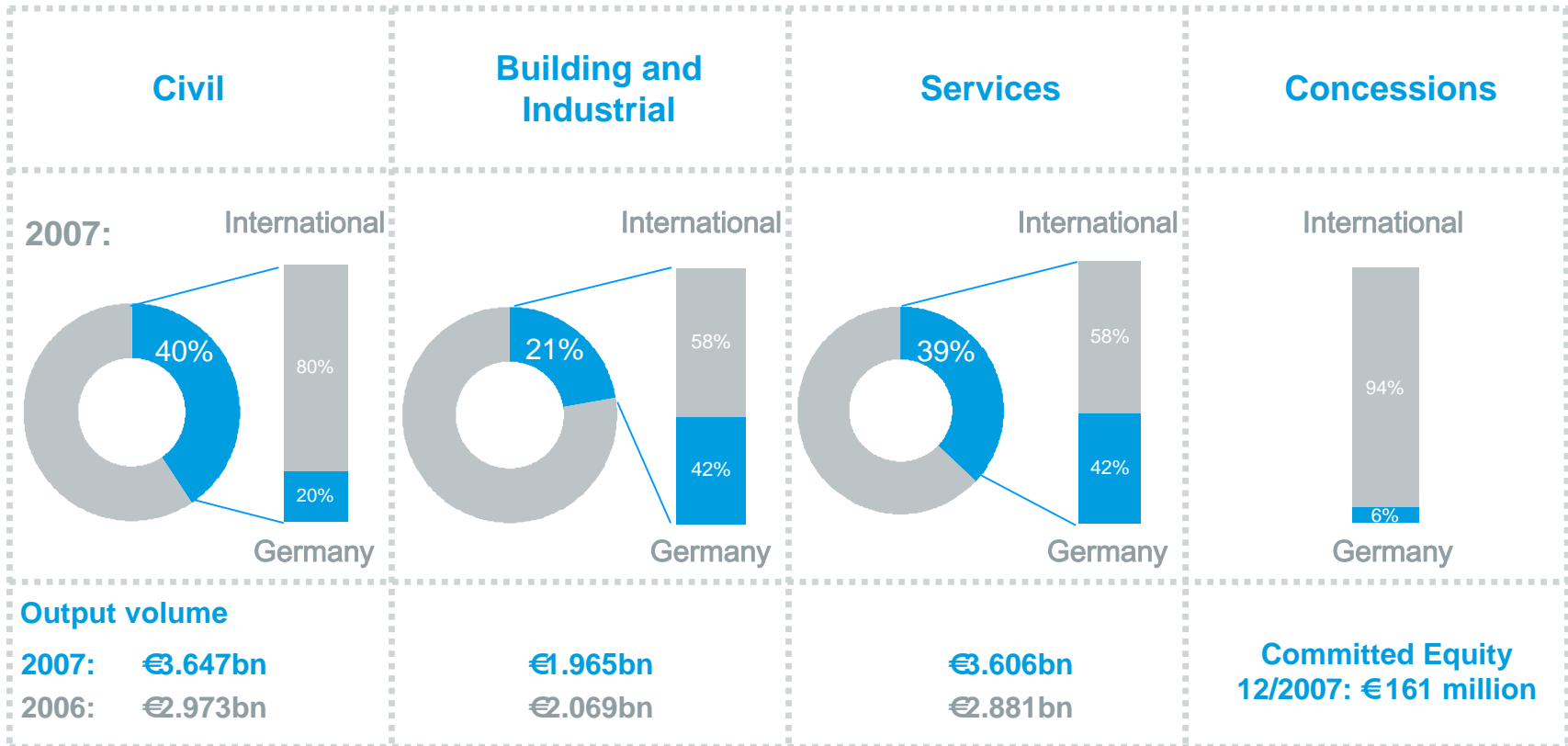
67% of output volume in 2007 was generated on international markets

- International diversification balances business cycles in individual regions
- Foreign currency exposure very limited, predominantly natural hedges



Business portfolio well balanced

Output volume of €9.2 billion in 2007



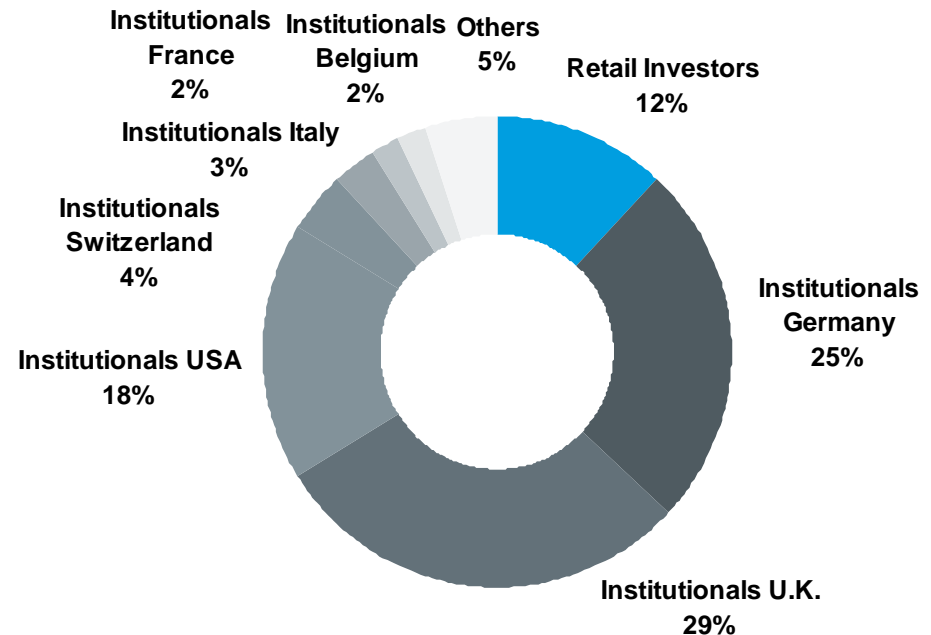
Share buyback program currently executed

Share buyback

- Start of program: February 19, 2008
- Volume:
Up to a total consideration of €100 million
- No cancellation planned
Maintaining the financial resources for acquisitions to secure growth strategy

Shareholder structure as of 12/31/2007

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



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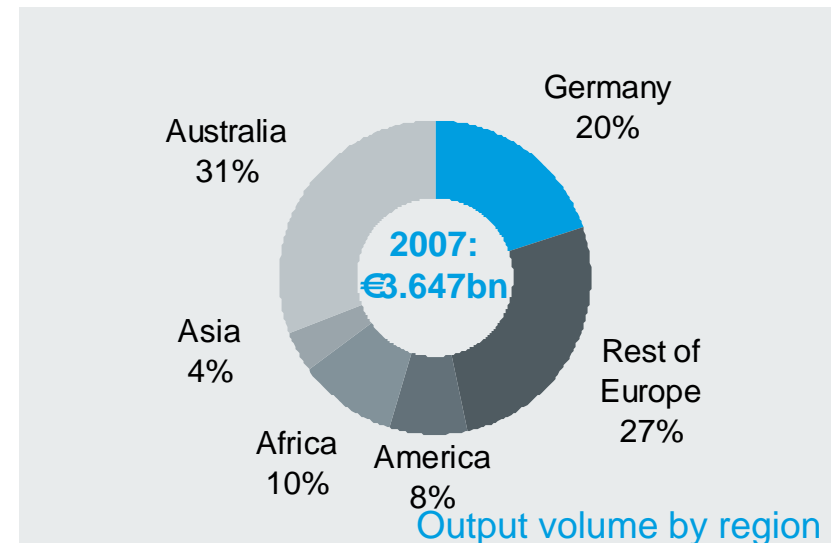
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Civil: Bilfinger Berger is among the leading players worldwide for major infrastructure projects

Markets

- Australia: Currently strongest Civil market within the group
- Germany: Fragmented market structure, price level still unsatisfactory despite improving demand
- Rest of Europe: Scandinavia, France, Switzerland, Austria, Poland
- America: Focus on Canada
- Middle East: Gaining momentum
- Nigeria: Private-sector clients in the oil and gas industry as well as Public-sector clients



Civil:

Targeting growth opportunities in selected international markets

Highlights 2007

- Strong demand in all markets, driven by global need for transport infrastructure
- High order intake primarily in Australia and the Arabian Gulf region
- Capacities fully utilized
- Output volume increased significantly to €3,647 million
- EBITA rose to €58 million



Route des Tamarins, La Réunion

Outlook 2008

- Further growth in output volume and earnings

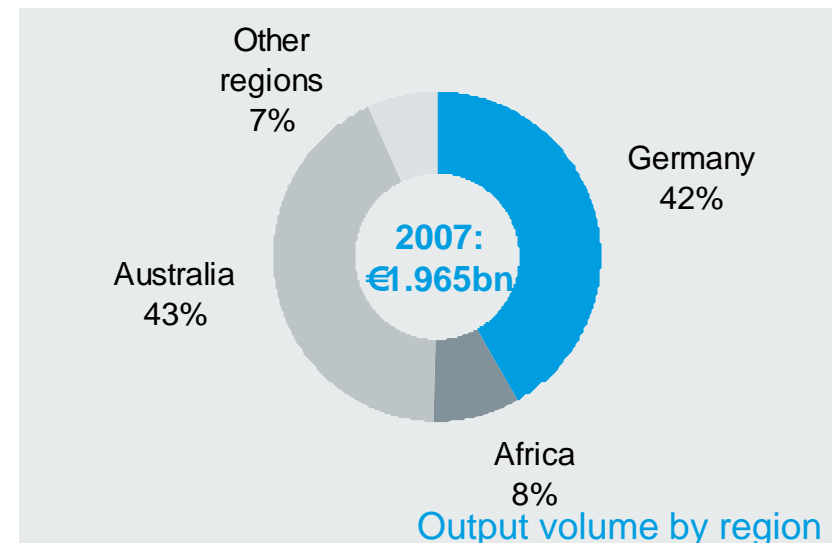
Key figures

in € million	2006	2007	Change
Output volume	2,973	3,647	23%
<i>thereof international</i>	80%	80%	
Orders received	4,580	4,528	-1%
Order backlog	4,706	5,507	17%
Capital expenditure	73	112	53%
EBITA	43	58	35%

Building and Industrial: Focus on selected markets

Markets

- Germany: Effects of bottlenecks at subcontractor level have now been overcome
- Nigeria: Excellent market position; however, business is traditionally characterized by fluctuations
- Australia: Good demand



Building and Industrial: Strong synergies with Services and Concessions segments

Highlights 2007

- Consolidation of volume as planned: output volume of € 1,965 million nearly the same as in 2006
- Break even in Germany despite significant cost increases
- Development in Australia better than expected
- EBITA of € 24 million higher than in the prior year



Outlook 2008

- Output volume at the same magnitude as 2007 and EBITA rising

Key figures

in € million	2006	2007	Change
Output volume	2,069	1,965	-5%
<i>thereof international</i>	60%	58%	
Orders received	2,053	2,596	26%
Order backlog	1,754	2,385	36%
Capital expenditure	4	8	100%
EBITA	22	24	9%

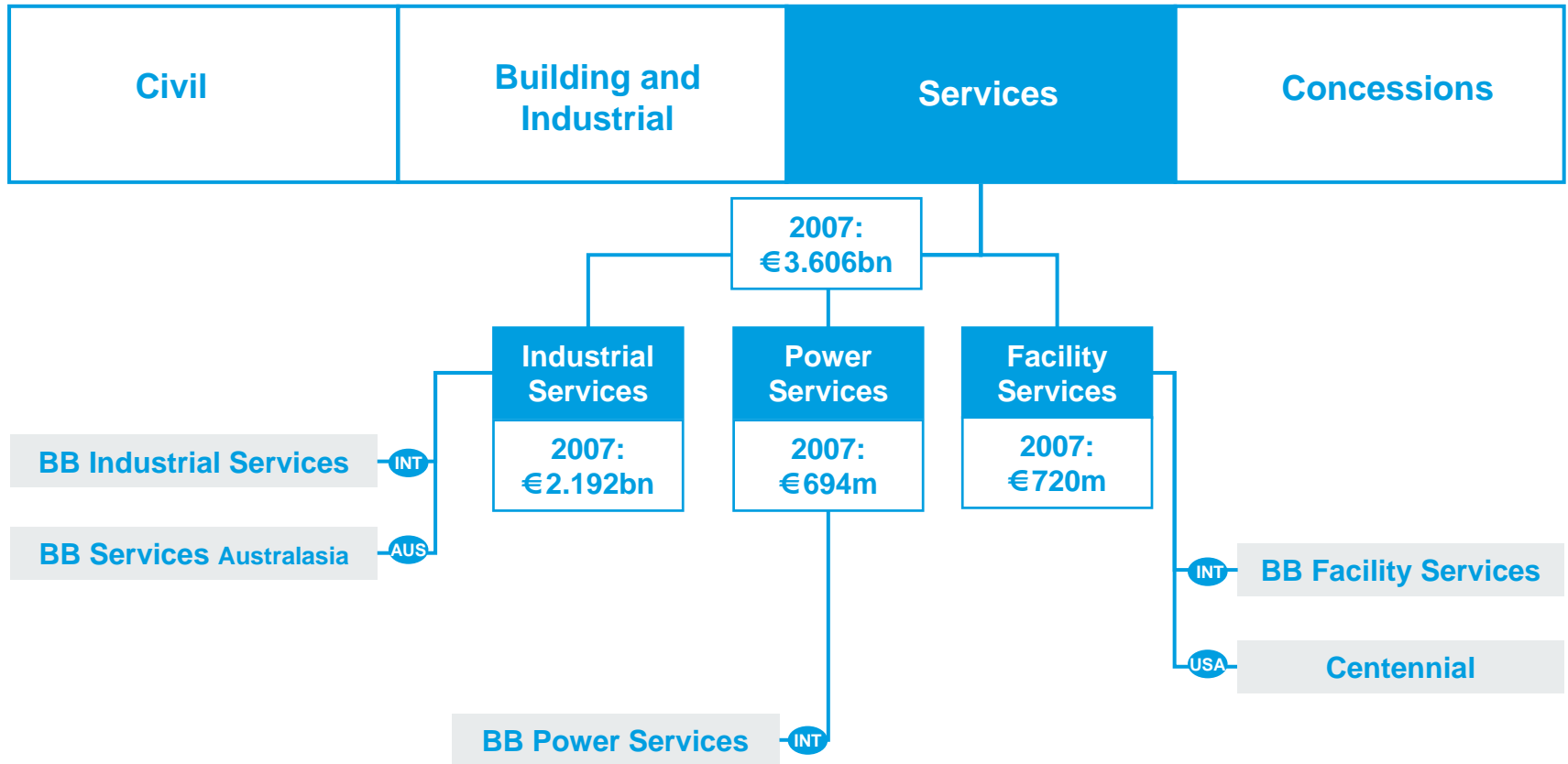
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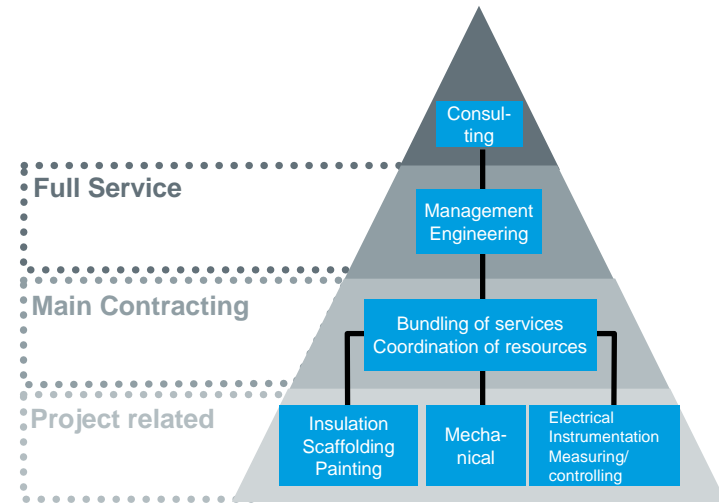
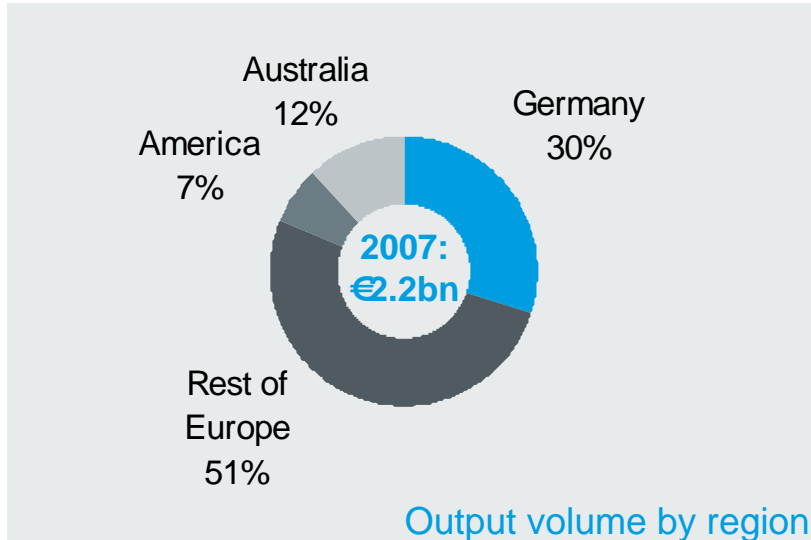
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The Services segment comprises the worldwide businesses of Industrial Services, Power Services and Facility Services



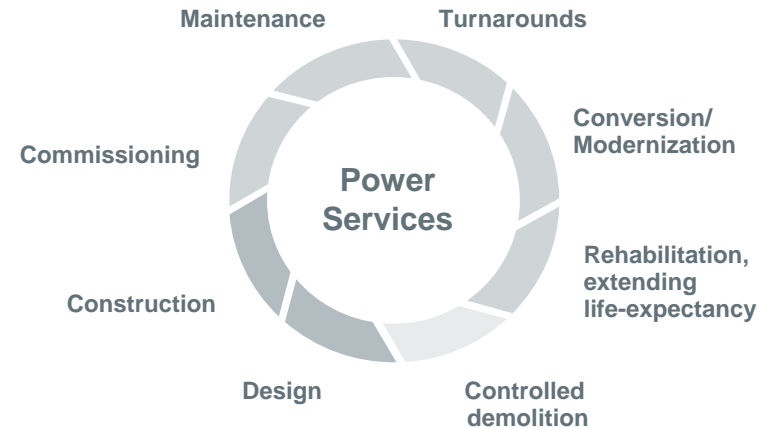
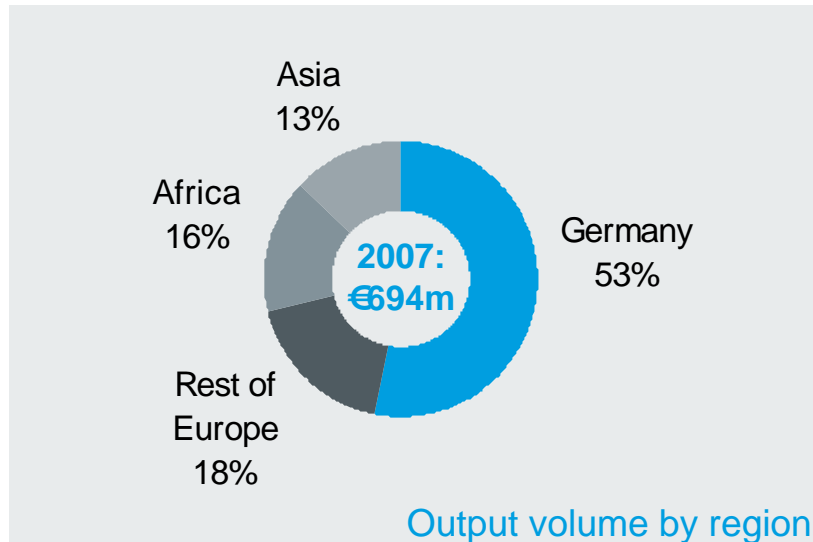
2007 figures: output volume

Industrial Services with high degree of technical competence



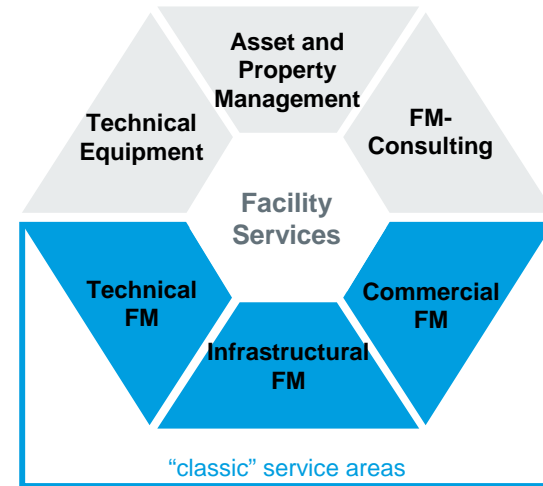
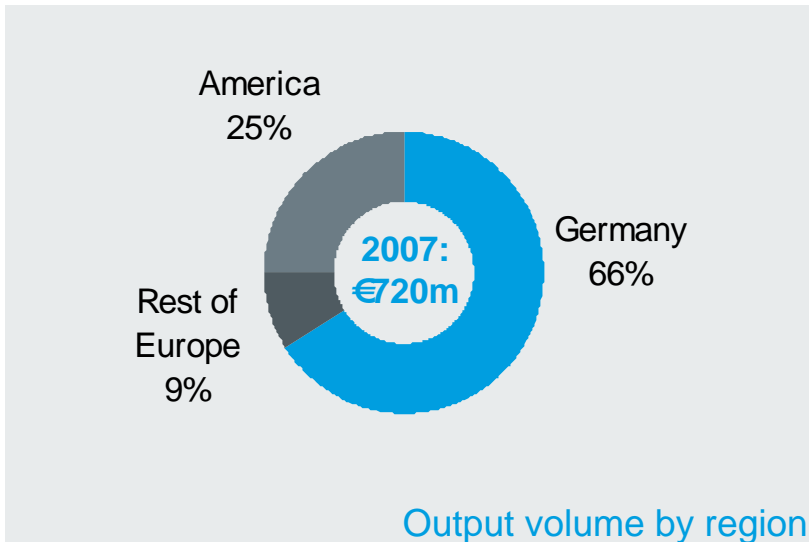
- Bilfinger Berger Industrial Services is a leading European industrial services provider for the process industry, and is also supplying maintenance services at manufacturing sites across the United States
- Bilfinger Berger Services Australasia is a provider of maintenance services for the gas, water, power and mining industries in Australia with good growth prospective
- A fragmented competitive environment allows for further acquisition opportunities

Power Services for the entire life cycle



- Bilfinger Berger Power Services with strong market position in Germany and selected European countries
- Growing activities in Middle East and South Africa
- Focus on pressure parts of fossil and nuclear power plants (boiler, high-pressure piping, etc.)
- Rising global demand for energy, the increasing need for rehabilitation and new power plants all provide the Power Services division with excellent perspectives for the future

Facility Services go beyond “classic” Facility Management service areas



- Bilfinger Berger Facility Services has its strongest foothold in Germany:
 - Encompasses technical facility management and property management services
 - Services go beyond “classic” areas:
Focus on activities with higher barriers of entry – soft facility management (cleaning, security, catering etc.) is typically sub-contracted when full-service package is provided
- Centennial is a leading player in U.S. job order contracting business

Dynamic progress in all three divisions



Highlights 2007

- Dynamic development in all divisions
- Output volume grew by 25% to € 3,606 million
- EBITA rose by 46% to € 180 million
- Organic growth rates: 17% in output volume, 33% in EBITA

Key figures

Outlook 2008

- Increase in output volume and EBITA
- Organic growth expected to continue, although at a lower rate
- Acquisitions will contribute to growth additionally

in € million	2006	2007	Change
Output volume	2,881	3,606	25%
<i>thereof international</i>	55%	58%	
Orders received	3,345	4,125	23%
Order backlog	2,285	2,844	24%
Capital expenditure	52	82	58%
EBITA	123	180	46%

Acquisitions in early 2008 further expand our Services activities in Australia and Scandinavia

Acquisition of iPower Solutions and Clough Engineering & Maintenance:

- Expands activities in the Australian energy sector, which is a target market
- Further completion of product range
- iPower Solutions:
 - Output volume: €60 million
 - Expansion into switch gear and substations for energy sector and raw materials industry
- Clough Engineering & Maintenance:
 - Output volume: €15 million
 - Operation and maintenance of installations in coal-fired power plants

Acquisitions in early 2008 further expand our Services activities in Australia and Scandinavia

Takeover of Norsk Hydro's industrial services business:

- Important step in the expansion of industrial services in Scandinavia
- Now leading position in this market
- Output volume: € 250 million, purchase price: € 100 million
- Mainly long-term framework contracts

→ All three acquisitions are earnings accretive from the start

→ They all beat the Services' WACC

→ Management will stay with Bilfinger Berger

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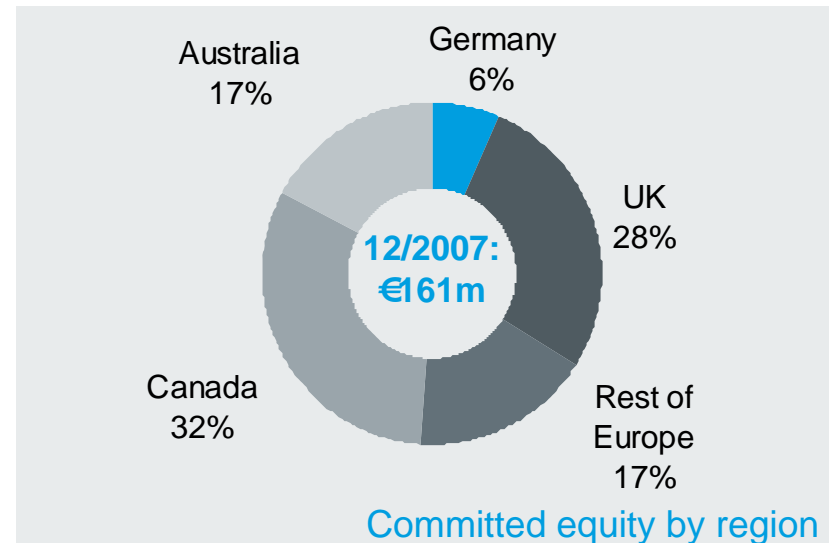
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Concessions: Focus on markets with stable political and economic conditions

Markets

- Only countries with a stable political and economical environment
- Sector focus:
 - Transport infrastructure with limited volume risk (roads, bridges, tunnels)
 - Social infrastructure (schools, hospitals, prisons, etc.)



Concessions: Continuous growth of portfolio

Highlights

- Competitive edge against pure financial investors is the know-how covering the entire value-chain
- Full bidding pipeline, further growth expected
- End of December 2007: Increase of NPV to € 119 million at a discount rate of 10.1% which compares to a book value of €71 million
- EBITA 2007 slightly negative due to early stage of maturity and high bidding costs
- March 2008: Bilfinger Berger and Siemens received order for cancer therapy center in Kiel (€10 million committed equity for each partner, investment volume of €250 million, 25 yrs concession period)

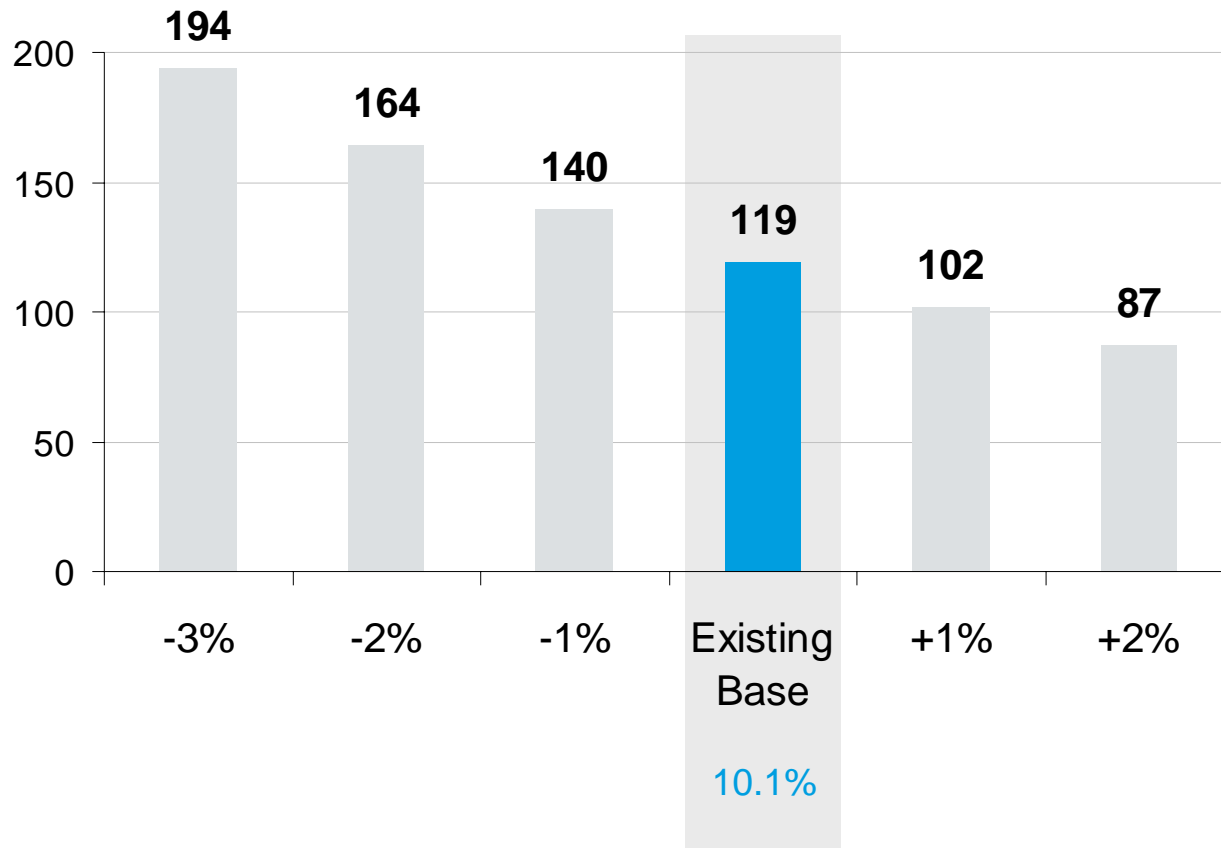
Key figures

in € million	2006	2007	Change
Projects in portfolio	15	18	20%
<i>thereof under construction</i>	8	9	13%
Committed equity	137	161	18%
thereof paid-in	56	71	27%
NPV of future cash flows	91	119	31%
EBITA	-4	-2	

Outlook

- Goal is to increase equity commitment to approximately € 400 million

Portfolio value further increased Additional upside potential if lower discount rate is applied



Sensitivity of Net Present Value to different base rates as of December 31, 2007
In €million

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Outlook

- For 2008, Bilfinger Berger plans an increase in output volume and further growth of EBITA and net profit
- Further acquisitions – primarily in the Services business
- Continuous investment in concession projects
- Goals as of 2009:
 - Civil EBITA margin of 2.5 - 3%
 - Building and Industrial EBITA margin of 1.5 - 2%
 - Services EBITA margin of 5% or better
- Shareholders will participate in profit through rising dividends
- With return on capital employed above cost of capital, value is planned to be added, also in the future

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Volume and contract overview 2007 by business segment

in € million	Output volume			Orders received			Order backlog		
	2006	2007	Change	2006	2007	Change	2006	2007	Change
Civil	2,973	3,647	23%	4,580	4,528	-1%	4,706	5,507	17%
Building and Industrial	2,069	1,965	-5%	2,053	2,596	26%	1,754	2,385	36%
Services	2,881	3,606	25%	3,345	4,125	23%	2,285	2,844	24%
Consolidation / Other	13	4		22	26		2	23	
Group	7,936	9,222	16%	10,000	11,275	13%	8,747	10,759	23%

EBITA margin by segment

in € million	FY 2006			FY 2007			Target 2009
	Output Volume	EBITA	Margin	Output Volume	EBITA	Margin	Margin
Civil	2,973	43	1.4%	3,647	58	1.6%	2.5 to 3%
Building and Industrial	2,069	22	1.1%	1,965	24	1.2%	1.5 to 2%
Services	2,881	123	4.3%	3,606	180	5.0%	>5%
Group	7,936	180	2.3%	9,222	242	2.6%	

Consolidated income statement 2007

in € million	FY 2006	FY 2007	
Revenue	7,527	8,637	+15%
Cost of sales	-6,668	-7,610	
Gross profit	859	1,027	
Selling and administrative expenses	-723	-812	
Other operating income	148	72	
Other operating expenses	-104	-45	
EBITA	180	242	+34%

Consolidated income statement 2007

in € million	FY 2006	FY 2007	
EBITA	180	242	
Amortization of intangibles from acquisitions	-10	-13	
EBIT	170	229	
Net interest result	3	-1	
EBT	173	228	
Income taxes	-77	-88	
Minority interest	-4	-6	
Net profit	92	134	+46%
Average number of shares (in '000)	37,196	37,196	
Earnings per share (in €)	2.48	3.60	
Dividend per share (in €)	1.25	1.80	
Pay-out ratio	50%	50%	

Consolidated income statement 2007

Net interest result

in € million	FY 2006	FY 2007
Interest income	29	32
Interest expense	-14	-15
Gain on disposal of securities	1	1
Current interest result	16	18
Interest expense from additions to pension provisions	-13	-13
Interest income from pension plan assets	6	6
Net interest from pensions	-7	-7
Interest expense for minority interests	-6	-12
Net interest result	3	-1

Balance sheet as of December 31, 2007

Assets	Dec 31, 2007		Dec 31, 2007 Equity and liabilities		
In € million	6,110	+981	+981	6,110	In € million
Cash and marketable securities	796	+13			
Current assets	2,200	+305	+346	2,930	Current liabilities ¹⁾
Non-current assets	3,114	+663	-5	507	Non-current provisions and liabilities ²⁾
			+535	1,362	Non-recourse debt
			+105	1,311	Shareholders' equity

1) Excluding non-recourse debt of € 48 million

2) Excluding non-recourse debt of € 1,314 million

Excess cash position as of December 31, 2007 at €150 to €200 million

in € million	Dec 31, 2005	Dec 31, 2006	Dec 31, 2007
Cash and marketable securities	832	783	796
Financial debt (excluding non-recourse)	-128	-139	-111
Pension provisions	-130	-160	-148
Net cash position	574	484	537

Cash flow statement 2007

in € million	FY 2006	FY 2007
Cash earnings	280	289
Change in working capital	22	53
Gains on disposals of non-current assets	-95	-17
Cash flow from operating activities	207	325
Net capital expenditure on property, plant and equipment / Intangibles	-113	-183
Proceeds from the disposal of financial assets	177	10
Free Cashflow	271	152
Investments in financial assets	-234	-64
Cash flow from financing activities	-80	-70
Other adjustments	-6	-5
Change in cash and marketable securities	-49	13
Cash and marketable securities at December 31	783	796

ROCE calculation 2007

	Capital employed in € million		Return in € million		ROCE in %		WACC in %		Value added in € million	
	2006	2007	2006	2007	2006	2007	2006	2007	2006	2007
Civil	375	405	54	75	14.5	18.6	13.0	13.0	5	23
Building and Industrial	133	146	40	38	29.6	26.1	13.0	13.0	22	19
Services	783	901	123	180	15.8	20.0	9.0	9.0	53	99
Concessions	85	105	10	12	11.6	11.3	9.8	9.8	2	2
Total segments	1,376	1,557	227	305	16.5	19.6	10.5	10.5	82	143
Consolidation, headquarters, other	8	-9	-2	-16	-	-	-	-	-2	-17
Group	1,384	1,548	225	289	16.3	18.7	10.5	10.5	80	126

Five-year overview

in € million	2003	2004	2005	2006	2007
Output volume	5,586	6,111	7,061	7,936	9,222
Orders received	5,605	6,139	7,545	10,000	11,275
Order backlog	6,277	6,339	7,001	8,747	10,759
EBITA	101	81	115	180	242
EBT	86	91	115	173	228
Net profit	50	51	66	92	134
- including exceptionals	126				
Cash flow from operating activities	30	198	188	207	325
Dividend distribution	48	37	37	46	67
Return on output (EBITA) (%)	1.8%	1.3%	1.6%	2.3%	2.6%
Return on equity (w/o minorities) (%)	4.7%	4.6%	5.9%	8.1%	10.9%
- including exceptionals	11.9%				
Return on capital employed (%)	9.4%	8.8%	10.9%	16.3%	18.7%
Shareholders' equity	1,136	1,130	1,189	1,206	1,311
Balance-sheet total	3,483	3,720	4,357	5,129	6,110
Equity ratio (%)	33%	30%	27%	24%	21%
Cash and marketable securities	900	914	832	783	796
Liabilities to banks, recourse	181	134	128	139	111
Liabilities to banks, non-recourse	162	205	495	827	1,362

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Concessions portfolio as of 03/31/2008

	Investment volume € million	Percentage held %	Equity committed € million	Method of consolidation ¹⁾	Status	Concession period
Transport Infrastructure						
- Herrentunnel, Lübeck, Germany	176	50	- ²⁾	E	operational	2005 - 2035
- M6, Hungary	482	40	19	E	operational	2006 - 2026
- Kicking Horse Pass, Canada	100	100	8	F	operational	2007 - 2030
- Westlink, Northern Ireland	235	75	11	F	in construction	2009 - 2036
- E18, Norway	453	50	9	E	in construction	2009 - 2034
- Golden Ears Bridge, Canada	600	100	34	F	in construction	2009 - 2041
- Northeast Stoney Trail, Canada	293	100	9	F	in construction	2009 - 2039
Public-sector Buildings						
- Liverpool & Sefton Clinics, Great Britain	20	24	1	E	operational	2004 - 2030
- Barnet & Haringey Clinics, Great Britain	24	24	1	E	operational	2005 - 2031
- Hospital, Gloucester, Great Britain	60	50	3	E	operational	2005 - 2034
- Administrative Center, Unna, Germany	24	90	2	F	operational	2006 - 2031
- Victoria Prisons, Melbourne, Australia	150	100	17	F	operational	2006 - 2031
- Bedford Schools, Great Britain	41	80	3	F	operational	2006 - 2035
- Coventry Schools, Great Britain	36	80	3	F	operational	2007 - 2035
- Kent Schools, Great Britain	155	60	8	F	operational	2007 - 2035
- Royal Women's Hospital, Australia	198	100	11	F	in construction	2008 - 2033
- Burg Prison, Sachsen-Anhalt, Germany	100	90	8	F	in construction	2009 - 2034
- Scottish Borders Schools, Great Britain	137	75	8	F	in construction	2009 - 2038
- Clackmannanshire Schools, Great Britain	136	85	7	F	in construction	2009 - 2039
- Particle Therapy Center Kiel, Germany	258	50	11	E	in construction	2012 - 2036
Total as of March 31, 2008			172	(thereof paid in: €71 million)		

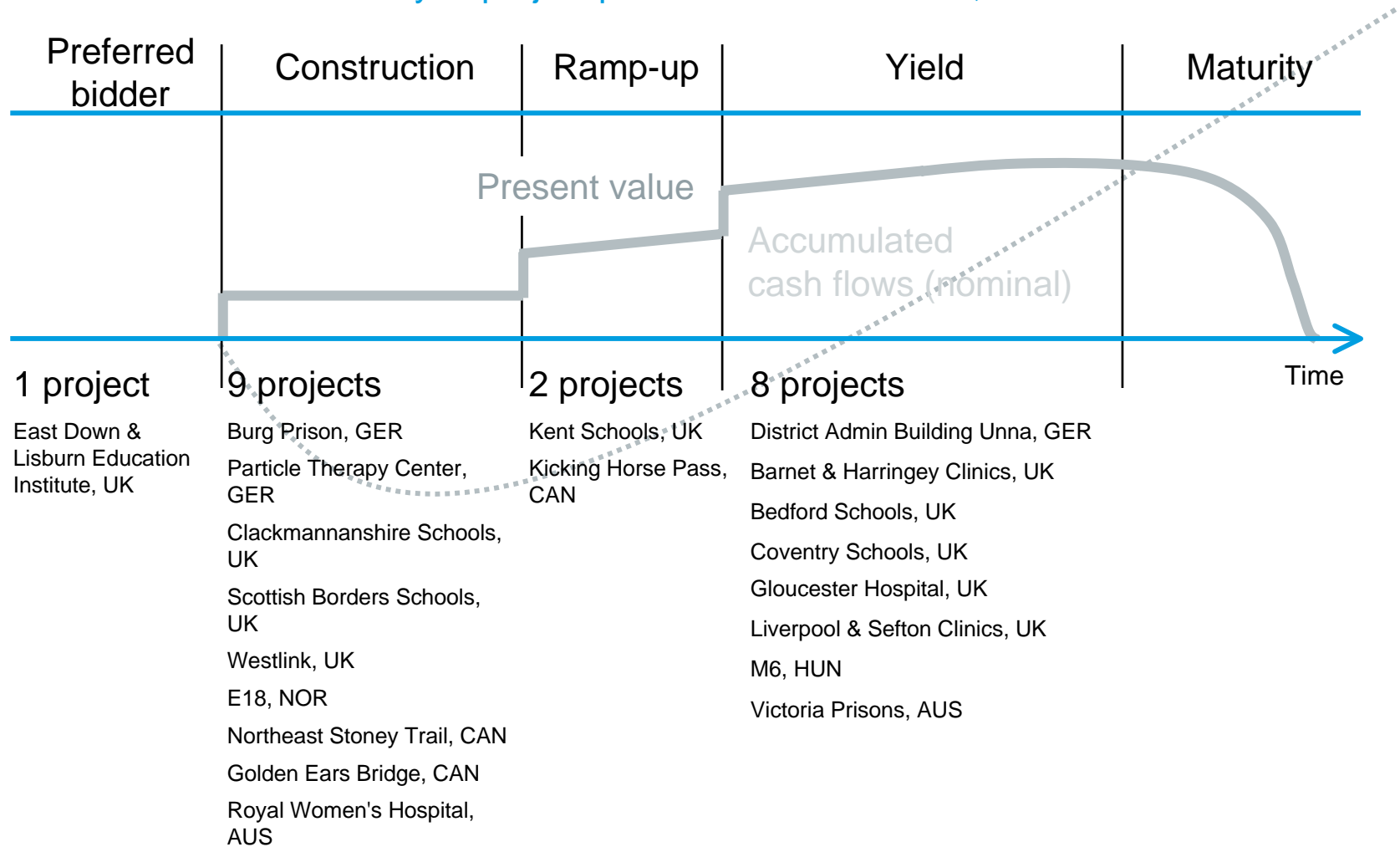
1) F = full consolidation, E = at equity consolidation

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

We are currently preferred bidder for one school project in the U.K.

Most projects are still under construction or in ramp-up

Maturity of project portfolio as of March 31, 2008



Directors' valuation of Concessions portfolio

General

- The DCF method of valuation is generally used
- Only projects where “financial close” has taken effect are included
- Cash flows serving as the basis are derived from financial models approved by external lenders
- Future potential refinancing gains are not taken into account in the valuation
- Valuation is based on specific discount rates between 8% and 12% considering different risk profiles. Weighted average discount rate as at December 31, 2007 was 10.1% (Dec. 2006: 10.5%)

Specific discount rates

- Weighted risk-free basic interest rate is derived from country specific long-term treasury bonds (currently 6 %)
- Premium on basic interest rate for project type adjustments
 - 2% for projects where revenues depend exclusively on the degree of availability (e.g. schools)
 - 3% for projects, that entail limited volume risks
- Further premium on basic interest rate for project phase adjustments
 - 3% in the construction phase
 - 2% in the ramp-up phase
 - 0% in the operation phase, when revenues and costs are certain

Financial calendar and share facts

- May 14, 2008 Interim report Q1 2008
- May 21, 2008 Annual General Meeting
- Aug. 12, 2008 Interim report Q2 2008
- Nov. 10, 2008 Interim report Q3 2008
- Nov. 20, 2008 Capital Markets Day 2008

52 week high / low:	€ 74.73 / € 35.21 (as at April 18, 2008)
Closing price April 18, 2008	€ 56.27
Market cap:	€ 2.1 bn (as at April 18, 2008)
Shares outstanding in '000:	37,196
ISIN / Ticker abbreviation:	DE0005909006 / GBF
Main stock markets:	XETRA / Frankfurt
Segments Deutsche Boerse / Indices:	Prime Standard MDAX, Prime Construction Perf. Idx. DJ STOXX 600, DJ EURO STOXX MSCI Europe

Other investor information

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in € per share	2003	2004	2005	2006	2007
Earnings per share	1.37	1.39	1.80	2.48	3.60
Dividend	0.65	1.00	1.00	1.25	1.80
Bonus	0.65				
Dividend yield 1) 2)	2.4%	3.3%	2.5%	2.3%	3.4%
Payout ratio 1)	47%	72%	56%	50%	50%
Share price highest	27.40	32.41	46.44	55.75	74.73
Share price lowest	16.30	25.50	30.18	37.71	47.35
Share price year end	27.00	30.25	40.30	55.52	52.78
Book value per share (year end)	30.30	30.20	31.20	32.00	34.70
Market-to-book value	0.9	1.0	1.3	1.7	1.5
Market capitalization	991	1,112	1,499	2,065	1,963
P/E ratio 2)	19.70	21.70	22.40	22.40	14.66

1) excluding bonus dividend

2) relating to year-end share price

Disclaimer

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