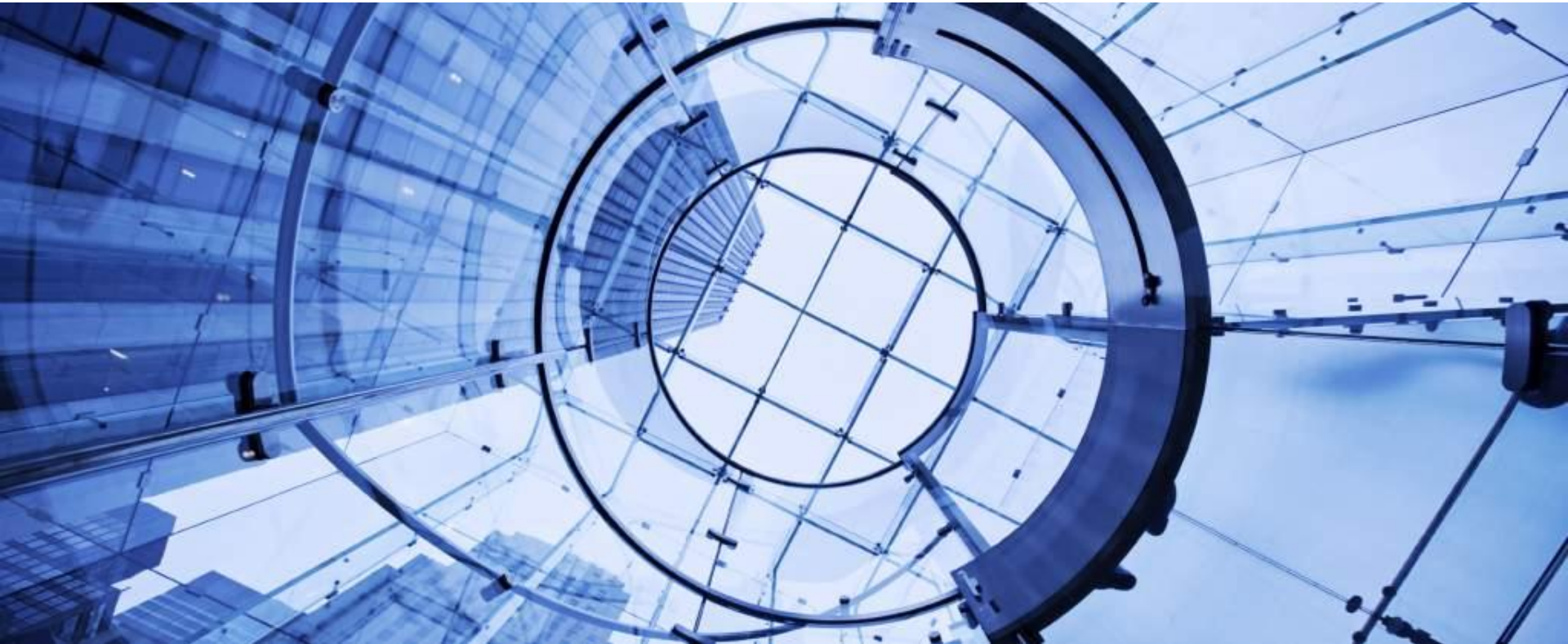


# Capital Markets Day 2011

## Overview of the Building and Facility Services business segment

Klaus Raps, Member of the Executive Board Bilfinger Berger SE

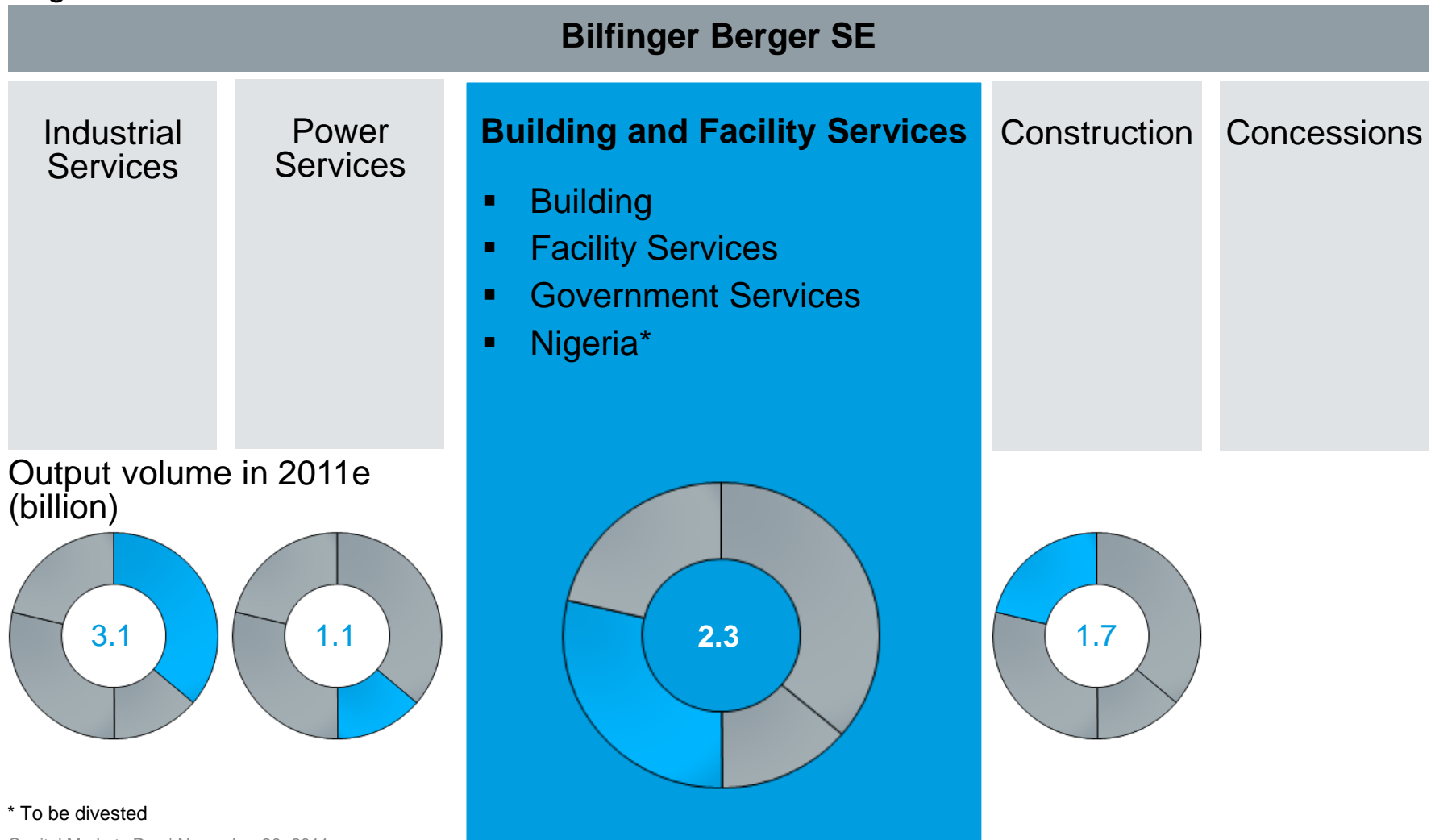
November 30, 2011



- 1. Overview Bilfinger Berger Building and Facility Services**
2. Business Trends and Drivers
3. Outlook









# With an output volume of €2.3 billion, Building and Facility Services is Bilfinger Berger's second largest business segment

## Organizational structure



\* To be divested

# Building and Facility Services combines strong brands under a single roof\*

| Building  |                |
|---|----------------|
|   | Output volume* |
|  <b>BILFINGER BERGER</b> **<br>Hochbau                 | €274 m         |
|  <b>BILFINGER BERGER</b><br>Parking GmbH               | €4 m           |
|  <b>bauperformance</b>                                 | €2 m           |
|  <b>bauserve</b><br>DIENSTLEISTUNGEN                   | €19 m          |
|  <b>MODERN BAU</b>                                     | €23 m          |
|  <b>R&amp;M Ausbau</b>                               | €71 m          |
|  <b>R&amp;M Kuehllagerbau</b>                        | €22 m          |
|  <b>TESCH</b><br>Industrie- und Rohrleitungsbau GmbH | €25 m          |

| Facility Services   |                |
|---|----------------|
|   | Output volume* |
|  <b>HSG zander</b>                                       | €701 m         |
|  <b>WOLFFERTS</b>  | €151 m         |
|  <b>EPM</b><br>Einfach Professionelle Immobilien-Manager | €119 m         |
|  <b>ahr</b><br>Gruppe                                  | €78 m          |
|  <b>PASSAVANT GEIGER</b>                               | €101 m         |

\* 2010 figures

\*\* Traditional building business

## Building and Facility Services provides solutions for nearly all real estate related challenges

### BUILDING

- Order development
- Design
- Turnkey Construction
- Reinstatement
- Optimization of existing buildings/Revitalization



### FACILITY SERVICES

- Integrated Facility Management
- Technical Building Systems
- Asset & Property Management
- Infrastructural and Health Care Services
- Water Technologies

**Building and Facility Services offers customers a comprehensive range of real estate solutions: Individual services as well as life cycle service packages**

## Bilfinger Berger Government Services targets a specialized customer structure

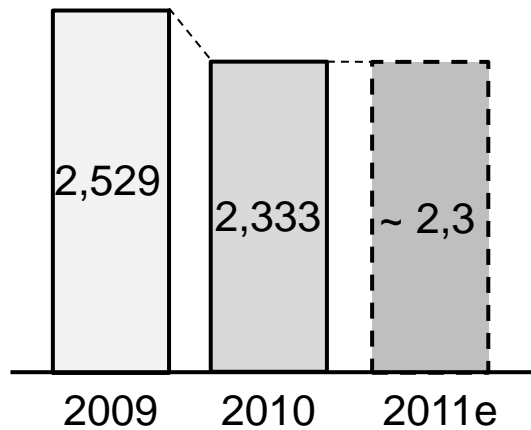
### GOVERNMENT SERVICES

- Job-order contracting
- Facility Management
- Reinstatement
- ...

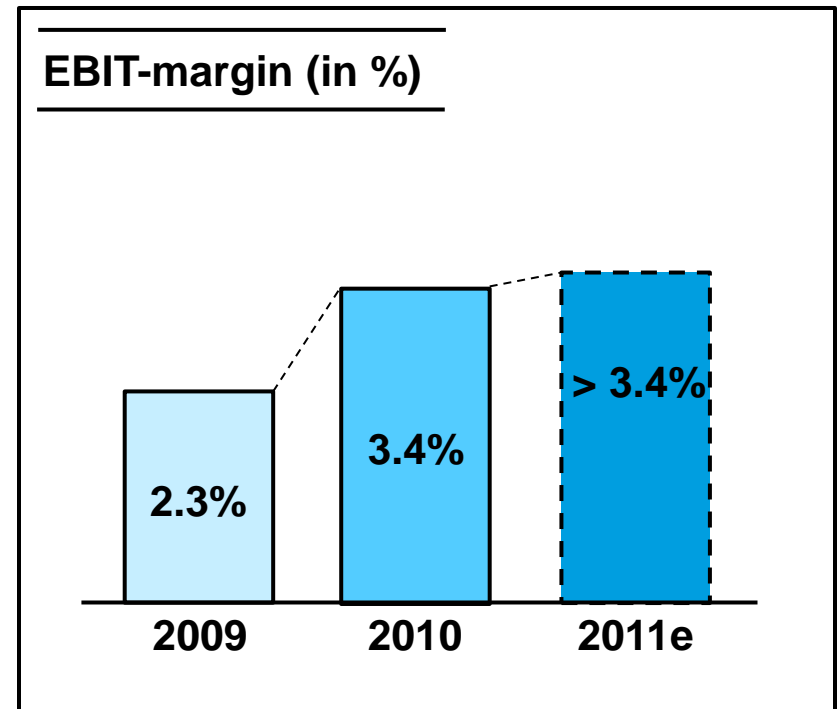
**Customer focus on  
U.S. governmental  
institutions,  
especially U.S. army**

Since 2009, Building and Facility Services has shown a steady increase in EBIT-margin

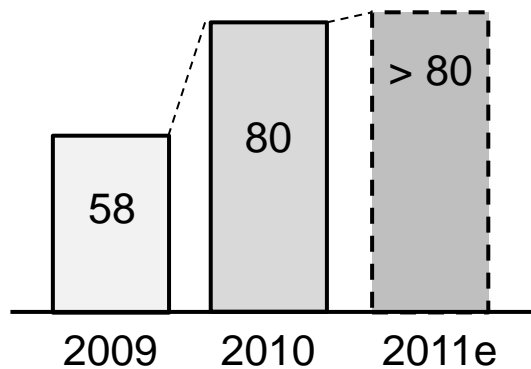
**Output volume (€ million)**



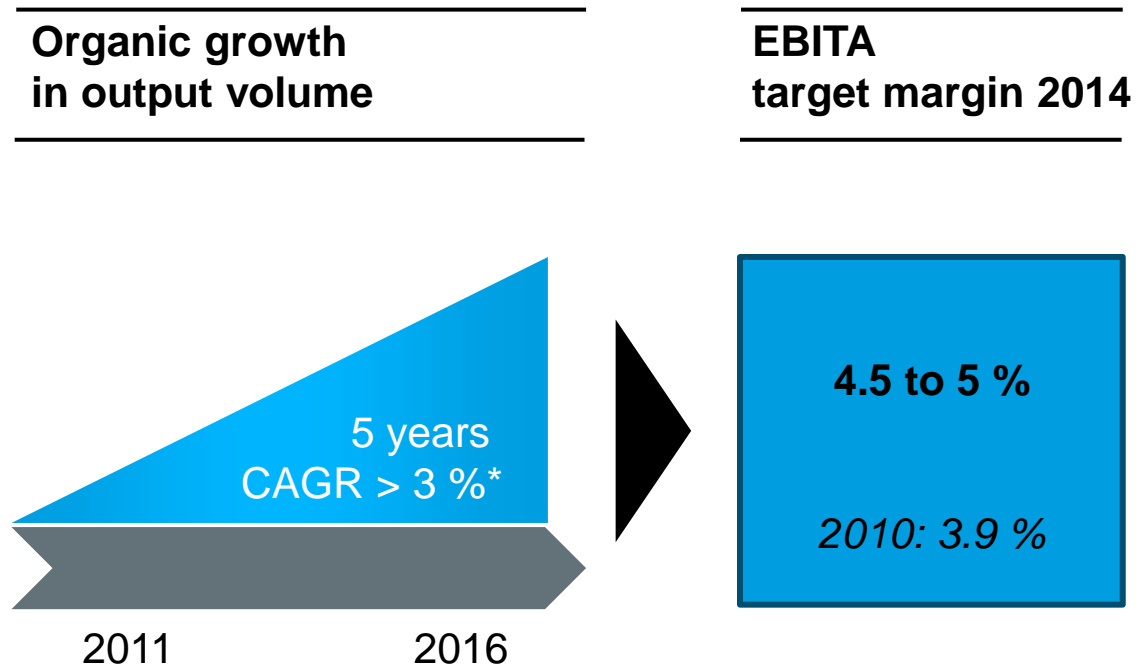
**EBIT-margin (in %)**



**EBIT (€ million)**



# The EBITA target margin 2014 for Building and Facility Services lies between 4.5 and 5%



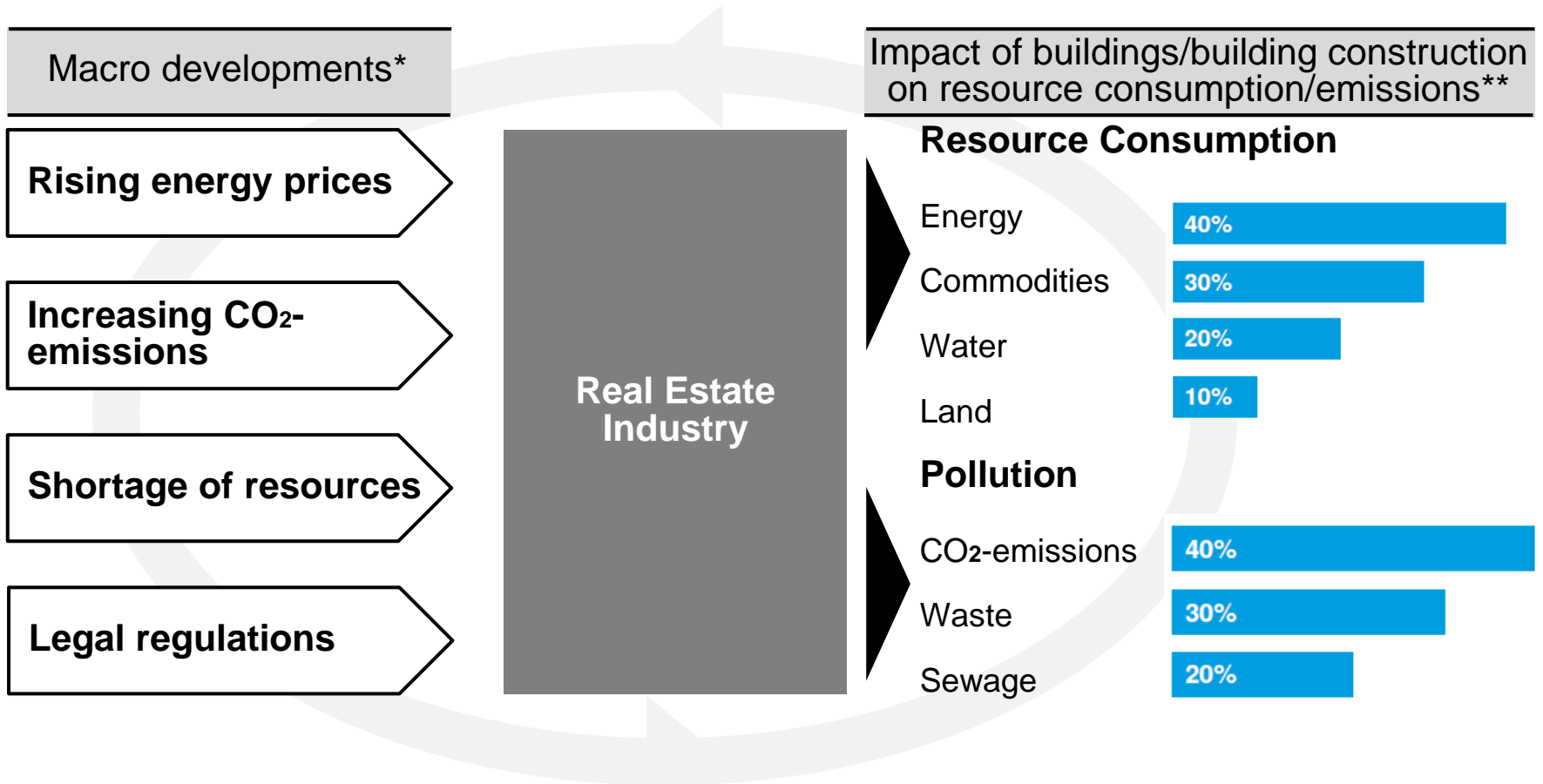
\* Adjusted for divestment Bilfinger Berger Nigeria  
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# Agenda

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# Environmental developments deeply impact the real estate industry – and vice versa



**Sustainability plays a key role in this context – with growing impact in the future\*\*\***

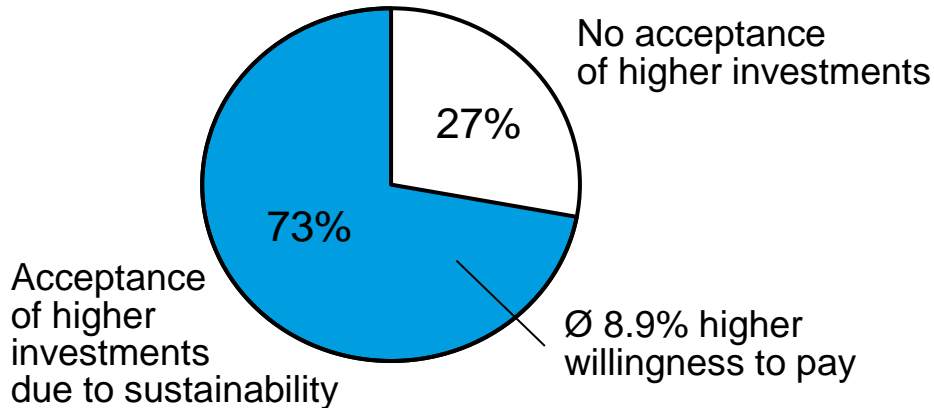
\* Exemplary macro trends, source: UNEP, OECD, BMU

\*\* Source: UNEP Sustainable Building and Construction Initiative, Information Note, 2006

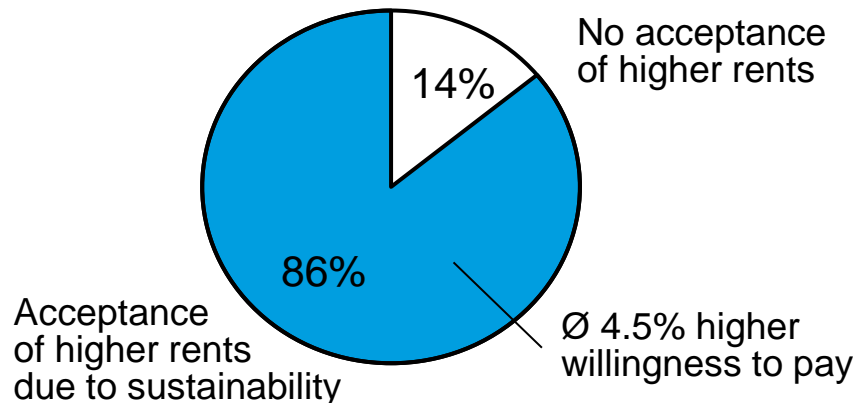
\*\*\* Source: Roland Berger study „Sustainability in real estate management“, 2011

# Customers see this sustainability trend and are willing to invest more

## Investors



## Tenants

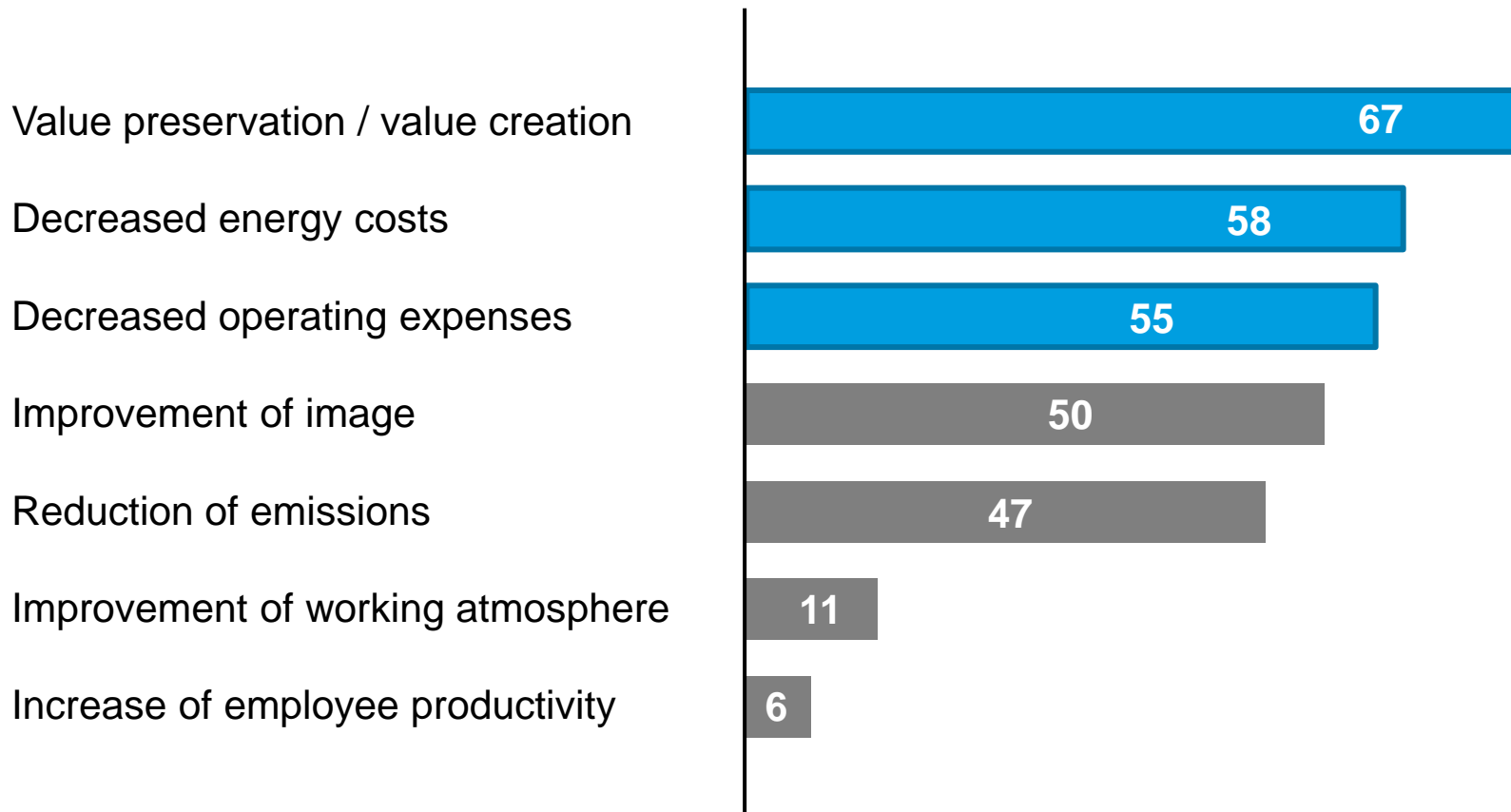


On the basis of today's German construction and reinstatement investments, this enhanced willingness to pay would lead to additional investments of **€13 billion annually** for the realization of sustainable buildings

Source: Roland Berger study „Sustainability in real estate management“, 2011; 40 respondent companies from Austria, Germany, Switzerland  
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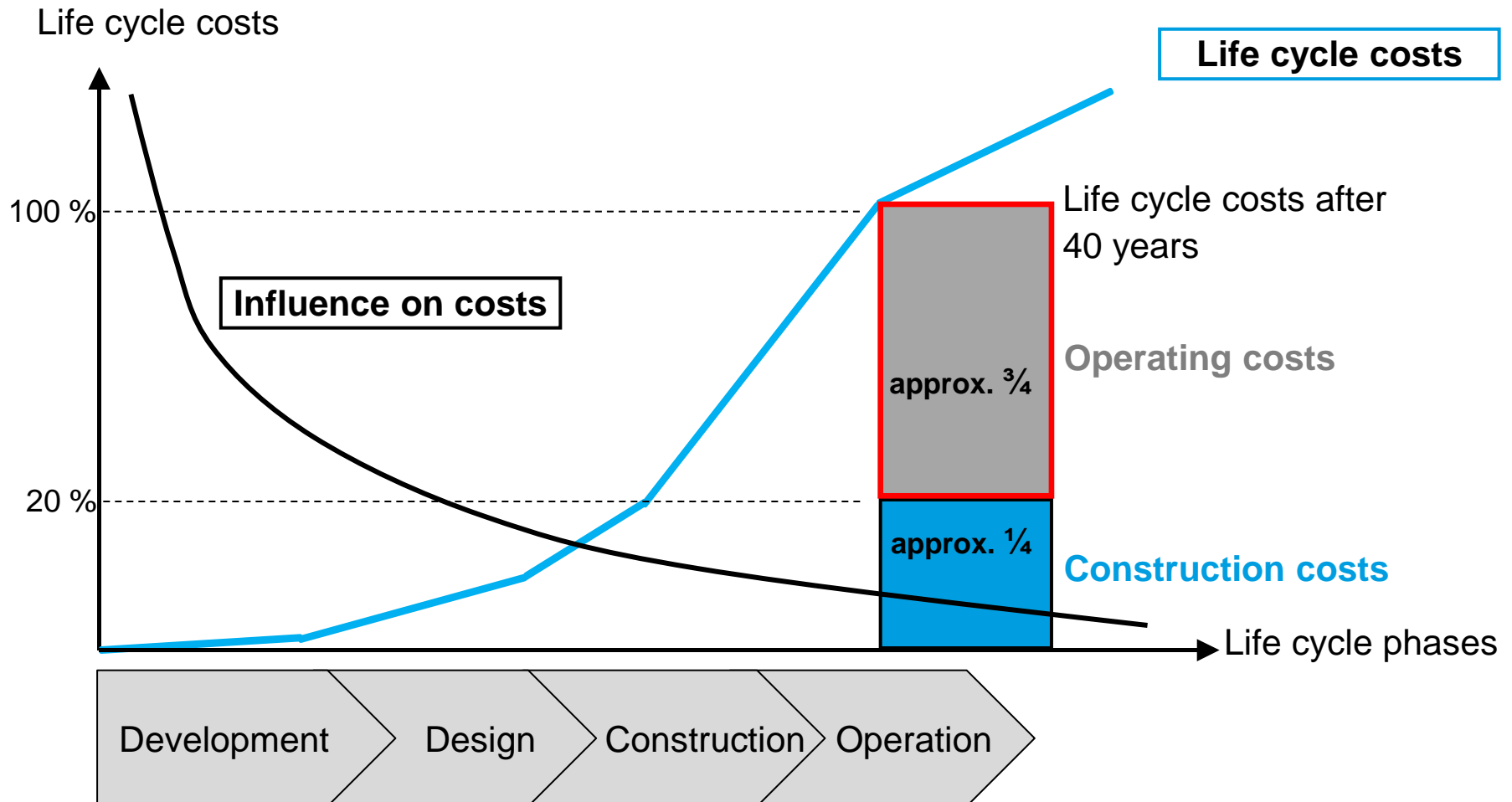
## Main goals of customer's environmental orientation are value generation and cost reduction

### Investment goals of sustainable buildings (mentions in %)

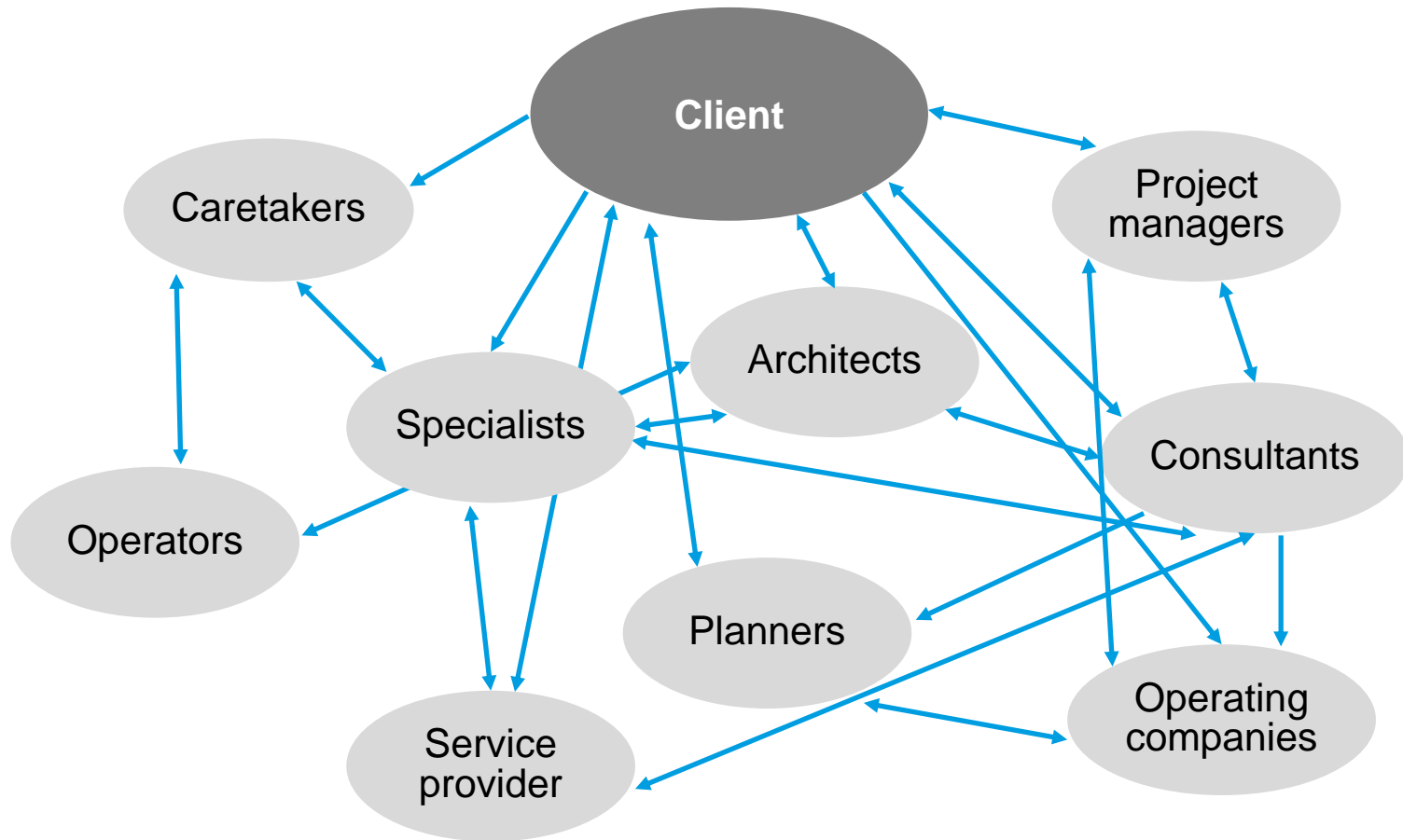


Source: Roland Berger study „Sustainability in real estate management“, 2011  
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# The “second rent”, however, creates insecurity in this context

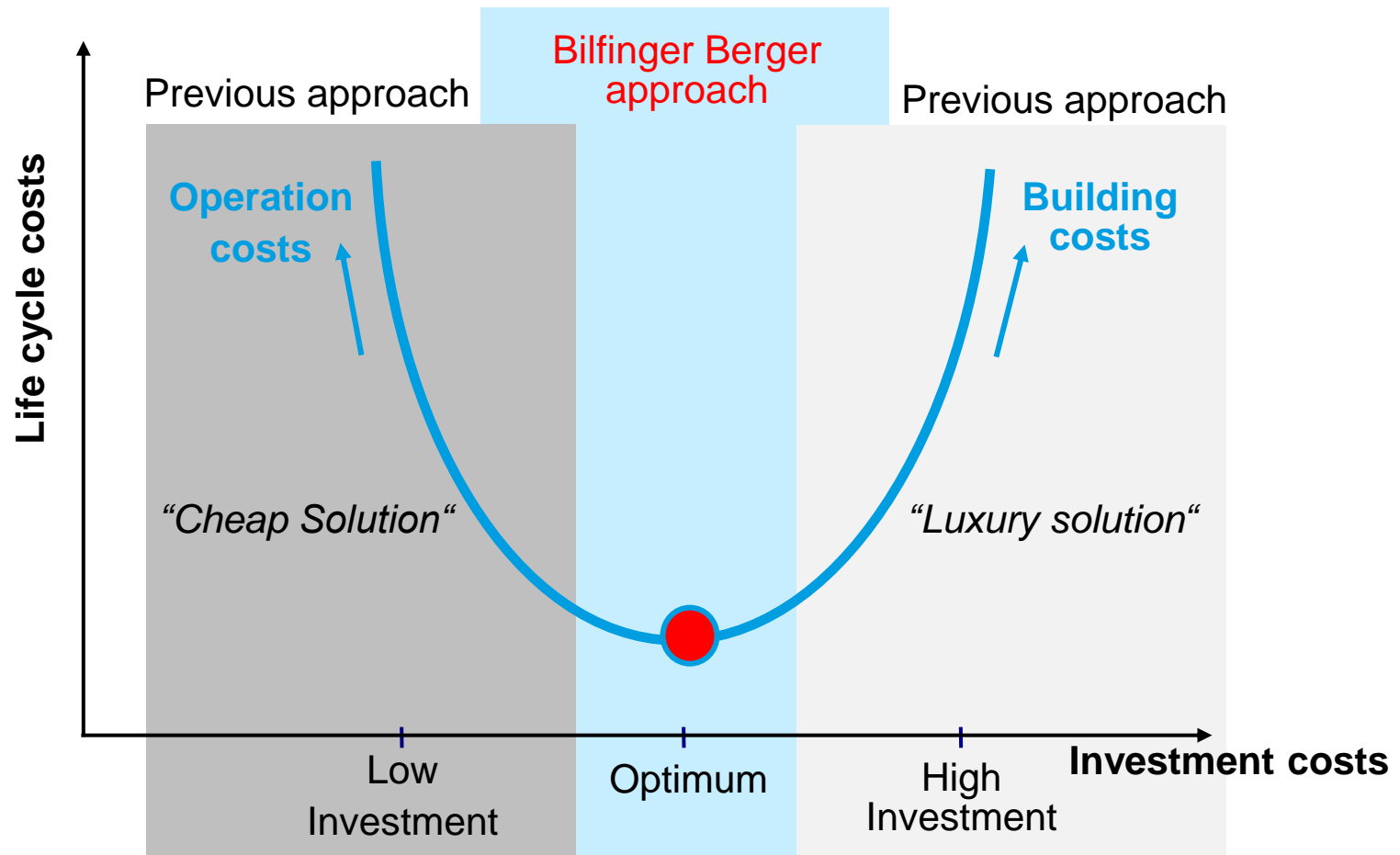


Moreover numerous points of contact make cost developments very intransparent

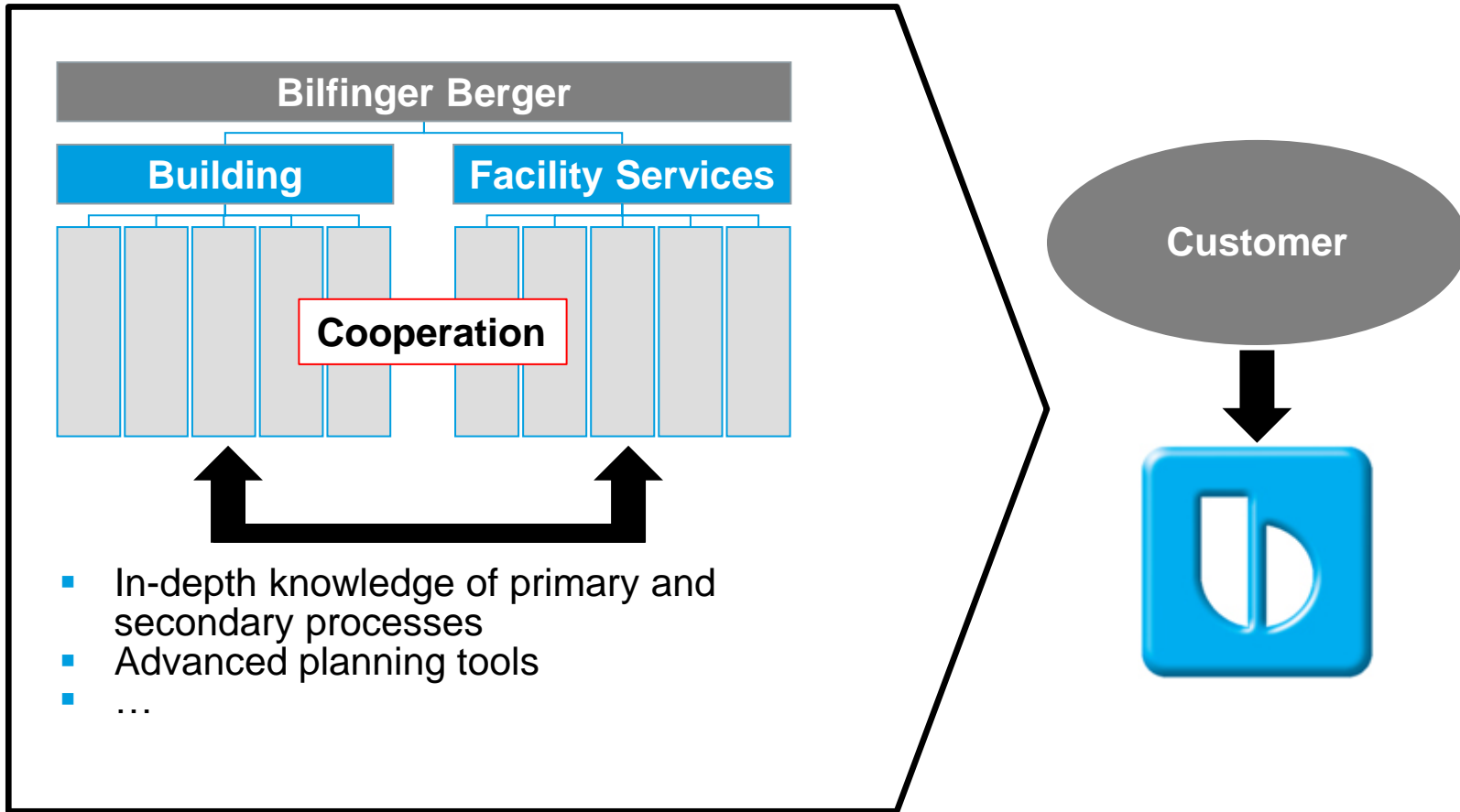


**Due to complex structures customers face difficulties in project management and cost control**

# The unique competences of Building and Facility Services enable Bilfinger Berger to offer customers minimal life cycle costs...



...and only one single point of contact





## Expertise in PPP, for example, makes a detailed estimation of costs possible (1)

### Process security

- Pre-defined cooperation
- Flexibility in creating customized solutions

### Well-founded calculation of usage dependent costs

- Comprehensive internal data base
- Energy simulation

**Unique  
knowledge  
and experience  
as basis for  
cost estimation**

### Substantiated reinvestment calculation

- Scientific external data
  - literature on reinvestment cycles
  - assigned research
- Empirical internal data
  - large-scale survey of project leader's experience

### Product expertise

- Experience in product quality
- Experience in product life cycles
- Special warranty agreements with producers

## Expertise in PPP, for example, makes a detailed estimation of costs possible (2)

### Calculation of operating costs

Detailed specifications and plans provided by the construction partner

Calculation on the basis of existing approaches

Consideration of project-specific circumstances, influential factors and their impact on life cycles taken from research

Cooperation with operational units for plausibility check

Overall plausibility check of calculation with internal benchmark database


### Forecast of resource consumption

Detailed information and plans provided by the construction partner

Different calculation methods according to level of detail, energy simulation for binding offers

Plausibility check of calculation with internal and external benchmarks

# With “one“ Bilfinger Berger offers private investors a performance guarantee as first player in the German real estate market

|  | Development                               | Design   | Construction                     | Financing | Operation   |
|--|---|--|----------------------------------|-----------|---|
| Traditional value proposition  | Consulting with high implementation focus | Design based on existing norms and rules                 | Professional realization on time |           | Fulfillment of usage requirements                                     |
| „one“ Real Estate Performance Guarantee<br> | Estimation of savings                     | Assurance of planning-, construction and operation costs | Exclusive contractor             | Mediator  | <b>Guarantee of usage-dependent consumption and maintenance costs</b> |

## And therefore possesses a unique selling proposition

|                               |  |   |
|-------------------------------|--|---|
| <b>Reliability</b>            | „Because Bilfinger Berger keeps clear and measurable promises“ | Bilfinger Berger meets the detected optimization potentials over the whole contract period  |
| <b>Comprehensive approach</b> | „Because Bilfinger Berger designs and builds“                  | Bilfinger Berger optimizes real estate in all areas throughout its life cycle and is responsible for the realization of agreed measures |



Real Estate Performance Guarantee

|                    |   |   |
|--------------------|---|---|
| <b>Performance</b> | „Because Bilfinger Berger shows valuable results“   | Bilfinger Berger improves the quality of real estate – and with it productivity and employee satisfaction                                   |
| <b>Competence</b>  | „Because Bilfinger Berger knows what they're doing“ | Due to broad experience in PPP, Facility Management and Building, Bilfinger Berger offers a performance guarantee also to private customers |

# Agenda

1. Overview Bilfinger Berger Building and Facility Services
2. Business trends and drivers
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# Overall goal of the future development is margin growth

|                 |   |  |
|-----------------|---|--|
| <b>Building</b> | <b>Core markets</b>   | <b>Strategic outlook</b>   |
|                 | <ul style="list-style-type: none"><li>■ Germany</li><li>■ Austria</li><li>■ Switzerland</li></ul> | <ul style="list-style-type: none"><li>■ Expansion of high-margin specialties (construction service)</li><li>■ Bundling offerings with other units (“one”)</li><li>■ Energy modernization of office properties and industrial plants</li><li>■ Acquisitions exclusively in the area of higher-margin specialized activities</li></ul> |



**With Bauperformance and Bauserve Bilfinger Berger Building possesses highly innovative companies, offering for example energetic due diligences or construction logistics – Basis for future development**

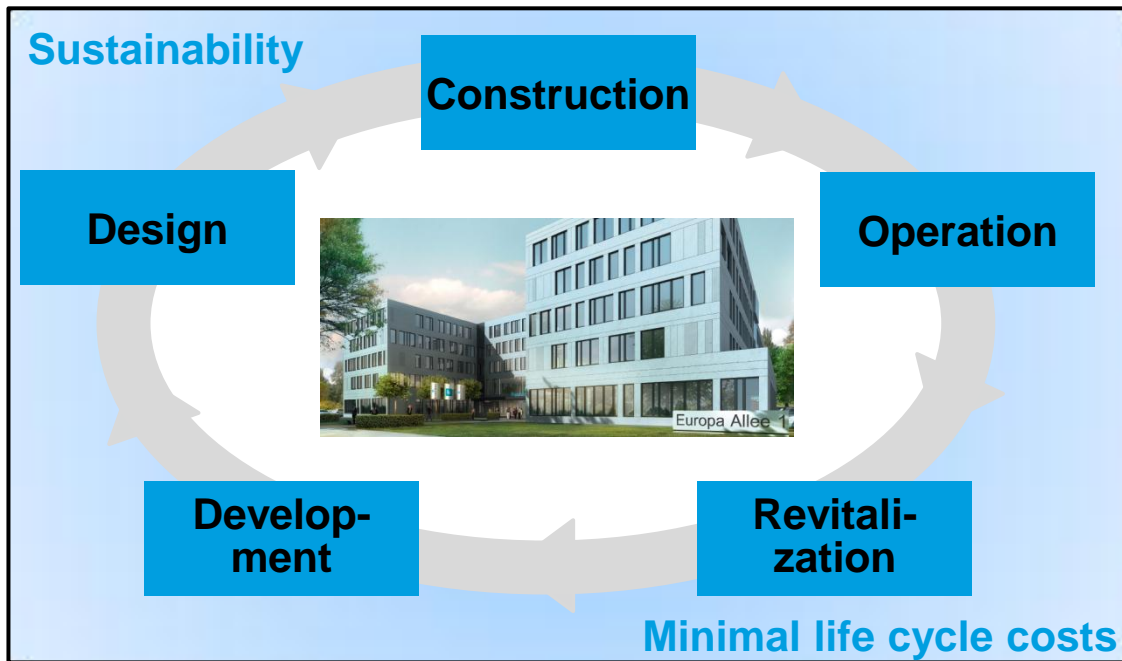
# Overall goal of the future development is margin growth

|                          |   |   |
|--------------------------|---|---|
| <b>Facility Services</b> | <b>Core markets</b>   | <b>Strategic outlook</b>  |
|                          | <ul style="list-style-type: none"> <li>■ Germany</li> <li>■ Austria</li> <li>■ Switzerland</li> <li>■ Ireland</li> <li>■ Poland</li> <li>■ Russia</li> <li>■ Ukraine</li> <li>■ Czech Republic</li> <li>■ Turkey</li> <li>■ Italy*</li> </ul> | <ul style="list-style-type: none"> <li>■ Portfolio shift in favor of commercial facility management and property management</li> <li>■ Significant strengthening of sales in existing technology competences</li> <li>■ Energy rehabilitation of office and industrial buildings</li> <li>■ Utilization of client contacts from all segments</li> <li>■ Participation in German consolidation process</li> <li>■ Increased presence in selected European countries</li> </ul> |

**Being the biggest German provider of Facility Services, Bilfinger Berger has a strong market position with high future potential**

\* Only Water Technologies  
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# Bilfinger Berger Building and Facility Services offers services along the entire life cycle of buildings



**Bilfinger Berger is the only German player offering a comprehensive life cycle concept**



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