

Industrial Services Industriepark Höchst – One of the Biggest Outsourcing Projects for Industrial Services in Germany

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History – Moving from a technology department to a profitable, solution-oriented service provider

until 1998

Hoechst AG

- Central technology department at chemical and pharmaceutical company Hoechst AG
- Cost-center structure

1989 to 2004

Infraserv Höchst GmbH & CoKG

- Technology subsidiary of industrial park operator Infraserv; period marked by repeated restructuring
- Establishment of profit-center structures

since 2005

Bilfinger Berger Industrial Services

- BIS IS Mitte GmbH and BIS Prozesstechnik GmbH, an important part of the BIS network
- Entrepreneurial spirit highlighted by management minority stake

Development of Industrial Services closely connected to the creation of industrial parks



- Concept of industrial parks in the chemical industry has only been around for 10-15 years
- Restructuring of major portions of the chemical industry required solutions for multi-company production sites
- A stopgap solution turned into a model for success:
Höchst-Infraserv/Degussa-
Infracor/Bayer-Currenta/
ICI-Teesside
- The focus on core competence in the chemical industry aided the establishment of technical service providers such as BBIS

Industrial Parks – major advantages for the chemical and pharmaceutical industries and for providers of industrial services

Advantages for chemicals & pharmaceuticals

- Focus on core business easily implemented
- Utilization of the cluster situation – raw materials and intermediates available locally
- Excellent logistics connections
- Cost efficient procurement of infrastructural services

Advantages for BBIS

- Significant local market volume
- Proximity to client
- Flexibility of resources among clients
- Transfer of client solutions

Challenges for BBIS

- Increased competitive pressure as a result of local market volume

Business model – BBIS as competent technology partner to the process industry



BBIS as technology partner to the process industry

- Partnership in all forms of cooperation – from individual services to the complete outsourcing of maintenance
- Provision of services over the entire lifecycle of the production facilities
- Expertise and resources in all relevant trades – from insulation to process analyzer technology

Service Range – Complete portfolio of trades and solutions throughout the entire lifecycle of production facilities

Covering the entire facility cycle

- Engineering
- Installation
- Maintenance
- Modification
- Deconstruction

Complete portfolio of trades from standard to specialist services

Mechanical engineering

- Piping systems
- Operations management
- Rotating Equipment

E/I&C

- E/I&C installation
- Operations management
- Process instrumentation

Supplementary works

- Insulation
- Scaffolding
- Heavy assembly

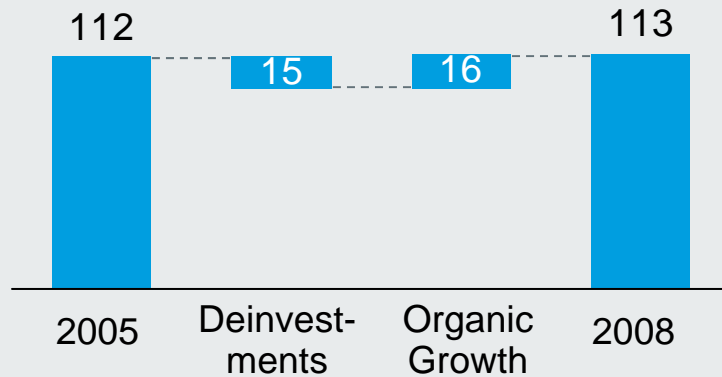
Contract Structures – Focus on partnership models for maintenance

	Description	Examples
Maintenance partnership	<ul style="list-style-type: none"> Complete maintenance from BBIS Multi-year budget contracts 	<ul style="list-style-type: none"> Bayer Crop Science, Clariant
	<ul style="list-style-type: none"> Comprehensive maintenance support from BBIS Single or multi-year services catalogue contracts 	<ul style="list-style-type: none"> Sanofi Aventis, Celanese, Infraseriv, Clariant
Project contracts*	<ul style="list-style-type: none"> Execution of modification and expansion works 	<ul style="list-style-type: none"> All clients
Individual contracts	<ul style="list-style-type: none"> Execution of individual services on an hourly or services catalogue basis 	<ul style="list-style-type: none"> Smaller, new clients and/or specialist services

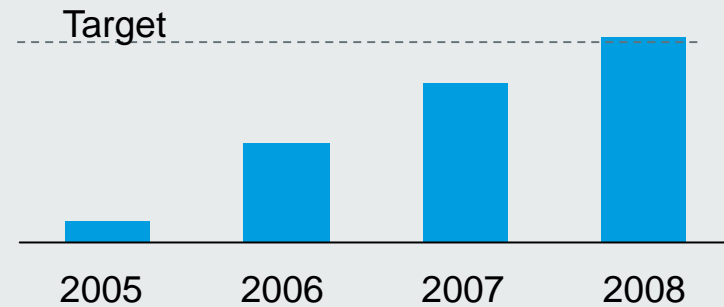
* Less than 20% of revenues – project sizes: 50 T€ - 1.000 T€

Key Figures – Positive earnings development following the implementation of a comprehensive action plan

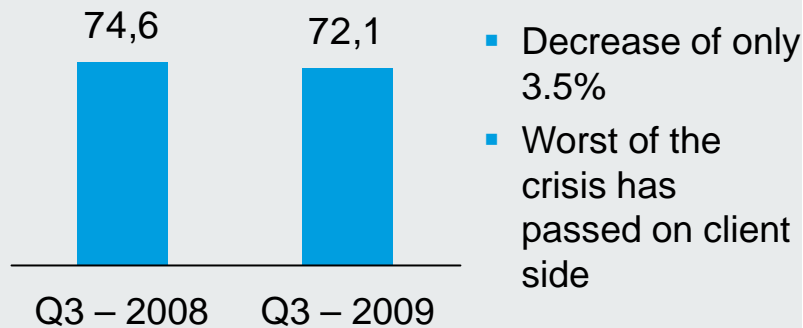
Output volume (in € million)



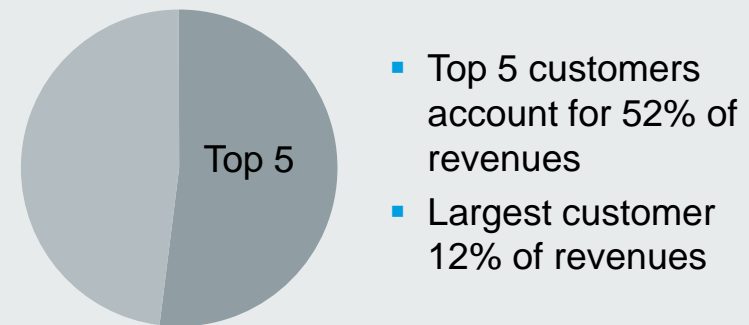
EBIT



Order backlog (in € million)



Customers



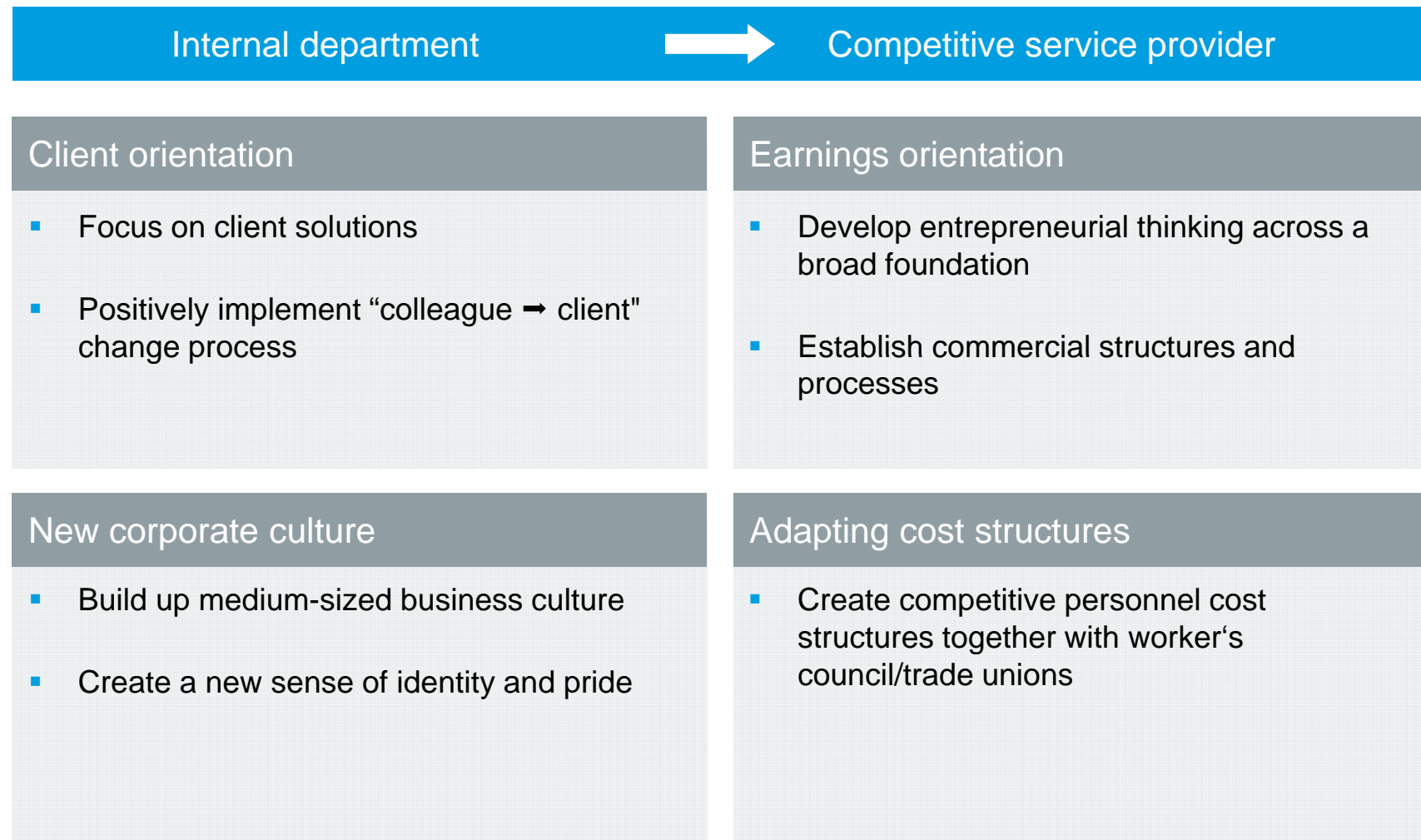
Key Customers – “major players” from the chemical and pharmaceutical industry – also beyond the gates of the industrial park

Chemicals	Pharmaceuticals	Other process industries
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* Outside of the Industrial Park

November 26, 2009 Bilfinger Berger Capital Markets Day

Outsourcing project challenges : Cross-dimensional change management critical for success



What differentiates us from competitors? Being a “Group of medium-sized companies”

Competitors	Unique selling proposition BIS
Local/regional installation contractors	<ul style="list-style-type: none"> ▪ Broad services portfolio <ul style="list-style-type: none"> → Package offers ▪ Technical expertise <ul style="list-style-type: none"> → Solution competence
OEM service departments	<ul style="list-style-type: none"> ▪ Manufacturer independence <ul style="list-style-type: none"> → Consulting competence ▪ Facility lifecycle competence <ul style="list-style-type: none"> → Total cost of ownership perspective
Larger integrated technical service providers	<ul style="list-style-type: none"> ▪ Local entrepreneurship <ul style="list-style-type: none"> → High degree of flexibility and fast decisions ▪ International network <ul style="list-style-type: none"> → Partner to major players in the process industry

Business example – Maintenance partnership

- Client/operator:
Bayer CropScience
Industriepark Höchst

- Project: Maintenance partnership

- range of services:
 - ✓ Maintenance
 - ✓ Repairs
 - ✓ Shutdowns
 - ✓ Installation

- Order volume: €10 million/year

- Contract period: 5 years: 2009-2014



Business Example – Plant assembly

- Client/operator:
 - Cargill GmbH
 - Biodiesel/food/fodder
 - Industriepark Höchst
- Project: Biodiesel plant
- Range of services:
 - ✓ Device set-up
 - ✓ Delivery and assembly of piping systems and insulation
 - ✓ Installation of control & measurement technology
 - ✓ Control and signal cabinets
- Order volume: €800,000
- Contract period: 2006



Business example – Special pharmaceutical devices



- Client/operator:
 - Sanofi-Aventis D GmbH
 - Pharmaceuticals
 - Industriepark Höchst
- Project: Insulin purification devices
- Range of services:
 - ✓ Engineering
 - ✓ Fabrication and assembly
 - ✓ Installation of control & measurement technology
- Order volume: €1,200,000
- Contract period: 2004-2009