

Overview Bilfinger Berger Industrial Services

Capital Markets Day “All eyes on Industrial Services“, November 26, 2009

Thomas Töpfer, Member of the Executive Board, Bilfinger Berger AG

Chairman of the Executive Board, Bilfinger Berger Industrial Services AG



Content

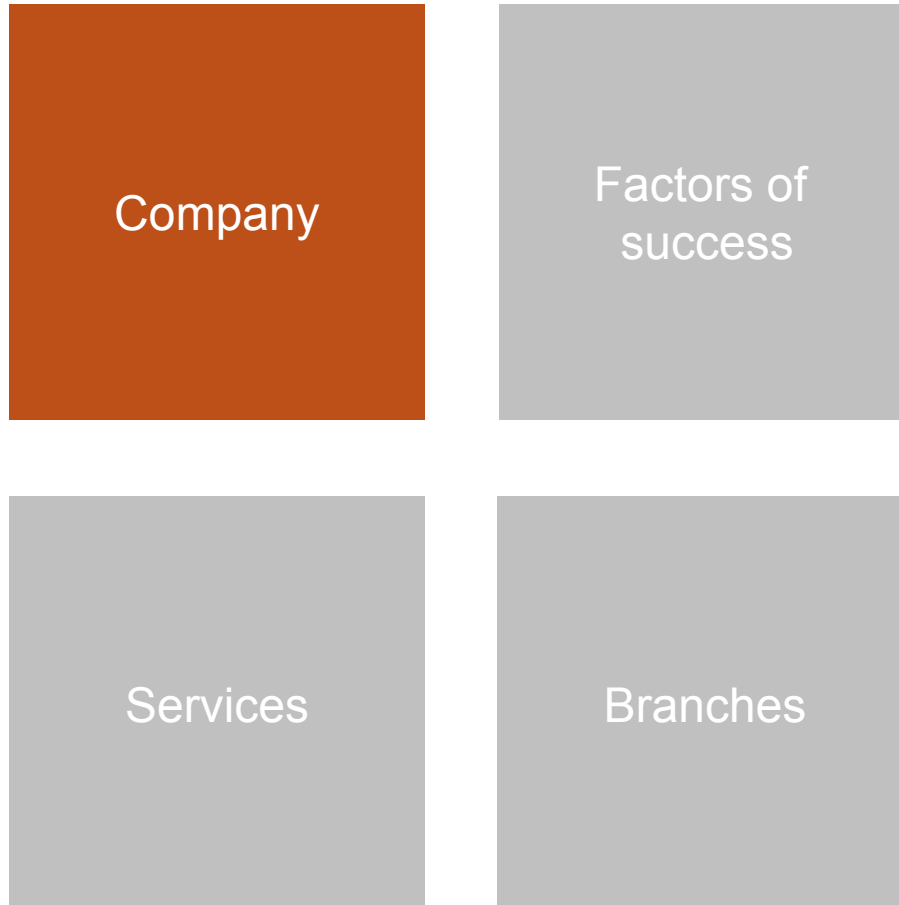
Company

Factors of success

Services

Branches



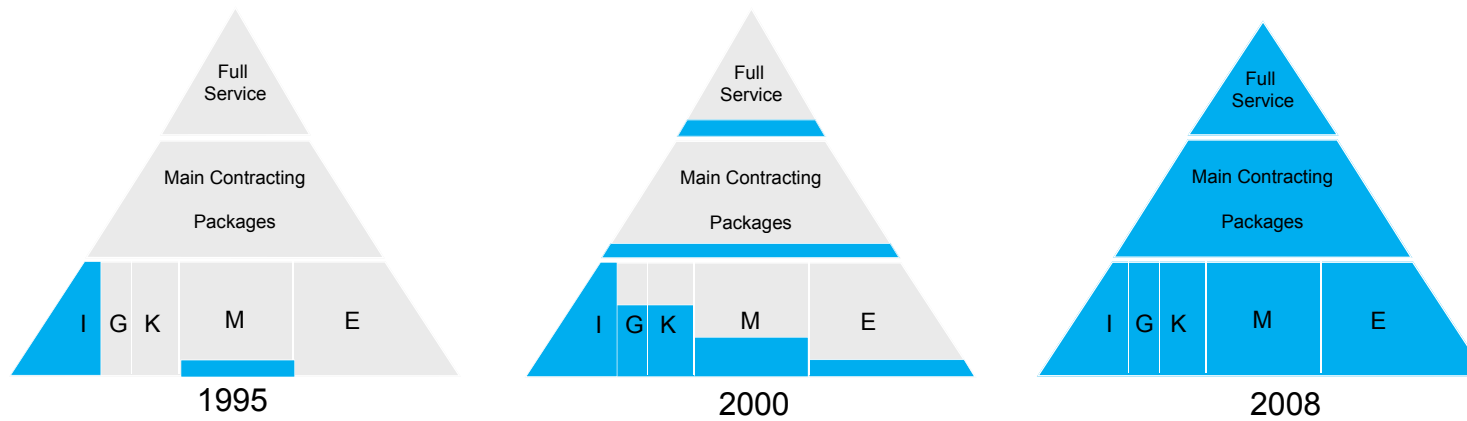
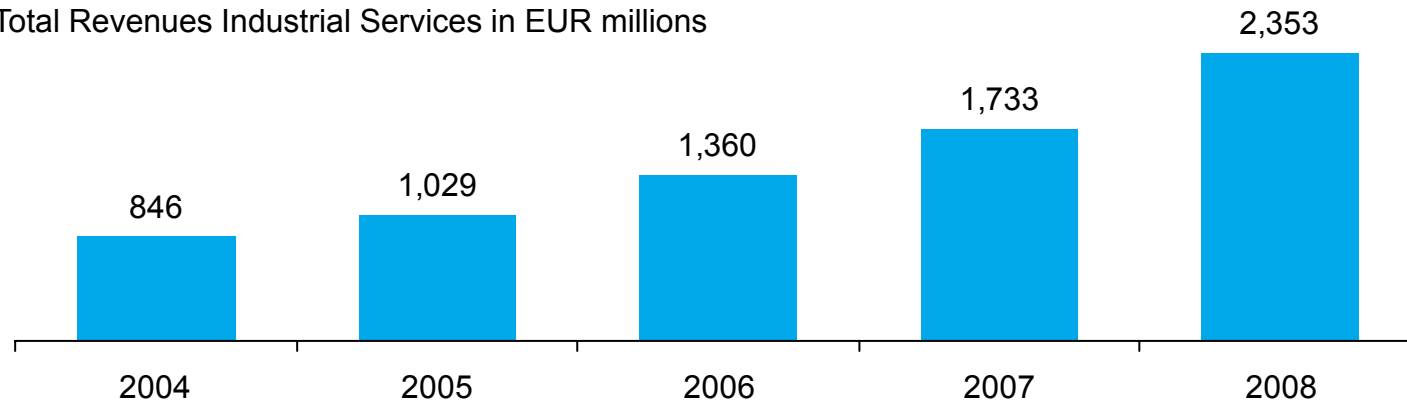


Bilfinger Berger Group Facts

Civil	Building and Industrial	Services	Concessions	<p>Output volume 2008 Bilfinger Berger: 10,742 € m</p> <p>Version: 31.12.2008</p>
<p>Bilfinger Berger Ingenieurbau</p> <p>Bilfinger Berger Polska</p>	<p>Bilfinger Berger Hochbau</p>	<p>Bilfinger Berger Industrial Services</p> <p>MCE</p> <p>Bilfinger Berger Power Services</p> <p>Bilfinger Berger Facility Services</p>	<p>Bilfinger Berger Project Investments</p>	
	<p>Bilfinger Berger Nigeria</p>			
	<p>Bilfinger Berger Australia</p>			

Bilfinger Berger Industrial Services AG Facts

Total Revenues Industrial Services in EUR millions



Bilfinger Berger Industrial Services AG Organization

Bilfinger Berger Industrial Services AG, Munich

Central Europe	Northern & Eastern Europe	Western Europe	International	Corporate Department
Germany	Czech Republic	Belgium	Canada	Corporate Communications
Austria	Hungary	France	USA	Corporate Secretary
Switzerland	Norway	Ireland	New markets	Finance & Controlling
	Poland	Netherlands		Human Resources & Services
	Romania	Portugal		Information Technology
	Slovakia	Spain		Legal Affairs
	Sweden	Technical Noise Control		Project Controlling
		United Kingdom		Technical Support & HSEQ

European and international presence

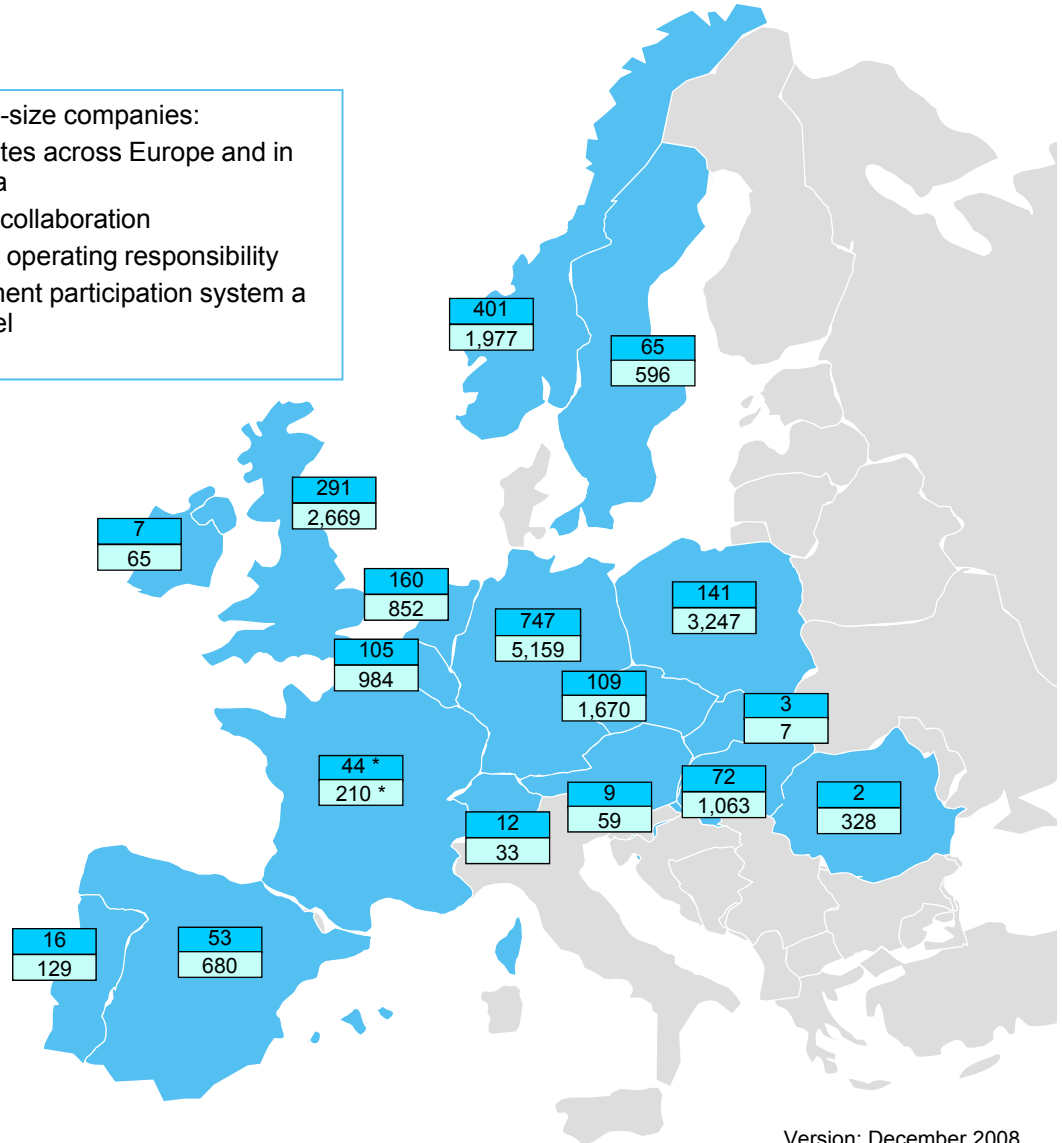
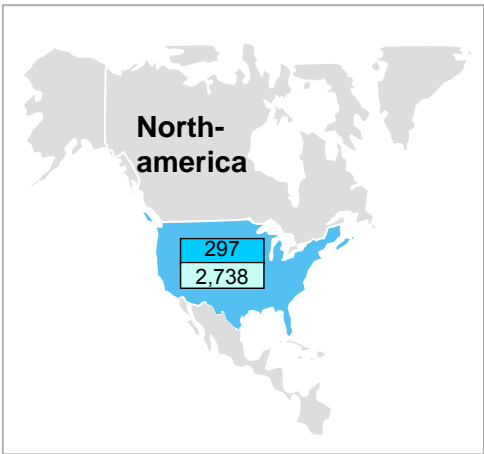
Industrial Services ¹

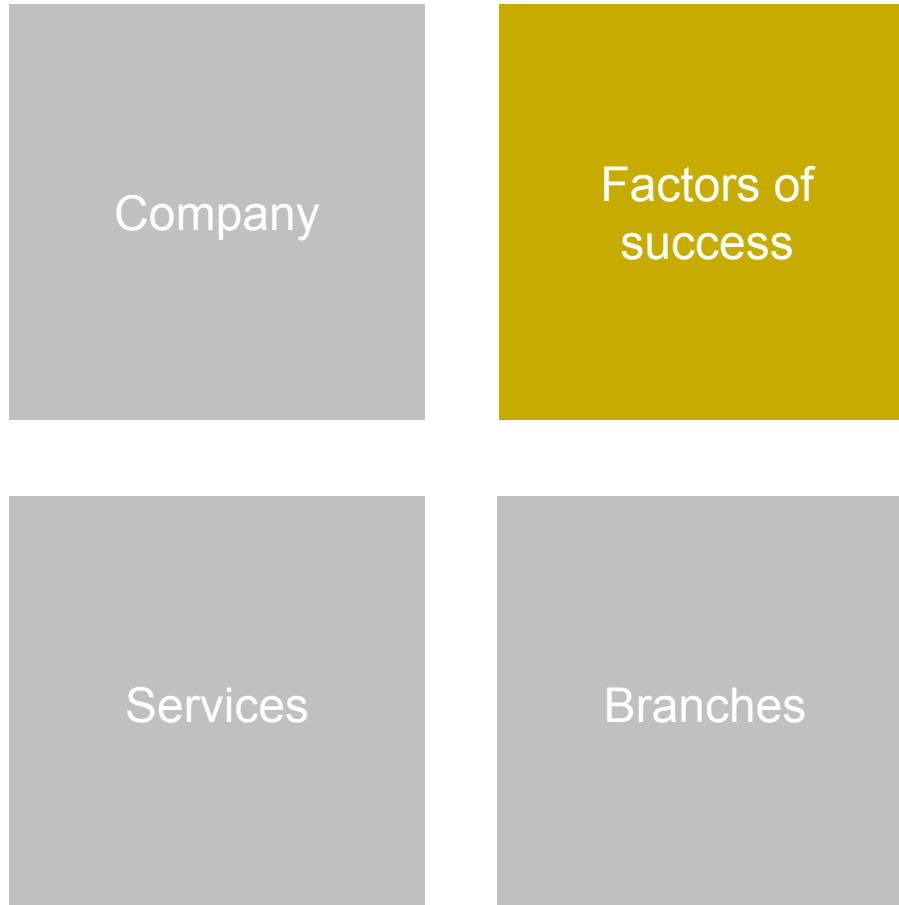
Employees ²

¹ Annual revenues before consolidation;
Consolidated revenues 2008: 2,353 EUR m

² Total headcount in 2008 approx: 22,256

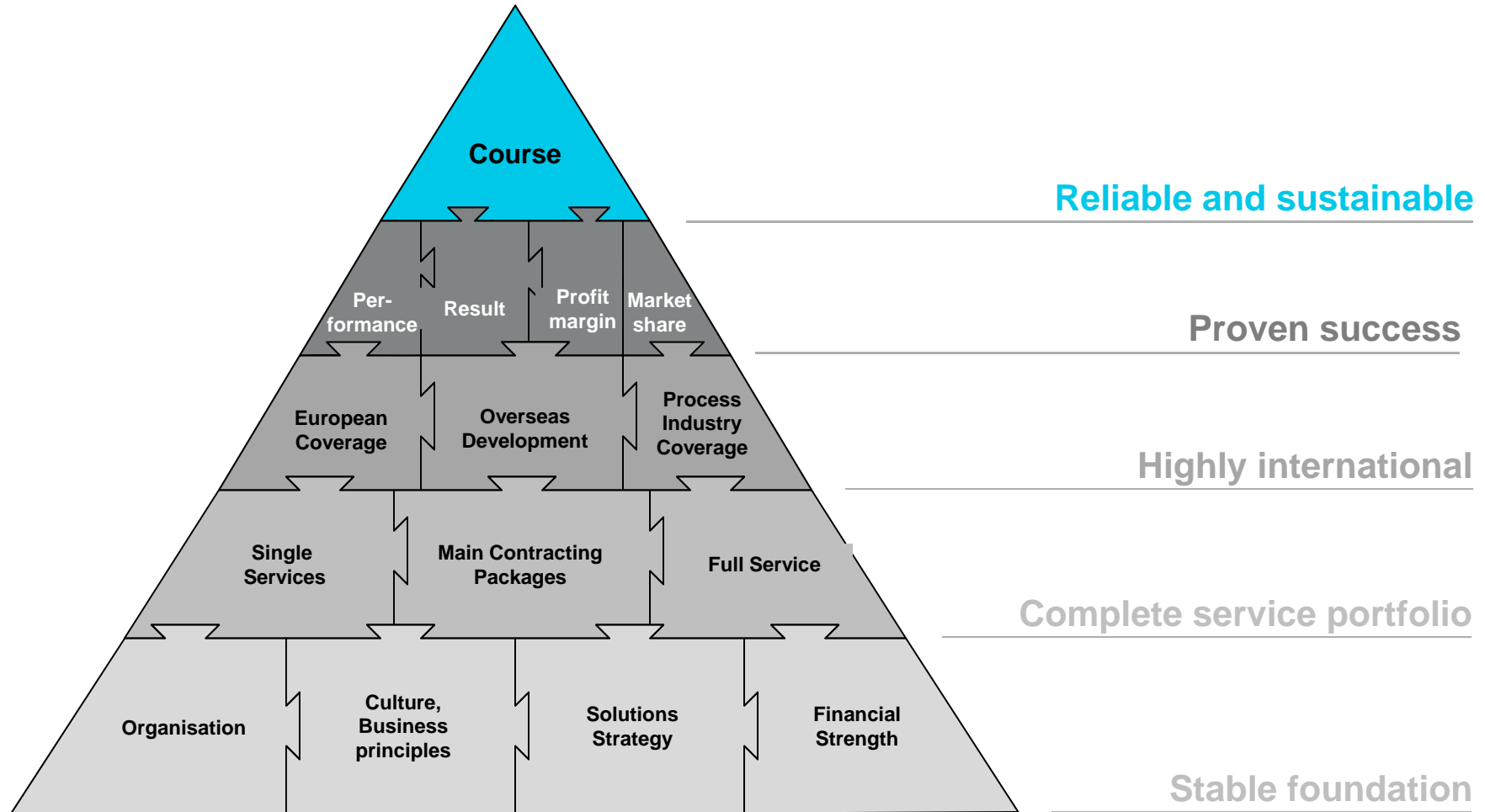
- The group of mid-size companies:
- Around 100 sites across Europe and in North America
 - Cross-border collaboration
 - Decentralised operating responsibility
 - BIS management participation system a success model



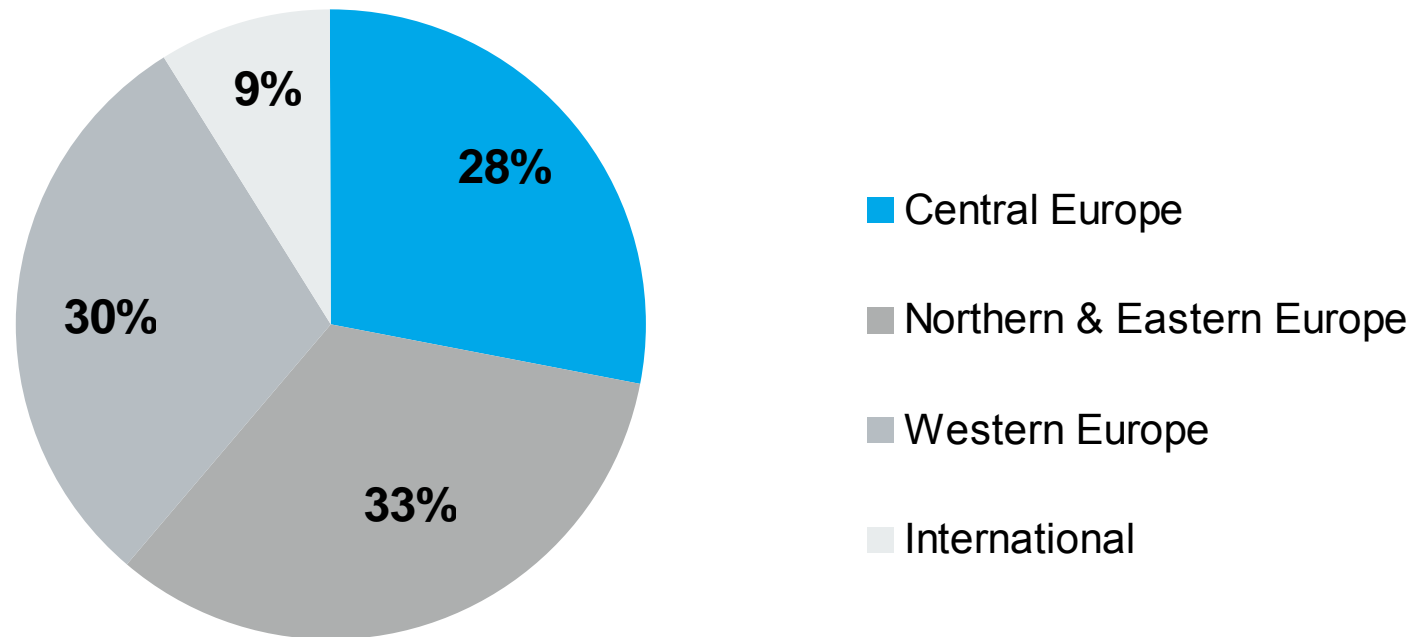


WORLD – CLASS INDUSTRIAL SERVICES

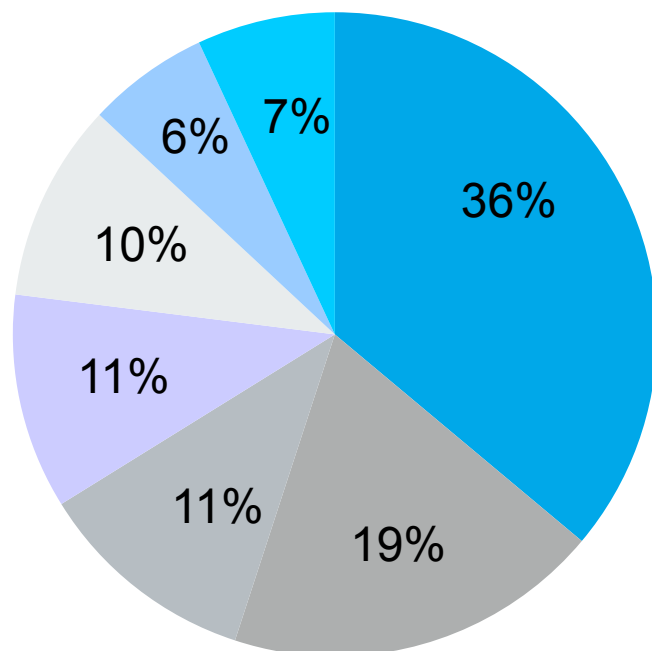
Gaining strength from shared factors of success



Balanced international presence



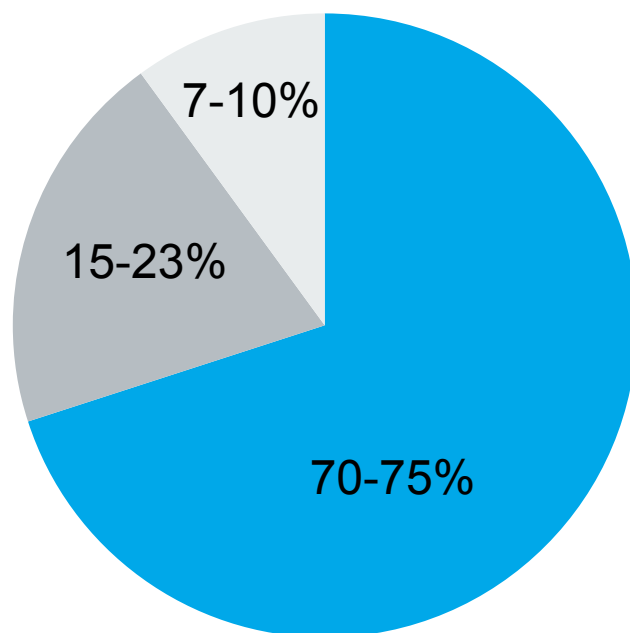
Balanced broad customer coverage



- Chemistry / Agrochemistry / Pharmaceuticals / ...
- Refineries / Petrochemicals
- Power generation
- Oil and Gas (upstream)
- Gas production and processing
- Steel- and aluminium industry
- Other



Balanced long-term low-risk contract structure



- Maintenance contracts; small projects (< 1 Mio. €), maintenance related 70-75%
- Mid-size projects (< 5 Mio. €), predominantly maintenance related 15-23%
- Large projects 7-10%



Fruits of a successful strategy: Bilfinger Berger Industrial Services with high growth rates

Rank	Company	Domestic sales in €million		Total sales in €million	
		2008	2007	2008	2007
1	Bilfinger Berger Industrial Services AG, München	753	647	2,353	1,733
2	ThyssenKrupp Xervon GmbH, Düsseldorf*)	500	n/a	600	n/a
3	Voith Industrial Services, Stuttgart	408	330	983	791
4	ThyssenKrupp Industrieservice GmbH, Düsseldorf*)	371	338	411	378
5	Buchen UmweltService GmbH, Köln	209	210	309	275
Top 5 average growth rate (organic and external)		12%		20%	
Bilfinger Berger Industrial Services growth rate		16%		36%	

*) partially estimated figures

Source: Lündendonk 2009, German Industrial Services providers (Führende Unternehmen für industrielle Instandhaltung in Deutschland)

November 26, 2009 Bilfinger Berger Capital Markets Day



Company

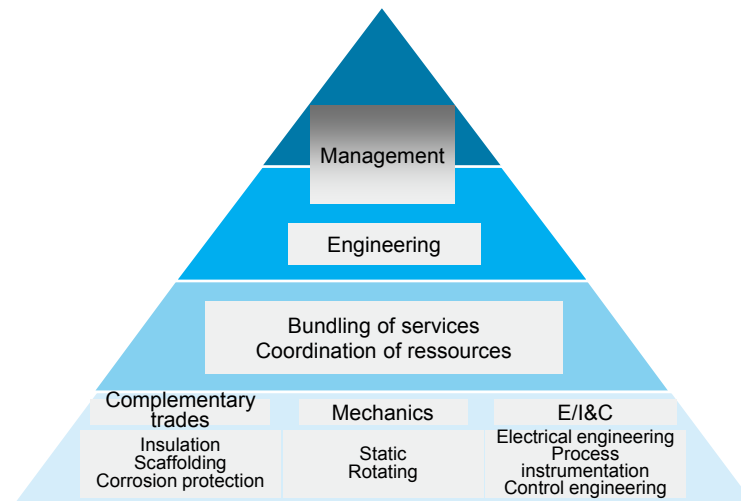
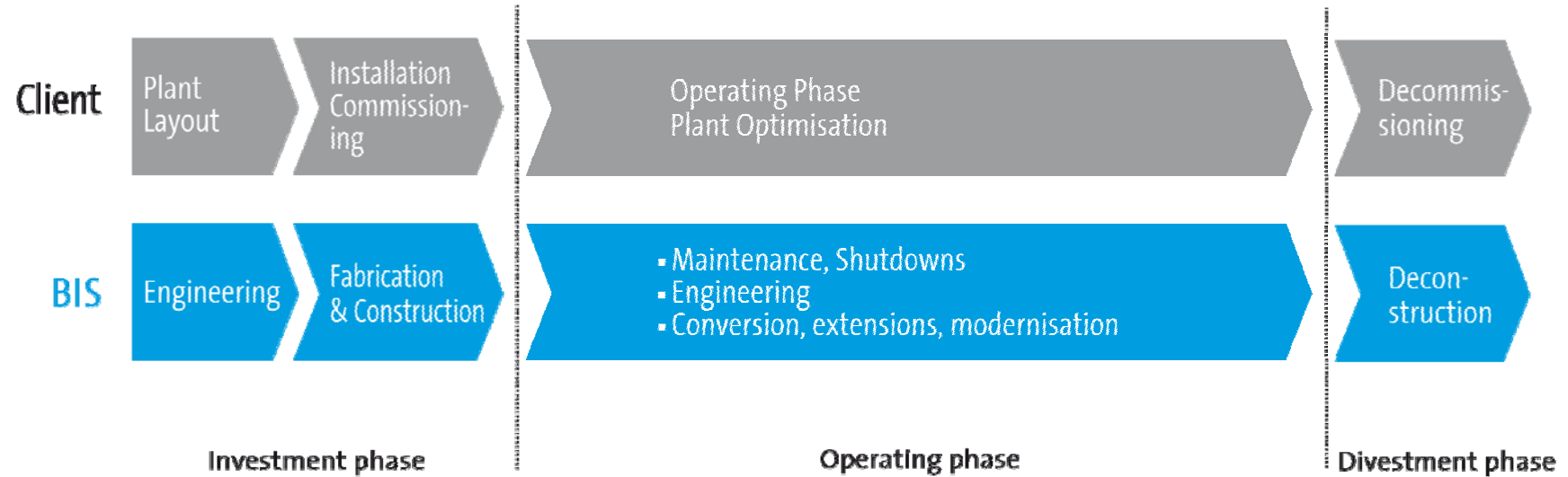
Factors of success

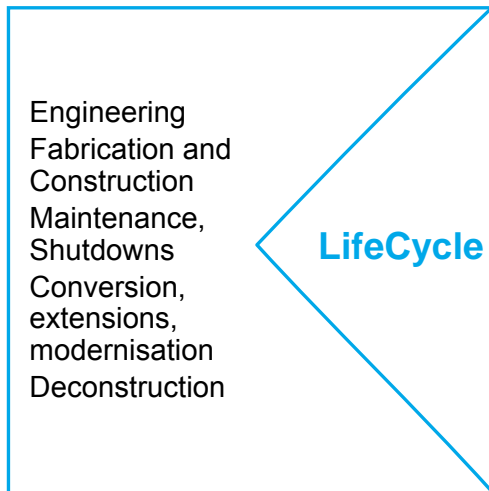
Services

Branches

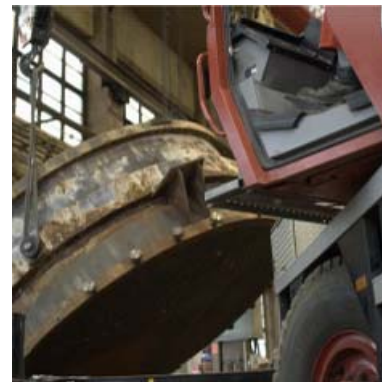
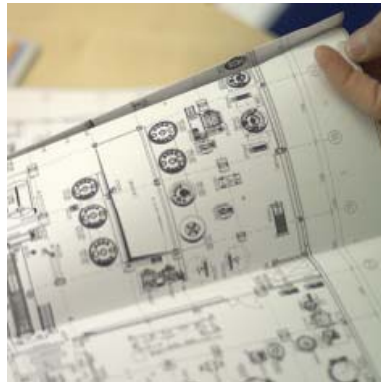


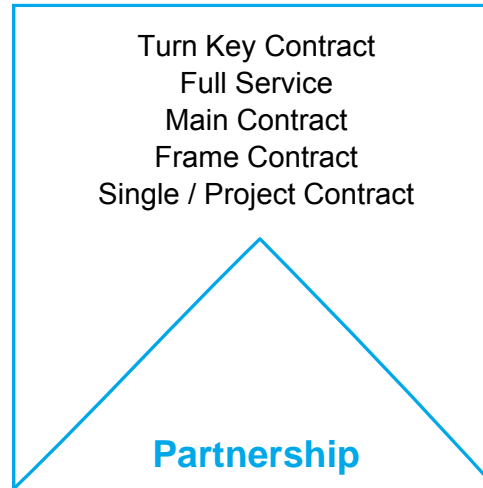
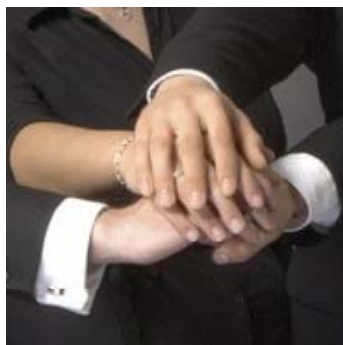
A comprehensive approach to solutions





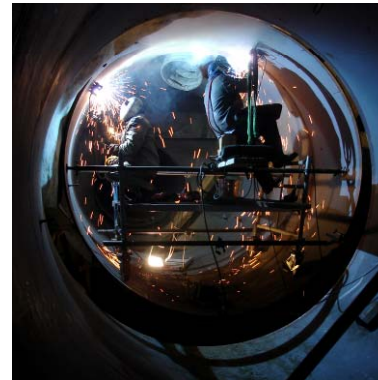
- Competent partner throughout the entire life cycle of an industrial plant
- Oriented to the customer's profile of requirements
- Economic advantages derived from defined indicators
 - Heightened plant availability
 - Reduction in maintenance costs
 - Optimisation of life cycle costs
 - Reduction in energy consumption – at the same time active environmental protection



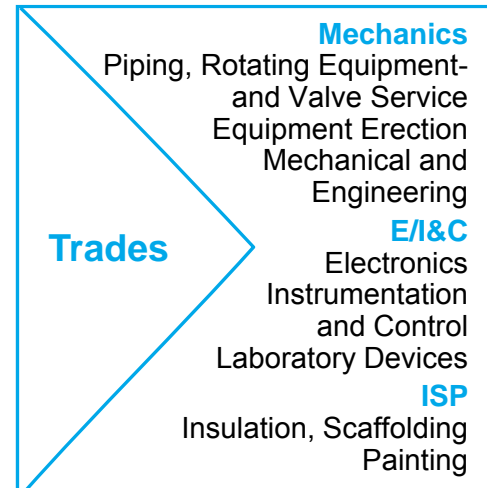


- Requirement-oriented range of services
- Flexible contract models
- Partnership-based collaboration
- Standards of an international group
- Decentralised organisation guaranteeing customer proximity
- BIS a "group of mid-size companies" uniting service orientation with the capabilities of a large group

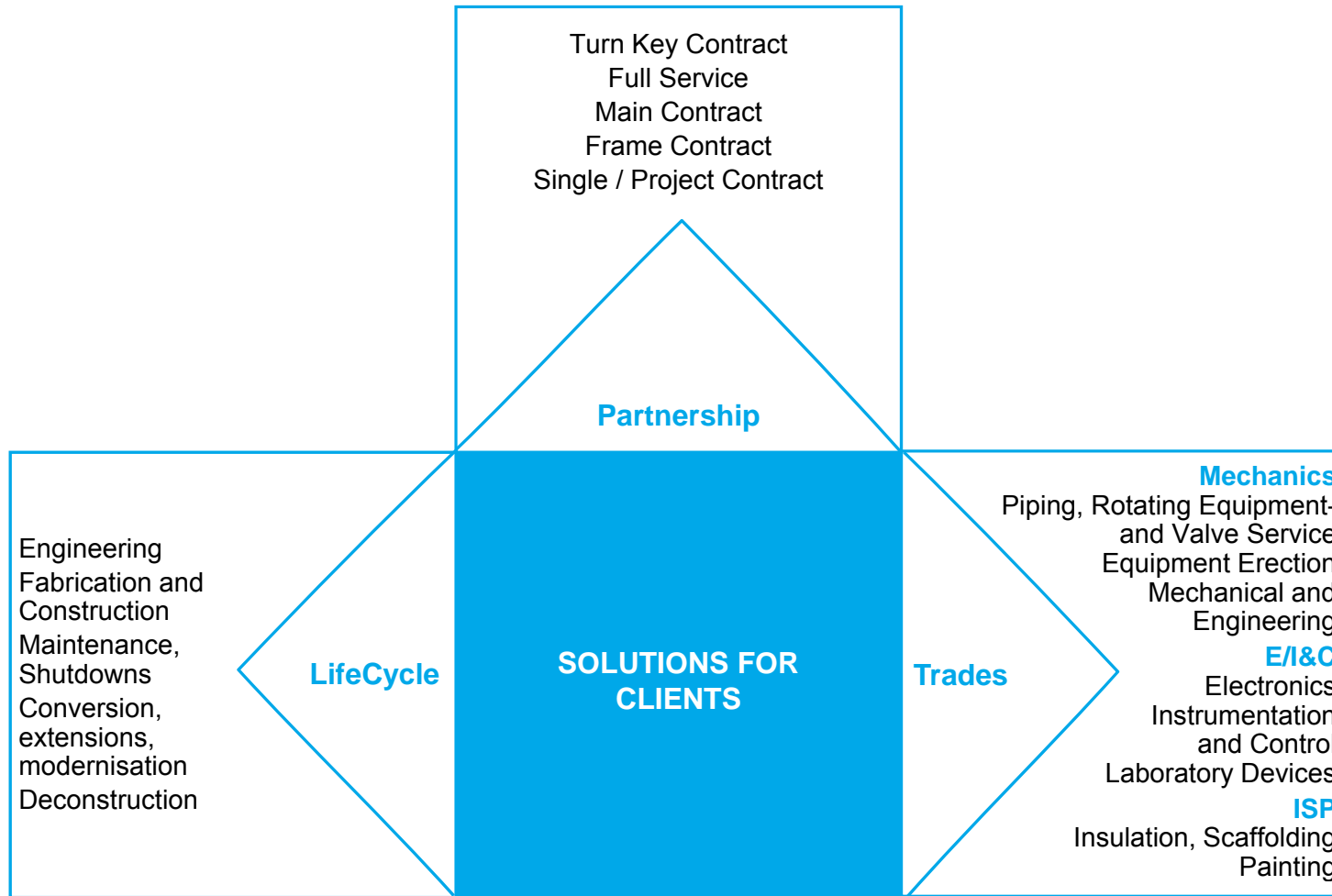




- Many years of experience in all main technical disciplines
- Full range of services in mechanics and E/I&C
- Extensive resources for complementary disciplines
- Potent international group of companies
- Ongoing training to safeguard employee qualifications
- Special skills in technical noise control and gas drying



BIS's orientation to solutions places the customer at the core



Company

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Our core markets

Markets

- Oil and Gas
- Refineries, petrochemicals
- Chemistry and agrochemistry
- Pharmaceuticals
- Food and beverages industry
- Power generation (conventional, nuclear, regenerative)
- Steel- and aluminium industry
- Special Products:
 - Gas drying
 - Technical Noise Control

Plants



Solutions for Industrial Services: Oil and Gas (upstream)

Highlights

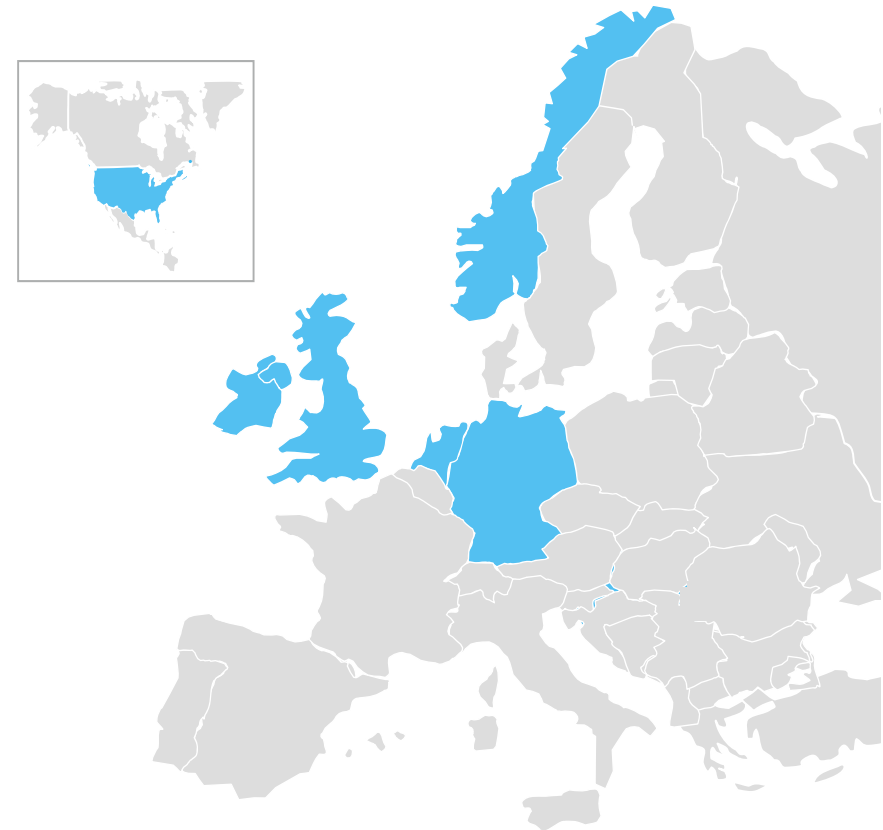
- Market leader in North Sea offshore platform services
- Fabric maintenance
- Training centres for BIS employees and externals (Aberdeen, Stavanger)
- Rope access technology
- Non-destructive testing (NDT)
- Extensions to gas network → compressor stations

End customers

Apache, Benegdanoc, BP, Chevron, ExxonMobil, Maersk, Marathon, MOL, NAM, Shell, Sigma3, Slovnaft, StatoilHydro, Talisman, Turboteam, Wintershall

General contractors

Aker Solutions, Amec, Bechtel, CB&I Lummus, Fabricom/GTI, Fisia Babcock, Fluor, Foster Wheeler, Jacobs, Kellogg, Linde, Selas Linde, Stork, Technip, Tecnimont, Tractebel, Uhde, Vetco Aibel



Name: Offshore assets
Gulf of Mexico
Client: Shell
Services: Fabric maintenance
Type: Main Contract
Revenues: EUR 7.5 million p.a.



Name: APACHE/North Sea
offshore facility
Client: APACHE
Services: Insulation
Type: Project
Revenues: EUR 15 million

Solutions for Industrial Services: Refineries, petrochemicals (downstream)

Highlights

- Maintenance management
- Shutdowns
- Mechanical and rotating equipment service
- Piping and plant engineering
- Tank maintenance
- Process instrumentation
- Insulation, Scaffolding, Painting (ISP)
- Turnkey modules (skids)

End customers

BASF, Bayernoil, BP, Ceska Rafinerska, Cepsa, Chevron Texaco, ConocoPhillips, DOW, Enterprise Products, ExxonMobil, Formosa Plastics, Kinder Morgan, Lotos Danzig, Lubrizol, LyondellBasell, MiRO, MOL, OMV, PCK, Petrogal, Petrom, Preemraff, Repsol, Shell, Sloznaft, TOTAL, TVK, Unipetrol, Wacker

General contractors

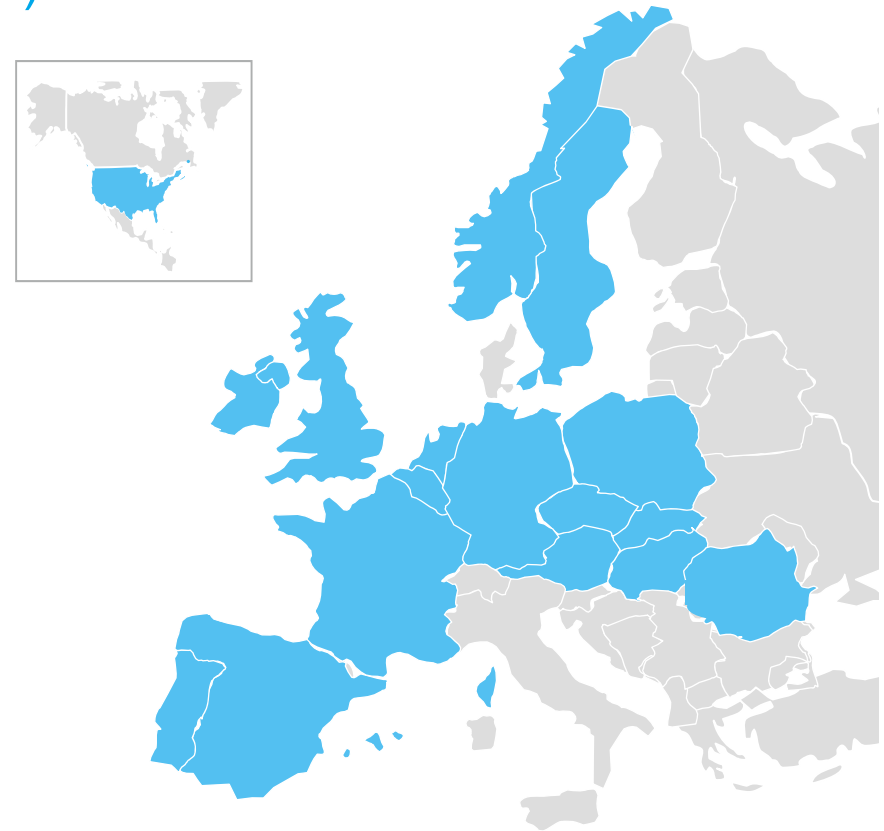
Aker Solutions, Amec, Bechtel, CB&I Lummus, Fabricom/GTI, Fisia Babcock, Fluor, Foster Wheeler, Jacobs, Kellogg, Linde, Selas Linde, Stork, Technip, Tecnimont, Tractebel, Uhde, Vetco Aibel



Name: Leuna
Client: TOTAL, Germany
Services: Turnaround
Type: Project
Revenues: EUR 8 million



Name: Olefin 2 project
Client: Linde AG, Hungary
Services: Insulation, fabrication and assembly
Type: Project
Revenues: EUR 18.9 million



Solutions for Industrial Services: Chemistry, Agrochemistry (downstream)

Highlights

- Detail Engineering
- Maintenance management
- Shutdowns
- Mechanical and rotating equipment service
- Piping and plant engineering
- E/I&C
- Insulation, Scaffolding, Painting (ISP)
- Turnkey modules (skids)
- Analyser package units for HDPE facilities

End customers

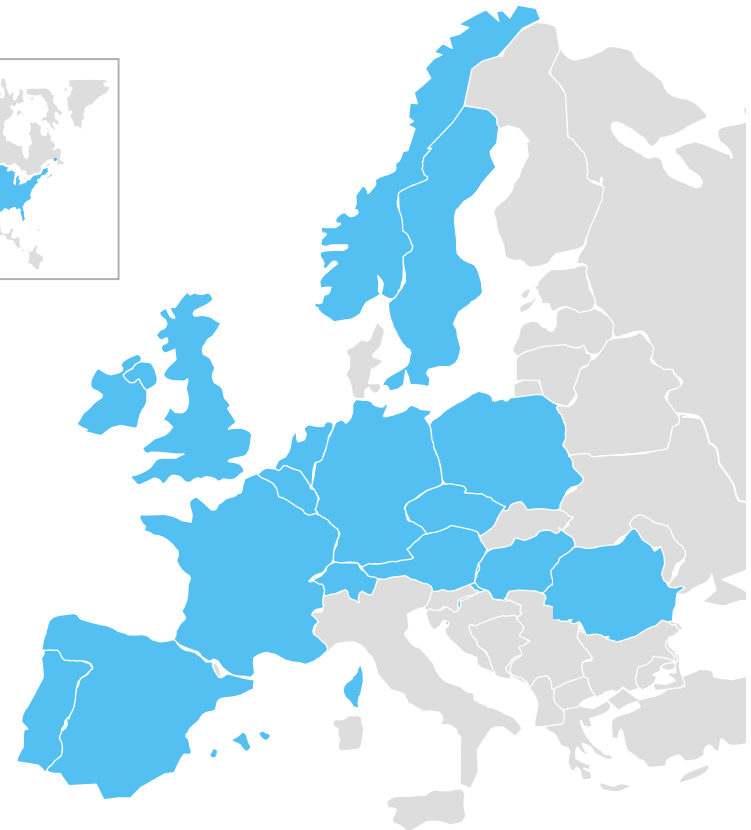
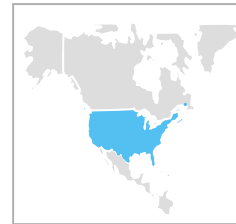
Alcoa, AkzoNobel, BASF, Borealis, Celanese, Clariant, DOW, DuPont, Evonik, Ineos, Lanxess, LyondellBasell, OMV, Perstorp Oxo, Sasol, Solvay, Wacker Chemie, Yara

General contractors

Aker Solutions, Amec, Bechtel, CB&I Lummus, Fabricom/GTI, Fisia Babcock, Fluor, Foster Wheeler, Jacobs, Kellogg, Stork, Technip, Tecnimont, Tractebel, Uhde, Vetco Aibel



Name: Extensions to MA- P3
Client: CU Chemie Uetikon GmbH, Germany
Services: Planning, mechanics, E/I&C, insulation, delivery and assembly
Type: Project
Revenues: EUR 3.6 million



Name: WHB (waste heat boiler)
Client: DOW Terneuzen, Netherlands
Services: Fabrication and installation (replacement)
Type: Project
Revenues: EUR 4.1 million

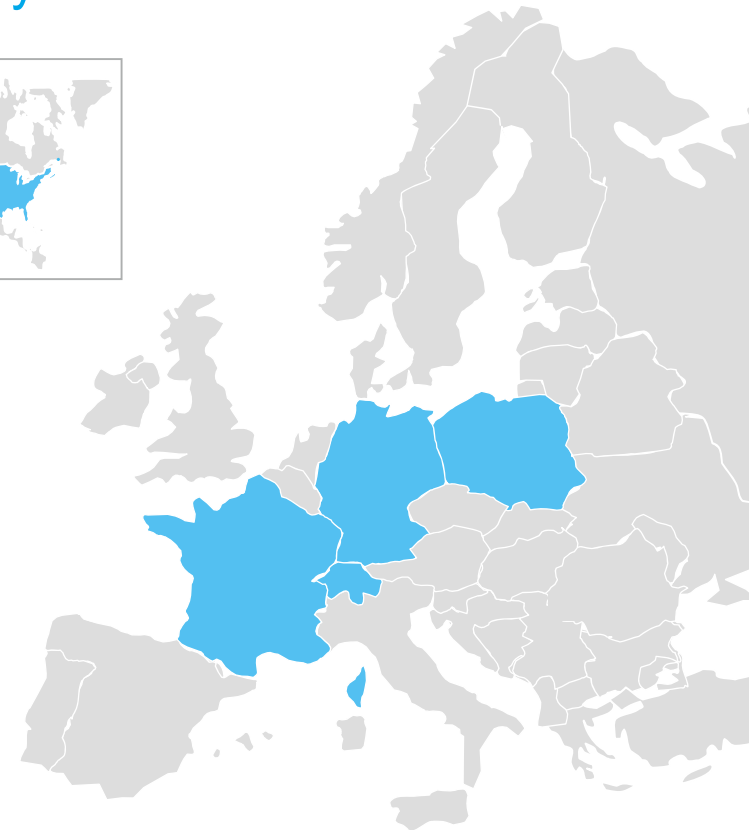
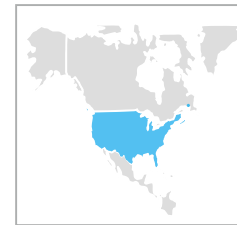
Solutions for Industrial Services: Pharmaceuticals, food and beverages industry

Highlights

- Detail Engineering
- Modification of production and packaging facilities
- Shutdowns
- Skids and plant components
- Sterile piping and tank construction
- Insulation, Scaffolding, Painting (ISP)
- E/I&C, laboratory equipment service, measurement technology

Clients

Bayer, Henkel, Kuraray Europe, MERIAL, Nestlé, Richter Gedeon, Roche, sanofi-aventis, Sanofi Pasteur, Procter & Gamble



Name: P&G plants in the US
Client: Procter & Gamble
Services: Engineering and construction services
Type: Multi-annual Frame Contract
Revenues: EUR 110 million p.a.



Name: Val de Reuil
Client: Sanofi Pasteur
Services: Piping, tank construction, E/I&C
Type: Project
Revenues: EUR 8.5 million

Solutions for Industrial Services: Power stations, power engineering

Highlights

- Detail Engineering
- Process instrumentation systems
- Special insulation (boilers, canals, LNG)
- Technical noise control
- Maintenance of renewable energy plants
 - Wind, solar and hydro
- Insulation, Scaffolding, Painting (ISP)
- Gas turbine service
- Piping and canal construction
- Biomass gasification (research project)

End customers

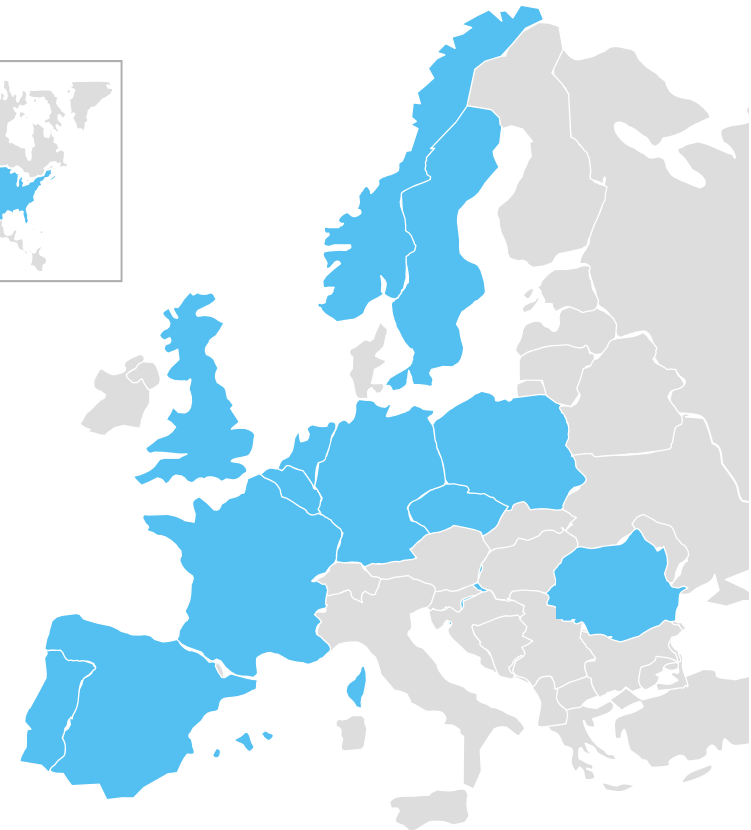
CEZ, CMI (Cockerill Maintenance & Ingenierie), Cobra, EnBW, Electrabel, Endera, E-ON, Essent, Gas Natural, Nuon, RWE, SNN (Societatea Nationala Nuclearelectrica S.A.), TVO (Teollisuuden Voima OYJ) Vattenfall

General contractors

Alstom, AREVA, Fluor, Hitachi, MAN, Siemens, Vestas Wind Energy



Name: Niederaußem power station
Client: RWE AG
Services: Thermal insulation
Type: Project
Revenues: EUR 20 million



Name: Bełchatów power station, Poland
Client: Alstom Power/Rafako S.A.
Services: Facade cladding
Type: Project
Revenues: EUR 3.5 million

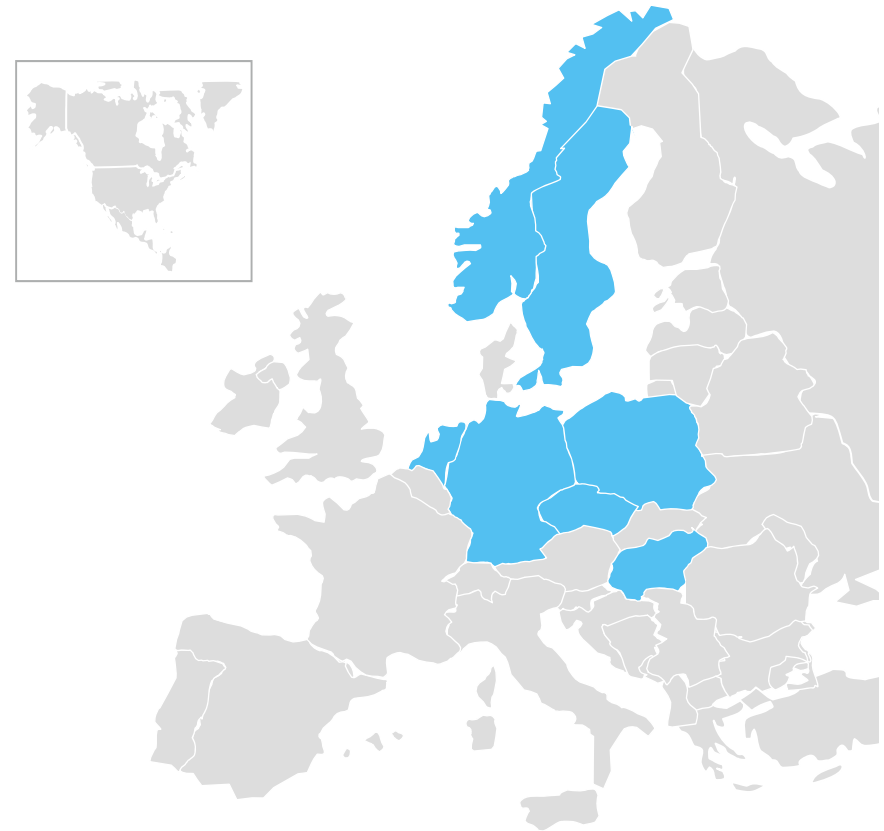
Solutions for Industrial Services: Steel and aluminium industry

Highlights

- Detail Engineering
- Refractory work for furnaces and smelters
- Maintenance and management of aluminium foundries
- Insulation, Scaffolding, Painting (ISP)
- Automation in the steel production
- Turnkey services for assembly of milling plants

Clients

Alcoa, ArcelorMittal, Corus, Dunafer, Hydro Aluminium, Norsk Hydro, Sandvik, SSAB (Sweden Steel), ThyssenKrupp



Name: Årdal aluminium plant
Client: Hydro Aluminium, Norway
Services: Plant maintenance, refractory work
Type: Frame contract
Revenues: EUR 3 million p.a.



Name: Stahl-Service-Center
Client: ThyssenKrupp
Services: Maintenance
Type: Full service
Revenues: EUR 1 million p.a.

Thank you very much for your attention.

