Annual Press Conference of Bilfinger Berger AG
in Mannheim on Wednesday, March 21, 2007, at 10:00 a.m.

Speech by Herbert Bodner,
Chairman of the Executive Board

-

Check against delivery.

2006 was another successful year for Bilfinger Berger.

The Group’s output volume, orders received and earnings all reached record levels. Growth in sales volume and earnings in the Services business segment was also impressive in 2007, further improving the Group's risk profile and further strengthening its profitability. The success of the traditional business segments, Building and Industrial as well as Civil, also contributed to the positive overall picture. Nevertheless, we see potential to significantly increase profit contributions from these segments in the future.

Two thirds of total output volume was generated outside Germany. The share of international business was even higher in the **Civil** and **Concessions** business segments. This is attributable to both the dynamism of our international markets and our engineering and project competence, which makes us one of the leading international suppliers of infrastructure projects.

As a result of its holistic business model, the German **Building** division further improved its strong market position in areas such as public-private partnerships. Against strong competition, Bilfinger Berger successfully established itself in this market of the future. Our building-construction activities in Australia are also developing positively, the order backlog offers good earnings potential once again.

Our **Services** business segment grew both organically and as a result of acquisitions last year. We systematically expanded our market position through targeted takeovers:

- Following the acquisition of Essener Hochdruck-Rohrleitungsbau, Bilfinger Berger has become the leading supplier of high-pressure piping systems in Europe.

- With the takeover of the Salamis Group, we have become market leader for the repair and maintenance of North Sea gas and oil rigs.

- And by acquiring the Ahr group in Oberhausen, Bilfinger Berger has expanded its facility services to the hospitals sector.

Furthermore, with the sale of Ship Technologies, Bilfinger Berger Industrial Services AG is more consistently focused on its core business.

There were also some important strategic decisions in the **Concessions** business segment in 2006: Because of low traffic volumes, our equity interests in the Cross City Tunnel in Sydney and the Herren Tunnel in Lübeck were written off. Following these adjustments, we now only participate in transport projects with limited risk from traffic volumes. Meanwhile, the planned sale of mature projects has impressively demonstrated the strong value of our concessions portfolio. Also, in the course of the year, we secured several important new concession projects. In the future, our portfolio will continue to deliver significant contributions to the increasing value of the Bilfinger Berger Group.

In 2006, output volume, orders received and order backlog were the highest they have ever been in the history of our company.

(Chart: Output volume, orders received, order backlog 2005 - 2006)

Output volume increased to 7.9 billion euros, which is 12 percent above the prior-year level. The proportion of output volume achieved in our international markets remained constant at 66 percent. The domestic construction business contributed 18 percent of total output volume, while the services business in Germany accounted for 16 percent. Orders received increased by 33 percent to 10 billion euros. This was primarily due to new major orders in the Civil business segment and the strong growth of our Services segment. The order backlog increased by 25 percent to 8.7 billion euros.

The Group’s profitability was also further improved. EBITA and net profit grew at higher rates than output volume.

(Chart: Net profit 2005 - 2006)

EBITA increased last year by 57 percent to 180 million euros. This was caused primarily by the significantly expanded operations of the Services as well as Building and Industrial business segments. There was also revenue from the sale of Ship Technologies. Write-offs on the toll projects in Sydney and Lübeck were countered by capital gains from the planned sale of mature projects.

The net interest result improved by 3 million euros. A counter-effect was brought about by interest expenses of 6 million euros for minority interest, which due to an IFRS-related reallocation, were shown as liabilities. Previously, these amounts were included in minority interest, so the reallocation has no effect on net profit.

Earnings before taxes increased from 115 million euros to 173 million euros. Income taxes increased disproportionately to 77 million euros, because the impairments in the concessions business were not tax deductible. On the other hand, capital gains on the sale of concessions projects and Ship Technologies were subject to a lower tax rate. Adjusted for these special items, the Group's effective tax rate is approximately 37 percent, as in the prior year.

After deducting the minority interest of 4 million euros, the Group's net profit amounts to 92 million euros. Earnings per share therefore increased from one euro eighty to two euros and forty-eight cents.

Bilfinger Berger has a long-term dividend policy of allowing our shareholders to participate in the Group's success in an earnings-oriented manner. It will be proposed at the Annual General Meeting on May 23 that an increased dividend of one euro and twenty-five cents per share be distributed. The dividend paid out thus increases to 46.5 million euros; in relation to net profit, this represents a pay-out ratio of 50 percent.

(Chart: Return-on-capital-employed controlling)

One of the key-financial-controlling systems at Bilfinger Berger is return-on-capital-employed controlling. With this system, we measure the value added by our business segments and by the Group as a whole. In the 2006 financial year, we recalculated our cost of capital, arriving at a rate of 10.5 percent before taxes for the entire Group. In order to properly reflect the business segments' differing risks, for the first time we determined segment-specific cost-of-capital rates. The return on capital employed increased from 10.9 percent to 16.3 percent in 2006. This led to substantial value added of 80 million euros in the Group.

(Chart: Consolidated balance sheet)

The balance-sheet total increased by approximately 800 million euros to 5.1 billion euros at the end of last year. In addition to organic growth, this was primarily due to the expansion of our concessions business and the further development of our services activities. The pro-forma balance sheet for the Concessions business segment, which is presented on page 53 of our Annual Report, shows the increasing impact of this business segment on the structure of the consolidated balance sheet.

On the assets side, the main change is that the concessions business led to a significant increase in financial assets. At the same time, goodwill from acquisitions caused an increase in intangible assets. In total, non-current assets increased by 500 million euros to more than 2.4 billion euros. Receivables and other current assets increased by a good 300 million euros to 1.5 billion euros. Cash and marketable securities remained at an almost unchanged high level of nearly 800 million euros, despite a substantial volume of investment.

On the liabilities side, financial liabilities excluding project financing on a non-recourse basis amounted to 139 million euros. Non-recourse credit, which does not involve any liability for the Group, increased to 827 million euros. This amount corresponds with the increase in receivables from concession projects.

The equity ratio amounted to 24 percent. Excluding non-recourse credit, which is not taken into consideration when assessing creditworthiness, the equity ratio was 28 percent.

(Chart: Statement of cash flows)

The positive earnings trend is also reflected in the statement of cash flows. The cash flow from operating activities amounted to 207 million euros, and was significantly higher than the prior-year level.

Net payments of 113 million euros were made for investments in property, plant and equipment. The disposal of financial assets resulted in a cash inflow of 177 million euros. The source of this was, for the most part, the sale of concession projects, Ship Technologies and Specks Hof in Leipzig. This resulted in a free cash flow of 271 million euros, which we mainly used for acquisitions.

All of Bilfinger Berger's business segments developed positively in 2006. It was not only in the services business that we substantially improved our earnings. The profit contribution from the construction business generally improved significantly compared with the prior year.

(Chart: Key figures for Civil 2005 - 2006)

The basis of the positive development of the **Civil** business segment is our technical competence and our ability to execute complex major projects. We also profit from inter-segment synergies. Construction and concession expertise complement each other ideally, which is an important strategic advantage in the competition for large infrastructure projects. Demand for privately financed solutions has continued to grow in our international markets, where we received several major orders.

Output volume amounted to just under 3 billion euros in 2006, while orders received increased by 53 percent to 4.6 billion euros. This strong growth is the result of lively demand for infrastructure projects in our international markets, Australia in particular. The segment's order backlog of 4.7 billion euros at the end of 2006 was 41 percent higher than a year earlier.

EBITA of plus 43 million euros was slightly lower than expected, due to follow-up costs related to the completion of the Maumee River Crossing project in the United States.

The strategic alignment as an internationally active civil engineering company will continue to form the basis of our success in the future. In this regard, the business outlook in our core markets is promising. In Australia, we intend to take an above-average share of the continuing strong growth in the civil-engineering sector. We also see good prospects in the Persian Gulf region and in Europe outside Germany. Here in Germany, the upturn in demand for public-sector construction will lead to more profitable business in the medium term.

Overall, we plan for an increase in both output volume and earnings for the Civil business segment in 2007.

(Chart: Key figures Building and Industrial 2005 - 2006)

The activities of our **Building and Industrial** business segment are focused on Germany, Australia and Nigeria. Our good competitive position in these markets is based above all on our ability to offer demanding clients far more than just construction work. The building-construction business in Germany ideally complements our know-how in the areas of facility services and privately financed concession projects. In the Australian market, we are realizing challenging projects on the basis of concession models in the health care sector and in prisons. And in Nigeria, we are usually already involved in the project preparation phase.

Output volume of 2.1 billion euros in the Building and Industrial business segment in 2006 was similar to the level of the prior year. Due to our strongly selective approach to the acceptance of orders in Australia, orders received and order backlog were below prior year levels, as planned. EBITA, which was burdened in 2005 by the Australian construction business, once again posted a clearly positive value of 22 million euros in 2006. Our German Building division, which was able to prove its profitability in a difficult market, made the most important contribution once again.

We anticipate a continuation of the positive development in this business segment.

- In Germany, demand for commercial construction will continue to grow. With i.volution, our comprehensive consulting, building and services package, we will continue to be successful in the competition for good, demanding clients in the future. The most recent orders received, such as for the Lufthansa training center in Frankfurt, are evidence that this approach allows us to fully meet the requirements of our clients.

- We intend to continue our successful participation in the growing market for PPP projects in public sector construction.

- Through consistent order selection in Australia, we once again have an order backlog with good earnings perspectives.

- In Nigeria, we anticipate ongoing strong demand in the oil and gas industry.

For 2007, we plan for the Building and Industrial business segment to post an output volume at the prior-year level combined with a repeated rise in EBITA.

(Chart: Key figures for Services 2005 - 2006)

The **Services** business segment again developed particularly well in 2006. Its three divisions – Industrial Services, Power Services and Facility Services – all posted positive growth rates and are highly profitable. In 2006, in accordance with our strategic goal, we expanded our services business through targeted acquisitions. It should be pointed out that the integration of the companies acquired in recent years went entirely according to plan. All new Group companies met or exceeded expectations and have become, more quickly than expected, integral parts of Bilfinger Berger.

Output volume increased by 29 percent to 2.9 billion euros, due primarily to acquisitions, but also to organic growth of 6 percent. Orders received and order backlog were also well above prior year levels.

EBITA, with 37 percent, increased at a rate greater than output volume to 123 million euros. 10 percentage points of this growth are the result of organic growth.

Our Industrial Services are progressing along a path of sustained growth. Strong demand from the core sectors of chemicals, petrochemicals and the energy sector leads to the expectation of further increases in output volume.

The division Bilfinger Berger Power Services, which was established in 2006, has considerable business opportunities in the rehabilitation of existing power plants as well as supplying and installing components for new construction. Greater investments are being made in energy production in all of our markets.

Bilfinger Berger Facility Services will further strengthen its leading position in the German market for demanding facility services. We see growth opportunities primarily in the fields of healthcare and in public private partnership projects.

The Services business segment plans to achieve another increase in output volume and earnings in the year 2007.

(Chart: Key figures for Concessions 2005 - 2006)

Our **Concessions** business segment reached financial close on several attractive projects last year. In Canada, Northern Ireland and Norway, we were able to secure three new projects in the field of transport infrastructure; in Germany we received an order to realize a new prison in Burg near Magdeburg and to operate it on a long-term basis.

An additional success was the sale of mature projects to financial investors. At present, there is great degree of interest on the market in acquiring stakes in concession projects that no longer involve the risks of design, construction and beginning of operations. Last year, in line with our portfolio policy, we successfully sold the British Embassy in Berlin, several schools in the county of Wiltshire, England, and a hospital in Hull in the north of England. While aiming for the long-term expansion of our concession portfolio, the sale of mature projects is, depending on the market situation, an alternative that allows us to achieve value growth at an early phase in the lifecycle of a concession project.

At the end of 2006, our portfolio comprised 15 projects and our equity commitment amounted to 137 million euros. Of that total, 56 million euros had been paid into project companies. Despite the impairments already mentioned and high expenditure for our intensive bidding activities, the value added in the business segment was positive and EBITA was only slightly negative at minus 4 million euros.

(Chart: Valuation of the portfolio with variable discount rates)

Success in the concessions business should not be primarily measured by current EBITA, but on the annual change in the net present value of future cash flows. As of December 31, 2006, our project portfolio, in a conservative estimate, had a net present value of 91 million euros, which is well in excess of the total paid-in equity of 56 million euros. Due to the conservative valuation of the portfolio, which is currently based on an average discount interest rate of 10.5 percent, substantial valuation potential exists under the current market conditions. Drops in the average discount interest rate would lead to significantly higher cash values.

We anticipate dynamic market development for the Concessions business segment. In the field of transport infrastructure, we have good prospects due to lively demand in

Europe outside Germany and in Canada. In the first few weeks of this year, we were able to continue the success of last year. In Calgary, we are designing, financing and constructing a 21-kilometer section of the orbital highway. Following that, our project company will take over the operation of a 36-kilometer highway section for a period of 30 years. In that time, we will guarantee the availability of the highway in return for an annual payment from the province of Alberta. The investment volume amounts to 290 million euros, and our equity contribution is 9 million euros. Therefore, since the beginning of 2006, we have taken on transportation projects on the basis of availability models with a total volume of 1.7 billion euros, in which we will invest equity of 71 million euros.

In the field of public-sector building construction, the United Kingdom remains our most important market for privately financed concession projects: In the Scottish Borders region, a consortium under our leadership recently received an order to design, finance and construct three new schools, and subsequently to operate them for 32 years. The project volume amounts to 140 million euros and Bilfinger Berger will invest equity of 8 million euros into the project company. We are currently preferred bidder for two other school projects. The volume of our education projects in the United Kingdom totals

550 million euros. In the foreseeable future, about 25,000 students will attend facilities realized by Bilfinger Berger on a PPP basis.

In Germany too, public-private partnerships in building construction have now established themselves as a new procurement model in the public sector. In transport infrastructure, on the other hand, only a few projects are on the market. The continued halting development is regrettable in light of the problematic situation on German highways.

In the Concessions business segment, too, we are pursuing a long-term growth strategy. Our portfolio has good earnings prospects with stable cash flows and attractive returns on equity. In addition, the growing maturity of our portfolio means that we can expect a strong increase in its value in the coming years.

(Chart: Relative share-price development)

Our company's success is reflected by the increase in our share price. The price rose sharply especially in the last quarter of 2006, and closed the year at an all-time high of 55 euros and 52 cents. This represents an annual performance of 41 percent, which is well above the development of the DAX and MDAX. This positive development has continued in the first months of the current year.

(Chart: Shareholder structure December 2006)

Our annual shareholder identification at the end of 2006 showed little structural change compared with the prior year: Institutional shareholders dominate. In regional terms, most of our shares are held in Germany, followed by the United Kingdom, the United States and France. In total, two thirds of our shares are held by investors outside Germany.

(Chart: Ongoing increase in earnings quality and enterprise value)

For the Group, we plan further growth in output volume and a further increase in EBITA and net profit in 2007.

Through our consistent focus on earnings, our growth strategy in the Services and Concessions business segments and the continual improvement in our risk exposure in all business segments, we will continue to increase the value of Bilfinger Berger:

- We intend to further expand our services business. Industrial Services, Power Services and Facility Services are the platforms for expansion – both organically and through targeted acquisitions. We are confident that we will continue to find companies that fit in well with our business and which meet our selection criteria. The necessary financial means are at our disposal.

- We want to continue to take advantage of investment opportunities in concession projects. Here, too, the challenge lies in making commitments that best meet our selection criteria. Here, return and risk aspects are of utmost importance.

- We also place particular importance on the further development of our construction activities. Our goal is to achieve a sustained increase in the earnings contribution of our construction business segments. Considering the volume in these segments, improved margins open up considerable additional earnings potential, which we intend to rigorously exploit.

Thank you for your attention.