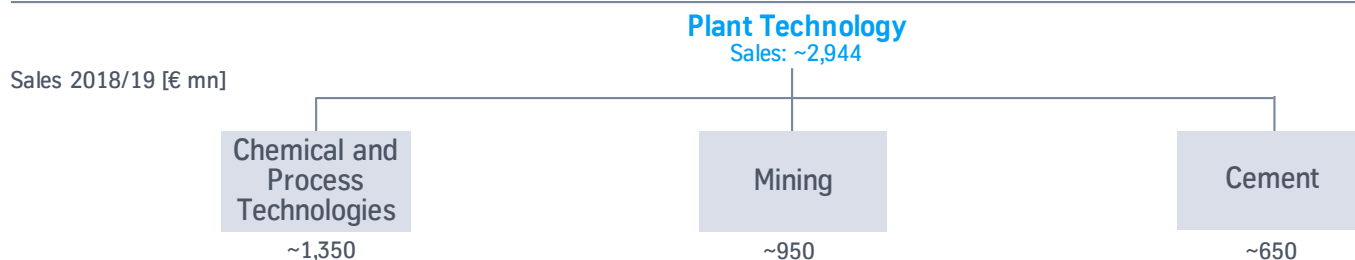


## Overview



## Products and services

- Chemical and Process Technologies:
  - Fertilizer & Syngas: Plants (Ammonia, Urea, Nitrate, Phosphate)
  - Electrolysis & Polymers: Plants (Chlor-Alkali, Hydrochloric acid; PET, PA, Polyolefines, PVC)
  - Industrial Specialties: Coking Plants, Oil & Gas, Refining, 3<sup>rd</sup> party contracting
- Mining: Equipment for mining, mineral processing and materials handling
- Cement: Plants and equipment for the cement industry

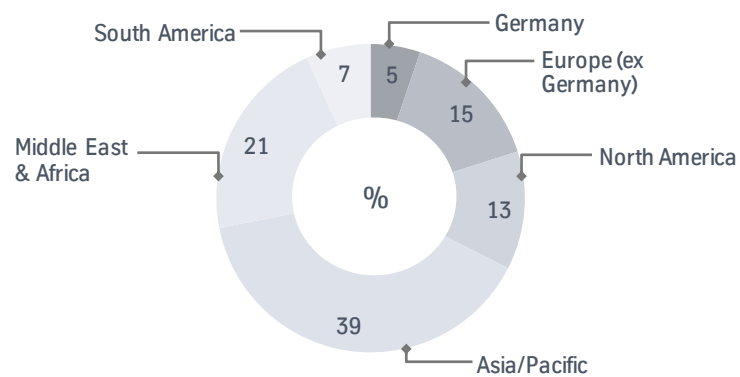
## Key strategic elements

- Offer global EP/EPC & Service portfolio with differentiation from competition through strong technological expertise
- Increase order intake by increasing sales effectiveness and extending regional sales
- Exploit growth potential in high-margin service business based on large installed base
- Drive performance measures to improve earnings and cash (gross margin improvement, product/execution optimization, G&A reduction)
- Simplify organizational structure and processes to further strengthen customer focus
- Shape & industrialize technology portfolio (e.g. PET recycling, Carbon2Chem) and drive digitalization potential, especially in service

## Key figures [€ mn]

	2017/18 (pro-forma)	2018/19 (pro-forma)
Order intake	3,399	2,844
Sales	2,566	2,944
EBITDA	-78	-148
EBIT	-135	-164
Adjusted EBIT	-142	-145
Adjusted EBIT (%)	-5.5	-4.9
Ø Capital Employed	67	101
BCF	-280	-253

## Sales by region (fiscal year 2018/19)



## Competitors

- Chemicals and Process Technologies: Snamprogetti/Saipem; MaireTecnimont; Technip; Fluor; Asahi Kasei
- Mining: Takraf, FAM, Sandvik, Metso, FLSmidth, Outotec
- Cement: Sinoma, FLSmidth, KHD Humboldt Wedag, Loesche

## Sales by customer group (fiscal year 2018/19)

