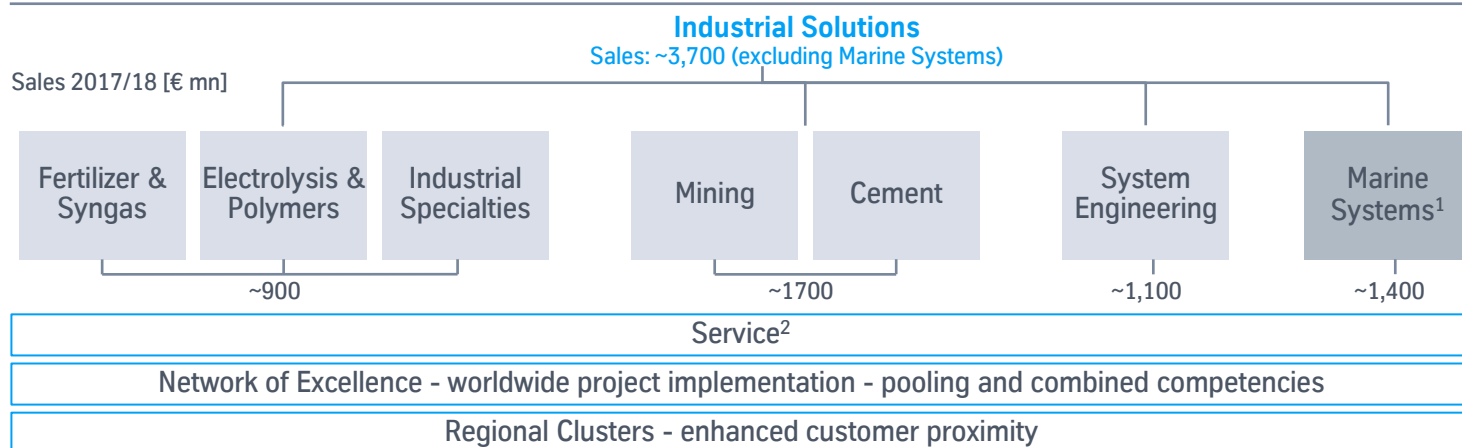


Overview



Products and services

- 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, 3rd party contracting
- Mining: Equipment for mining, mineral processing and materials handling
- Cement: Plants and equipment for the cement industry
- System Engineering: Production systems for automotive, battery and aerospace industry
- Marine Systems: Submarines, Naval Surface Vessels

Key figures (including Marine Systems) [€ mn]

	2016/17	2017/18
Order intake	6,490	5,188
Sales	5,522	5,020
EBITDA	48	-149
EBIT	-36	-243
Adjusted EBIT	111	-255
Adjusted EBIT (%)	2.0	-5.1
Ø Capital Employed	430	762

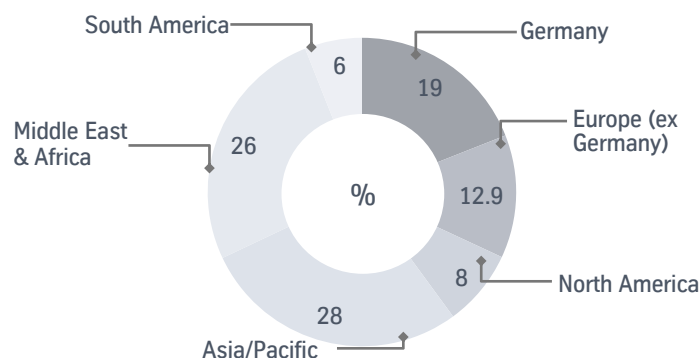
Competitors

- Process Technologies: Snamprogetti/Saipem; MaireTecnimont; Technip; Fluor; Asahi Kasei
- Resource Technologies: Sinoma; FLS; KHD Humboldt Wedag; Takraf; FAM; Sandvik; Metso; Outotec
- System Engineering: KUKA; EDAG; Comau
- Marine Systems: DCNS; BAE Systems; Damen Schelde; DSME; Fincantieri; Saab Kockums

Key strategic elements

- Global EP/EPC & Service provider with strong technological expertise
- **Plant Technology targets FY20/21:**
~6% EBIT adj. margin, Δ~€600 mn Cash Flow Improvement³
 1. Increase order intake by increasing sales effectiveness and extending regional sales
 2. Push service growth (10-12% p.a.)
 3. Simplify structure and processes, e.g. streamlining and partially restructuring of BU and OU structures, adjustment of set-up for optimal execution of small- & medium-sized projects
 4. Deliver on the performance target of minimum €200 mn annually
 5. Shape & industrialize technology portfolio (e.g. PET recycling, Carbon2Chem) and drive digitalization potential, especially in service
- **Marine Systems targets FY 20/21:**
>0% EBIT adj. margin, Δ~€200 mn Cash Flow Improvement³
 1. Ensure successful execution of projects at risk
 2. Secure future of surface vessel business with new orders
 3. Successfully implement already started transformation process

Sales by region (fiscal year 2017/18)



1) Separated from Industrial Solutions as of FY 2018/19

2) Service share included in Business Units

3) Compared to FY 16/17