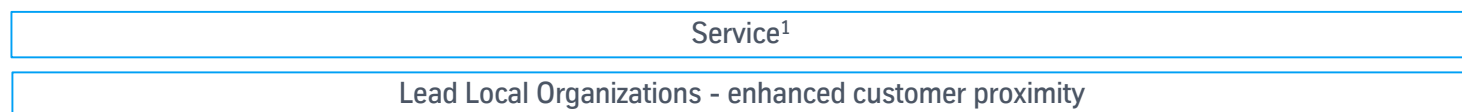
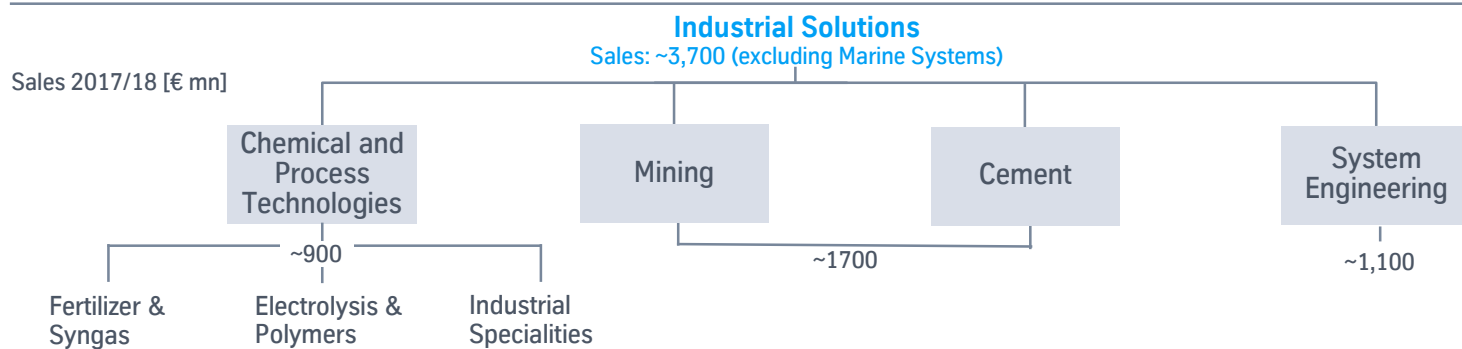


Overview



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 Specialities: 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

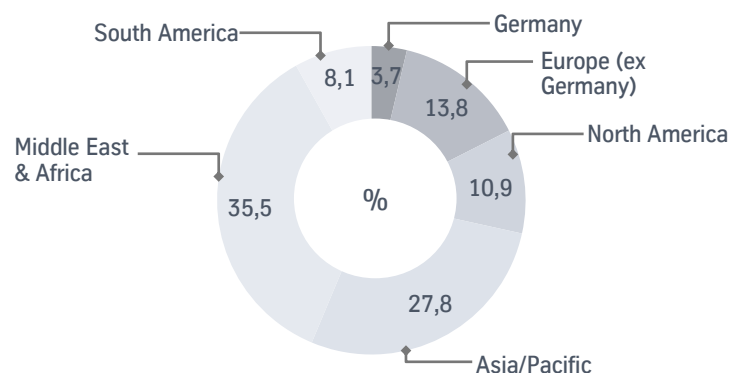
Key strategic elements

- Global EP/EPC & Service provider with strong technological expertise
- Plant Technology targets FY20/21: ~6% EBIT adj. margin, Δ~€600 mn Cash Flow Improvement²
 - Increase order intake by increasing sales effectiveness and extending regional sales
 - Push service growth (10-12% p.a.)
 - 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
 - Deliver on the performance target of minimum €200 mn annually
 - Shape & industrialize technology portfolio (e.g. PET recycling, Carbon2Chem) and drive digitalization potential, especially in service

Key figures [€ mn]

	2017/18
Order intake	4,541
Sales	3,633
EBITDA	-79
EBIT	-126
Adjusted EBIT	-127
Adjusted EBIT (%)	-3.5
Ø Capital Employed	67

Sales by region (fiscal year 2017/18)



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
- System Engineering: KUKA; EDAG; Comau

1) Service share included in Business Units

2) Compared to FY 16/17