Overview

Sales 2018/19 (€ mn)
- Chemical and Process Technologies: ~1,350
- Mining: ~950
- Cement: ~650

Products and services

- Chemical and Process Technologies:
  - Fertilizer & Syngas: Plants (Ammonia, Urea, Nitrate, Phosphate)
  - Electrolysis & Polymers: Plants (Chlor-Alkali, Hydrochloric acid; PET, PA, Polylefines, 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

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]

<table>
<thead>
<tr>
<th>2017/18 (pro-forma)</th>
<th>2018/19 (pro-forma)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>3,399</td>
</tr>
<tr>
<td>Sales</td>
<td>2,566</td>
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<tr>
<td>EBITDA</td>
<td>-78</td>
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<tr>
<td>EBIT</td>
<td>-135</td>
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<tr>
<td>Adjusted EBIT</td>
<td>-142</td>
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<tr>
<td>Adjusted EBIT (%)</td>
<td>-5.5</td>
</tr>
<tr>
<td>Ø Capital Employed</td>
<td>67</td>
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<tr>
<td>BCF</td>
<td>-280</td>
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Competitors

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

Sales by region (fiscal year 2018/19)

- South America: 21%
- Europe (ex Germany): 15%
- North America: 13%
- Asia/Pacific: 39%
- Middle East & Africa: 7%
- Germany: 5%

Sales by customer group (fiscal year 2018/19)

- Others: 1%
- Steel & related: 44%
- Engineering: 50%
- Energy: 5%

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