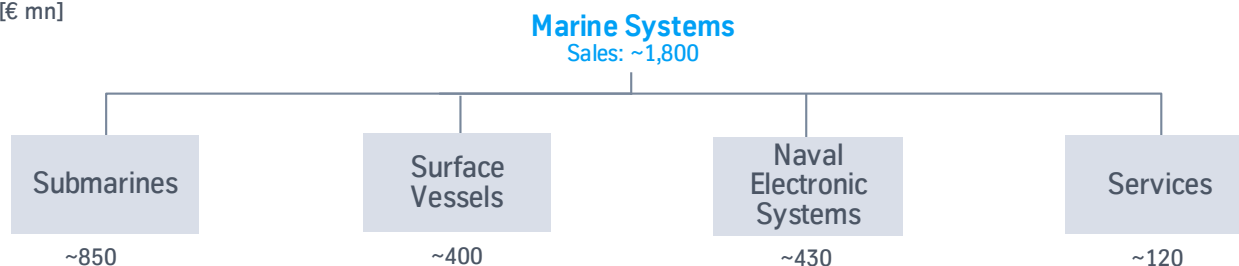


Overview

Sales 2018/19 [€ mn]



Products, services and shipyards

- Submarines: HDW Class 209/212A/214/218
- Surface Vessels: MEKO A-100 Corvette/A-200 Frigate/A-400 Frigate/FLEX; special to type frigates/corvettes for German Navy
- NES (ATLAS ELEKTRONIK): AUVs, Submarine Systems, SVE Combatant Systems, Naval Weapons, ATLAS Services, Maritime Security, Communication Systems, Anti-SUB Systems, Mine warfare systems, Sonar Solutions
- Services: Technology Upgrades, Design and Engineering, Modernization, Services and Maintenance, Spare parts

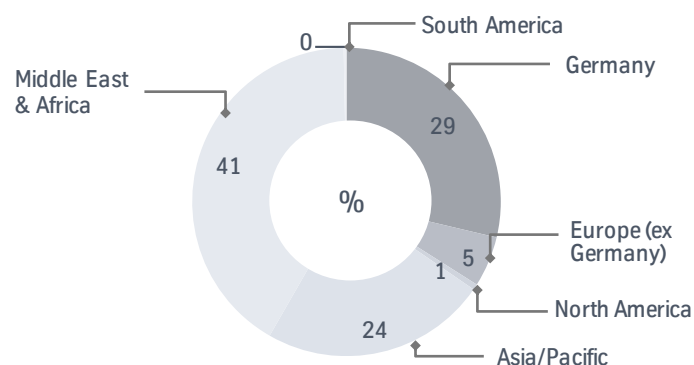
Key strategic elements

- Harvesting substantial market growth: Defense super cycle and geopolitical environment providing attractive growth opportunities
- Leveraging position as technology & innovation leader and fully integrated naval solution provider
- Gross margin improvement by gradual addition of profitable new orders and expiry of old orders
- Project execution improvement for order backlog projects and new orders by performance program along the EPC value chain

Key figures [€ mn]

	2017/18	2018/19
Order intake	648	2,192
Sales	1,389	1,800
EBITDA	-71	52
EBIT	-117	0
Adjusted EBIT	-128	1
Adjusted EBIT (%)	-9.2	0.0
Ø Capital Employed	675	927
BCF	-470	-333

Sales by region (fiscal year 2018/19)



Competitors

- Naval Group; BAE Systems; Damen Schelde; DSME; Fincantieri; Saab Kockums

Sales by customer group (fiscal year 2018/19)

