Outlook & concluding remarks

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Group Executive Vice President and CFO
Take-aways from today’s presentations

- We have been through a **major transformation** over the past seven years

- We are better positioned in the market than ever before:
  - We have a **leading market position** within both Cement and Minerals
  - We have a cost-efficient engineering **set-up in India**

- **Customer Services** and **Minerals** offer interesting **growth opportunities**; O&M, **alternative fuels**, material handling, industrial minerals, energy, coal, etc.

- Eventually, **Cement** projects will pick up again, it is only a matter of time

- We are focusing our efforts in **R&D** to be even better positioned in the future
# Business outlook

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General outlook

- **Short-term**
  Difficult, but manageable

- **Medium-term**
  Better visibility

- **Long-term**
  Structural and growing demand for cement and minerals

We face the immediate future well-prepared and well placed due to our solid order backlog and our strong financial, technological and commercial platform.
Business opportunities in the short term

- **We still receive new orders!**
  - although fewer than in the past

- **We still get many requests for proposal**
  - but financing is an issue

- **Customer Services offers growth opportunities**
  - O&M contracts
  - Partnerships
  - Upgrades and modernisation projects
  - Alternative fuels

- **We see selected project opportunities:**
  - **Cement:** South America, Africa, Asia, India
  - **Minerals:** industrial minerals, energy, coal
    plus selected precious and base metals

- **Material handling is very interesting**
  - we will leverage our position as the leading provider
    of material handling solutions for the minerals
    industries
Concluding remarks

- We are the **market leader**; we have the leading technology and the most complete offering in both our industries.

- We are **asset light** and have a **flexible cost structure**.

- We are **no longer** dependent on large cement projects only!

- We have been in stormy weather before; we have the **experience** and we **know what to do**.

- We are **agile** and we are **prepared to cut costs** and to make **structural changes**.
Thank you for your interest and participation