FLSmidth has a large growth potential - particularly in service

Mining
Estimated Mining CAPEX (sustaining and expansion) available market estimate (2018, B DKK)

<table>
<thead>
<tr>
<th></th>
<th>Available market</th>
<th>Accessible market</th>
<th>Capital Accessible market</th>
<th>Service Accessible market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining</td>
<td>~120</td>
<td>~55</td>
<td>15-20</td>
<td>35-40</td>
</tr>
<tr>
<td>FLSmidth</td>
<td>11%</td>
<td>21%</td>
<td>26%</td>
<td>20%</td>
</tr>
<tr>
<td>Future potential</td>
<td>34%</td>
<td>79%</td>
<td>74%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Cement
Cement Projects, Products and Service available market estimate (2018, B DKK)

<table>
<thead>
<tr>
<th></th>
<th>Available market</th>
<th>Accessible market</th>
<th>Capital Accessible market</th>
<th>Service Accessible market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cement</td>
<td>95-100</td>
<td>35-45</td>
<td>15-20</td>
<td>20-25</td>
</tr>
<tr>
<td>FLSmidth</td>
<td>~60%</td>
<td>~80%</td>
<td>~70%</td>
<td>~85%</td>
</tr>
<tr>
<td>Future potential</td>
<td>~32%</td>
<td>~20%</td>
<td>~30%</td>
<td>~15%</td>
</tr>
<tr>
<td></td>
<td>~8%</td>
<td></td>
<td>~30%</td>
<td>~15%</td>
</tr>
</tbody>
</table>
We drive success through sustainable productivity enhancement

Our sustainable ambition for 2030:

Towards zero emissions in mining and cement
A strong digital foundation
Digitalization is a big productivity driver and a big opportunity for FLSmidth to increase wallet share

**Product level**

**Flowsheet level**

**Plant level**

**Ecosystem level**

**Status – over the last year**
- >750 assets connected
- >200 plants served with remote monitoring

**Outlook – next 3 years**
- Every new piece of equipment is connected
- 25% of installed base retrofitted
Enhanced data transparency to drive financial performance
An organisation which supports increased sale of products and services

Examples of white spots

Ghana & West Africa
- Ghana: Continued growth
- Accessible Market: 40% Growth in OI
- Target: 40% Growth in OI
- Run Rate: 80% Growth in OI
- 2018: First full year in operation

Saudi Arabia
- Accessible Market: Continued growth
- Accessible Market: 50% Growth in OI
- Target: 50% Growth in OI
- Run Rate: Double OI
- 2018: First half-year of operations

Ghana

Saudi Arabia
Mining revenue and EBITA margin

- **Revenue**
  - Market growth: 3-4%
  - White Spots: 3-4%
  - New Technology: 6-8%
  - Service: 3-4%

- **EBITA-%**
  - 2019: 6-8%
  - Mix: 11-13%
  - Margin: 11-13%
  - Operating leverage: 11-13%
  - Mid-Term: 11-13%

1) Average annual growth rate over the cycle

Size of bars does not reflect relative share
Cement revenue and EBITA margin

Revenue

- 2019 Market growth
- Projects
- White Spots
- New Technology
- Service

- 1-2%¹
- 1-2%¹
- 2-4%¹

¹) Average annual growth rate over the cycle

Size of bars does not reflect relative share

EBITA-%

- 2019 Mix Margin Operating leverage Mid-Term
- 7-8%

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**Group targets**

- **Revenue growth** above market
- **EBITA margin** 10-13%
- **ROCE >20%**

**EBITA margin (percent)**

- 2014-2018: 8.2%
- Guidance 2019: ~8%
- Medium term: ~10%
- Long term: 10-13%

**EBITA-%**

- 2019: ~10%
- Mix: ~10%
- Margin: ~10%
- Operating leverage: ~10%
- Mid-Term: ~10%

*Size of bars does not reflect relative share*
A journey to become Productivity Provider #1
Profitable growth through sustainable offerings

Past
- Engineering based legacy
- Global direct sales
- Competencies focused on Capital

Present

Future
- Leading supplier of productivity
- Engineering, products and services
- Strong digital foundation and offering of sustainable solutions
- "We drive success through sustainable productivity enhancement"

Sustainability

Digital

Life-cycle provider

Mission Zero