

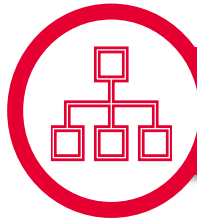
New Organizational Structure



This presentation contains forward-looking statements. Forward-looking statements may include, in particular, statements about future events, future financial performance, plans, strategies, expectations, prospects, competitive environment, regulation and supply and demand. Statements with respect to the future are characterized by the use of words such as "expect", "intend", "plan", "anticipate", "believe", "estimate" and similar terms. Forward-looking statements are based on our current assumptions and forecasts. These statements naturally entail risks and uncertainties, which may cause the actual results of operations, financial position or performance to diverge materially from the estimates given here. Factors that could cause such a divergence include, inter alia, changes in the economic and business environment, fluctuations in exchange rates and interest rates, launches of competing products, poor acceptance of new products or services, and changes in business strategy. Given these uncertainties, readers should not put undue reliance on any forward-looking statements. We undertake no obligation to update or revise any forward-looking statements.

Due to rounding, the sum of percentages of order intake and sales by region as well as by customer industry may vary from 100%.

Six principles for the new organisation



**Focus on technologies along
effective divisional setup**



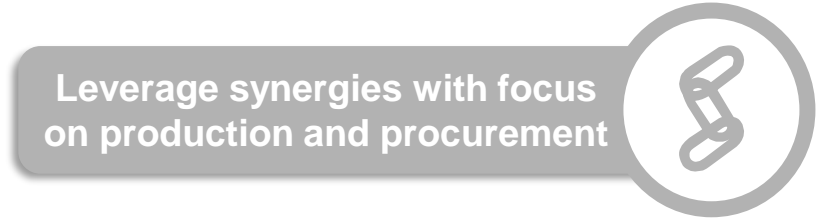
**Give P&L responsibility back
to our managers: Focus on LE!**



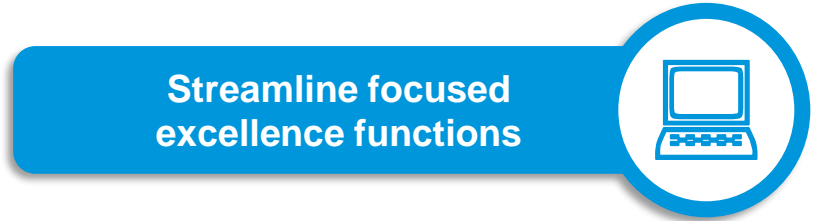
**Maintain strong
country organization**



**Strengthen
service business**



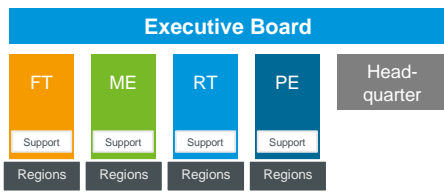
**Leverage synergies with focus
on production and procurement**



**Streamline focused
excellence functions**

New organization combines the “best of both worlds”

Pre OneGEA organization



- **Stand-alone effective Segments** driving own technologies and market approaches
- **Limited group perspective** and role of the corporate center
- Each Segment with **individual** go-to-market concepts and **regional footprint**

Until mid 2015

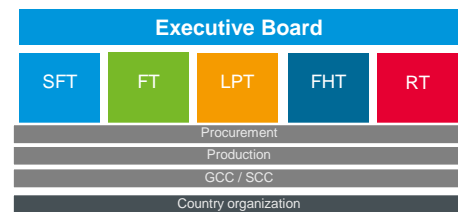
OneGEA



- **Bundling of business into two functional organized BAs** has not proven itself due to limited common elements and synergies, **while losing clear P&L responsibility on all levels below the Executive Board**
- Successful concentration of activities in **country organizations**
- **Global group functions** offer focus potential
- Improvements of newly established **Shared Service Center** with regards to IT, finance and human resources needed

Mid 2015 - 09/2019

New organization

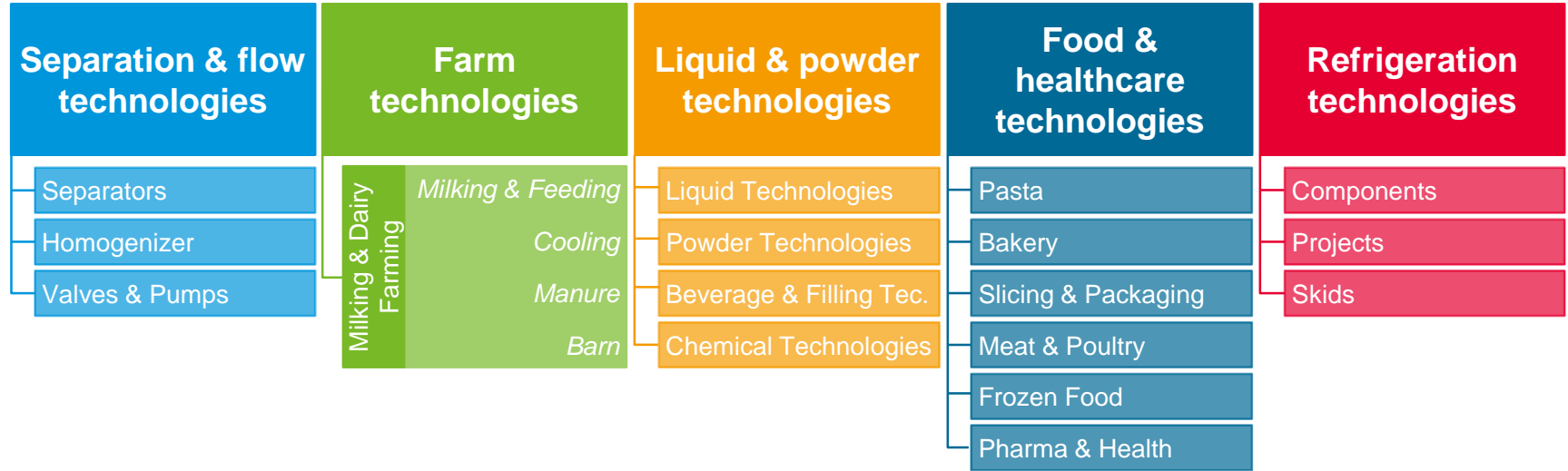


- **Five Divisions** with clear P&L responsibility, **down to each legal entity**
- **Attractive service business** in each division reinforced
- **Central Group functions** focused on areas featuring the greatest potential for synergies, in particular **procurement and production**
- **Country organizations** remain and ensure central points of contact on the ground for customers

10/2019 onwards

Organizational structure

5 Divisions & Business Units



Procurement

Production

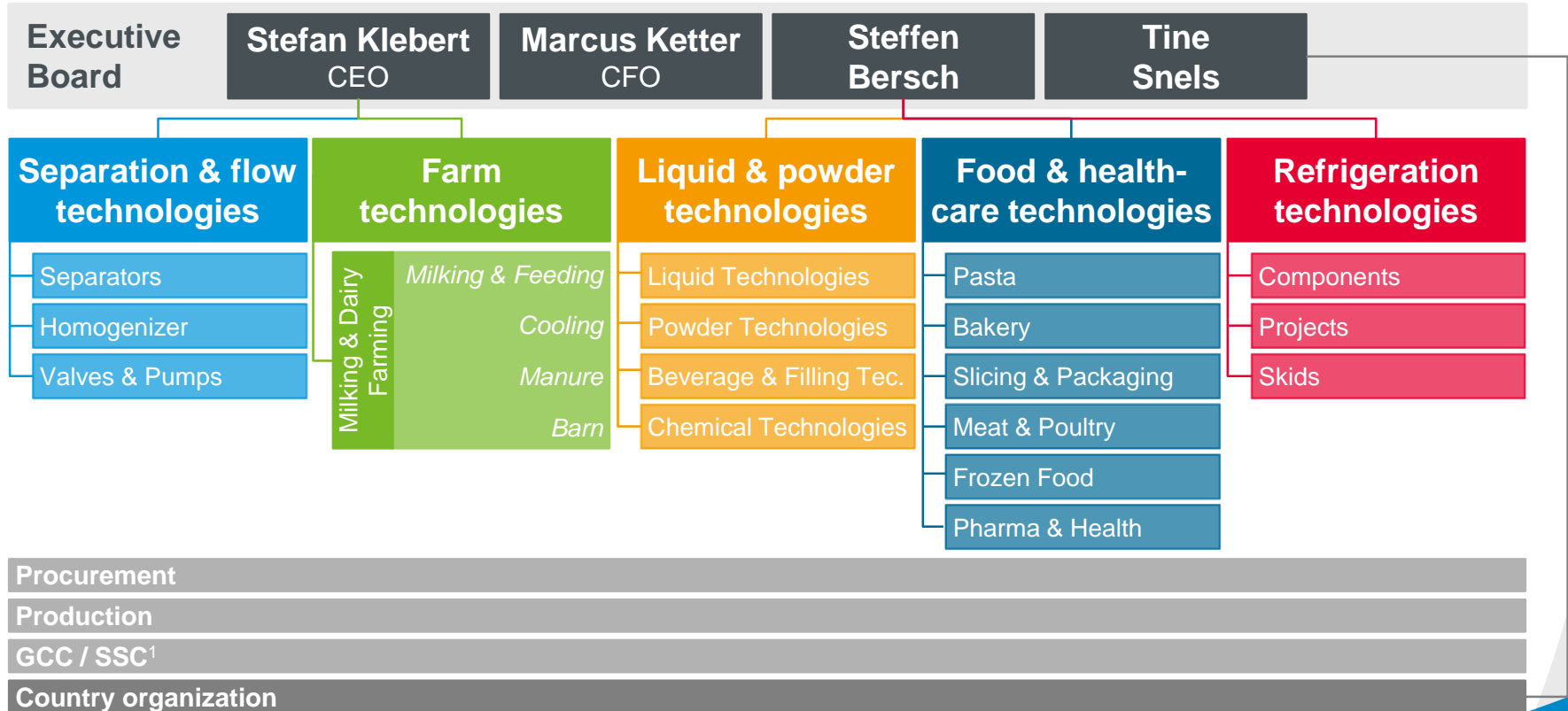
GCC / SSC¹

Country organization

¹ Global Corporate Center (GCC), Shared Service Center (SSC)

Management structure of the new organization

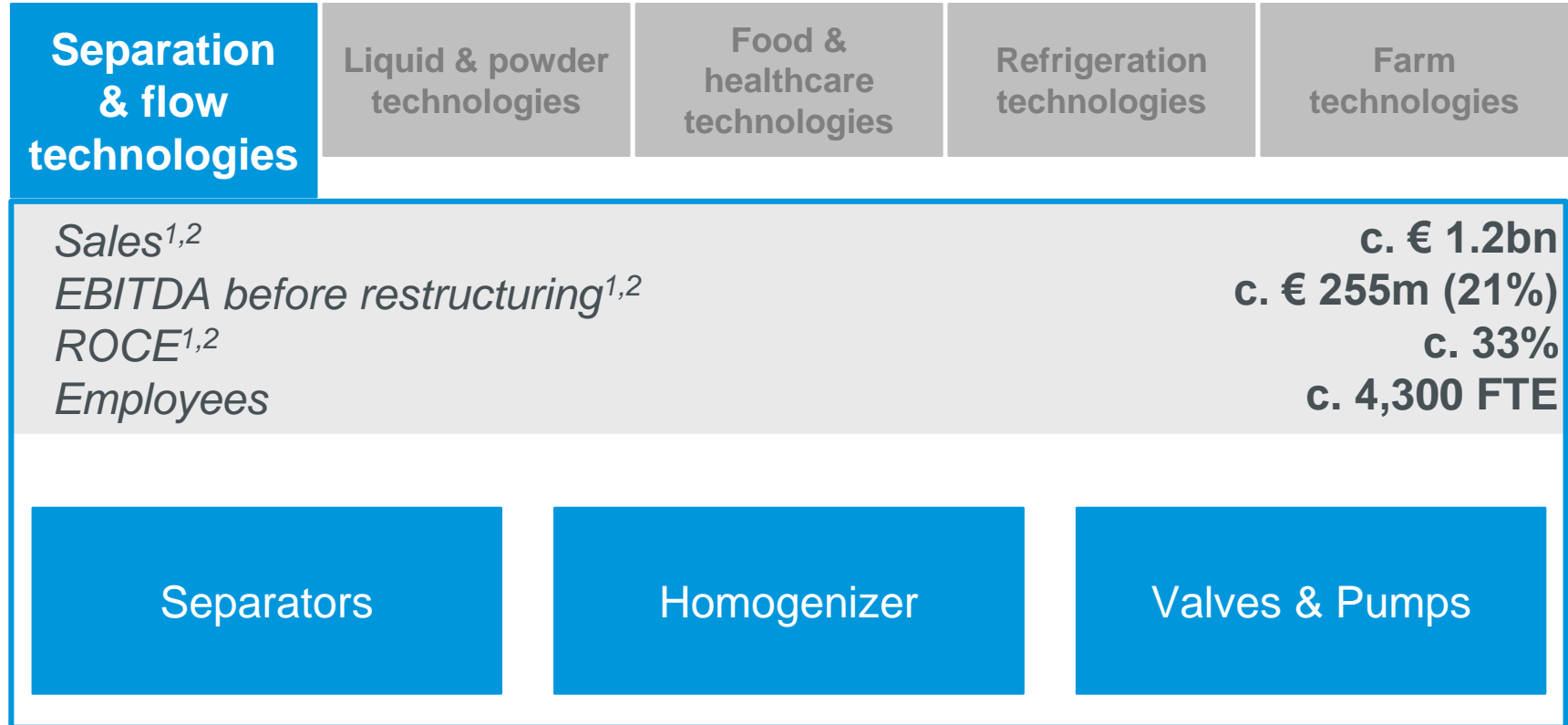
Responsibilities of the Executive Board



¹ Global Corporate Center (GCC), Shared Service Center (SSC)
New Organizational Structure

Organizational structure

Separation & flow technologies



^{1,2} please find the detailed footnote disclosure on page 14
New Organizational Structure

Organizational structure

Liquid & powder technologies

Separation & flow
technologies

**Liquid &
powder
technologies**

Food &
healthcare
technologies

Refrigeration
technologies

Farm
technologies

Sales^{1,2}

EBITDA before restructuring^{1,2}

ROCE^{1,2}

Employees

c. € 1.6bn

c. € 85m (5%)

c. 11%

c. 5,300 FTE

Liquid
Technologies

Powder
Technologies

Beverage &
Filling Techn.

Chemical
Technologies

^{1,2} please find the detailed footnote disclosure on page 14

Organizational structure

Food & healthcare technologies

Separation & flow
technologies

Liquid & powder
technologies

**Food &
healthcare
technologies**

Refrigeration
technologies

Farm
technologies

Sales^{1,2}

EBITDA before restructuring^{1,2}

ROCE^{1,2}

Employees

c. € 1.0bn

c. € 80m (8%)

c. 1%

c. 3,400 FTE

Pasta

Bakery

Slicing &
Packaging

Meat &
Poultry

Frozen
Food

Pharma &
Health

^{1,2} please find the detailed footnote disclosure on page 14

Organizational structure

Refrigeration technologies

Separation & flow
technologies

Liquid & powder
technologies

Food &
healthcare
technologies

**Refrigeration
technologies**

Farm
technologies

Sales^{1,2}

c. € 800m

EBITDA before restructuring^{1,2}

c. € 70m (9%)

ROCE^{1,2}

c. 18%

Employees

c. 3,000 FTE

Components | Projects | Skids

^{1,2} please find the detailed footnote disclosure on page 14

Organizational structure

Farm technologies

Separation & flow
technologies

Liquid & powder
technologies

Food &
healthcare
technologies

Refrigeration
technologies

**Farm
technologies**

Sales^{1,2}

c. € 650m

EBITDA before restructuring^{1,2}

c. € 70m (10%)

ROCE^{1,2}

c. 13%

Employees

c. 2,300 FTE

Milking & Dairy Farming

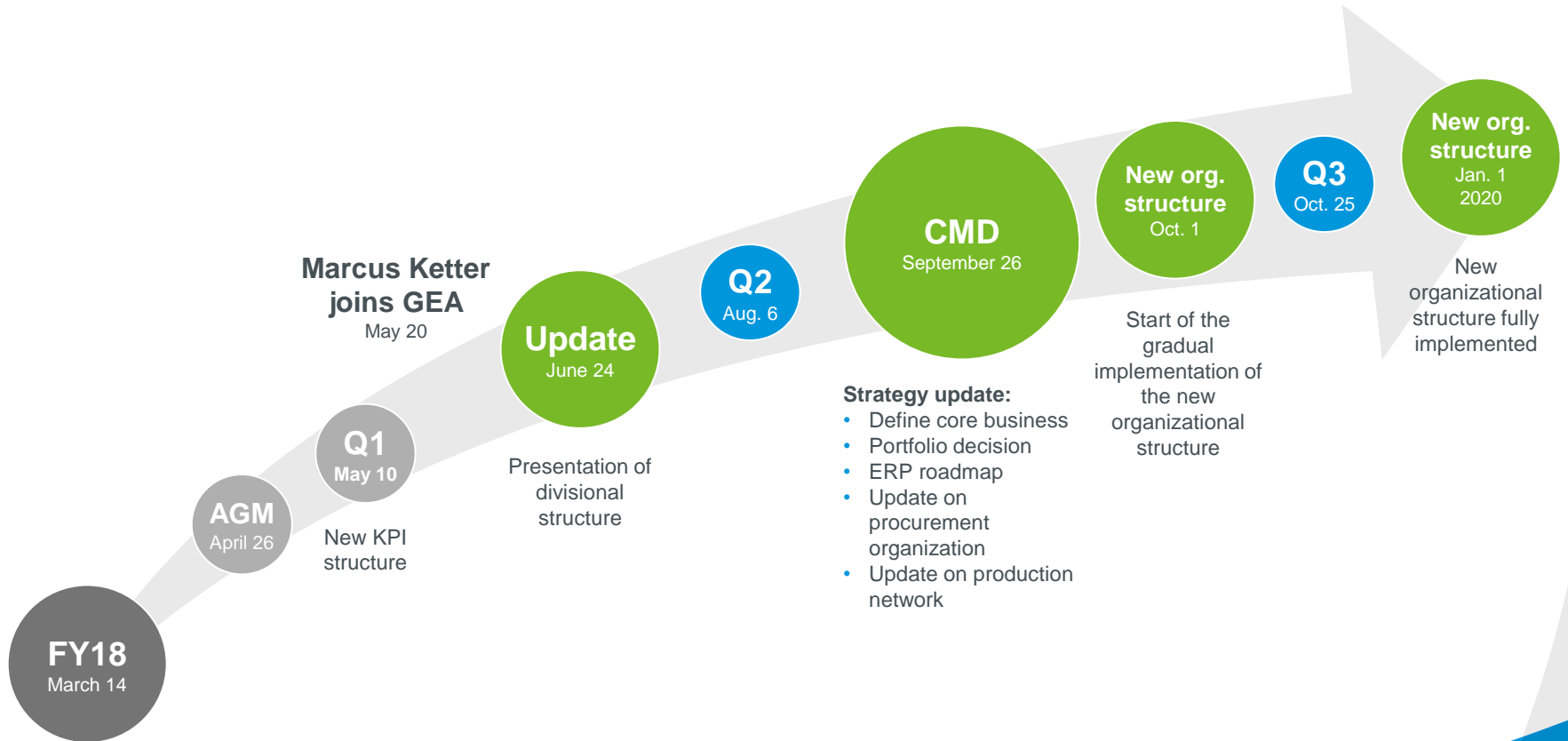
^{1,2} please find the detailed footnote disclosure on page 14

Selected Peers

For all Divisions

Separation & flow technologies	Farm technologies	Liquid & powder technologies	Food & healthcare technologies	Refrigeration technologies
Alfa Laval Group	DeLaval	SPX Flow	Bühler	JCI (Sabroe)
SPX Flow	Lely	Krones	Marel	Bitzer
Andritz		JBT FoodTec	JBT FoodTec	Howden
Flottweg		Tetra Pak	IMA	Mayekawa
Bürkert		Sidel	Fette Compacting	
		KHS		

Roadmap for 2019



¹ Sales, EBITDA before restructuring, ROCE and FTE of all divisions reflect pro-forma figures based on the fiscal year 2018. Division sales also include intercompany business. This leads to an increase of the sales consolidation to EUR 400 Mio. comparing to approximately EUR 200 Mio. in the historical Business Area structure (annual report 2018, page 219)

² EBITDA before restructuring and ROCE follow the current definition of the key performance indicators (annual report 2018, page 28), but after adaption of estimated effects from IFRS 16.



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a better world