



# Entering a new phase of profitable growth

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# Safety is a key driver throughout our value chain

## People

Encourages employee commitment and motivation

## Productivity

Improves productivity and lowers quality costs

## Partnership

Improves stakeholder recognition as a sustainable partner

**Demand from customers: License to operate**



# Our transformation during recent years...

Sustainability  
and safety  
culture

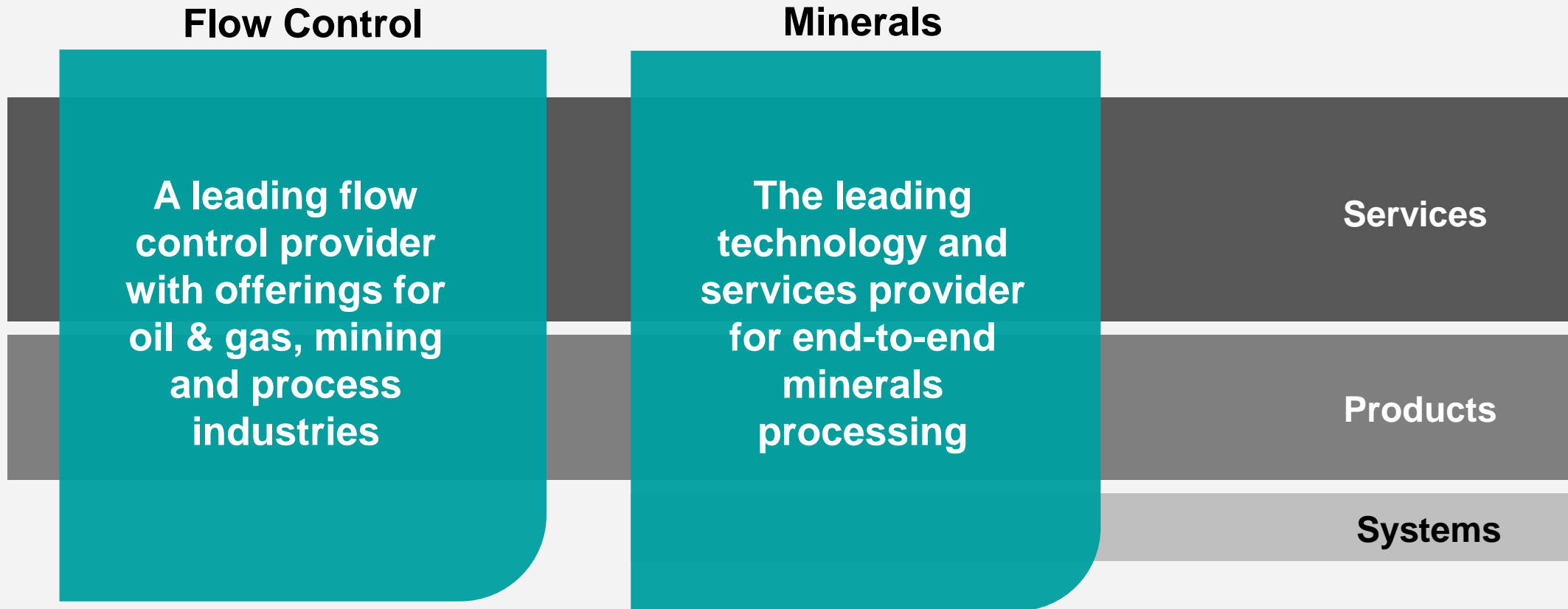
Demerger and  
divestment of  
the Process  
Automation  
Systems  
business

Reorganization  
and new  
operating  
models

Healthy  
profitability and  
strong financial  
position

**A new  
phase of  
profitable  
growth**

# ...and our balanced strategy make us well-placed...



...to reach our targets...

## Growth

Sales growth  
exceeding market  
growth

## Profitability

Adjusted EBITA >15%

## Capital employed

Return on capital  
employed (ROCE)  
before taxes >30%

**Targeting higher profitability and lower volatility**



...and to make the most out of the market recovery...

## Mining

## Aggregates

## Flow Control

### Current outlook

Equipment

Services

Equipment

Services

Equipment

Services

weak

good

good

good

good

good



### October 2016 outlook

weak

satisfactory

satisfactory

satisfactory

satisfactory

satisfactory

...as we are entering a new phase

**Profitable growth**

**Strong operational  
and financial  
performance**

**Solid  
shareholder  
returns**

**Leveraging  
leading positions**

**Maximizing value  
of our installed base**

**Creating value  
through digitalization**

**Introducing  
new leadership**

**Becoming best-in-class  
in sustainability and safety culture**



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