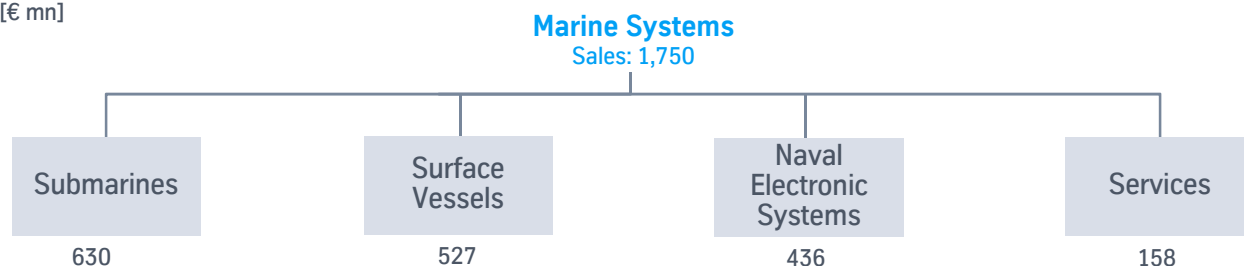


## Overview

Sales 2019/20 [€ 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

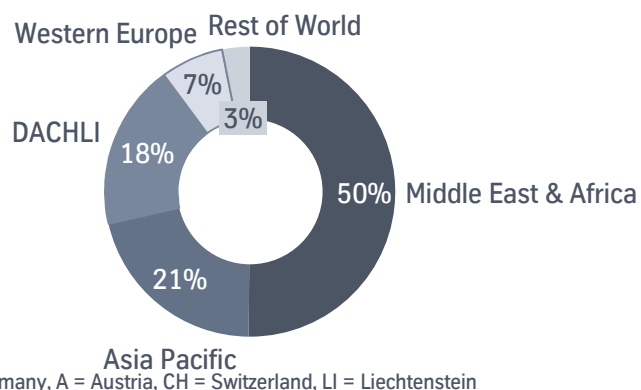
## Key strategic elements

- 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]

	2018/19	2019/20
Order intake	2,192	2,227
Sales	1,800	1,750
EBITDA	52	72
EBIT	0	13
Adjusted EBIT	1	18
Adjusted EBIT (%)	0.0	1.0
Ø Capital Employed	927	1,266
BCF	-333	-203

## Sales by region (fiscal year 2019/20)



## Competitors

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

## Sales by customer group (fiscal year 2019/20)

