

6 November 2019

Deon De Kock, President Sub-Saharan Africa & Middle East

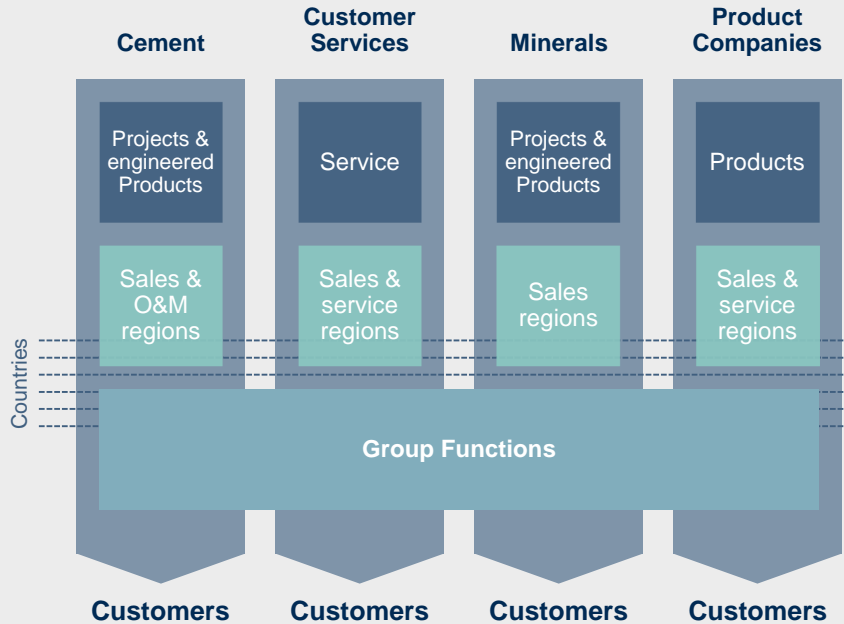
A REGIONAL PERSPECTIVE

WE DISCOVER POTENTIAL

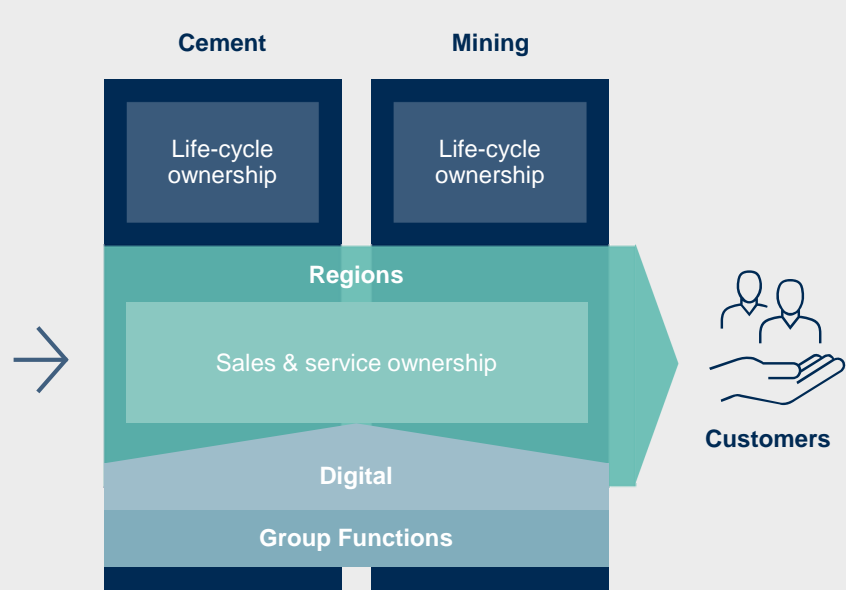
 FLSMIDTH

Implementation of Productivity at Work: Two industries, seven regions, one digital approach

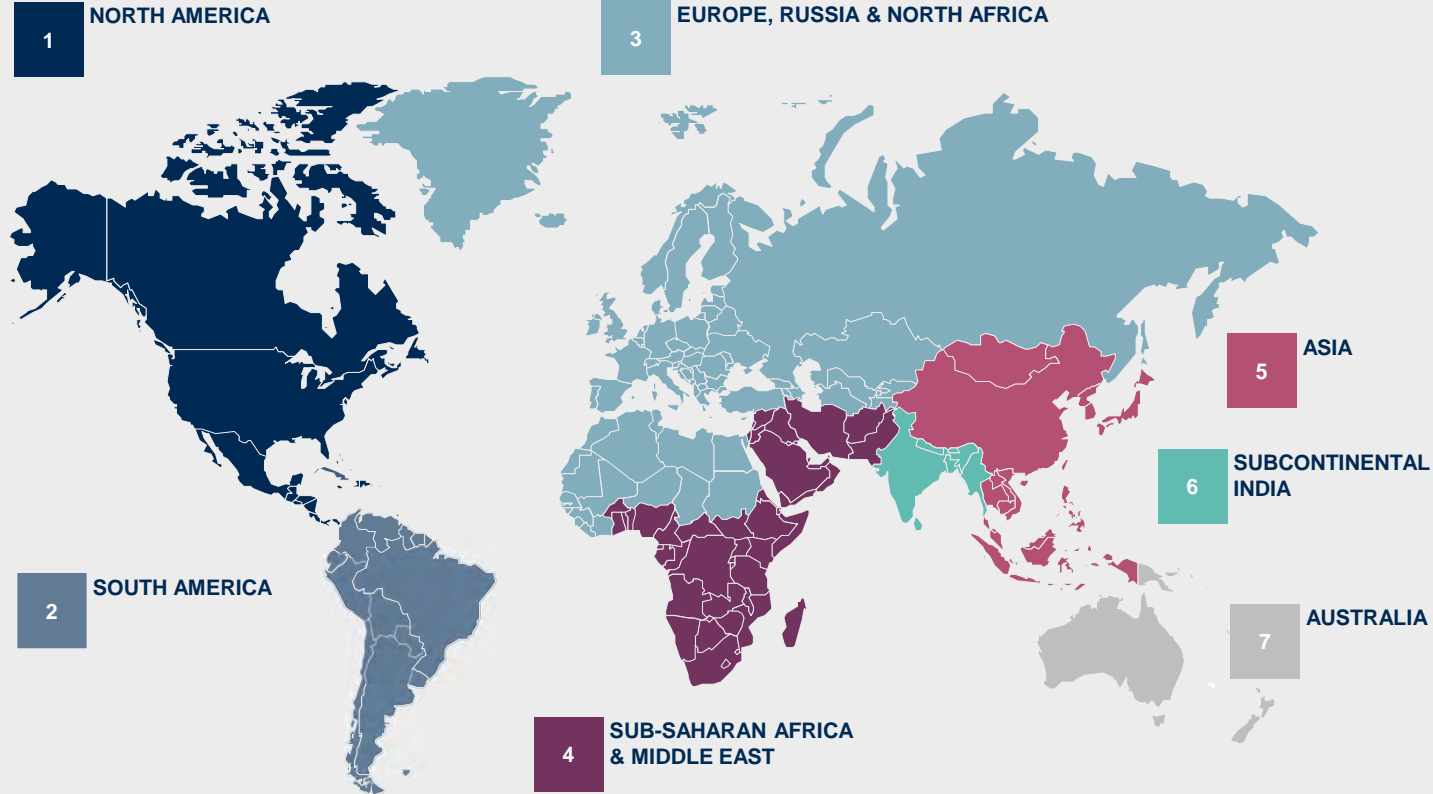
BEFORE



AFTER



7 Regions: Customer-centric, service-oriented structure



Sub-Saharan Africa & Middle East

SSAME REGION



~ 800 employees
in 24 locations



3 manufacturing
& assembly plants



15 Sales & Service
units in 8 countries



More than 60% of
Customer Facing

MINING



395 Operational mines



1 Billion tons p.a
Minerals processed

Share of global production:

Coal – 4%	Copper – 12%
Gold – 14%	Iron ore – 6%
Diamonds – 50%	Platinum – 75%



14%
FLSmidth share of installed base

CEMENT



289 Cement plants



269M tons p.a.
Cement production

468M tons installed capacity

7% share of Global production



18%
FLSmidth share of installed base

Figures are 2018 estimates based on external sources and FLSmidth analysis

Immediate impact from new way of working

- Focused on “white spot” coverage and total FLSmidth installed base
- 4-Tier Sales and service organisation
- Sales force mobilisation and extensive product training
- Field service capacity and frontline expertise strengthened
- Direct sales channels and optimised sales hubs
- Increased number of customer-facing team members
- Shared strategic support functions throughout SSAME
- Closed down 1 non-core plant and DOUBLED Super Center capacity

Direct sales channels in Ghana and West Africa



Established 2018
Head Office Accra
Employees ~ 15
General Manager Joseph Appiah-Kubi



ECOWAS Countries



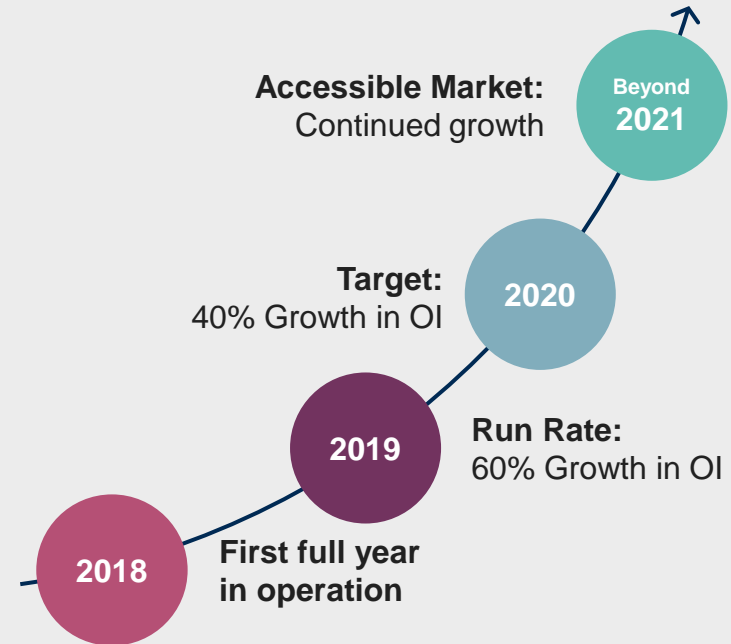
Market and opportunity for growth Ghana & West Africa

Market information

- Gold – 5 top-tier companies active
- Cement – 2 top-tier companies active
- Demand & opportunity for OEM support
- More than 60 active mines
- Increased exploration activities
- Significant FLSmidth installed base
- Cement - Competitor installed base
- Increased production, recommissioning

Investment into local presence and resources

- Clients expect local expertise, better lead times & on-site service
- Minerals Counsel & Legislation



Covering the “white spots” Saudi Arabia



Established 2018
Head Office Al-Khubar
Employees ~ 50
General Manager Abdullah Al-Muhaisen



45 km. from King Fahd Int. Airport Dammam
30 min drive from Bahrain



Closer relationships with Yanbu Cement Saudi Arabia



**FLSmidth Plant
Management
Contract.**

**Staff Complement
33 people**



**Joint Venture
Training Academy**

**Yanbu Cement Co
& FLSmidth**



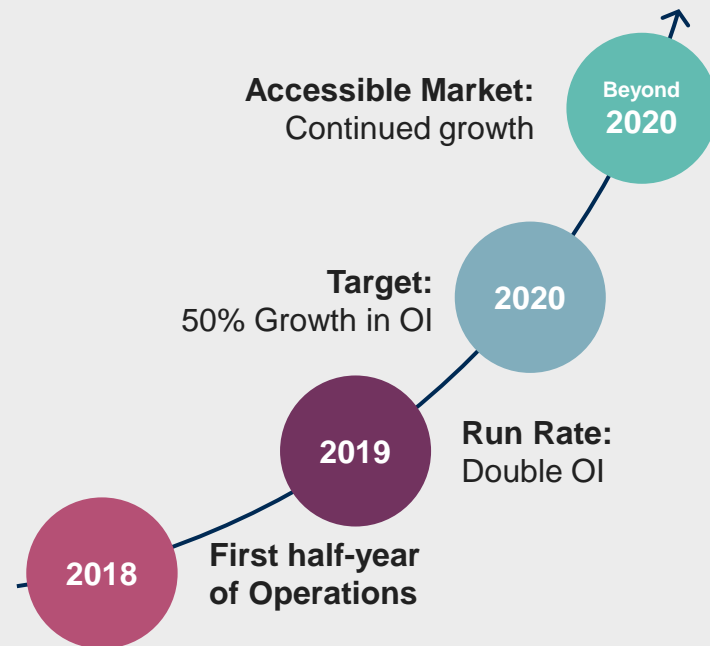
Market and opportunity for growth Saudi Arabia

Market information

- Vision 2030 – Kingdom of Saudi Arabia
- Mining 3rd pillar of economy - \$400 bn
- Gold 3-fold increase to 1m ounces p.a.
- Phosphate add 3mtpa. Top 3 Global
- Stable cement production
- Small installed base for mining
- Cement - Competitor installed base
- World class local cement producers

Investment into local presence and resources

- Client demand, local legislation & more open business environment
- Big opportunity, first mover gains



Digitalization – Working closely with customers in South Africa

BULK EXPERT SYSTEM

Train Load Out Station & Unmanned Stockyard Solution

Postmasburg, South Africa

- Control and optimisation of the train loading process
- Stockyard Bulk Expert for two stackers and one reclaimers
- Currently being commissioned

Reflux Classifier Modular Plant
Sibanye Stillwater Watererval UG2
Site, Rustenburg - RSA

- First unit installed at Glencore/Impala
- Data collected Mar-Sep 2019
- Integrated monitoring on mobile app

IOT – Field agents
Cement Plant Lichtenburg – RSA

- Field Agent & Broker PC installed August 2019
- Recording plant data since October 2019



Sustainability

Waste chrome recovery project



POSITIONED AS SUSTAINABLE PRODUCTIVITY PROVIDER #1

New way of work
successfully implemented

Staffed with due regard –
Regions & Industry

“White spots” being
covered with customer
focussed organisation



Positioned to offer life-cycle
support and full offering

Strong Service business
growth

Great Team with Fighting
Spirit in 7 Regions

Final word... from our customers!

"Dealing with regional team support business relation with faster reply and customize solution based on local experience."

Cement Customer, Rak White Cement, United Arab Emirates

"Happy to see new technologies presented, didn't know what FLS was doing or if there are any new developments in the cement industry.

Today interactions are much more frequent and more offerings of solutions and services are exchanged, new or different faces are reduced significantly"

Cement customer, PPC, South Africa.

"Till the new way of working, I was not aware of all the products FLSmith offered."

Mining customer, Senet Head office, South Africa

"We believe this a good strategy. This was long overdue. We always wanted to talk to only one office for all our products and your entire (FLSmith) offering."

Mining customer, AngloGold Ashanti Head office, South Africa.

Thank you



flsmidth.com/linkedin



flsmidth.com/twitter



flsmidth.com/facebook



flsmidth.com/instagram



flsmidth.com/youtube