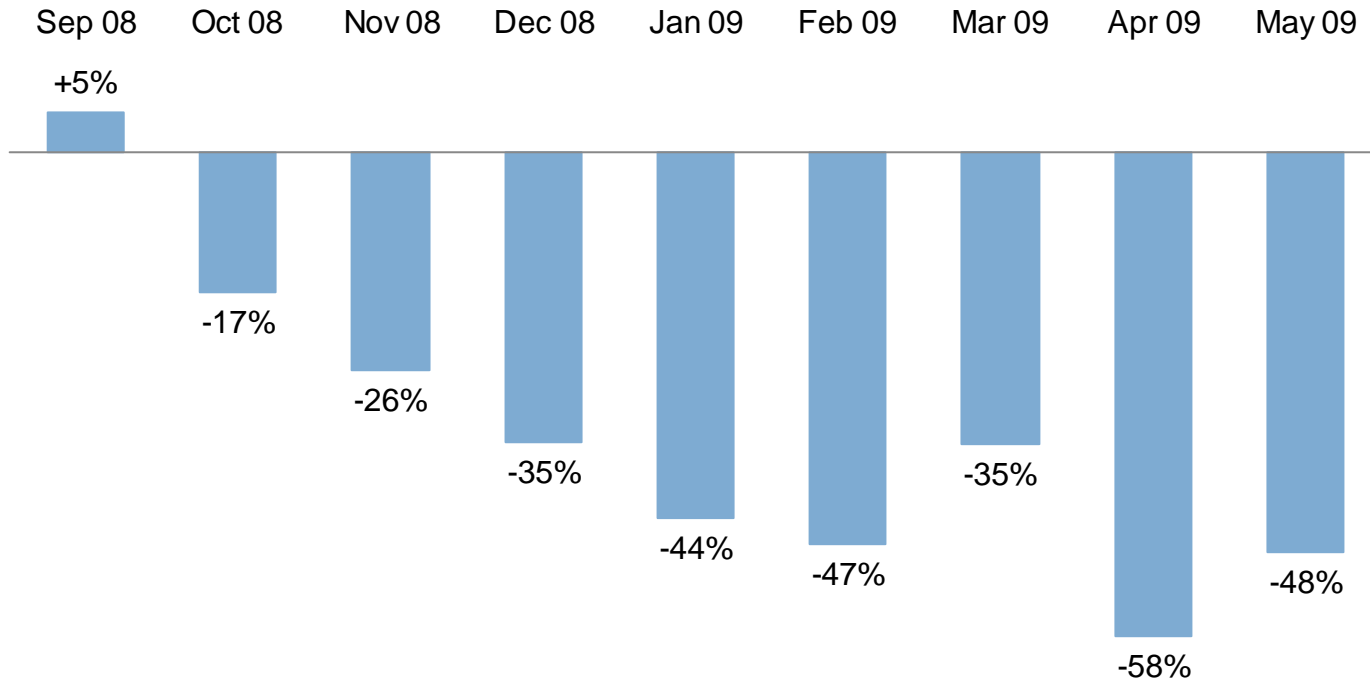


The global recession has hit the machinery and plant construction industry with full force

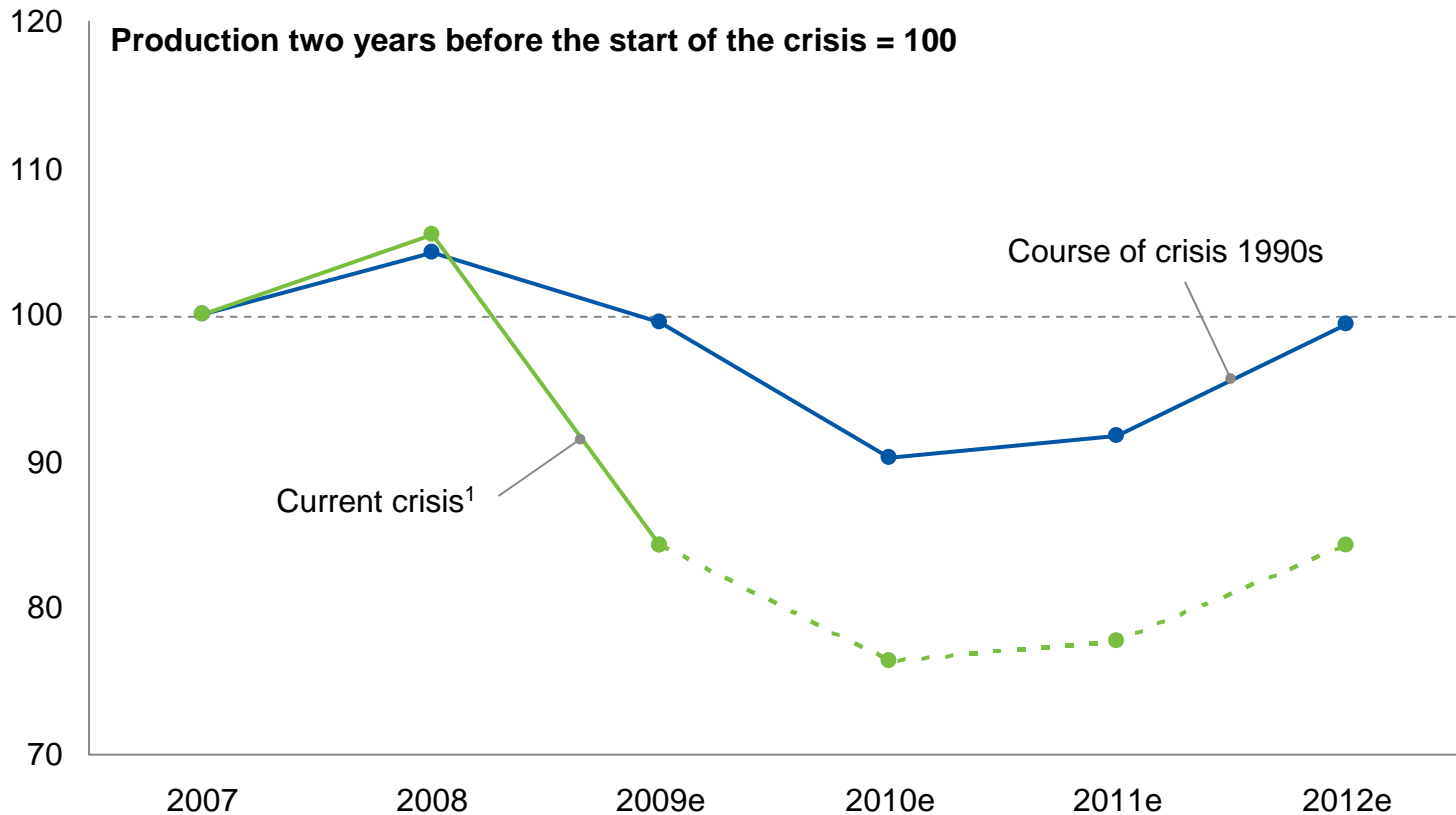
Incoming orders in the German machinery and plant construction industry Year-to-year



Source: German Federal Statistics Office, VDMA industry association

The crisis will be more protracted than expected. Markets will decline through 2010

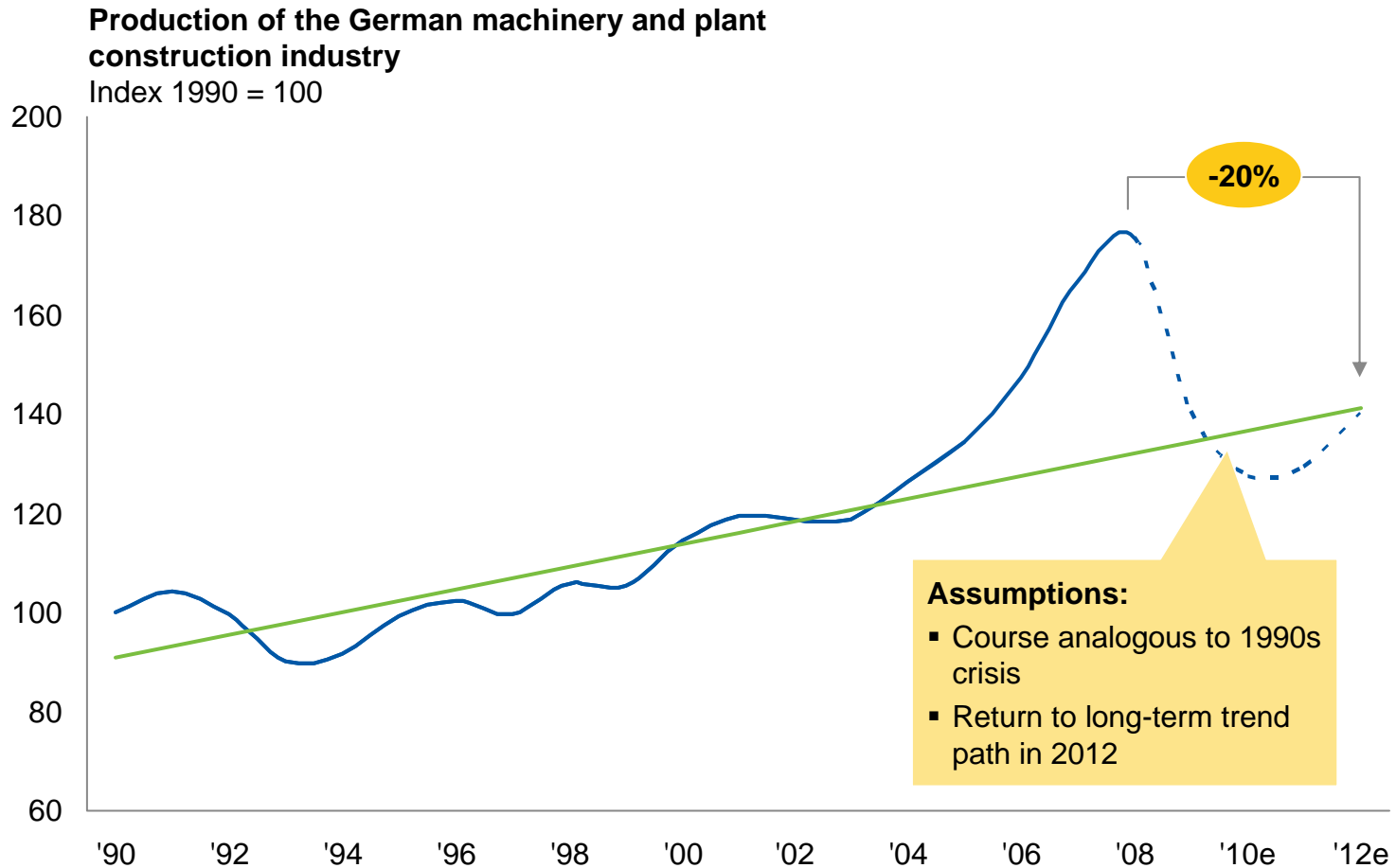
Course of the recession in the machinery and plant construction sector
Comparison of production volumes of the 1990s to the current crisis



Source: VDMA industry association, Oliver Wyman analysis

¹Oliver Wyman estimate. Assumptions: Volume decline of 20 percent in 2009, course from 2010 analogous to 1990s crisis

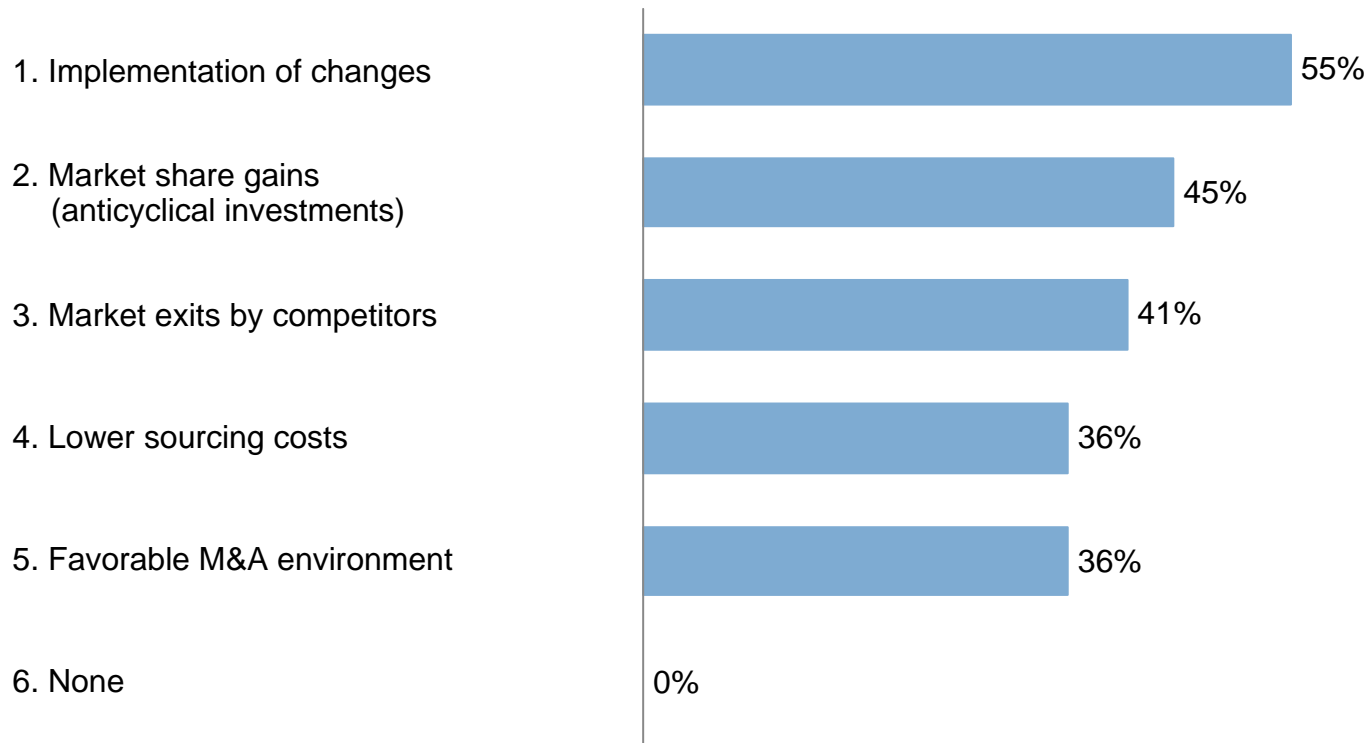
Companies must brace for 20 to 30 percent lower market volumes compared to 2008 in the coming years



Source: VDMA, Oliver Wyman analysis

Key opportunities emerging from the recession

Crisis opportunities Share of respondents¹



Source: Oliver Wyman study "Time to act – 6 theses on how to overcome the recession in the machinery and plant construction industry"

¹Multiple answers allowed