

THE REQUIRED STRUCTURAL CHANGES IN EUROPEAN INDUSTRY



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Reality check



Reality check

- ✓ Competing in a global marketplace for capital
- ✓ Investors want to see a return
- ✓ Fast changing world
- ✓ Talent to execute is crucial

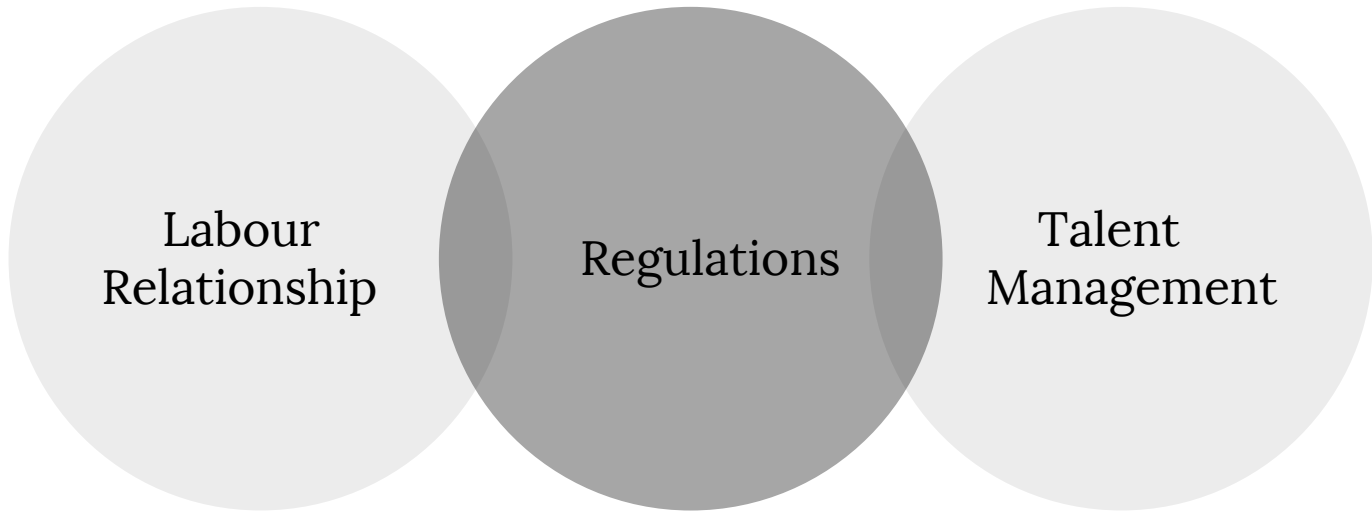
Long-term success in Europe: create Value for our Customers



The right environment for investments



The right environment for investments:





Labour relationship



Labour relationship

- ✓ Industry 4.0 fully automated factories will become a reality
 - Workforce with different skill-set
 - Flexibility
- ✓ Today's labour relationships are too confrontational

Shared Vision for the future & embracing Change



Regulations



The right regulatory framework

- ✓ Labour flexibility vs extensive employee protection
- ✓ Clear environmental regulations vs scattered implementation of EU regulations
- ✓ No outdated regulations

Regulations impact investment decisions



Talent Management



Talent Management

- ✓ Global mobility of qualified workforce
- ✓ Industry 4.0 requires re-training
- ✓ Engaging young Talents

Strengthen link between Industry, Government and Education to reposition Europe and technical education



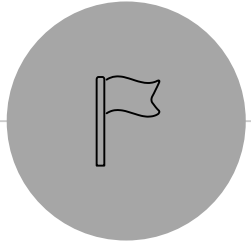
Call for Action





Call for Action

- ✓ Shared vision is critical for success
- ✓ Not having the right regulatory framework is hurting our competitiveness
 - We need to fix the outdated regulations
- ✓ Talent is key to our success today and in the future
 - We need to make the European industry attractive



Thank You