



Messer China – an extraordinary success story

SGC Virtual Roundtable on “Experiences of German FDI in China”

Frankfurt School of Finance & Management – September 22nd, 2020

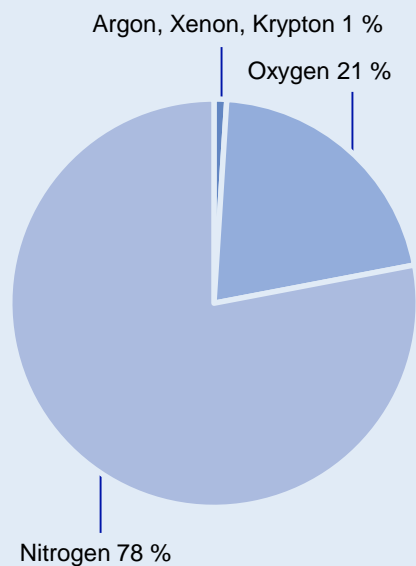
Stefan Messer – CEO Messer Group GmbH

We do this all along the line

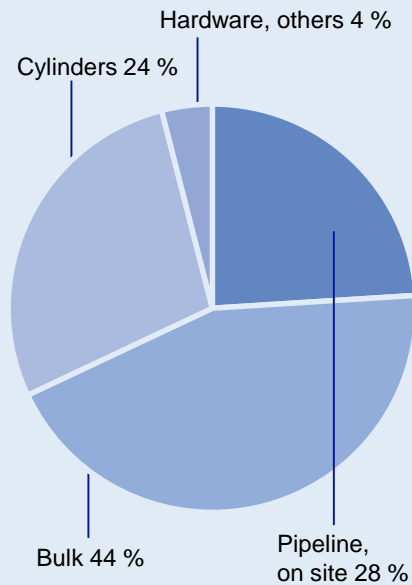
Air separation unit



Products



Sales



Customer segments



Automotive



Construction



Environmental technology



Food and beverages



Industry, production
and manufacturing



Medicine and pharmaceuticals



Metallurgy/steel,
iron/glass and ceramics

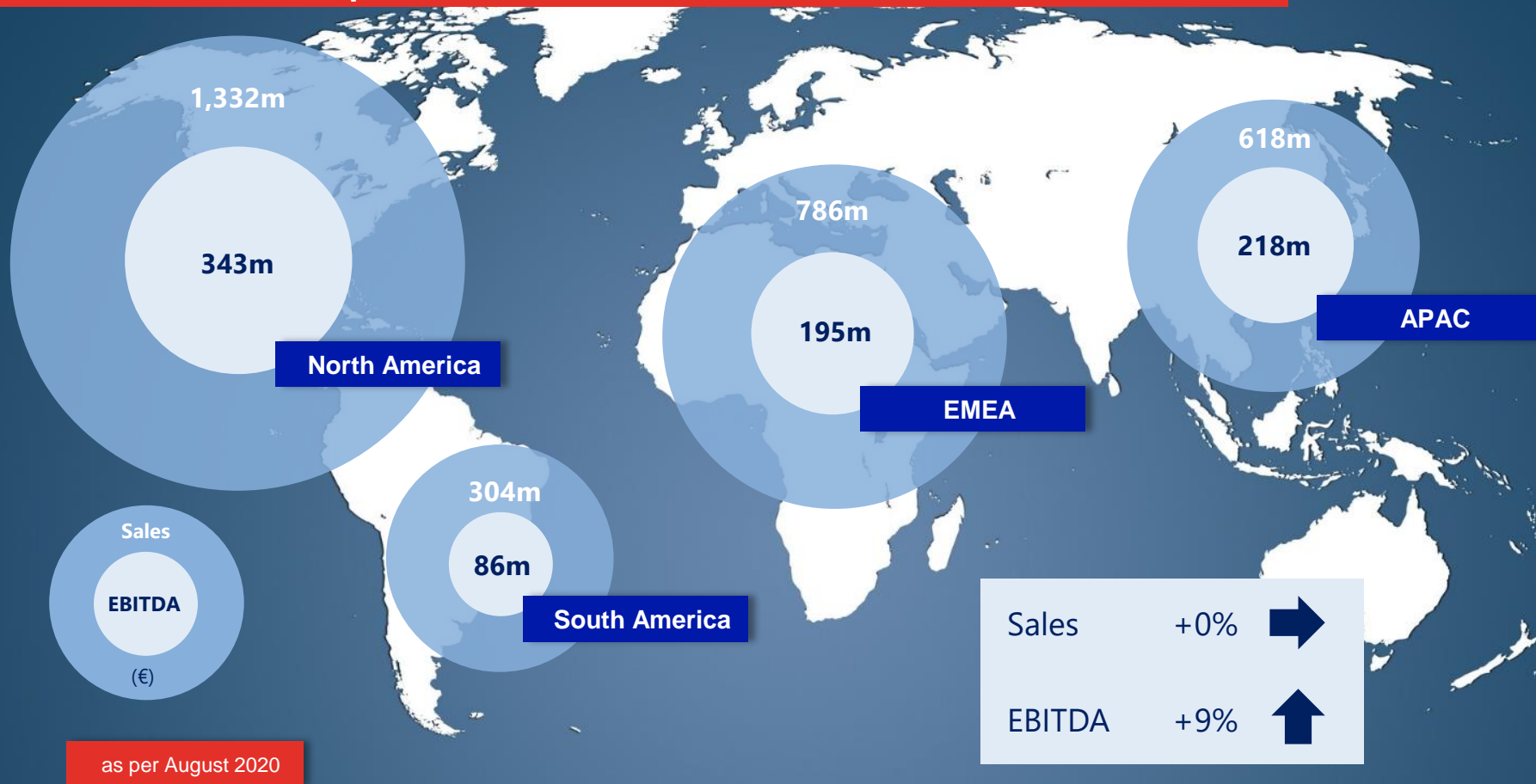


(Petro)chemicals,
rubber, plastics



Welding and cutting

Messer Group / Messer Industries: LTM Financials



Development of Messer China

Phase I (1995 – 2000)

establish a footprint



Phase II (2004 – 2012)

grow with existing partners



Phase III (2012 – 2022)

diversify the business



Development of Messer China

Phase I (1995 – 2000)

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Phase III (2012 – 2022)

diversify the business

Market entry in the 1990ies

- Messer came a little late. The coastal areas were already occupied by competitors.
- The Chinese steel industry offered outsourcing opportunities.
- The GO WEST POLICY created a lot of business opportunities.

Development of Messer China

Phase I (1995 – 2000)

establish a footprint



Phase II (2004 – 2012)

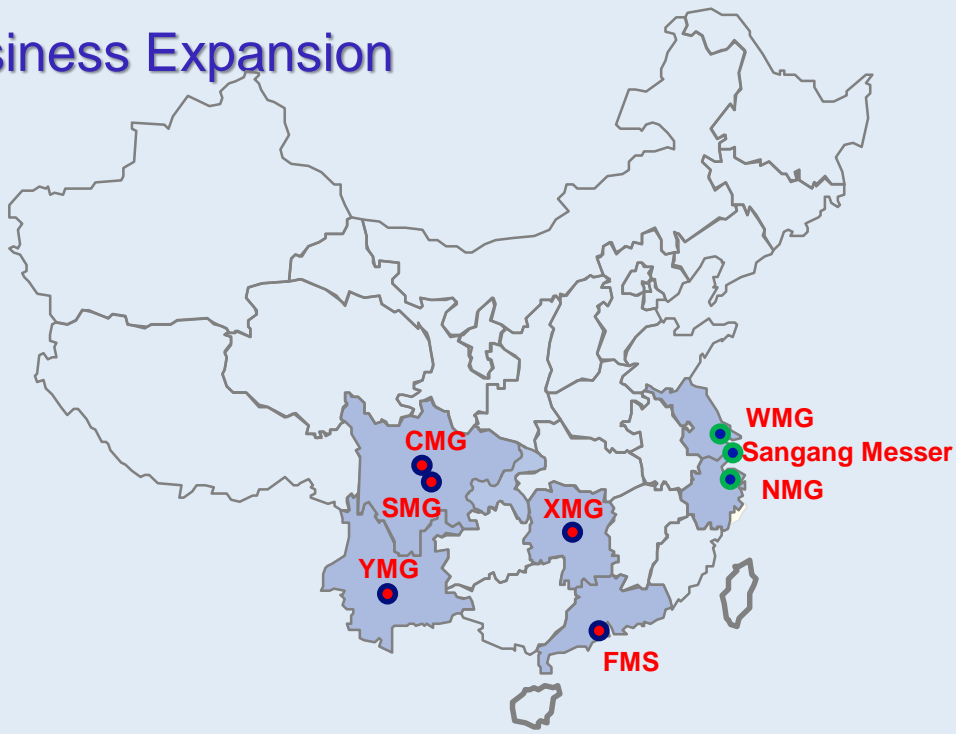
grow with existing partners



Phase III (2012 – 2022)

diversify the business

Business Expansion



Development of Messer China

Phase I (1995 – 2000)

establish a footprint



Phase II (2004 – 2012)

grow with existing partners



Phase III (2012 – 2022)

diversify the business

Messer China Diversification Strategy

- Diversify the business by:
 - Developing non-steel on-site business
 - Expanding the liquid business
 - Growing the specialty gases business
 - Entering the CO2 market
 - Developing cylinder business
- while pushing continuous expansion with existing customers and partners

Development of Messer China

Phase I (1995 – 2000)

establish a footprint



Phase II (2004 – 2012)

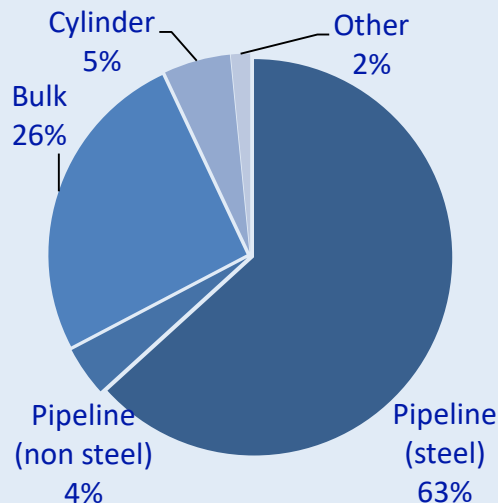
grow with existing partners



Phase III (2012 – 2022)

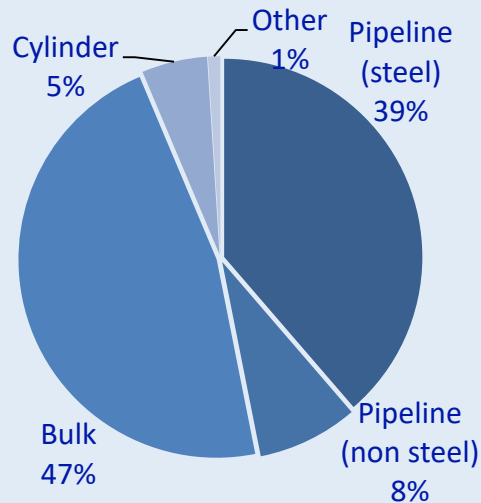
diversify the business

Diversification of Product Lines 2012-2020



2012

Sales: CNY 2.4 bn.



2020

Sales: CNY 4.1 bn.

Where we are in China

