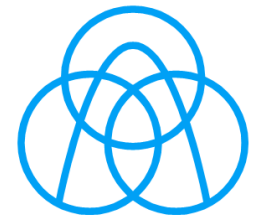


# Decarbon Technologies

Segment Introduction – New segment from FY 23/24 onwards

Ticker: TKA (Share) TKAMY (ADR)  
September 2023 | Essen

engineering.tomorrow.together.

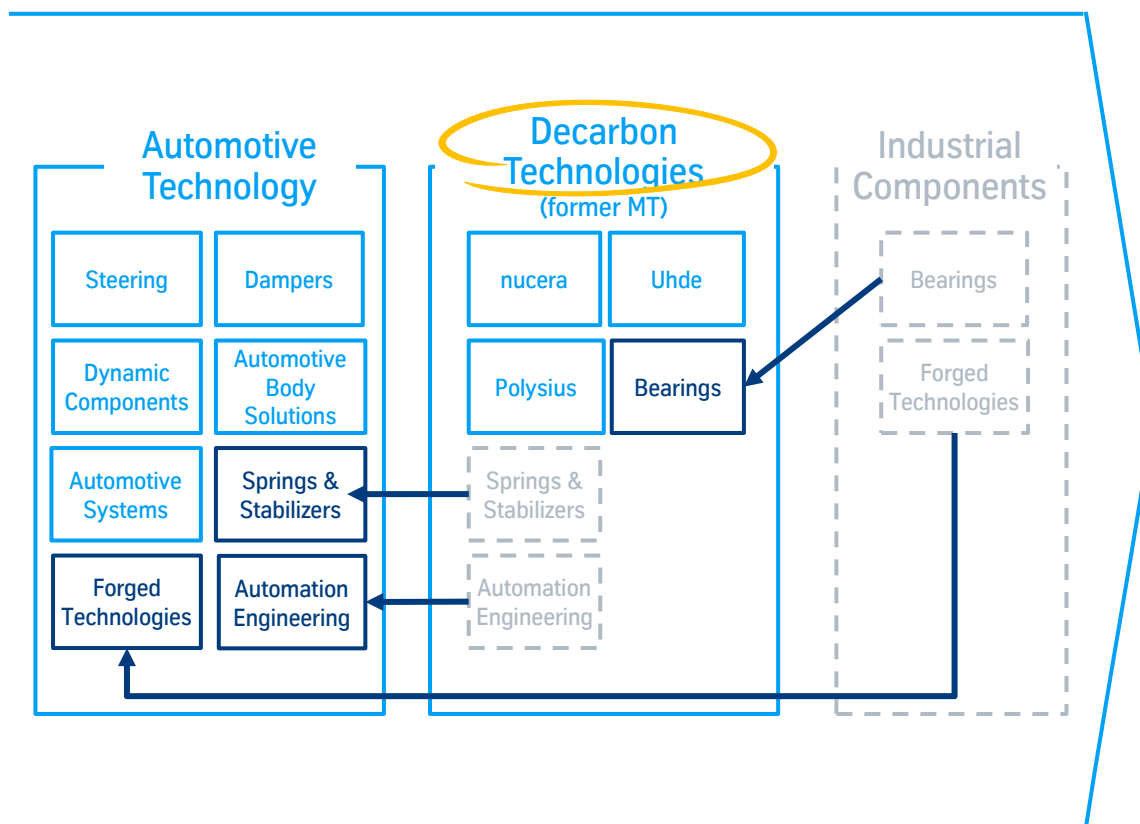


thyssenkrupp

# New structure to reduce complexity and bundle decarbonization technologies in a dedicated segment

Executive Summary: What will happen from FY 23/24 onwards?

## New structure<sup>1</sup>



## Bundling decarbonization technologies



Forming the base to enhance key technologies by integrating Bearings, nucera, Polysius and Uhde in a dedicated segment to enable Green Transformation at our customers across industries

## Bundling automotive businesses



Re-allocating Forged Technologies, Springs & Stabilizers and Automation Engineering to Automotive Technology due to similar end customer structure<sup>2</sup>

## Dissolving Multi Tracks



Served its purpose as it was originally set-up as a temporary vehicle for M&A

## Dissolving Industrial Components

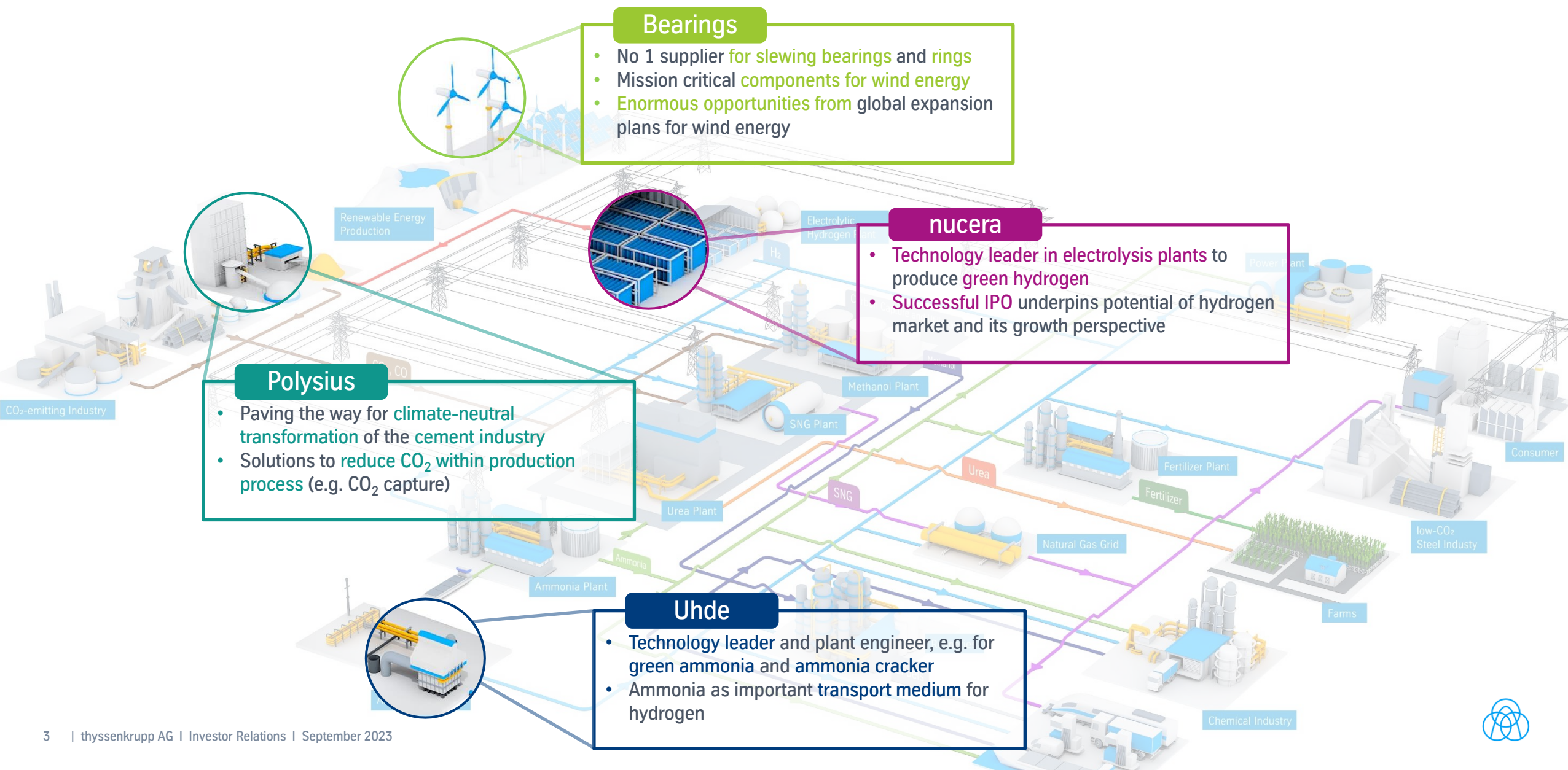


Due to (re-)allocation of Bearings and Forged Technologies

1. TK Elevator stake will be allocated from Multi Tracks to tkAG (Corporate) 2. M&A process for Spring & Stabilizers and Automation Engineering ongoing

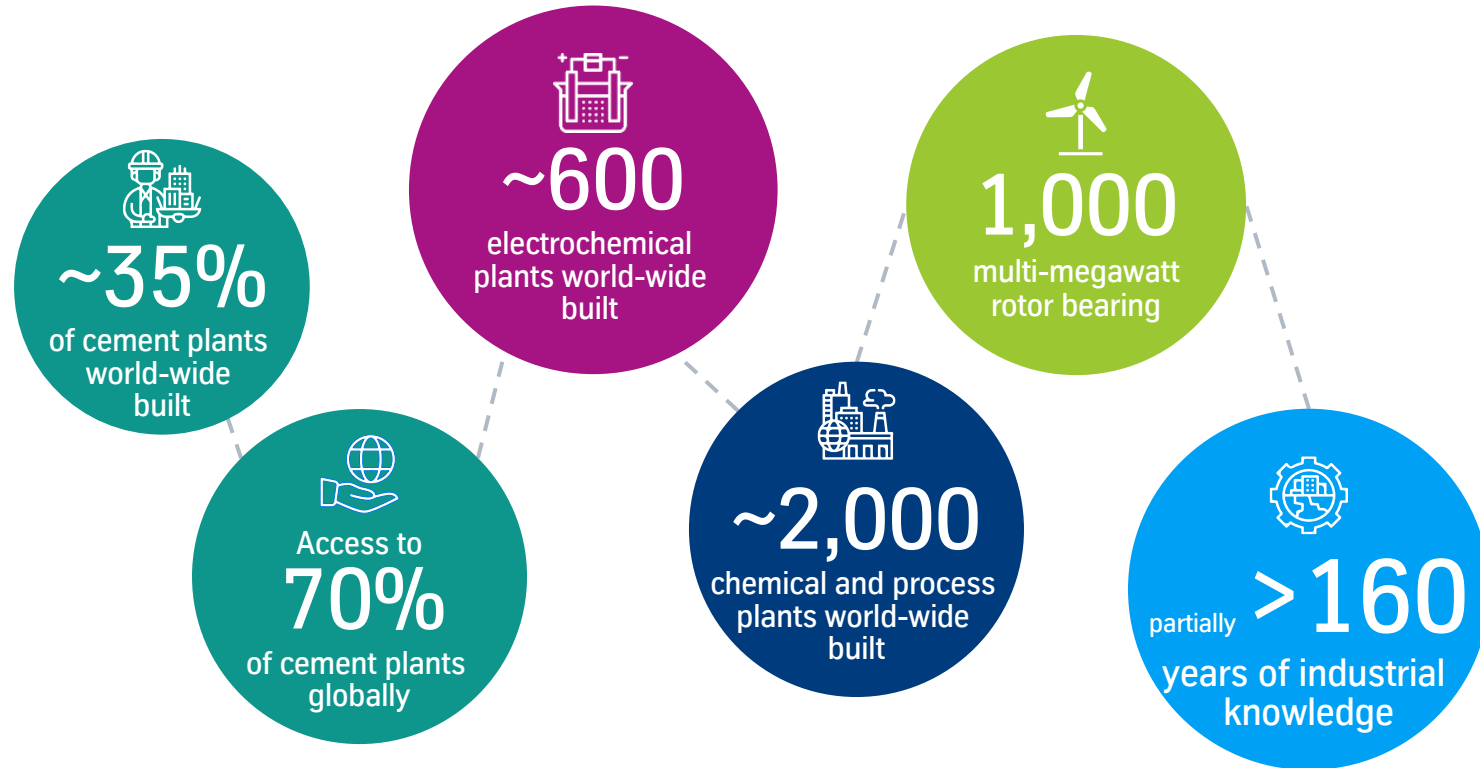


# Decarbon Technologies bundles key technologies for Green Transformation






# Significant market presence and ready for additional growth

## Market presence and experience



## Key messages

-  **Long-time experience**  
Best-practices have been acquired over decades
-  **Profound experience**  
Expert knowledge in a broad range of international plant engineering
-  **Precondition for additional growth**  
Large installed base and close customer relations as catalyst for additional (service) business



# Key highlights Decarbon Technologies

Enabler for decarbonization across industries and market leader in attractive key technologies

Well-established businesses with access to customers and large installed base

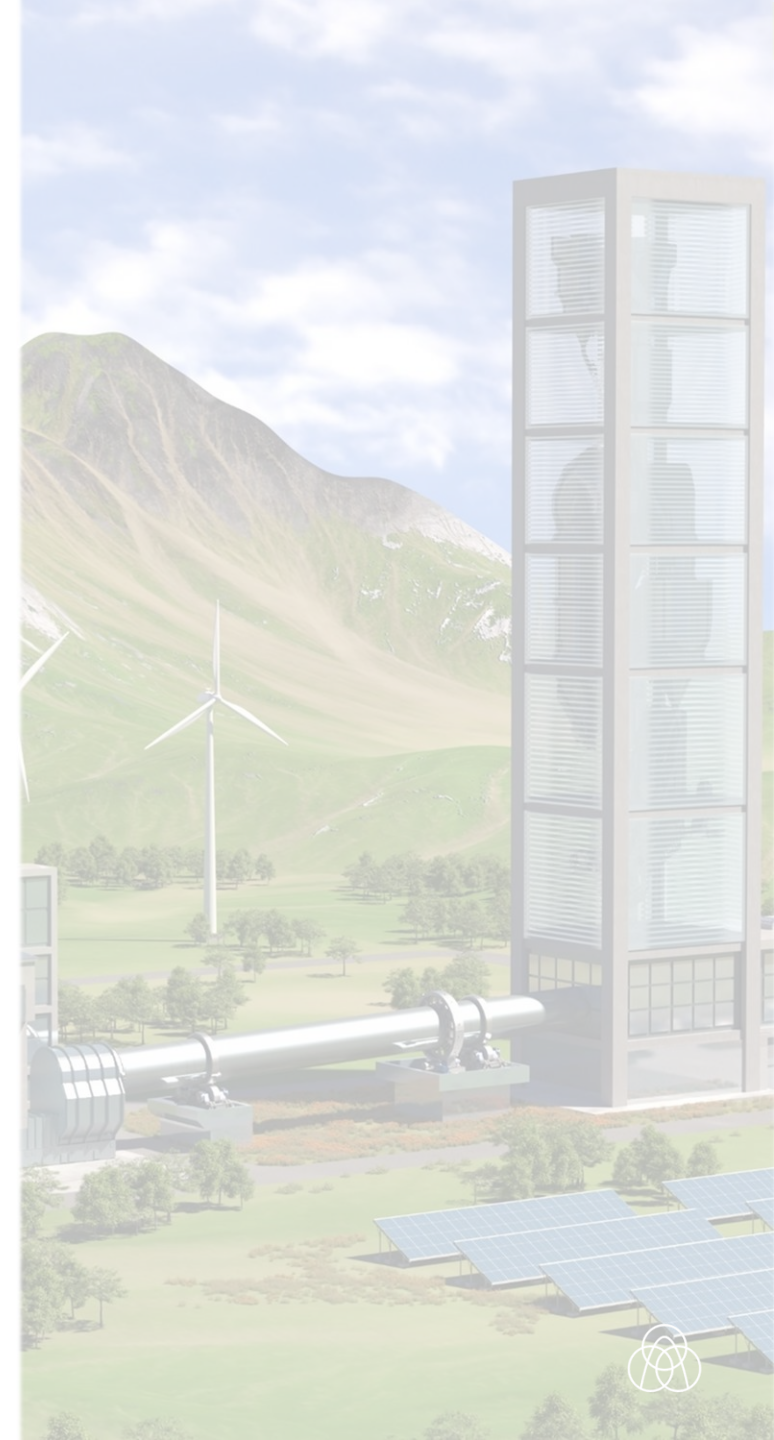
Global Player with regional customer focus on main growth markets

Clear path for commercializing decarbonization technologies with strong focus on performance

Consequent initiatives to enhance execution excellence at industrial large-scale projects

Significant order backlog and strongly growing order intake with attractive margins

Experienced management with cross-industrial expertise





# What is yet to come?

## Upcoming IR Events



Sep 18, 2023: Berenberg Goldman Sachs Conference, Munich



Sep 21, 2023: 12. Baader Investment Conference, Munich



Nov 22, 2023: FY 22/23 results

- Annual report incl. FY 23/24 guidance
- Conference call with analysts and investors
- Further details on new performance program (“APEX”), incl. DT mid-term target

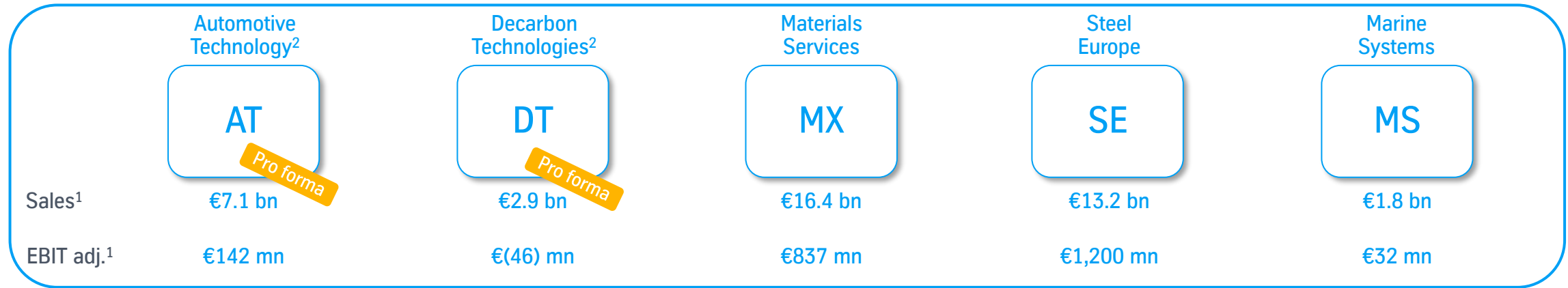


# Appendix



# thyssenkrupp group structure from FY 23/24 onwards

FY 21/22: Sales of €41.1 bn, EBIT adj. of €2.1 bn



**AT**

One of the leading suppliers (e.g. high-tech components and systems) and engineering partners to the international automotive industry

**DT**

Leading businesses with key technologies to enable Green Transformation at our customers across industries

**MX**

Leading mill-independent materials processor and service provider across Europe and North America with ~250,000 customers

**SE**

Largest integrated European steel mill strategically located in the center of Europe with a future leading role in decarbonization of the steel industry

**MS**

Industry leading Maritime Portfolio





# Decarbon Technologies – pro forma financials

[€ mn]

	Q1	Q2	2021/22 Q3	Q4	FY	Q1	2022/23 Q2	Q3
Order intake	1,734	831	953	1,635	5,153	1,021	1,000	1,098
Sales	692	746	712	792	2,941	848	856	855
EBITDA	40	23	9	(37)	34	44	72	8
EBITDA adjusted	42	27	11	(32)	48	45	75	17
EBIT	15	(3)	(17)	(59)	(63)	18	46	(29)
EBIT adjusted	18	2	(15)	(50)	(46)	19	49	(10)
EBIT adj. margin (%)	2.6	0.2	(2.1)	(6.4)	(1.6)	2.2	5.7	(1.2)
tk Value Added					(154)			
Ø Capital Employed	1,059	1,099	1,122	1,132	1,132	1,149	1,157	1,167
BCF	(62)	(39)	(29)	(23)	(153)	(4)	(9)	(38)
Capital spending (incl. IFRS 16 - lease activation)	(37)	(31)	(26)	(55)	(149)	(17)	(25)	(22)
CF from divestm.	4	1	1	0	6	0	0	1
CF for investm.	(27)	(30)	(27)	(52)	(135)	(15)	(23)	(18)



# Automotive Technology (new setup) – pro forma financials

[€ mn]

	Q1	Q2	2021/22 Q3	Q4	FY	2022/23 Q1	Q2	Q3
Order intake	1,567	1,784	1,791	2,120	7,263	2,047	2,031	2,063
Sales	1,597	1,693	1,794	2,032	7,116	1,884	2,009	2,045
EBITDA	99	74	92	191	456	118	181	117
EBITDA adjusted	98	74	85	178	434	119	182	120
EBIT	16	(3)	(7)	84	90	31	106	41
EBIT adjusted	28	5	11	99	142	46	108	44
EBIT adj. margin (%)	1.7	0.3	0.6	4.9	2.0	2.4	5.4	2.2
tk Value Added					(201)			
Ø Capital Employed	3,294	3,328	3,375	3,418	3,418	3,521	3,532	3,550
BCF	87	(80)	(11)	91	87	15	(88)	111
Capital spending (incl. IFRS 16 - lease activation)	(61)	(52)	(64)	(133)	(310)	(75)	(74)	(83)
CF from divestm.	5	2	7	0	15	1	(0)	0
CF for investm.	(58)	(51)	(56)	(126)	(290)	(69)	(59)	(77)



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