Decarbon Technologies

Segment Introduction – New segment from FY 23/24 onwards

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

1. TK Elevator stake will be allocated from Multi Tracks to tkAG (Corporate)

- **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

- **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

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1. TK Elevator stake will be allocated from Multi Tracks to tkAG (Corporate)
Decarbon Technologies bundles key technologies for Green Transformation

**Bearings**
- No 1 supplier for slewing bearings and rings
- Mission critical components for wind energy
- Enormous opportunities from global expansion plans for wind energy

**Polysius**
- Paving the way for climate-neutral transformation of the cement industry
- Solutions to reduce CO₂ within production process (e.g. CO₂ capture)

**Uhde**
- Technology leader and plant engineer, e.g. for green ammonia and ammonia cracker
- Ammonia as important transport medium for hydrogen

**nucera**
- Technology leader in electrolysis plants to produce green hydrogen
- Successful IPO underpins potential of hydrogen market and its growth perspective
Significant market presence and ready for additional growth

**Market presence and experience**

- **~600** electrochemical plants world-wide built
- **~2,000** chemical and process plants world-wide built
- **1,000** multi-megawatt rotor bearing
- **~35%** of cement plants world-wide built
- **Access to 70%** of cement plants globally
- **Partially >160** years of industrial knowledge

**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
thyssenkrupp group structure from FY 23/24 onwards

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

<table>
<thead>
<tr>
<th>Division</th>
<th>Sales (€ bn)</th>
<th>EBIT adj. (€ mn)</th>
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<tbody>
<tr>
<td>Automotive Technology</td>
<td>€7.1</td>
<td>€142</td>
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<td>Decarbon Technologies</td>
<td>€2.9</td>
<td>(€46)</td>
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<td>Materials Services</td>
<td>€16.4</td>
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<td>Steel Europe</td>
<td>€13.2</td>
<td>€1,200</td>
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<td>Marine Systems</td>
<td>€1.8</td>
<td>€32</td>
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1. FY 21/22 | 2. Pro forma figures, AT with new structure incl. Forged Technologies, Springs & Stabilizers and Automation Engineering

**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]

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<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>FY</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
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<td>953</td>
<td>1,635</td>
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<td>(17)</td>
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<td>(29)</td>
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<td>(15)</td>
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<td>(17)</td>
<td>(25)</td>
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<td>CF for investm.</td>
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<td>(30)</td>
<td>(27)</td>
<td>(52)</td>
<td>(135)</td>
<td>(15)</td>
<td>(23)</td>
<td>(18)</td>
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### Automotive Technology (new setup) – pro forma financials [€ mn]

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<th>Q1</th>
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<th>Q3</th>
<th>Q4</th>
<th>FY</th>
<th>2022/23</th>
<th>Q1</th>
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<td>1,693</td>
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<td>(3)</td>
<td>(7)</td>
<td>84</td>
<td>90</td>
<td>31</td>
<td>106</td>
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<tr>
<td><strong>EBIT adjusted</strong></td>
<td>28</td>
<td>5</td>
<td>11</td>
<td>99</td>
<td>142</td>
<td>46</td>
<td>108</td>
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<tr>
<td><strong>EBIT adj. margin (%)</strong></td>
<td>1.7</td>
<td>0.3</td>
<td>0.6</td>
<td>4.9</td>
<td>2.0</td>
<td>2.4</td>
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<td>Ø Capital Employed</td>
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<td>(80)</td>
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<td>Capital spending (incl. IFRS 16 - lease activation)</td>
<td>(61)</td>
<td>(52)</td>
<td>(64)</td>
<td>(133)</td>
<td>(310)</td>
<td>(75)</td>
<td>(74)</td>
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<td>CF for investm.</td>
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<td>(51)</td>
<td>(56)</td>
<td>(126)</td>
<td>(290)</td>
<td>(69)</td>
<td>(59)</td>
<td>(77)</td>
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