thyssenkrupp

# CAPITAL MARKET DAY
# 2026

thyssenkrupp Steel Europe AG I September 28, 2026 I London

engineering.tomorrow.together.

# Disclaimer

This presentation has been prepared solely for the use at this meeting. By attending the meeting where this presentation is made or accessing this presentation, you agree to be bound by the following limitations. This material is given in conjunction with an oral presentation and should not be taken out of context.

This presentation has been prepared for information and background purposes only. It does not constitute or form part of, and should not be construed as, an offer of, a solicitation of an offer to buy, or an invitation to subscribe for, underwrite or otherwise acquire, any securities of the business segment "Steel" of the thyssenkrupp AG group (the "Business"), nor should it or any part of it form the basis of, or be relied on in connection with, any contract to purchase or subscribe for any securities of the Business or with any other contract, commitment or investment decision whatsoever. This presentation does not constitute a prospectus in whole or in part.

This presentation does not constitute investment, legal, accounting, regulatory, taxation or other advice and you are advised to obtain independent expert advice as to the legal, tax, accounting, financial, credit and other related aspects before making any investment decision.

Some of the financial information contained in this presentation, as of the date of this presentation, has been neither audited nor reviewed. Accordingly, such information presented herein is subject to change without notice and should be treated as merely indicative of the performance of the Business.

Certain financial data included in this presentation consists of non-IFRS financial measures. These non-IFRS financial measures may not be comparable to similarly titled measures presented by other companies, nor should they be construed as an alternative to other financial measures determined in accordance with IFRS. You are cautioned not to place undue reliance on any non-IFRS financial measures included herein.

Past events or performances should not be taken as a guarantee or indication of future events or performance. Percentage changes and ratios in the text and tables of the presentation are calculated based on the respective underlying numbers and then commercially rounded to a whole percentage or to one digit after the decimal point. Because of rounding, figures shown in tables in the presentation do not necessarily add up exactly to the respective totals or sub-totals presented, and aggregated percentages may not exactly equal 100%. Furthermore, these rounded figures may vary marginally from unrounded figures that may be indicated elsewhere in the presentation. Financial information presented in parentheses denotes the negative of such number presented.

Any assumptions, views or opinions (including statements, projections, forecasts or other forward-looking statements) contained in this presentation represent the assumptions, views or opinions of the Business as of the date indicated and are subject to change without notice. All information not separately sourced is from Business data and estimates. To the extent available and unless denoted otherwise, the industry and market data contained in this presentation has been derived from Business estimates as well as official or third-party sources. Market and market share data has been derived from Business estimates as well as official or third-party sources. Market and market share data are based on Business internal estimates derived from continuous analysis and aggregation of local management feedback on market share and ongoing market development. Third party industry publications, studies and surveys generally state that the data contained therein have been obtained from sources believed to be reliable, but that there is no guarantee of the accuracy or completeness of such data. While the Business believes that each of these publications, studies and surveys has been prepared by a reputable source, the Business has not independently verified the data contained therein. In addition, certain of the industry and market data, if not labelled otherwise, contained in this presentation are derived from the Business's internal research and estimates based on the knowledge and experience of its management in the markets in which it operates. The Business believes that such research and estimates are reasonable and reliable, but their underlying methodology and assumptions have not been verified by any independent source for accuracy or completeness and are subject to change without notice. Accordingly, undue reliance should not be placed on any of the industry or market data contained in this presentation. Information contained in this presentation related to past performance is not an indication of future performance. The information in this presentation is not intended to predict actual results, and no assurances are given with respect thereto.

The information contained in this presentation has not been independently verified, and no representation or warranty, express or implied, is made by the Business nor its affiliates, advisers, connected persons or any other person as to the fairness, accuracy, completeness or correctness of the information contained herein, and no reliance should be placed on it. Neither the Business nor its affiliates, advisers, connected persons or any other person accepts any liability for any loss howsoever arising (in negligence or otherwise), directly or indirectly, from this presentation or its contents or otherwise arising in connection with this presentation. This shall not, however, restrict or exclude or limit any duty or liability to a person under any applicable law or regulation of any jurisdiction which may not lawfully be disclaimed (including in relation to fraudulent misrepresentation).

This presentation includes "forward-looking statements". These statements contain the words "anticipate", "believe", "intend", "estimate", "expect", "plan", "project", "target" or words of similar meaning. All statements other than statements of historical facts included in this presentation, including, without limitation, those regarding the Business's financial position, business strategy, plans and objectives of management for future operations (including cost savings and productivity improvement plans) are forward-looking statements. By their nature, such forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of the Business to be materially different from results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Business's present and future business strategies and the market environment in which the Business will operate in the future. These forward-looking statements speak only as of the date of this presentation. Each of the Business, the relevant subsidiaries and their respective agents, employees and advisers, expressly disclaims any obligation or undertaking to update any forward-looking statements contained herein. You are urged to consider these factors carefully in evaluating the forward-looking statements in this presentation and not to place undue reliance on such statements.

This presentation is confidential and its distribution in certain jurisdictions is restricted by law. Therefore, it must not be distributed, published or reproduced (in whole or in part) or disclosed by its recipients to any other person for any purpose without the Business's consent.

The information contained in this presentation is provided as of the date of this presentation and is subject to change without notice.

This presentation is not directed to, or intended for distribution to or use by, any person or entity that is a citizen or resident or located in any locality, state, country or other jurisdiction where such distribution, publication, availability or use would be contrary to law or regulation of such jurisdiction or which would require any registration or licensing within such jurisdiction. Any failure to comply with these restrictions may constitute a violation of the laws of any such jurisdiction. No securities will be registered under the US Securities Act of 1933 (as amended) ("Securities Act") or the laws of any state of the United States. Neither the Business nor thyssenkrupp AG intends to register any securities referred to herein in the United States. This document is also not for publication, release or distribution in any other jurisdiction where to do so would constitute a violation of the relevant laws of such jurisdiction nor should it be taken or transmitted into such jurisdiction and persons into whose possession this document comes should inform themselves about and observe any such restrictions.

The information contained in this presentation is only addressed to and directed at persons in member states of the European Economic Area (each a "Relevant State") who are "qualified investors" within the meaning of Article 2(e) of the Prospectus Regulation (Regulation (EU) 2017/1129), ("Qualified Investors"). In the United Kingdom, the information contained in this presentation is being distributed only to, and is directed only at persons who are "qualified investors" as defined in para. 15 of schedule 1 of the Public Offers and Admissions to Trading Regulations 2024 who are also persons (i) having professional experience in matters relating to investments falling within Article 19(5) of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 (the "Order") (ii) falling within Article 49(2)(a) to (d) of the Order, or (iii) to whom it may otherwise lawfully be communicated (all such persons together being referred to as "Relevant Persons"). The information contained in this presentation must not be acted on or relied on (i) in the United Kingdom, by persons who are not Relevant Persons, and (ii) in any Relevant State, by persons who are not Qualified Investors. Any investment or investment activity to which the information contained in this presentation relates is available only to or will be engaged in only with, (i) Relevant Persons in the United Kingdom, and (ii) Qualified Investors in any Relevant State.

Access to the information contained in this presentation is being given in connection with a proposed meeting with the Business. By attending such meeting and/or accessing or reading a copy of this presentation you agree to be bound by the foregoing limitations and conditions and, in particular, will be taken to have represented, warranted and undertaken that (i) you have read, accepted and agreed to comply with the contents of this notice including, without limitation, the obligation to keep the information contained in this presentation confidential and (ii) (A) if in a Relevant State, you are a Qualified Investor; (B) if in the United Kingdom, you are a Relevant Person; (C) if in the United States, you are a qualified institutional buyer as defined in Rule 144A under the Securities Act; and (D) irrespective of where you are resident or incorporated, you are a person that is permitted within your home jurisdiction and in the jurisdiction in which you are accessing the information contained in this presentation, under applicable law and regulation, to access the information contained in this presentation. Failure to comply with these restrictions may constitute a violation of applicable securities laws. If this document has been received in error, it must be returned to the Business immediately.

### Dr. Marie Jaroni

Chief Executive Officer (CEO)

CEO at tkSE since 2025

Former CSO and CTO at tkSE

### Philipp Conze

Chief Financial Officer (CFO)

CFO at tkSE since 2024

Former CFO at Rothe Erde Group

### Dr. Marco Richrath

Chief Operating Officer (COO)

COO at tkSE since 2026

Former SVP at Shell

# The Core of our Story

## 00
## Introduction

Steel powerhouse built on a strong foundation

+

Positive momentum of European steel market

+

New management team delivering tangible results

# We are a leading premium flat steel producer in Europe, for Europe

## Operations

**Largest**

integrated steel production site[1]

**8**

complementary downstream hubs

**8.7-9.0 Mt**

medium-term shipment target

## Position

**Full-range**

flat steel portfolio[2]

**#2**

in EU flat steel[3]

**Leading position**

in multiple product categories[4]

## Financials

**€9.8bn**

net sales FY2024/25

**€0.3bn**

adj. EBITDA FY2024/25[5]

**€36**

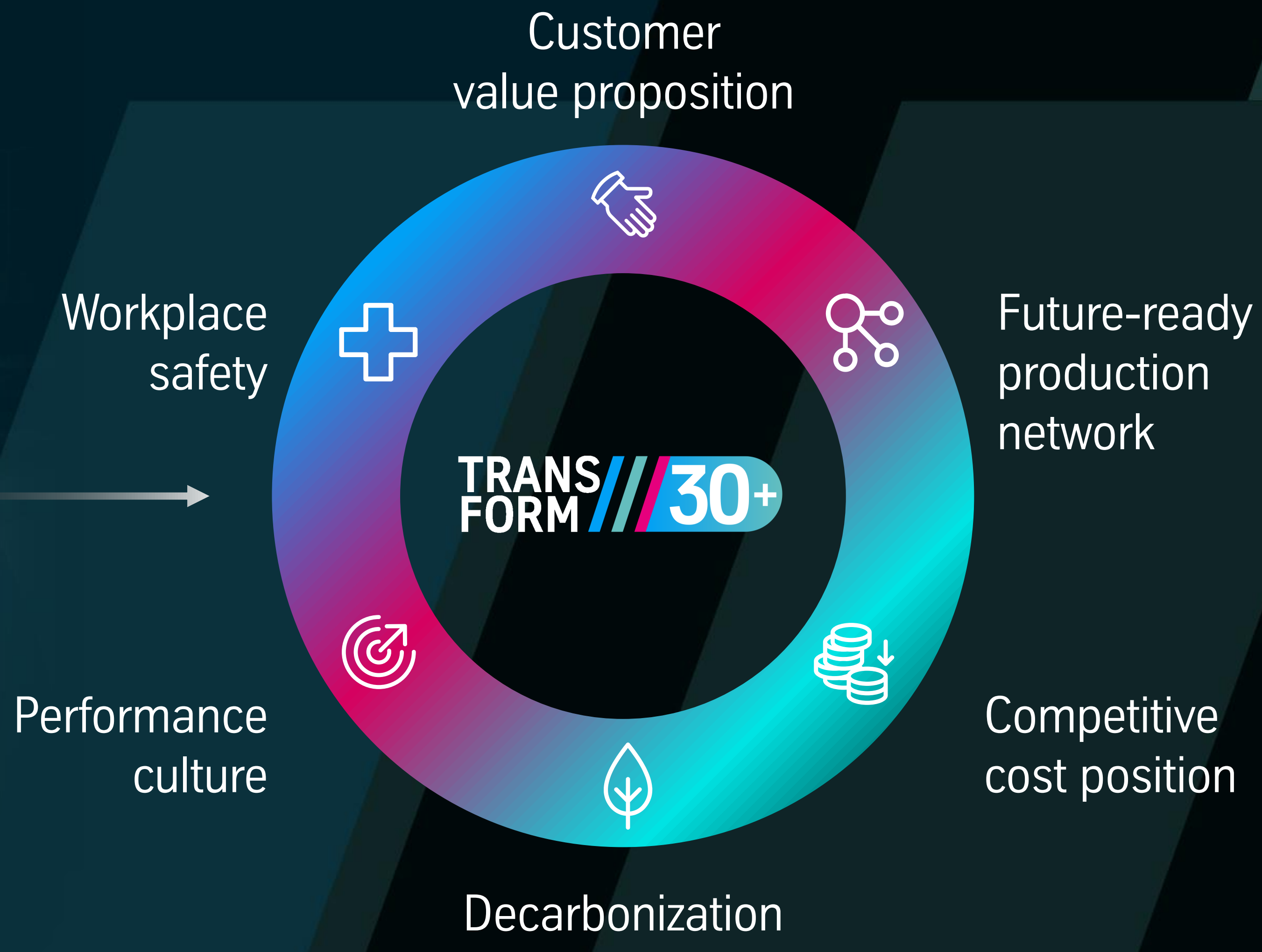
adj. EBITDA/t FY2024/25[5]

Note: All figures as of FY2024/25 unless otherwise stated | 1. In the EU, based on nominal capacity | 2. Comprising hot-dip galvanized, organic coil-coating steel, tinplate, medium-wide strip, grain-oriented electrical steel, non-grain-oriented electrical steel, hot-rolled strip and cold-rolled strip | 3. Based on market share of EU deliveries 2024 | 4. #1 in GOES, #2 in Tinplate, NO, and Automotive, based on market share in Mt in 2024 | 5. Excl. one-off, non-cash release of anniversary bonus provisions in Q4 2024/25, triggered by the annulment of employment contracts under the restructuring

Source: Company information

# We have defined a clear strategic roadmap for the future of thyssenkrupp Steel Europe

TRANSFORM 30+



Customer value proposition

Future-ready production network

Competitive cost position

Decarbonization

Performance culture

Workplace safety

Source: Company information

# We have already achieved major milestones

## Self-help measures

TRANSFORM 30+

Future-ready production network

Competitive cost position

### Restructuring agreement with union

✓

Signed 2025

### HKM[1] exit

✓

Signed 2026

End of supply contract 2028

### Cost efficiencies

✓

Started 2024

---

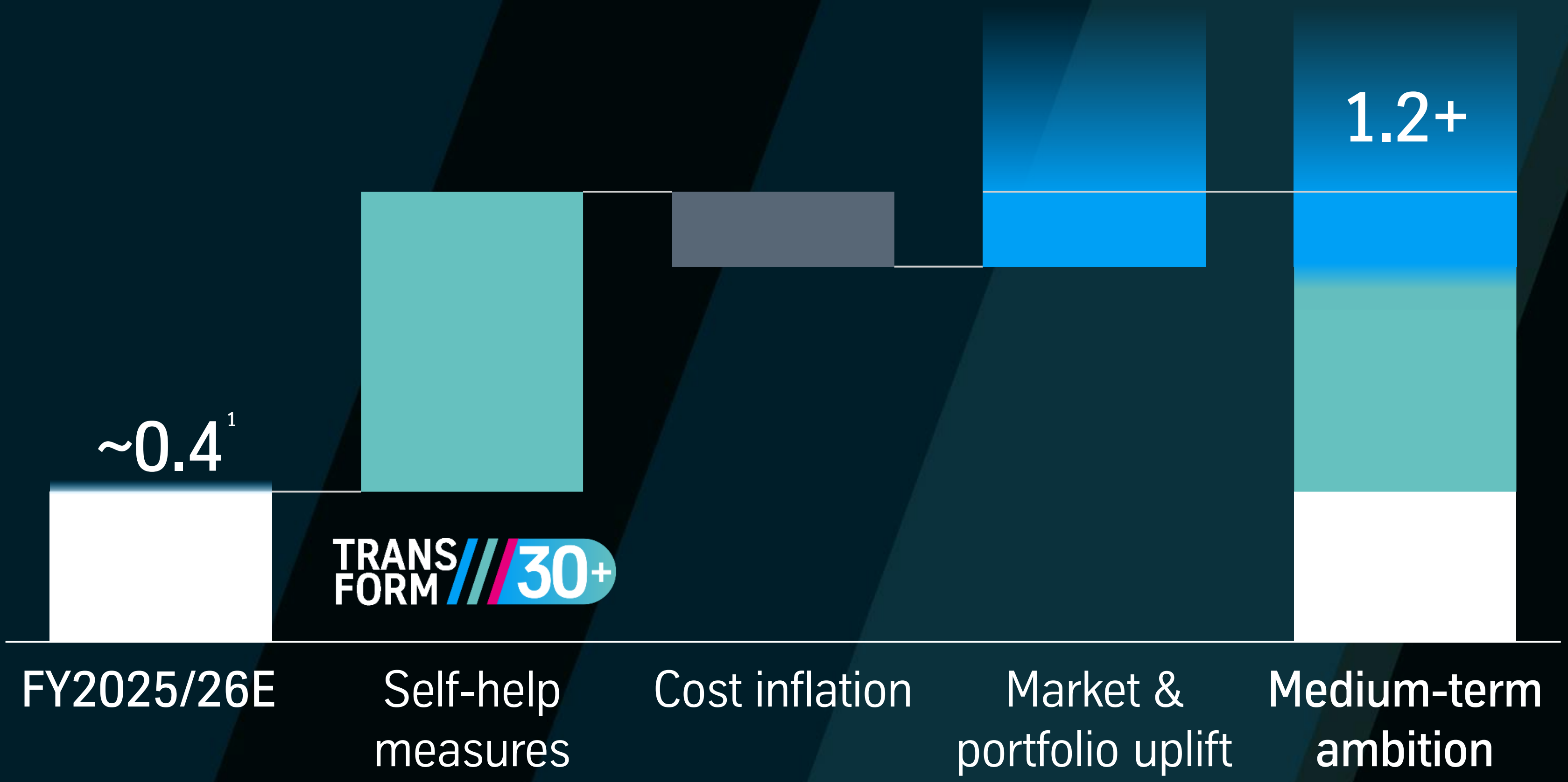
[1] Former JV operated with Salzgitter and Vallourec

Source: Company information

# We work towards our medium-term ambition of €1.2bn+ adj. EBITDA

ILLUSTRATIVE

## Adj. EBITDA medium-term ambition, in €bn



**Majority**
of expected uplift is self-help driven

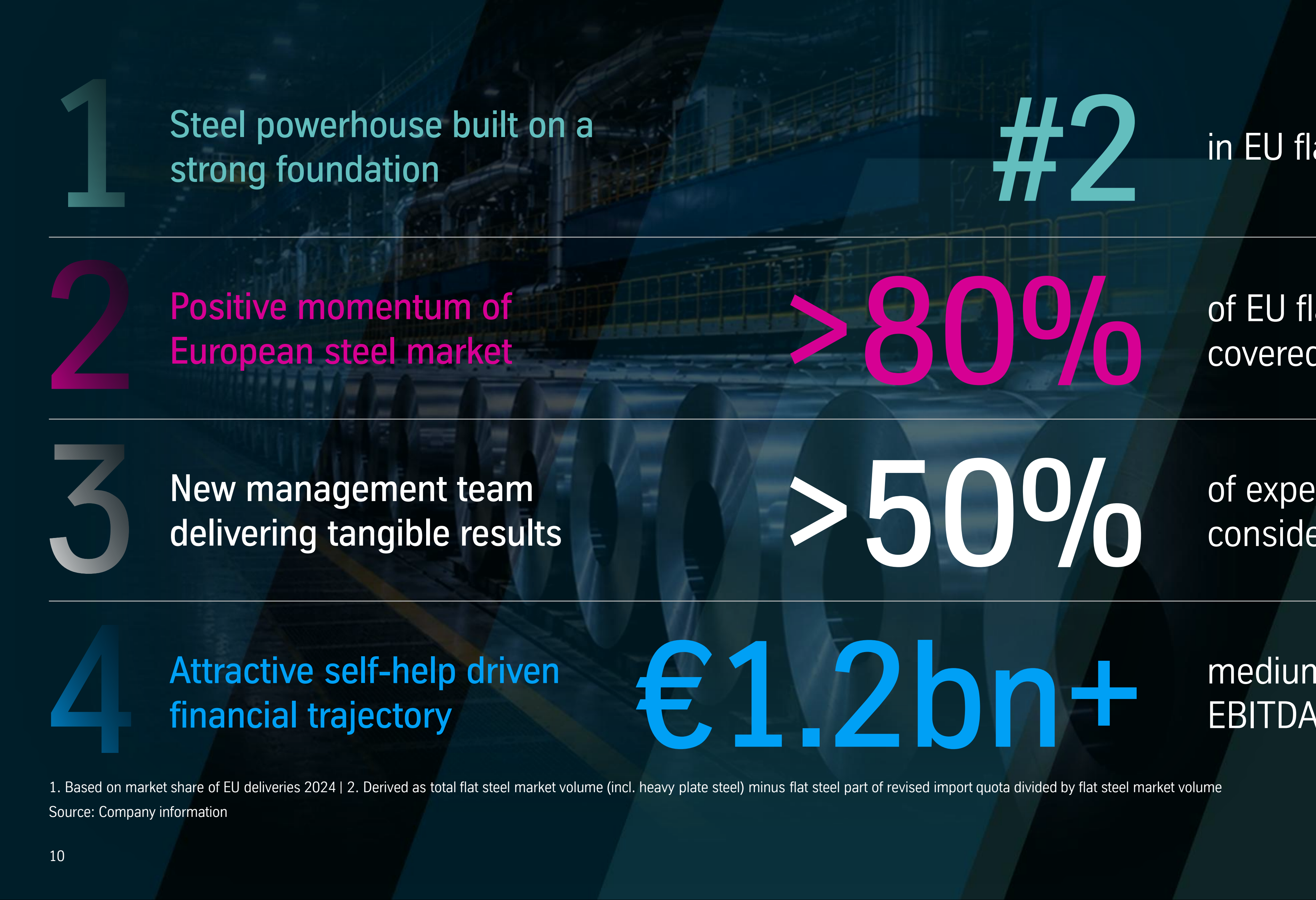
**>50%**
of expected self-help uplift considered locked-in

---

[1] Reflects guidance given by tkAG as part of Q3 2025/26 earnings

Source: Company information

# thyssenkrupp Steel Europe at an inflection point



| | | | |
|---|---|---|---|
| 1 | Steel powerhouse built on a strong foundation | #2 | in EU flat steel[1] |
| 2 | Positive momentum of European steel market | >80% | of EU flat steel market volume covered by tariff regime[2] |
| 3 | New management team delivering tangible results | >50% | of expected self-help uplift considered locked-in |
| 4 | Attractive self-help driven financial trajectory | €1.2bn+ | medium-term adj. EBITDA ambition |

1. Based on market share of EU deliveries 2024 | 2. Derived as total flat steel market volume (incl. heavy plate steel) minus flat steel part of revised import quota divided by flat steel market volume

Source: Company information

# Steel powerhouse

built on a strong foundation

# We build on a strong foundation

Premium product portfolio

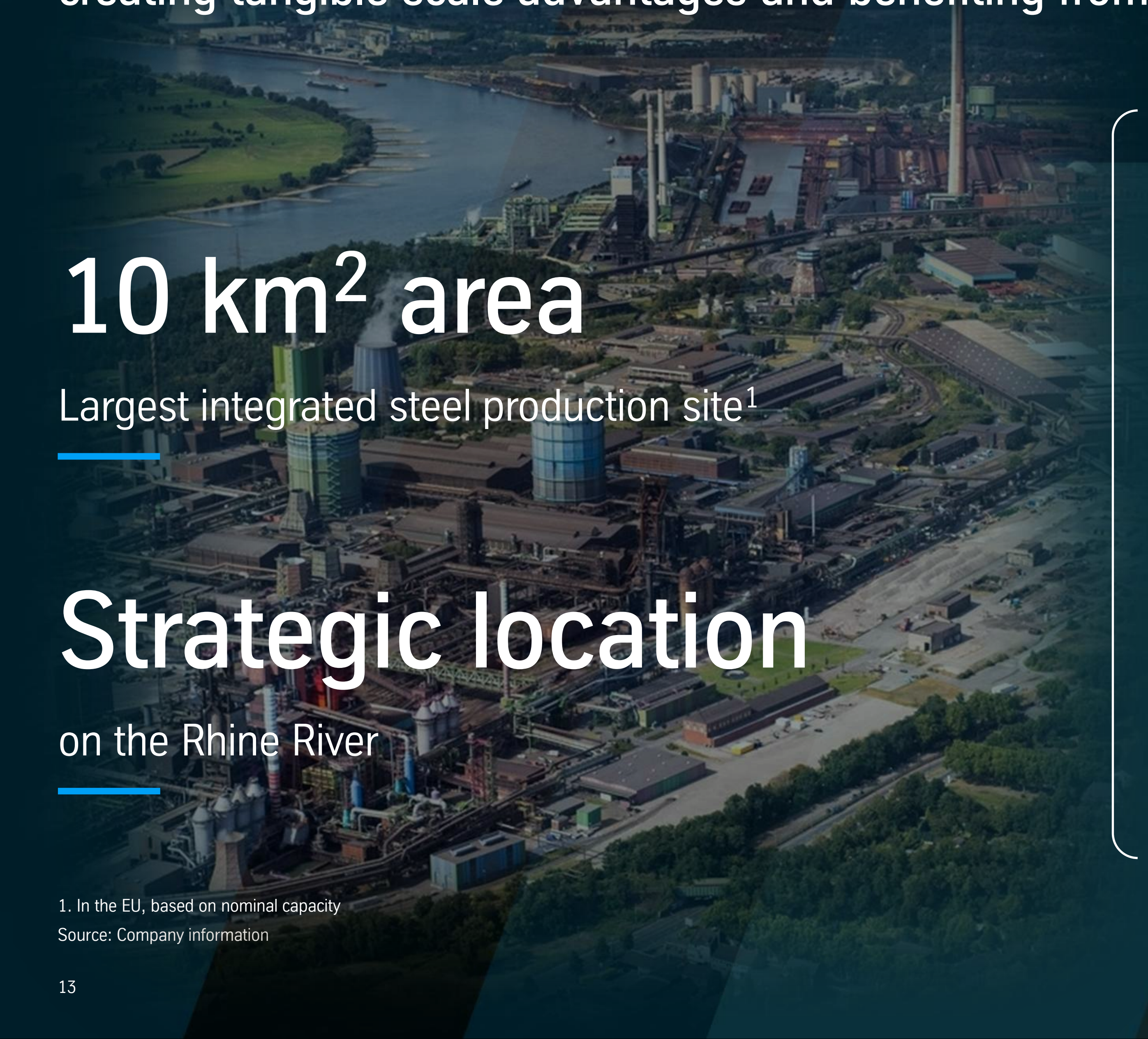
State-of-the-art production network

Strategic investments

Well-established customer relationships

Source: Company information

# Production network: Duisburg is the EU’s largest integrated steel production site, creating tangible scale advantages and benefiting from modernized core plants



## 10 km$^2$ area

Largest integrated steel production site[1]

## Strategic location

on the Rhine River

## Integrated site

combines primary steelmaking with extensive range of downstream facilities

## Synergies and scale effects

including self-generated energy, optimized raw material logistics and bundled maintenance

## Modernized production site

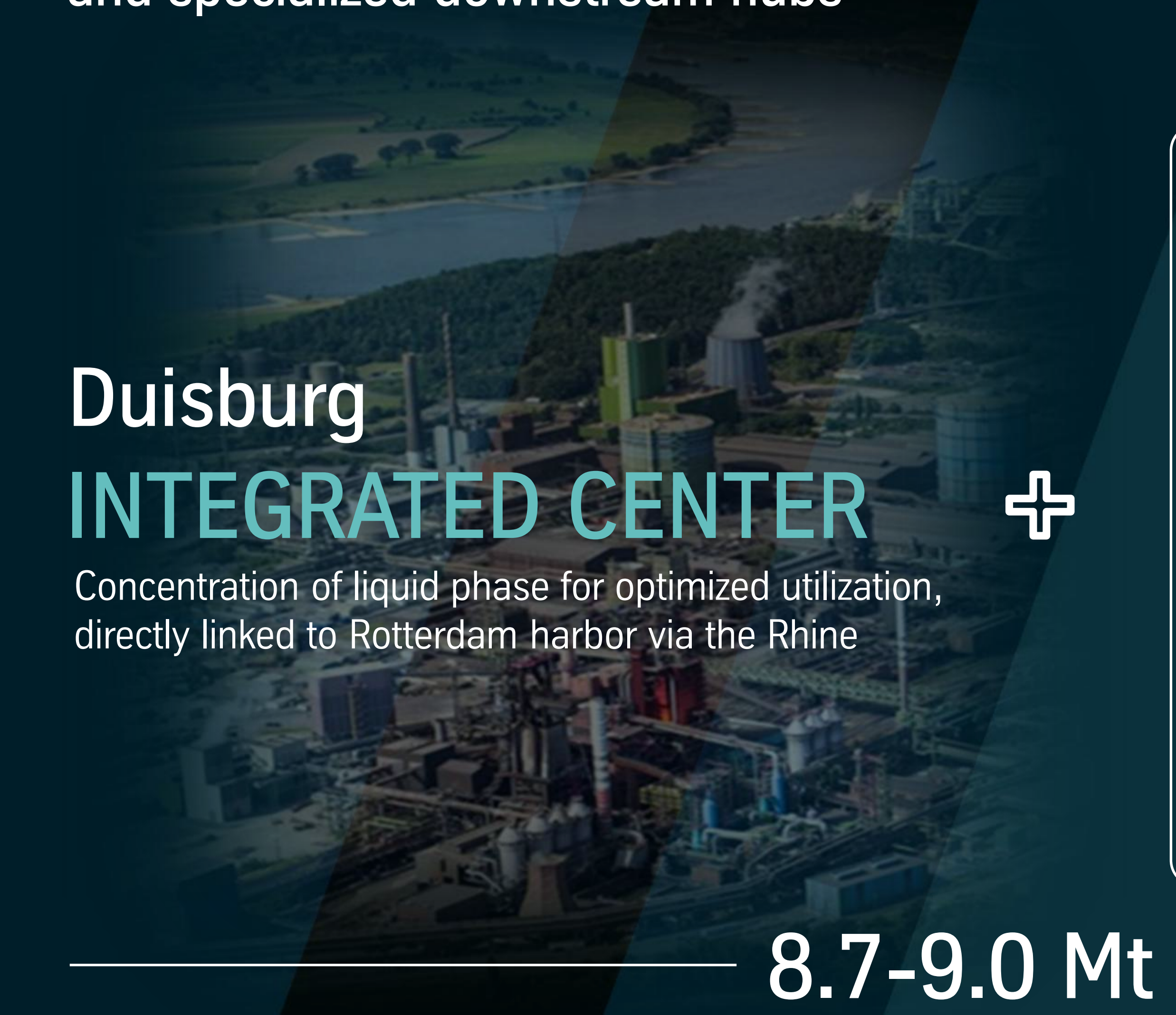
with state-of-the-art core plants

---

[1] In the EU, based on nominal capacity

Source: Company information

# Production network: Duisburg is the core of our network with 8 complementary and specialized downstream hubs



## Duisburg

## INTEGRATED CENTER

Concentration of liquid phase for optimized utilization, directly linked to Rotterdam harbor via the Rhine

+

## 8 DOWNSTREAM HUBS

**1 Dortmund**
Automotive downstream site for cold-rolling and coating

**2 Bochum[1]**
High efficiency for e-mobility and high-strength for auto

**3 Andernach**
Specialized packaging steel site

**4 Siegerland[2]**
Industry coating site and specialties for auto & trailers

**5 Hagen**
Hot-rolled precision medium-width strip

**6 Finnentrop**
Automotive coating site

**7 Gelsenkirchen**

**8 Isbergues**

Specialized sites for grain-oriented electrical steel

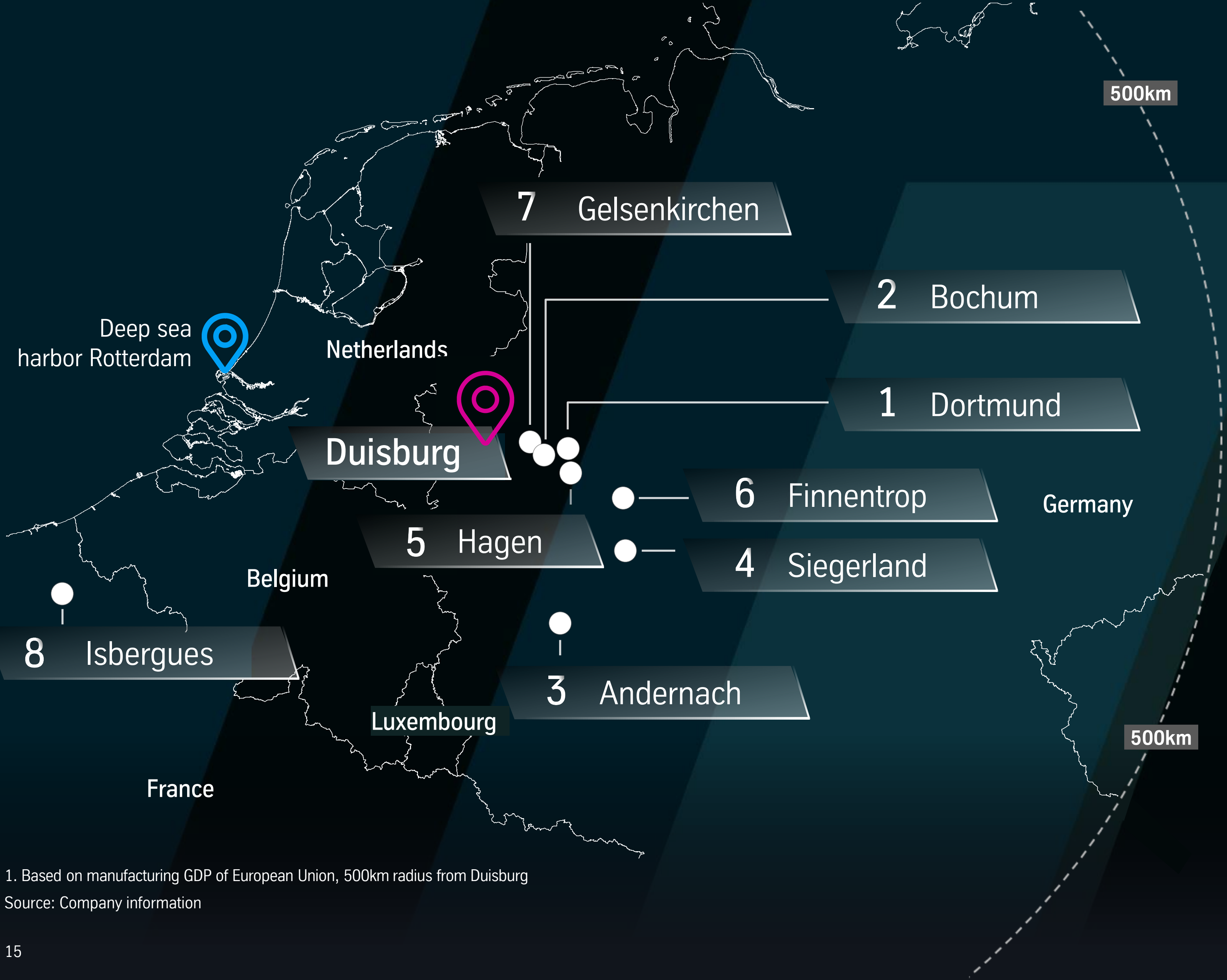
**8.7-9.0 Mt** medium-term shipment target

---

1. Essener Str. | 2. Eichen and Ferndorf

Source: Company information

# Production network: We are located in the heart of the European industry



In Europe, for Europe

**>40%**

of EU manufacturing GDP within a radius of 500km[1]

---

1. Based on manufacturing GDP of European Union, 500km radius from Duisburg

Source: Company information

# Premium product portfolio: Our state-of-the-art production network enables a diversified flat steel portfolio

🟦 Full range offered[1] ▨ Partially offered[1] ⬛ Not offered[1]

| | Coated | | | | Electrical steel | | | |
|---|---|---|---|---|---|---|---|---|
| Company | Hot-dip galvanized | Organic coil-coating steel | Tinplate | Medium-wide strip | Grain-oriented electrical steel | Non-grain-oriented electrical steel | Hot-rolled strip | Cold-rolled strip |
| Steel | 🟦 | 🟦 | 🟦 | 🟦 | 🟦 | 🟦 | 🟦 | 🟦 |
| European peer A | 🟦 | ▨ | 🟦 | ⬛ | ⬛ | 🟦 | 🟦 | 🟦 |
| European peer B | ▨ | ▨ | 🟦 | ⬛ | ▨ | ▨ | 🟦 | 🟦 |
| European peer C | ▨ | ▨ | ⬛ | ⬛ | ⬛ | ⬛ | 🟦 | 🟦 |
| European peer D | ▨ | ▨ | ⬛ | ⬛ | ⬛ | ⬛ | 🟦 | 🟦 |
| European peer E | 🟦 | ▨ | ⬛ | ⬛ | ⬛ | 🟦 | 🟦 | 🟦 |

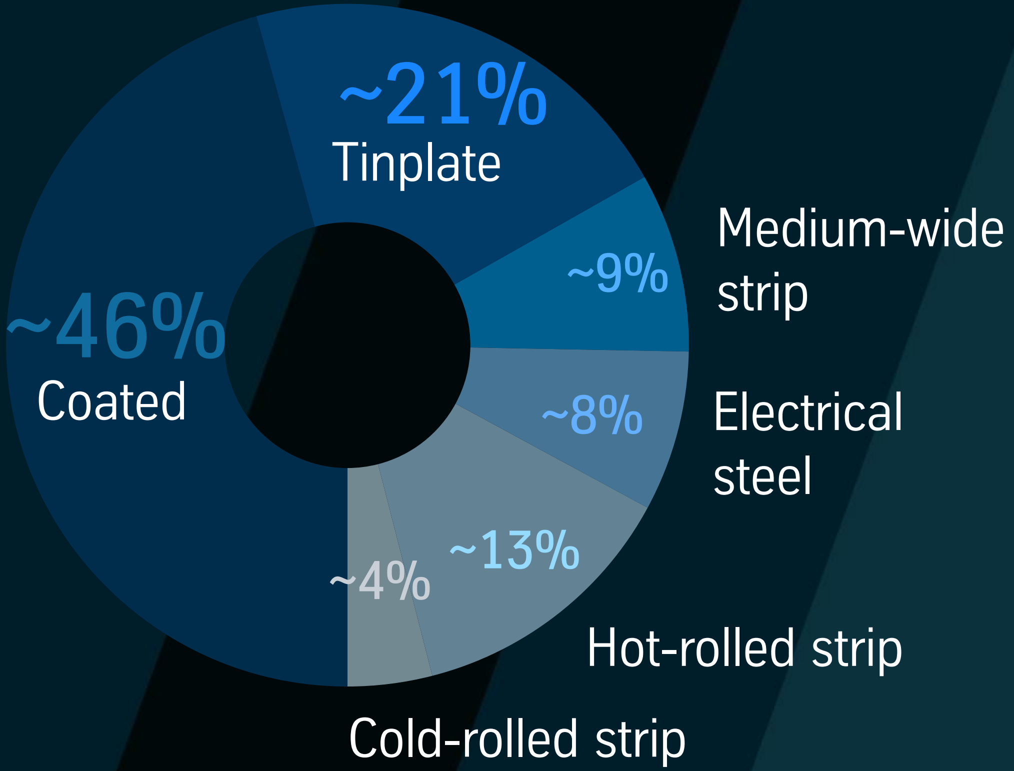
[1] Compared to thyssenkrupp Steel Europe's product portfolio

Source: Company product pages, Annual reports, Investor materials

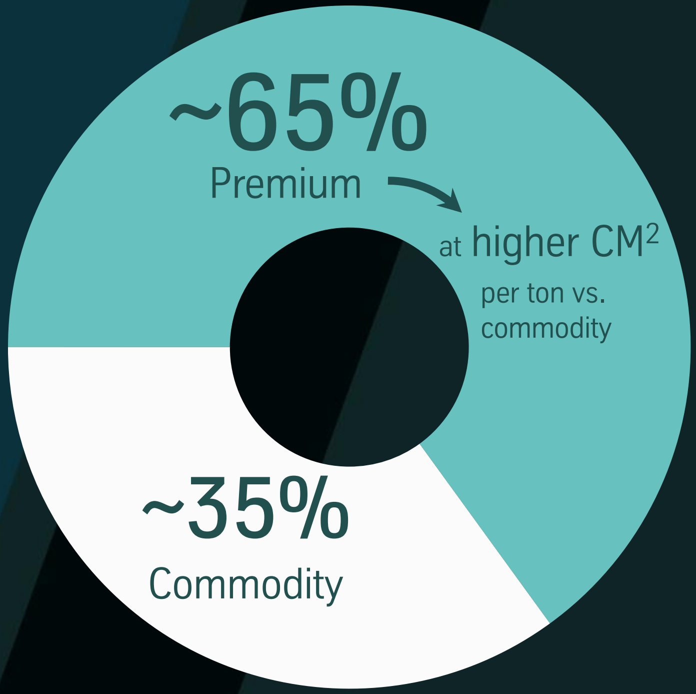
# Premium product portfolio: Nearly two-thirds of our portfolio is premium, reflecting our value-over-volume approach

SIMPLIFIED

## Flat steel sales share by product[1], in %



## Flat steel sales share by portfolio category[1], in %



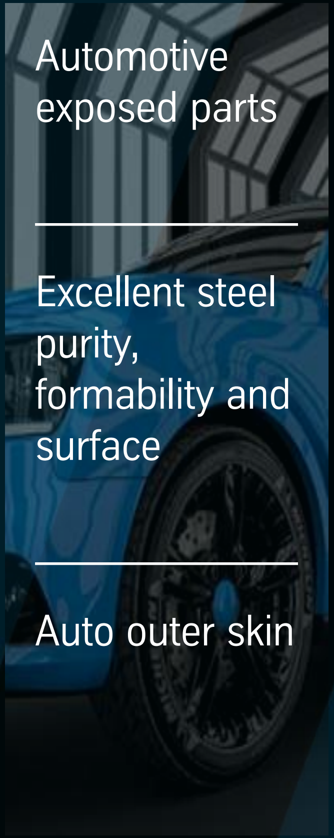
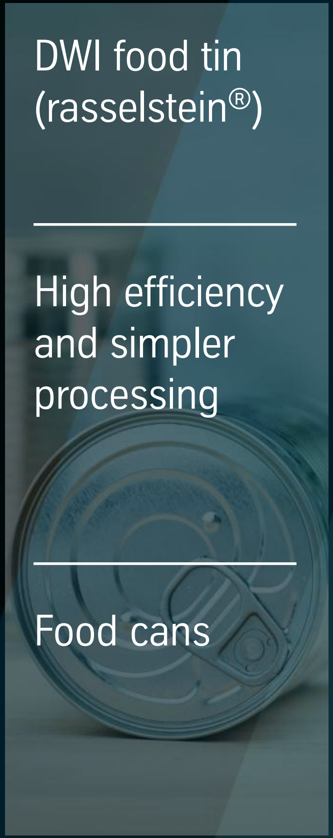
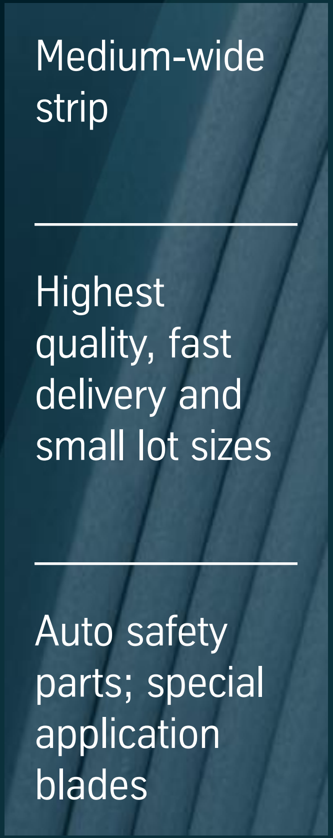
---

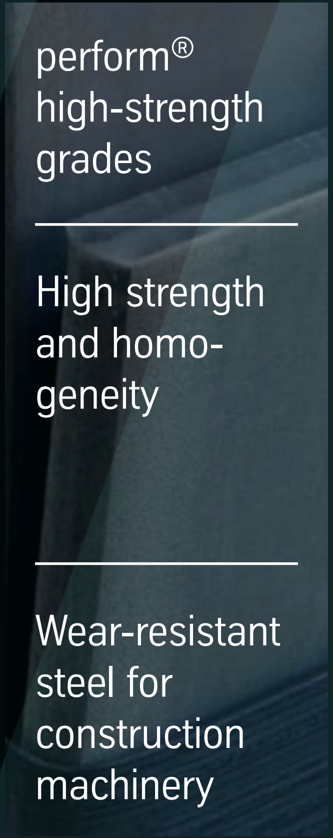
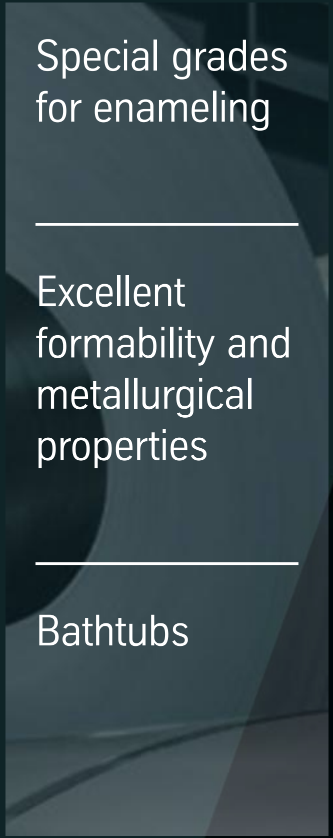
1. Excluding other sales (e.g., metallurgical materials); figures as of FY2024/25, numbers may not add up due to rounding | 2. Contribution margin (CM) = sales minus variable costs

Source: Company information

# Premium product portfolio: We offer premium products with distinctive value propositions

NOT EXHAUSTIVE

| | Coated | Tinplate | Medium-wide strip | Electrical steel | Hot-rolled strip | Cold-rolled strip |
|---|---|---|---|---|---|---|
| **Product name** | Automotive exposed parts | DWI food tin (rasselstein®) | Medium-wide strip | GOES top grades | perform® high-strength grades | Special grades for enameling |
| **Value proposition** | Excellent steel purity, formability and surface | High efficiency and simpler processing | Highest quality, fast delivery and small lot sizes | Efficient power transmission; sole top-grade supplier[1] in the EU | High strength and homogeneity | Excellent formability and metallurgical properties |
| **Example end products** | Auto outer skin | Food cans | Auto safety parts; special application blades | Transformers | Wear-resistant steel for construction machinery | Bathtubs |

[1] Based on company analysis, referring to top grades ≤0.75 W/kg HGO

Source: Company information

# Customer relationships: Our premium portfolio enables a broad and diverse set of customers and leading positions across end markets

NOT EXHAUSTIVE

| | Flat steel sales share FY2024/25[1] | Customer base[4] | Leading positions in the EU |
|---|---|---|---|
| **AUTOMOTIVE** | ~47% | >140 customers | #2 Automotive[5] |
| **SPECIALTIES[2]** | ~28% | >450 customers | #1 GOES[6]<br>#2 Tinplate[7]<br>#2 NO[8] |
| **INDUSTRY[3]** | ~25% | >320 customers | |

---

1. Excluding other sales (e.g., metallurgical materials) | 2. Includes Energy and Packaging | 3. Includes Construction, Manufacturing, Household, and Other | 4. Unique customer entities in FY2024/25 | 5. Based on share of EU27 delivery volumes excl. imports in FY2024/25 | 6. Grain-oriented electrical steel; based on share of EU27 delivery volumes excl. imports in FY2024/25 | 7. Based on share of EU27 delivery volumes in Jan-Aug 2024 | 8. Non-grain-oriented electrical steel; based on share of EU27 delivery volumes excl. imports in FY2024/25

Source: Company information

# Customer relationships: Three reasons customers value our partnership

## Quality

Trusted partner with decades-long track record of delivering excellence

TOYOTA

PORSCHE

VOLVO

## Proximity

Local proximity to customers for short lead times and flexible supply

>70%

of thyssenkrupp Steel Europe customers within a radius of 500km[1]

## Innovation

Deep industry expertise and joint product development to meet highly demanding customer needs

| | |
|---|---|
| **Miele** | Joint development of pladur® aesthetic |
| **Henkel** | Low-emission steel bluemint® |
| **Tenaris** | Continuous, gradual wall-thickness reduction along the string for oil & gas |

**Enabler of trust**

---

[1] Based on shipment volume in FY2024/25

Source: Company information

# Customer relationships: We continuously enable innovation in Automotive

**50 years**

of shaping industrial megatrends in Automotive

## From press hardening to high-performance e-mobility

**1974**
First patent on press hardening

**1976**
First fully galvanized steel body in series (Porsche 911 Turbo 3.0)

**1982**
Use of high-strength steels in automotive engineering

**1983**
Production of the first Tailored Blank

**1984**
First hot-formed component in series (Saab 9000)

**1985**
Bake-Hardening steels in vehicle body shells

**1995**
MS-W 1200 for e.g. side impact beams; complex-phase steels for chassis applications

**2002**
Hot forming for geometrically complex parts (Opel Vectra)

**2002**
Multiphase steels in the car body (Porsche Cayenne)

**2003**
NSB® NewSteelBody: lightweight design project

**2006**
Development of innovative ZM coating

**2007**
First partially hardened component in series

**2009 & 2014**
Projekt InCar® & InCar®plus: economic lightweight design

**2012**
MBW® 1900 Tailored Tempering

**2013**
Project InTruck®: technology and products with steel for the truck industry

**2015**
Serial use of ZM in vehicle body shell (BMW/ Mini)

**2015**
High-quality NO steel: Highly efficient drives for long-range e-mobility

**2018**
Stabosol® : New bonding technology for high-performance e-mobility

**2017**
Market launch of ultra-high-strength cold forming steels with a strength of 1,200 MPa

**2020**
MBW® AS Pro: reduction of process-related hydrogen absorption

**2022**
jetQ®: AHSS 3rd generation

**2025**
InPart Solutions Door Ring

**2026**
bluemint® GOES in high-performance axial flux motor

Source: Company information

# Customer relationships: Established in 2000, our JV with Tagal in China positions us well for partnering with Chinese OEMs producing BEVs in Europe

**50/50 JV**

with Chinese steel producer Ansteel

## Successful downstream coating JV Tagal in China

**~1.4 Mt** yearly shipments[1]

**>40** automotive OEMs in China supplied

**~300** Chinese car models with Tagal products

SELECTED

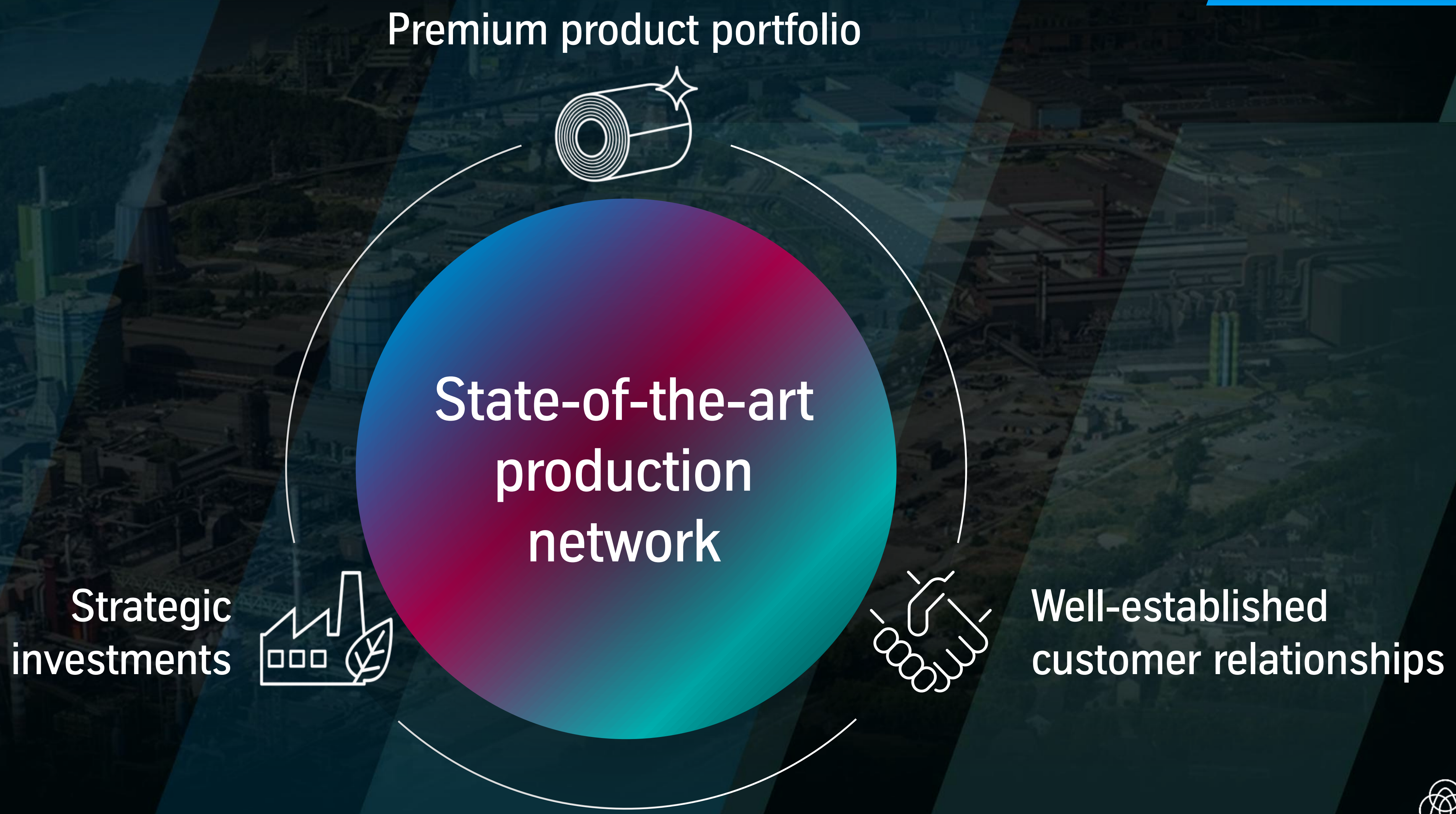
- BYD
- SAIC
- Great Wall Motor
- Geely
- Chery
- Leapmotor

---

[1] In 2024

Source: Company information

# We build on a strong foundation



Premium product portfolio

State-of-the-art production network

Strategic investments

Well-established customer relationships

Source: Company information

# Strategic investments: We are strengthening our production capabilities and our premium portfolio through a strategic investment program

**>€1bn[1]**

strategic investment program over the last 5 years

## Investment criteria

- Strong customer backing
- Competitive advantage
- Resilient end-markets
- High-margin potential

[1] Excl. investments for DR-plant

Source: Company information

# Strategic investments: The majority has been completed - additional investments will come over the next months

## Successfully completed

### Automotive

**Hot-Dip Galvanizing Line 10**

High-end auto applications (O5)

**Hot Strip Mill 2**

Increased surface quality

### Electrical Steel

**Double Reversing Mill & Annealing and Coating Line[1]**

Full range of e-mobility applications

**Hot Strip Mill 4 & Continuous Casting Line 4**

Wide range of applications, incl. full range of electrical steel

## Ongoing investments

### Tinplate & Precision Steel/ Medium-wide strip

**Modernization of Continuous Casting Line 3**

Higher product quality, e.g., in packaging steel

**Divider investment for Continuous Casting Line 1**

Takeover of HKM narrow slab production

Completed within the next 18 months

[1] For non-grain-oriented electrical steel

Source: Company information

# Strategic investments: We are building a strategic DR-plant + SAF, supported by public investment

## tkH2Steel®

## Future-ready "green steel"[1] base with strategic DR+SAF[2] concept

– under construction –

**~€3bn** expected capex

**€2bn** public investment (funding)

Supported by:

Federal Ministry
for Economic Affairs
and Energy

on the basis of a decision
by the German Bundestag

Funded by:

Ministry of Economic Affairs,
Industry, Climate Action and Energy
of the State of North Rhine-Westphalia

### Technology

Innovative design enabling full premium portfolio

### Operations

$H_2$ and natural gas, with cost parity to BF[3] expected in full natural gas operation[4]

### Market

Flexible $H_2$ trajectory[5] aligned with projected market developments

### Funding

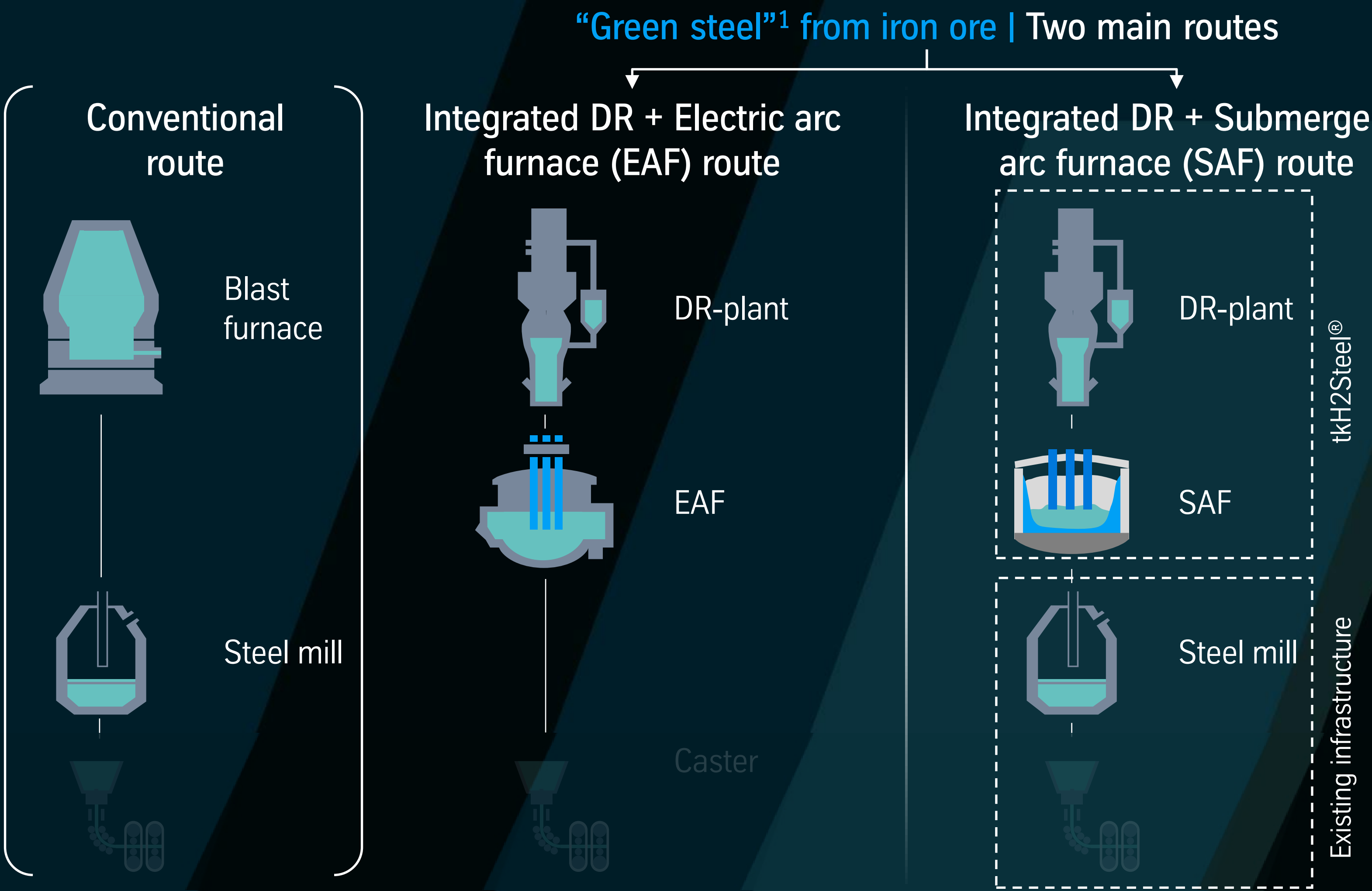
Decreased risk through secured public funding

---

1. "Green steel" denotes steel produced with substantially lower CO2 emissions (<50%) than conventional blast furnace-based steel production | 2. Submerged arc furnace | 3. Blast furnace | 4. $H_2$ enabled through funding | 5. Natural gas phase-out in accordance with state-aid rules

Source: Company information

# Strategic investments: The DR+SAF concept is designed to enable us to continue producing our premium portfolio in our existing production network



tkSE approach

**Full premium portfolio**
Produces complex premium grades

**No re-qualification**
Retains approval stages with customers

**Raw material cost advantage**
Enables use of broader iron ore grades

**Scale and network benefits**
Profits from integration into Duisburg site

**No EAF slags for disposal**
Allows sale of SAF slags to cement industry

---

[1] "Green steel" denotes steel produced with substantially lower CO2 emissions (<50%) than conventional blast furnace-based steel production

Source: Company information

# Strategic investments: Our DR+SAF concept establishes the foundation for our decarbonization while maintaining flexibility for future paths

## Today

✓ tkH2Steel®
(DR+SAF)

- ✓ Strategic choice for first step
- ✓ Full premium portfolio
- ✓ Adjustable to market demand

## Tomorrow

Strategic flexibility in timing and technology, depending on

- ● Market demand
- ● Regulations
- ● Innovations

\+ Clear business case

Source: Company information

# Key takeaways

- Steel powerhouse in European market
- State-of-the-art production network
- ~65% premium share
- Well-established customer relationships
- Near-complete investment program

Source: Company information

## 02

## Steel market

# Positive momentum

of European steel market

# European steel market with positive momentum driven by both resilient steel demand across end markets and safeguards

## Stable end markets

**Resilient steel demand across end markets** with supportive demand trends

+

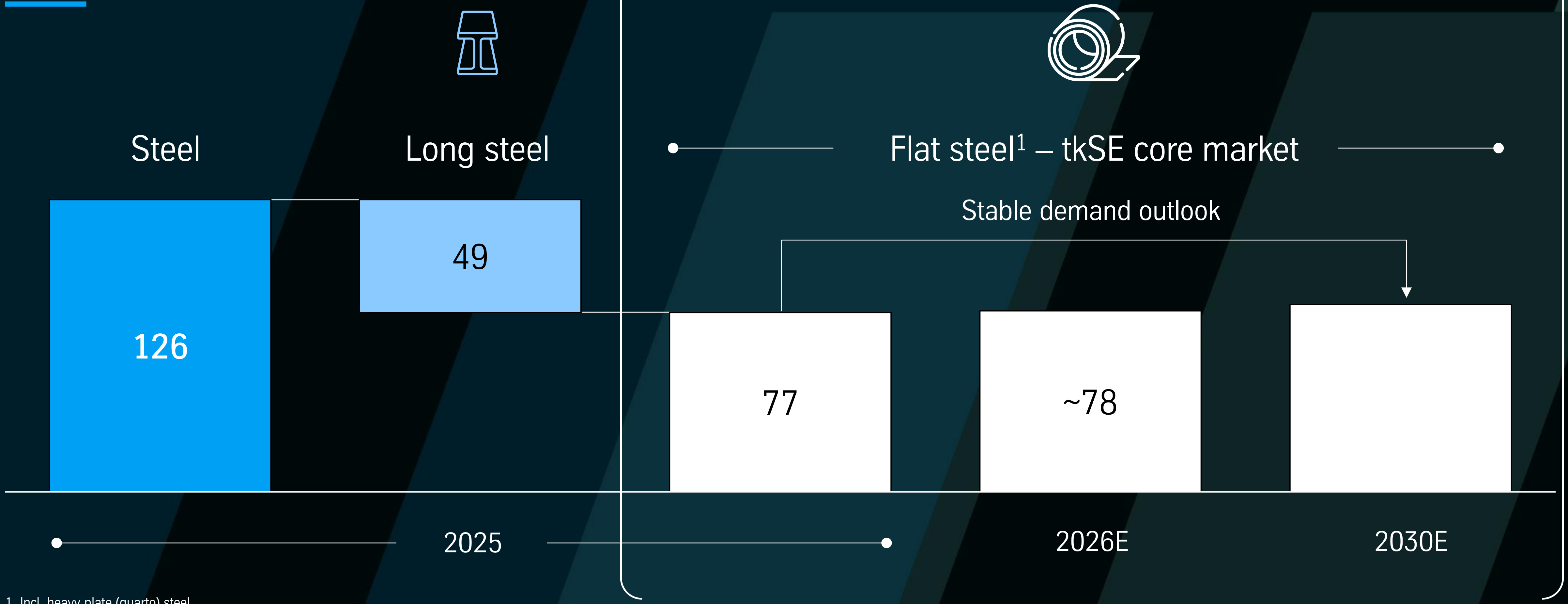
## Safeguards

**Improved outlook for European producers** driven by EU regulatory measures

Source: Company information

# End markets: Flat steel market in the EU is expected to remain stable through 2030

## EU steel market, in Mt



---

1. Incl. heavy plate (quarto) steel

Source: Company information, Eurofer

# End markets: We operate in three distinct end markets

NOT EXHAUSTIVE

## AUTOMOTIVE

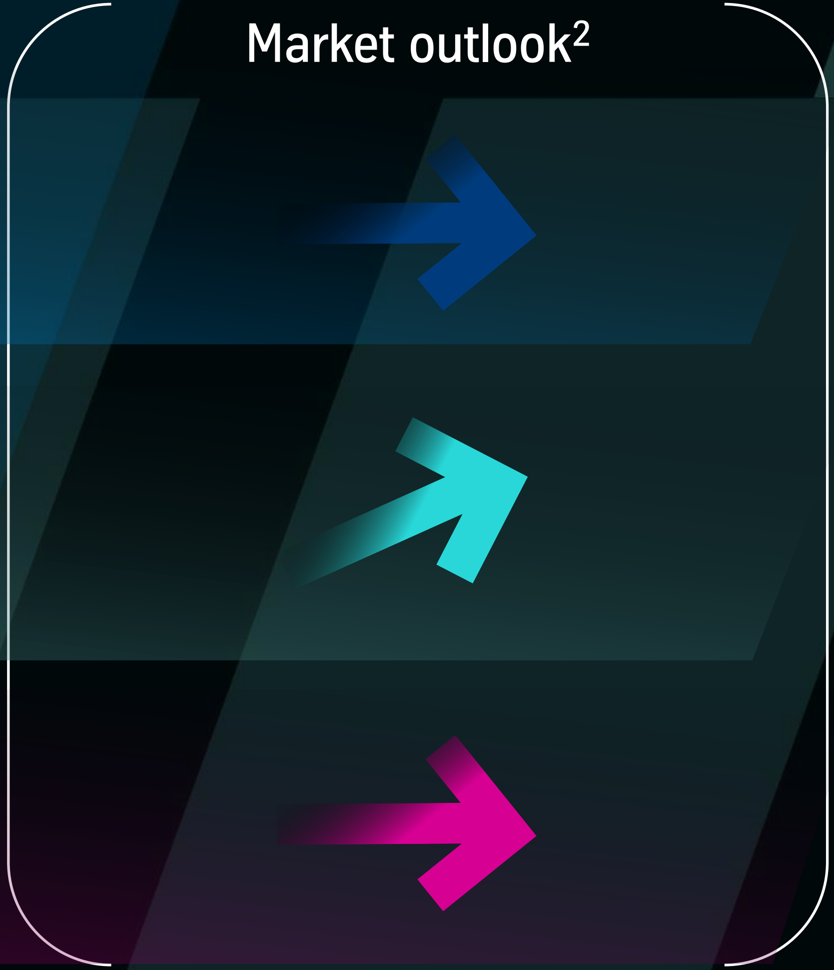
- Light vehicles
- Trucks

## SPECIALTIES

- Energy
- Packaging

## INDUSTRY[1]

- Construction
- Manufacturing
- Household



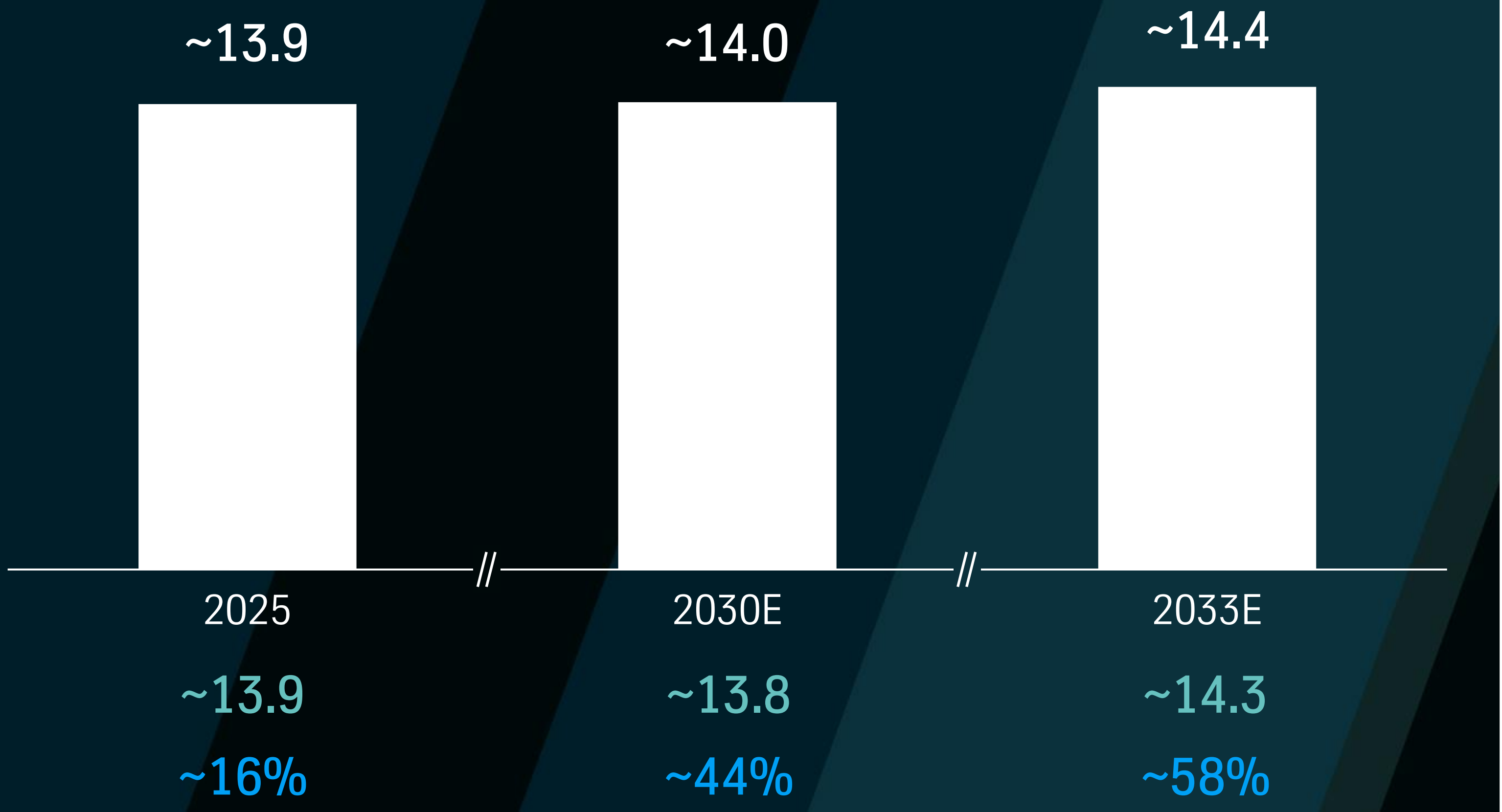
[1] Includes Other | [2] Illustrative outlook; outlook periods: Present through Year-End 2029 for Automotive and Specialties; Present through Year-End 2027 for Industry

Source: Company information

# End markets - AUTOMOTIVE: EU automotive flat steel demand is expected to remain firm

X EU total vehicle production (mn vehicles) X BEV[1] share of production (in %)

## Flat steel demand for automotive production located in EU, in Mt



**Stable flat steel demand** expected for automotive end market driven by three key developments:

**Stable vehicle** production in EU

**Chinese OEMs ramping up** production in EU

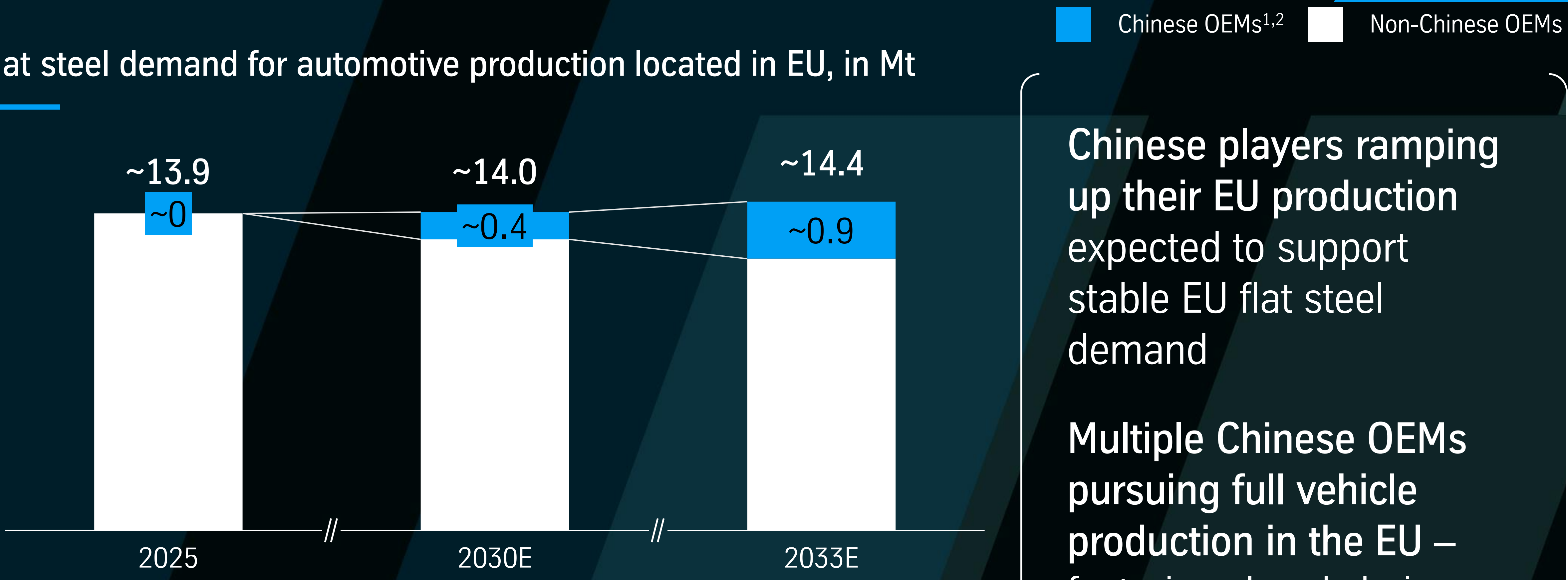
**Increased BEV share** of vehicles produced in EU

1. Battery electric vehicle

Source: Company information, Mobility Global, LV & MHCV Production Forecast Europe, 08/2026

# End markets - AUTOMOTIVE: Chinese OEMs ramping up production in the EU, expected to positively impact flat steel demand

## Flat steel demand for automotive production located in EU, in Mt



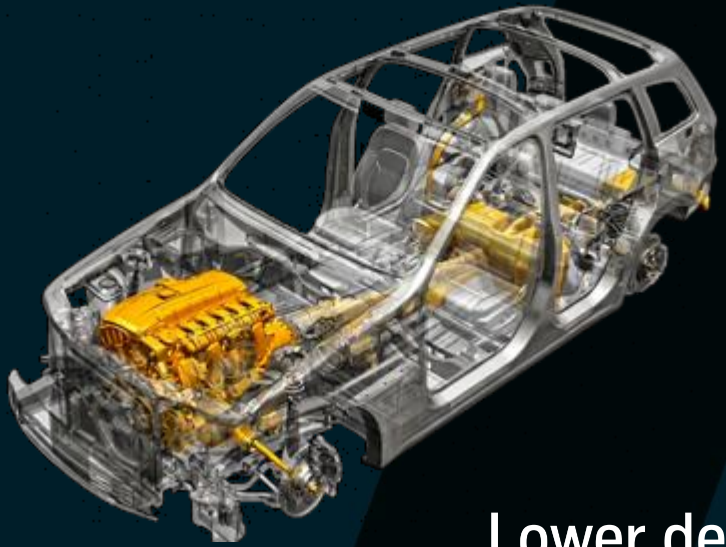
**Chinese players ramping up their EU production** expected to support stable EU flat steel demand

**Multiple Chinese OEMs pursuing full vehicle production in the EU –** factories already being built

1. Excl. Volvo | 2. Blue segments are visually enlarged for readability and are not shown to scale

Source: Company information, Mobility Global, LV & MHCV Production Forecast Europe, 08/2026

# End markets - AUTOMOTIVE: Higher flat steel demand per BEV is expected to support overall market demand



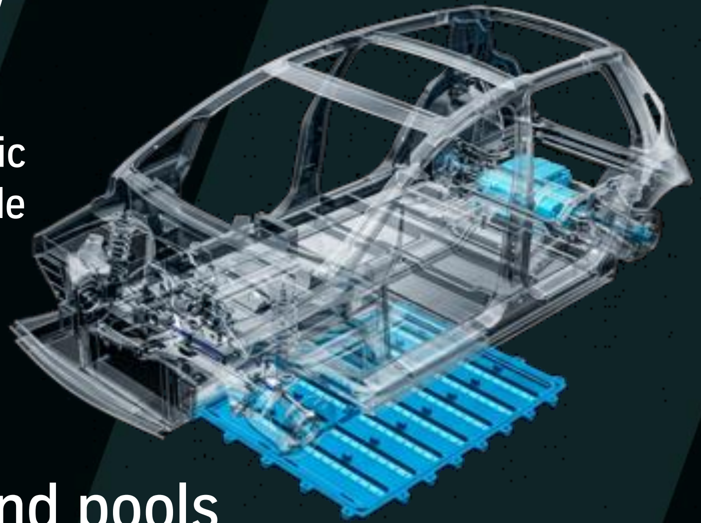
## ICE

Internal combustion engine

→

## BEV

Battery electric vehicle



**Lower demand for ICE**

e.g., transmission, clutch

**New BEV demand pools**

e.g., traction machines, battery cases

---

## ~10%

higher flat steel demand per vehicle in BEVs

Source: Company information

# End markets - SPECIALTIES: Electrical steel offers attractive premium opportunities in growing energy and power markets

## Electrical steel

Premium grain-oriented electrical steel with silicon added (GOES)

Magnetic properties enabling power transmission

Sold as powercore® – sole producer of top grades in the EU[1]

## Application

Critical material across power grid applications:

Power transformers

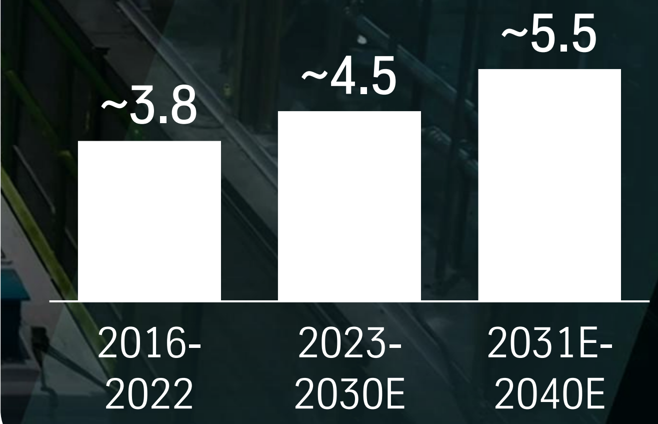
Transmission substations

Generation[2] and beyond

## Outlook

Substantially growing in line with grid expansion

Average annual projected GOES demand for transformers, in Mt[3]



---

[1] Based on company analysis, referring to top grades ≤0.75 W/kg HGO | [2] Primarily for large-scale power generation applications | [3] Global demand, based on the IEA's Announced Pledges Scenario (APS), e.g., driven by grid expansion due to data center power demand

Source: Company information, IEA

# End markets - Summary: Stable flat steel end markets expected

Resilient steel demand

Supportive demand trends

=

Stable end markets

Source: Company information

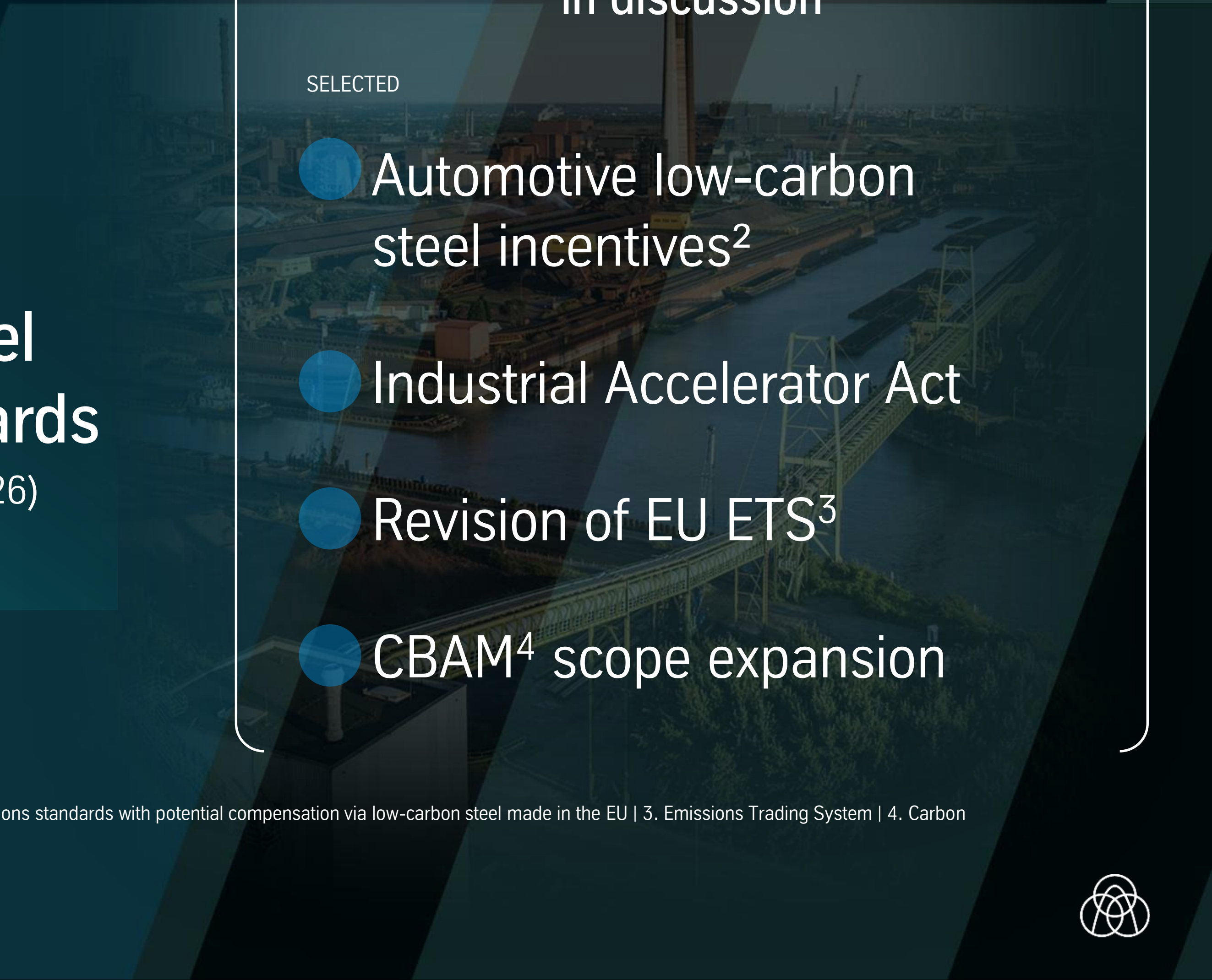
# Safeguards: EU measures increasingly support a level playing field for EU steel producers

## Main confirmed safeguards

SELECTED

**EU steel safeguards[1]**
(effective since Jul 2026)

**Electrical steel (GOES) safeguards**
(effective since Sep 2026)



## Further measures currently in discussion

SELECTED

- Automotive low-carbon steel incentives[2]
- Industrial Accelerator Act
- Revision of EU ETS[3]
- CBAM[4] scope expansion

---

[1] Covers selected steel product categories, incl. relevant flat steel and heavy plate products; excludes GOES | [2] Revision of $CO_2$ emissions standards with potential compensation via low-carbon steel made in the EU | [3] Emissions Trading System | [4] Carbon Border Adjustment Mechanism

Source: Company information, European Commission

# Safeguards: Confirmed EU steel safeguards support an improved outlook for EU steel producers

## EU steel safeguards

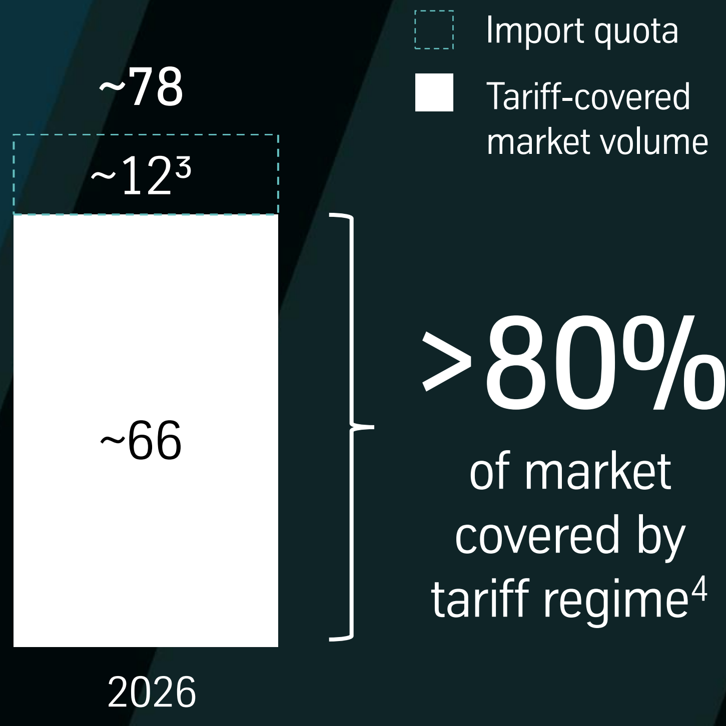
**Reduced import quota for EU flat steel market[1,2]**

From 21
to **12 Mt**

**Increased tariff on above-quota imports**

From 25%
to **50%**

### Resulting EU flat steel market[1], in Mt



**>80%** of market covered by tariff regime[4]

---

1. Incl. heavy plate (quarto) steel | 2. Past import quota based on Year 8 safeguards covering Jul 1st, 2025 to Jun 30th, 2026 specified in Commission Implementing Regulation 2025/612, new import quota as specified in Commission Implementing Regulation 2026/1457 | 3. Based on regulation as of July 2026 | 4. Share of market subject to 50% tariffs for above-quota imports; derived as total flat steel market volume (incl. heavy plate / quarto steel) minus flat steel part of revised import quota divided by flat steel market volume for following categories: Non Alloy and Other Alloy Hot Rolled Sheets and Strips; Non Alloy and Other Alloy Cold Rolled Sheets; Electrical Sheets (other than GOES); Metallic Coated Sheets; Organic Coated Sheets; Tin Mill products; Non Alloy and Other Alloy Quarto Plates

Source: Company information, European Commission

# Safeguards: Newly implemented electrical steel (GOES) safeguards are expected to strengthen competitive positioning of European producers

## Provisional electrical steel (GOES) safeguards

### Increased MIP for top grades[1]

**€3,400/t**

*(vs. 2,043/t previously)*

### Expanded product scope

GOES

Laminations & cores

Cores in imported transformers

**Effective since September 25, 2026**

## Expected impact on EU steel production

✓ Improved conditions for **capacity utilization and production economics** for EU GOES producers

✓ **Domestically anchored supply of GOES** for EU transformer industry

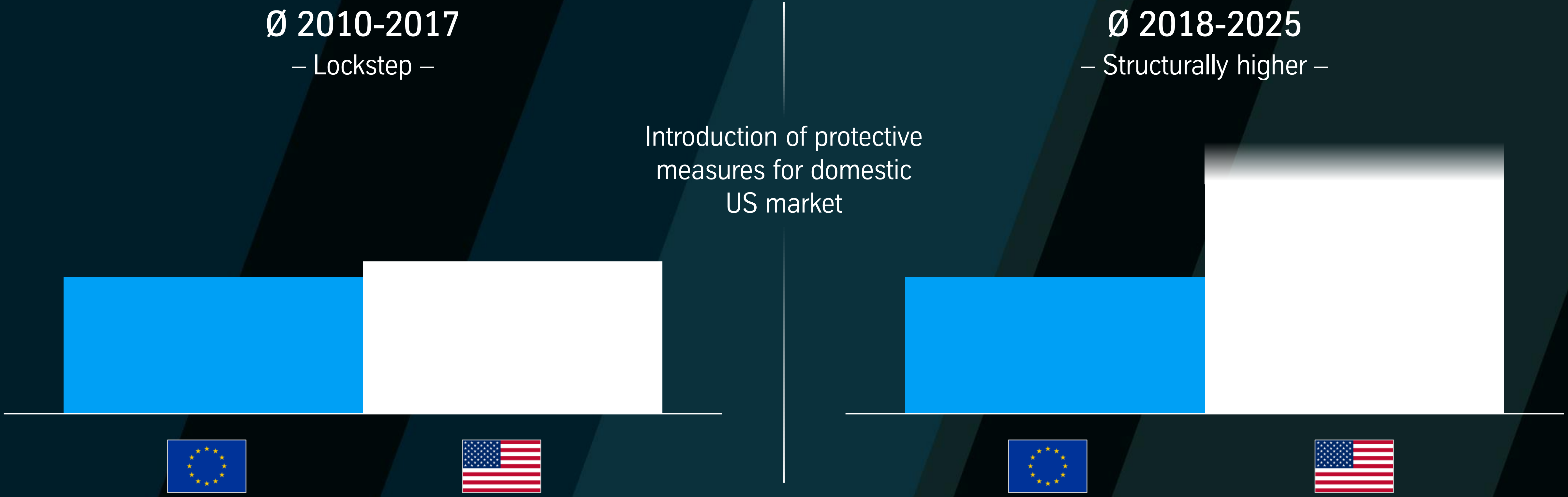
---

[1] 3,400/t in-quota minimum import price (MIP) for selected top-grade GOES product categories; €3,500/t MIP applies to all out-of-quota GOES imports

Source: Company information, European Commission

# Safeguards: The US market has indicated that safeguards may be a contributor to increasing EBITDA margins

## Average EBITDA margin[1] of major listed steel companies, in %



Ø 2010-2017

– Lockstep –

Introduction of protective measures for domestic US market

Ø 2018-2025

– Structurally higher –

1. Sum of all absolute EBITDA divided by sum of revenues; EBITDA is a non-IFRS/non-US GAAP financial metric and specific figures and calculations may vary by company

Source: Company annual reports

# Key takeaways

- Steel at the heart of European industry
- Stable EU flat steel demand
- Supportive demand trends
- New EU safeguards
- Improved pricing environment

Source: Company information

## New management team

# delivering tangible results

# We are a new management team, combining deep industry expertise with fresh perspectives to deliver our strategic roadmap

## New management team

tk-Group tenure >5 years

**Dr. Marie Jaroni**
CEO

**Philipp Conze**
CFO

**Dr. Marco Richrath**
COO

**Georgios Giovanakis**
CSO

**Wilfried von Rath**
CHRO[3]

## Streamlined core leadership team[1]

| | | |
|---|---|---|
| ~20% | ~40% | ~20% |
| leaner | external new hires | female share |

## Prior experience[2]

إمستيل EMSTEEL

SALZGITTER AG Stahl und Technologie

SCHAEFFLER

ArcelorMittal

Volkswagen

McKinsey & Company

---

1. Board minus 1, over the last 2 years | 2. Selection of past employers of Board and Board minus 1 | 3. Interim basis

Source: Company information

# We are executing on a clear strategic roadmap and have already delivered tangible results

## Self-help measures

TRANSFORM 30+

Future-ready production network

Competitive cost position

X Expected adj. EBITDA uplift in the medium term[1]

**Restructuring agreement with union**

≥€0.3bn p.a.

additional ~€0.1bn p.a. already realized[2]

**HKM exit**

≥€0.3bn p.a.

**Cost efficiencies**

≥€0.2bn p.a.

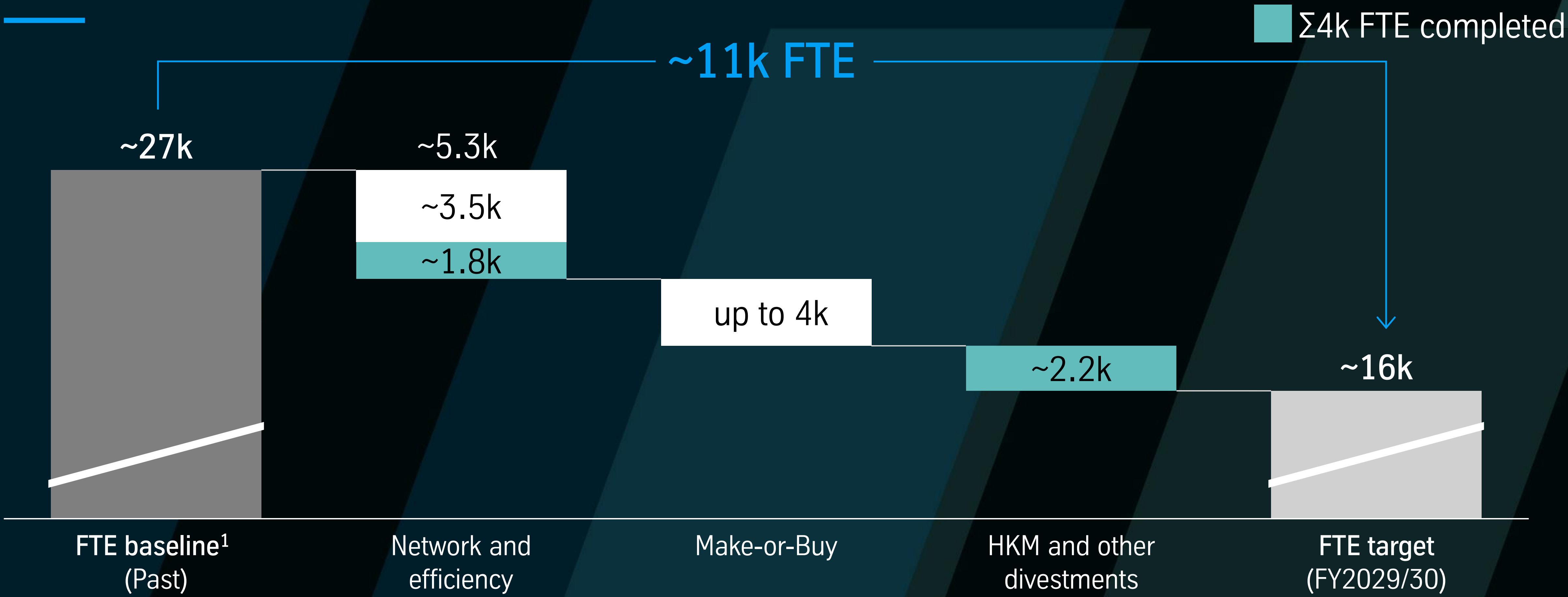
---

[1] Uplift versus adj. EBITDA in FY2025/26E | [2] Realized already in FY2025/26

Source: Company information

# Right-sized FTE base: Restructuring agreement is the core element to achieve sustainable profitability

## FTE reduction to medium-term target, in # of FTE



1. As of September 2024

Source: Company information

# Restructuring agreement – Network and efficiency: FTE reductions are progressing

## Targeted FTE reduction in the medium term

### Expected adj. EBITDA uplift contribution[1]

**≥€0.3bn p.a.**
uplift in the medium term

additional
**~€0.1bn p.a.**
already realized in FY2025/26[2]

---

[1] Uplift versus adj. EBITDA in FY2025/26E | [2] Not included in the medium-term uplift

Source: Company information

# Restructuring agreement: Further commitment from unions through temporary personnel cost reductions amounts to ~€0.5bn cumulatively until FY2029/30

## Expected additional savings

**Up to ~6%[1]**

**temporary reduction in salaries & special payments,** financially supporting the transformation phase

**Σ ~€0.5bn**

**cumulative savings,** phasing out in FY2029/30

---

[1] Single year maximum during given period

Source: Company information, Full-year financial forecasts FY2025/26E – FY2029/30E

# HKM exit: Shifting production to our existing network is expected to result in lower overall fixed cost and higher utilization

## Past…

3 under-utilized steel mills

3x fixed cost

## 2028…

2 higher-utilized steel mills

-1x fixed cost

tkSE Steel mill 1

tkSE Steel mill 2

HKM[1]

tkSE Steel mill 1

tkSE Steel mill 2

HKM[1]

### Expected adj. EBITDA uplift contribution[2]

**≥€0.3bn p.a.**

uplift from 2028

**Fully effective**

from FY2028/29, once HKM supply agreement phases out in 2028, after divider ramp for own narrow slab supply

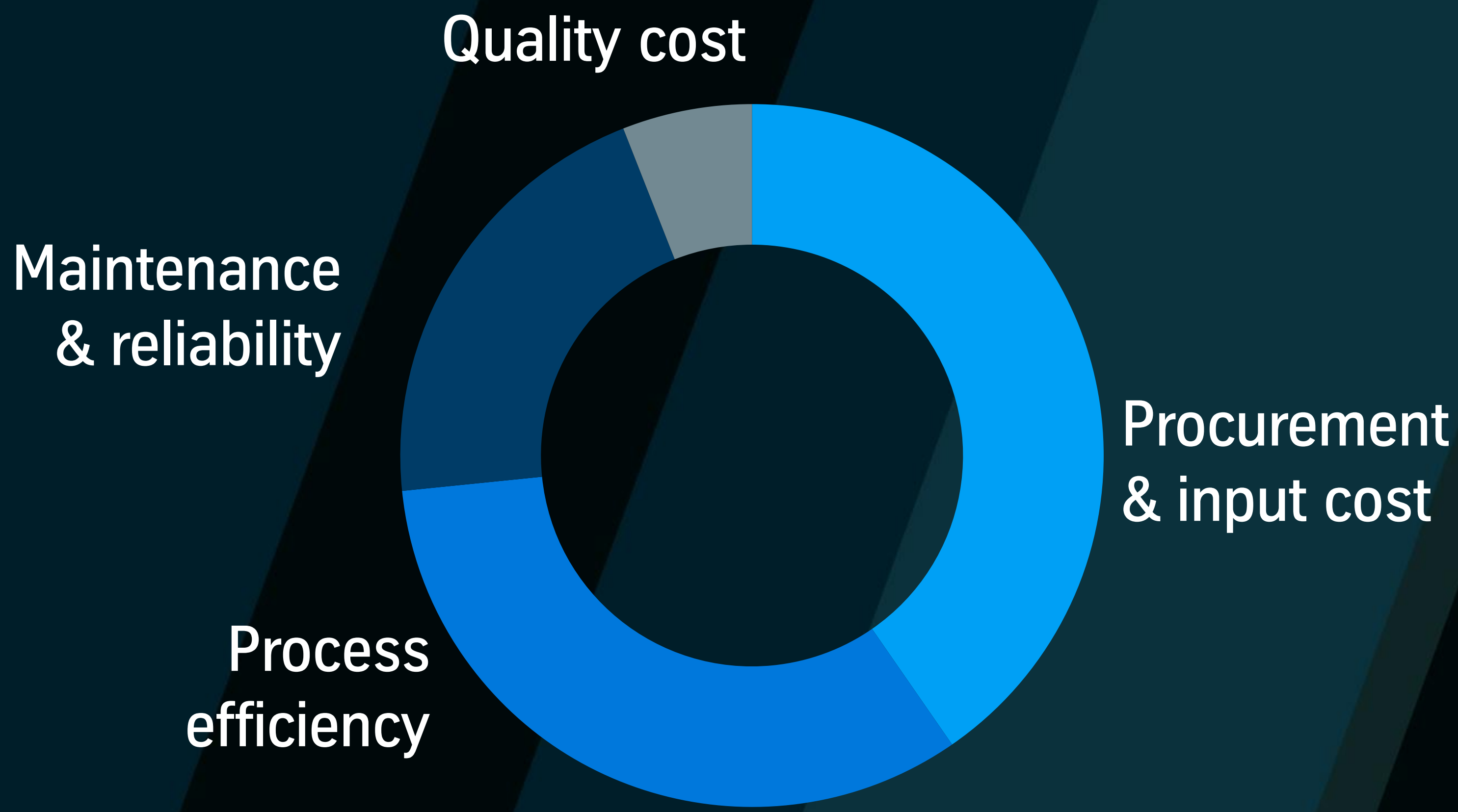
[1] HKM at original capacity | [2] Uplift versus adj. EBITDA in FY2025/26E

Source: Company information

# Cost efficiencies: We have set up a holistic non-FTE cost efficiency program

INDICATIVE

## Identified savings potential, by category[1]



## Expected adj. EBITDA uplift contribution[2]

**≥€0.2bn p.a.**

uplift in the medium term

**>450**

continuous cost improvement measures addressed in structured programs

---

1. Planned for FY2026/27E | 2. Uplift versus adj. EBITDA in FY2025/26E

Source: Company information

# Key takeaways

- New management team
- Right-sized FTE base with ~11k reduction
- Landmark restructuring agreement: ≥€0.3bn uplift[1]
- HKM exit eliminating fixed costs: ≥€0.3bn uplift[1]
- Non-FTE cost efficiency program: ≥€0.2bn uplift[1]

[1] Expected

Source: Company information

## 04

Self-help trajectory

# Attractive self-help driven financial trajectory

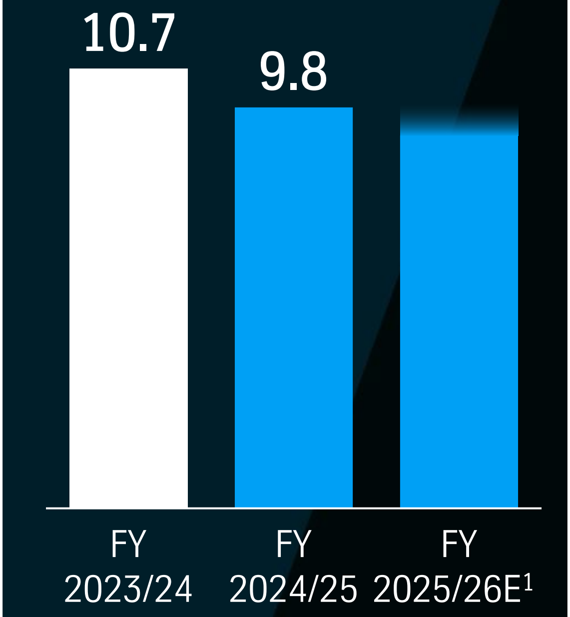
# Recent financials: We have started to deliver tangible results, with uplift in profitability

X Adj. EBITDA, in €/t

X% Adj. EBITDA margin

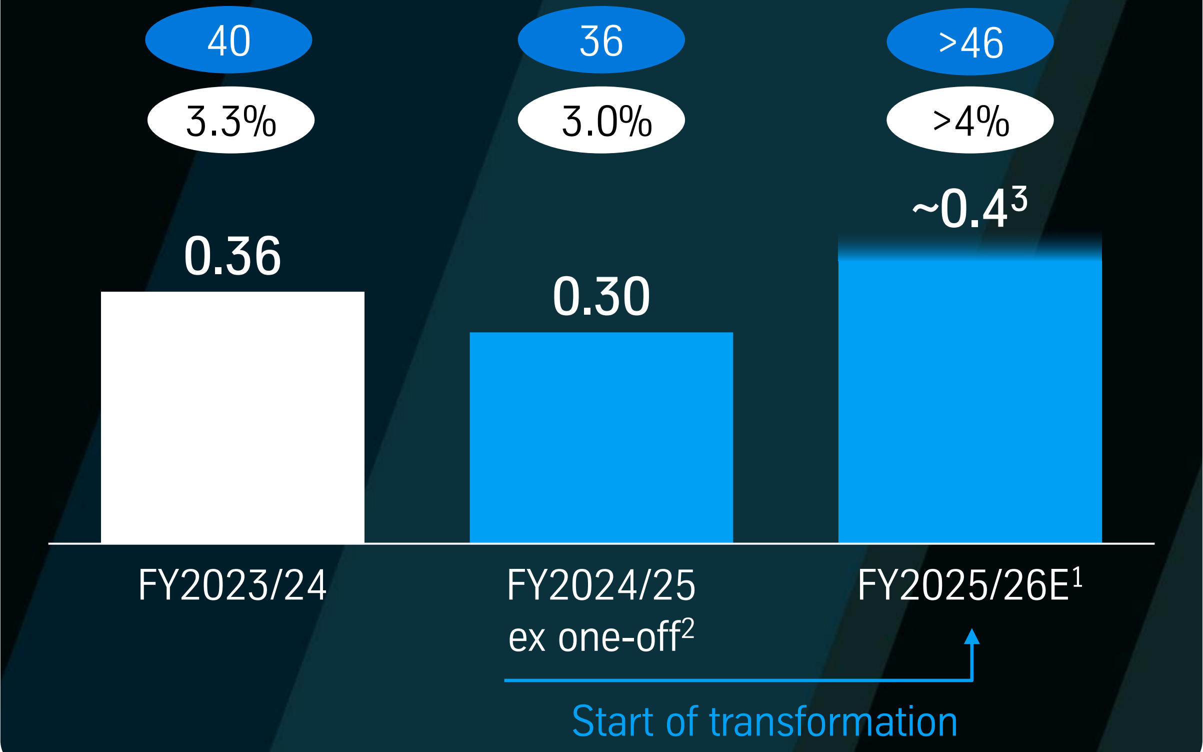
## Topline

Net sales, in €bn



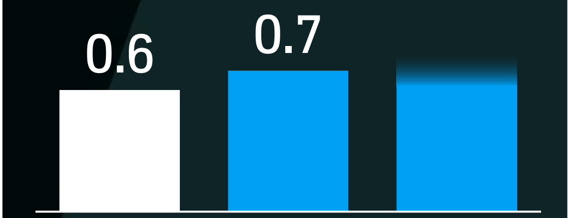
## Profit

Adj. EBITDA, in €bn



## Investment

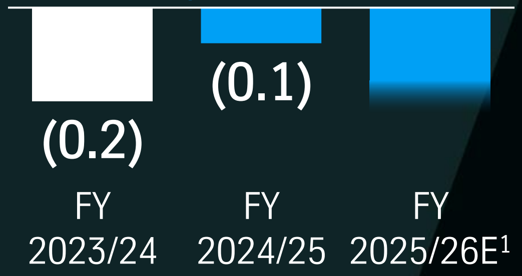
Capex, in €bn



## Cash flow

Business cash flow, in €bn

Additional adj. EBITDA targeted to achieve positive cash flow



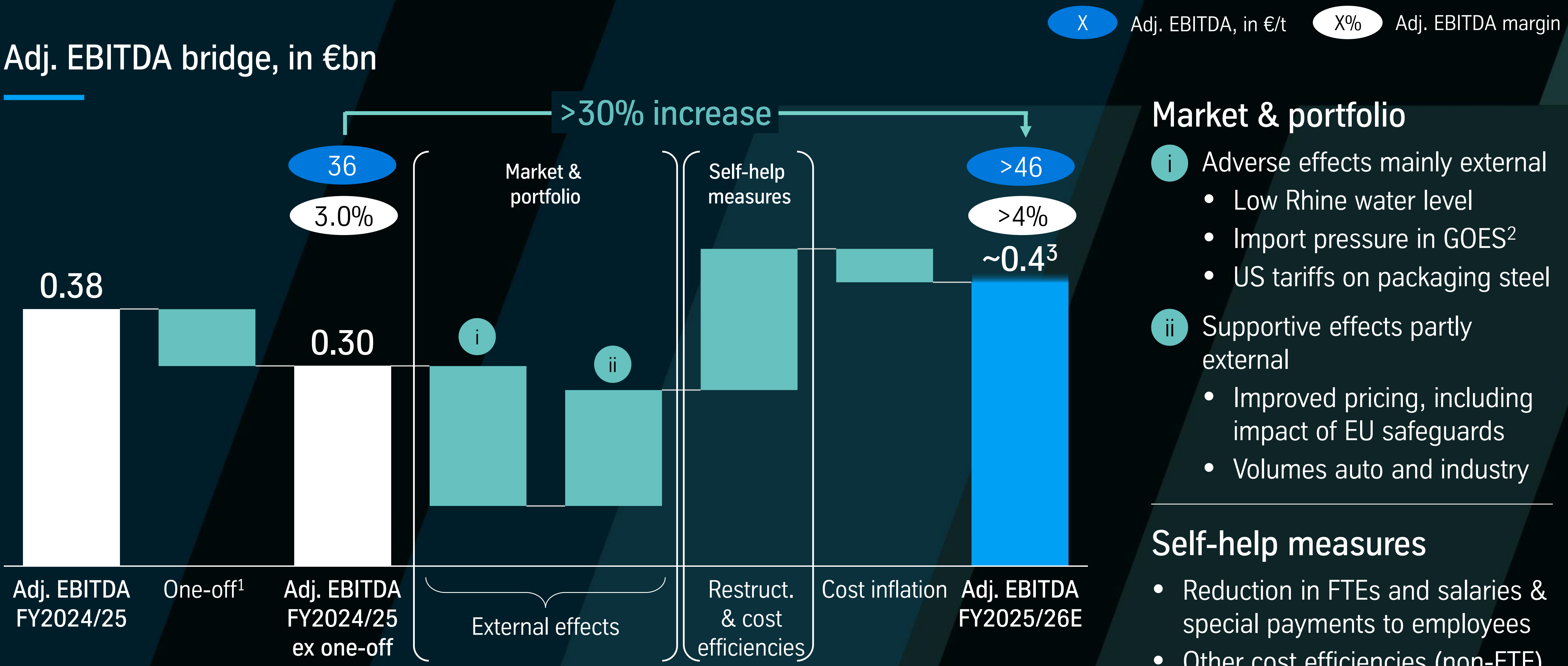
---

1. Based on latest forecast | 2. One-off, non-cash release of anniversary bonus provisions in Q4 2024/25, triggered by the annulment of employment contracts under the restructuring | 3. Reflects guidance given by tkAG as part of Q3 2025/26 earnings

Source: Company information, Full-year financials FY2023/24 & FY2024/25, Full-year financial forecast FY2025/26E

# FY2025/26E: The expected increase in adj. EBITDA by >30% is mostly driven by self-help measures, also significantly strengthening resilience

## Adj. EBITDA bridge, in €bn



## Market & portfolio

- ⓘ Adverse effects mainly external
  - Low Rhine water level
  - Import pressure in GOES[2]
  - US tariffs on packaging steel
- ii Supportive effects partly external
  - Improved pricing, including impact of EU safeguards
  - Volumes auto and industry

## Self-help measures

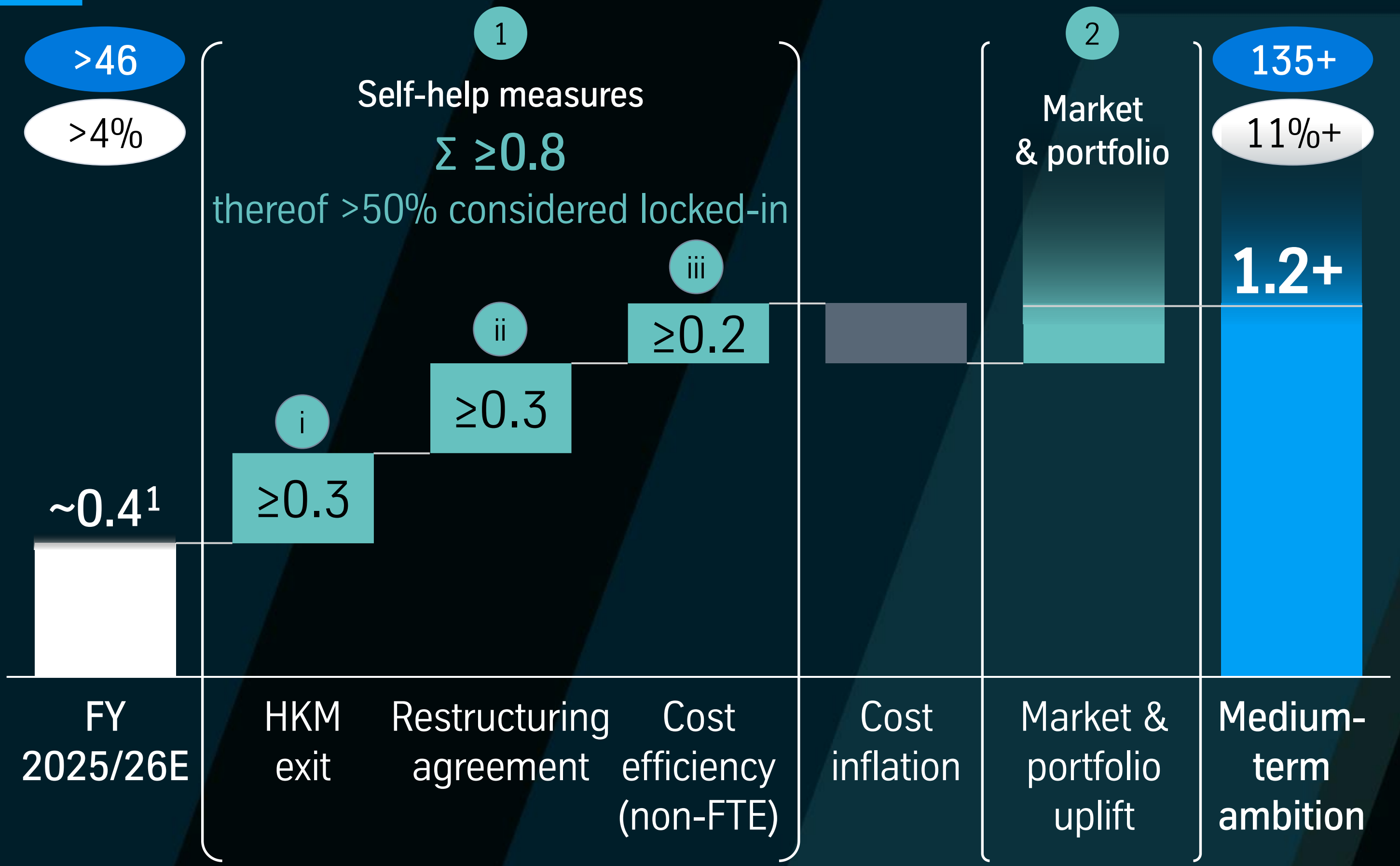
- Reduction in FTEs and salaries & special payments to employees
- Other cost efficiencies (non-FTE)

[1] One-off, non-cash release of anniversary bonus provisions in Q4 2024/25, triggered by the annulment of employment contracts under the restructuring | [2] Grain-oriented electrical steel | [3] Reflects guidance given by tkAG as part of Q3 2025/26 earnings

Source: Company information, Full-year financials FY2024/25, Full-year financial forecast FY2025/26E

# Medium-term EBITDA: Our medium-term ambition is underpinned by self-help measures, expected to lead to a threefold increase in adj. EBITDA

## Expected development of adj. EBITDA, in €bn



① **Performance uplift** within tkSE control and already considered locked-in or committed

- i HKM exit (2028 HKM supply contract ends), leading to discontinued fixed costs
- ii Reduction of ~3.5k² FTE network and efficiency, thereof ~1.5k contracted
- iii Cost efficiency non-FTE incl., amongst others, procurement initiative

② **Improved volumes** (8.7-9.0 Mt) **and mix** (e.g., recovery of Electrical Steel)

**Full capture of EU safeguards in medium-term**, in line with our half- and full-year contracts

All-in-all, reflecting current market visibility, **with additional upside,** e.g., from further momentum

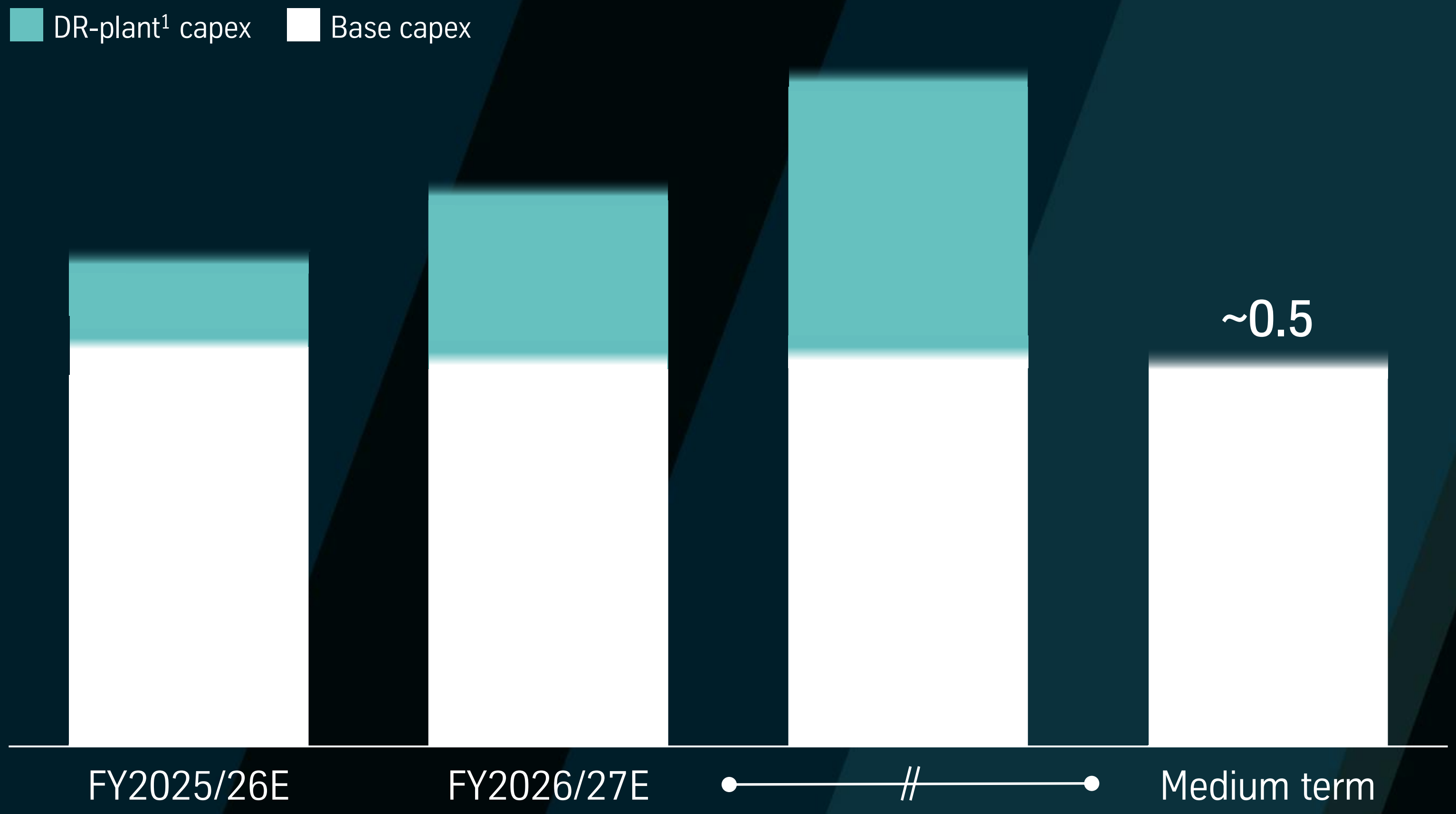
---

[1] Reflects guidance given by tkAG as part of Q3 2025/26 earnings | [2] ~5.3k FTE total reduction, of which ~1.8k have already been completed

Source: Company information, Full-year financial forecast FY2025/26E

# Capex: We expect capex to move to a stable medium-term base, after temporary elevation from DR-plant investment

## Expected capital expenditure by category, in €bn



Sustainable base capex remaining at **~€0.5bn in the medium term**

Base capex mainly **includes maintenance** and **modernization (incl. strategic investments)**

**Elevation driven by DR-plant capex**, net after funding payments

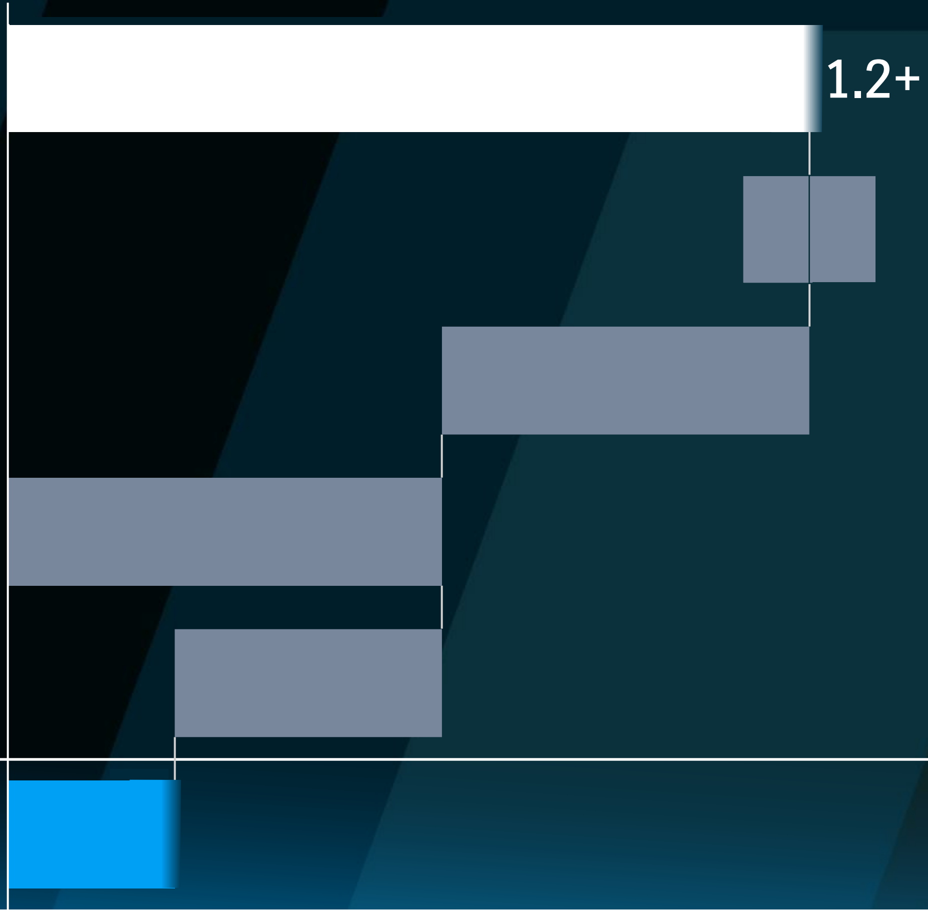
[1] Comprises tkH2Steel® capex

Source: Company information, Full-year financial forecast FY2025/26E & FY2026/27E

# Medium-term FCF: We expect Free Cash Flow to turn positive in the medium term

ILLUSTRATIVE

## Expected medium-term cash flow statement, in €bn



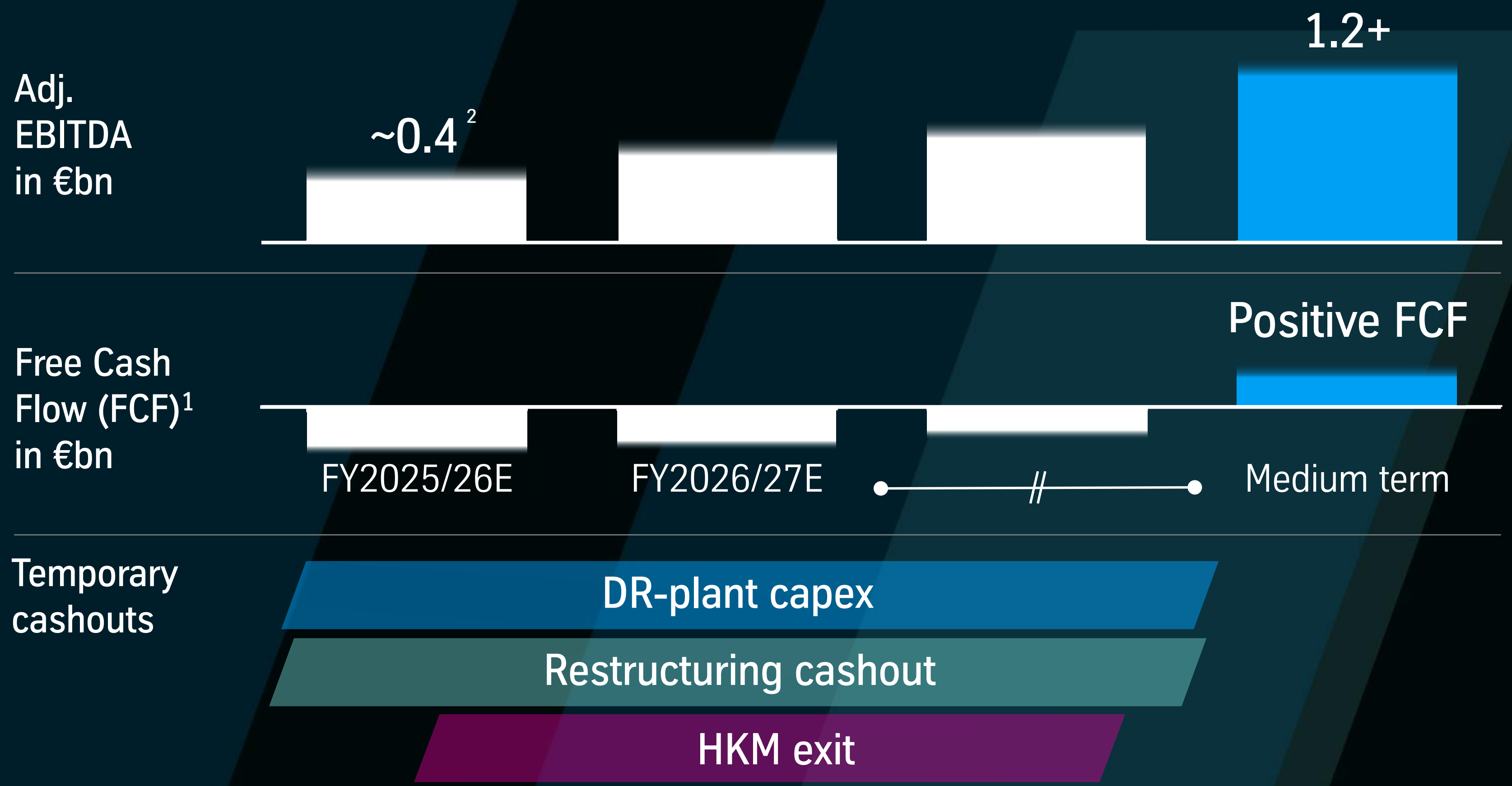
| | |
|---|---|
| **Adj. EBITDA** | Increasing adj. EBITDA, majority backed by self-help measures |
| NWC change | Cash flow neutral through-cycle |
| Capital expenditure | Normalized base capex of ~€0.5bn |
| **Business Cash Flow (BCF)** | Positive BCF targeted through combination of improved cash generation & normalized capex |
| Taxes & pensions | Taxes net of loss carry-forward<br>Pension payments[2] of ~€0.2bn |
| **Free Cash Flow (FCF)[1]** | **Positive Free Cash Flow** |

[1] Unlevered Free Cash Flow (before interest and debt repayment) | [2] Total pension provisions of ~€2.4bn as of 30 September 2025, of which ~€0.1bn relates to HKM

Source: Company information

# Medium-term ambition: We expect financial performance to significantly improve over the medium term

INDICATIVE



**Strong adj. EBITDA growth ambition** driven by self-help measures

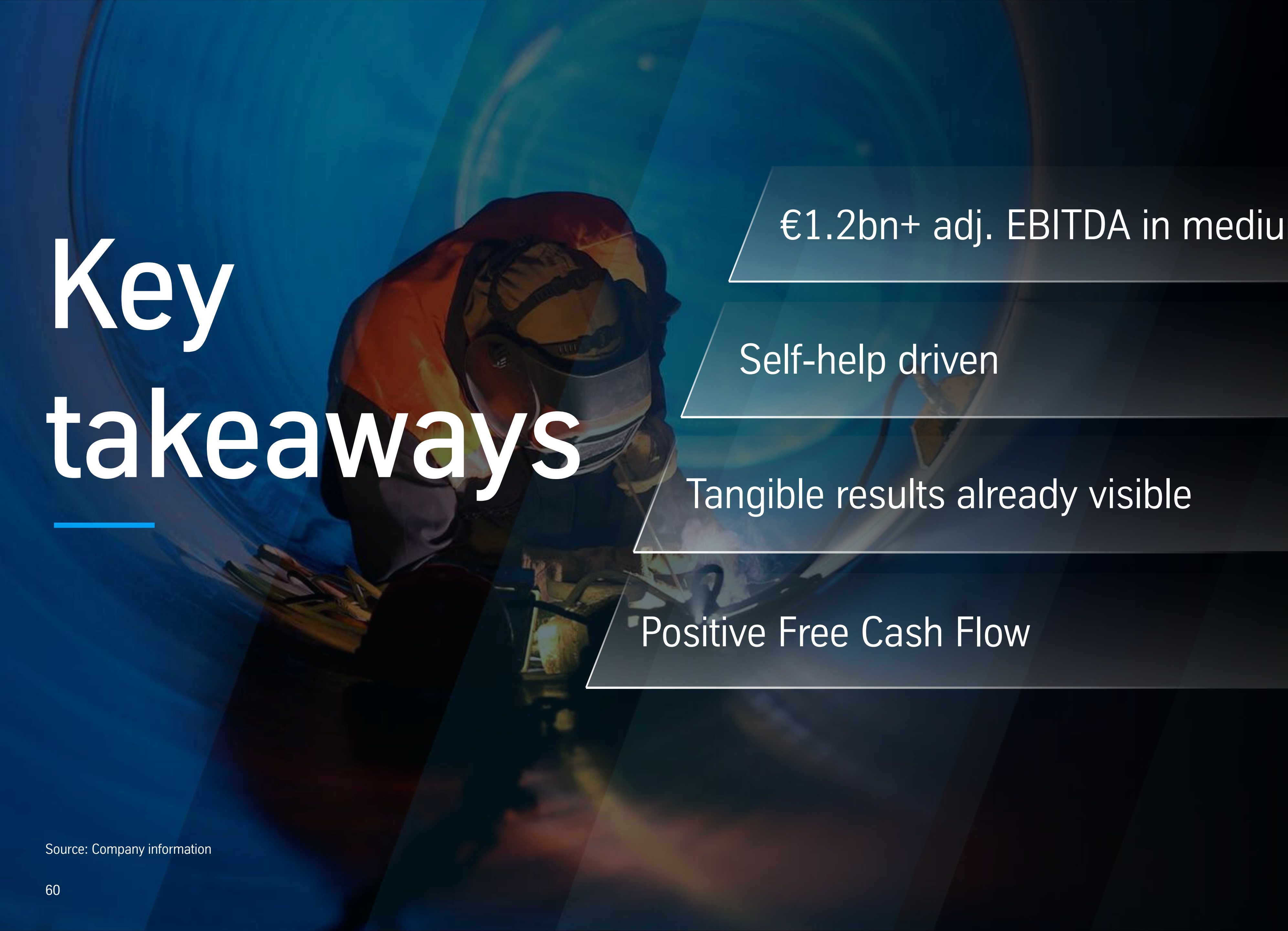
**Significant improvement in FCF,** driven by adj. EBITDA growth, and FCF **break-even achieved after completion of transition period** (transformation, DR-plant capex)

FCF break-even **excluding** temporary restructuring and DR-plant cashouts **achieved even earlier than medium term**

---

[1] Unlevered Free Cash Flow (before interest and debt repayment) | [2] Reflects guidance given by tkAG as part of Q3 2025/26 earnings

Source: Company information, Full-year financial forecast FY2025/26E & FY2026/27E



# Key takeaways

- €1.2bn+ adj. EBITDA in medium-term
- Self-help driven
- Tangible results already visible
- Positive Free Cash Flow

Source: Company information

# thyssenkrupp Steel Europe at an inflection point

| | | | |
|---|---|---|---|
| 1 | Steel powerhouse built on a strong foundation | #2 | in EU flat steel[1] |
| 2 | Positive momentum of European steel market | >80% | of EU flat steel market volume covered by tariff regime[2] |
| 3 | New management team delivering tangible results | >50% | of expected self-help uplift considered locked-in |
| 4 | Attractive self-help driven financial trajectory | €1.2bn+ | medium-term adj. EBITDA ambition |

1. Based on market share of EU deliveries 2024 | 2. Derived as total flat steel market volume (incl. heavy plate steel) minus flat steel part of revised import quota divided by flat steel market volume

Source: Company information

# Thank you

for your attention.