Annual Press Conference 2021

thyssenkrupp AG

November 18, 2021 | Essen

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thyssenkrupp

Turnaround is evident – despite challenges

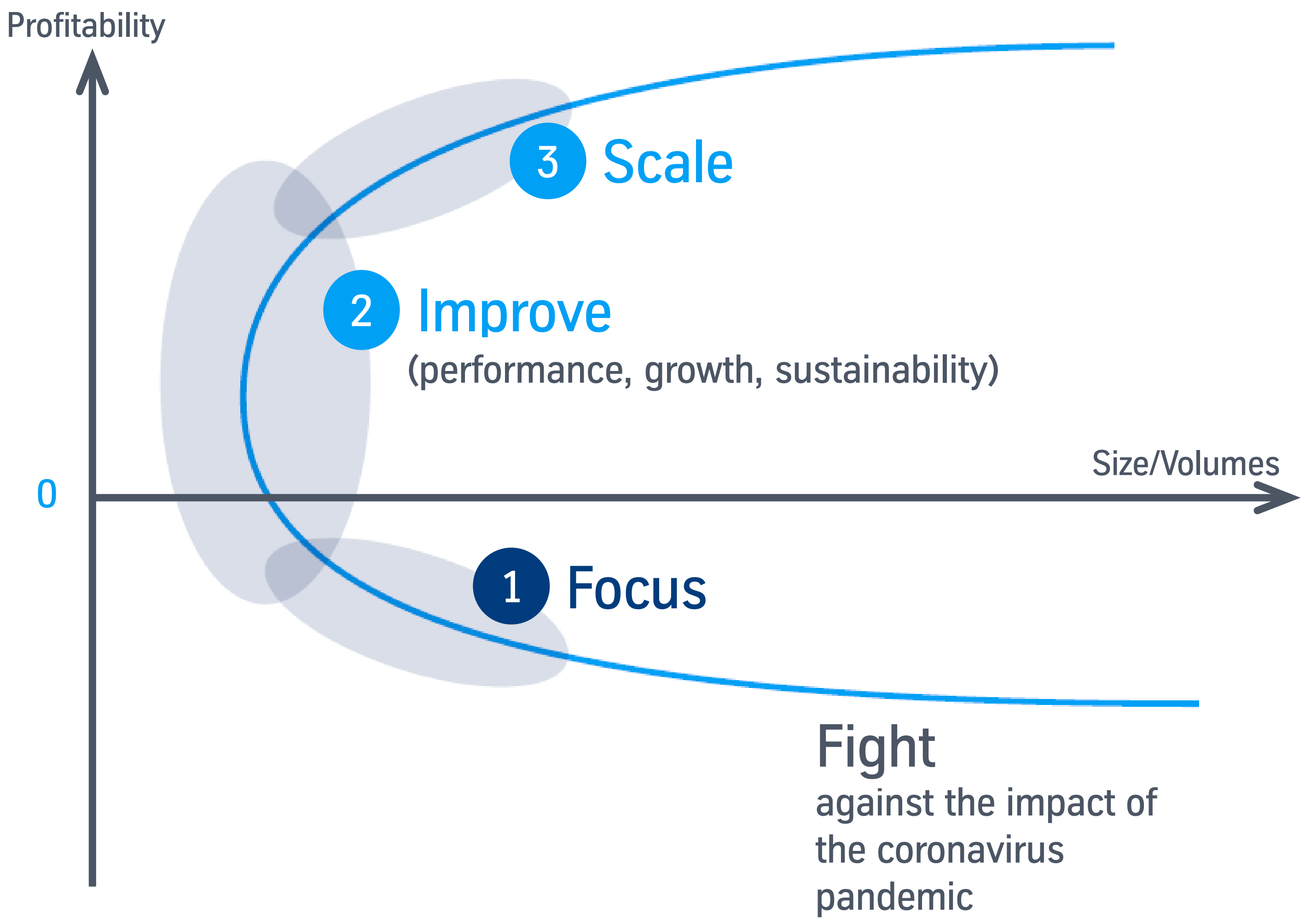
Restructuring being implemented and performance improved – measures taking effect

Good solutions found for many businesses in the Multi Tracks segment

Leadership put back on its feet – with strong and independent businesses

Uncertainties from supply bottlenecks and the coronavirus pandemic

Progress in the transformation of thyssenkrupp

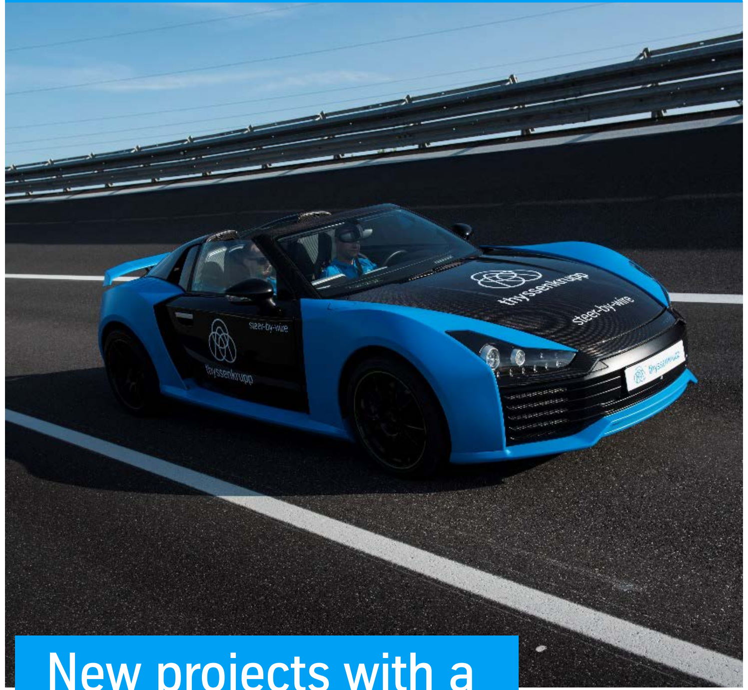


With the "Focus" and "Improve" phases, we are laying the foundations for "Scale"

Our goal:
profitable growth

Speed up steps – examples

Automotive Technology



New projects with a total volume of more than €6 bn awarded

Steel Europe

Future investment for the Steel Strategy 20-30 and the green transformation

Sustainability

Improvement in MSCI sustainability ranking from A to AA

Fiscal year 2020/2021 in figures

thyssenkrupp Group – continuing operations (changes vs. FY 2019/20)

€39.6 bn (+€11.4 bn)
ORDER INTAKE

€34.0 bn (+€5.1 bn)
SALES

€796 m (+€2.6 bn)
ADJUSTED EBIT

Fiscal year 2020/2021 in figures

thyssenkrupp – Full Group (changes vs. FY 2019/20)

€(25) m
NET LOSS
(€(9.6) bn)

Prior-year figure includes profit from Elevator transaction

€10.8 bn
EQUITY
(+€0.7 bn)

€(1.3) bn
FREE CASH FLOW BEFORE M&A
(+€3.6 bn)

€10.5 bn
AVAILABLE LIQUIDITY
(€(2.7) bn)

No dividend payment for the past fiscal year

Outlook for fiscal year 2021/2022

- Moderate sales growth in mid-single-digit percentage range
- Improvement of adjusted EBIT in a range of €1.5 to 1.8 billion
- Expected net income of at least €1 billion
- Halt cash outflows: break-even for free cash flow before M&A

Important progress in strategic priorities

Future alignment of the steel business

Further portfolio development in the Multi Tracks segment

Improved earnings in all business areas

Future alignment of the steel business

- Good progress in implementing the Steel Strategy 20-30
- Concept developed for the green transformation of steel
- bluemint® Steel: successful start of CO_2-reduced steel production
- Political support for green transformation needed
- Stand-alone solution seen as best option for the future

Further portfolio development in the Multi Tracks segment

End of July	**Mining business** Sale to FLSmidth
Start of August	**Infrastructure business** Sale to FMC Beteiligungs KG
Middle of August	**Carbon Components** Sale to Action Composites
Middle of September	**Stainless steel plant AST** Sale to Arvedi Gruppe
End of September	**Heavy Plate business** Closure completed

Clear focusing of our portfolio: four transactions in a short time

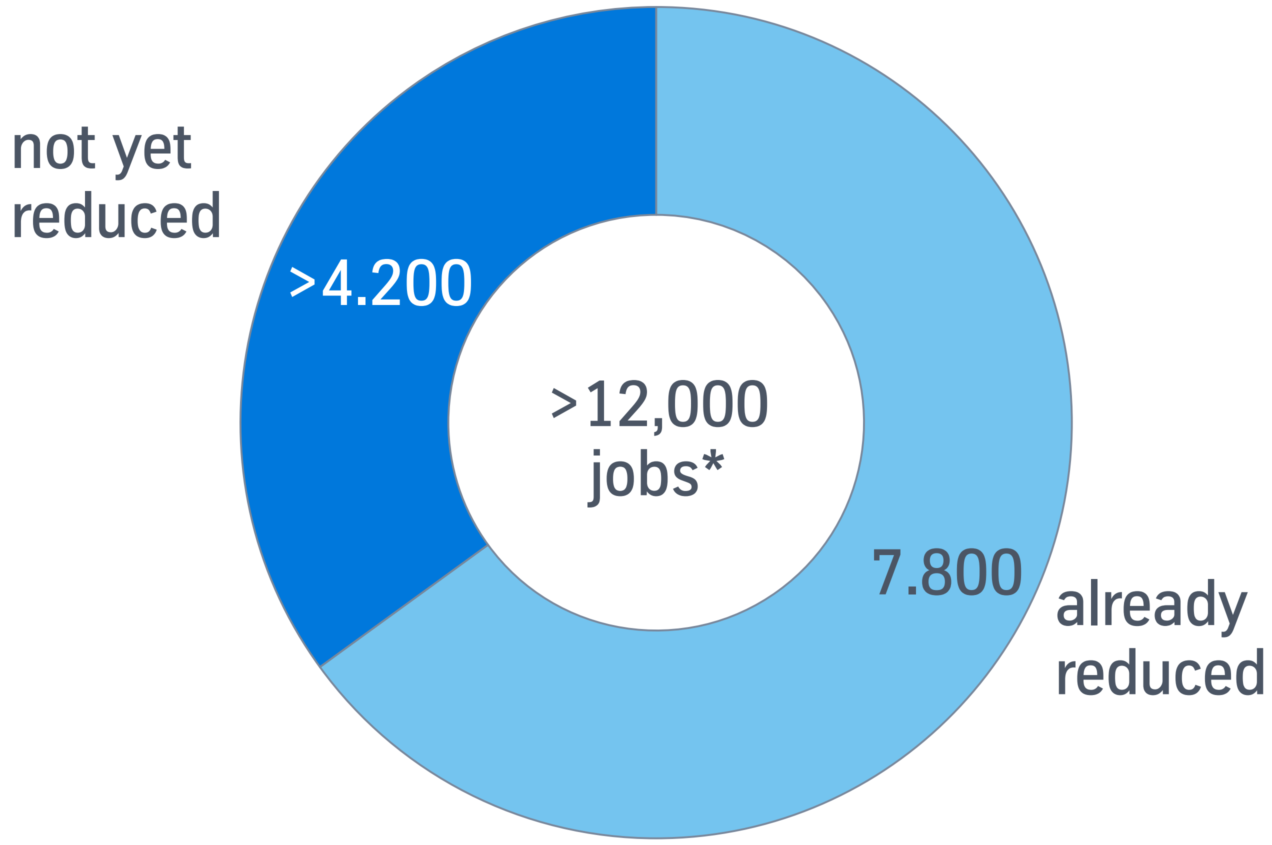
Consistent implementation of restructuring decisions

Future development of the portfolio

Automation Engineering and Springs & Stabilizers	Preparations for sales processes started
Chemical and cement plant construction	Decision for the future to be taken mid-term
Hydrogen business	Possible IPO
Marine business	Possible consolidation

Headcount reduction on track

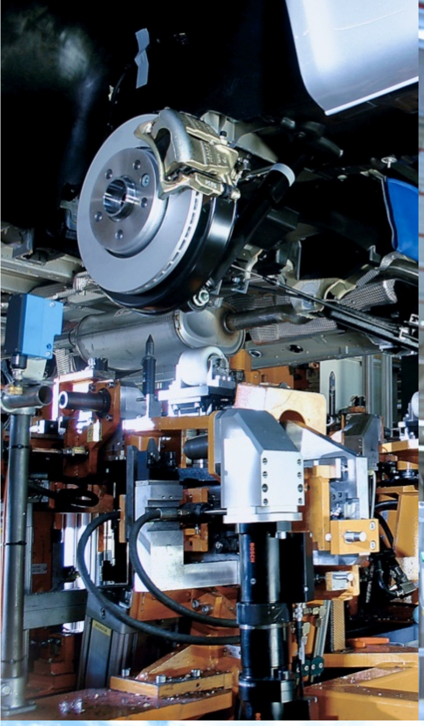
Restructuring



Socially acceptable job reductions

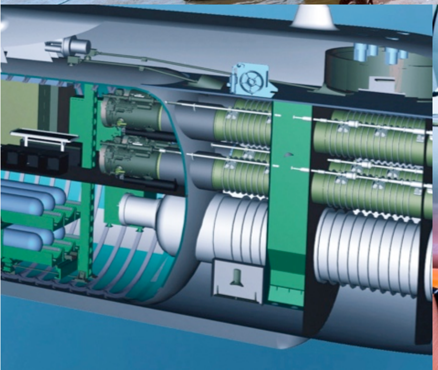
- Phased early retirement
- Voluntary departure programs
- Outplacement support companies

* By 2023/2024






Engineering and innovative mindset



Profitable growth through technological expertise

Materials Services

Rotenburg an der Wümme:

The first fully digitized and

networked logistics center

Automotive Technology

Industry benchmark for steering plants:

A digital twin is created

for each physical product

Profitable growth through technological expertise

Bearings

Our bearings are a key factor for expanding renewable energy production

Automotive Technology

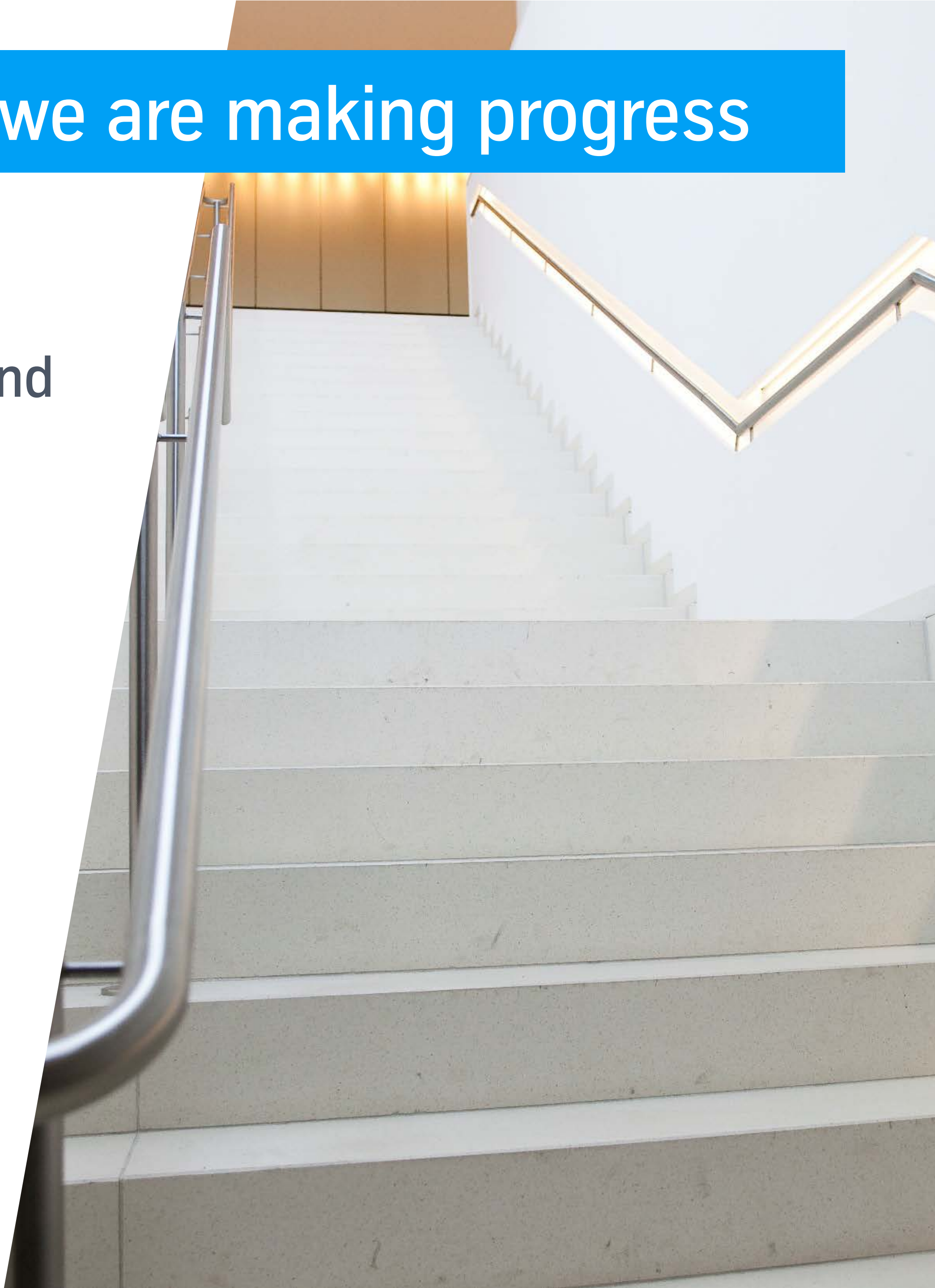
Our products for electric drives are an enabler for e-mobility

UCE

Our technologies can produce green hydrogen on the giga scale

We are heading in the right direction and we are making progress

- We are continuing to work on the turnaround and aim to return to profitable growth
- Our next milestone is the break-even in cash flow
- We are close to being a high-performing group of companies capable of paying a dividend



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