June 2026

A global – Materials as a Service – leader

tk accelis

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There is hardly anything in everyday life that has not been **supplied, processed or moved by us.**

With **Materials as a Service (MaaS)** at the core of our strategy, we combine deep materials competence, global presence and local-for-local approach, offering tailored supply chain solutions and digital capabilities. We secure material flow – from source to success.

Source: Company information.

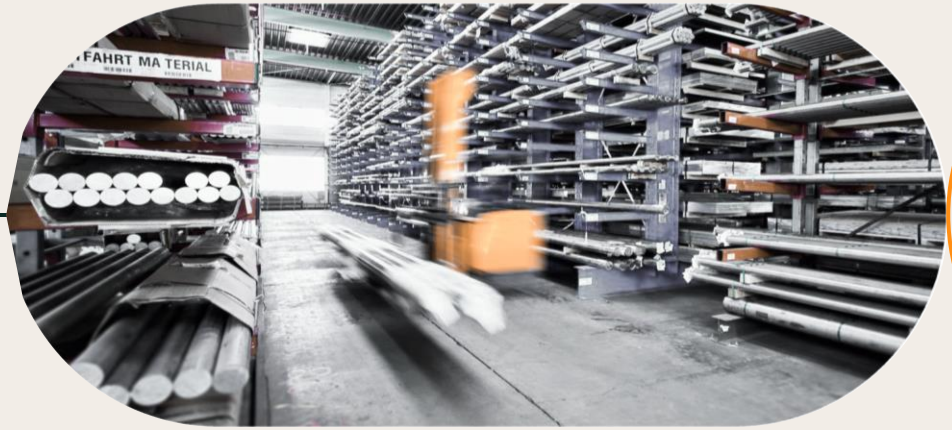
Momentum to unlock the supply chain solutions of the future

A **rapidly changing market** environment requires **new and bespoke supply chain solutions** catering to the backbone of **global economy**

A standalone set-up of **tk accelis** would even further benefit from its **entrepreneurial flexibility** focusing on its role as a **critical enabler of supply chain resilience**

Leveraging our **integrated MaaS solutions, addressing key issues** in today's Board rooms and **creating value** for our stakeholders

In line with tk Group's **strategic transformation** towards **independence** of its business segments



Source: Company information.

tk accelis – a global MaaS leader

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Materials (MA)[1]

Distribution of materials and global trading business

Processing (PR)

Tailor-made processing of flat-rolled metals to meet specific customer requirements

Solutions (SO)

Provision of a wide range of supply chain services including 3PL / 4PL[2] and digital solutions

Financials (FY 24/25A)[3]

				FY 24/25A
Sales[3]	Materials	Processing	Solutions	€11.4bn
Adj. EBITDA[3]	Materials	Processing	Solutions	€229m
% margin[3]	1-2%	2-3%	9-11%	2.0%

Value-add: Materials → As a Service

Market leadership

#1	#1	#3
in Germany[4]	in Europe[4]	in NA[4]

Global presence

+30	~380	~15.5k
Countries[5]	Sites	Employees[6]

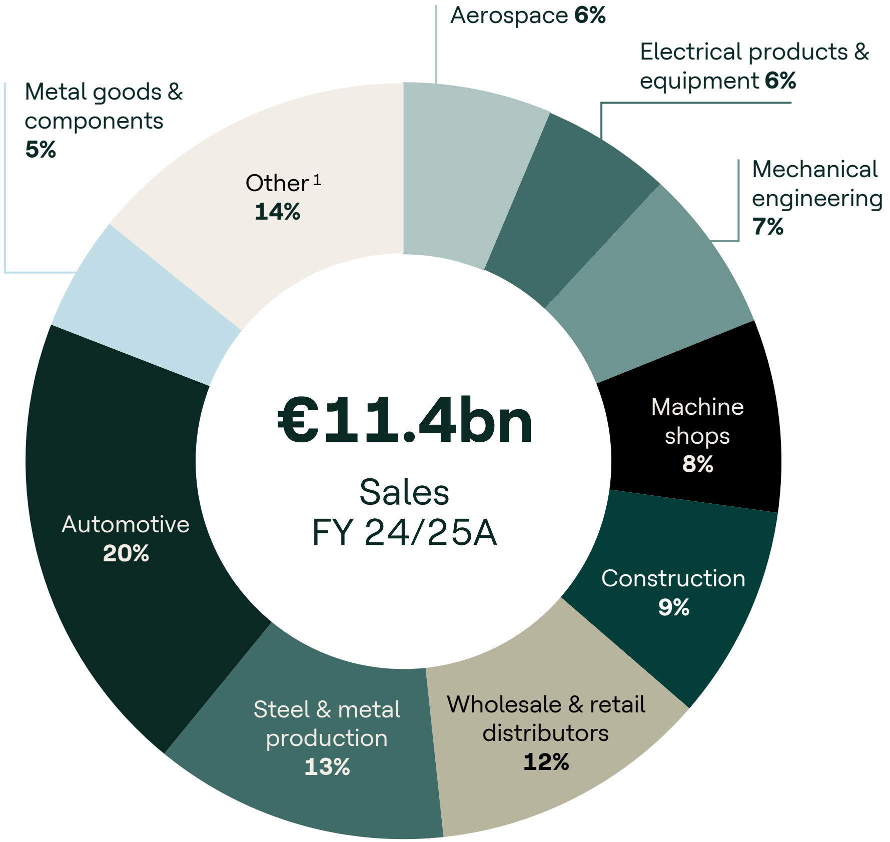
Large customer base

~150k	~250k
Multimaterial products	Customers worldwide

Source: Company information. Notes: KPIs as of FY 24/25A; HR figures as of Dec-25. 1. New business unit name announced on 01-Jun-2026, formerly known as Distribution & Trading. 2. Third-Party / Fourth-Party Logistics. 3. Group financials including corporate and consolidation effects (BU split and margin excluding corporate and consolidation effects); Group financials for FY 24/25A based on unaudited, preliminary combined financial statements (final audited figures may differ). 4. Ranking based on sales and company analysis. 5. Presence in number of countries. 6. Headcount internal.

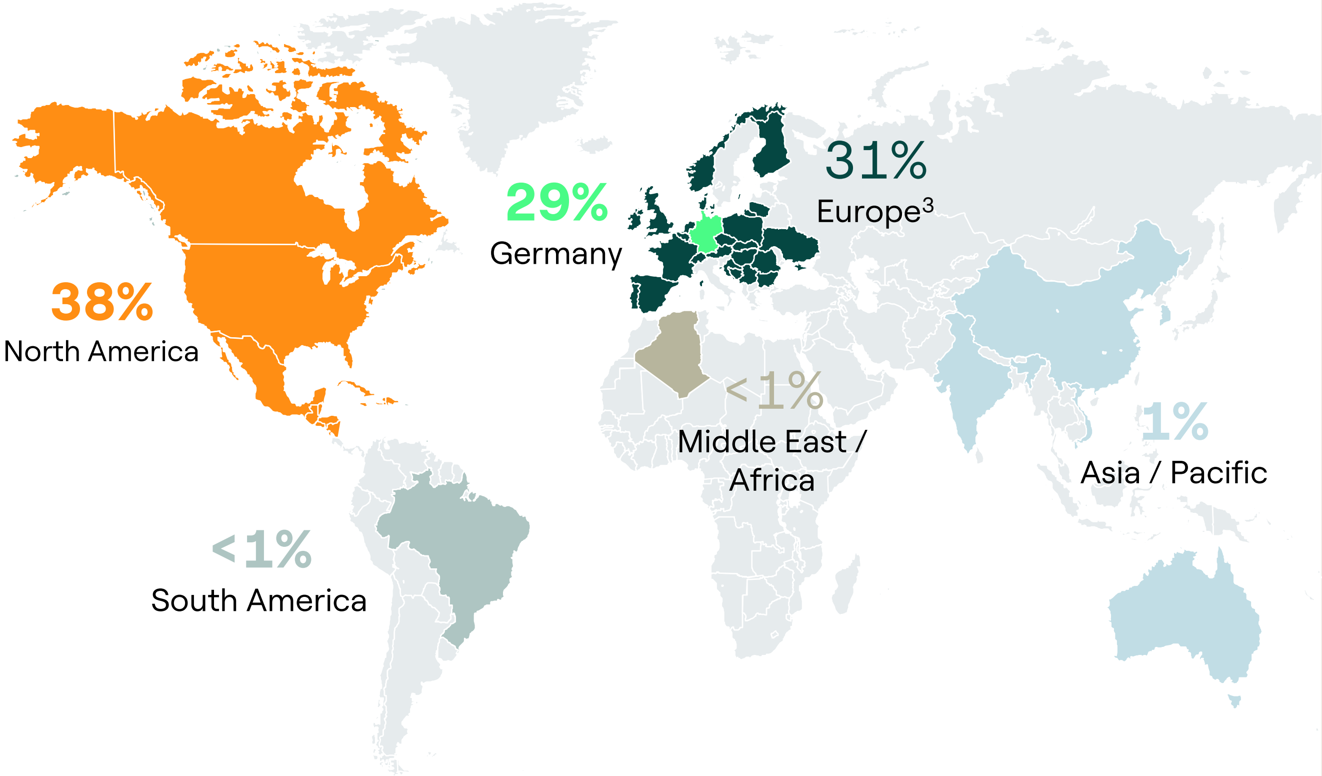
Global scale based on diversified end-markets and local-for-local approach

Diverse customer base



Global footprint at a glance[2]

Local-for-local optimized:
87% of European volume sourced within Europe (92% for United States)



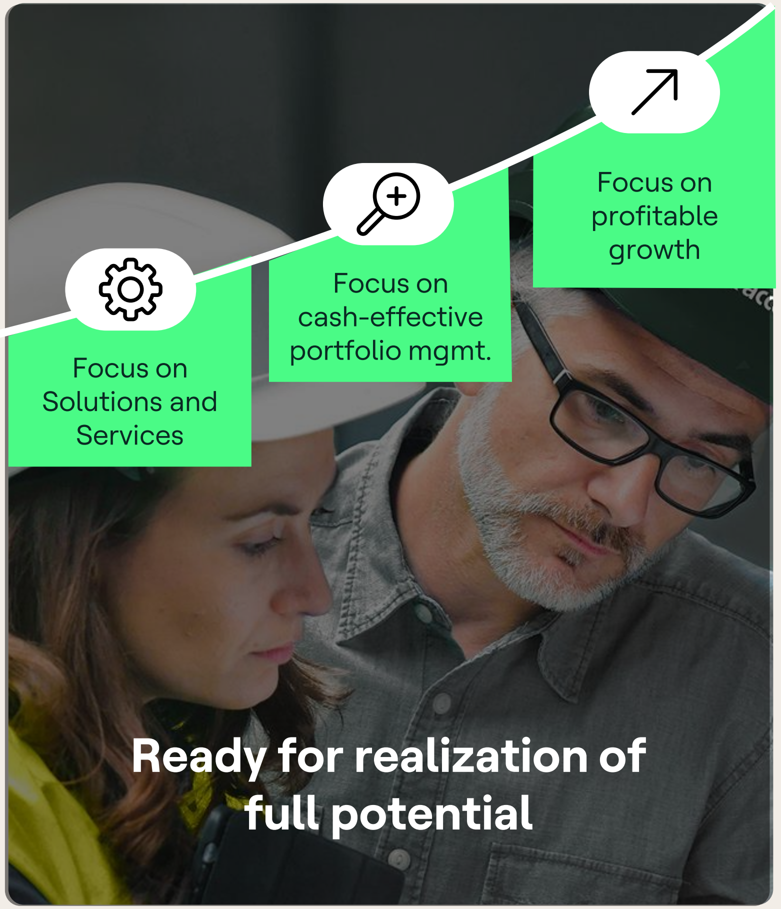
Source: Company information. Notes: Group figures as of FY 24/25A. 1. Including special machinery (for agriculture, forestry, mining, construction lifting & handling) and other transport (ships, trains, tanks). 2. Sales split excluding materials trading. 3. Excluding Germany.

Reshaped and independent platform ready to realize its full potential

Past

Present

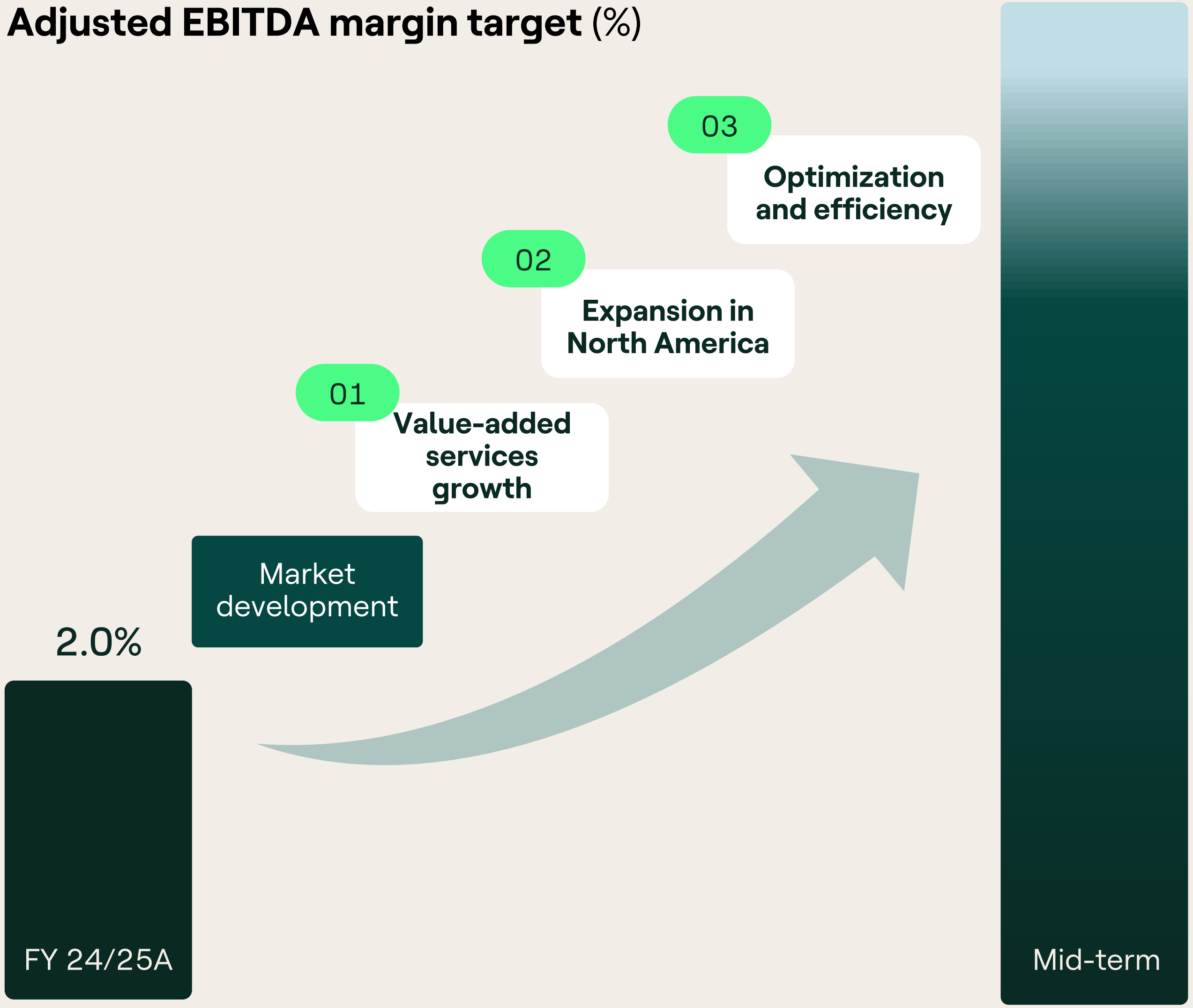
Future



Source: Company information. Note: 1. NA = North America.

Profit improvement driven mainly by repeatable levers

Adjusted EBITDA margin target (%)



01 **Value-added services growth**

- Increase of manufacturing, value-added processing services and supply chain services

02 **Expansion in North America**

- Scale profitable business organically & inorganically
- Maximize operational and commercial benefits derived from newly expanded copper bar production and service center assets

03 **Operations and efficiency optimization**

- Cost transformation
- Digitalization
- Portfolio mgmt. and consolidation following local leadership
- Optimization by AI

Source: Company information. Note: Actuals for FY 24/25A based on unaudited, preliminary combined financial statements (final audited figures may differ).

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tk accelis –
a critical enabler of global supply chain resilience

1 Serving **attractive markets** within growing industries that are subject to secular growth trends

2 Global **Materials as a Service (MaaS)** provider active in >30 countries serving **~250,000 customers**

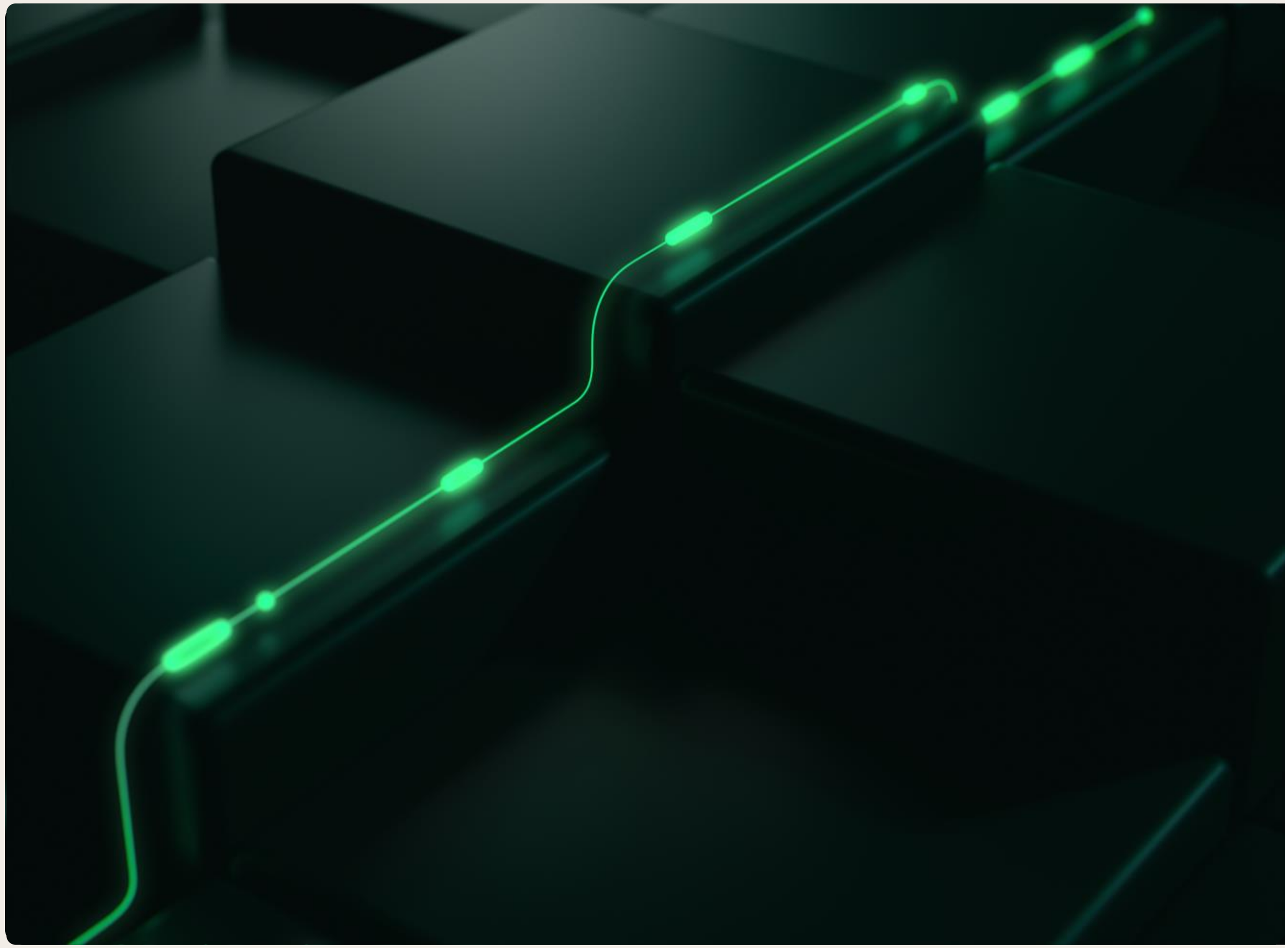
3 **Diversified** and **resilient business model** with a strong **cash conversion across the cycle**

4 Fully **integrated end-to-end supply chain platform** designed to address evolving customer needs “owning the flow”:

Materials (MA):
Longstanding materials competence and trading powerhouse

Processing (PR):
High value-added technologies and services designed for profitable growth

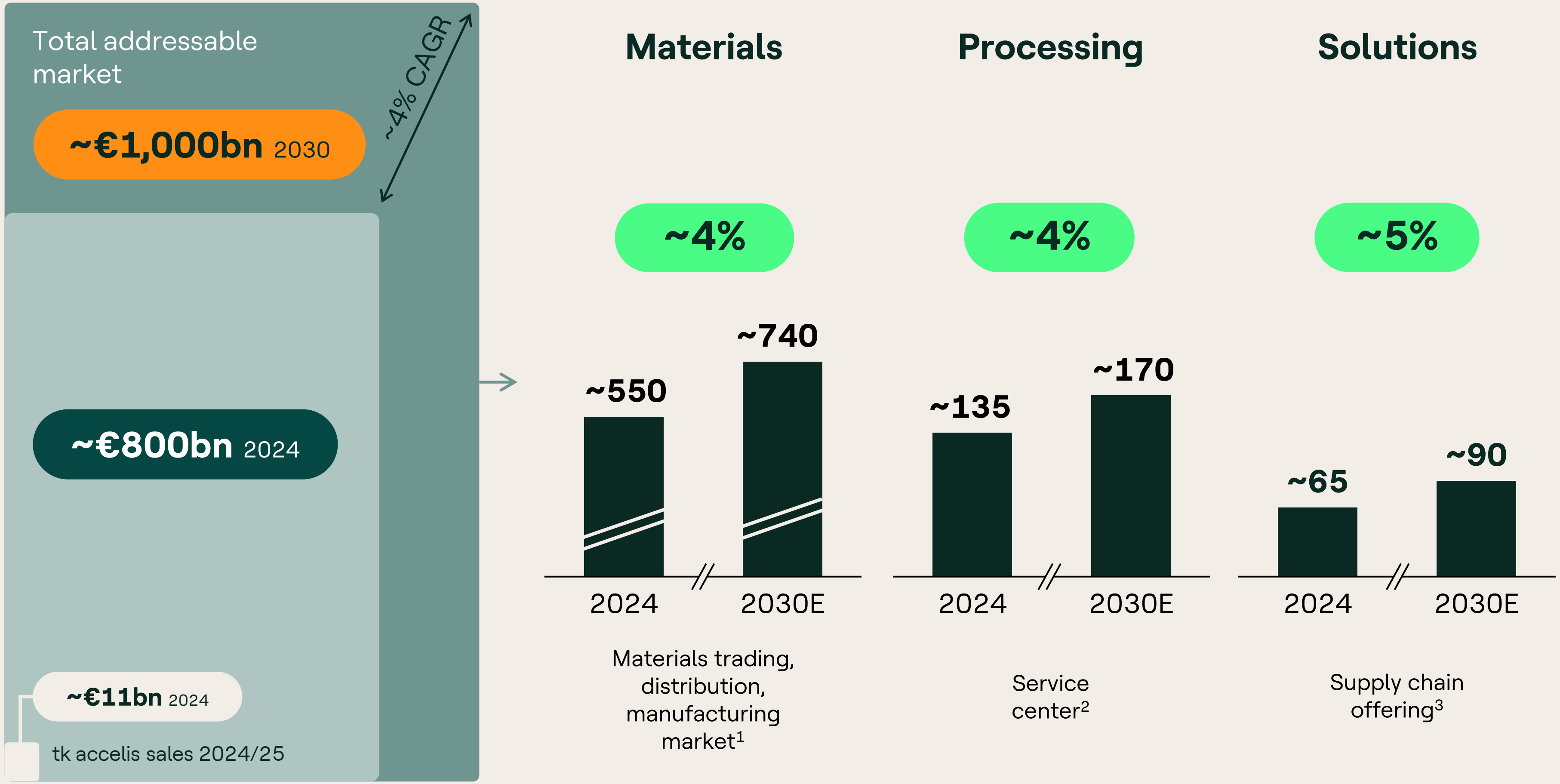
Solutions (SO):
Providing complex logistics and supply chain solutions based on >25 years of expertise



Source: Company information.

1 Large, growing total addressable market across the supply chain

tk accelis' total addressable market (Market revenues, €bn, % CAGR)



Select trends

- Reshoring/ localisation
- Infrastructure investments
- Increased outsourcing
- Global, complex supply chains

Source: Management estimates based on market analysis with 3rd party consultancy. Notes: Constant material price assumption from 2024-2030 based on average price for 2024. 1. Global trading market as well as mill-independent wholesale and finishing/light assembly market in North America and Europe. 2. Service center market in North America and Europe. 3. 3PL/4PL market in North America and Europe, excluding food & beverages, pharmaceuticals, heavy duty.

1 Attractive niche markets fueled by secular growth trends

	Data Center	Aerospace & Defense	Supply Chain Management
Region			
Addressable market CAGR (2024-30)	~15%	>10%	>5%

Source: McKinsey (The next wave of value in the materials supply chain 2026).

2 Delivering for customers in an increasingly complex environment...

~250,000 customers globally...

ABB | AIRBUS | BMW GROUP | BOEING | Bombardier | BOSCH | bp | HITACHI | KION GROUP | Origis Energy | Raytheon Technologies | Rolls-Royce | SAAB | Schneider Electric | SIEMENS | STRABAG | TESLA | VOLKSWAGEN GROUP

... with evolving needs

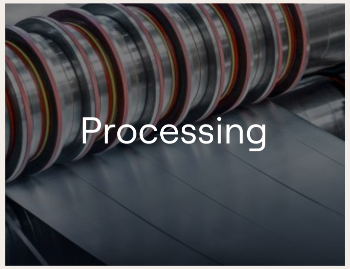
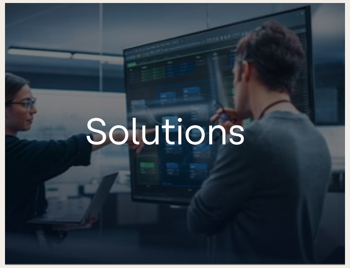
1. Orchestration of global flow of goods
2. Global trade and supply chain transparency
3. Supply chain continuity and reliability
4. Digitization
5. Fixed cost flexibility through outsourcing
6. Risk mitigation, transparency and ESG

Source: Company information.

2 …which is underlined by tk accelis' tailored MaaS solutions designed to 'own the flow'

Materials

As a service

	Global sourcing	Manufacturing expertise	Supply chain Know-how
 Materials	✓✓✓	✓✓	✓
 Processing	✓✓	✓✓✓	✓✓
 Solutions	✓	✓✓	✓✓✓

✓ Level of capabilities

Worldwide demand-specific product and services offering

Planning the flow - **from simple procurement to complex warehouse management**

Systematic standardization and **modularization** of new and existing **supply chain solutions**

Supporting customers' efficiency and competitiveness as a **critical enabler of supply chain resilience**

Leveraging advanced digital capabilities (e.g., monitoring or forecasting) to **transform materials services** into intelligent, **safe** and **sustainable supply networks**

Source: Company information.

3 Moving up the value gradient

Structural upgrade of earnings quality

Low

Share of material

High

Solutions

- 1 to 15 years service contracts
- Recurring service fees
- System integration and high switching costs

Recurring revenues[1]
Higher earnings level

Processing

- Service premium for value-added services
- 6 to 12 months contracts based on price indices
- Attractive processing margins
- Sustainable and digital integration

Margin expansion
Reduced commodity exposure

Materials

- Mainly transactional sales of materials
- Wide range of value-add services manufacturing solutions

High asset convertibility into cash
Scale and liquidity

See next page for tk accelis' resilient and strong cash flow development across materials' price cycles

Transactional

Revenue type

Recurring[1]

Scaling value-added services

Increasing recurring revenues

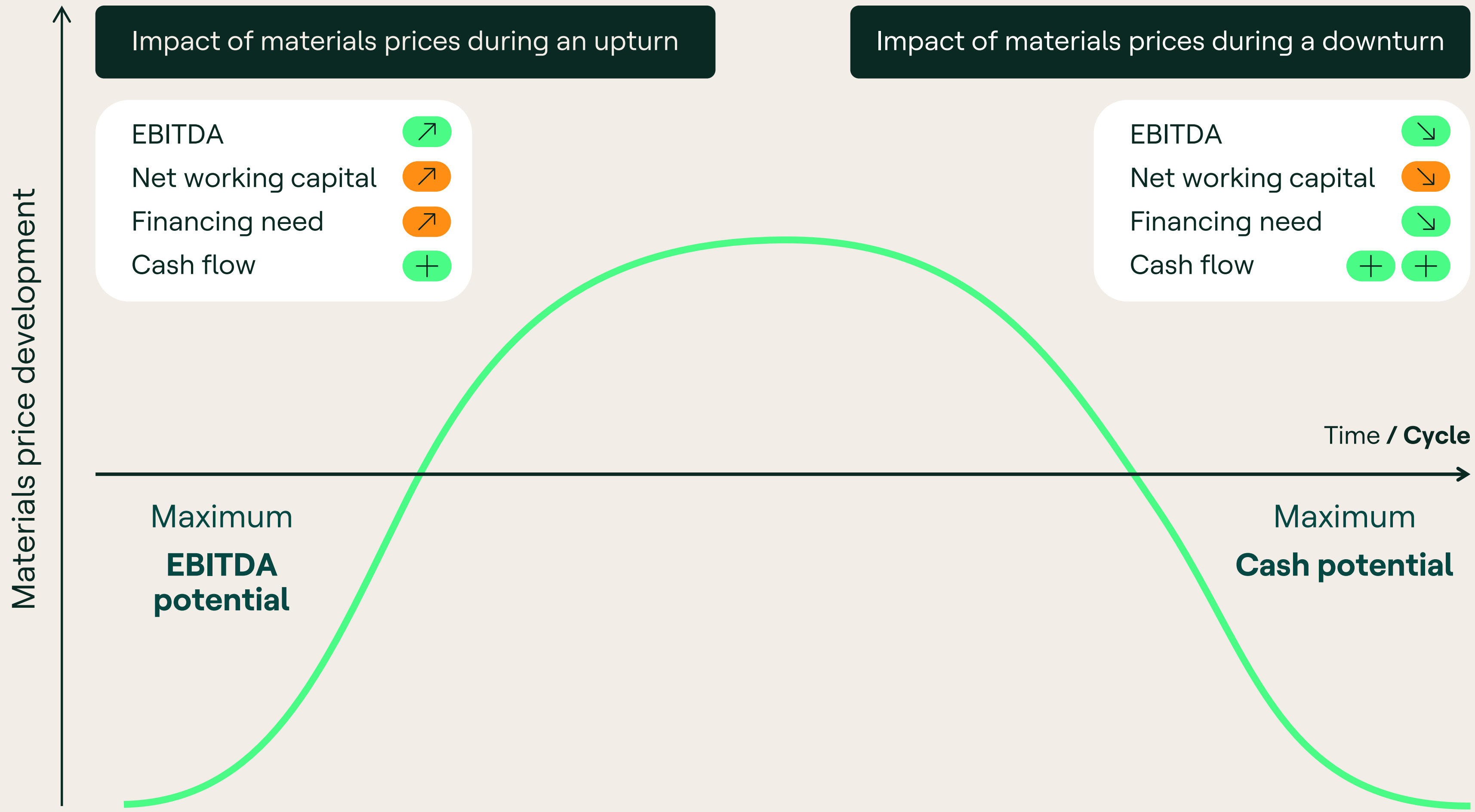
Lower earnings volatility

Diminishing exposure to material cycles

Source: Company information. Note: 1. Recurring revenue: More predictable, periodic income generated through repeat billing (e.g., subscriptions or contracts), not one-time sales.

3 Resilient cash flow generation in all market situations through the cycle

Directional materials price impact on key KPIs



Capex light business model leading to strong cash conversion

Tight **NWC management through disciplined risk management**

Financing needs rise in upturns, supported by an expanding borrowing base

Counter cycle cash flow development with lower financing need in downturn

Source: Company information.

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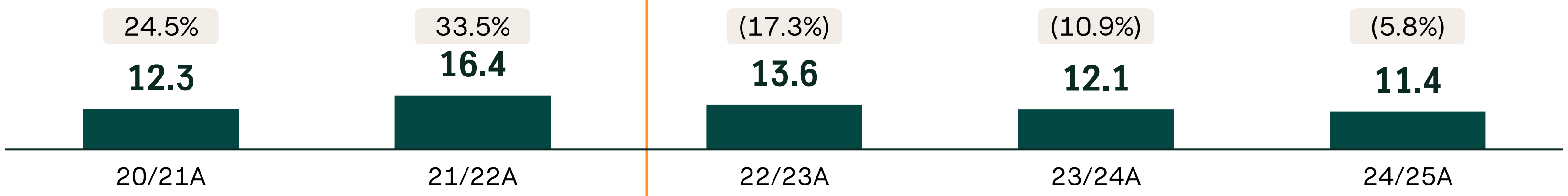
3 Trajectory of resilient financial performance through the cycle

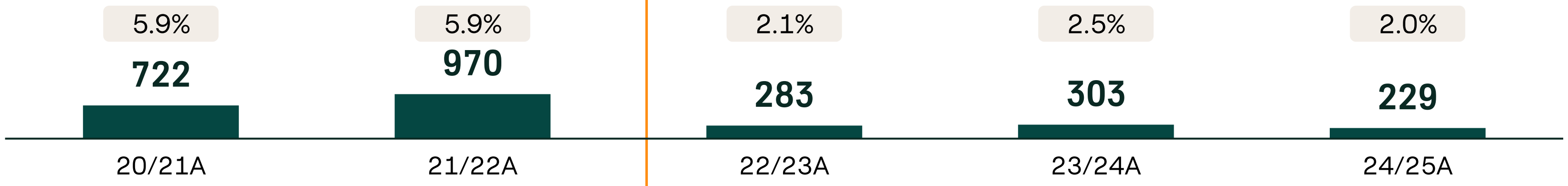
Financials based on tkAG segment reporting | Financials based on unaudited, preliminary combined financial statements

Combined Financial Statements

Sales (€bn; % YoY growth)



Adjusted EBITDA (€m; % margin)



BCF[1] (€m) | **FCF**[2] (€m)

Sales reflect **changes in market cycles** (e.g., upturn in 20/21A - 21/22A vs. downturn in 22/23A - 24/25A)

Broad multi-material portfolio and growing share of services limit price dependency

Adjusted EBITDA **significantly benefits** from strong price cycles, while proving resilience in downturns

Margin decline in recent years mainly driven by market-based volume contraction in Europe and negative pricing trends

Asset- and capex-light business model designed to **ensure sustainable cash flow** development

Disciplined working capital and investment management supportive of cash generation in 22/23A - 24/25A

Sources: Company information, thyssenkrupp AG segment reporting. Notes: Sales, adj. EBITDA and FCF actuals for 22/23A – 24/25A based on unaudited, preliminary combined financial statements (final audited figures may differ).
1. Business Cash Flow (BCF) for 20/21A – 21/22A is based on tkAG segment reporting. The tkAG segment reporting defines BCF as FCF before M&A less interest and tax payments. FCF before M&A per tkAG segment reporting (not identical to FCF per combined financials statements) is defined as operating cash flow plus cash flows from investing activities excluding cash inflows or outflows from material M&A transactions and adjustments resulting from IFRS 16. 2. Free Cashflow for 22/23A – 24/25A based on unaudited, preliminary combined financial statements (final audited figures may differ) is defined as operating minus investing cash flow, excluding cash effects related to brand payments and cashpool receivables.

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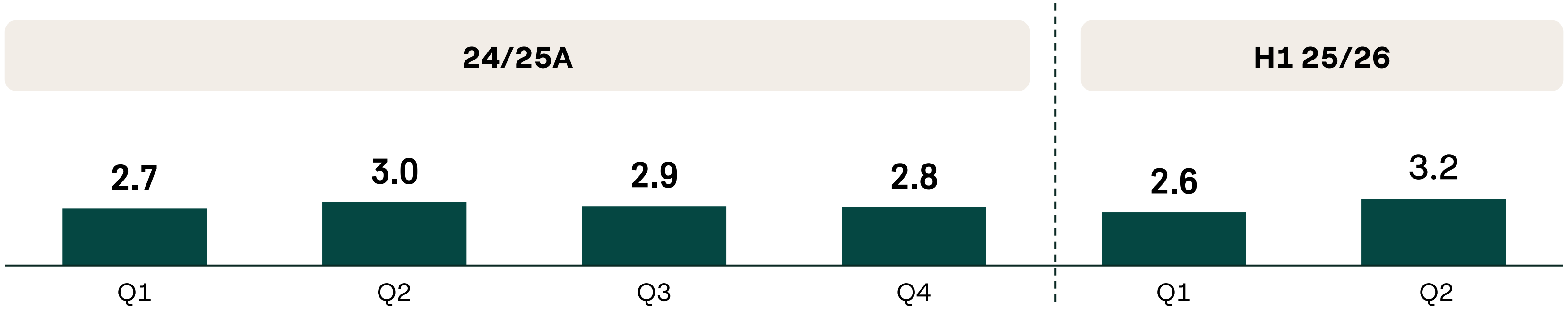
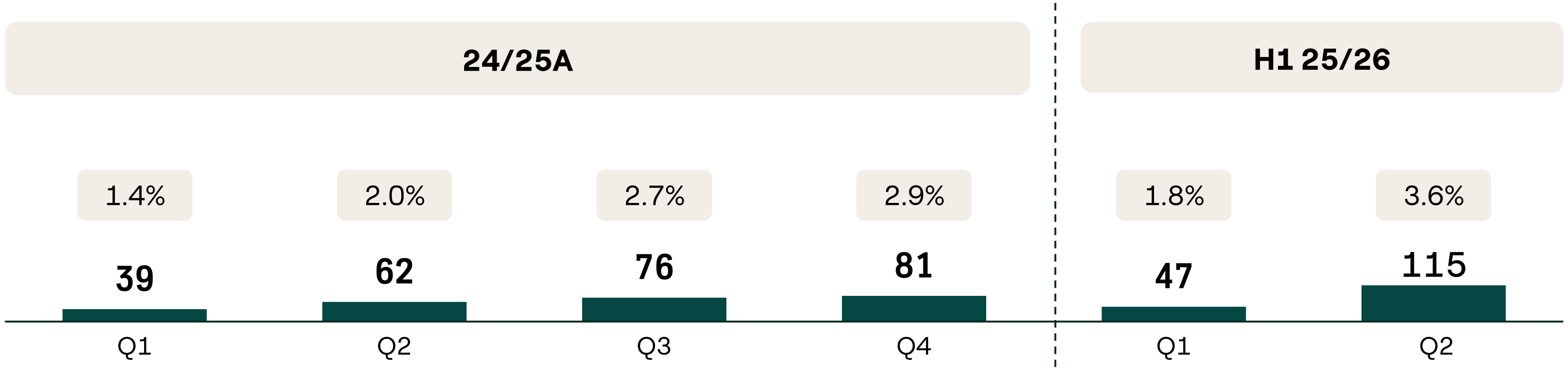
3 Sequential margin improvement quarter-on-quarter in 25/26

Sales (€bn)



Adjusted EBITDA (€m; % margin)



Financials based on tkAG segment reporting

Sales development in 25/26 supported by:

- Growth of North American distribution business
- Pricing momentum and slight volume increase

Sequential quarterly increase in 25/26 due to:

- Performance enhancements
- Strong contribution from North American business
- Focus on the “Materials as a Service” strategy

Source: thyssenkrupp AG segment reporting.

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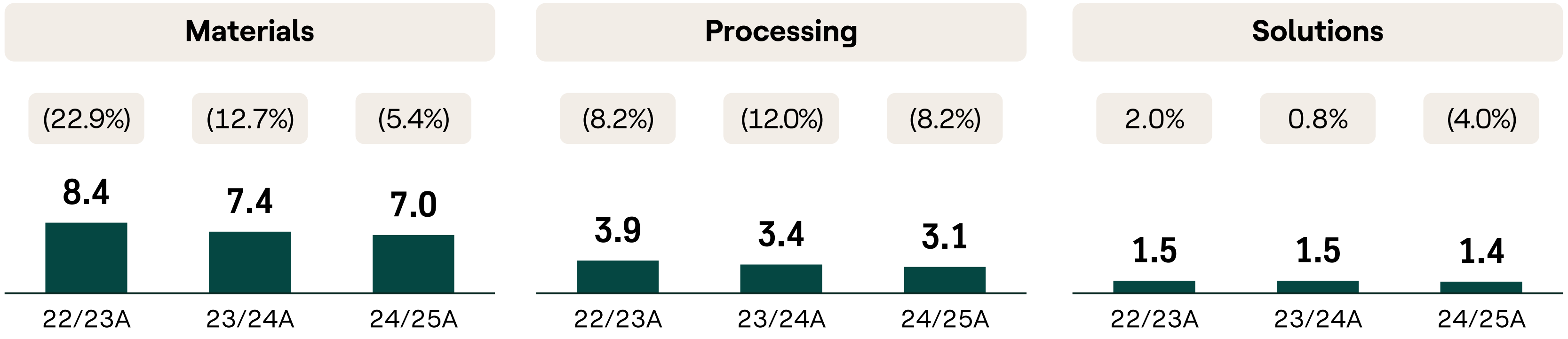
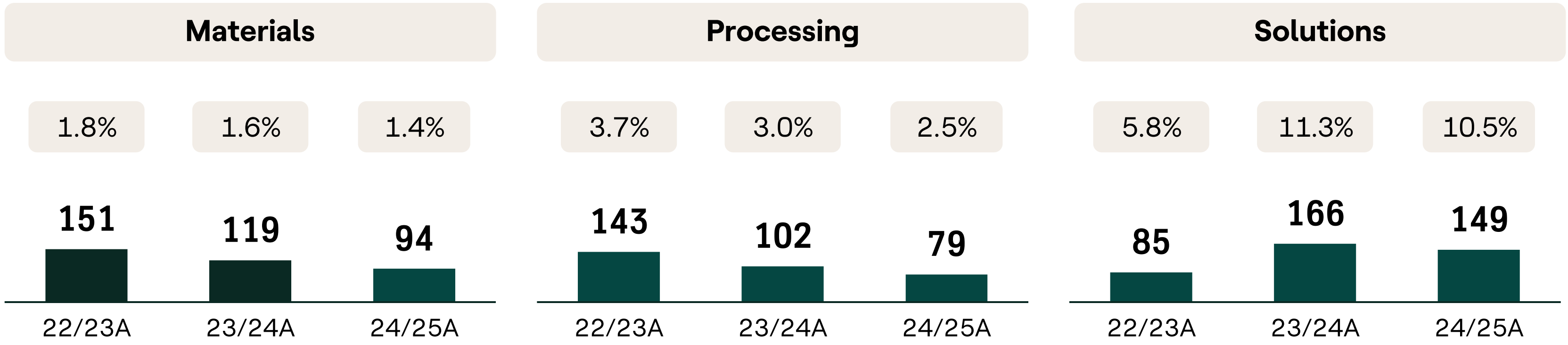
3 Resilient earnings through the market cycle – all business units well positioned to gain momentum

Financials based on unaudited, preliminary combined financial statements

Sales[1] (€bn, % YoY growth)



Adjusted EBITDA[1] (€m; % margin)



Sales contraction in Materials and Processing reflects **changes in market** cycles

All three business units delivering **positive profitability contribution**

Materials and **Processing margins** remained comparatively stable over the downturn cycle, supported by **disciplined cost mgmt.** and **network optimisation**

Solutions margin improvement reflecting **growing share of long-term service contracts** and **digital supply chain offerings**

Source: Company information. Note: Actuals for 22/23A –24/25A based on unaudited, preliminary combined financial statements (final audited figures may differ). 1. Business Unit financials excluding corporate and consolidation effects (c.€100-180m sales effect and c.€90m adj. EBITDA effect p.a.).

4 Business Unit Materials – Scale matters

Longstanding materials distribution and trading competence with advanced logistics capabilities

What?

Global sourcing, storage, manufacturing as well as worldwide distribution and trading of materials across a wide range of products and industries, accompanied by a holistic logistics services portfolio

How?

~7,400	~30	~240	~225,000
Employees[1]	Countries	Branches	Customers

Services

- Trading
- Materials Distribution
- Manufacturing

- Global scale sourcing & trading
- Broad portfolio of materials and tailored services
- Volatility-resilient materials supply
- Local presence and customer proximity

Source: Company information. Note: Group figures as of 24/25. 1. Headcount internal.

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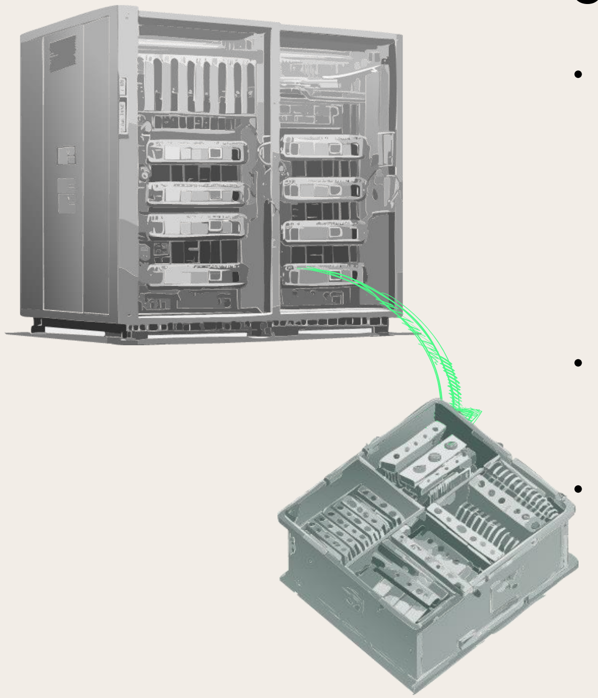
4 Business Unit Materials – Case study

Ready-to-use assembly kits manufactured and delivered just-in-time for hyperscale data centers

Industry Challenge: Complex assembly bottleneck

- **Extensive manual sorting and handling of components**
- **Inefficient processes** leading to:
  - Wasted time
  - Disrupted workflow
  - Higher risk of errors or missing parts
- Efficient manufacturing is essential to respond to rapid data center growth



tk accelis Solution: Cellular manufacturing and kit delivery

- **Ready-to-use assembly kits:**
  - ✓ Delivered and manufactured to customer specifications
  - ✓ Numbered
  - ✓ Organized
- **Just-in-time delivery** of kits eliminates excess motion, allowing workers to **install parts directly in sequence**
- **Kit size from 100 – 1,200 pieces**, consisting of up to 150 different part numbers from a **library of almost 10,000 parts produced on demand**

Result: Value creation through increased productivity

- ✓ Reduced assembly time by up to 50% due to efficient kitting and packaging
- ✓ Reduced labor costs
- ✓ Faster project timelines

Source: Company information.

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4 Business Unit Processing – Expertise matters

Mill-independent high value-added technologies and services customized for profitable growth

What?

Customized & mill-independent processing of flat-rolled metal products, complemented by tailored digital and sustainable supply chain services, controlled materials procurement, logistics and customer delivery

How?

~2,100	~8	~27	~8,000
Employees[1]	Countries	Branches	Customers

Services

- Sourcing
- Processing
- Logistics services
- Quality solutions

- Full processing technology coverage
- Integration into customer value chains
- Digital supply chain transparency capabilities
- Extensive materials handling capabilities

Source: Company information.

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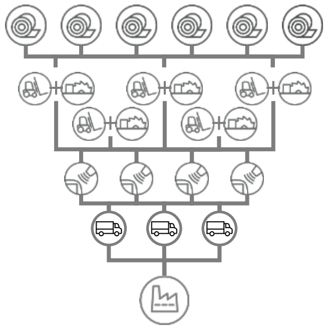
4 Business Unit Processing – Case study

Development from procurement only to a solutions-oriented & tailor-made offering for a leading OEM

Industry Challenge:
Supply Chain complexity

- **High production volumes** require **availability** of **materials** and **components**
- **Increasing uncertainty** in securing reliable supplies leading to **high coordination efforts**

Illustrative supply chain complexity



tk accelis Solution:
Tailor made and deeply embedded services along the value chain

Processing

Initial provision of processing services

Sourcing

Extension of services to **material sourcing from 8 mills…**

Logistics & Warehousing

…and logistics and warehousing services through **4 owned and 8 external partner facilities…**

Manufacturing & Assembly

…and support of global quality assurance, coil storage, logistics program and material flows management **for 47 stampers** within OEM's network…

(After) Sales & Service

…as well as after sales services incl. depository of all material **documentation/ certificates and claim support** and troubleshooting

Result: Value creation through supply chain assurance and value adding services

- Streamlined processes and robust support systems
- Enhanced efficiency, traceability, and responsiveness
- Support of OEM's green ambitions by material consultation and substitution (incl. circular economy)

Source: Company information.

4 Business Unit Solutions – Innovation matters

Mastering complex logistics and supply chain solutions based on >25 years of expertise

What?

Development of customized supply chain management solutions and comprehensive warehouse and workflow management as well as contract logistics and industrial services

How?

~5,200	~16	~130	~17,000
Employees[1]	Countries	Branches	Customers

Services

- Supply Chain Management
- 3PL / 4PL[2] Services
- Industrial Services
- Digital Services

- Distinctive pillar of tk accelis' MaaS strategy
- Combination of material, logistics and digital capabilities
- Enhancing supply chain stability and transparency
- Development of scalable, "asset-smart" business models

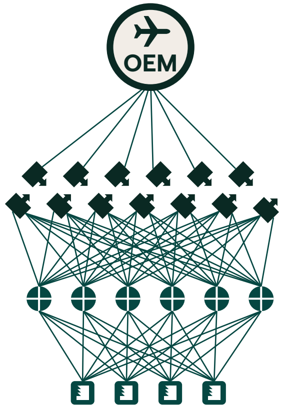
Source: Company Information. Note: Group figures as of 24/25. 1. Headcount internal. 2. Third-Party Logistics / Fourth-Party Logistics.

4 Business Unit Solutions – Case study

Tailormade control tower solution managing an aerospace OEM's materials and subcontractor network

Industry Challenge:
Increasing Supply Pressure

- **Highly complex** and **opaque supply chain structures**
- High costs due to **inefficient inventory management**



tk accelis Solution:
Materials Management and network control

- Across multiple **dedicated facilities** and a team of >700 people, tk accelis' **control tower solution**[1] optimizes the aerospace OEM's supply chain by:
  - **Removing supply chain risk**
  - **Increasing its predictability** and **consistency**
  - Managing **raw materials** for the aerospace OEM's **entire supplier network** (>700 global subcontractors)

Demand management

Risk management

Supply chain management

Analytics management

Result: Value creation through increased efficiency and cost reduction

- Secured supply chain continuity and reliability
- Efficient supply allocation, optimization of inventory and higher level of service
- 50% buy-to-fly gain[2] achieved in key areas, supported by clear communi-cation and quality compliance

Source: Company information. Notes: 1. tk accelis' control tower is a digital solution acting as a central hub for managing and coordinating all material flows, from planning and sourcing to processing, warehousing, logistics, and distribution 2. Ratio of raw material weight to finished component weight.

tk accelis is a critical enabler of global supply chain resilience poised for profitable growth

- A **globally leading** MaaS provider
- Serving **growing** end-markets
- **Tailored MaaS strategy** with local-for-local product offering
- Resilient, capex-light, cash-generative **business model**
- Supporting profitable growth through increased solutions and **services-oriented business mode**

Source: Company information.

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Thank you

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