

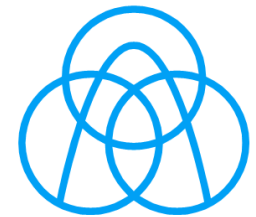
Charts on Q3 FY 2019/20

Facts & Figures

Ticker: TKA (Share) TKAMY (ADR)

August 2020

engineering.tomorrow.together.



thyssenkrupp

Next strategic milestones achieved – however, pandemic with sig. effects on operations

ET Sale

- Transformation of balance sheet (effective in Q4)
 - Net Cash position from Net Debt effect of €15.4 bn; equity uplift by >€14 bn; pension liabilities reduction of €0.4 bn

Portfolio and Performance

- Group of Companies: more focused target portfolio defined (May 19) based on performance potential
 - Multi Tracks: businesses with total sales of €6 bn and sig. cash burn identified for best-owner solutions
- Operational improvements in all businesses is key
 - Restructuring at cont. operations as planned, acceleration across all businesses going forward
 - Financial targets and value levers for businesses to be released in November
- Termination of disproportionate NWC measures (incl. factoring); normalization for more structural management, transparency, cost reduction

Q3 Cont. Operations¹

- Materials and components businesses (particularly auto related) sig. hit by demand shortfalls and production stoppages
 - Order Intake €4,793 mn [€8,221 mn]
 - EBIT adj. €(679) mn [€(13) mn]
 - FCF bef. M&A €(1,238) mn [€(335) mn]

Outlook Cont. Operations¹

- Q4: depending on speed of production resumption by our customers, almost all businesses stable or with slight improvement qoq; possible exception by SE
- FY EBIT adj.: –ve €(1.7) bn to €(1.9) bn [€(0.1) bn], mainly impacted by SE with a loss of up to a good €(1) bn [€31 mn]
- FY FCF bef. M&A: –ve €(5.0) bn to €(6.0) bn [€(1.8) bn], incl. impact from normalization of NWC (incl. factoring) by ~€2.5 bn

1. Figures in square brackets refer to prior year



Order intake hit by pandemic effects on customers in particular at Components and Materials

[€ mn]

	2018/19	2019/20		Δ	
	Q3	Q2	Q3	yoy	yoy (ex FX) ¹
Automotive Technology (AT) ^{2,3}	1,308	1,182	815	(38%)	(38%)
Industrial Components (IC) ^{2,3}	661	589	432	(35%)	(34%)
Elevator Technology (ET)	1,999	1,982	1,898	(5%)	(4%)
Plant Technology (PT) ^{2,3}	1,048	457	360	(66%)	(65%)
Marine Systems (MS)	145	132	123	(15%)	(15%)
Materials Services (MX)	3,336	3,325	2,242	(33%)	(33%)
Steel Europe (SE)	2,177	2,259	943	(57%)	(57%)
Corporate Headquarters (HQ) ^{2,3}	1	(0)	2	++	++
Reconciliation ^{3,4}	(457)	(384)	(121)		
Full Group	10,219	9,542	6,693	(35%)	(34%)
Disc. elevator operations ⁵	1,999	1,983	1,900	(5%)	(4%)
Group continuing operations	8,221	7,559	4,793	(42%)	(41%)

AT: Demand decline in Europe and NAFTA; China with slight recovery since end of April

IC: Cyclical downturn and pandemic-induced decline at Forged Technologies (crankshafts for heavy duty engines, undercarriages) overcompensate good order situation at bearings (wind energy)

ET: Growth in NI in US and China as well as modernization in Asia Pacific; slower demand in Europe due to pandemic

PT: Down yoy due to large orders in prior year (fertilizer plants Egypt and Poland); increasing customer interest for electrolysis plants for hydrogen, strategic partnership with Air Products and cooperation with German grid operator (E.ON)

MS: Mainly service orders in marine electronics

MX: Sig. lower volumes due to lower demand from all market segments and product groups (except plastics); negative price trend

SE: Significant lower volumes across all industries, in particular auto (>70%)

1. Adjusted for FX and portfolio effects | 2. New organizational structure based on "newtk" | 3. FY 2018/19 figures on a pro-forma basis | 4. Service and Special Units previously reported at Corporate are now combined in consolidation line as "Reconciliation" | 5. Incl. Elevator Technology and individual units from Corporate Headquarters



Sales

[€ mn]

	2018/19	2019/20		Δ	
	Q3	Q2	Q3	yoy	yoy (ex FX) ¹
Automotive Technology (AT) ^{2,3}	1,365	1,267	842	(38%)	(38%)
Industrial Components (IC) ^{2,3}	660	573	452	(32%)	(31%)
Elevator Technology (ET)	2,042	1,860	1,947	(5%)	(4%)
Plant Technology (PT) ^{2,3}	725	737	644	(11%)	(10%)
Marine Systems (MS)	510	423	385	(24%)	(24%)
Materials Services (MX)	3,505	3,389	2,245	(36%)	(36%)
Steel Europe (SE)	2,347	2,154	1,455	(38%)	(38%)
Corporate Headquarters (HQ) ^{2,3}	1	1	1	76%	76%
Reconciliation ^{3,4}	(374)	(297)	(261)		
Full Group	10,779	10,108	7,710	(28%)	(28%)
Disc. elevator operations ⁵	2,041	1,861	1,946	(5%)	(4%)
Group continuing operations	8,738	8,247	5,765	(34%)	(34%)

- AT:** Sales mirror order intake; mainly pandemic-induced demand decline in Europe and NAFTA
- IC:** Ongoing cyclical downturn as well as pandemic-driven decline at heavy duty engine components and undercarriages overcompensate increase at bearings for wind energy
- ET:** Slower development across all regions due to pandemic; modernization with flat sales; in particular lower demand for NI
- PT:** Sales ramp-up of large chemical orders and robust service business partially compensate pandemic decline
- MS:** Slower progress as planned on the execution of contracts
- MX:** Negative price trend and lower volumes due to lower demand in Europe and North America
- SE:** Negative price trend, qoq mainly by unfavorable product mix with sig. lower auto demand

1. Adjusted for FX and portfolio effects | 2. New organizational structure based on "newtk" | 3. FY 2018/19 figures on a pro-forma basis | 4. Service and Special Units previously reported at Corporate are now combined in consolidation line as "Reconciliation" | 5. Incl. Elevator Technology and individual units from Corporate Headquarters



EBIT adj. – Materials and components businesses (particularly auto related) sig. hit by pandemic

[€ mn]

	2018/19 Q3	2019/20 ¹ Q2	Q3	Δ yoy
Automotive Technology (AT) ^{2,3}	(5)	(49)	(129)	--
<i>Springs & Stabilizers</i> ³	(27)	(29)	(17)	38%
<i>System Engineering</i> ³	(0)	(20)	(25)	--
Industrial Components (IC) ^{2,3}	69	52	26	(62%)
Elevator Technology (ET)	239	174	211	(12%)
Plant Technology (PT) ^{2,3}	(55)	(21)	(97)	(77%)
Marine Systems (MS)	(0)	2	4	++
Materials Services (MX)	43	28	(100)	--
Steel Europe (SE)	1	(208)	(334)	--
<i>Heavy Plate</i> ³	(15)	(25)	(27)	(75%)
Corporate Headquarters (HQ) ^{2,3}	(57)	(63)	(40)	30%
Reconciliation ^{3,4}	(10)	4	43	
Full Group	226	(80)	(415)	--
Disc. elevator operations ⁵	238	186	263	
Group continuing operations	(13)	(266)	(679)	--

AT: Pandemic-induced demand decline in Europe and NAFTA; SP and SY still sig. negative

IC: Bearings with sig. increase from volume and mix vs. pandemic-induced and cyclically sig. lower contribution by components for heavy duty engines

ET: Lower sales in Europe; cost for carve-out

PT: Pandemic effects offset higher earnings from chemical plants, G&A cost reductions and robust service

MS: Measures for performance improvement gain traction

MX: Margin pressure from declining prices and significant lower shipments in all product groups (except plastics)

SE: Sig. lower shipments (~-30%), unfavorable product mix and higher costs by underutilization

HQ: Lower costs; mainly G&A cost reductions, supported by gains from real estate sale

1. Figures incl. effects of IFRS 16 | 2. New organizational structure based on "newtk" | 3. FY 2018/19 figures on a pro-forma basis | 4. Service and Special Units previously reported at Corporate are now combined in consolidation line as "Reconciliation" | 5. Incl. Elevator Technology and individual units from Corporate Headquarters



Overview – Business cash flow (BCF) and Free cash flow before M&A

[€ mn]

		2018/19	2019/20 ¹		Δ
		Q3	Q2	Q3	yoy
BCF	Automotive Technology (AT) ^{2,3}	(75)	(169)	(215)	--
	<i>Springs & Stabilizers</i> ³	(34)	(35)	(46)	(36%)
	<i>System Engineering</i> ³	(34)	(81)	(65)	(93%)
BCF	Industrial Components (IC) ^{2,3}	46	11	8	(82%)
BCF	Elevator Technology (ET)	249	173	387	55%
BCF	Plant Technology (PT) ^{2,3}	(111)	(124)	(163)	(48%)
BCF	Marine Systems (MS)	76	37	(139)	--
BCF	Materials Services (MX)	(186)	280	(143)	23%
BCF	Steel Europe (SE)	124	(81)	(268)	--
	<i>Heavy Plate</i> ³	(20)	(27)	(2)	89%
BCF	Corporate Headquarters (HQ) ^{2,3}	(67)	(62)	(69)	(3%)
BCF	Reconciliation ^{3,4}	(68)	(42)	(79)	(17%)
BCF	Full Group	(11)	23	(682)	--
	Interest payments	(17)	(134)	(32)	(88%)
	Tax payments	(63)	(98)	(57)	10%
FCF b. M&A	Full Group	(92)	(209)	(770)	--
FCF b. M&A	Disc. elevator operations ⁵	243	160	467	92%
FCF b. M&A	Group continuing operations	(335)	(369)	(1,238)	--

AT: Lower earnings offset lower investments

IC: Decrease at components for heavy duty engines mainly due to pandemic-related lower earnings overshadow increase at Bearings

ET: Strong increase due to qoq catch-up, receivables management and implemented crisis measures

PT: Pandemic-induced lower, mainly less prepayments

MS: Determined by milestone payment profile

MX: Lower earnings offset by NWC-release

SE: Lower earnings partly compensated by stringent cash control (mainly short-time work) and NWC-measures (mainly inventories and receivables)

1. Figures incl. effects of IFRS 16 | 2. New organizational structure based on "newtk" | 3. FY 2018/19 figures on a pro-forma basis | 4. Service and Special Units previously reported at Corporate are now combined in consolidation line as "Reconciliation" | 5. Incl. Elevator Technology and individual units from Corporate Headquarters



Special Items - continued focus on restructuring

Full group [€ mn]

		2018/19					2019/20		
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
AT	Disposal effect								
	Impairment	(1)	(2)	(2)	(85)	(90)	(5)	(81)	(7)
	Restructuring				(6)	(6)	(94)	5	(14)
	Others	(3)	(7)	8	(6)	(7)		(5)	8
IC	Disposal effect								
	Impairment			(3)		(2)	(1)	(46)	
	Restructuring		(1)	(4)	(9)	(14)	(1)	(1)	(3)
	Others	(1)		(10)	(2)	(13)			
ET	Disposal effect	1				1			
	Impairment				(4)	(5)	(4)		
	Restructuring	(3)	(22)	(13)	(19)	(56)	(7)	(6)	(4)
	Others	(3)	(7)	(4)	(42)	(54)	(9)		(15)
PT	Disposal effect			2		2			
	Impairment			(1)		(1)			
	Restructuring	(2)	(1)	(2)	(7)	(13)	(1)	(6)	(5)
	Others	(5)	5	(8)	(1)	(8)			
MS	Disposal effect								
	Impairment								
	Restructuring			(1)		(1)		(4)	(1)
	Others								
MX	Disposal effect				(1)	(1)			
	Impairment			(1)	(4)	(5)			(2)
	Restructuring	(3)	(2)	(5)	(15)	(24)	(2)	(15)	(9)
	Others	2		(4)	(9)	(12)	1	1	
SE	Disposal effect	(4)	(20)	(3)	(1)	(28)			
	Impairment				(1)	(1)			
	Restructuring	(1)	(1)		(1)	(3)	(1)	(124)	(10)
	Others	1	(134)	12		(122)			
Corp. HQ	Disposal effect	(10)	(25)	6	(9)	(39)	(22)	(84)	(7)
	Impairment			(3)		(3)	1		
	Restructuring	(1)	(1)	(1)	(11)	(14)	(16)	(12)	(2)
	Others	(1)	16	(4)	1	14			
Consolidation/others		(2)	(3)	(4)	(13)	(21)	(4)	(4)	(2)
Group		(36)	(204)	(42)	(242)	(524)	(166)	(382)	(73)

Comments on Q3

- Impairments at Camshafts and Springs & Stabilizers
- Restructuring mainly at System Engineering
- Restructuring mainly in South America
- Mainly costs in connection with restructurings in business units Europe / Africa and Americas
- Restructuring throughout the businesses
- Restructuring throughout the businesses
- Restructuring mainly at Aerospace Germany
- Restructuring for steel strategy 20-30
- Project expenses in connection with the Elevator transaction
- Restructuring at tkAG



Closing of Elevator transaction will transform tk's balance sheet in Q4

Keep high flexibility for use of proceeds until higher visibility

Proceeds

- €15.4 bn effect on Net Financial Debt leading to Net Cash position, net of re-investment of €1.25 bn by tk



Additional balance sheet effects

- >€14 bn equity uplift
- Deconsolidation of €0.4 bn of ET pension provisions

First decisions for use of proceeds

- Repay debt along maturity profile: redemption €750 mn bond in Sep.
- ~€2.5 bn for normalization of NWC (incl. factoring) in FY 19/20, mainly in Q4



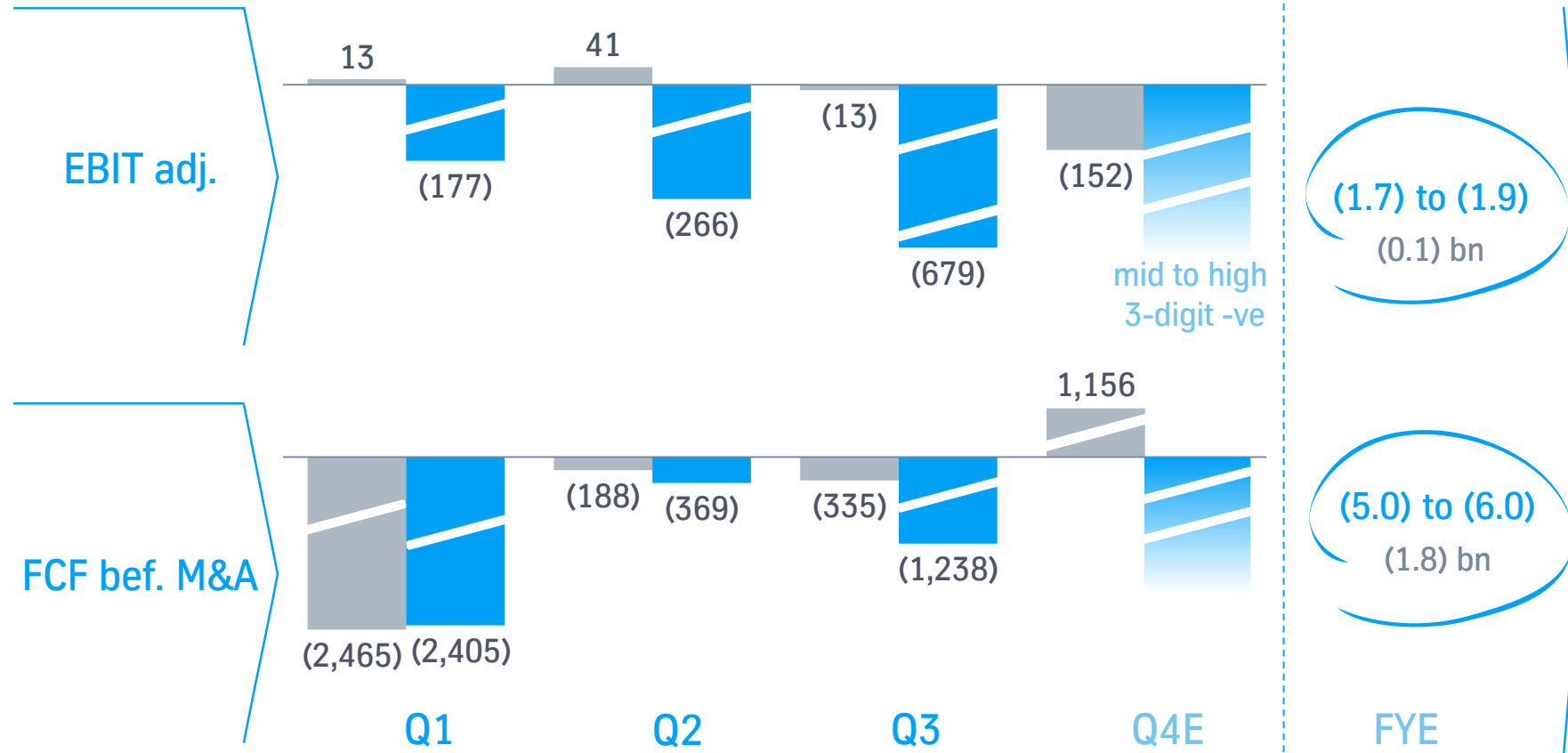
- Transparency / “clean start” into the new FY 20/21
- Step up structural and continuous NWC management going forward (termination of disproportionate NWC measures)

Tailwind for restructuring and development of Group of Companies



Almost all businesses stable or with slight improvement in Q4; FY sig. impacted by loss at SE

Continuing Operations [€ mn, bn]











- Q4 stable or slightly up qoq at almost all businesses (possible exception at SE), although still stressed by pandemic
- Still **low visibility at SE**; expected loss in FY up to a good €(1) bn [PY: €31 mn] due to structural inefficiencies and difficult situation of steel industry
- FCF bef. M&A in Q4: stabilized earnings vs. impact from **normalization of NWC (incl. factoring)**

Pandemic counter-measures

- Stringent cash control extended: now **savings of up to €1.5 bn in FY** expected
 - Personnel, mainly short-time work at all businesses and HQ (~27,000 FTEs¹); capex; NWC

Q4 stable or slightly up qoq at almost all businesses; although still stressed by pandemic impacts

[Continuing operations, € mn]

	Q3	Q4E	Q4 vs Q3
AT	(129)	 mid 2-digit -ve	Sales recovery by ~1/3; higher volumes as well as cost and efficiency measures expected to cut loss by half
IC	26	 stable to slightly up qoq	Sales recovery at Forged business by up to 50% and stable demand at Bearings supported by measures leading to robust earnings development
PT	(97)	 high 2-digit -ve	Stable to slightly better, impacted by ongoing slow progress in project execution and postponement of orders
MS	4	 1-digit +ve	Stable with progressing project execution
MX	(100)	 high 2-digit -ve	Slight recovery of volumes, better capacity utilization
SE	(334)	 slightly down to stable qoq	Higher shipments ($\geq 10\%$), but also higher raw material prices; still insufficient cost base
HQ/ Cons./Others	(40) (9)	 down qoq	Q3 supported by gains from real estate sale
EBIT adj.	(679)	 mid to high 3-digit -ve	All businesses stable or slightly up qoq – possible exception SE – depending on the speed at which production is restarted by our customers



Wrapping up and looking ahead

Portfolio and Performance

- Elevator sale with transformational effect on balance sheet to **Net Cash position**; tailwind for restructuring and development of Group of Companies
- **M&A for Plant Technology progressing**, revised indicative offers expected in late summer
- Leverage tk's leading position in chlorine-alkaline electrolysis for **(green) water electrolysis for hydrogen**
- Execute Strategy 20/30 at **Steel Europe** and **push fundamental value** while exploring all options for **industry consolidation** and secure financing to carbon neutral transformation
- Tackle the challenges from pandemic with **stringent cost and cash control**
- **Cash generation** and **value creation** by operational improvements in all businesses is key

Next update on November 21 including financial targets and value levers for businesses to drive the turnaround



thyssenkrupp Group¹

Sales €42.0 bn; EBIT adj. €802 mn

Automotive Technology (AT)

€5.4 bn
€(22) mn

- Chassis/ powertrain components
- Production lines: auto/ aerospace

Industrial Components (IC)

€2.5 bn
€230 mn

- Bearings
- Undercarriages
- Crankshafts

Elevator Technology (ET)

€8.0 bn
€907 mn

- Elevators, escalators, moving walks
- Passenger boarding bridges

Closing of full sale with consortium led by Advent and Cinven on July 31st, 2020

Plant Technology (PT)

€2.9 bn
€(145) mn

- Chemical plants
- Cement plants; minerals/ mining equipment

Marine Systems (MS)

€1.8 bn
€1 mn

- Submarines²
- Naval surface vessels
- Naval electronic systems

Materials Services (MX)

€13.9 bn
€107 mn

- Industrial materials distribution
- Raw materials trading
- Logistics; SCM
- Stainless steel production (AST)

Steel Europe (SE)

€9.1 bn
€31 mn

- Premium flat carbon steel

1. All figures related to FY 2018/19; AT, IC and PT on pro-forma basis | 2. Non-nuclear



Key financials

[€ mn]

Full Group

	2018/19					2019/20 ¹⁾		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	10,111	10,360	10,219	11,303	41,994	9,660	9,542	6,693
Sales	9,736	10,638	10,779	10,843	41,996	9,674	10,108	7,710
EBITDA	465	321	483	256	1,525	237	(6)	(176)
EBITDA adjusted	500	526	519	413	1,958	398	258	(111)
EBIT	181	32	183	(124)	272	(115)	(462)	(488)
EBIT adjusted	217	240	226	119	802	50	(80)	(415)
EBT	99	(55)	80	(207)	(83)	(206)	(537)	(574)
Net income/(loss)	68	(161)	(77)	(89)	(260)	(364)	(946)	(668)
attrib. to tk AG stockh.	60	(173)	(94)	(97)	(304)	(372)	(948)	(678)
Earnings per share ²⁾ (€)	0.10	(0.28)	(0.15)	(0.16)	(0.49)	(0.60)	(1.52)	(1.09)
Operating cash flow	(2,245)	319	218	1,781	72	(2,144)	132	(489)
Cash flow from divestm.	25	27	8	49	108	18	11	21
Cash flow from investm.	(257)	(323)	(375)	(489)	(1,443)	(327)	(359)	(292)
Free cash flow	(2,477)	22	(149)	1,341	(1,263)	(2,453)	(215)	(760)
FCF before M&A	(2,477)	23	(92)	1,406	(1,140)	(2,476)	(209)	(770)
TK Value Added					(1,068)			
Ø Capital Employed	16,058	16,623	16,815	16,749	16,749	17,851	18,220	18,266
Cash and cash equivalents (incl. short-term securities)	2,303	2,947	2,845	3,712	3,712	2,087	2,525	2,600
Net financial debt	4,684	4,834	5,101	3,703	3,703	7,138	7,549	8,461
Equity	3,274	2,882	2,494	2,220	2,220	1,934	1,174	(9)
Employees	161,496	161,153	161,740	162,372	162,372	161,538	160,090	155,446

NFD includes
€1 bn IFRS 16
effect

1. Figures incl. effects of IFRS 16 | 2. Attributable to tk AG's stockholders



Key financials

[€ mn]

Continuing operations

	2018/19				FY	2019/20 ¹⁾		
	Q1	Q2	Q3	Q4		Q1	Q2	Q3
Order intake	7,968	8,366	8,221	9,270	33,825	7,429	7,559	4,793
Sales	7,813	8,768	8,738	8,717	34,036	7,629	8,247	5,765
EBITDA	245	129	239	39	652	9	(136)	(417)
EBITDA adjusted	296	327	281	141	1,046	129	40	(374)
EBIT	(18)	(137)	(39)	(318)	(511)	(302)	(561)	(729)
EBIT adjusted	13	41	(13)	(152)	(110)	(177)	(266)	(679)
EBT	(96)	(224)	(125)	(410)	(855)	(382)	(630)	(810)
Net income/(loss)	(64)	(272)	(213)	(562)	(1,110)	(442)	(688)	(879)
attrib. to tk AG stockh.	(72)	(283)	(229)	(569)	(1,153)	(449)	(691)	(819)
Earnings per share ²⁾ (€)	(0.11)	(0.46)	(0.37)	(0.91)	(1.85)	(0.72)	(1.11)	(1.33)
Operating cash flow	(2,255)	72	(53)	1,572	(664)	(2,109)	(58)	(1,004)
Cash flow from divestm.	23	26	7	45	101	18	6	21
Cash flow from investm.	(233)	(286)	(289)	(402)	(1,210)	(295)	(318)	(241)
Free cash flow	(2,465)	(188)	(335)	1,215	(1,773)	(2,385)	(371)	(1,224)
FCF before M&A	(2,465)	(188)	(335)	1,233	(1,756)	(2,405)	(369)	(1,238)
Employees	108,211	108,235	108,727	109,288	109,288	108,700	107,523	104,356

1. Figures incl. effects of IFRS 16 | 2. Attributable to tk AG's stockholders



Automotive Technology¹

[€ mn]

	Q1	Q2	2018/19 ²⁾ Q3	Q4	FY	Q1	2019/20 ³⁾ Q2	Q3
Order intake	1,283	1,306	1,308	1,354	5,251	1,353	1,182	815
Sales	1,231	1,358	1,365	1,453	5,407	1,367	1,267	842
EBITDA	67	61	65	16	210	(2)	17	(62)
EBITDA adjusted	70	68	57	29	224	94	27	(56)
EBIT	9	0	2	(136)	(126)	(78)	(130)	(142)
EBIT adjusted	13	9	(5)	(39)	(22)	21	(49)	(129)
EBIT adj. margin (%)	1.0	0.7	(0.3)	(2.7)	(0.4)	1.6	(3.9)	(15.3)
tk Value Added					(381)			
Ø Capital Employed	2,784	2,909	2,988	3,006	3,006	3,081	3,132	3,172
BCF	(313)	(134)	(75)	126	(396)	(251)	(169)	(215)
CF from divestm.	1	0	1	0	2	0	1	4
CF for investm.	(100)	(98)	(93)	(105)	(396)	(100)	(75)	(65)
Employees	24,712	24,984	25,513	25,834	25,834	25,891	25,572	24,793

Current trading conditions

- Order intake in Q3 at €815 mn (-38% yoy, ex F/X -38%); sales in Q3 at €842 mn (-38% yoy, ex F/X -38%)
 - Strong pandemic-induced demand decline mainly in Europe, USA and Mexico as OEM customers shut down production; China with slight recovery starting end of April; ramp-up of new plants and projects at Steering and Damper continues with slightly lower pace
- EBIT adj. in Q3 at €(129) mn significantly below prior year
 - Pandemic-induced demand drop mainly in Europe, USA and Mexico
 - Springs & Stabilizers and System Engineering sig. lower and negative; restructuring continues (SP: closure Olpe, realignment Hagen, SY: continuation of capacity adjustments and cost-reduction measures)

1. New organizational structure based on "newtk": Former Components Technology renamed Automotive Technology, now incl. System Engineering (previously part of former Industrial Solutions) | 2. Figures on a pro-forma basis | 3. Figures incl. effects of IFRS 16



Industrial Components¹

[€ mn]

	Q1	Q2	2018/19 ²⁾		FY	2019/20 ³⁾		
	Q1	Q2	Q3	Q4		Q1	Q2	Q3
Order intake	643	702	661	631	2,636	558	589	432
Order backlog	938	1,014	1,010	1,005	1,005	1,013	1,011	980
Sales	573	650	660	639	2,522	544	573	452
EBITDA	72	86	84	83	325	72	81	50
EBITDA adjusted	73	87	99	94	353	73	82	53
EBIT	42	56	52	51	201	43	5	23
EBIT adjusted	43	57	69	61	230	44	52	26
EBIT adj. margin (%)	7.5	8.7	10.5	9.6	9.1	8.1	9.0	5.8
tk Value Added					82			
Ø Capital Employed	1,364	1,380	1,393	1,391	1,391	1,502	1,516	1,514
BCF	46	26	46	113	232	(50)	11	8
CF from divestm.	5	1	1	5	12	0	0	(0)
CF for investm.	(12)	(18)	(26)	(46)	(103)	(28)	(25)	(34)
Employees	14,493	14,350	14,120	13,773	13,773	13,528	13,318	12,517

Current trading conditions

- Order intake in Q3 at €432 mn (-35% yoy, ex F/X -34%); sales in Q3 at €452 mn (-32% yoy, ex F/X -31%)
 - Bearings: still good development overall especially wind energy China, slight decrease in components for construction equipment and cranes, strong pandemic-induced drop at aerospace components
 - Forged Technologies: sig. down yoy due to pandemic-driven demand decline as well as ongoing cyclical downturn; cars/trucks with sig. decline in cyclical Class 8 truck market (esp. USA); undercarriages with continued cyclical demand decline, partially compensated by broader product portfolio and exploitation of new markets and business segments
- EBIT adj. in Q3 at €26 mn below prior year
 - Bearings: volume- and structural-driven higher yoy
 - Forged Technologies: sales- and pandemic-related significantly below prior year, tariff disputes between USA and China negatively impacting demand

1. New organizational structure based on "newtk": Incl. Bearings and Forged Technologies (previously part of former Components Technology) | 2. Figures on a pro-forma basis | 3. Figures incl. effects of IFRS 16



Plant Technology¹

[€ mn]

	2018/19 ²⁾					2019/20 ³⁾		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	668	513	1,048	614	2,844	568	457	360
Order backlog	5,021	4,881	5,189	4,847	4,847	4,615	4,252	3,971
Sales	615	669	725	935	2,943	755	737	644
EBITDA	(29)	(17)	(50)	(31)	(127)	(8)	(16)	(91)
EBITDA adjusted	(22)	(21)	(43)	(23)	(109)	(7)	(10)	(86)
EBIT	(37)	(26)	(63)	(38)	(164)	(19)	(27)	(102)
EBIT adjusted	(30)	(30)	(55)	(30)	(145)	(18)	(21)	(97)
EBIT adj. margin (%)	(4.9)	(4.4)	(7.5)	(3.3)	(4.9)	(2.3)	(2.8)	(15.0)
tk Value Added					(152)			
Ø Capital Employed	(64)	(86)	(139)	(152)	(152)	(191)	(201)	(180)
BCF	(31)	0	(111)	(111)	(253)	123	(124)	(163)
CF from divestm.	1	0	5	21	28	14	1	(0)
CF for investm.	(8)	(9)	(9)	(9)	(35)	(8)	(9)	(4)
Employees	11,113	11,107	11,423	11,419	11,419	11,300	11,218	10,919

Current trading conditions

- Order intake in Q3 at €360 mn (-66% yoy, ex F/X -65%); down yoy mainly due to large orders in prior year (fertilizer plants Egypt and Poland)
 - Chemicals: increasing demand for electrolysis plants and equipment supported by new strategic partnership with Air Products and cooperation with German grid operator E.ON; orders for polymer plants in Turkey and China
 - Cement: overall positive development, but Q3 with pandemic-related postponements
 - Mining: smaller orders, however overall slightly lower yoy due to slower customer activity
- Sales in Q3 at €644 mn (-11% yoy, ex F/X -10%); ramp-up of large chemical orders and robust service business partially compensate pandemic decline
- EBIT adj. in Q3 at €(97) mn below prior year and negative as higher chemical earnings, G&A cost reductions and robust service cannot compensate pandemic effects (mainly underutilization, additional construction site costs and lower project billing overall)

1. New organizational structure based on "newtk": Former Industrial Solutions renamed Plant Technology (now excl. System Engineering, now part of Automotive Technology) | 2. Figures on a pro-forma basis | 3. Figures incl. effects of IFRS 16



Marine Systems

[€ mn]

	2018/19					2019/20 ¹⁾		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	107	133	145	1,807	2,192	103	132	123
Order backlog	5,300	4,944	4,571	5,887	5,887	5,610	5,313	5,045
Sales	298	497	510	496	1,800	381	423	385
EBITDA	12	12	12	16	52	13	13	18
EBITDA adjusted	12	12	13	16	53	13	16	19
EBIT	0	(0)	(1)	1	0	(0)	(2)	3
EBIT adjusted	0	(0)	(0)	1	1	(0)	2	4
EBIT adj. margin (%)	0.0	(0.0)	(0.0)	0.0	0.0	0.0	0.5	1.0
tk Value Added					(74)			
Ø Capital Employed	710	799	883	927	927	1,196	1,206	1,225
BCF	(148)	(131)	76	(129)	(333)	(49)	37	(139)
CF from divestm.	1	0	(0)	0	1	0	0	0
CF for investm.	(8)	(9)	(13)	(28)	(59)	(13)	(19)	(12)
Employees	5,868	5,859	5,870	6,013	6,013	6,104	6,133	6,161

Current trading conditions

Q3 Order Intake: rather stable orders yoy due to service and orders in marine electronics

Q3 Sales: Slower progress as planned on the execution of contracts

Q3 EBIT adj. above prior year, as measures for performance improvement show first results

Q3 BCF determined by milestone payment profile

1. Figures incl. effects of IFRS 16



Materials Services

[€ mn]

	2018/19					2019/20 ¹⁾		
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
Order intake	3,370	3,821	3,336	3,340	13,868	3,078	3,325	2,242
thereof Materials Production	401	489	401	431	1,721	427	545	225
Sales	3,388	3,696	3,505	3,291	13,881	3,046	3,389	2,245
thereof Materials Production	390	463	453	430	1,736	389	461	337
EBITDA	49	79	63	(11)	180	54	58	(66)
EBITDA adjusted	50	81	72	17	220	55	72	(55)
thereof Materials Production	16	6	12	8	42	7	5	(21)
EBIT	22	51	34	(41)	66	11	14	(111)
EBIT adjusted	22	53	43	(12)	107	11	28	(100)
thereof Materials Production	7	(4)	3	(2)	4	(3)	(5)	(31)
EBIT adj. margin (%)	0.7	1.4	1.2	(0.4)	0.8	0.4	0.8	(4.5)
thereof Materials Production	1.8	(0.8)	0.6	(0.4)	0.2	(0.8)	(1.2)	(9.3)
tk Value Added					(244)			
Ø Capital Employed	3,782	3,898	3,914	3,866	3,866	4,035	4,179	4,183
BCF	(879)	417	(186)	689	41	(907)	280	(143)
thereof Materials Production	(134)	18	(22)	144	6	(224)	(22)	(13)
CF from divestm.	1	17	1	13	33	5	4	1
CF for investm.	(18)	(36)	(30)	(51)	(135)	(23)	(34)	(33)
Employees	20,378	20,302	20,242	20,340	20,340	20,238	20,023	19,239

Current trading conditions

Sales in Q3 significantly below prior year: Significant lower volumes in warehousing and distribution and auto-related service centers mainly due to weak demand in Europe and North America; further decline in prices in virtually all product segments (except plastics)

EBIT adj. in Q3 significantly down yoy: margin pressure from declining prices in all business units and significant lower volumes (except plastics); countermeasures e.g. G&A cost reductions could not compensate underutilization; AST with negative earnings due to temporarily plant closure in April, unfavourable price situation for stainless steel and significantly lower volumes

1. Figures incl. effects of IFRS 16



Steel Europe

[€ mn]

	Q1	Q2	2018/19 Q3	Q4	FY	Q1	2019/20 ¹⁾ Q2	Q3
Order intake	2,341	2,451	2,177	1,814	8,784	2,115	2,259	943
Sales	2,131	2,350	2,347	2,237	9,065	1,851	2,154	1,455
EBITDA	147	(6)	121	58	321	(48)	(218)	(228)
EBITDA adjusted	152	149	113	61	475	(46)	(94)	(218)
EBIT	34	(118)	9	(48)	(123)	(166)	(332)	(344)
EBIT adjusted	38	37	1	(45)	31	(164)	(208)	(334)
EBIT adj. margin (%)	1.8	1.6	0.0	(2.0)	0.3	(8.9)	(9.6)	(22.9)
tk Value Added					(586)			
Ø Capital Employed	5,307	5,498	5,532	5,447	5,447	5,396	5,546	5,549
BCF	(832)	(52)	124	687	(72)	(1,045)	(81)	(268)
CF from divestm.	11	0	(0)	1	12	(2)	(1)	(1)
CF for investm.	(94)	(117)	(110)	(161)	(482)	(121)	(141)	(90)
Employees	27,613	27,882	27,934	28,278	28,278	28,093	27,869	27,559

Current trading conditions

- EU carbon flat steel market with further economic slowdown, mainly driven by:
 - increasing geopolitical and foreign trade tensions and uncertainties
 - market environment remains extremely challenging: corona pandemic, continuing structural overcapacities, risks from trade imbalances, increased iron ore prices with falling revenues
 - still noticeably high imports (in particular Turkey, Russia, South Korea) and safeguard measures so far had not a major limiting effect
- Shipments sig. decreased in Q3 yoy (2.7 mt vs. prior year 1.8 mt), driven by Covid-19 pandemic over all industries, in particular Auto (~-50%)
- Sales in Q3 sig. down yoy, caused by sig. lower shipments with unfavorable product mix
- EBIT adj. in Q3 sig. down yoy and negative, driven by sig. lower shipments, unfavorable product mix and higher costs by underutilization partly offset by stringent cost measures

1. Figures incl. effects of IFRS 16



Volume KPI's of Materials Businesses

			2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				2019/20			
			FY	FY	FY	FY	FY	FY	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
MX	Total shipments	kt	10,868	10,669	13,615	13,421	12,605	10,966	11,096	2,376	2,672	2,388	2,413	9,849	2,254	2,410	1,977
	Warehousing shipments ¹	kt	5,470	5,300	5,592	5,532	5,518	5,686	5,944	1,338	1,568	1,442	1,436	5,784	1,263	1,519	1,033
	Shipments AST ²	kt	-	-	537	747	848	853	888	192	229	222	202	844	180	230	176
SE	Crude Steel	kt	11,860	11,646	12,249	12,392	12,021	12,060	11,839	2,821	2,902	2,750	2,813	11,286	2,840	2,752	2,044
	Steel Europe AG	kt	8,408	8,487	8,936	9,276	9,336	9,440	9,171	2,170	2,246	2,110	2,149	8,675	2,167	2,037	1,559
	HKM	kt	3,452	3,160	3,313	3,116	2,686	2,620	2,668	651	655	640	665	2,611	674	716	485
	Shipments	kt	12,009	11,519	11,393	11,725	11,174	11,433	11,302	2,397	2,699	2,720	2,636	10,452	2,242	2,797	1,808
	Cold-rolled	kt	7,906	7,437	7,137	7,182	7,048	7,169	6,995	1,543	1,718	1,664	1,648	6,572	1,479	1,766	1,163
	Hot-rolled	kt	4,103	4,082	4,256	4,543	4,126	4,265	4,307	854	981	1,057	989	3,880	759	1,016	637
	Average Steel revenues per ton ³		139	127	119	114	107	122	132	139	137	134	132	135	131	122	123
USD/EUR	Aver.	1.30	1.31	1.36	1.15	1.11	1.10	1.19	1.14	1.14	1.12	1.11	1.13	1.11	1.10	1.10	
USD/EUR	Clos.	1.29	1.35	1.26	1.12	1.12	1.18	1.16	1.15	1.12	1.14	1.09	1.09	1.12	1.10	1.12	

1. Excl. AST/VDM shipments | 2. Included at MX since March '14 | 3. Indexed: Q1 2004/05 = 100



Corporate Headquarters¹⁾

[€ mn]

	Q1	Q2	2018/19 ²⁾		FY	2019/20 ³⁾		
	Q1	Q2	Q3	Q4		Q1	Q2	Q3
EBITDA	(69)	(60)	(52)	(90)	(271)	(99)	(154)	(45)
EBITDA adjusted	(57)	(51)	(53)	(71)	(232)	(61)	(58)	(36)
EBIT	(74)	(64)	(59)	(95)	(293)	(103)	(159)	(49)
EBIT adjusted	(63)	(55)	(57)	(76)	(252)	(66)	(63)	(40)
BCF	(73)	(99)	(67)	(113)	(352)	(50)	(62)	(69)
Employees	1,187	1,119	1,092	1,057	1,057	1,041	969	835

As of FY 2019/20 the administrative units of Corporate and the regions are shown as Corporate Headquarters. The Service Units and Special Units will be shown in Reconciliation line.



Business Area Overview – Quarterly Order Intake

[€ mn]

	Q1	Q2	2018/19 Q3	Q4	FY	Q1	2019/20 Q2	Q3
Automotive Technology ¹⁾²⁾	1,283	1,306	1,308	1,354	5,251	1,353	1,182	815
Industrial Components ¹⁾²⁾	643	702	661	631	2,636	558	589	432
Elevator Technology	2,143	1,995	1,999	2,035	8,171	2,232	1,982	1,898
Plant Technology ¹⁾²⁾	668	513	1,048	614	2,844	568	457	360
Marine Systems	107	133	145	1,807	2,192	103	132	123
Materials Services	3,370	3,821	3,336	3,340	13,868	3,078	3,325	2,242
Steel Europe	2,341	2,451	2,177	1,814	8,784	2,115	2,259	943
Corporate Headquarters ¹⁾²⁾	(0)	1	1	3	5	1	(0)	2
Reconciliation ²⁾³⁾	(443)	(562)	(457)	(295)	(1,758)	(348)	(384)	(121)
Full Group	10,111	10,360	10,219	11,303	41,994	9,660	9,542	6,693
Disc. elevator operations ⁴⁾	2,143	1,994	1,999	2,034	8,169	2,232	1,983	1,900
Group continuing operations	7,968	8,366	8,221	9,270	33,825	7,429	7,559	4,793

1. New organizational structure based on “newtk” | 2. FY 2018/19 figures on a pro-forma basis | 3. Service and Special Units previously reported under Corporate are now combined in consolidation line as “Reconciliation” | 4. Incl. Elevator Technology and individual units from Corporate Headquarters



Business Area Overview – Quarterly Sales

[€ mn]

	Q1	Q2	2018/19 Q3	Q4	FY	Q1	2019/20 Q2	Q3
Automotive Technology ¹⁾²⁾	1,231	1,358	1,365	1,453	5,407	1,367	1,267	842
Industrial Components ¹⁾²⁾	573	650	660	639	2,522	544	573	452
Elevator Technology	1,923	1,869	2,042	2,125	7,960	2,045	1,860	1,947
Plant Technology ¹⁾²⁾	615	669	725	935	2,943	755	737	644
Marine Systems	298	497	510	496	1,800	381	423	385
Materials Services	3,388	3,696	3,505	3,291	13,881	3,046	3,389	2,245
Steel Europe	2,131	2,350	2,347	2,237	9,065	1,851	2,154	1,455
Corporate Headquarters ¹⁾²⁾	(0)	1	1	3	5	1	1	1
Reconciliation ²⁾³⁾	(424)	(452)	(374)	(336)	(1,586)	(316)	(297)	(359)
Full Group	9,736	10,638	10,779	10,843	41,996	9,674	10,108	7,710
Disc. elevator operations ⁴⁾	1,923	1,870	2,041	2,126	7,960	2,044	1,861	1,946
Group continuing operations	7,813	8,768	8,738	8,717	34,036	7,629	8,247	5,765

1. New organizational structure based on “newtk” | 2. FY 2018/19 figures on a pro-forma basis | 3. Service and Special Units previously reported under Corporate are now combined in consolidation line as “Reconciliation” | 4. Incl. Elevator Technology and individual units from Corporate Headquarters



Business Area Overview – Quarterly EBIT and Margin

[€ mn]

	Q1	Q2	2018/19 Q3	Q4	FY	Q1	2019/20 ¹⁾ Q2	Q3
Automotive Technology ²⁾³⁾	9	(0)	2	(136)	(126)	(78)	(130)	(142)
%	0.7	(0.0)	0.1	(9.4)	(2.3)	(5.7)	(10.2)	(16.9)
Industrial Components ²⁾³⁾	42	56	52	51	201	43	5	23
%	7.3	8.6	7.9	8.0	8.0	7.8	0.8	5.2
Elevator Technology	199	169	222	202	791	207	168	192
%	10.3	9.0	10.9	9.5	9.9	10.1	9.0	9.9
Plant Technology ²⁾³⁾	(37)	(26)	(63)	(38)	(164)	(19)	(27)	(102)
%	(6.1)	(3.9)	(8.7)	(4.0)	(5.6)	(2.5)	(3.6)	(15.8)
Marine Systems	0	(0)	(1)	1	0	(0)	(2)	3
%	0.0	(0.0)	(0.1)	0.1	0.0	0.0	(0.4)	0.8
Materials Services	22	51	34	(41)	66	11	14	(111)
%	0.6	1.4	1.0	(1.2)	0.5	0.3	0.4	(5.0)
Steel Europe	34	(118)	9	(48)	(123)	(166)	(332)	(344)
%	1.6	(5.0)	0.4	(2.2)	(1.4)	(8.9)	(15.4)	(23.6)
Corporate Headquarters ²⁾³⁾	(74)	(64)	(59)	(95)	(293)	(103)	(159)	(49)
Reconciliation ³⁾⁴⁾	(12)	(36)	(13)	(19)	(80)	(10)	0	41
Full Group	181	32	183	(124)	272	(115)	(462)	(488)
%	1.9	0.3	1.7	(1.1)	0.6	(1.2)	(4.6)	(6.3)
Disc. elevator operations ⁵⁾	199	169	221	195	783	187	98	241
Group continuing operations	(18)	(137)	(39)	(318)	(511)	(302)	(561)	(729)
%	(0.2)	(1.6)	(0.4)	(3.7)	(1.5)	(4.0)	(6.8)	(12.7)

1. Figures incl. effects of IFRS 16 | 2. New organizational structure based on “newtk” | 3. FY 2018/19 figures on a pro-forma basis | 4. Service and Special Units previously reported under Corporate are now combined in consolidation line as “Reconciliation” | 5. Incl. Elevator Technology and individual units from Corporate Headquarters



Business Area Overview – Quarterly EBIT adj. and Margin

[€ mn]

	2018/19				FY	2019/20 ¹⁾		
	Q1	Q2	Q3	Q4		Q1	Q2	Q3
Automotive Technology ²⁾³⁾	13	9	(5)	(39)	(22)	21	(49)	(129)
%	1.0	0.7	(0.3)	(2.7)	(0.4)	1.6	(3.9)	(15.3)
Industrial Components ²⁾³⁾	43	57	69	61	230	44	52	26
%	7.5	8.7	10.5	9.6	9.1	8.1	9.0	5.8
Elevator Technology	204	198	239	266	907	228	174	211
%	10.6	10.6	11.7	12.5	11.4	11.1	9.4	10.8
Plant Technology ²⁾³⁾	(30)	(30)	(55)	(30)	(145)	(18)	(21)	(97)
%	(4.9)	(4.4)	(7.5)	(3.3)	(4.9)	(2.3)	(2.8)	(15.0)
Marine Systems	0	0	0	1	1	(0)	2	4
%	0.0	(0.0)	(0.0)	0.2	0.0	0.0	0.5	1.0
Materials Services	22	53	43	(12)	107	11	28	(100)
%	0.7	1.4	1.2	(0.4)	0.8	0.4	0.8	(4.5)
Steel Europe	38	37	1	(45)	31	(164)	(208)	(334)
%	1.8	1.6	0.0	(2.0)	0.3	(8.9)	(9.6)	(22.9)
Corporate Headquarters ²⁾³⁾	(63)	(55)	(57)	(76)	(252)	(66)	(63)	(40)
Reconciliation ³⁾⁴⁾	(11)	(29)	(10)	(6)	(56)	(6)	4	43
Full Group	217	240	226	119	802	50	(80)	(415)
%	2.2	2.3	2.1	1.1	1.9	0.5	(0.8)	(5.4)
Disc. elevator operations ⁵⁾	204	198	238	271	912	227	186	263
Group continuing operations	13	41	(13)	(152)	(110)	(177)	(266)	(679)
%	0.2	0.5	(0.1)	(1.7)	(0.3)	(2.3)	(3.2)	(11.8)

1. Figures incl. effects of IFRS 16 | 2. New organizational structure based on “newtk” | 3. FY 2018/19 figures on a pro-forma basis | 4. Service and Special Units previously reported under Corporate are now combined in consolidation line as “Reconciliation” | 5. Incl. Elevator Technology and individual units from Corporate Headquarters



Business Area Overview – Quarterly Business Cash Flow (BCF) and Free Cash Flow before M&A [€ mn]

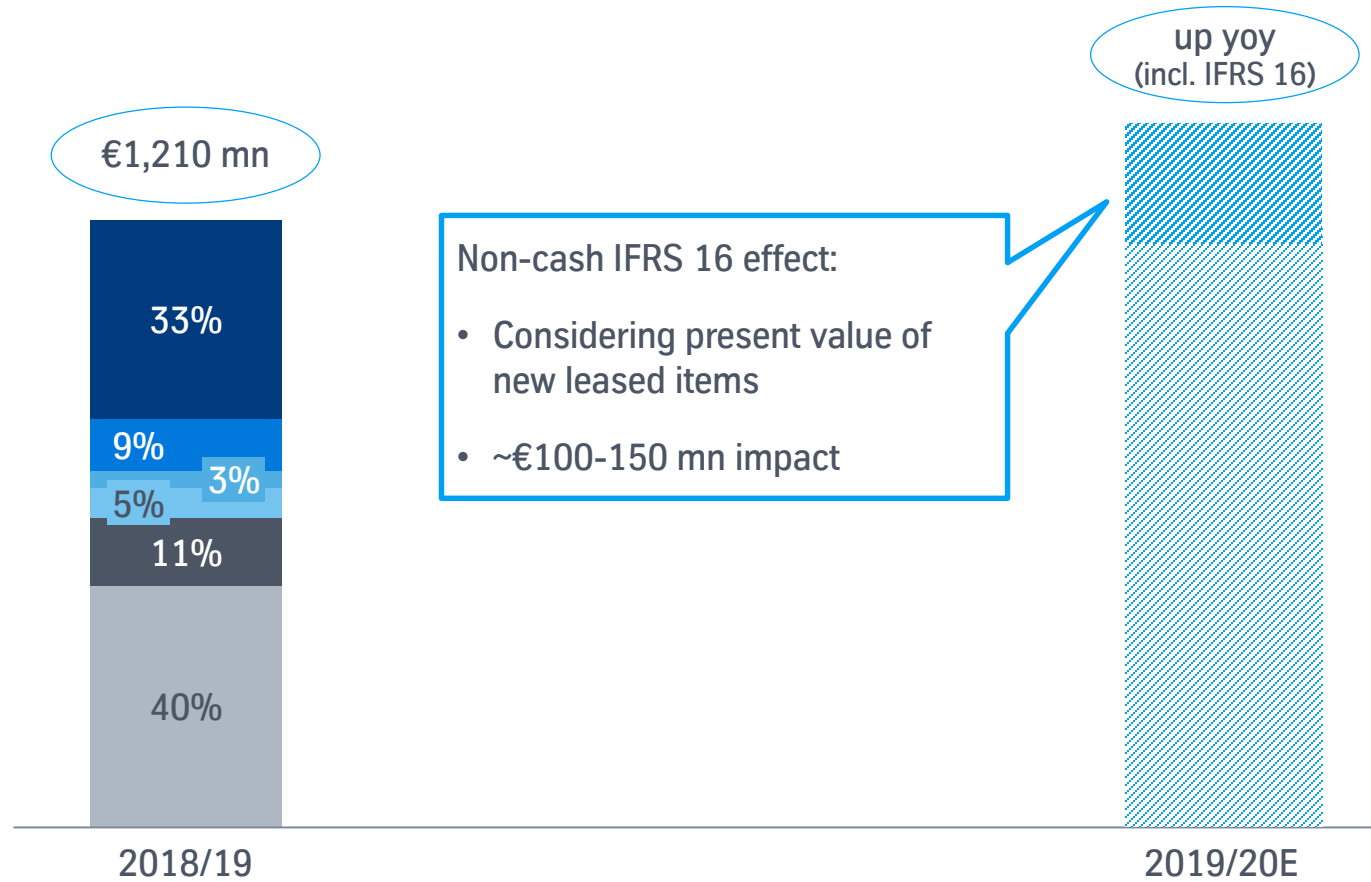
		2018/19				2019/20 ¹⁾			
		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3
BCF	Automotive Technology ²⁾³⁾	(313)	(134)	(75)	126	(396)	(251)	(169)	(215)
BCF	Industrial Components ²⁾³⁾	46	26	46	113	232	(50)	11	8
BCF	Elevator Technology	45	218	249	269	781	15	173	387
BCF	Plant Technology ²⁾³⁾	(31)	0	(111)	(111)	(253)	123	(124)	(163)
BCF	Marine Systems	(148)	(131)	76	(129)	(333)	(49)	37	(139)
BCF	Materials Services	(879)	417	(186)	689	41	(907)	280	(143)
BCF	Steel Europe	(832)	(52)	124	687	(72)	(1,045)	(81)	(268)
BCF	Corporate Headquarters ²⁾³⁾	(73)	(99)	(67)	(113)	(352)	(50)	(62)	(69)
BCF	Reconciliation ³⁾⁴⁾	(134)	(72)	(68)	(34)	(308)	(146)	(42)	(80)
BCF	Full Group	(2,319)	173	(11)	1,497	(660)	(2,360)	23	(682)
	Interest payments	(61)	(84)	(17)	(50)	(212)	(30)	(134)	(32)
	Tax payments	(97)	(66)	(63)	(42)	(268)	(86)	(98)	(57)
FCF b. M&A	Full Group	(2,477)	23	(92)	1,406	(1,140)	(2,476)	(209)	(770)
FCF b. M&A	Disc. elevator operations ⁵⁾	(12)	211	243	173	615	(71)	160	467
FCF b. M&A	Group continuing operations	(2,465)	(188)	(335)	1,233	(1,756)	(2,405)	(369)	(1,238)

1. Figures incl. effects of IFRS 16 | 2. New organizational structure based on “newtk” | 3. FY 2018/19 figures on a pro-forma basis | 4. Service and Special Units previously reported under Corporate are now combined in consolidation line as “Reconciliation” | 5. Incl. Elevator Technology and individual units from Corporate Headquarters



Capex increase due to IFRS 16 adoption amongst others

Continuing Operations

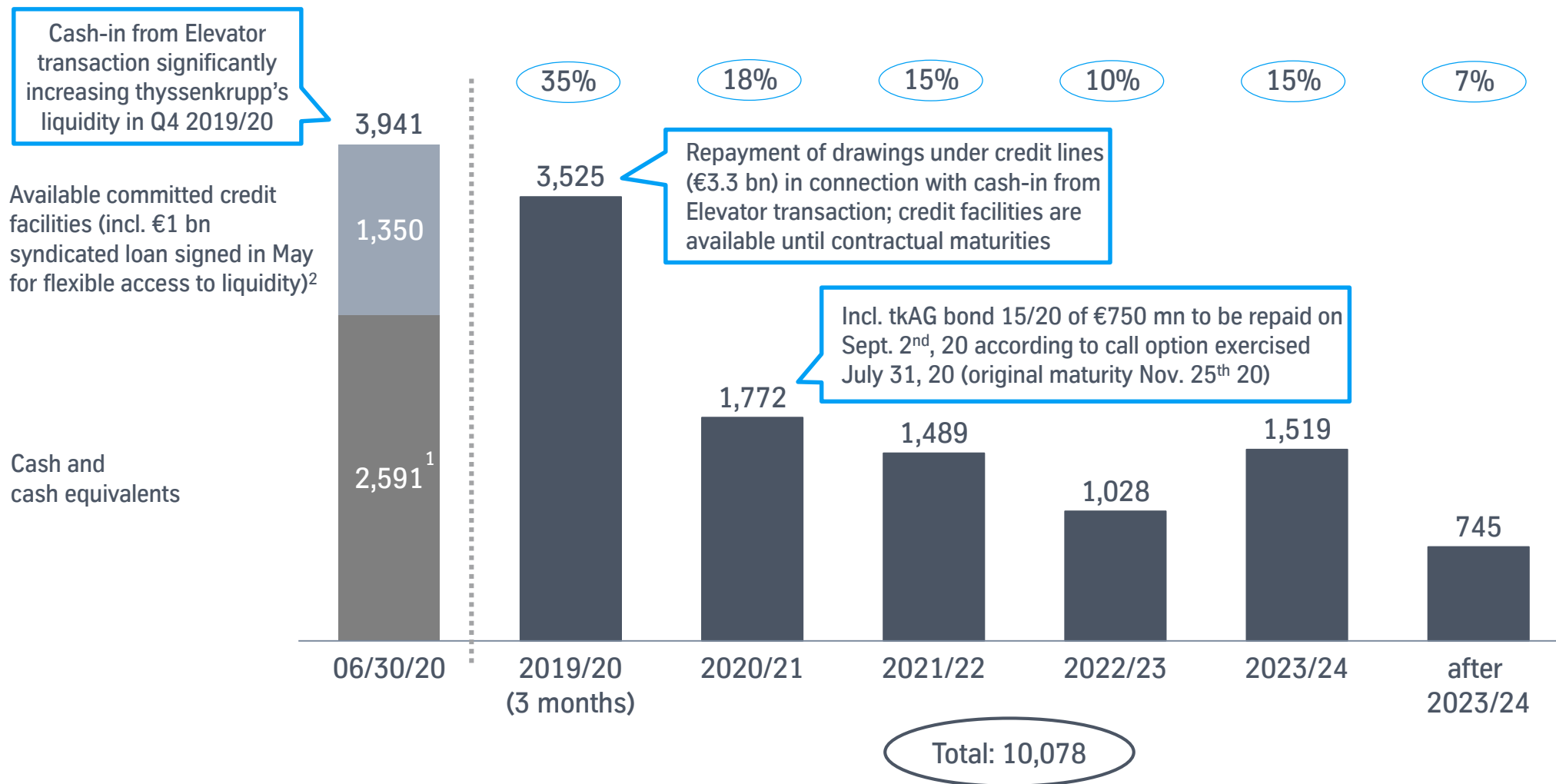


AT IC PT MS MX SE Group



Liquidity analysis and maturity profile of gross financial debt

as of June 30, 2020 [€ mn]



(w/o Lease liabilities according to IFRS 16 amounting to 974 € mn)

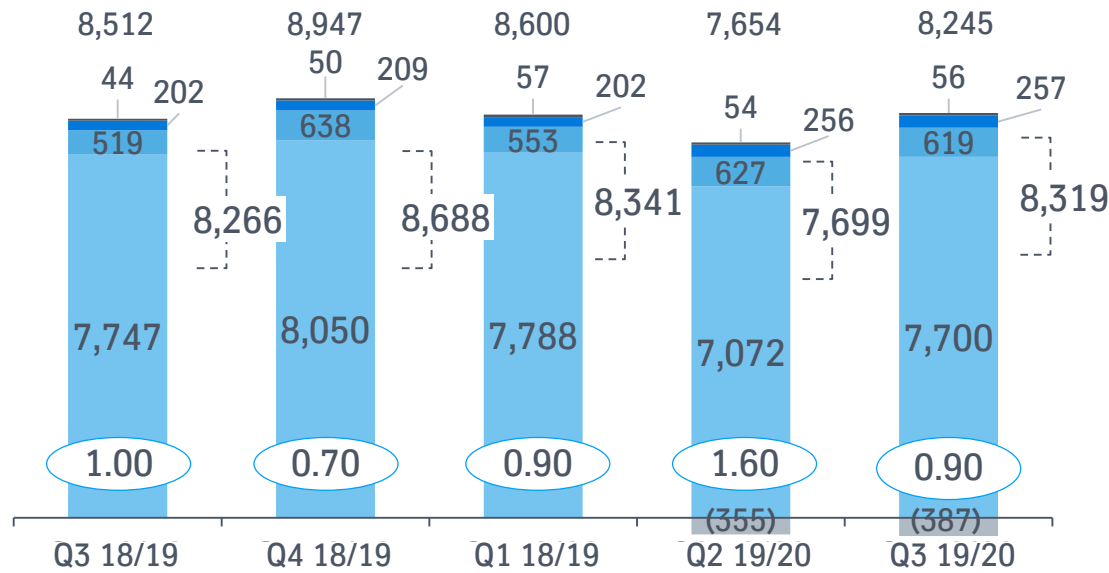
1. Incl. securities of €7 mn | 2. KfW and bank consortium; terminated with closing Elevator July 31st, 2020



Pensions: “patient” long-term financial debt with gradual amortization

[Group, € mn]

Accrued pension and similar obligations

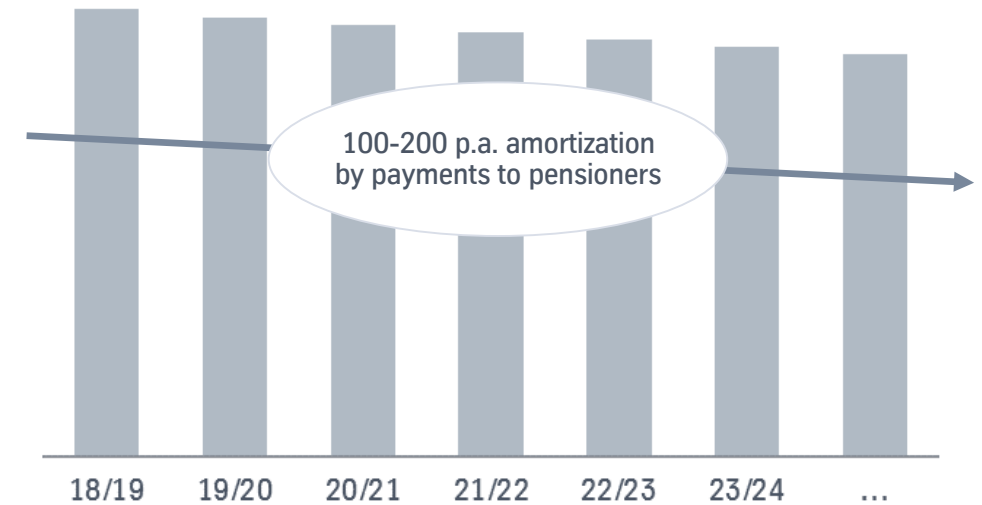


Fluctuations in accrued pensions

- are mainly driven by increases / decreases in discount rates in Germany (>90% of accrued pensions in Germany)
- do not change payouts to pensioners
- do not trigger funding situation in Germany; and not necessarily funding changes outside Germany
- are recognized directly in equity via OCI

■ Accrued pension liability Germany
 ■ Accrued pension liability outside GER
 ■ Accruals related to partial retirement agreements
 ■ Other accrued pension-related obligation
 ○ German discount rate
 ■ Reclassification due to the presentation as liabilities associated with assets held for sale

Development at unchanged discount rate (schematic)



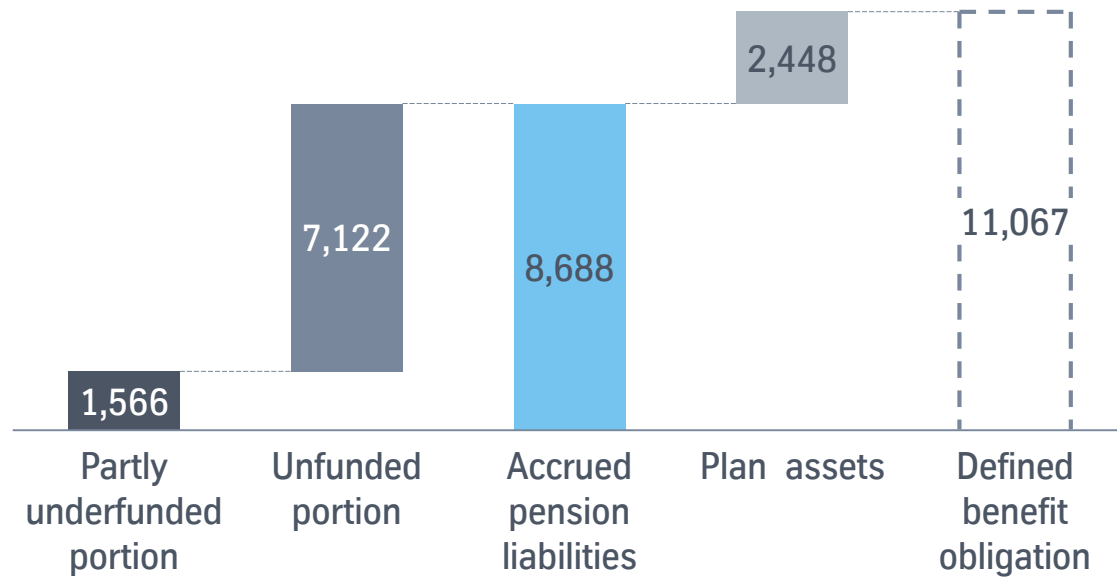
- IFRS requires determination of pension discount rate based on AA-rated corporate bonds
- Pension discount rate significant lower than interest rates of tk corporate bonds
- >90% of accrued pensions in Germany; thereof ~60% owed to exist. pensioners (average age ~77 years)



Germany accounts for majority of pension plans

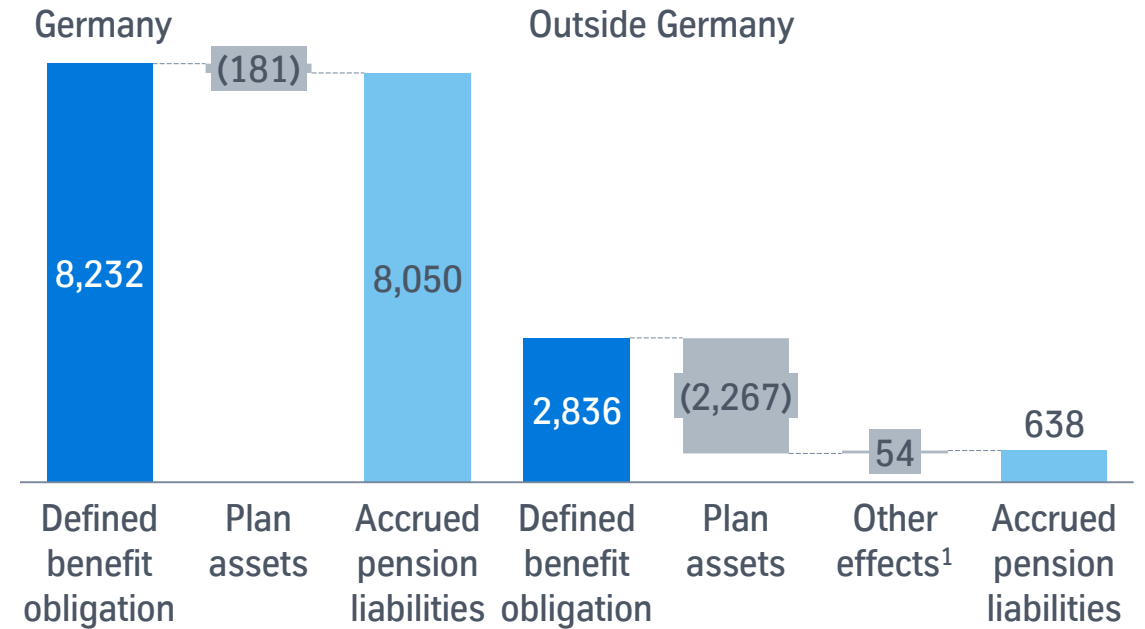
[Group, FY 18/19; € mn]

Funded status of defined benefit obligation



- >95% of the unfunded portion in Germany; German pension regulations do not require funding of pension obligations with plan assets; therefore funding is mainly done by tk's operating assets

Reconciliation of accrued pension liabilities by region



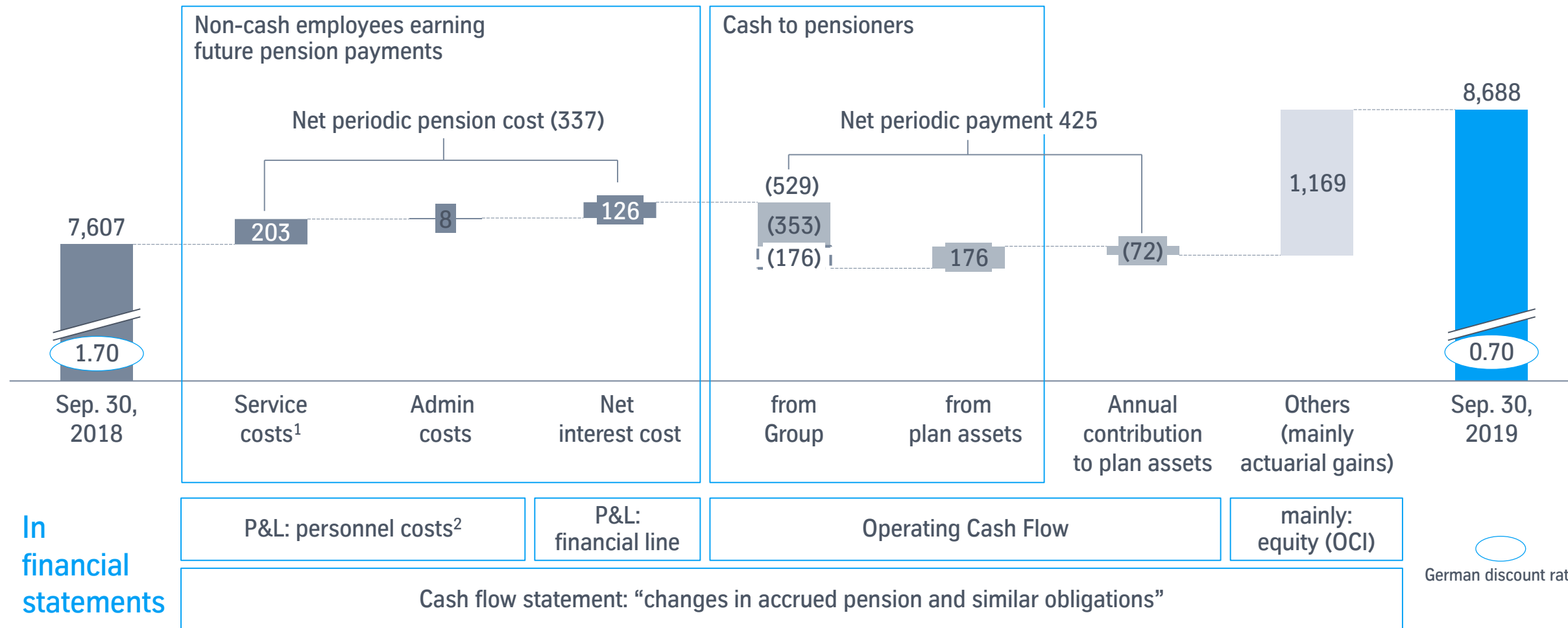
- Plan assets outside Germany mainly attributable to UK (~34%) and USA (~27%)
- Plan asset classes include national and international stocks, fixed income securities of governments and non-governmental organizations, real estate as well as highly diversified funds

1. Other non-financial assets



Net periodic payments exceed Service costs (incl. in EBITDA) by >€200 mn (long-term ~€300 mn) and amortize pension liability by Δ of Net periodic payment vs. Net periodic pension cost

[Group, € mn]



1. Including past service cost and curtailments

2. Additional personnel expenses include €173 mn net periodic pension cost for defined contribution plans



Re-conciliation of EBIT Q3 2019/20 from Group P&L

[Continuing Operations, € mn]

P&L structure

Net sales	5,765
Cost of sales	(5,660)
SG&A, R&D	(894)
Other income/expense	50
Other gains/losses	5
= Income from operations	(734)

Income from companies using equity method 3

Finance income/expense (79)

= EBT (810)

EBIT definition

Net sales	5,765
Cost of sales	(5,660)
SG&A, R&D	(894)
Other income/expense	50
Other gains/losses	5
Income from companies using equity method	3
Adjustm. for oper. items in fin. income/expense	2

= EBIT (729)

Finance income/expense (79)

Operating items in fin. income/expense (2)

= EBT (810)



Disclaimer thyssenkrupp AG

This presentation has been prepared by thyssenkrupp AG (“**thyssenkrupp**”) and comprises the written materials/slides for a presentation concerning thyssenkrupp. By attending this presentation and/or reviewing the slides you agree to be bound by the following conditions. The distribution of this document in certain jurisdictions may be restricted by law and persons into whose possession this document comes should inform themselves about, and observe, any such restrictions.

This presentation is for information purposes only and the information contained herein (unless otherwise indicated) has been provided by thyssenkrupp. It does not constitute an offer to sell or the solicitation, inducement or an offer to buy shares in thyssenkrupp or any other securities. Further, it does not constitute a recommendation by thyssenkrupp or any other party to sell or buy shares in thyssenkrupp or any other securities and should not be treated as giving investment, legal, accounting, regulatory, taxation or other advice. This presentation has been prepared without reference to any particular investment objectives, financial situation, taxation position and particular needs. In case of any doubt in relation to these matters, you should consult your stockbroker, bank manager, legal adviser, accountant, taxation adviser or other independent financial adviser.

The information contained in this presentation has not been independently verified, and no representation or warranty, express or implied, is made as to the fairness, accuracy, completeness or correctness of the information contained herein and no reliance should be placed on it. To the extent permitted by applicable law, none of thyssenkrupp or any of its affiliates, advisers, connected persons or any other person accept 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. No representation or warranty, either express or implied, is provided in relation to the accuracy, completeness or reliability of the information contained herein.

This presentation contains forward-looking statements that are subject to risks and uncertainties. Statements contained herein that are not statements of historical fact may be deemed to be forward-looking information. When we use words such as “plan,” “believe,” “expect,” “anticipate,” “intend,” “estimate,” “may” or similar expressions, we are making forward-looking statements. You should not rely on forward-looking statements because they are subject to a number of assumptions concerning future events, and are subject to a number of uncertainties and other factors, many of which are outside of our control, that could cause actual results to differ materially from those indicated. These factors include, but are not limited to, the following: (i) market risks: principally economic price and volume developments; (ii) dependence on performance of major customers and industries, (iii) our level of debt, management of interest rate risk and hedging against commodity price risks; (iv) costs associated with, and regulation relating to, our pension liabilities and healthcare measures; (v) environmental protection and remediation of real estate and associated with rising standards for real estate environmental protection; (vi) volatility of steel prices and dependence on the automotive industry; (vii) availability of raw materials; (viii) inflation, interest rate levels and fluctuations in exchange rates; (ix) general economic, political and business conditions and existing and future governmental regulation; and (x) the effects of competition.

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 thyssenkrupp as of the date indicated and are subject to change without notice. thyssenkrupp neither intends, nor assumes any obligation, unless required by law, to update or revise these assumptions, views or opinions in light of developments which differ from those anticipated. All information not separately sourced is from internal company data and estimates. Any data relating to past performance contained herein is no indication as to future performance. The information in this presentation is not intended to predict actual results, and no assurances are given with respect thereto.

Throughout this presentation a range of financial and non-financial measures are used to assess our performance, including a number of the financial measures that are not defined under IFRS, which are termed ‘Alternative Performance Measures’ (APMs). Management uses these measures to monitor the group’s financial performance alongside IFRS measures because they help illustrate the underlying financial performance and position of the group. These APMs should be considered in addition to, and not as a substitute for, or as superior to, measures of financial performance, financial position or cash flows reported in accordance with IFRS. APMs are not uniformly defined by all companies, including those in the group’s industry. Accordingly, it may not be comparable with similarly titled measures and disclosures by other companies.

