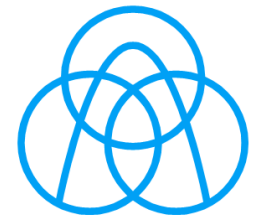


Virtual Annual General Meeting, February 5, 2021

**Martina Merz**  
CEO

engineering.tomorrow.together.



thyssenkrupp

# 2020: A challenging year lies behind us

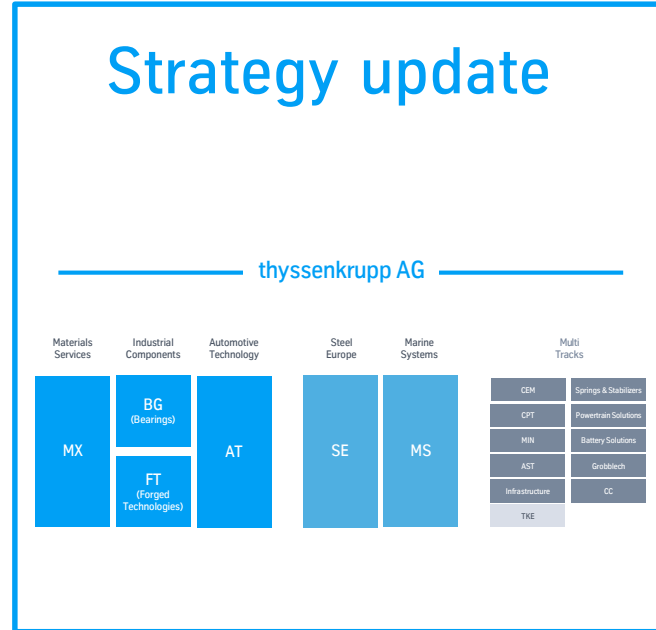




# Review FY 2019/20: Significant progress achieved



Elevator sold  
for a record price



Group of  
Companies



Improving  
performance

Largest restructuring program launched at thyssenkrupp



# FY 2019/20: An exceptionally challenging year

thyssenkrupp Group (vs. FY 2018/19)

## Challenges reflected in business figures

- Coronavirus pandemic slows down businesses
- Restructuring impacts earnings
- Normalization of the net working capital (“discontinuity of year-end measures”) with negative effect on free cash flow

 Earnings **do not allow a dividend** for the past fiscal year



**€28.9 bn**

SALES  
(€34.0 bn)



**€28.2 bn**

ORDER INTAKE  
(€33.8 bn)



**€-1.6 bn**

ADJUSTED EBIT  
(€-110 m)



**€-5.5 bn**

FCF BEFORE M&A  
(€-1.8 bn)



# Yet, strengthened balance sheet

thyssenkrupp Group (vs. FY 2018/19)

Strengthened balance sheet as basis for positive development

- Improved balance sheet through successful elevator transaction
- Performance of our businesses to be further increased



More speed for transformation & restructuring



€10.2 bn

EQUITY  
(€2.2 bn)



€5.1 bn

NET FINANCIAL ASSETS  
(€-3.7 bn)



€13.2 bn

FREE LIQUIDITY  
(€7.3 bn)





# Clear goals of the Executive Board



Return to positive **free cash flow** before M&A



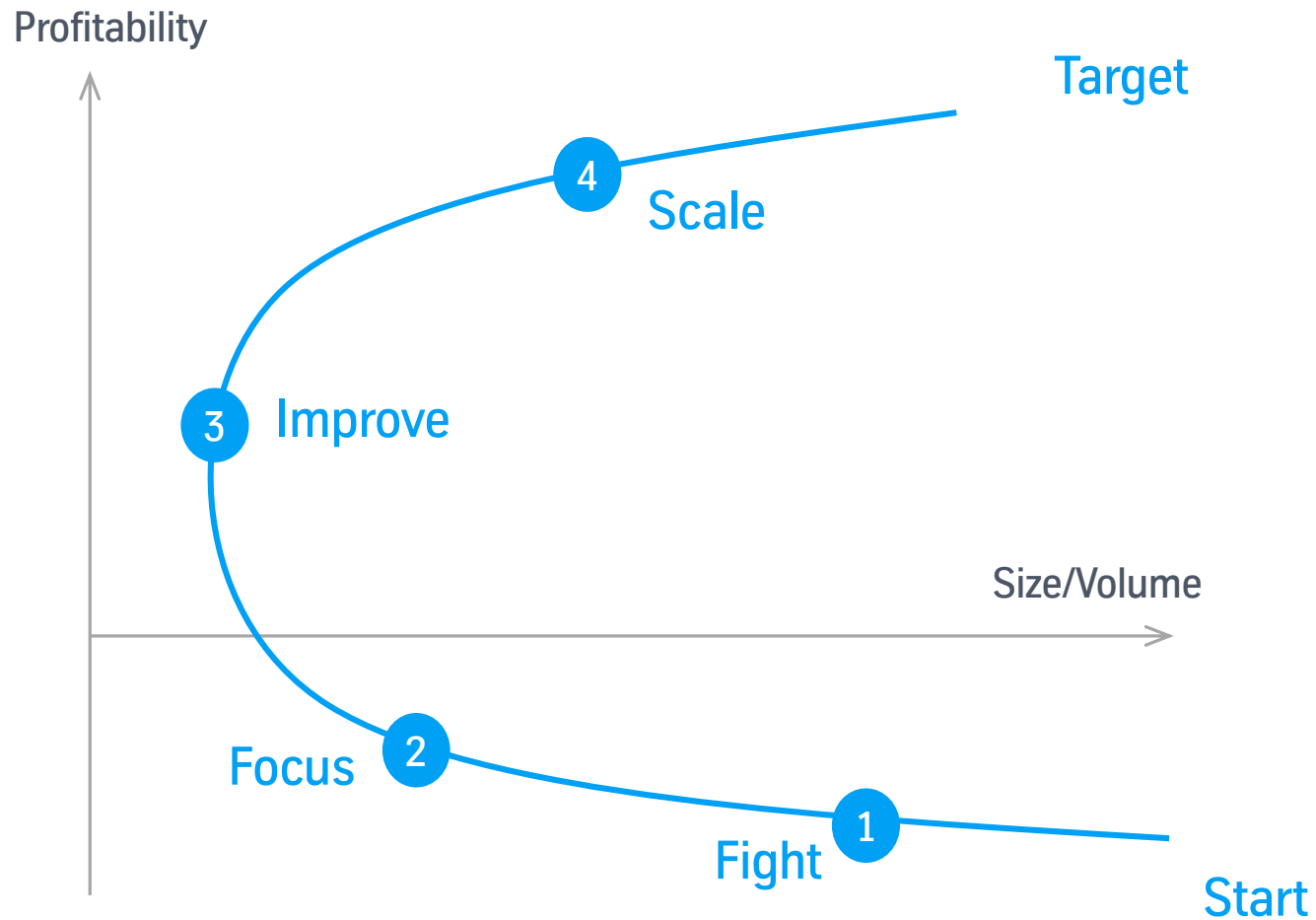
Safeguard the Company's **long-term sustainability**



Generate **returns** on a level with those of our best competitors



# Our plan to turn around thyssenkrupp



# Fight: Tackle Corona impacts

Top priority:  
Protecting employees and businesses



Set-up of Corona Task Forces



Comprehensive hygiene measures



Work from home for employees worldwide  
(at peak time about 33,000 employees)

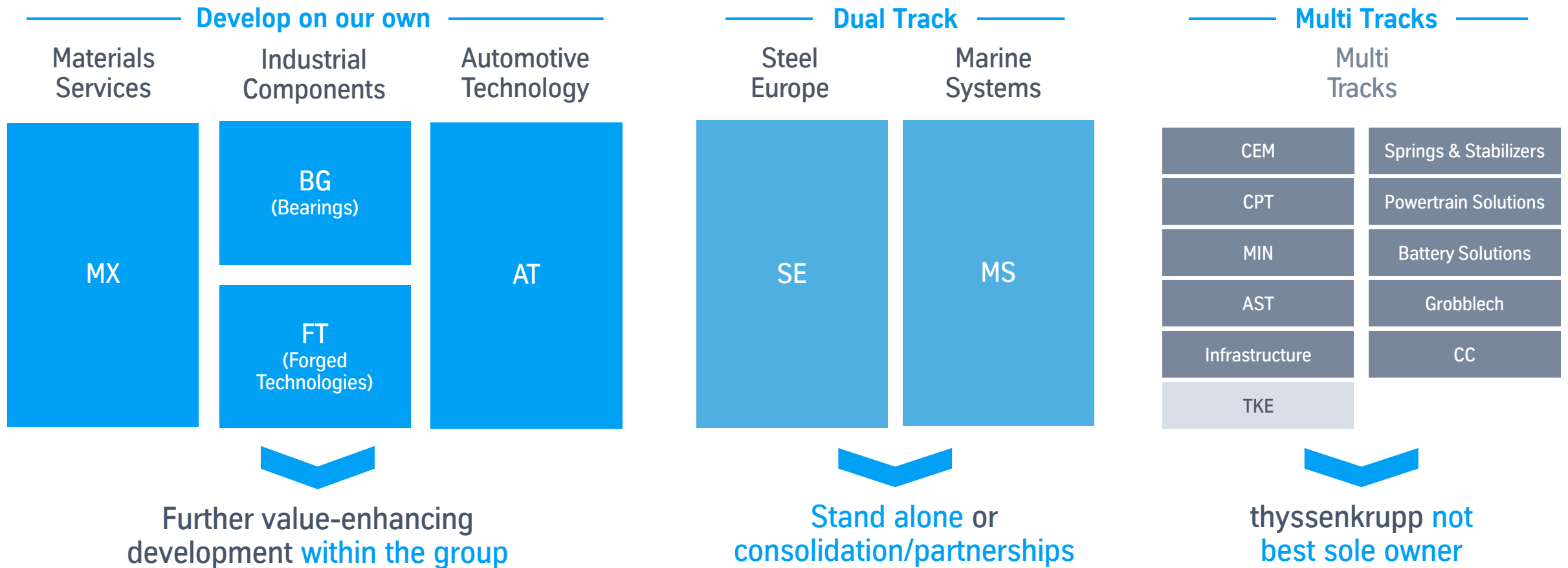


>30,000 employees on short-time working  
(currently: 6,800 employees)





# Focus: Clearly structured portfolio



# Excursus Steel: Examining options



**Overarching goal:** Ensure future viability of steel, regardless of ownership



**Basis:** Steel Strategy 20-30



**Dual Track:**  
Develop **on our own**,  
Transaction **Liberty Steel**

→ Decision on next steps in March 2021





# Excursus Multi Tracks: structured M&A processes



## Mining Technologies

- Concrete sales negotiations with FLSmidth



## Cement Technologies

- Suspended divestment process until further notice
- Will go on seeking a divestment or partnership



## Chemical Plant Construction

- Halted M&A process for the time being
- Checking business models in the hydrogen sector





# Improve: Enhancing performance

Overall objective:  
Increase performance to the level  
of our best competitors

Execution of value levers:

- Reduce costs & restructure
- Increase efficiency
- Exploit growth impetus

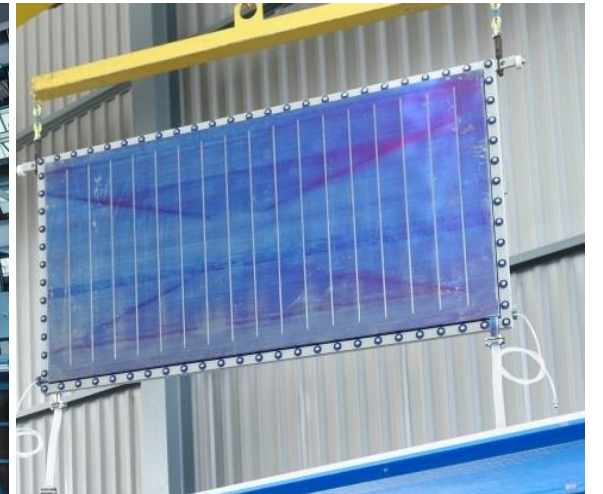


# Scale: Take advantage of available business opportunities

Overall objective:

Profitable growth - also beyond today's businesses

- Growth in existing businesses on a new efficiency basis
- Expansion into future markets
- Focus on megatrends such as digitization, new mobility and sustainability





# “New” thyssenkrupp becomes even more decentralized

## New management structures established



Best possible support for businesses in achieving their objectives



HQs responsible for the overarching value creation model of the group of companies



Stronger focus on “Lean & Agile”





# Our responsibility for climate protection

Industry and climate protection are not a contradiction in terms

Our products and solutions are instrumental in creating a more livable and sustainable world:

- Electrolysis plants produce **green hydrogen on a large scale**
- Bearings turn **wind turbines**
- Innovative concepts shape the **climate-neutral steel production** of the future





Our ambition

engineering.  
tomorrow.  
together.

