

# Annual press conference 2020

thyssenkrupp AG

19. November 2020 | Essen

engineering.tomorrow.together.



thyssenkrupp

# Fight against Corona: Measures successful

Highest priority: safety of employees + business

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Extensive hygiene measures



>30.000 employees in Home Office



>30.000 employees in short-time work



ET-Transaction hedged against Corona



# What did we achieve in FY 2019/20?

02/20



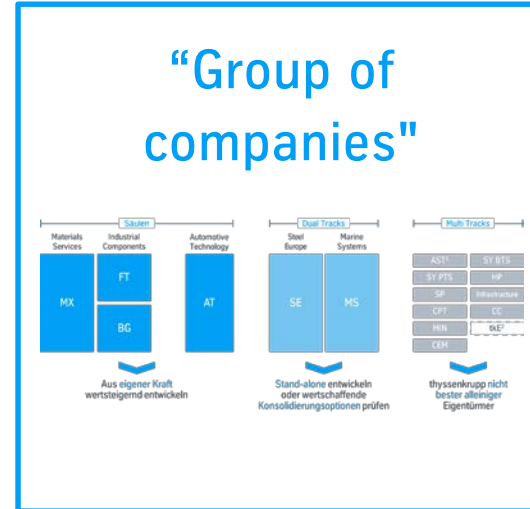
Sale of ET with a record value

03/20



Finalization of Steel-Strategy 20-30

05/20



Definition of the new portfolio structure

07/20



Strengthening of balance sheet & more transparency

Continuous efforts in restructuring & performance improvements



# Fiscal Year 2019/20 in numbers

thyssenkrupp Group (vs. FY 2018/19)



**28.2 bn €**

ORDER INTAKE

(33.8 bn €)



**28.9 bn €**

NET SALES

(34.0 bn €)



**-1.63 bn €**

ADJUSTED EBIT

(-110 mn €)



**9.6 bn €**

NET INCOME

(-260 mn €)



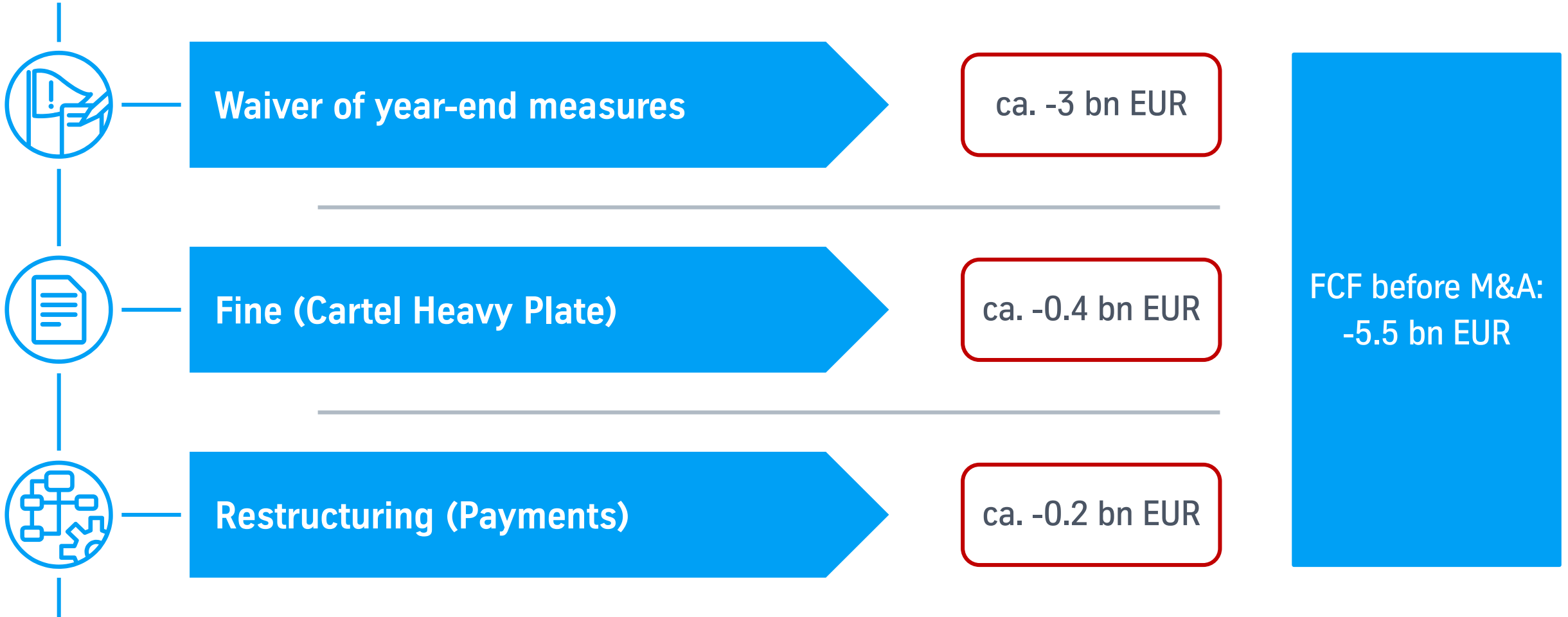
**10.2 bn €**

EQUITY

(2.2 bn €)

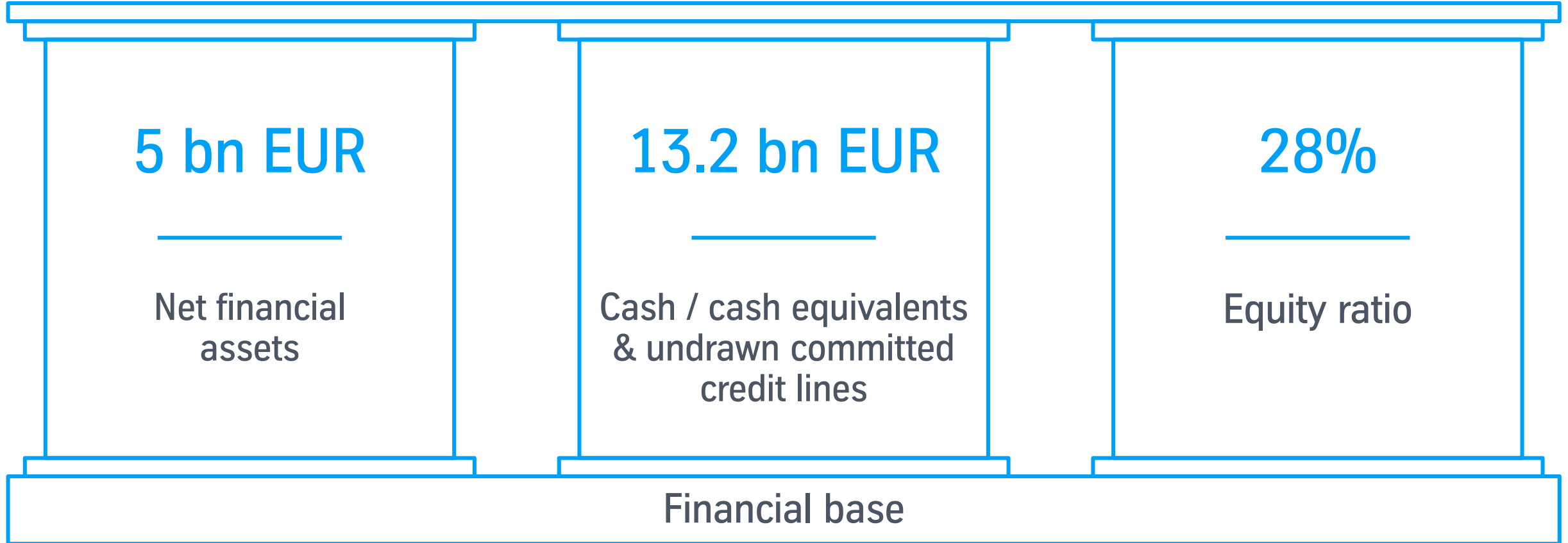


# Cashflow: Waiver of year-end measures as main driver

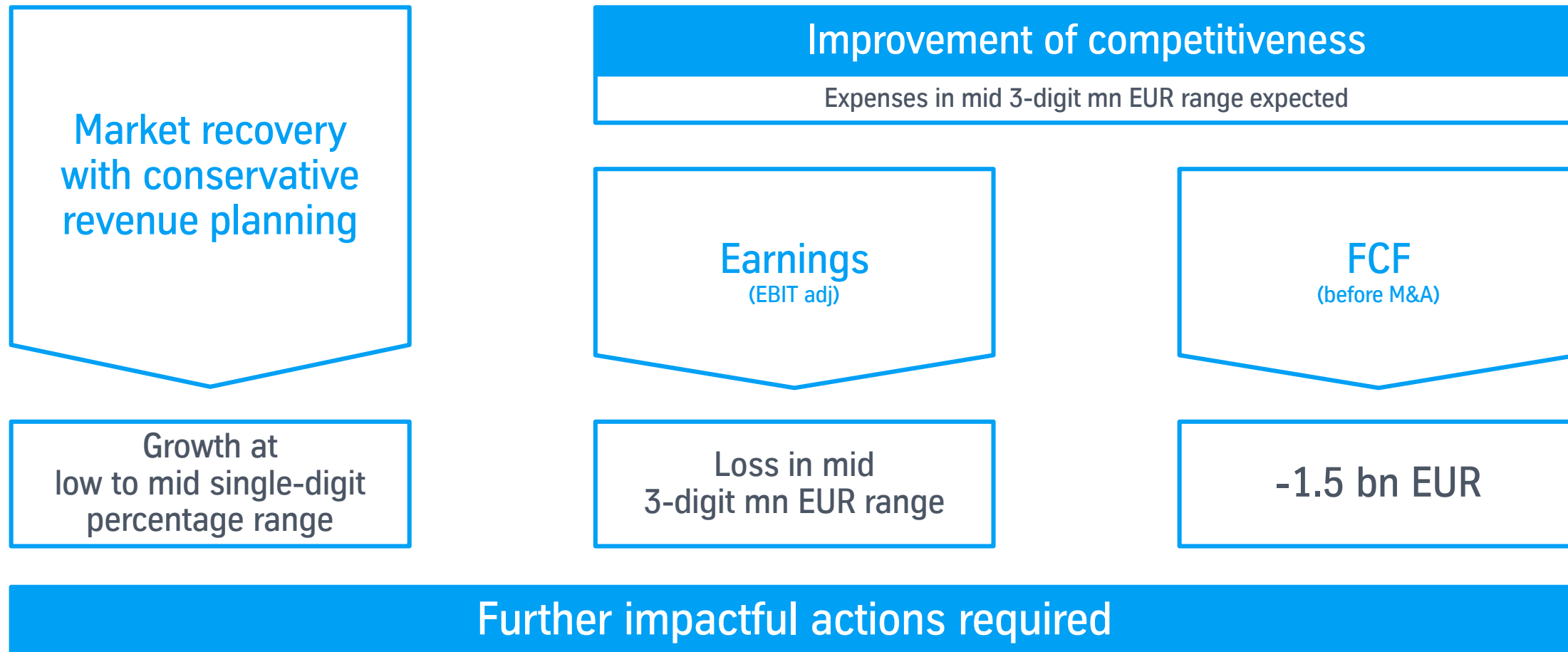


# Financial base of thyssenkrupp at a glance

As of 30.09.2020



# Forecast FY 2020/21: Significant improvements expected



# What is our agenda for FY 2020/21?



## Priority

„Stop the  
bleeding“

(stop outflow  
of funds)



## Focus topics 2020/21

Clarity on way forward for **steel business** (early 2021)

Key decisions at **Multi Tracks**

**Performance** improvements

- Restructuring
- Further cost cutting





# Development at Multi Tracks

## Current focus

- Divestments
- Business closures (in individual cases)
- Fostering of partnerships & collaborations

## Future directions for development

- Participation management
  - Already today: re-investment in Elevator business
- New business, financing and cooperation models (e.g. co-investors)



# Steel: All options under consideration



Corona-Pandemic worsens structural challenges



Green Transformation requires political framework



Consolidation of European steel sector reasonable



Steel-Strategy 20-30 in every scenario the correct basis



Decision planned for **early 2021**

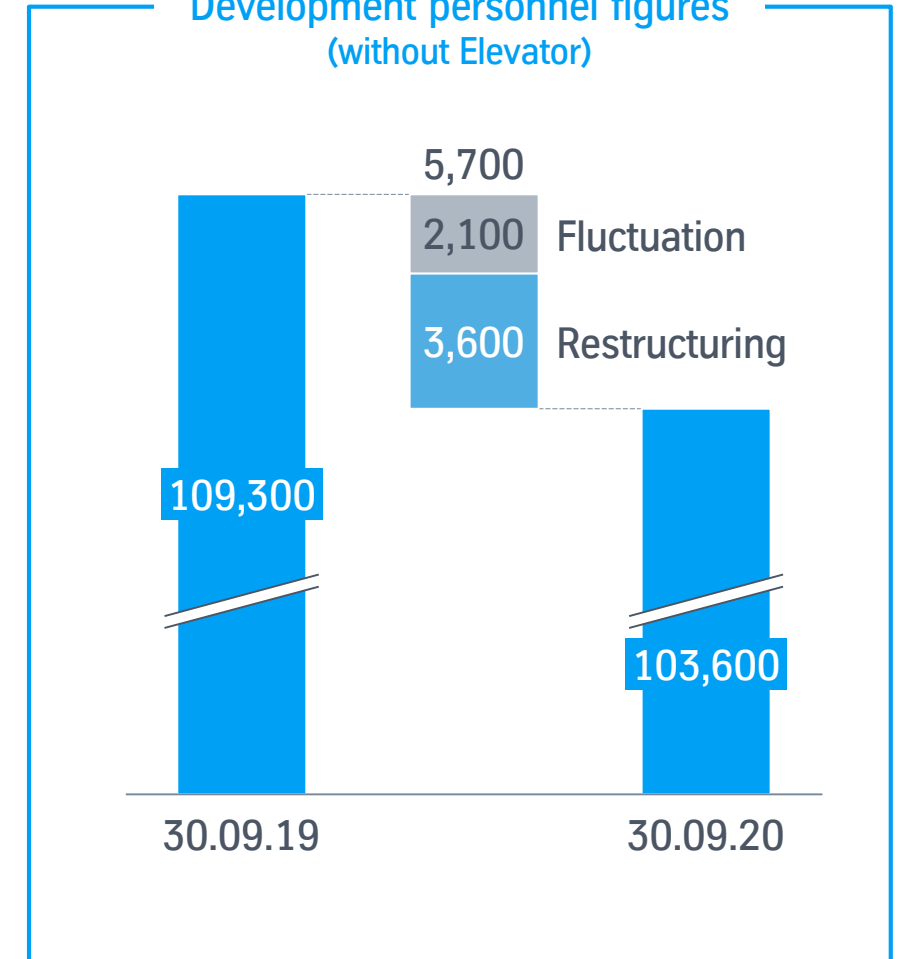


# Turnaround at thyssenkrupp: Layoffs inevitable

## Restructuring



## Development personnel figures (without Elevator)

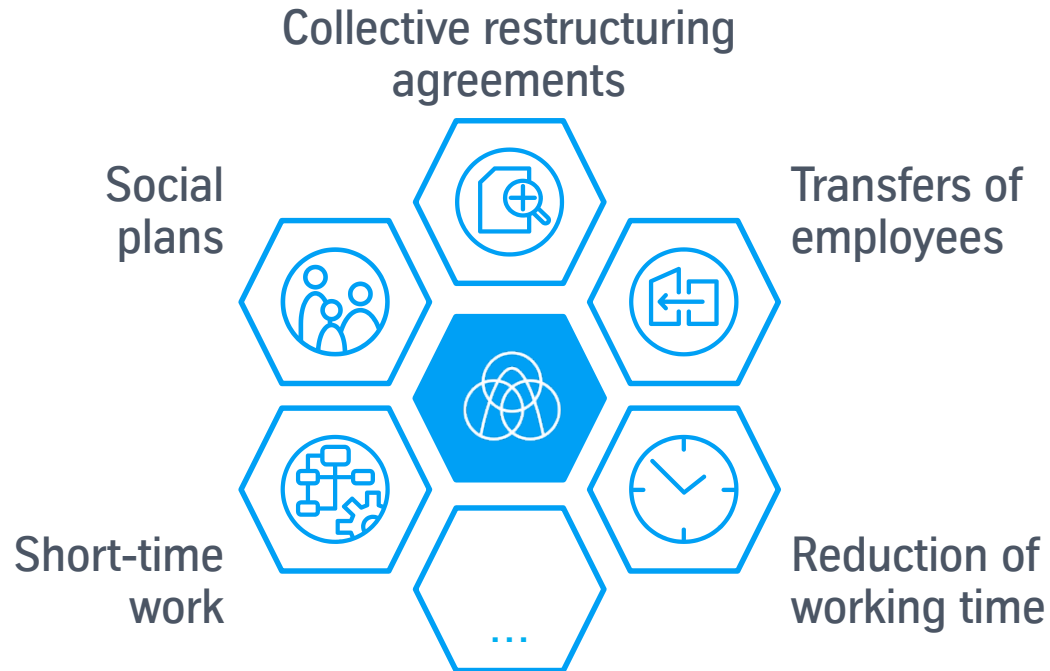


1. Rest of the World 2. Germany



# Restructuring: Tailor-made solutions required

## Potential personnel tools



## Target

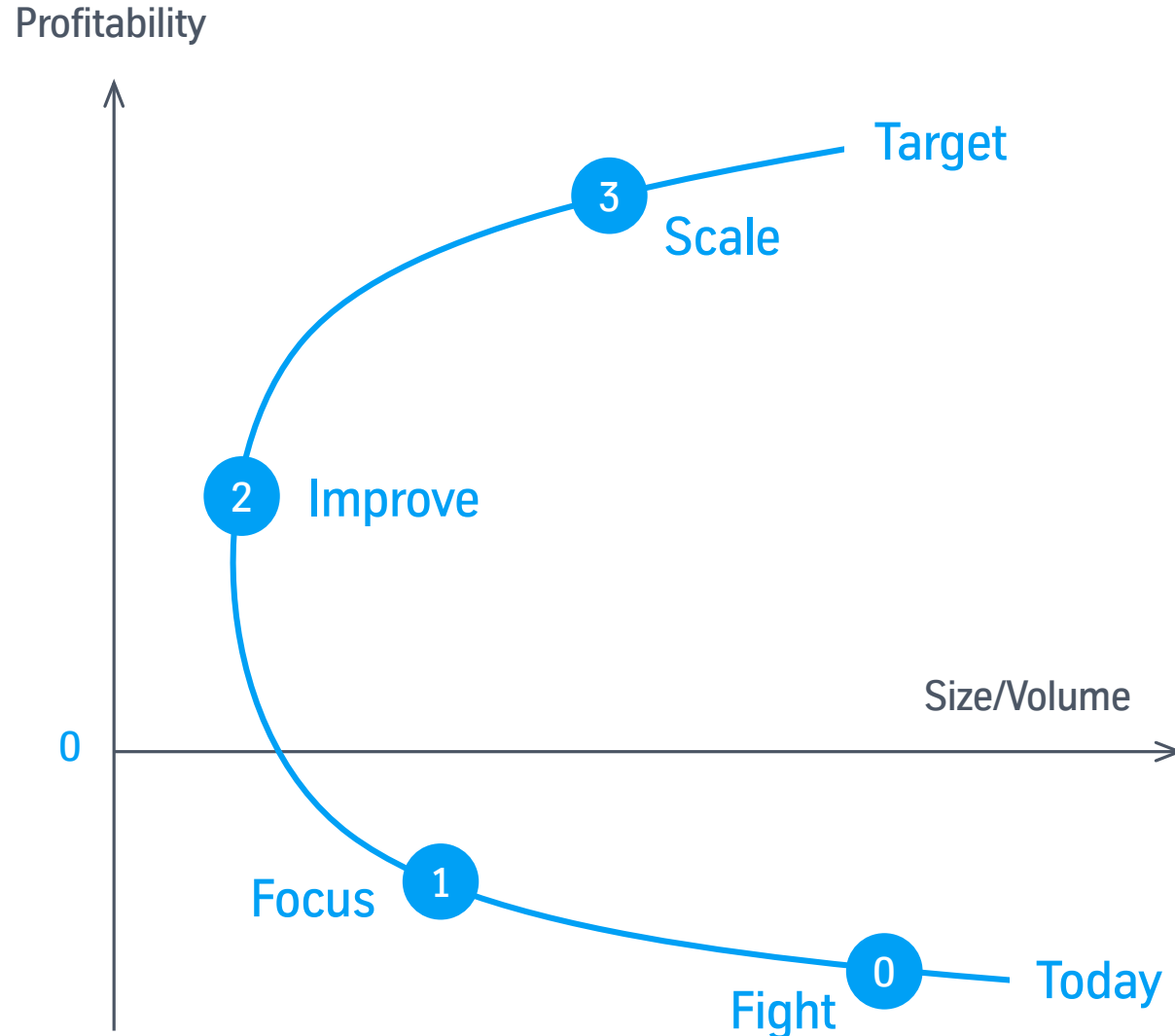
Socially responsible solutions

Avoidance of  
compulsory redundancies

**But:** As last resort not to be ruled out



# Way forward: Clear plan for the future



- 0 Fight**  
Safeguard employees and business (cash, financing) during the Corona crisis
- 1 Focus**  
Focus on businesses within the portfolio that can reach a sustainable competitive positioning
- 2 Improve**  
Increase in profitability to at least market and/or capital cost level
- 3 Scale**  
Growth on new efficiency level in order to achieve/safeguard competitive positioning



# Enormous efforts lie ahead of thyssenkrupp

FY2019/20



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Significant actions  
conducted  
&  
important milestones  
achieved

FY2020/21



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Further actions  
required  
&  
far-reaching  
decisions  
indispensable

Target picture

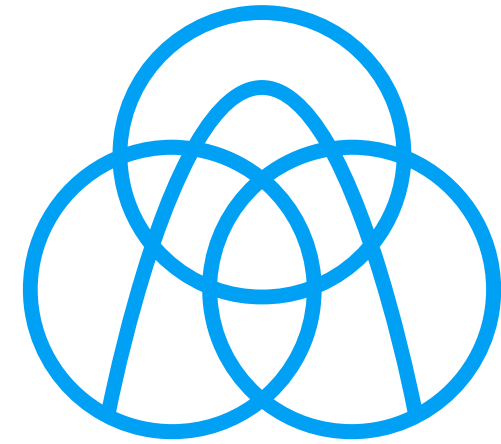


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Establishment of  
sustainable future for  
thyssenkrupp



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