Overview

Sales 2018/19 [€ mn]

Products, services and shipyards

- Submarines: HDW Class 209/212A/214/218
- Surface Vessels: MEKO A-100 Corvette/A-200 Frigate/A-400 Frigate/FLEX; special to type frigates/corvettes for German Navy
- Services: Technology Upgrades, Design and Engineering, Modernization, Services and Maintenance, Spare parts

Key strategic elements

- Harvesting substantial market growth: Defense super cycle and geopolitical environment providing attractive growth opportunities
- Leveraging position as technology & innovation leader and fully integrated naval solution provider
- Gross margin improvement by gradual addition of profitable new orders and expiry of old orders
- Project execution improvement for order backlog projects and new orders by performance program along the EPC value chain

Key figures [€ mn]

<table>
<thead>
<tr>
<th></th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>648</td>
<td>2,192</td>
</tr>
<tr>
<td>Sales</td>
<td>1,389</td>
<td>1,800</td>
</tr>
<tr>
<td>EBITDA</td>
<td>-71</td>
<td>52</td>
</tr>
<tr>
<td>EBIT</td>
<td>-117</td>
<td>0</td>
</tr>
<tr>
<td>Adjusted EBIT</td>
<td>-128</td>
<td>1</td>
</tr>
<tr>
<td>Adjusted EBIT (%)</td>
<td>-9.2</td>
<td>0.0</td>
</tr>
<tr>
<td>Ø Capital Employed</td>
<td>675</td>
<td>927</td>
</tr>
<tr>
<td>BCF</td>
<td>-470</td>
<td>-333</td>
</tr>
</tbody>
</table>

Regional Sales (fiscal year 2018/19)

- Germany: 29%
- Europe (ex Germany): 41%
- North America: 5%
- Asia/Pacific: 24%
- South America: 1%
- Middle East & Africa: 1%
- Others: 0%

Competitors

- Naval Group; BAE Systems; Damen Schelde; DSME; Fincantieri; Saab Kockums

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