

# Q2/6M 2023/24 Results Presentation

May 15, 2024



thyssenkrupp  
nucera

# With you today



Dr. Werner Ponikwar (CEO)



Dr. Arno Pfannschmidt (CFO)



Dr. Hendrik Finger (Head of IR)

# Disclaimer

This presentation has been prepared by thyssenkrupp nucera AG & Co. KGaA (“thyssenkrupp nucera”) and comprises the written materials/slides for a presentation concerning thyssenkrupp nucera. 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 nucera. It does not constitute an offer to sell or the solicitation, inducement or an offer to buy shares in thyssenkrupp nucera or any other securities. Further, it does not constitute a recommendation by thyssenkrupp nucera or any other party to sell or buy shares in thyssenkrupp nucera 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 nucera 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.

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 nucera as of the date indicated and are subject to change without notice. Thyssenkrupp nucera 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.

This presentation contains certain supplemental financial or operative measures that are not calculated in accordance with IFRS and are therefore considered as non-IFRS measures. We believe that such non-IFRS measures used, when considered in conjunction with (but not in lieu of) other measures that are computed in accordance with IFRS, enhance the understanding of our business, results of operations, financial position or cash flow. There are, however, material limitations associated with the use of non-IFRS measures including (without limitation) the limitations inherent in the determination of relevant adjustments. The non-IFRS measures used by us may differ from, and not be comparable to, similarly titled measures used by other companies.

All numbers shown are as reported, unless otherwise stated. All amounts are stated in million euros (mn €) unless otherwise indicated. Amounts below 0.5mn € are rounded and reported as 0. Rounding differences may occur.

# Q2 Highlights



**Commercial momentum remains strong:** European AWE project with >100 MW capacity signed in April; paid Basic Engineering and Design package with CEPSA and selection as preferred supplier by ABEL Energy



**Project execution on plan:** Module and cell fabrication in full swing; commissioning activities for CF Industries' electrolyzer plant nearing completion; full notice to proceed received from H2 Green Steel in May



**Relentless focus on growth strategy:** Strategic partnership with Fraunhofer IKTS in SOEC technology; Funding of 50mn \$ in the U.S. for innovations regarding the mass manufacturing of AWE cells



**FY 2023/24 group guidance confirmed;** AWE sales expectation updated to 500 to 550mn €, due to phasing effects in order intake

**AWE sales growth**  
**+59%** (yoy)

**Total sales**  
**168mn €**

**Total order backlog**  
**~1.2bn €**

# 1. Business update



thyssenkrupp  
nucera

# Signed contracts and close customer collaboration in different stages underscore nucera's strong industry positioning and market demand

## Contract signed for >100 MW electrolyzer plant

- Standardized 20 MW scalum® modules ordered for European project in hard-to-abate industry
- Order intake to be booked after Financial Investment Decision (FID) by client
- Majority of revenue recognition expected in FY 2024/25



## Basic Engineering and Design Package for 300 MW in Spain

- thyssenkrupp nucera will design and engineer a 300 MW AWE plant for gH<sub>2</sub> production in southern Spain
- Cepsa is developing the Andalusian Green Hydrogen Valley as part of an ecosystem of European alliances, Europe's largest green hydrogen hub to be build











## Named preferred supplier for 260 MW project in Australia

- ABEL Energy selected scalum® 20 MW electrolyzer modules to cut fossil carbon emissions in the maritime industry
- The project aims for annual production of 300,000t of green methanol from 2028 onwards



# Additional gH2 project announcements around the globe – Despite short-term delays, actively pursued projects are getting closer to FID

		as of Dec 23	as of Feb 24	as of May 24		as of Dec 23	as of Feb 24	as of May 24
Substantial pipeline <sup>1</sup>	 No. of projects	#104	#103	<b>#132</b>	 Potential contract value	>30bn €	>30bn €	<b>&gt; 36bn €</b>
	 Median project size	320 MW	300 MW	<b>320 MW</b>	 Aggregated size	>64 GW	~64 GW	<b>&gt; 77 GW</b>
pursue								
Actively pursued projects <sup>2</sup>	 No. of projects	#33	#35	<b>#34</b>	 Potential contract value	>8bn €	>9bn €	<b>&gt;8bn €</b>
	 Average project size	~550 MW	~550 MW	<b>~550 MW</b>	 Aggregated size	>18 GW	>19 GW	<b>&gt;18 GW</b>

1. Projects which thyssenkrupp nucera had first interactions with and that are being monitored closely 2. Projects which already passed the pursue / non-pursue gate

# Project execution on plan for all gH2 projects



© Paul Martens

## NEOM

- Construction site is making rapid and significant progress
- Delivery to site ongoing, erection of first modules started

## CF Industries

- Electrolyzer installed, mechanical completion achieved & commissioning activities nearing completion
- Start-up of hydrogen production to follow

## H2 Green Steel

- Full notice to proceed received
- Remaining order intake of >200mn € booked in Q3

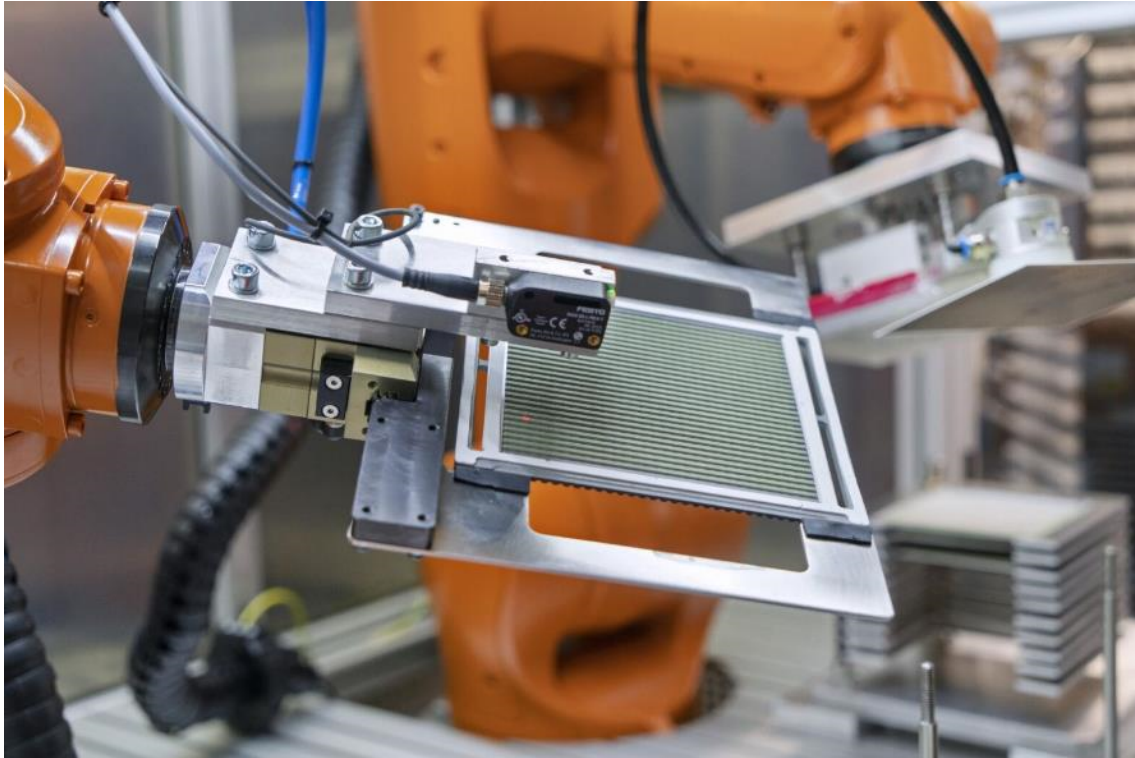
## Unigel

- Module and cell fabrication finalized
- Equipment currently stored, next steps to be aligned with customer
- Remaining payments secured by letter of credit

Construction site of Shell's Hydrogen Holland I project



# Strategic partnership with Fraunhofer IKTS to industrialize SOEC technology



- **Strengthening and diversifying of hydrogen technology portfolio** for industrial applications through highly innovative **high-temperature electrolysis (SOEC)**
- **Investment in the further development and industrialization** of the IKTS technology
- **Acquisition of license** to use technology
- **Pilot plant** for cell and stack manufacturing to go into operation in Q1 2025
- **Design for later production** ramp-up depending on results of the pilot production line

The partnership on SOEC technology is the next step in the implementation of nucera's growth strategy.

# U.S. Department of Energy funding to build integrated gigawatt factory acknowledges nucera's technological leadership



- Selected for a **\$50 million grant** by the U.S. Department of Energy (DoE)
- Purpose of the funding is the **mass production of cells and the establishment of an automated AWE assembly line** in the U.S.
- Planned collaboration with **De Nora to produce multiple gigawatts output p.a. in integrated factory**
- Final terms of funding currently negotiated with the DoE for an **overall funding period of 3 years**

This funding supports nucera's aim to further expand its footprint in the North American hydrogen market.

# World Hydrogen 2024 Awards



thyssenkrupp nucera has been shortlisted in two categories for the 2024 edition of the prestigious World Hydrogen Awards



"**Clean Hydrogen Project Award**" for Shell's Hydrogen Holland I project, which is supplied with thyssenkrupp nucera's electrolyzer modules



Our 20MW AWE electrolyzer module scalum® has been selected as a finalist in the category "**Hydrogen Industrial Application**"

## 2. Update on Q2/6M 2023/24 financials



thyssenkrupp  
NUCERA

# Strongly growing AWE sales and declining EBIT in Q2 as expected



**Order intake:** Increase in CA, while AWE came in below PY due to usual volatility of project business and phasing of projects



**Sales:** Strongly growing AWE business (+59% yoy); NEOM continues to drive the top-line



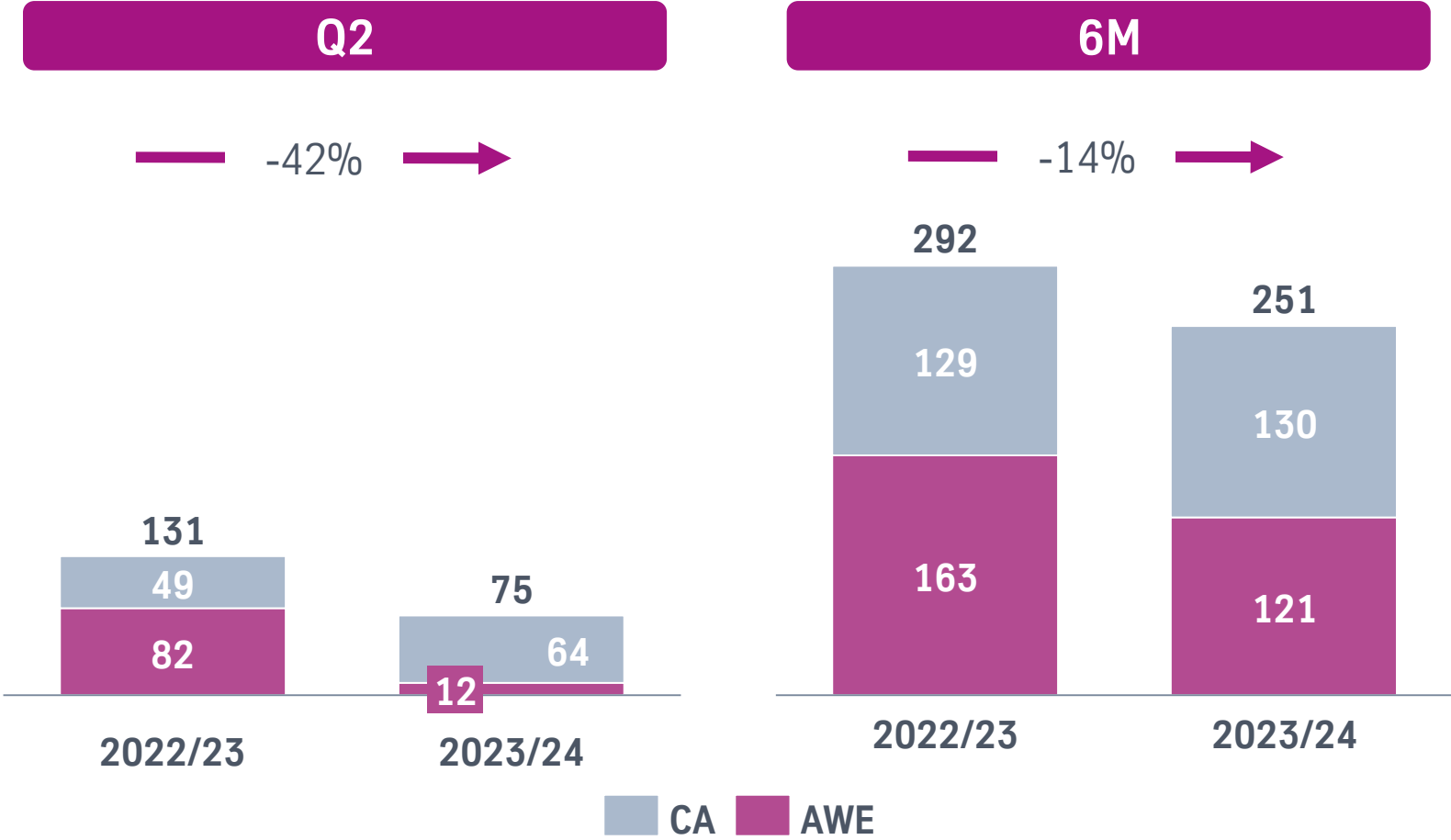
**EBIT:** Declined by -13mn € yoy in line with planned ramp-up costs and lower gross margin (in %) reflecting higher AWE sales share and lower share of CA service business



**Cash:** Strong financial net asset position of 740mn €; growth strategy fully funded

# Low order intake in Q2 due to usual volatility in the project business – strong increase in Q3 expected

## Order intake (mn €)



### Order intake Q2

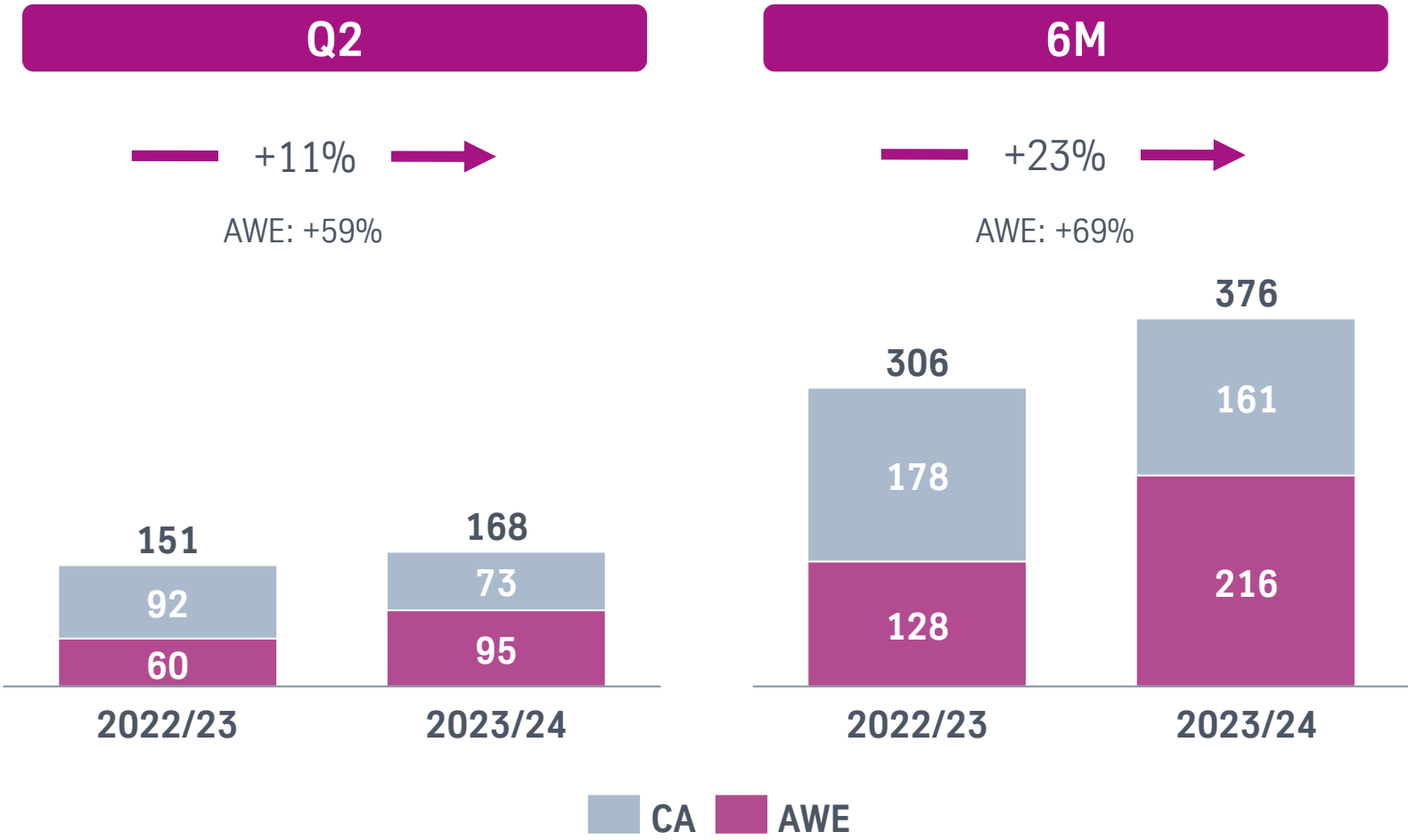
- Increase in CA driven by both new build and service business
- AWE below PY levels in Q2, but already >200mn € of order intake booked in Q3 for H2GS project
- Order backlog (31 Mar 2024) of ~1.2bn € thereof ~0.8bn € AWE

### Order intake 6M

- AWE mainly including Q1 order intake from H2GS project
- CA on PY level driven by projects in China and Brazil

# Strong AWE sales growth in Q2 and 6M supports group development

Sales (mn €)



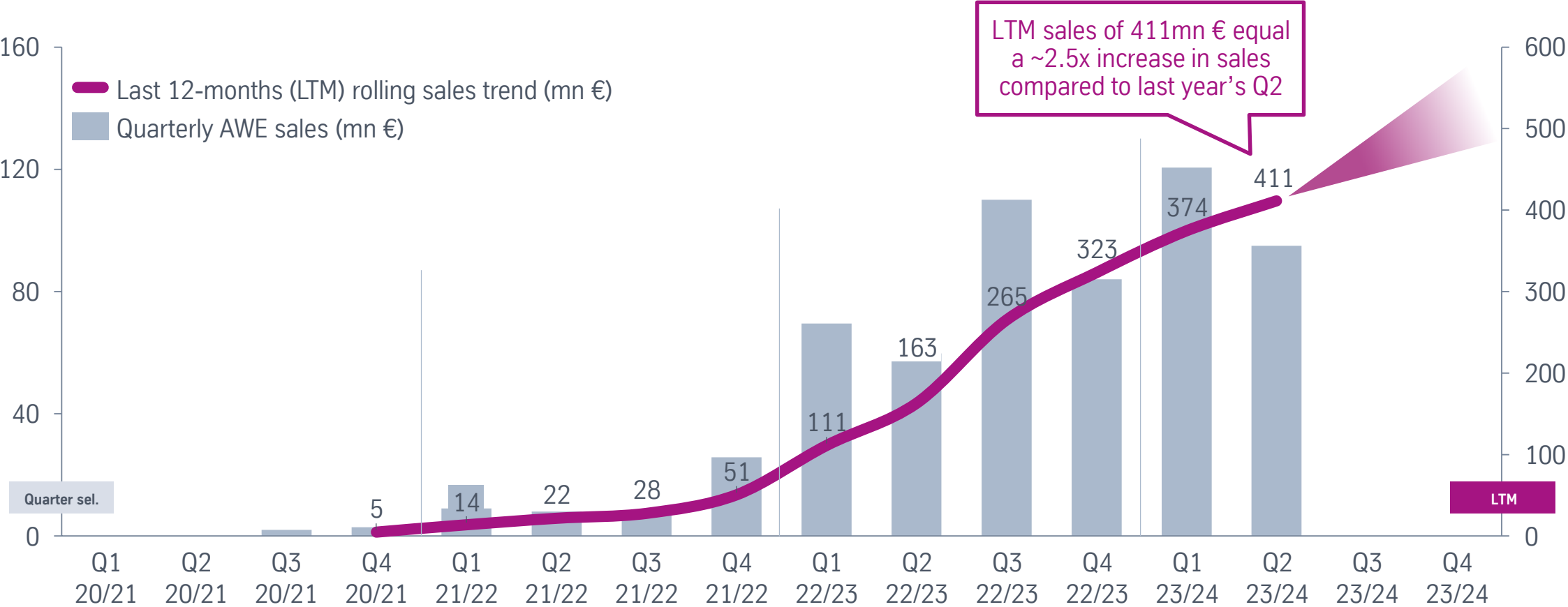
### Sales development Q2

- Significant increase in AWE sales driven by projects in Saudi Arabia, Brazil and Sweden
- Slight increase in CA new build offset by expected decline in service business against PY's high level

### Sales development 6M

- Strong AWE growth driven by ongoing execution of existing AWE order backlog
- Revenue recognition for Shell project decreasing yoy reflecting high percentage of completion

# Last years have shown rapid & steadily growing gH2 sales including some quarterly volatility – significant growth trajectory going forward



Note: Based on unaudited historical sales figures. Rounding differences may occur.



# EBIT below PY due to volume/mix effects and planned ramp-up costs

EBIT (mn €)

% of sales

**Q2**

**6M**

-13mn € →

-25mn € →

1.5%

-6.3%

4.4%

-3.0%

13

2

-11

-11

2022/23

2023/24

2022/23

2023/24

## EBIT development Q2

- Lower gross margin (in %) due to higher sales share of NEOM and lower share of CA services
- Increase in other cost of sales for AWE ramp-up and capacity built-up have an additional negative impact on the margin
- Strong increase in G&A and R&D expenses as planned
- Further acceleration of ramp-up costs in H2 23/24 expected

## EBIT development 6M

- Significant yoy decline in line with full-year guidance

# AWE sales multiplied in Italy, ramp-up impacts EBIT in Germany

## Segment performance (mn €)

Q2 2023/24	Germany	Italy	Japan	China	RoW	Group
<b>Sales</b>	<b>102</b>	<b>28</b>	<b>12</b>	<b>14</b>	<b>13</b>	<b>168</b>
<i>% growth</i>	24%	67%	-18%	-39%	-18%	11%
<b>EBIT</b>	<b>-20</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>-11</b>
<i>Yoy change</i>	-14	2	0	0	0	-13

6M 2023/24	Germany	Italy	Japan	China	RoW	Group
<b>Sales</b>	<b>229</b>	<b>59</b>	<b>22</b>	<b>38</b>	<b>29</b>	<b>376</b>
<i>% growth</i>	27%	151%	-13%	-17%	-7%	23%
<b>EBIT</b>	<b>-29</b>	<b>9</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>-11</b>
<i>Yoy change</i>	-26	6	-1	-3	0	-25

### Sales & EBIT development Q2

- Germany: Sales increase driven by AWE business (NEOM); EBIT declined strongly due to ramp-up costs and volume effect of AWE business
- Italy: Multifold increase in AWE sales supports strong absolute EBIT development

### Sales & EBIT development 6M

- Germany: Ramp-up impacts EBIT as expected
- Japan & China: Sales decline driven by lower CA service business

# Outlook FY 2023/24 – Group sales guidance specified; EBIT confirmed

FY 2022/23	FY 2023/24
Group Sales: 653mn €	<b>820mn € to 900mn €</b> (in line with the previously expected mid-double digit percentage increase)
Group EBIT: 24mn €	<b>Negative EBIT figure</b> (mid double-digit mn € range)

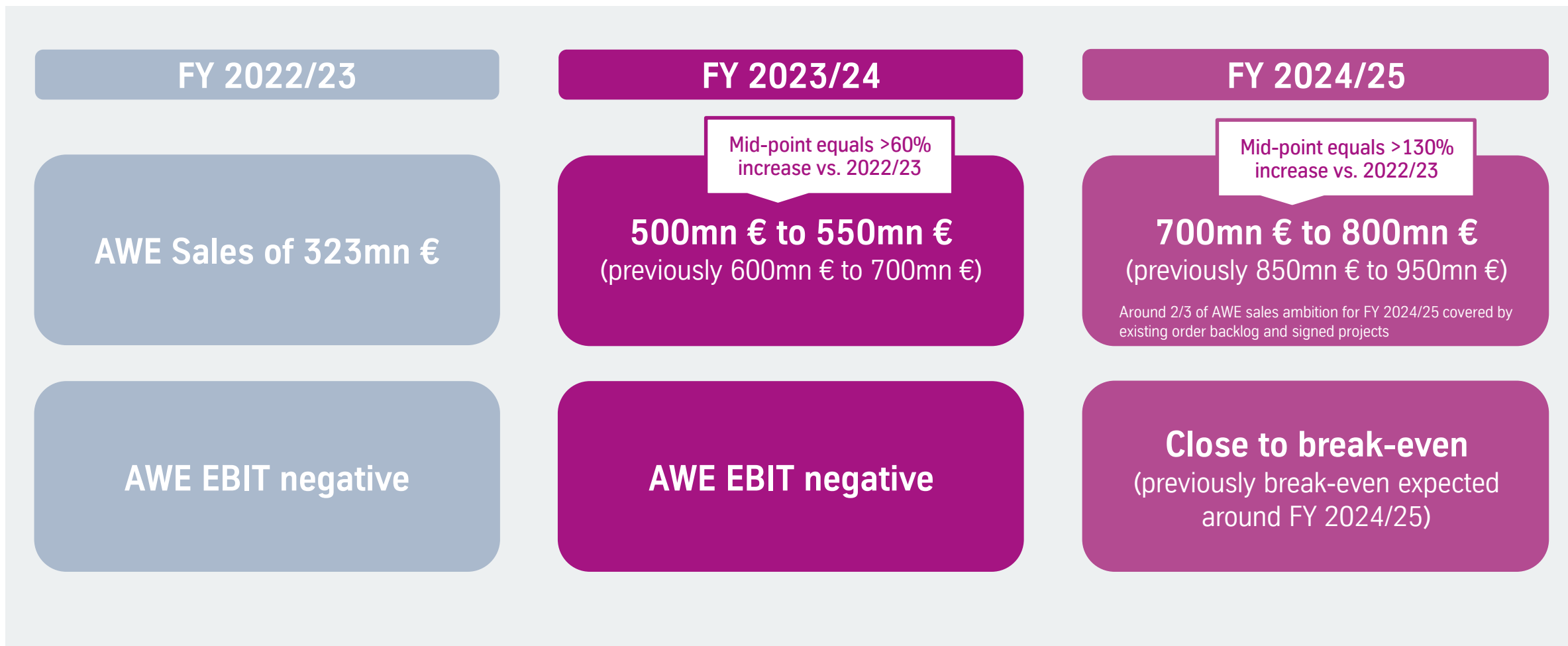
## Underlying assumptions

- Sales growth driven by existing order backlog
- Lower gross margin (in %) due to higher AWE sales share, mix effects in AWE and CA (higher share of new build) and an increase in other cost of sales
- Planned increase in R&D and SG&A expenses for implementing the growth strategy and ramping up the organization

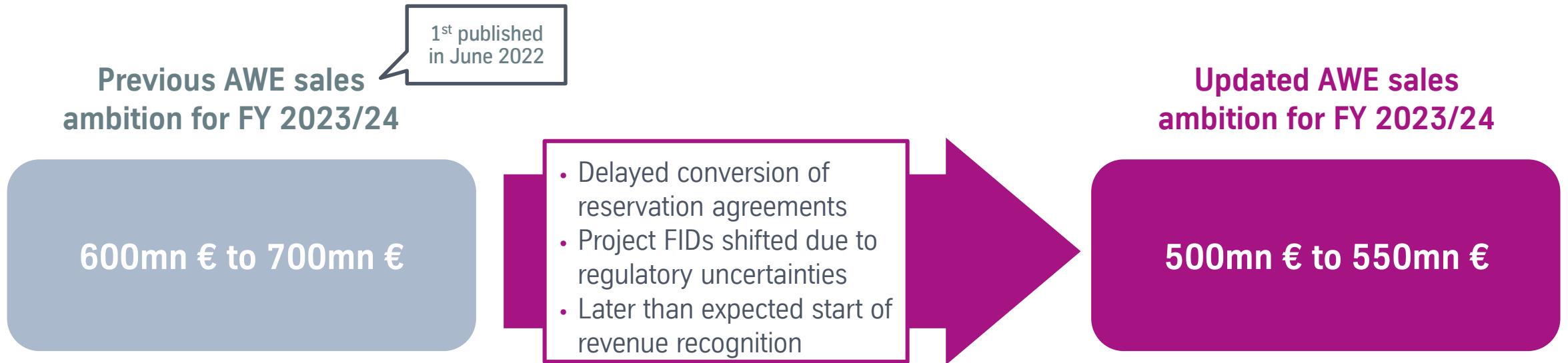
## Market outlook

- Stable CA market
- Strong growth in gH2 market

# Update on AWE ambition – continued strong growth expected despite temporary shifts in project FIDs







# AWE sales ambition updated in view of phasing effects in order intake – project execution contributing to sales growth as planned

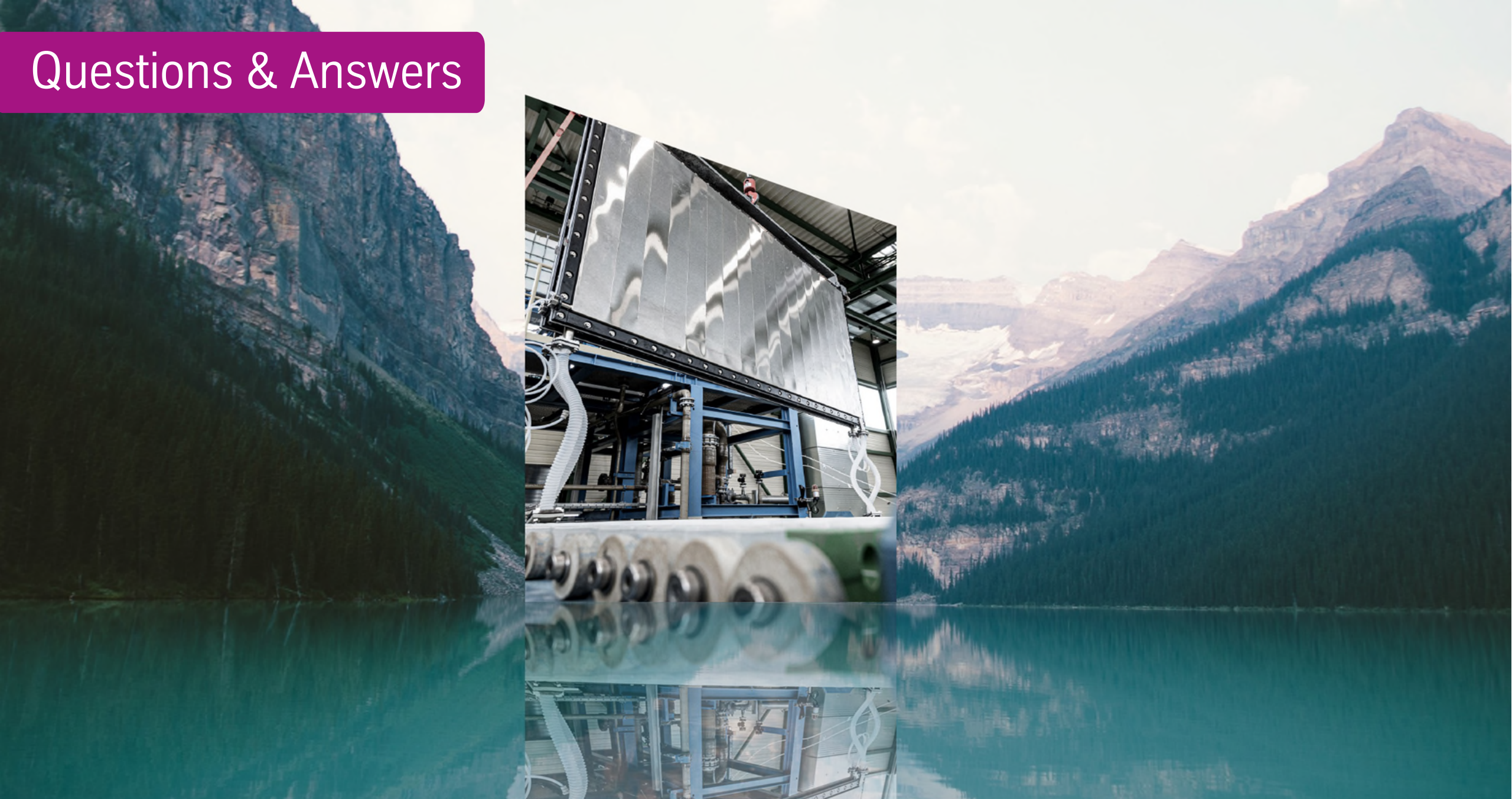


- 
- ▶ Significant order intake still expected for H2 2023/24, but knock-on effect of phasing in order intake leads to deferred revenue recognition and reduced gross margin contribution also in FY 2024/25
  - ▶ Various measures are planned to mitigate the reduced cost absorption from lower sales, to increase efficiency in the AWE capacity ramp-up and to come close to break-even in FY 2024/25

# Key messages

-  AWE business keeps growing dynamically; temporary EBIT decline in line with expectations
-  Project execution on track; modular electrolyzer concept is a success
-  Commercial momentum remains strong; project signed with a capacity of >100 MW
-  Huge market opportunity in green hydrogen; our technology is perfectly suited to fulfill significantly growing electrolyzer demand in the mid- and long-term

# Questions & Answers



# Events & financial calendar



## Upcoming events

- May 22 Berenberg Roadshow (London)
- May 23 dbAccess European Champions Conference (Frankfurt)
- May 28 DSW Anlegerforum (Cologne)



## Financial calendar

- Aug 13 Q3/9M 2023/24
- Dec 17 Q4/FY 2023/24



## IR Contact

thyssenkrupp nucera AG & Co. KGaA  
Investor Relations

+49 231 229 724 347

[ir@thyssenkrupp-nucera.com](mailto:ir@thyssenkrupp-nucera.com)

[investors.thyssenkrupp-nucera.com](https://investors.thyssenkrupp-nucera.com)



# Appendix



thyssenkrupp  
**nucera**

# EBITDA

(in mn €)	Q2 2022/23	Q2 2023/24
<b>EBITDA</b>	<b>3.3</b>	<b>-9.1</b>
<i>EBITDA margin (in %)</i>	2.2%	-5.4%

(in mn €)	6M 2022/23	6M 2023/24
<b>EBITDA</b>	<b>15.2</b>	<b>-8.8</b>
<i>EBITDA margin (in %)</i>	5.0%	-2.3%

# Group | Summary income statement Q2

(in mn €)	Q2 2022/23	Q2 2023/24
<b>Sales</b>	<b>151.2</b>	<b>168.0</b>
<i>% growth</i>	98%	11%
Cost of sales	-130.6	-151.8
<b>Gross profit</b>	<b>20.6</b>	<b>16.2</b>
<i>% margin</i>	13.6%	9.6%
R&D	-4.4	-9.2
SG&A	-12.7	-20.1
Other income /(expense), net	-1.1	2.5
<b>EBIT</b>	<b>2.3</b>	<b>-10.6</b>
<i>% margin</i>	1.5%	-6.3%
Financial income /(expense), net	2.7	6.1
Income tax expense	-1.4	-2.8
<b>Net income</b>	<b>3.6</b>	<b>-7.2</b>
<b>Earnings per share (EPS) (in €)</b>	<b>0.04</b>	<b>-0.06</b>

# Group | Summary income statement 6M

(in mn €)	6M 2022/23	6M 2023/24
<b>Sales</b>	<b>306.0</b>	<b>376.3</b>
<i>% growth</i>	73%	23%
Cost of sales	-259.0	-337.7
<b>Gross profit</b>	<b>47.0</b>	<b>38.6</b>
<i>% margin</i>	15.4%	10.2%
R&D	-7.6	-14.6
SG&A	-24.7	-36.8
Other income /(expense), net	-1.4	1.4
<b>EBIT</b>	<b>13.3</b>	<b>-11.4</b>
<i>% margin</i>	4.4%	-3.0%
Financial income /(expense), net	3.2	11.9
Income tax expense	-4.5	-4.9
<b>Net income</b>	<b>12.1</b>	<b>-4.4</b>
<b>Earnings per share (EPS) (in €)</b>	<b>0.12</b>	<b>-0.03</b>

# Group | Summary balance sheet assets

(in mn €)	Sept 30, 2023	Mar 31, 2024
Property, plant and equipment	10.2	12.5
Goodwill	54.8	54.3
Intangible assets other than goodwill	0.6	0.7
Other non-current assets <sup>1</sup>	21.8	21.0
<b>Total non-current assets</b>	<b>87.3</b>	<b>88.5</b>
Inventories	107.7	132.4
Trade accounts receivable	48.8	38.9
Contract assets	29.8	66.9
Other financial assets <sup>2</sup>	3.0	1.1
Cash and cash equivalents	767.0	750.0
Other current assets <sup>3</sup>	101.2	108.0
<b>Total current assets</b>	<b>1,057.6</b>	<b>1,097.1</b>
<b>Total assets</b>	<b>1,144.9</b>	<b>1,185.6</b>

1. Includes Other financial assets, Other non-financial assets and Deferred tax assets 2. PY includes the receivables from cash pooling arrangements with tk group 3. Includes Other non-financial assets, Current income tax assets excluding Receivables from cash pooling arrangements with tk group

# Group | Summary balance sheet equity and liabilities

(in mn €)	Sept 30, 2023	Mar 31, 2024
<b>Equity attributable to equity holders</b>	<b>744.8</b>	<b>734.4</b>
Accrued pension and similar obligations <sup>1</sup>	7.3	9.0
Other provisions	1.3	1.4
Deferred tax liabilities	10.2	12.6
Lease liabilities and other financial liabilities	3.3	3.3
<b>Total non-current liabilities</b>	<b>22.1</b>	<b>26.4</b>
Trade accounts payable	128.4	136.6
Contract liabilities	185.2	216.3
Lease liabilities and other financial liabilities	6.4	7.9
Other current liabilities <sup>2</sup>	58.1	64.0
<b>Total current liabilities</b>	<b>378.2</b>	<b>424.8</b>
<b>Total liabilities</b>	<b>400.2</b>	<b>451.2</b>
<b>Total equity and liabilities</b>	<b>1,144.9</b>	<b>1,185.6</b>

1. Includes Accrued pension and similar obligations and Provisions for other non-current employee benefits 2. Includes Provisions for current employee benefits, Other provisions, Current income tax liabilities and Other non-financial liabilities

# Group | Summary cash flow statement Q2

(in mn €)	Q2 2022/23	Q2 2023/24
<b>Net income</b>	<b>3.6</b>	<b>-7.2</b>
Depreciation & amortisation	1.0	1.5
Change in NWC <sup>1</sup>	0.1	2.1
Other operating cash flow <sup>2</sup>	14.8	-10.4
<b>Operating cash flow</b>	<b>19.5</b>	<b>-14.0</b>
Expenditures for acquisitions	0.0	-2.6
Capital expenditures	-0.2	-1.1
Proceeds from disposals	0.0	0.0
Cashpool withdrawals/(deposits)	-19.4	0.1
<b>Investing cash flow</b>	<b>-19.6</b>	<b>-3.6</b>
Dividends paid to equity holders	0.0	0.0
Other financing cash flow <sup>3</sup>	0.3	-1.2
<b>Financing cash flow</b>	<b>0.3</b>	<b>-1.2</b>
Effect of exchange rate changes	-0.7	-1.5
<b>Increase/(decrease) in cash and cash equivalents</b>	<b>0.1</b>	<b>-18.8</b>

1. As per Cash Flow Statement and defined as: Changes in assets and liabilities, Inventories, Trade accounts receivable, Contract assets, Trade accounts payable, Contract liabilities 2. Includes Deferred income taxes, net, (Gain)/loss on disposal of non-current assets, Changes in assets and liabilities, net of non-cash effects in - Accrued pension and similar obligations and Other provisions, Other assets/liabilities not related to investing financing activities 3. Includes Cash flow from redemption of lease liabilities, Contributions from tk group

# Group | Summary cash flow statement 6M

(in mn €)	6M 2022/23	6M 2023/24
<b>Net income</b>	<b>12.1</b>	<b>-4.4</b>
Depreciation & amortisation	1.9	2.8
Change in NWC <sup>1</sup>	5.6	-10.2
Other operating cash flow <sup>2</sup>	23.4	7.6
<b>Operating cash flow</b>	<b>43.0</b>	<b>-4.0</b>
Expenditures for acquisitions	0.0	-3.2
Capital expenditures	-0.7	-1.7
Proceeds from disposals	0.1	0.0
Cashpool withdrawals/(deposits)	-42.0	-0.1
<b>Investing cash flow</b>	<b>-42.6</b>	<b>-4.9</b>
Dividends paid to equity holders	0.0	0.0
Other financing cash flow <sup>3</sup>	-0.3	-5.8
<b>Financing cash flow</b>	<b>-0.3</b>	<b>-5.8</b>
Effect of exchange rate changes	-0.7	-2.2
<b>Increase/(decrease) in cash and cash equivalents</b>	<b>0.1</b>	<b>-14.8</b>

1. As per Cash Flow Statement and defined as: Changes in assets and liabilities, Inventories, Trade accounts receivable, Contract assets, Trade accounts payable, Contract liabilities 2. Includes Deferred income taxes, net, (Gain)/loss on disposal of non-current assets, Changes in assets and liabilities, net of non-cash effects in - Accrued pension and similar obligations and Other provisions, Other assets/liabilities not related to investing financing activities 3. Includes Cash flow from redemption of lease liabilities, Contributions from tk group





thyssenkrupp  
nucera