

TKH Group – Capital Markets Day

17 November 2021

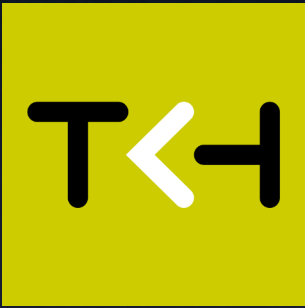


IMPORTANT INFORMATION – DISCLAIMER

Cautionary note regarding forward looking statements

Statements included in this presentation release that are not historical facts (including any statements concerning investment objectives, other plans and objectives of management for future operations or economic performance, or assumptions or forecasts related thereto) are forward-looking statements. These statements are only predictions and are not guarantees. Actual events or the results of our operations could differ materially from those expressed or implied in the forward-looking statements. Forward-looking statements are typically identified by the use of terms such as "may", "will", "should", "expect", "could", "intend", "plan", "anticipate", "estimate", "believe", "continue", "predict", "potential" or the negative of such terms and other comparable terminology.

The forward-looking statements are based upon our current expectations, plans, estimates, assumptions and beliefs that involve numerous risks and uncertainties. Assumptions relating to the foregoing involve judgments with respect to, among other things, future economic, competitive and market conditions and future business decisions, all of which are difficult or impossible to predict accurately and many of which are beyond our control. Although we believe that the expectations reflected in such forward-looking statements are based on reasonable assumptions, our actual results and performance could differ materially from those set forth in the forward-looking statements.



Smart Technologies and intro to most dominant growth contributors

Harm Voortman

Member of the Executive Board

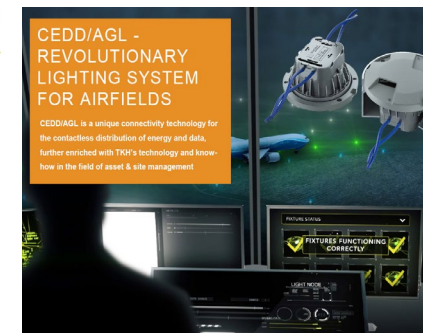


Agenda for growth



- Focus on continuously increasing added value due to smart technology focus and software position
- Disruptive and advanced proprietary technologies that create market share growth
- Well positioned in international growth markets, related to relevant megatrends
- Proven experience in bringing new business to maturity
- Talented people make a difference in supporting our value creation
- Ambition for value creation with realistic approach

And we have a long list of excellent growth opportunities ...



Ambition for growth – ‘Accelerate 2025’

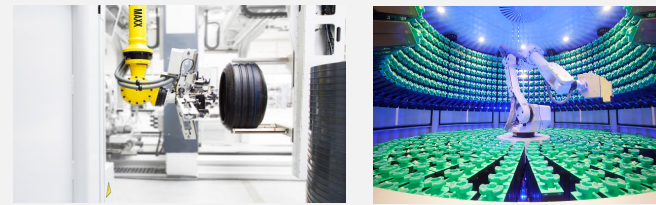


Smart Technology segments

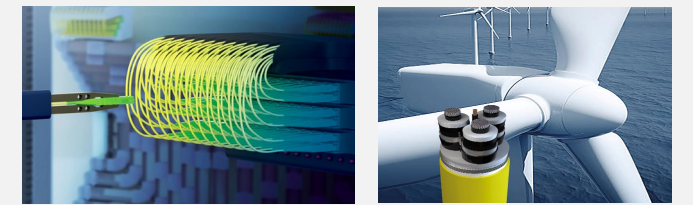
TKH SMART VISION SYSTEMS



TKH SMART MANUFACTURING SYSTEMS



TKH SMART CONNECTIVITY SYSTEMS

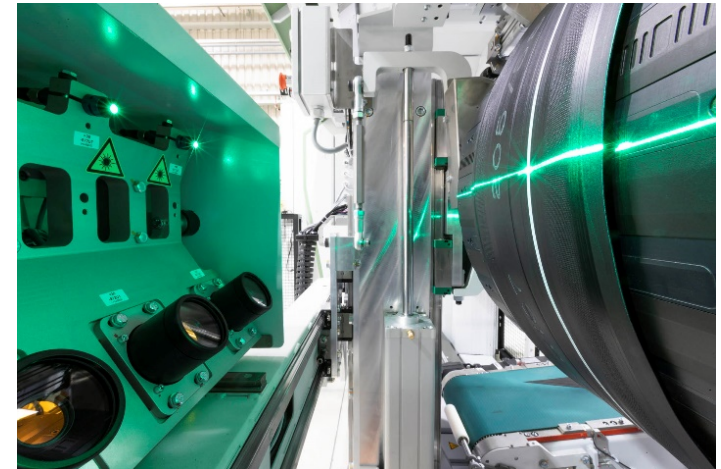
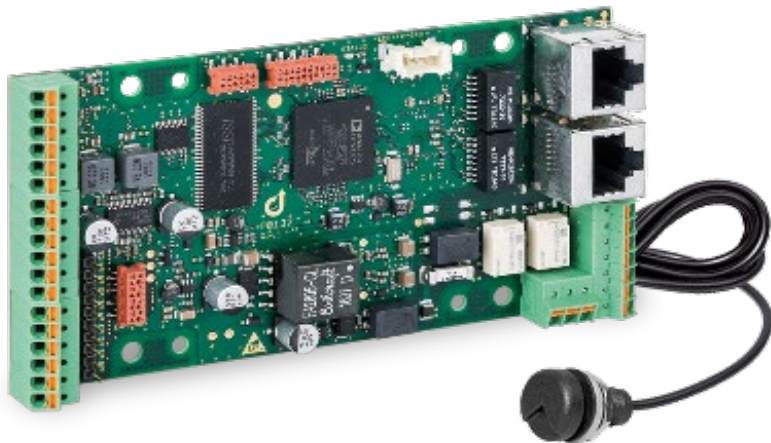


- Turnover growth and ROS improvement scenarios backed-up by detailed action plans
- Improvement of ROS levels identified in all Smart Technology segments

Smart technologies

Unleashing the full power of our solutions

- From Technology to Smart – next phase of value creation
- Intelligent software unlocks the full potential of our technology
- Digitalization creates integrated smart solutions
- Smart software has become the driving force for our growth



Software is core competence of smart technologies



Increasing need for faster development

- Sustainability as a trend drives need for intelligent solutions
- Higher automation levels raises the game of technology challenges
- Deeper involvement in process technology requires smarter solutions

Unique position of TKH

- Close to customers strengthened by global resources
- Centralized organization of smart software development
- Scale of TKH utilized to enhance speed and intelligence
- In-depth knowledge of technology application combined with digitalization creates disruptive and integrated technologies

Smart software development

Using our scale to enhance speed of development

Technology development

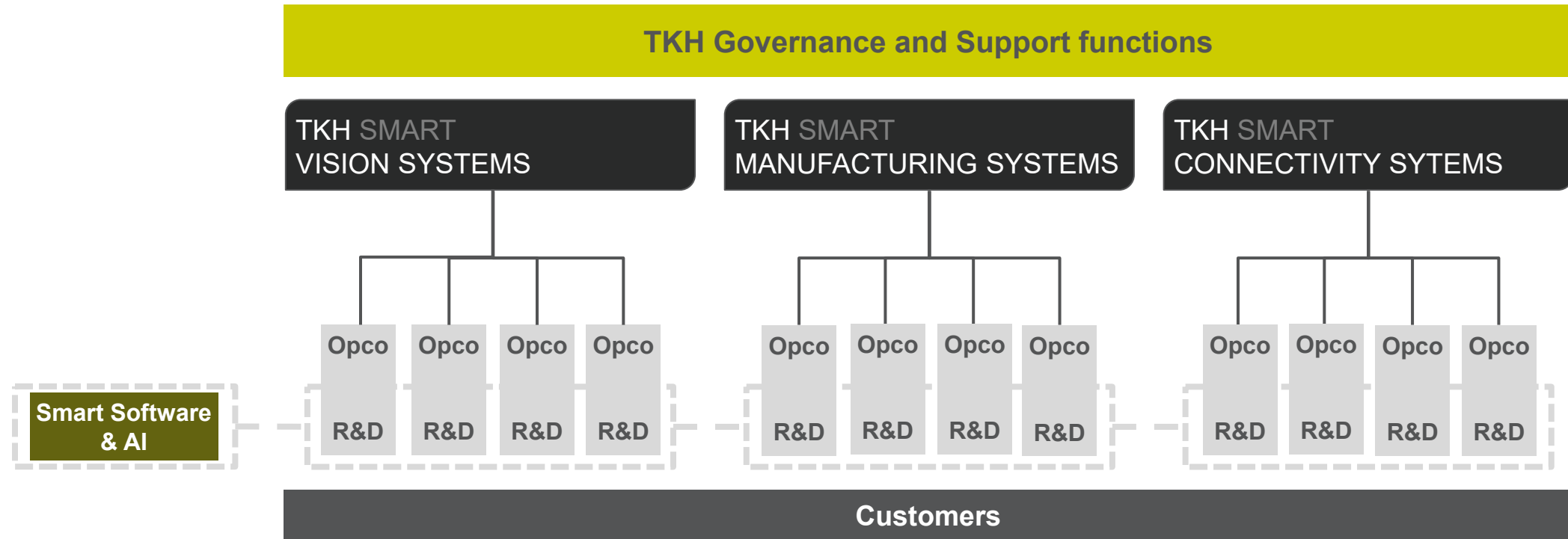
- Technology development driven by market opportunities and megatrends
- Direct responsibility of operating companies
 - Best insights in market demands
 - Ensuring customer involvement
 - Focus on the right products
 - Priority to ensure short time-to-market

Supported by global organization

- Technology development supported by TKH in smart software
- Supervision from Director Smart Software & AI reporting to Executive Board
- Maximize knowledge sharing and synergy effects
- Support development programs using TKH worldwide resource pools

Ensuring faster development & deployment of new products

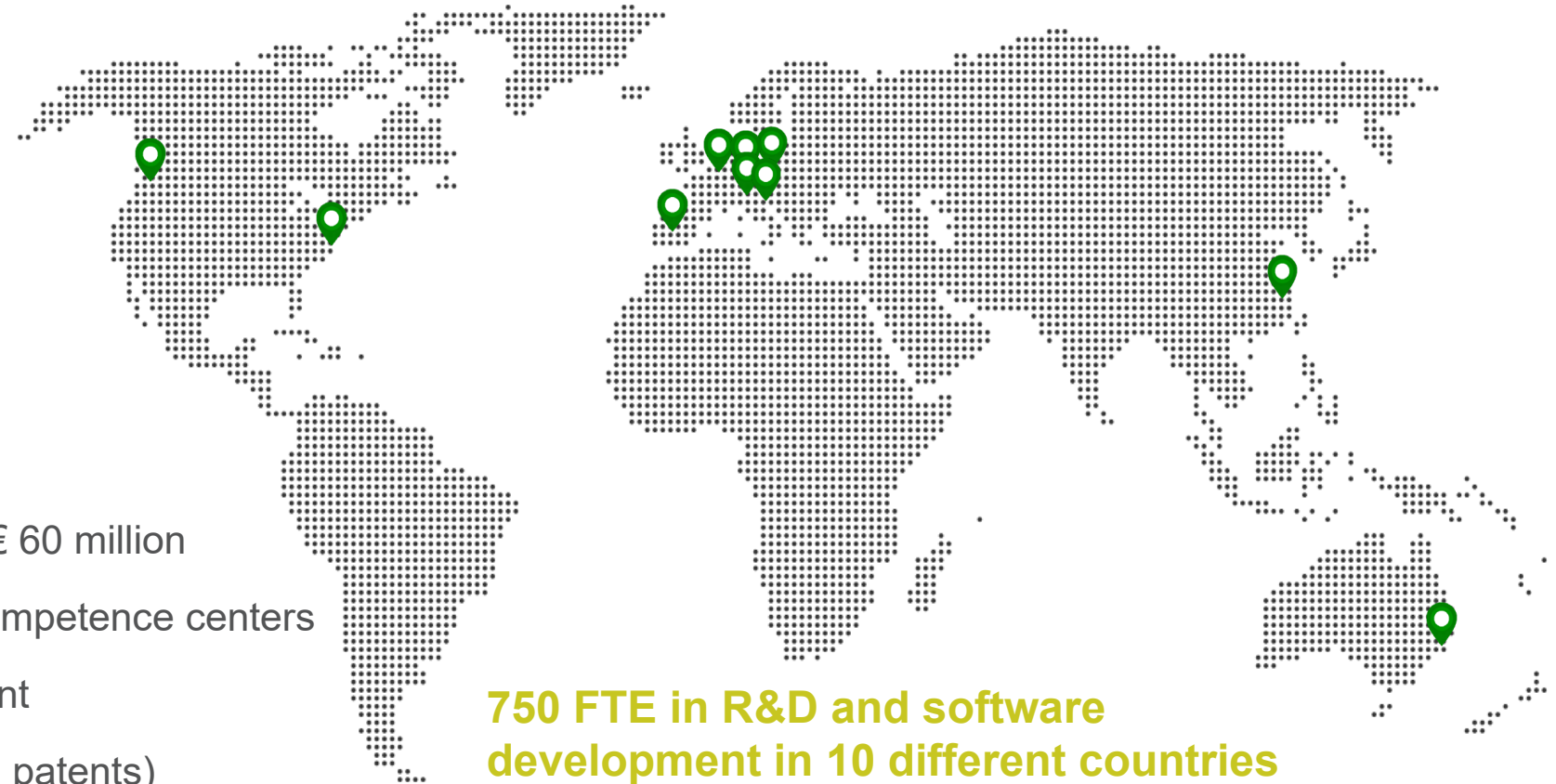
Smart Software organization in TKH



- Decentralized organization with in-house R&D departments close to the customer
- Workstream – R&D project / R&D meeting / coordinated by central group function

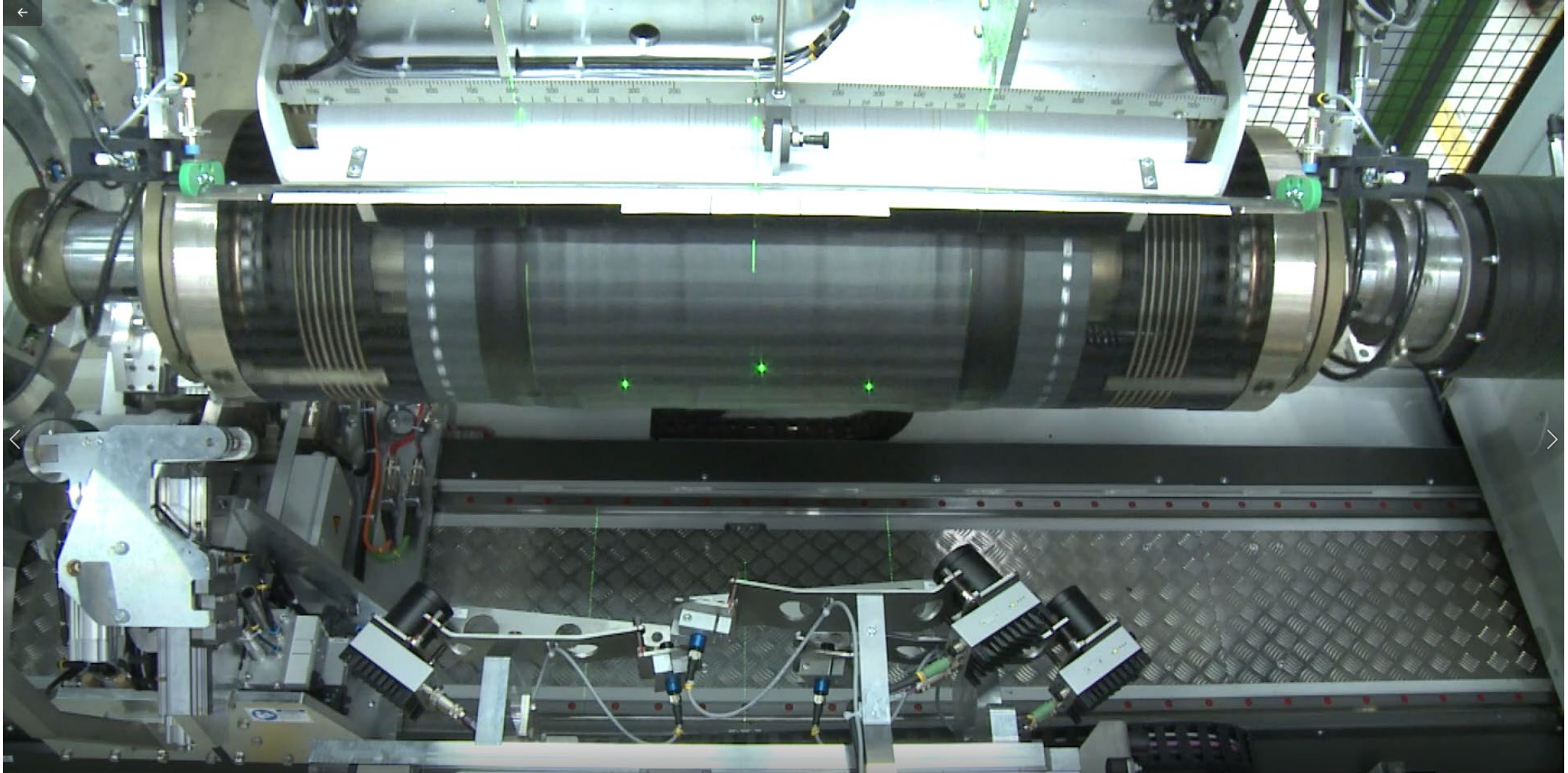
TKH is an innovative technology company

With a global presence of R&D competence centers



- Annual R&D expense > € 60 million
- Global spread of R&D competence centers
- Global access to top talent
- IP well protected (> 3500 patents)

Successful integration of core technologies



Video: MAXX CCMO

Growing into the future

Vision and Tire Building technology are the most dominant growth contributors within their segments towards 2025

TKH SMART VISION SYSTEMS

Vision technology (86%)



TKH SMART MANUFACTURING SYSTEMS

Tire Building technology (69%)

