TKE MOVE BEYOND

Engineering heritage

Service pedigree

Differentiated growth platform

APRIL 2026

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In this Presentation the Group presents information derived from its condensed interim consolidated financial statements for the three months ended December 31, 2025 (“Q1 FY 2025/26”), including comparative information for the three months ended December 31, 2024 (“Q1 FY 2024/25”). These condensed interim consolidated financial statements of TK Elevator Topco presented herein for Q1 FY 2025/26 and Q1 FY 2024/25 have not been reviewed. This Presentation further includes financial information derived from the audited consolidated financial statements of (i) TK Elevator Topco as of and for the financial year ended September 30, 2025 (“FY 2024/25”), (ii) TK Elevator Topco as of and for the financial year ended September 30, 2024 (“FY 2023/24”), (iii) TK Elevator Topco as of and for the financial year ended September 30, 2023 (“FY 2022/23”), (iv) TK Elevator Topco as of and for the financial year ended September 30, 2022 (“FY 2021/22”). The financial information for FY 2021/22 reflect the final purchase price allocation (“PPA”) for the acquisition of TK Elevator by TK Elevator Holding GmbH (formerly, Vertical Bidco GmbH) by the financial investor consortium (the “Acquisition”). TK Elevator Topco was incorporated on January 2, 2020, and had no material assets and did not carry out any material operating activities until the Acquisition was completed on July 31, 2020. This Presentation also includes certain financial measures that are not recognized by IFRS or any other generally accepted accounting principles and that may not be permitted to appear on the face of the financial statements or footnotes thereto (“Non-GAAP Measures”). Non-GAAP Measures should not be considered as alternatives to performance measures derived in accordance with IFRS or any other generally accepted accounting principles, may not be comparable to other similarly titled measures of other companies and have limitations as analytical tools. The Presentation also includes rounded information. Due to rounding, numbers presented in this Presentation may not add up precisely to the total provided and percentages may not precisely reflect the absolute figures.

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Unique heritage – enterprise reset – industrial leadership ambition

1970's-2020

11% Adj. EBIT margin[1]

Part of thyssenkrupp

- German engineering heritage
- Youngest major, growth through acquisitions
- Highly decentralized
- Distorted frame of reference

2020-2025

15% Adj. EBIT margin[2]

A leading E&E player

- Navigated COVID, supply chain, inflation challenges
- Unleash trapped potential
- Sharpened execution DNA, and enhanced innovation with EOX
- Leveraging scale as unified one TKE team and Branch Excellence
- Step change in FY22-25 performance
- Humility and continuous improvement mindset

2026-2030+

18%+ Adj. EBIT margin[3]

Best-in-class performance

- Benefits of scale fully realized
- Growth through new solutions, including EOX
- Differentiated service model TKE ONE
- Leveraging AI and digitalization
- Institutionalize Branch Excellence and best-in-class industrial playbook
- M&A compounder

Notes: [1] Refers to FY21/22. [2] Refers to FY24/25. [3] Refers to long-term ambition.

TKE: A global E&E leader with service at its core

SALES

€9.2bn

in FY24/25

Adj. EBIT MARGIN

15%

in FY24/25

>1.4m

E&E units under maintenance[1]

~€3.1k

Annual Service sales / E&E unit[2] in FY24/25

>500k

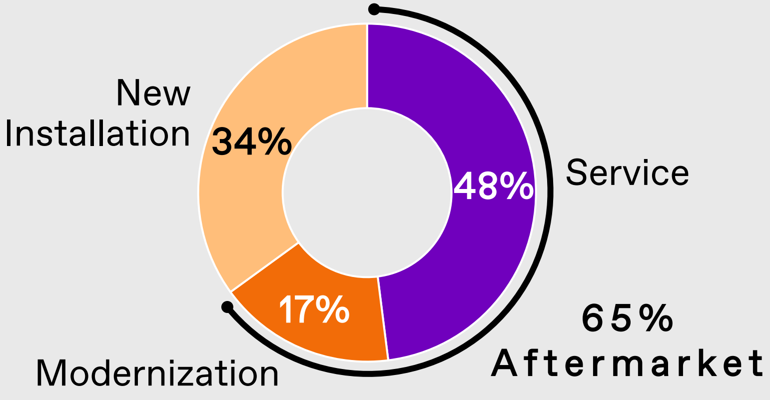
customers globally[3]

>50k

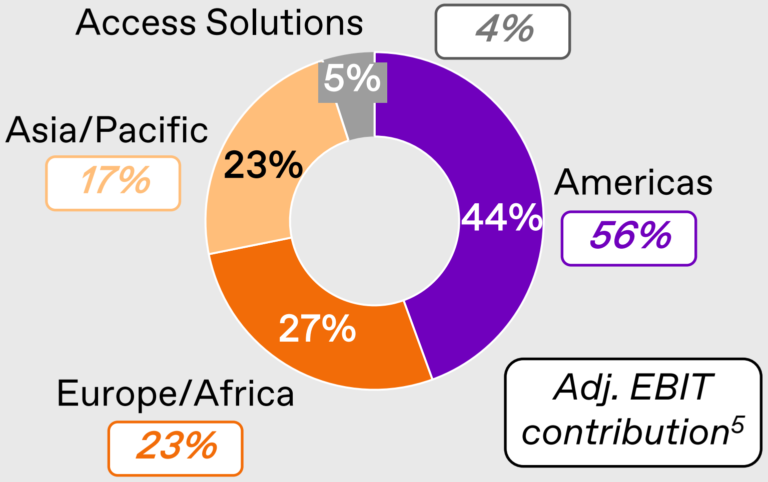
employees globally[1]

(incl. ~25k service techs)

FY24/25 Sales by business line[4]



FY24/25 Sales by business unit[5]



Notes: [1] As of Sep-25. [2] Defined as Service sales (€4.5bn in FY24/25), net of Service sales in Access Solutions (€0.1bn in FY24/25), divided by E&E units under maintenance (1.40m as of Sep-25). [3] Based on customer analysis for FY22/23. [4] Breakdown may not add up to 100% due to other sales not shown. [5] Breakdowns based on sales / Adj. EBIT excluding Corporate Elevator and Consolidation, respectively.

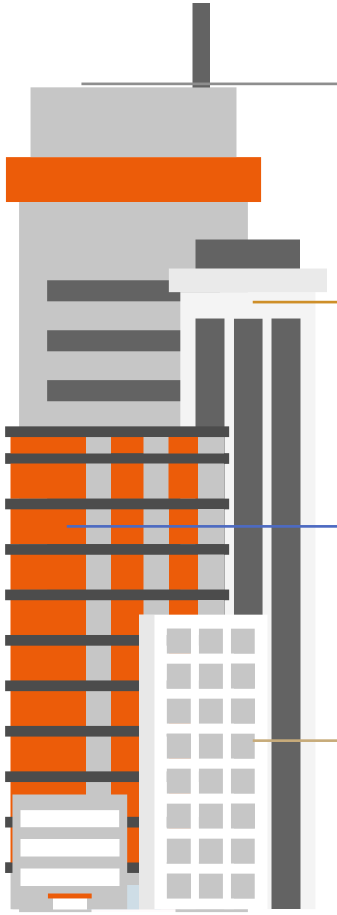
TKE is well positioned in the attractive E&E sector

Why E&E?	1 Proven sector with resilient, structural growth	Resilient, structural growth with low capital intensity ~65% aftermarket at healthy margins Attractive flywheel business model
Why TKE?	2 A service & modernization leader deploying differentiated delivery model	TKE is a service benchmark with high-value service portfolio +7% Service and +14% Modernization sales CAGR since FY21/22[1,2] Leading MOD positions; Digital & AI integration opportunity
	3 Attractive geographic exposure	Strong position in advantaged Americas market (44% of sales[3]) Momentum in Europe/Africa with significant upside Attractive potential in fast growing Middle East and India markets
	4 Innovative new products targeting underrepresented segments	Well-positioned to win in high volume customer segments Clean-sheet EOX platform transforming our entire value chain Strong order intake momentum fueling aftermarket growth[4]
	5 Performance culture and strong execution track record	+3.7 pts Adj. EBIT margin expansion since FY21/22[1] Best-in-class industrial playbook and continuous improvement Strong team, performance culture and TKE Business System
	6 Focus on total shareholder return	Strategic path to deliver superior growth and margin expansion 18%+ Adj. EBIT margin long-term ambition Capital allocation targeting best-in-class total shareholder return

Notes: [1] Refers to period from FY21/22 to FY24/25. [2] On FX-adj. basis. [3] Refers to FY24/25; sales share excluding Corporate Elevator and Consolidation. [4] Strong order intake momentum relates to EOX.

1 Structural growth – strong profitability – attractive cash returns

INDUSTRY STATISTICS



Secular megatrend exposure	+4% p.a. market growth until 2030[1] Urbanization, demographics, sustainability, digital transformation and AI
Attractive industry landscape	Large installed base paired with broad and diversified customer base
Compelling business model	Flywheel model with ~65% Service + Modernization sales share[2,3]
Resilient, attractive returns	Growth each year despite macro crises | Industry profitability of 14%[2] Adj. EBIT margin[3] | Asset-light: <4%[2] Capex[3] + Δ NWC[3] (% of sales)

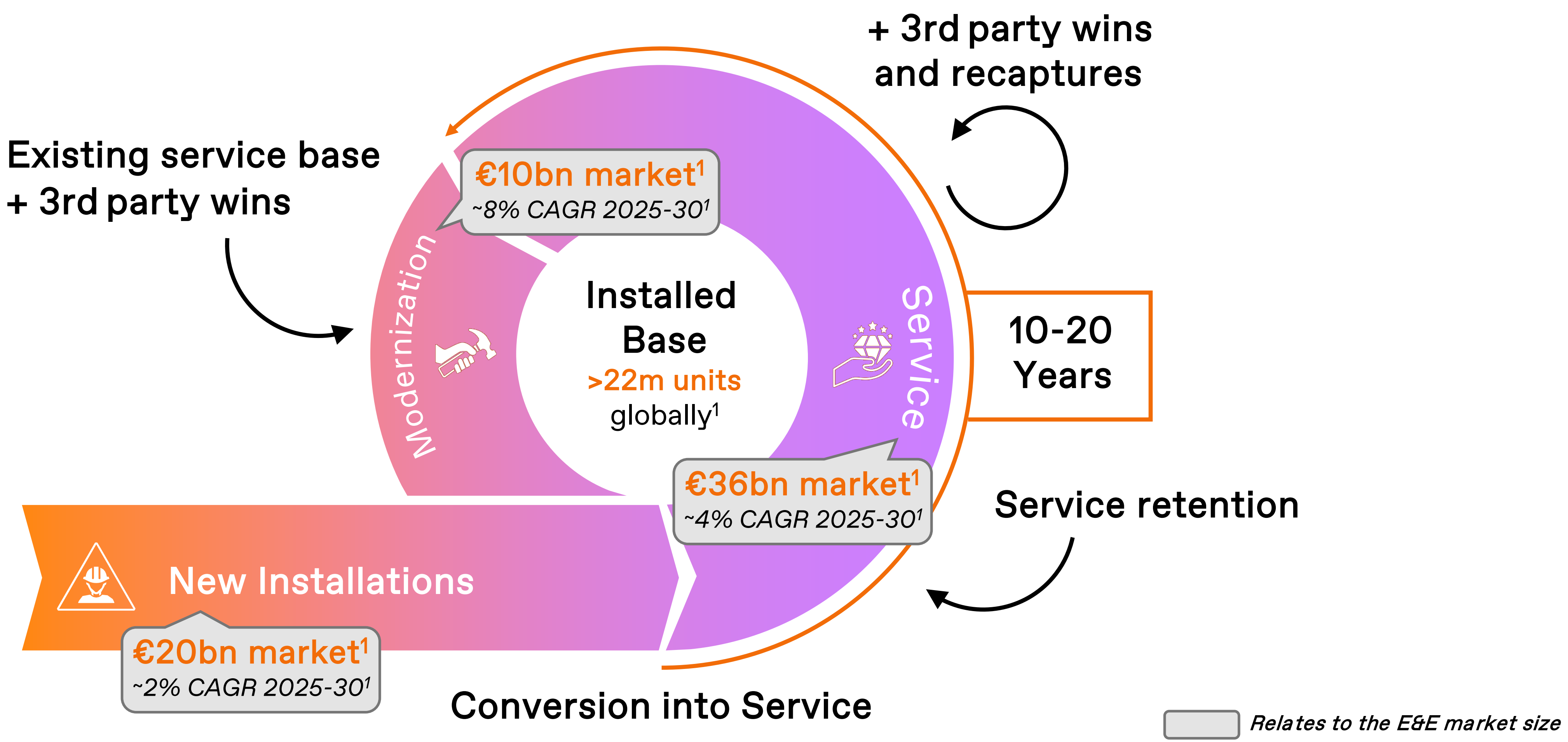
Notes: [1] Based on TKE internal estimates (CAGR refers to period from FY24/25 to FY29/30); Market size reflects total addressable market (TAM) for TKE (in value), excluding markets without current TKE presence (e.g., Japan, Russia). [2] Based on average of top 4 global E&E players (TKE, KONE, Otis, Schindler), if reported / disclosed (Service + Modernization sales share not quantified by Schindler). [3] As reported in last financial year, based on respective company definition.

1 Secular megatrends drive long-term upside opportunities

Megatrend		Potential E&E industry impact
Urbanization	**~70%** of people will live in cities by 2050 (vs. ~60% in 2030)[1]	Taller buildings and Tier-2/3 cities growth
Aging demographics	**From 1/10 to 1/6** growth in share of people >65 years between 2022 and 2050[2]	Increased elevator modernization, retrofitting of existing buildings
Sustainability	**~40%** of global carbon emissions is from buildings[3]	Need for energy efficiency and lower material weight for lower carbon footprint
Public investments in infrastructure	**>$200bn** in investment p.a. in airports and railway capex[4]	New elevators / modernization of airports / metros / hospitals / education facilities
Digital transformation & AI	**~$0.3tn** investments in smart building construction by 2030[5]	Digital branch capabilities, IoT, digital twin, AI-enabled service capabilities

Notes: [1] According to United Nations (UN): World Cities Report, 2024. [2] According to United Nations (UN): World Social Report, 2023. [3] According to World Green Building Council (WorldGBC): Bringing Embodied Carbon Upfront, 2023. [4] Organization for Economic Co-operation and Development (OECD): Transport infrastructure and maintenance spending, 2020-2023. [5] Future Market Insights: Smart Building Market (2025-2035).

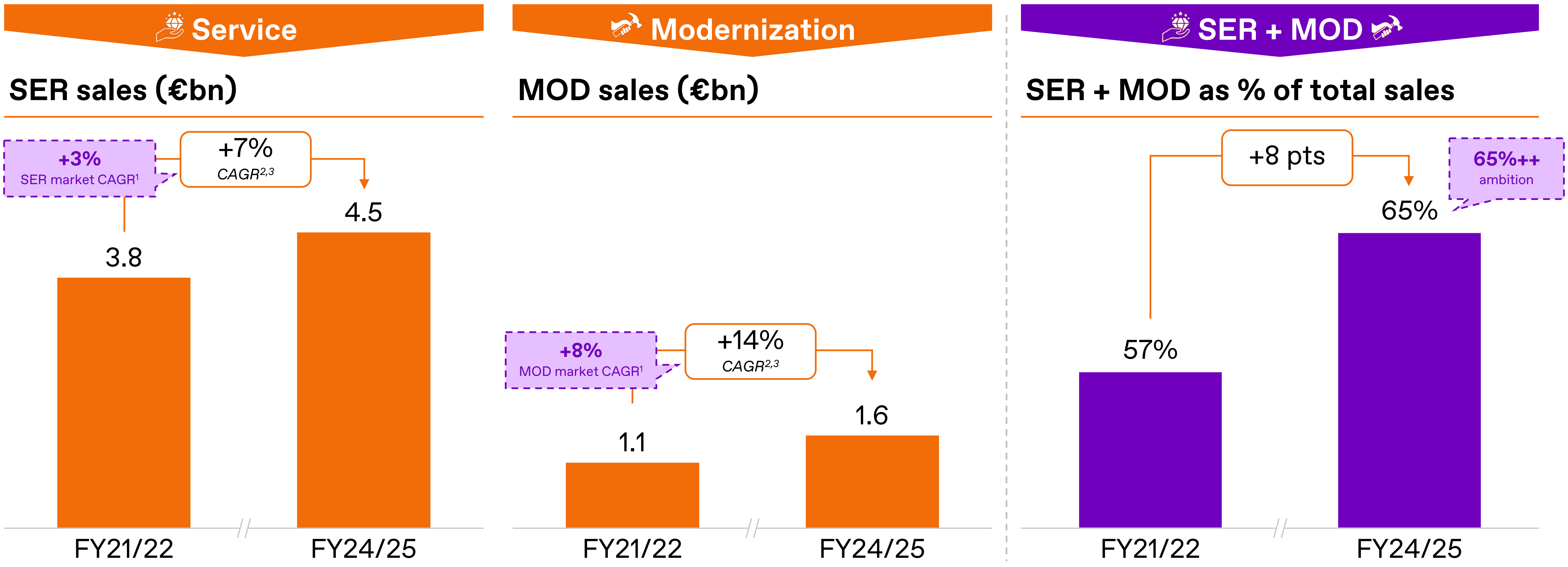
1 Attractive flywheel business model, steadily growing installed base



E&E industry: Service + Modernization = ~65%[2,3] at healthy margins

Notes: [1] Based on TKE internal estimates (as of FY24/25); Market size reflecting total addressable market (TAM) for TKE (in value / units), excluding markets without current TKE presence (e.g., Japan, Russia). [2] Based on average of top 4 global E&E players (TKE, KONE, Otis, Schindler), if reported / disclosed (not quantified by Schindler). [3] As reported in last financial year, based on respective company definition.

2 TKE has re-engineered its revenue stream towards faster growing and higher margin modernization and service lines of business



Delivered above market growth, and margin expansion across all geographies

Notes: [1] Based on TKE internal estimates (as of FY24/25); Market size reflecting total addressable market (TAM) for TKE (in value), excluding markets without current TKE presence (e.g., Japan, Russia).
[2] Refers to period from FY21/22 to FY24/25. [3] On FX-adj. basis.

2 Service: Developed a high-value service portfolio with improved KPIs

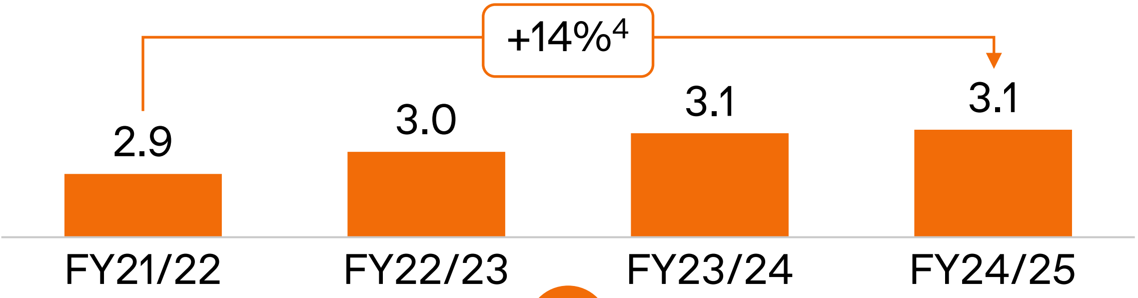
Developing the most valuable service portfolio in the industry…

E&E UuM (m)

+9%

FY21/22	FY22/23	FY23/24	FY24/25
1.29	1.34	1.37	1.40

Annual Service sales / E&E unit (€k)[1]



Drive Service sales growth through increased UuM and value per unit

…underpinned by all relevant Service KPIs…

~70%
NI conversion into UuM[2,3]
Ambition

>90%
Service retention[2]
Ambition

Double-digit
Repair sales CAGR[4,5]
Ambition

Double-digit
Service sales / field FTE growth[4,5,6]
Ambition

Focus on productivity and repairs to drive healthy profit contribution

…while building a platform for further acceleration

Notes: [1] Defined as Service sales (€4.5bn in FY24/25, €4.4bn in FY23/24, €4.1bn in FY22/23, €3.8bn in FY21/22), net of Service sales in Access Solutions (€0.1bn in FY24/25, €0.1bn in FY23/24, €0.1bn in FY22/23, €0.1bn in FY21/22), divided by E&E units under maintenance (1.40m as of Sep-25, 1.37m as of Sep-24, 1.34m as of Sep-23, 1.29m as of Sep-22). [2] Refers to FY24/25. [3] Percentage of NI units (excluding distributor sales, which do not directly result in access to servicing the relevant units) that have been converted into paid Service contracts. [4] On FX-adj. basis. [5] Refers to period from FY21/22 to FY24/25. [6] Excluding sales and FTE in Access Solutions.

2 Service: Differentiated drivers of future performance & growth potential

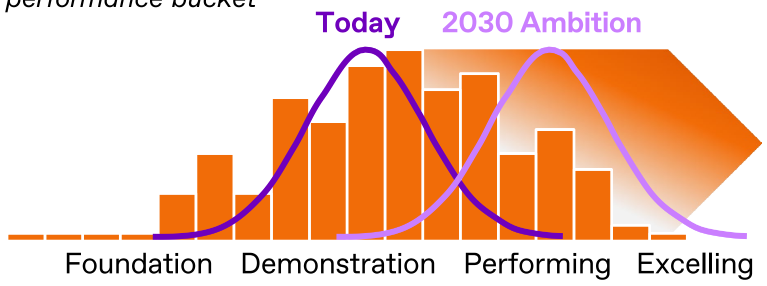
Proprietary Branch Excellence methodology

- **400+ successful local branches** are core to sustainable performance
- **Standardization**, leveraging **scale** & **horizontal learnings**
- Team **empowerment, continuous improvement** & **higher expectations**

BRANCH EXCELLENCE

Part of TKE Business system

Illustrative distribution of TKE branches by internal performance bucket



Distinctive multi-brand service capabilities

- Built through **M&A heritage** – **differentiated** capabilities
- **Scalable platform** with institutional capability to **service 3rd party units**
- **Expands addressable pool** for service growth

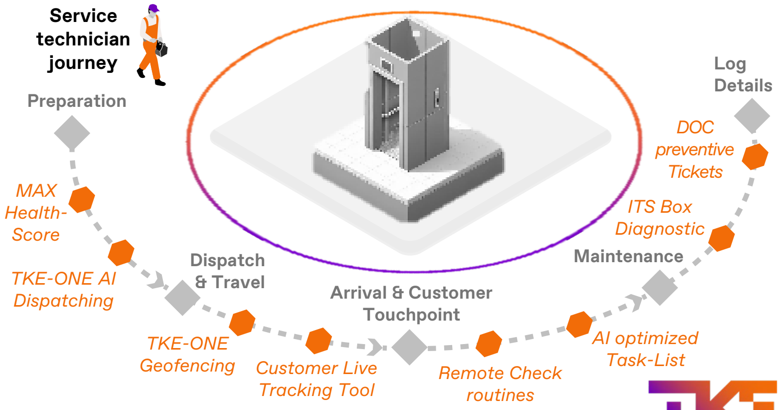
ITS-INTERNATIONAL TECHNICAL SERVICES

+19% Capture of 3rd party units[1] (CAGR)[2]	**+11%** Recaptures of TKE units[1] (CAGR)[2]

Differentiated service delivery model

- **Real-time digital integration** of elevator health score & technicians
- **Predictive service** with optimized routing and scope
- **AI-enabled** service delivery model to **drive efficiency**

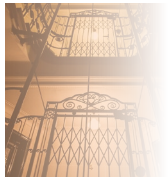
TKE 1



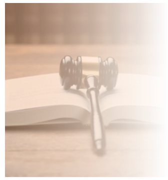
Notes: [1] Refers to E&E units. [2] Refers to period from FY21/22 to FY24/25.

2 Modernization: Build on leading MOD positions to capture opportunities in rapidly growing MOD markets

Multiple structural growth drivers of Modernization…



Aging installed base
Growing share of aged units driving demand



Regulatory requirements
Stricter safety, energy / digital standards mandate modernization

Uptime improvements
Legacy components uneconomic, accelerating upgrades

…translating into regional opportunity

	Americas	Europe/Africa	Asia/Pacific
Aging Installed Base[1]	>50% of units aged >20 years	>50% of units aged >20 years	>20% of units aged >10 years
Market Growth Expectations[2]	~8% CAGR	>3% CAGR	>10% CAGR

Notes: [1] Based on TKE internal estimates; refers to installed base, including TKE portfolio. [2] Based on TKE internal estimates; refers to expected CAGR 2025-30.

TKE

2 Modernization: Leading positions in MOD, local expertise and breadth of capabilities to support long-term service growth

TKE's structural edge…

- Leading position for MOD solutions in multiple markets[1] with a competitive offering, driving consistent win rates
- Deep customer insight across geographies, segments and use cases
- Localized MOD solutions tailored to regional regulations and building stock

Examples

H-Power

- No building disruption
- Compatible with access systems

T-bond projects

- Government relationship & right channel
- Targeted B2C campaign

…translating into wins…

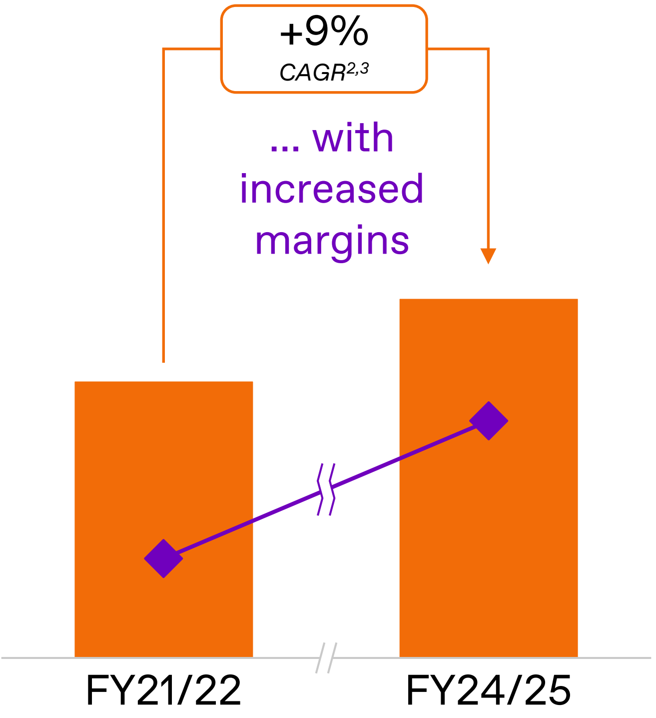
Denver Airport (Example)

How TKE won:

- Service relationship as platform for NI & MOD engagement
- Delivery across three MOD phases since 2018
- Early involvement through proactive project management
- Daily onsite presence with key airport stakeholders

…and value creation

MOD order backlog (€bn)[3] / MOD order backlog GM



Notes: [1] Based on TKE internal estimates. [2] Refers to period from FY21/22 to FY24/25. [3] On FX-adj. basis.

3 TKE with sweet-spot regional positions

Region	TAM CAGR 2025-30[1]	Profit pool		TKE with leading positions	TKE financials[2]
Americas	>4%	*Largest profit pool globally*	Premier TKE platform		44% / 56%
Europe/Africa	~4%	*Several large profit pools*	Structural upside potential		27% / 23%
Asia/Pacific incl. Middle East	>3%	*Fast growing profit pools*	Investing to grow De-risked growth	*Well-positioned for outgrowth* *One of the fastest growing companies in China MOD*	23% / 17%

China NI <7% of total sales[2]

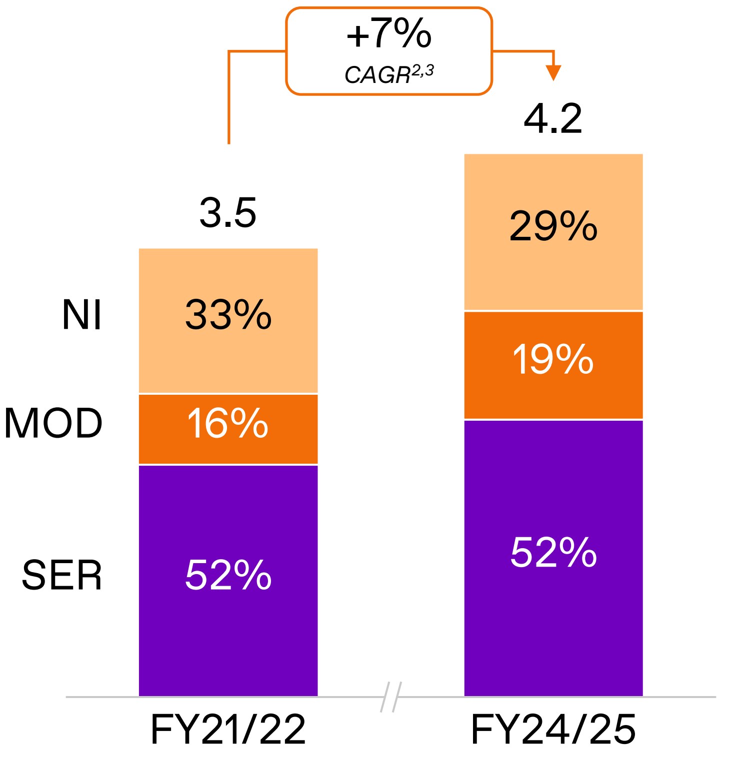
Adj. EBIT share[3]   Sales share[3]

Notes: [1] Based on TKE internal estimates (as of FY24/25); Market size reflecting total addressable market (TAM) for TKE (in value), excluding markets without current TKE presence (e.g., Japan, Russia). [2] Refers to FY24/25. [3] Breakdowns based on sales / Adj. EBIT excluding Corporate Elevator and Consolidation, respectively; due to focus on presentation of regions, Access Solutions is not shown (5% of sales and 4% of Adj. EBIT in FY24/25), therefore, breakdowns may not add up to 100%.

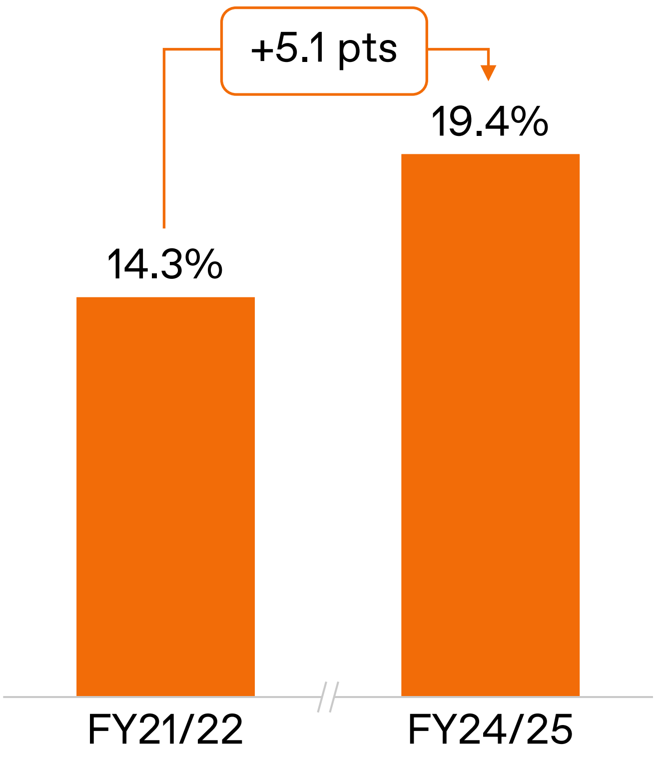
3 Americas: Premier business in the industry's largest regional profit pool

Growth & margin expansion driven by excellent execution…

Sales (€bn)[1]



Adj. EBIT margin



…as a leader across the Americas

Attractive positions

- **Leading positions** underpinned by scale and branch network density
- **OEM-grade execution** supporting competitive positioning

Disciplined execution

- **Mix shift** toward higher-return SER & MOD share
- Commercial discipline, **branch-level execution, productivity at scale**

Exciting opportunity ahead

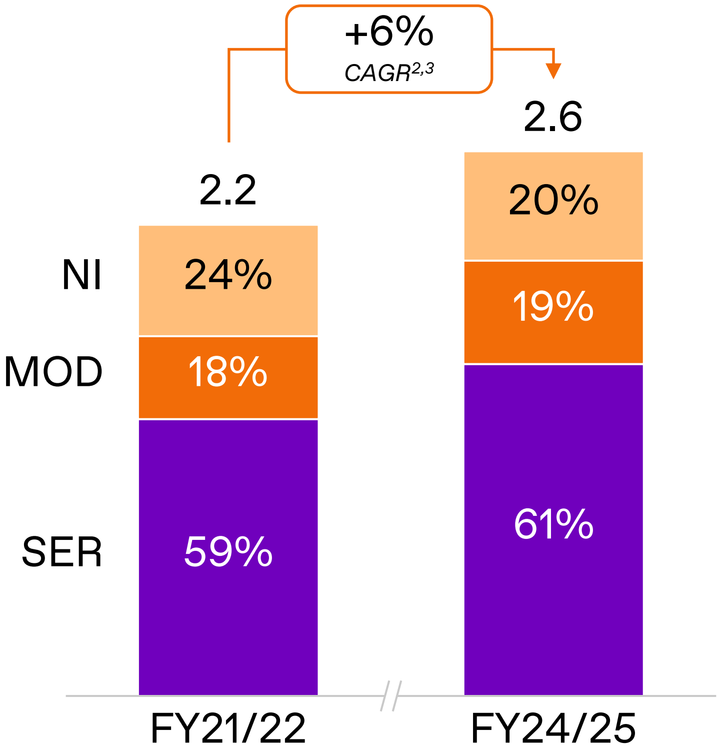
- **Future upside** potential through EOX platform & service delivery
- **High-return profit pool exposure** supporting cash generation

Notes: [1] Breakdowns may not add up to 100% due to other sales not shown. [2] Refers to period from FY21/22 to FY24/25. [3] On FX-adj. basis.

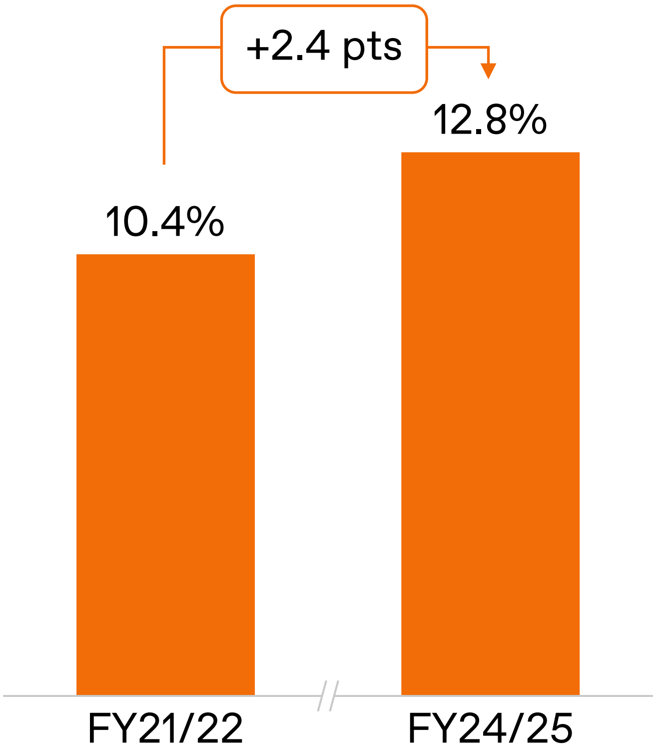
3 Europe/Africa: Reinvigorated business in complex region

Improved performance with disciplined execution and...

Sales (€bn)[1]



Adj. EBIT margin



...strong positions with significant potential

Attractive positions

- **Leading position in Germany**
- **Differentiated position in Spain** as foundation for future growth

Disciplined execution

- **Business mix refocused** – higher SER & MOD share
- **Productivity & retention** from AI-enabled predictive service

Exciting opportunity ahead

- **Encouraging NI momentum**
- **EOX MOD platform** designed to accelerate growth

Notes: [1] Breakdowns may not add up to 100% due to other sales not shown. [2] Refers to period from FY21/22 to FY24/25. [3] On FX-adj. basis.

3 Middle East: Privileged position in high growth region supported by a strategic partnership

Strategic JV with ALAT…

TKE

ALAT

Closed in Aug-25

TKE ALAT JV

…to power growth in the KSA & wider Middle East region

Middle East market growing at ~10% CAGR 2025-30[1]

- €160m joint investment to establish differentiated regional capabilities
- First & only global E&E player with local manufacturing footprint in the region[2]
- Enhanced competitiveness through local scale, execution & market access
- 3x YoY NI OI growth in KSA in Q1 FY25/26 underlines exceptional momentum
- Complementary strong existing operations in the Middle East
- Close monitoring of the regional situation

Attracted ALAT as a long-term strategic shareholder in TKE –
reflects TKE's established position and future potential

Notes: [1] Based on TKE internal estimates (as of FY24/25); Market size reflecting total addressable market (TAM) for TKE (in value), excluding markets without current TKE presence (e.g., Iran); not reflective of potential implications from current situation in the Middle East. [2] First phase expected to be opened during 2026.

4 Strengthened product portfolio with tailored solutions for all segments

E&E market by building category	NI market mix[1]	Americas	Europe/Africa	Asia/Pacific
High-rise >100m	6%	**New Global High-Rise** (Single Deck, Double Deck, TWIN, HELIX)		ZETA (China)
Mid-rise <100m	30%	**~€400m[2]** investment in EOX completed over last 4 years **EOX** (Digitally-native low- & mid-rise platform) **Key solution to grow in E/A and to sustain leading position in Americas**		META EOX Roll-out in progress
Low-rise <45m	64%			ENTA, META EOX Roll-out in progress

Notes: [1] Based on TKE internal estimates (as of FY24/25); Market size reflects total addressable market (TAM) for TKE (in number of units), excluding markets without current TKE presence (e.g., Japan, Russia). [2] Based on total spend from FY21/22 to FY24/25 including capex, R&D and special items.

4 Unlocking growth and efficiency through EOX-driven NI transformation

EOX transformed our entire value chain…

- TKE's **first global platform** to achieve full scale benefits
- **Clean-sheet, modular design** resets cost and margin economics
- **Digitally native,** enables predictive and remote service

Product simplification	Integrated supply chain	Transformed installation
~80% Reduction in product platforms[1]	**>30%** Cost reduction achieved[2]	**>30%** Reduction in installation hours[3]

…and offers material upside for all business lines

NI

~80% EOX share of TKE NI OI units in E/A[4]	**+4 pts** market share gain in E/A NI since EOX launch[5]

SER

- **Higher** conversion & retention rates
- **Lower** service delivery costs
- **Higher** uptime & availability
- **Scalable** digital service upsell

MOD

"Old" approach	EOX
Highly customized and proliferated solutions	**Leveraging EOX platform** for MOD applications

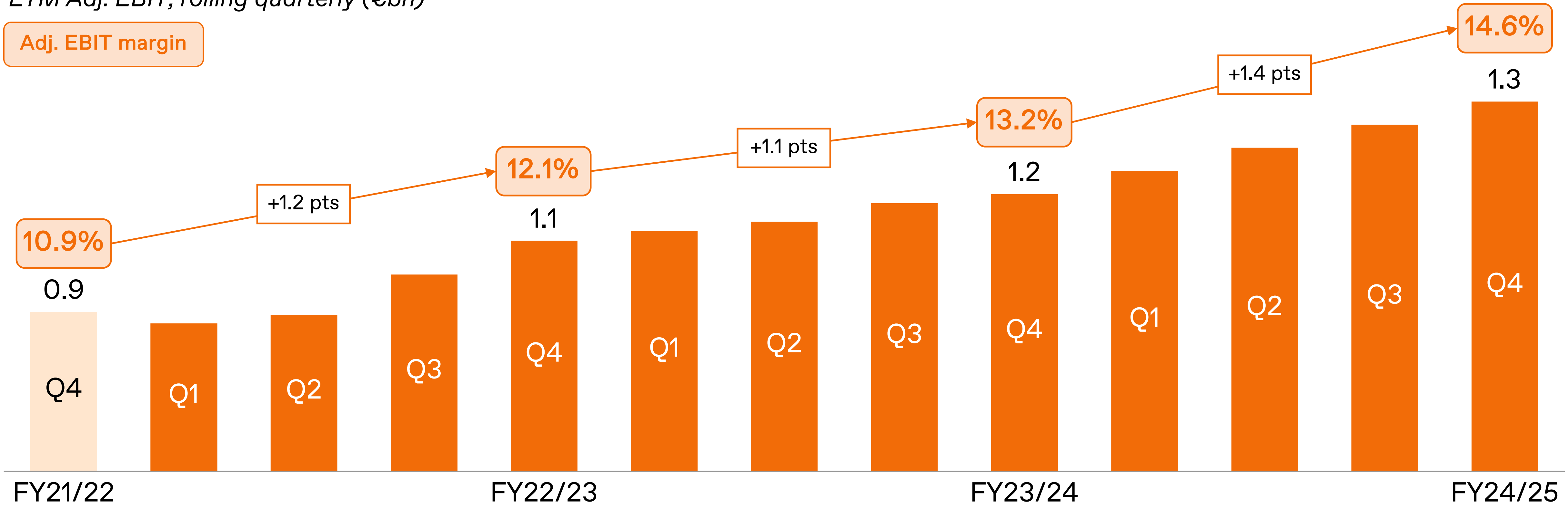
Notes: [1] Compared to product platform architecture in low- and mid-rise NI category (in Europe/Africa and Americas) before launch of EOX. [2] Compared to legacy products in the US; refers to material and direct cost reduction (as of Apr-26). [3] Compared to legacy products in the US (as of Apr-26). [4] As of LTM Dec-25. [5] In Oct-22.

TKE

5 Performance focus has delivered >50% Adj. EBIT increase[1,2]

Consecutive growth every quarter since Q1 FY22/23[3]

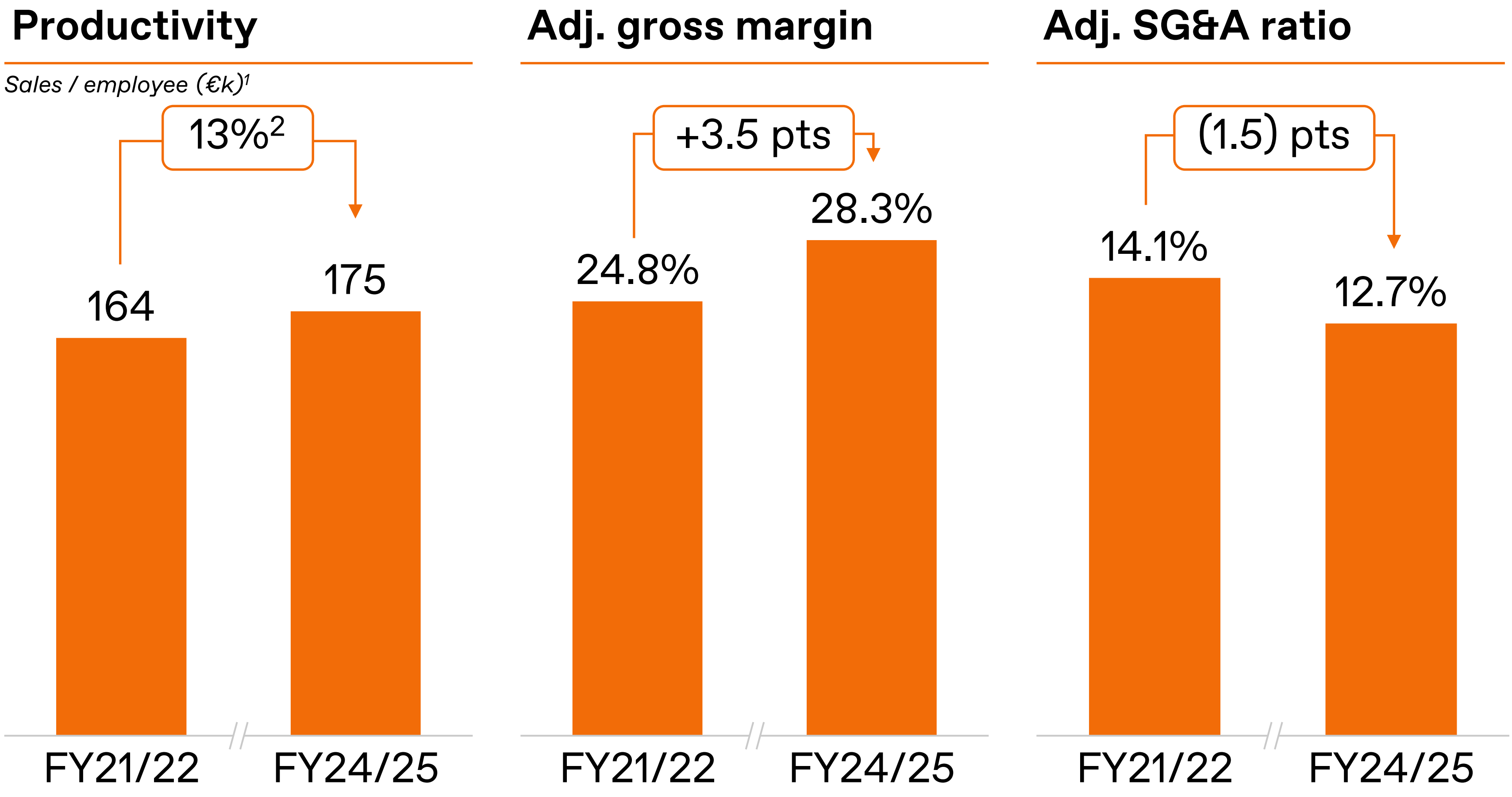
LTM Adj. EBIT, rolling quarterly (€bn)



Consistent improvements demonstrate momentum — with structural levers yet to materialize

Notes: [1] Refers to period from FY21/22 to FY24/25. [2] On FX-adj. basis. [3] Refers to LTM Adj. EBIT pre-PPA, rolling quarterly.

5 Underlying drivers of EBIT growth and margin expansion



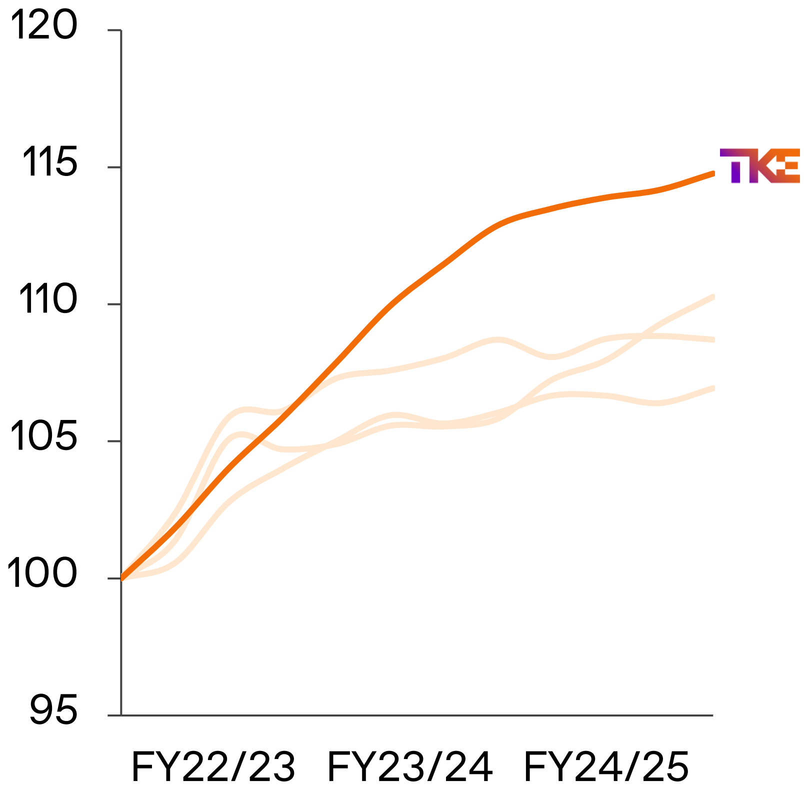
Increased accountability & performance mindset

- Commercial discipline & **value per unit focus**
- SER & MOD led **mix improvement**
- Increased spin ratios
- Footprint optimization
- Leveraging **procurement scale**
- **Streamlined overhead & improved speed**

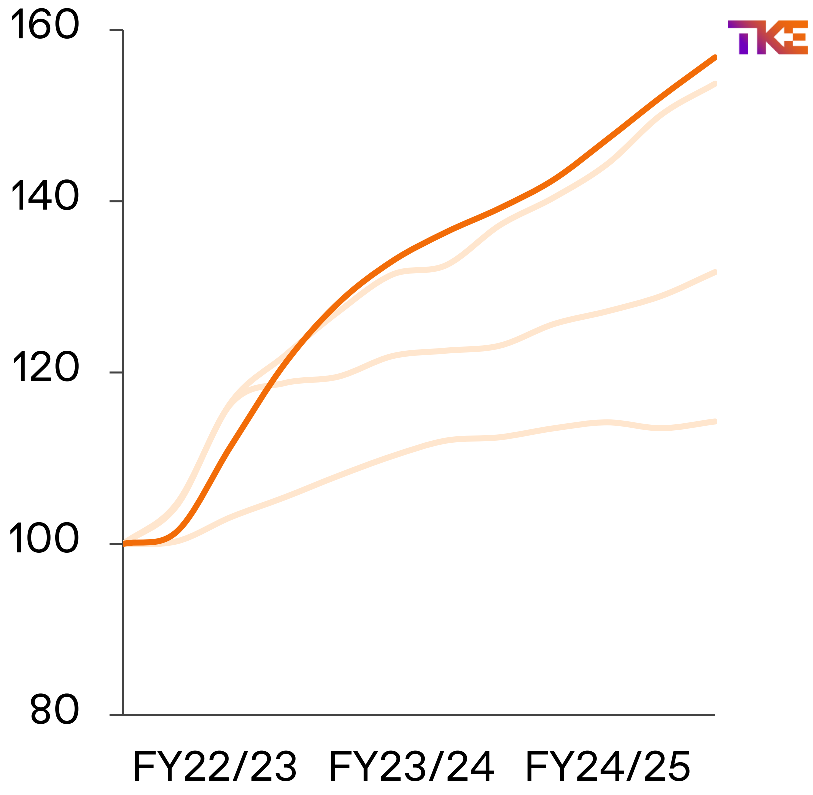
Notes: [1] Defined as sales (€8.5bn in FY21/22, €9.2bn in FY24/25), divided by number of employees (52.0k in FY21/22, 52.8k in FY24/25). [2] On FX-adj. basis.

5 Financial outperformance with strong historical trajectory

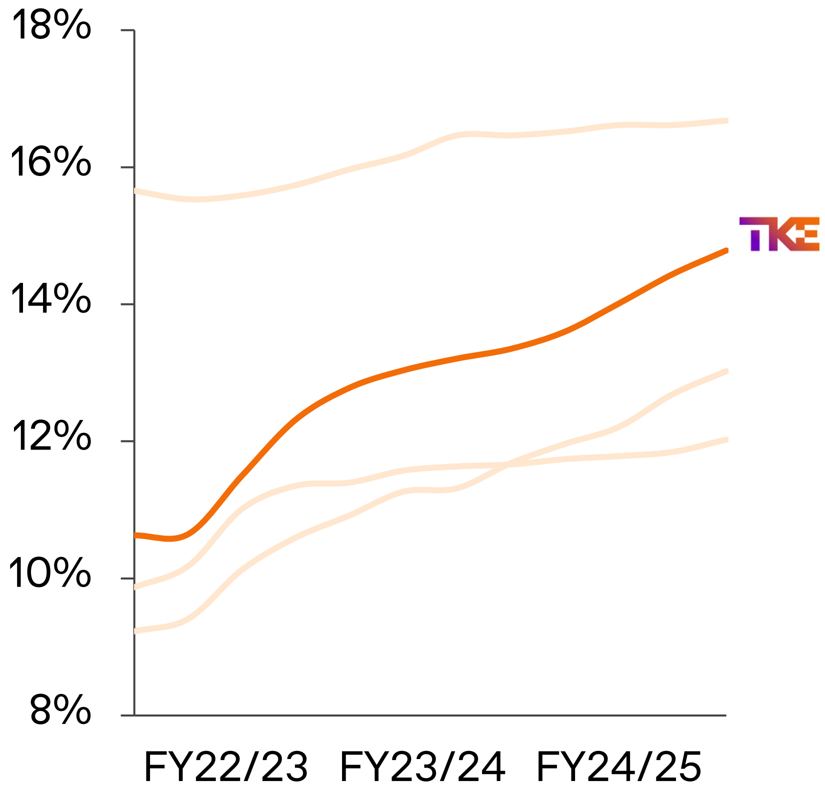
Sales (Indexed)[1,2,3]



Adj. EBIT (Indexed)[1,2,3]



Adj. EBIT margin[1]

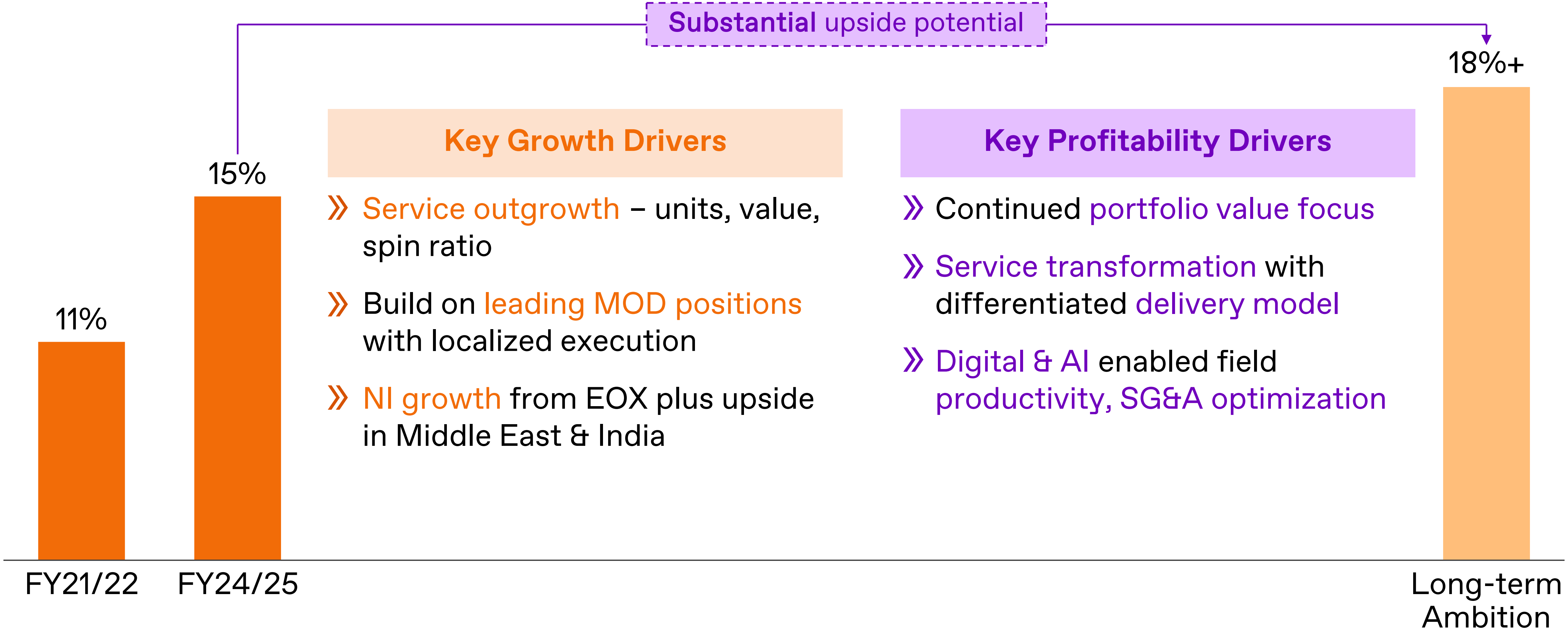


TKE — E&E Peers

Source: Company information. Notes: [1] Rolling quarterly LTM figures, based on respective company definition. [2] Indexed to Dec-22 (= 100). [3] On FX-adj. basis.

6 Solid foundation and momentum for performance and growth potential

Adj. EBIT margin



Key Growth Drivers

- Service outgrowth – units, value, spin ratio
- Build on leading MOD positions with localized execution
- NI growth from EOX plus upside in Middle East & India

Key Profitability Drivers

- Continued portfolio value focus
- Service transformation with differentiated delivery model
- Digital & AI enabled field productivity, SG&A optimization

6 Capital allocation targeting best-in-class shareholder returns

Superior earnings & cash flow growth

Investment grade rating

Progressive distribution policy

Shareholder Return

6 Leadership team with global multi-industry and large-cap public company experience

Delivered operational transformation and strengthened for the next phase


>20
Uday Yadav
CEO
EATON


>20
Philipp Mueller
CFO
oerlikon Baker Hughes GE


>20
Sherry Vasa
CPO
MARELLI Autoliv veoneer


>20
Ercan Keles
Labor Director & CEO Access Solutions
thyssenkrupp


>20
Jeremy L. Rainwater
CEO Americas
Johnson Controls Schindler


>25
Bora Gülan
CEO E/A
OTIS Ramudden


>25
Jürgen Böhler
CEO A/P
thyssenkrupp


>25
Sylwia Raczynska
CTO
A&M mitie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Philipp Cramer
Head of Field
thyssenkrupp


>35
Darren Anstee
Head of OSH
wood. bhpbilliton


>25
Susan Poon
CIO
thyssenkrupp Rockwell Automation


>20
Matthias Gohl
CDO
ZEISS McKinsey & Company


>25
Joining on 1-May-26
Brad Selleck
COO
HUSKY L3HARRIS OTIS


>25
Joining on 1-May-26
Lars Sjobring
CLO
SSAB veoneer

One TKE team with the right balance of continuity, global E&E experience and new capabilities – fully aligned to drive sustainable value creation

>X = Years of experience

TKE

TKE

A Leading E&E Player

- Engineering heritage
- Leading position in North America
- Service focus & execution excellence

+

Next Wave of Growth

- EOX ramp-up & continued service momentum
- Branch focus with customer-centric strategy
- Digital & AI as additional lever

=

Strong Performance

- Commercial discipline & value-oriented culture
- Revenue, profit & cash flow upside
- Shareholder return focus

Glossary (1/5)

Item	Explanation
3rd party units	Non-TKE OEM units serviced by TKE
3rd party wins / captures	New service contracts gained for non-TKE units previously serviced by other OEMs or independents
Adj. gross margin	Adj. gross profit expressed as a percentage of sales
Adj. gross profit	Difference between sales and cost of sales, adjusted for special items
Adj. EBIT margin	Adj. EBIT expressed as a percentage of sales
Adj. EBIT	Earnings before interest and taxes, adjusted for special items and pre-PPA
Adj. SG&A	Selling, general and administrative expenses, adjusted for special items
Adj. SG&A ratio	Adj. SG&A expressed as a percentage of sales
Aftermarket	Aggregate term for Service and Modernization
AI	Artificial intelligence
AI-dispatching	Use of AI to optimize technician routing, workload balancing and real-time scheduling
ALAT	Company owned by the Public Investment Fund (PIF) focused on transforming global industries and creating a world-class manufacturing hub in KSA
Americas	Segment comprising regional activities in countries in North and South America
Annual Service sales / E&E unit	Service sales, net of Service sales in Access Solutions, divided by E&E units under maintenance
Access Solutions	Segment comprising solutions for airports (e.g., passenger boarding bridges) and homes (e.g., chairlifts, platform lifts and home elevators)
Availability	Ability of units to be in service when required, reflecting uptime and responsiveness
A/P	Segment comprising regional activities in countries in the Middle East and Asia, Australia and New Zealand
bn	Denomination in billion
B2C	Business-to-consumer
Branch Excellence	Operational framework to improve local execution through standardization, best-practice sharing and empowered branch management
CAGR	Compound annual growth rate over a defined period

Glossary (2/5)

Item	Explanation
Capex	Capital expenditures for property, plant and equipment and intangible assets, excluding IFRS 16 (leasing-related additions) and M&A investments
CDO	Chief Digital Officer
CEO	Chief Executive Officer
CFO	Chief Financial Officer
Centers of action	Designation for branches as primary hubs of customer interaction, service delivery and performance execution
Clean-sheet platform	Product platform engineered from scratch without reliance on legacy components or architectures
CLO	Chief Legal Officer
(NI) Conversion (into UuM)	Percentage of NI units (excluding distributor sales) that have been converted into paid service contracts
COO	Chief Operating Officer
Cost of sales	Production and purchase expenses to generate sales
CPO	Chief People Officer
CTO	Chief Transformation Officer
Digitally native product platform	Product designed with built-in digital connectivity enabling remote monitoring, predictive service and data-driven optimization
E/A	Segment comprising regional activities in countries in Europe and Africa
EOX	TKE’s modular, digitally native next-generation elevator platform
E&E	Industry comprising elevator and escalator equipment, including NI, SER and MOD
FY	Financial year (ending 30-Sep for TKE)
FTE	Full-time equivalent employees
FX-adj.	Financial metrics adjusted for effects of year-over-year movement of foreign exchange (FX) rates
H-Power	Hydraulic modernization solution enabling performance upgrades without major building interventions
High- / mid- / low-rise	Building height categories used to segment the elevator market

Glossary (3/5)

Item	Explanation
Installed base	Total number of elevators and escalators installed in the market
Installation hours	Technician labor hours required to install a new elevator or escalator system
Integrated supply chain	End-to-end coordinated sourcing, production and logistics processes optimized across regions and product lines
IoT	Internet of things, describing a network of physical equipment embedded with sensors, software and technologies to connect and exchange data
ITS	International Technical Services, TKE's global internal expert network dedicated to providing know-how and tools for servicing third-party units
JV	Joint venture
k	Denomination in thousand
KPI	Key performance indicator
KSA	Kingdom of Saudi Arabia
Legally compliant reverse engineering	Technical analysis of 3rd party units to enable safe servicing without infringing intellectual property rights
LTM	Financial performance measured over the most recent twelve-month period
m	Denomination in million
MAX	TKE's cloud-based IoT platform offering a suite of intelligent, data-driven solutions for elevator technology
MOD	Upgrade or replacement of existing units to improve performance, safety or efficiency
Modular architecture	Standardized, interchangeable components enabling efficient customization and scale benefits
M&A	Mergers and acquisitions
NI	New elevator and escalator installations
NWC (net working capital)	Sum of inventories, trade accounts receivable and payable, net contract assets and liabilities
OEM	Original equipment manufacturer
OB (order backlog)	Aggregate value of customers orders, but not recognized as sales at a given point in time
OI (order intake)	Value of customer orders received in a given period

Glossary (4/5)

Item	Explanation
OSH	Occupational Safety and Health
PPA	Purchase price allocation resulting from the acquisition by the financial investor consortium led by Advent and Cinven
Pre-PPA	Financial metrics presented before depreciation and amortization of tangible and intangible step-ups of assets resulting from PPA, excluding all other remeasurement effects from other PPA step-ups, such as releases of contingent liabilities and remeasurement of net lease liabilities
Predictive maintenance / service	Data-driven service approach using real-time monitoring and algorithms to anticipate failures and optimize servicing intervals
Product platforms	Standardized product architectures used across regions and segments
Profit pool	Aggregate profit available within a market or region, used to assess market attractiveness
pts	Percentage points
Recapture	Re-winning of TKE units previously serviced by third-party providers
Repair (sales)	Repair sales within the Service business
Retention	UuM at the end of the period (excluding new units that were added during the year) divided by UuM at the beginning of the period
Sales	Revenue generated from contracts with customers
Sales / employee	Sales divided by number of employees
SER	Maintenance and repair services for installed elevators and escalators
Service Sales / field FTE	Service sales generated per field full-time equivalent employee in field operations
Service delivery costs	Costs incurred to provide service activities, including labor, parts and logistics
Special items	Non-recurring or non-operational items (including restructuring expenses and non-operating expenses and income, among other items)
Spin ratio	Repair sales expressed as percentage of Service sales
T-bond	Government-supported subsidy program in China
TAM (total addressable market)	Total market demand for a product or service
TKE Business System	Management framework including guiding principles and tools governing organizational processes and systems at TKE

Glossary (5/5)

Item	Explanation
tn	Denomination in trillion
Uptime	Percentage of time units are operational and available for use
UuM	Number of units under maintenance covered by active service contracts
YoY	Comparison of performance versus the same period in the prior year