We are committed to realize value for our shareholders
What we build on …

1. Leading technologies, products and services
   - Premium steel, diverse industrial materials, innovative supply chain services
   - Mission critical components for advanced mobility, wind energy
   - H₂ electrolysis; efficient process technologies (e.g. ammonia)

2. Strong ties with long-standing customer base
   - Strong customer trust on the back of our more than 200 years expertise in engineering and technology
   - Well-known and diverse customers in NA, EU and CHN which stand for >85% of our sales

3. Strategic realignment with largest restructuring ever
   - Building a powerful “Group of Companies” with clear focus on industrial prospects, competitive profitability and cash flow
   - Restructuring target to reduce up to 13,000 FTEs in execution and >80% already achieved

4. Strong balance sheet with Net cash position
   - Equity ratio of 39%; Net cash of €3.7 bn; total liquidity of €7.6 bn

5. In-house competencies for green transformation
   - Clear SBTi-approved concept to reach climate neutrality by 2050
   - Enabling our customers’ decarbonization with our products and technologies
Content

1. Transformation of thyssenkrupp 04-08
2. Governance: Supervisory Board, Committee work, Compliance 09-23
3. Corporate Sustainability 24-31
4. Additional information 32-50
Transforming to sustained value creation and crystallization

Investment highlights

- Comprehensive transformation plan with execution track record
- Full commitment to both performance on benchmark level for each segment and sustainable free cash flow
- Strong materials and engineering expertise as well as digital competence as base for profitable growth
- Enabler and profiteer from energy transition
- ESG as CEO priority and integrated at all businesses
- Dividend payment a clear target
thyssenkrupp: Group of Companies with flexible ownership models for maximum value creation

FY 21/22: Sales of €41.1 bn, EBIT adj. of €2.1 bn

<table>
<thead>
<tr>
<th>Materials Services</th>
<th>Industrial Components</th>
<th>Automotive Technology</th>
<th>Steel Europe</th>
<th>Marine Systems</th>
<th>Multi Tracks²</th>
</tr>
</thead>
<tbody>
<tr>
<td>MX</td>
<td>IC (BG, FT)¹</td>
<td>AT</td>
<td>SE</td>
<td>MS</td>
<td>MT</td>
</tr>
<tr>
<td>€16.4 bn</td>
<td>€2.8 bn</td>
<td>€4.8 bn</td>
<td>€13.2 bn</td>
<td>€1.8 bn</td>
<td>€4.1 bn</td>
</tr>
<tr>
<td>€837 mn</td>
<td>€234 mn</td>
<td>€108 mn</td>
<td>€1,200 mn</td>
<td>€32 mn</td>
<td>(€173) mn</td>
</tr>
</tbody>
</table>

Leading mill-independent materials processor and service provider across Europe and North America with ~250,000 customers

BG: market leader for large slewing bearings, supplying pivotal components for wind energy and diverse industrial applications

FT: largest steel forging company in the world, supplying leading OEMs in automotive, construction and mining

One of the leading suppliers (e.g. high-tech components and systems) and engineering partners to the international auto industry

Largest integrated European steel mill strategically located in the center of Europe with a future leading role in decarbonization of the steel industry

Industry leading Maritime Portfolio

Businesses from various industries with different development options (also exits and partnership)

“Valuable shareholdings” incl. i.a. stake in TKE (elevator business), nucera (hydrogen electrolysis)

¹ BG: Bearings, FT: Forged Technologies
² Including: thyssenkrupp nucera, Springs & Stabilizers, Automation Engineering, Uhde, Polysius, Mining (sale in Aug 22), AST (sale in Jan 22), Infrastructure (sale in Nov 21)
³ FY 2021/22 Sales
thyssenkrupp pursues a holistic approach to sustainability on Group and Business level and manages Stakeholder expectations actively by transparency, communication and strategic positioning.
## Environment

- **Aim to become climate neutral by 2050 at the latest and set ambitious targets for 2030**
  - -30% scope 1+2 emissions until 2030
  - -16% scope 3 emissions until 2030  
  ➢ Climate targets SBTi-approved

- **Enable our customers’ transformation to climate neutrality with**
  - CCU technologies: e.g. Carbon2Chem®
  - CDA technologies: e.g. H₂ electrolysis, green ammonia
  - CO₂ reduced products: e.g. bluemint® steel

- **High-quality disclosure of climate and environmental data**
  - Integrated reporting
  - CDP “Climate A list”
  - TCFD and SASB reports

## Social

- **Occupational safety and health**
  - Zero compromise on safety and health
  - Covid-19 management a top priority

- **Further employee pulse check in 2022**

- **Human rights**
  - UN Global Compact signatory
  - International Framework Agreement on global minimum labor standards at tk
  - tk Code of Conduct (CoC)
  - Supplier CoC and risk-based due diligence process for suppliers
  - Modern Slavery Statement

- **Diversity**
  - Target: 17% women in leadership positions until 2025/26
  - Already achieved
  - 40% women in Supervisory Board

## Governance

- **Corporate Governance**
  - Sustainability a Board responsibility (CEO)
  - Sustainability in SB skill matrix
  - Remuneration linked to ESG targets
  - Fully compliant with German CG Codex
  - Commitment to active shareholder dialogue (e.g. Governance Roadshow)

- **One share = One vote at the AGM**

- **State-of-the-art Compliance Management system; responsibility anchored in each group company**

- **Data protection and information security**
  - Group-wide data protection organization; Privacy-by-design approach
  - In-house Cyber Defense Center
Promising growth and value opportunities from multiple transformational trends in our portfolio
For which tk with more than 200 years expertise in engineering and technology is ready to enable and capitalize on

<table>
<thead>
<tr>
<th>Green Energy and Decarbonization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• Hydrogen Electrolysis (nucera)</strong></td>
</tr>
<tr>
<td>Technology leader in industrial scale (GW) plants</td>
</tr>
<tr>
<td>- Alkaline Water Electrolysis</td>
</tr>
<tr>
<td><strong>• Green Ammonia, H₂/energy carrier, fertilizer</strong></td>
</tr>
<tr>
<td>Technology leader</td>
</tr>
<tr>
<td>- NH₃ plants (up to 5,000 mtpd)</td>
</tr>
<tr>
<td>- NH₃ Cracker</td>
</tr>
<tr>
<td><strong>• Renewable Energy (IC)</strong></td>
</tr>
<tr>
<td>Leading position in bearings for e.g. wind turbines</td>
</tr>
<tr>
<td>- On-/off-shore technology</td>
</tr>
<tr>
<td><strong>• CO₂ reduced steel (SE)</strong></td>
</tr>
<tr>
<td>Green steel roadmap defined</td>
</tr>
<tr>
<td>- Started: CO₂ reduction measures (e.g. substitution of PCI by H₂)</td>
</tr>
<tr>
<td>- 1st DRI plant planned for 2025</td>
</tr>
<tr>
<td>- Climate neutrality by 2045</td>
</tr>
<tr>
<td>bluemint® Steel since 2021</td>
</tr>
<tr>
<td>- up to 70% lower CO₂ intensity</td>
</tr>
<tr>
<td><strong>• Materials Distribution (MX)</strong></td>
</tr>
<tr>
<td>First mover in</td>
</tr>
<tr>
<td>- supplying CO₂ reduced materials</td>
</tr>
<tr>
<td>- CO₂ optimized supply chains</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Advanced Mobility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• E-mobility / automated driving (AT, SE)</strong></td>
</tr>
<tr>
<td>Leading positions in</td>
</tr>
<tr>
<td>- Electrical steering</td>
</tr>
<tr>
<td>- Compressor for air condition</td>
</tr>
<tr>
<td>- Rotor shafts</td>
</tr>
<tr>
<td>- Electrical Steel for e-engines</td>
</tr>
<tr>
<td><strong>• Lightweight Solutions (AT, SE)</strong></td>
</tr>
<tr>
<td>Quality leader in</td>
</tr>
<tr>
<td>- High-strength steel for car bodies and safety critical parts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Digitalization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>• Digital Services (MX, AT, CPT)</strong></td>
</tr>
<tr>
<td>State-of-the-art</td>
</tr>
<tr>
<td>- Dig. offerings for resilient supply chain solutions</td>
</tr>
<tr>
<td>- Remote condition monitoring</td>
</tr>
<tr>
<td><strong>• Digital Products (AT)</strong></td>
</tr>
<tr>
<td>Inhouse software expertise</td>
</tr>
<tr>
<td>- Vehicle Motion Control (i.a. EP Steering and Fully Active Damper)</td>
</tr>
</tbody>
</table>

thyssenkrupp
8 | July 2023
Content

1. Transformation of thyssenkrupp 04-08
2. Governance: Supervisory Board, Committee work, Compliance 09-23
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4. Additional information 32-50
thyssenkrupp Supervisory Board – Priorities and Standards

“Advance tk’s transformation to a performance-driven and agile organisation with clear accountability at all management positions and with higher speed and quality in decision making.”

Prof. Dr.-Ing. Dr.-Ing. E.h. Siegfried Russwurm
Chairman of the Supervisory Board
thyssenkrupp AG

Priorities

• Supporting thyssenkrupp in transforming to sustained value creation with a future-proof portfolio
• Frequent monitoring of reporting and risk management (incl. Internal Control System; Compliance)
• Capital investment planning

Standards

Supervisory Board (Control):
- Oversees and advises Board of Management
- Directly involved in decisions on matters of fundamental importance to the company
- Significant reservations of approval
- Involvement in discussion and approval of Group strategy
- Responsible for the remuneration system of the Board of Management

Executive Board (Operative):
- Develops and executes group strategy
- Operates the company within frame set by supervisory board
- Full operational accountability

Reports
Advises, Oversees
Appoints, Dismisses
# thyssenkrupp Supervisory Board – Shareholder Representatives

**Prof. Dr.-Ing. Dr.-Ing. E.h. Siegfried Russwurm**  
**Chairman**  
Born 1963, German  
Member since 2019  
BDI-President (The Federation of German Industries)

<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Experience</th>
</tr>
</thead>
</table>
| Birgit A. Behrendt          | Born 1959, German  
Member since 2020  
Director and Management Consultant |
| Stefan E. Buchner           | Born 1960, German  
Member since 2021  
Former Member of the Board of Management of Daimler Truck AG |
| Angelika Gifford            | Born 1965, German  
Member since 2019  
VP EMEA, Meta Platforms Inc. |
| Dr. Verena Volpert          | Born 1960, German  
Member since 2020  
Tax consultant |

**Prof. Dr. Dr. h.c. Ursula Gather**  
Born 1953, German  
Member since 2018  
Chairwoman of the Board of Trustees of AKBH-Foundation

**Dr. Patrick Berard**  
Born 1953, French  
Member since 2023  
Management Consultant

**Dr. Wolfgang Colberg**  
Born 1959, German  
Member since 2018  
Multiple Director and Management Consultant

**Dr. Bernhard Günther**  
Born 1976, German  
Member since 2020  
CFO Fortum, Finland

**Dr. Ingo Luge**  
Born 1957, German  
Member since 2019  
Former CEO E.ON Deutschland, E.ON SE, Management Consultant

1. Designated by the Alfred Krupp von Bohlen und Halbach Foundation (AKBH)
thyssenkrupp Supervisory Board – Employee Representatives

Jürgen Kerner¹
Vice Chairman
Born 1969, German
Member since 2020
Member of the Executive Committee and Treasurer of IG Metall
Information system engineer

Thorsten Koch¹
Born 1977, German
Member since 2022
Chairman of the Works Council of thyssenkrupp Automotive Body Solutions GmbH – Plant Lockweiler

Ulrich Wilsberg¹
Born 1964, German
Member since 2023
Chairman of both the Materials Services Works Council Union and thyssenkrupp GT Gleis-technik GmbH works council

Achim Hass¹
Born 1965, German
Member since 2017
Chairman of Works Council and Chairman General Works Council of Marine Systems

Daniela Jansen¹
Born 1977, German
Member since 2021
Political Secretary at the IG Metall Executive Board

Katrin Krawinkel
Born 1987, German
Member since 2023
Attorney at law; Compliance Officer at thyssenkrupp Group Function Legal & Compliance

Kirstin Zeidler¹
Born 1968, German
Member since 2023
Chairwoman of the Works Council of Steel Europe AG, Dortmund, and Vice Chairwoman of General Works Council of Steel Europe AG

Tanja Jacquemin¹
Born 1972, German
Member since 2016
Lecturer at the “Supervisory Boards and Corporate Codetermination” department, Academy of Labour, Frankfurt/M.

Christian Julius¹
Born 1968, German
Member since 2022
Chairman of the General Works Council of thyssenkrupp rothe erde GmbH Germany

Tekin Nasikkol¹
Born 1968, German
Member since 2020
Chairman of the Works Council and Chairman of the General Works Council of Steel Europe
Chairman Group Works Council

Organization: 1. IG Metall (Industrial Union of Metalworkers), 2. ver.di (United Services Trade Union)
thyssenkrupp Supervisory Board – Shareholder Representatives

20 Board members

10 Shareholder Representatives

Board tenure in years (max. 12 years)

- 10 years: 10
- 6 - 10 years: 0
- > 10 years: 0

No. of mandates

- 0-1 other company: 5
- 2 other companies: 1
- > 2 other companies: 4

Gender

- Female: 60%
- Male: 40%
- >30%

Age

- 65+: 30%
- <65: 70%

International Management Experience

- Yes: 10%
- No: 90%
Terms of Shareholder Representatives in Supervisory Board

- Reduction of terms to 3 years; shareholders agreed at AGM 2020 to proposal by Supervisory Board
- In case of re-election individuals terms will prolong 3 further years

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
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<tbody>
<tr>
<td>Siegfried Russwurm</td>
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<td>Birgit A. Behrendt</td>
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<td>Patrick Berard</td>
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<td>Stefan Buchner</td>
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<tr>
<td>Wolfgang Colberg</td>
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<tr>
<td>Ursula Gather</td>
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<td>Angelika Gifford</td>
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<td>Bernhard Günther</td>
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<tr>
<td>Ingo Luge</td>
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<tr>
<td>Verena Volpert</td>
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</tbody>
</table>

1. Designated by the Alfred Krupp von Bohlen und Halbach Foundation (AKBH); According to §9 (1) of the Articles of Association of thyssenkrupp AG the AKBH Foundation maintains the 5-year-terms for their representatives.
**Nomination process for new Supervisory Board candidates**

<table>
<thead>
<tr>
<th>Step 1 – Definition of required profile¹</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Skills</strong></td>
<td><strong>Other</strong></td>
<td><strong>Nomination Committee</strong></td>
<td><strong>Supervisory Board</strong></td>
</tr>
<tr>
<td>• Industry expertise / Sector knowledge</td>
<td>• International management experience</td>
<td>• Identify potential candidates</td>
<td>• Confirm candidates</td>
</tr>
<tr>
<td>• Management of co-determined companies</td>
<td>• No conflict of interests</td>
<td>• Propose candidates to Supervisory Board</td>
<td>• Propose candidates to shareholders (AGM)</td>
</tr>
<tr>
<td>• Corporate development, organization and structuring</td>
<td>• Max. age 75 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Corporate strategy and management of portfolio companies</td>
<td>• Independence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Operational Excellence</td>
<td>• Max. 12 years on Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Human Resources</td>
<td>• Representation of men/women (≥ 30%)</td>
<td></td>
<td></td>
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<tr>
<td>• Digitalization and IT</td>
<td></td>
<td></td>
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<tr>
<td>• Sustainability</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>• Financing and Capital Market</td>
<td></td>
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<tr>
<td>• Accounting and Auditing</td>
<td></td>
<td></td>
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<tr>
<td>• Legal and Compliance / Corporate Governance</td>
<td></td>
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</tr>
</tbody>
</table>

¹ Objectives of the supervisory board for its composition 2021 incl. competence profile and diversity concept
## Supervisory Board Committees

<table>
<thead>
<tr>
<th>Executive Committee</th>
<th>Strategy, Finance and Investment Committee</th>
<th>Audit Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Prepares the agenda of the SB meetings (nucleus of EC debate)</td>
<td>• Prepares major decisions on e.g. strategic developments, financing, investments</td>
<td>• Monitors the accounting process and internal control systems</td>
</tr>
<tr>
<td><strong>Members</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• S. Russwurm (Chairman; SR) B. Günther (SR), J. Kerner (ER), T. Nasikkol (ER)</td>
<td>• S. Russwurm (Chairman; SR) S. Buchner (ER), U. Gather (SR), D. Jansen (SR), J. Kerner (ER), T. Koch (ER), I. Luge (SR), T. Nasikkol (ER)</td>
<td>• V. Volpert (Chairwoman; SR) W. Colberg (SR), B. Günther (SR), T. Jacquemin (ER), T. Nasikkol (ER), U. Wilsberg (ER)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nomination Committee</th>
<th>Personnel Committee</th>
<th>Mediation Committee¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Proposes SB candidates to SB</td>
<td>• Proposes Executive Board candidates to SB • Develops &amp; proposes EB remuneration</td>
<td>• Makes proposals for the appointment and dismissal of the Executive Board members in case when there is no majority of at least 2/3</td>
</tr>
<tr>
<td><strong>Members</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• S. Russwurm (Chairman; SR) B. Behrendt (SR), U. Gather (SR), B. Günther (SR), I. Luge (SR)</td>
<td>• S. Russwurm (Chairman; SR) B. Günther (SR), J. Kerner (ER), T. Nasikkol (ER)</td>
<td>• S. Russwurm (Chairman; SR) B. Günther (SR), J. Kerner (ER), T. Nasikkol (ER)</td>
</tr>
</tbody>
</table>

(SR) Shareholder Representative | (ER) Employee Representative

¹ Required by law
Ordinary schedule and topics of Supervisory Board and Committee meetings

January

- Focus on AGM
  - SFI Committee
  - Audit Committee (3M)
  - Executive Committee

March

- Strategy progress update
  - SFI Committee
  - Audit Committee (3M)
  - Executive Committee

May

- Approve Strategy, Interim Report (H1)
  - SFI Committee
  - Audit Committee (H1)
  - Executive Committee

- Update on succession planning for Executive Board

September

- Strategy progress update
  - SFI Committee
  - Audit Committee (9M)
  - Executive Committee

- Approve Annual report, Operative planning Strategy progress update
  - SFI Committee
  - Audit Committee (FY)
  - Executive Committee

November

Additional meetings possible, if necessary
Transformation – and pandemic – require high intensity of SB and Committee work

<table>
<thead>
<tr>
<th>Meetings in FY 2018/19</th>
<th>Meetings in FY 2019/20</th>
<th>Meetings in FY 2020/21</th>
<th>Meetings in FY 2021/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>8x</td>
<td>10x</td>
<td>4x</td>
<td>6x</td>
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<td>22x</td>
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<td>18x</td>
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<td>5x</td>
<td>4x</td>
<td>4x</td>
<td>3x</td>
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</tbody>
</table>

Topics:
- Situation of the group
- Transformation of thyssenkrupp
- Board matters and special topics
- Monthly; focus of meeting on transformation topics „Portfolio“ and „Performance“
- Option of „Guests/experts“ by invitation:
  - Supervisory Board members
  - Executive Board members
  - External consultants for Supervisory Board only
- „Discussion and debate“ culture

Note: The work of the Supervisory Board that is conducted outside of Supervisory Board meetings has not been considered
Individual disclosure of Supervisory Board members’ attendance at meetings of the Supervisory Board of thyssenkrupp AG and its committees in the fiscal year 2021/2022*

<table>
<thead>
<tr>
<th>Members of the Supervisory Board</th>
<th>Supervisory Board Meetings</th>
<th>Committee Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Meetings</td>
<td>Attended</td>
</tr>
<tr>
<td>Prof. Dr.-Ing. Dr.-Ing. E.h. Siegfried Russwurm, Chairman</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Jürgen Kerner, Vice Chairman</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Birgit A. Behrendt</td>
<td>6</td>
<td>6</td>
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<tr>
<td>Stefan Erwin Buchner</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Dr. Wolfgang Colberg</td>
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<td>6</td>
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<tr>
<td>Prof. Dr. h.c. Ursula Gather</td>
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<tr>
<td>Angelika Gifford</td>
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<tr>
<td>Dr. Bernhard Günther</td>
<td>6</td>
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<tr>
<td>Achim Hass</td>
<td>6</td>
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<tr>
<td>Friederike Helfer</td>
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</tr>
<tr>
<td>Tanja Jacquemin</td>
<td>6</td>
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<tr>
<td>Daniela Jansen</td>
<td>6</td>
<td>5</td>
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<tr>
<td>Christian Julius (since Mar. 2, 2022)</td>
<td>3</td>
<td>3</td>
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<tr>
<td>Thorsten Koch (since Aug. 26, 2022)</td>
<td>1</td>
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<tr>
<td>Barbara Kremser-Bruttel (until Feb. 28, 2022)</td>
<td>3</td>
<td>2</td>
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<tr>
<td>Dr. Ingo Luge</td>
<td>6</td>
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<tr>
<td>Tekin Nasikkol</td>
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<tr>
<td>Peter Remmler</td>
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<tr>
<td>Dirk Sievers</td>
<td>6</td>
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<tr>
<td>Dr. Verena Volpert</td>
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<tr>
<td>Friedrich Weber (until Jun. 30, 2022)</td>
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<tr>
<td>Isolde Würz</td>
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Total 96.50% 120 117 97.50% 165 158 95.80%

*The work of the supervisory board that is conducted outside of supervisory board meetings has not been considered
Target / Minimum / Maximum / Actual Compensation for Ordinary Board Member

### Target / Minimum / Maximum Compensation

<table>
<thead>
<tr>
<th>Component</th>
<th>Target Compensation</th>
<th>Minimum Compensation</th>
<th>Maximum Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Salary</td>
<td>€k 2,710</td>
<td>€k 1,050</td>
<td>€k 4,440</td>
</tr>
<tr>
<td>STI</td>
<td>€k 680</td>
<td>€k 280</td>
<td>€k 1,360</td>
</tr>
<tr>
<td>LTI</td>
<td>€k 1,050</td>
<td>€k 980</td>
<td>€k 2,100</td>
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<tr>
<td>Lump sum/pension contr.</td>
<td>€k 280</td>
<td>€k 280</td>
<td>€k 280</td>
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<tr>
<td>Overall cap for total compensation</td>
<td>€k 4,500</td>
<td>€k 4,500</td>
<td>€k 4,500</td>
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</tbody>
</table>

1. By addition of individual caps (STI/LTI max. 200%)  
2. Both Section 87a of the German Stock Corporation Act and recommendation G.1 of GCGC 2019 require the stipulation of an overall cap for total compensation as part of the compensation system

### Target Compensation and Actual Compensation FYs 2020/2021 and 2021/2022

<table>
<thead>
<tr>
<th>Component</th>
<th>Target Compensation</th>
<th>Actual Compensation FY 2020/2021</th>
<th>Actual Compensation FY 2021/2022</th>
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<tbody>
<tr>
<td>Base Salary</td>
<td>€k 2,710</td>
<td>€k 2,487</td>
<td>€k 2,587</td>
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<tr>
<td>STI</td>
<td>€k 1,050</td>
<td>€k 562</td>
<td>€k 1,230</td>
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<tr>
<td>LTI</td>
<td>€k 680</td>
<td>€k 945</td>
<td>€k 377</td>
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<tr>
<td>Lump sum/pension contr.</td>
<td>€k 280</td>
<td>€k 280</td>
<td>€k 280</td>
</tr>
<tr>
<td>Overall cap for total compensation</td>
<td>€k 4,500</td>
<td>€k 4,500</td>
<td>€k 4,500</td>
</tr>
</tbody>
</table>

1. By addition of individual caps (STI/LTI max. 200%)  
2. Both Section 87a of the German Stock Corporation Act and recommendation G.1 of GCGC 2019 require the stipulation of an overall cap for total compensation as part of the compensation system
Compliance at thyssenkrupp
Basic understanding

**Compliance Values**

- **Mission Statement**
- **Code of Conduct**
- **Compliance Commitment**

**Employees and Management**

- Personal responsibility of each employee and manager to comply with the law, regulations and thyssenkrupp Group Regulations
- Additional corporate responsibility of the managers for compliance

**Supported by Compliance Function**

- Compliance as a Strategic Business Partner
- Structure, control and further development of the compliance program
What Compliance means at thyssenkrupp

All measures to ensure adherence to laws and Group regulations

Adherence to rules by the Company and all its employees

Compliance is part of the Company`s risk management system

COMPLIANCE

Anti-corruption  Antitrust law  Data protection  Anti-money laundering  Trade Compliance
thyssenkrupp recognizes and actively protects the value of data and information

Digital and non-digital data and information
- thyssenkrupp constantly uses data to optimize its products and processes
- A joint team of information security and data protection experts manage the rapidly growing amount and importance of data group-wide

Data Protection and Privacy
- thyssenkrupp has implemented a group-wide data protection organization
- Privacy-by-design is applied to ensure integrated protection of employees data

Joint consistent approach

Cyber Defense
- thyssenkrupp operates an in-house Cyber Defense Center to tackle cyber attacks
- Exchange with other organizations and knowledge sharing is a key success factor

Information Security
- thyssenkrupp processes and stores data and information of customers and partners very carefully
- Adequate protection measures are implemented to ensure confidentiality and integrity of data
- Required protection level and measures are constantly assessed and aligned
Content

1. Transformation of thyssenkrupp 04-08
2. Governance: Supervisory Board, Committee work, Compliance 09-23
3. Corporate Sustainability 24-31
4. Additional information 32-50
Indirect Financial Targets (IFTs) to track continuous progress in sustainability

<table>
<thead>
<tr>
<th>Targets</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual energy efficiency gains of 110 GWh in FY 2021/22</td>
<td>FY 2020/21: 325 GWh</td>
</tr>
<tr>
<td>Annual reduction of emissions by 1 t CO₂ per mn € sales to 34.5 t CO₂ per mn € sales in FY 2024/25</td>
<td>FY 2020/21: -</td>
</tr>
<tr>
<td>Adjusted R&amp;D intensity ~3.0%</td>
<td>FY 2020/21: 2.6%</td>
</tr>
<tr>
<td>Increase the proportion of women in management positions by at least 1% per year to 17% by FY 2025/26</td>
<td>FY 2020/21: 12.2%</td>
</tr>
<tr>
<td>Reduce the accident frequency rate by at least 0.1 per year to 2.3 by FY 2023/24</td>
<td>FY 2020/21: 2.6</td>
</tr>
<tr>
<td>60 supplier sustainability audits each year</td>
<td>FY 2020/21: 69</td>
</tr>
<tr>
<td>Achievement of an Employee Net Promoter Score of &gt;0 by FY 2025/26</td>
<td>New IFT starting from FY 2022/23</td>
</tr>
</tbody>
</table>
Technologies from thyssenkrupp are paving the way for the green transition

**Demand**
- **Green steel production** by using large quantities of hydrogen will significantly reduce climate-harming emissions

**Offer**
- **nucera: Electrolysis business** is one of the few suppliers worldwide to offer already today technologies in giga scale for the production of hydrogen

**Infrastructure**
- **Bearings**: Enabling further expansion for wind energy
- **Uhde**: Expert in the construction of ammonia and methanol plants – the transport media for green hydrogen from other regions of the world to Europe

**MoU for capacity expansion (Unigel); large contracted capacity (>2.5 GWh)**

**Uhde Ammonia | MoU with Adnoc, UAE, for Ammonia Cracker**

**Decarbonization of SE progressing, contract for 1st DRI plant signed (capacity of 2.5 mt)**
Green transformation – Clearly defined master plan to reduce CO₂ emissions

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Action</th>
<th>CO₂ saving</th>
<th>Output bluemint® Steel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 2025</td>
<td>Replace blast furnace with DR plant + melting unit</td>
<td>2%</td>
<td>50 – 500 kt/a</td>
</tr>
<tr>
<td>From 2026</td>
<td></td>
<td>20%</td>
<td>~ 3 m t/a</td>
</tr>
<tr>
<td>Up to 2030</td>
<td></td>
<td>&gt; 30%</td>
<td>~ 5 m t/a</td>
</tr>
<tr>
<td>Up to 2045</td>
<td></td>
<td>100%</td>
<td>11.5 m t/a</td>
</tr>
</tbody>
</table>

Advantages – tkH₂-Steel technology

- Innovation Leadership
- Complete quality portfolio
- Energy efficiency ("hot-link")
- No change downstream

Advantages – Duisburg

- Best European location for steel
- Outstanding infrastructure
- System-relevant
- Financing options
Our response to the Taskforce on Climate-related Financial Disclosures (TCFD) framework
thyssenkrupp attaches great importance to the topics of environmental protection, climate change & energy efficiency

- Oversight of climate strategy by CEO and Sustainability Committee
- Supervisory Board informed through regular channels

- Climate Action Program for Sustainable Solutions
- Groupwide Energy Efficiency Program
- Scenario analysis on technological levers

- Involvement of climate issues into internal risk management processes
- Enabling technologies may become a major competitive differentiator
- Example: „Carbon Leakage“ in European steel industry

- -30% scope 1+2 emissions until 2030
- -16% scope 3 emissions until 2030
- Climate-neutrality until 2050 at the latest
Ratings underline leading ESG position of thyssenkrupp

**CDP A-Rating**
Among the top 5% of companies for the last 7 years

**MSCI rating "AA"**
Among the top 13% of steel companies in 2023

**Ecovadis**
Among the top 25% of companies since 2019

**Sustainalytics**
In the top 19% of the "Industrial Conglomerates" sector in 2022
The adaption of the agreed target scheme for the Group Accident Frequency Rate from the next FY onwards results in a target value of 2.3 for FY 2023/24.

Result for the previous FY was significantly below the target value of 2.7.
Women in leadership positions | Further increase in 2022

- Increase from 8.8% in 2013 to 13.1% in FY 21/22;
- thyssenkrupp has set itself the “Fair Share” as target until 2025/26;
- A Fair Share is quite an ambitious target - also in comparison to other companies having higher “numeric” targets, but also a considerably greater proportion of women in the overall workforce

Current target oriented on "Fair Share"
Content

1. Transformation of thyssenkrupp 04-08
2. Governance: Supervisory Board, Committee work, Compliance 09-23
3. Corporate Sustainability 24-31
4. Additional information 32-50
Fundamental revision of virtual AGM format fully restores shareholder rights

- No live interaction
- No live questions in AGM
- Comprehensive answers to all questions submitted in advance
- No live counter motions or other admissible shareholder requests
- Voting on announced agenda items and counter motions

Although companies – including thyssenkrupp – voluntarily exceeded legal requirements (e.g. by publishing shareholder statements and management speeches), shareholder rights were nevertheless significantly limited

- Live interaction (Audio + Video)
- Live questions + follow-up questions in AGM
- Live counter motions and other admissible shareholder requests in AGM
- Voting on announced agenda items and counter motions as well as ad-hoc voting on counter motions filed during AGM

Shareholder rights are fully restored and entirely equivalent to AGM in presence
## Status of implementation of the competency profile – shareholder representatives

<table>
<thead>
<tr>
<th>Length of service</th>
<th>Russwurm</th>
<th>Belfredt</th>
<th>Buchner</th>
<th>Colberg</th>
<th>Gather</th>
<th>Gifford</th>
<th>Gintner</th>
<th>Helfer</th>
<th>Luge</th>
<th>Volpert</th>
</tr>
</thead>
</table>

### Diversity

<table>
<thead>
<tr>
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</thead>
<tbody>
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<td>Gender</td>
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<tr>
<td>Nationality</td>
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<td>German</td>
<td>German</td>
<td>Austrian</td>
<td>German</td>
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</table>

### Business administrator / Business information systems expert

<table>
<thead>
<tr>
<th>Professional background</th>
<th>Engineer</th>
<th>Business administrator</th>
<th>Industrial engineer</th>
<th>Information systems expert</th>
<th>Mathematics / Business administrator</th>
<th>Banking administrator</th>
<th>Economist</th>
<th>Engineer</th>
<th>Lawyer</th>
<th>Business administrator</th>
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<tr>
<td>Corporate management and control</td>
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<td>X</td>
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<tr>
<td>Finance and the capital market</td>
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<tr>
<td>Digitalization and IT</td>
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<tr>
<td>Accounting and auditing</td>
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### Knowledge of the business areas

| Steel Europe | X | X | X | X | X | – | X | – | – | – |
| Materials Services | – | X | – | – | – | X | X | – | X | – |
| Industrial Components | X | X | X | X | X | – | – | – | X | – |
| Automotive Technologies | X | X | X | X | – | X | – | – | – | – |
| Marine Systems | – | – | – | X | – | – | – | – | – | – |

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1. Corporate management and control comprises the area of corporate management, management of companies subject to codetermination legislation, corporate development, organization and structuring, corporate strategy, management of affiliated companies (portfolio management) and operational excellence.
2. HR comprises the areas of personnel leadership, people development and HR work.
### Status of implementation of the competency profile – employee representatives

<table>
<thead>
<tr>
<th>Professional background</th>
<th>Power electronics technician</th>
<th>Business administrator</th>
<th>Political scientist</th>
<th>Locksmith</th>
<th>Information systems engineer</th>
<th>Toolmaker</th>
<th>Business administrator</th>
<th>Wholesale and foreign trade clerk</th>
<th>Industrial mechanic</th>
<th>Lawyer</th>
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<tr>
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<td><strong>Knowledge of the business areas</strong></td>
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</tbody>
</table>

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*HR comprises the areas of personnel leadership, people development and HR work.*
Memberships and other board work and functions
Shareholder representatives; in addition to thyssenkrupp

- Siegfried Russwurm 1 Voith GmbH & Co. KGaA 2 Dr. Johannes Heidenhain GmbH 3 President of BDI (Federation of German Industries)
- Birgit A. Behrendt 1 Kion Group AG*); Ford Werke GmbH 2 Stulz Verwaltungsgesellschaft mbH; Umicore S.A.; Infinium Holdings, Inc.
- Patrick Berard 3 Geodis S.A. 3 LKQ Corporation
- Stefan E. Buchner 1 Continental AG*); 2 MOSOLF SE & Co. KG; Hörmann Holding GmbH & Co. KG
- Wolfgang Colberg 2 Pernod Ricard SA*); Solvay S.A.*); AmSilk GmbH; Italmatch Chemicals S.p.A.; ChemicalInvest Holding B.V.; Burelle SA*); Dussur
- Ursula Gather 1 Munich Re AG*); 3 NRW.BANK
- Angelika Gifford
- Bernhard Günther 1 Uniper SE*); 3 CFO Fortum (DCGK C.5)
- Ingo Luge 1 Avacon AG; E.ON Energie Deutschland GmbH; PreussenElektra GmbH 2 Gradyent Holding B.V.
- Verena Volpert 1 Vibracoustic SE

1 Membership of supervisory boards within the meaning of § 125 of the German Stock Corporation Act (AktG)
2 Membership of comparable German and non-German control bodies of business enterprises within the meaning of § 125 of the German Stock Corporation Act (AktG)
3 Functions in the meaning of DCGK C.5, other board work and functions

*) listed company
Independence of Supervisory Board members
At least six shareholder representatives should be independent of the company and the Executive Board

• The following criteria have been defined to evaluate the independence of shareholder representatives:
  – No personal or business relationship with thyssenkrupp AG or its Executive Board which could constitute a significant and non-temporary conflict of interest.
  – The Supervisory Board member or a close relative of the Supervisory Board member was not a member of the Executive Board of thyssenkrupp AG in the two years prior to appointment, does not currently or did not in the year prior to appointment, either directly or as a shareholder or in a responsible function at a non-group company, maintain a material business relationship with thyssenkrupp AG or one of its dependent companies (e.g. as a customer, supplier, lender or advisor), is not a close relative of an Executive Board member and has not been a member of the Supervisory Board for more than 12 years.

• No board role or consultancy duties at key competitors of thyssenkrupp AG and its group companies and no personal relationship to a key competitor;

• The Supervisory Board should not include more than two former Executive Board members;

• The Chairs of the Supervisory Board, the Audit Committee and the Personnel Committee should be independent of the Company and the Executive Board;

Following the self-assessment of the shareholder representatives on the Supervisory Board 2020, all shareholder representatives meet the defined criteria for independence.
Supervisory Board remuneration is fixed and based on committee work

<table>
<thead>
<tr>
<th>Levels of remuneration</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Base Compensation</strong></td>
<td>Remuneration system and levels defined in §14 of the Articles of Association of thyssenkrupp AG</td>
</tr>
<tr>
<td>• Chairman</td>
<td>Remuneration fixed with differentiation on special functions and committee work according to recommendations of German Corporate Governance Code 2019</td>
</tr>
<tr>
<td>• Deputy chairman</td>
<td>Last review as of FY 2013/14 Last time on AGM agenda (unchanged): February 5, 2021</td>
</tr>
<tr>
<td>• Ordinary members</td>
<td></td>
</tr>
<tr>
<td>€200,000</td>
<td></td>
</tr>
<tr>
<td>€150,000</td>
<td></td>
</tr>
<tr>
<td>€50,000</td>
<td></td>
</tr>
<tr>
<td>€40,000 (additionally)</td>
<td></td>
</tr>
<tr>
<td>€25,000 (additionally)</td>
<td></td>
</tr>
<tr>
<td>€20,000 (additionally)</td>
<td></td>
</tr>
<tr>
<td>€12,500 (additionally)</td>
<td></td>
</tr>
</tbody>
</table>
Management Team

Miguel Ángel López Borrego, CEO
Born 1965, Spanish
CEO since June 1, 2023
Appointed until: 05/2026
CEOs:
Automotive Technology
Multi Tracks
Materials Services
Steel Europe
Industrial Components
(Bearings & Forged Technologies)
Sustainability
Group Functions: Communications, Investor Relations, Legal & Compliance, Transformation & Portfolio Development

Dr. Klaus Keysberg, CFO
Born 1964, German
CFO since October 1, 2019
Appointed until: 07/2024
CFOs:
Automotive Technology
Multi Tracks
Materials Services
Steel Europe

Oliver Burkhard, CHRO
Born 1972, German
CHRO since April 1, 2013
Appointed until: 09/2028
CHROs:
Automotive Technology
Multi Tracks
Materials Services
Steel Europe
Marine Systems (+ CEO, Marine Systems)

All Regions
Group Functions: Internal Auditing, Controlling, Accounting & Risk, Finance, Merger & Acquisitions, Taxes & Customs
tk Information Management

Group Functions: Human Relations Management
tk Services
## Compensation System for Executive Board

**Key objectives**
- Strengthen performance culture and shareholder orientation
- Support strategy execution
- Compliance with regulatory requirements and market practice

**Compensation Elements**

<table>
<thead>
<tr>
<th>Compensation Elements</th>
<th>Weight (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed compensation (~26%)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Short Term Incentive (~24%)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Long Term Incentive (~38%)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Pension &amp; Fringe benefits (~12%)</strong></td>
<td></td>
</tr>
</tbody>
</table>

- **Annual performance bonus**
- **Financial targets:** 35% Net income; 35% FCF bef. M&A
- **30% Individual performance, based on targets derived from strategy**
- **Payout in cash; range: 0% - 200% of initial value**
- **Pension (~10%): Annual lump-sum payment during contract period instead of pension commitment**
- **Fringe benefits (~2%): Mostly company car, security services, insurance premiums & health checks**
- **Contractual Malus and Clawback clauses on STI and LTI: Payouts can be reduced or reclaimed**

- **Current annual base salaries:** €1,340,000 (CEO) / €700,000 (ordinary board member)
- **Performance Share Plan with 4 FYs perf. period**
- **Criteria:** 30% TSR relative to STOXX Europe 600 Basic Resources, 40% ROCE, 30% sustainability/indirect financial targets
- **Payout in cash and/or in shares; range: 0% - 200% of initial value**
- **One annual base salary (gross) as target amount**
- **Obligation to invest at least 25% of annual net payout from STI and LTI in tk shares until target amount is reached**

**Share Ownership Guideline**

| **Malus & Clawback** |            |

- **Annual performance bonus**
- **Financial targets: 35% Net income; 35% FCF bef. M&A**
- **30% Individual performance, based on targets derived from strategy**
- **Payout in cash; range: 0% - 200% of initial value**
- **Pension (~10%): Annual lump-sum payment during contract period instead of pension commitment**
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- **One annual base salary (gross) as target amount**
- **Obligation to invest at least 25% of annual net payout from STI and LTI in tk shares until target amount is reached**
Short Term Incentive (Annual Bonus)

- Annual performance bonus
- Performance period: one FY
- Financial Targets: Net income and Free Cash Flow before M&A as the Group's most relevant indicators for financial performance
- Individual performance: Supervisory Board will set relevant criteria for each FY; focus on transformation and turnaround targets derived from tk strategy
- Performance conditions and standards
  - Financial targets: Actual vs. Budget
  - Individual performance: Predefined objectives are met (individual targets set by the Supervisory Board)
- Payout range: 0% - 200% of initial value
- Share Ownership Guideline (SOG): Mandatory investment of at least 25% of net payout in tk shares until SOG target (one annual gross base salary) fulfilled

<table>
<thead>
<tr>
<th>Financial Targets for FY</th>
<th>Final payout [€]</th>
<th>SOG</th>
</tr>
</thead>
<tbody>
<tr>
<td>35% Net income</td>
<td>(0%-200% of initial value)</td>
<td>Invest ≥25% of net payout in tk shares²</td>
</tr>
<tr>
<td>35% Free cash flow before M&amp;A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30% Indiv. performance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Performance standard for determination of target achievement
2. Until SOG target (one annual gross base salary) fulfilled
Long Term Incentive

Initial value [€]

Avg. Share price

last 30 trading days prior to start of 4 FY performance period

# of share units

(provisional & subject to perf. condition)

4 FY performance

30% external KPI

30% Sustainability

40% internal KPI

Selection from catalogue²

TSR relative to index constituents

ROCE

Final # of share units

(adjusted, after perf. condition)

Final payout [€]

Avg. Share price

last 30 trading days of 4 FY performance period

Final payout [€]

(0% - 200% of initial value)

SOG

Invest ≥ 25% of net payout in tk shares³

Configuration

• Performance share plan

• Performance period: four FYs

• Performance conditions and standards¹
  - Absolute share performance: Increase in share price
  - TSR: Performance rank vs. median of index constituents (STOXX Europe 600 Basic Resources)
  - ROCE: Actual vs. target set by the Supervisory Board
  - Sustainability/indirect financial targets: Predefined objectives are met

• Payout range: 0% - 200% of initial value

• Share Ownership Guideline (SOG): Mandatory investment of at least 25% of net payout in tk shares until SOG target (one annual gross base salary) fulfilled

1. Performance standard for determination of target achievement | 2. Supervisory board will set relevant criteria for each new installment based on strategic targets with an horizon of four years | 3. Until SOG target (one annual gross base salary) fulfilled
### Maximum Remuneration for Executive Board

#### CEO

<table>
<thead>
<tr>
<th>Component</th>
<th>Target Compensation</th>
<th>Maximum Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Salary</td>
<td>€1,340</td>
<td>€1,340</td>
</tr>
<tr>
<td>STI</td>
<td>€1,250</td>
<td>€1,250</td>
</tr>
<tr>
<td>LTI</td>
<td>€2,000</td>
<td>€2,000</td>
</tr>
<tr>
<td>Lump sum/pension contr.</td>
<td>€536</td>
<td>€536</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>€5,126</strong></td>
<td><strong>€8,376</strong></td>
</tr>
</tbody>
</table>

#### Ordinary Board Member

<table>
<thead>
<tr>
<th>Component</th>
<th>Target Compensation</th>
<th>Maximum Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Salary</td>
<td>€700</td>
<td>€700</td>
</tr>
<tr>
<td>STI</td>
<td>€680</td>
<td>€680</td>
</tr>
<tr>
<td>LTI</td>
<td>€1,050</td>
<td>€1,050</td>
</tr>
<tr>
<td>Lump sum/pension contr.</td>
<td>€280</td>
<td>€280</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>€2,710</strong></td>
<td><strong>€2,100</strong></td>
</tr>
</tbody>
</table>

### Overall Cap for Total Compensation

- **CEO**: €9,000
- **Ordinary Board Member**: €4,500

---

1. By addition of individual caps (STI/LTI max. 200%)
2. Both Section 87a of the German Stock Corporation Act and recommendation G.1 of GCGC 2019 require the stipulation of an overall cap for total compensation as part of the compensation system.
Compensation System for Segment Boards

Key objectives

- Strengthening of performance culture: Performance of “own” Business Segment as determining factor for variable compensation
- Support strategy via individual targets with focus on “performance” & “portfolio/transformation”
- Compliance with regulatory requirements and market practice

Compensation Elements

- Annual performance bonus
- 70% Financial targets for resp. Business Segment
- 30% Individual performance, based on targets derived from strategy
- Payout in cash; range: 0% - 200% of initial value

- "flexplan" as group-wide share-based executive pension plan in Germany since 2017
- Optional salary conversion and employer-funded matching contributions
- Payout as lump-sum or installments, no life-long pension

- Base Salary (~36%)
- Short Term Incentive (~27%)
- Long Term Incentive (~27%)
- Pension (~10%)

- Paid monthly as a salary
- Performance Share Plan with 4 FYs perf. period
- Criteria: 35% EBIT<sub>adj</sub>-margin, 35% ROCE, 30% sustainability targets of resp. Business Segment
- Payout in cash; range: 0% - 200% of initial value
Auditor’s fees and Services

- **Auditor:** PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft (PwC); since FY 2012/2013

  PwC was engaged in 2012 following an external bidding process; due to statutory requirements, and after an external bidding process KPMG, was approved by the AGM in 2022 for fiscal year 2022/2023 onwards.

- **Lead Auditors:** Michael Preiß
  Philip Meyer zu Spradow

  The statutory provisions and rotation requirements under §§ 319 and 319a HGB are fulfilled.

- **Auditors’ fees:**

  The audit fees include primarily fees for the year-end audit of the consolidated financial statements, the auditors’ review of the interim consolidated financial statements and the statutory auditing of thyssenkrupp AG and the subsidiaries included in the group’s consolidated financial statements. As in the prior year, the audit-related relate to services in connection with the initiated disposals of individual businesses as part of the thyssenkrupp reorganization and to services in connection with the preparation of the planned thyssenkrupp nucera IPO. The fees for other services are mainly fees for project-related consulting services.

<table>
<thead>
<tr>
<th>million €</th>
<th>Year ended Sept. 30, 2021</th>
<th>Year ended Sept. 30, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>thereof Germany</td>
</tr>
<tr>
<td>Audit fees</td>
<td>14</td>
<td>8</td>
</tr>
<tr>
<td>Audit-related fees</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Tax fees</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Fees for other services</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>16</td>
<td>9</td>
</tr>
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</table>
Key Environmental Data

<table>
<thead>
<tr>
<th></th>
<th>Unit</th>
<th>2019/2020</th>
<th>2020/2021</th>
<th>2021/2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total energy consumption</td>
<td>TWh</td>
<td>68.8</td>
<td>74.0</td>
<td>66.1</td>
</tr>
<tr>
<td>Greenhouse Gas emissions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scope 1</td>
<td>Mio. t CO₂e</td>
<td>21.0¹</td>
<td>22.8¹</td>
<td>21.4</td>
</tr>
<tr>
<td>Scope 2</td>
<td>Mio. t CO₂e</td>
<td>1.0¹</td>
<td>1.0¹</td>
<td>0.8</td>
</tr>
<tr>
<td>Scope 1 + 2</td>
<td>Mio. t CO₂e</td>
<td>22.0¹</td>
<td>23.8¹</td>
<td>22.2</td>
</tr>
<tr>
<td>Waste</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total waste</td>
<td>Mio. t</td>
<td>1.7</td>
<td>1.8</td>
<td>1.8</td>
</tr>
<tr>
<td>Waste for recycling</td>
<td>Mio. t</td>
<td>1.4</td>
<td>1.4</td>
<td>1.6</td>
</tr>
<tr>
<td>- thereof hazardous waste</td>
<td>Mio. t</td>
<td>0.1</td>
<td>0.2</td>
<td>0.2</td>
</tr>
<tr>
<td>Waste for disposal</td>
<td>Mio. t</td>
<td>0.3</td>
<td>0.4</td>
<td>0.3</td>
</tr>
<tr>
<td>- thereof hazardous waste</td>
<td>Mio. t</td>
<td>0.1</td>
<td>0.1</td>
<td>0.0²</td>
</tr>
<tr>
<td>Water</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water consumption</td>
<td>Mio. m³</td>
<td>436</td>
<td>474</td>
<td>353</td>
</tr>
<tr>
<td>- thereof stream cooling</td>
<td>Mio. m³</td>
<td>271</td>
<td>302</td>
<td>300</td>
</tr>
<tr>
<td>Waste water</td>
<td>Mio. m³</td>
<td>428</td>
<td>455</td>
<td>333</td>
</tr>
<tr>
<td>- thereof stream cooling</td>
<td>Mio. m³</td>
<td>271</td>
<td>302</td>
<td>300</td>
</tr>
<tr>
<td>Air emissions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dust total</td>
<td>1,000 t</td>
<td>3.3</td>
<td>3.5</td>
<td>3.2</td>
</tr>
<tr>
<td>NOx total</td>
<td>1,000 t</td>
<td>12.6</td>
<td>13.6</td>
<td>13.2</td>
</tr>
<tr>
<td>SO₂ total</td>
<td>1,000 t</td>
<td>11.8</td>
<td>12.4</td>
<td>11.7</td>
</tr>
<tr>
<td>VOC total</td>
<td>1,000 t</td>
<td>0.5</td>
<td>0.6</td>
<td>0.5</td>
</tr>
</tbody>
</table>

Further remarks:
All figures are rounded.

Absolute values may vary on a year-on-year comparison due to different production levels and are therefore not a direct reflection of environmental performance.

Reporting boundaries:
Unless otherwise stated, the data relates to fully consolidated group companies of the actual fiscal years. Since these figures are calculated only at the end of the year they include the group of companies consolidated as it stands at year-end. The figures include the 50 percent share in Hüttenerwerke Krupp Mannesmann GmbH in accordance with IFRS rules.

Methodology for CO₂:
CO₂ emissions are calculated using the GHG Protocol methodology. The emissions are calculated on the basis of energy consumption and process emissions applying generally accepted Scope 1 and 2 emission factors from IPCC, IEA and certified own measurements. For Scope 2 emissions the location-based approach has been applied using emission grid factors.

¹ Portfolio-adjusted according to the financial control approach of the GHG Protocol.
² Figure not rounded 0.046
thyssenkrupp shareholder structure as of March 2023

Investors

- AKBH Foundation: ~21%
- Private Investors: ~15%
- International Mutual Funds: ~64%
- Free Float: ~79%

Regional split

- North America: 21.0%
- Europe: 11.0%
- UK/Ireland: 5.0%
- Rest of the World: 5.0%
- Germany incl. AKBH Foundation: 48.0%
- Undisclosed: 10.0%

Source: WpHG Announcements; thyssenkrupp Shareholder ID 03/2023
## Share and ADR Data

<table>
<thead>
<tr>
<th>Share Data</th>
<th>ADR Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shares outstanding</td>
<td>622,531,741</td>
</tr>
<tr>
<td>Type of share</td>
<td>No-par-value bearer shares</td>
</tr>
<tr>
<td>Voting</td>
<td>One share, one vote</td>
</tr>
</tbody>
</table>

### Share Data
- **Ticker Symbol**: TKA
- **German Security Identification Number (WKN)**: 750 000
- **ISIN Number**: DE0007500001
- **Exchange**: Frankfurt, Dusseldorf

### ADR Data
- **Ratio (ordinary share:ADR)**: 1:1
- **ADR Structure**: Sponsored-Level-I
- **Ticker Symbol**: TKAMY
- **Cusip**: 88629Q 207
- **ISIN Number**: US88629Q2075
- **Exchange**: Over-the-Counter (OTC)
- **Depositary bank**: Deutsche Bank Trust Company Americas
- **E-mail**: adr@db.com
- **Phone**: +1 212 250 9100 (New York); +44 207 547 6500 (London)
- **Website**: www.adr.db.com
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murat.soysal@thyssenkrupp.com

Financial Calendar 2023/2024

August 10, 2023       Interim report 9 months 2022/23
November 22, 2023     Annual report 2022/23
February 2, 2024      Annual General Meeting
February 14, 2024     Interim report 1st quarter 2023/24
May 15, 2024          Interim report 1st half 2023/24
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