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

01 Leading technologies, products and services
- Premium steel, diverse industrial materials, innovative supply chain services
- Mission critical components for advanced mobility, wind energy
- $H\sub{2}$ electrolysis; efficient process technologies (e.g. ammonia)
- Our businesses mostly fill top market positions

02 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 ~90% of our sales\(^1\)

03 Strategic realignment with largest restructuring ever
- New “Group of Companies” approach with clear focus on industrial prospects, competitive profitability and cash flow
- Restructuring target to reduce >12,000 FTEs in execution

04 Strong balance sheet with Net Cash position
- Equity Ratio 29.5%, Net Cash position €3.6 bn\(^2\)
- Financial and operational turnaround underway

05 In-house competencies for green transformation
- Clear SBTi-approved concept to reach climate neutrality by 2050
- Enabling our customers’ decarbonisation w/ our products and technologies

\(^{1}\) Based on sales FY 20/21 \(^{2}\) As of 30.09.2021
<table>
<thead>
<tr>
<th></th>
<th>Content</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Transformation of thyssenkrupp</td>
<td>04-07</td>
</tr>
<tr>
<td>2</td>
<td>Governance: Supervisory Board, Committee work, Compliance</td>
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</tr>
<tr>
<td>3</td>
<td>Corporate Sustainability</td>
<td>22-29</td>
</tr>
<tr>
<td>4</td>
<td>Additional information</td>
<td>31-47</td>
</tr>
</tbody>
</table>
Group of Companies – target portfolio defined to enhance true performance culture

Group of Companies

- Materials Services
  - MX
- Industrial Components
  - Bearings
  - Forged Technologies
- Automotive Technology
  - AT
- Steel Europe
  - SE
- Marine Systems
  - MS

Multi Tracks
- CPT
- MIN
- CEM
- Infrastructure
- HP
- CC
- AE
- AST
- SP
- UCE

Sales:
- MX: €13.3 bn
- AT: €4.5 bn
- SE: €8.9 bn
- MS: €2.0 bn

tk not best sole owner
Sell, Partnership, Close

Sales:
- €13.3 bn
- €2.5 bn
- €4.5 bn
- €8.9 bn
- €2.0 bn
- €5.7 bn

>50% signed or with defined exit plans; +ve effects on Net Cash and Pensions of high 3-digit € mn in total expected

1. HP: Heavy plate (SE); Infrastructure: Technical Services excl. Mill Services & Systems (MX); SP: Springs & Stabilizers (AT); BTS: OU Battery Solutions (AE); PTS: OU Powertrain Solutions (AE); AST: Acciai Speciali Terni, stainless steel production and stainless distribution (MX); CPT: Chemical Plants, MIN: Mining, CEM: Cement (PT), CC: Carbon Components
2. FY 2020/21
3. Automation Engineering, previously System Engineering
thyssenkrupp pursues a holistic approach to sustainability on Group and Business level and manages Stakeholder expectations actively by transparency, communication and strategic positioning.
We create ESG impact…

<table>
<thead>
<tr>
<th>Environment</th>
<th>Social</th>
<th>Governance</th>
</tr>
</thead>
</table>
| • Aim to become climate neutral by 2050 and set ambitious targets for 2030  
  - -30% S1+2 emissions until 2030  
  - -16% S3 (use phase) until 2030  
  ☐ Climate targets SBTi-approved | • Occupational safety and health  
  - Zero compromise on safety and health  
  - Covid-19 management a top priority | • 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) |
| • Enable our customers’ transformation to climate neutrality with  
  - CDA technologies: e.g. H₂ electrolysis  
  - CCU technologies: e.g. Carbon2Chem® | • Further employee survey in 2021 | • One share = One vote at the AGM |
| • High-quality disclosure of climate and environmental data  
  - Integrated reporting  
  - CDP A list (six times in a row)  
  - TCFD and SASB (in preparation) reports | • 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 | • State-of-the-art Compliance Management system; responsibility anchored in each group company |
| | • Diversity  
  - Target: 16% women in leadership positions until 2024/25  
  - Already achieved  
  - 33% women in Executive Board  
  - 50% women in Supervisory Board | • Data protection and information security  
  - Group-wide data protection organization; Privacy-by-design approach  
  - In-house Cyber Defense Center |
thyssenkrupp

Supply Chain Management

solutions for resilient and green supply chains, also by using artificial intelligence

Bearings with diameter up to 8 m for wind turbines; global production footprint
Leading supplier of bearings for offshore technology

…well positioned to benefit from transformational trends
tk with more than 200 years expertise in engineering and technology

tomorrow.
together.

<table>
<thead>
<tr>
<th>E-mobility / automated driving</th>
<th>Lightweight Solutions</th>
<th>Hydrogen Electrolysis</th>
<th>H₂ carrier, green Ammonia</th>
</tr>
</thead>
<tbody>
<tr>
<td>AT, IC (FT), SE</td>
<td>AT, SE</td>
<td>UCE</td>
<td>CPT (Uhde)</td>
</tr>
<tr>
<td><strong>Rotor shafts</strong> and electrical steering**</td>
<td><strong>High-strength steel for car bodies and safety critical parts</strong></td>
<td><strong>Market and technology leader in <strong>electrolysis</strong> (~600 projects, 10 GW)</strong></td>
<td><strong>A market and technology leader in NH₃ plants</strong> w₁ up to 5,000 mtpd (~130 projects, 50mln tpa), offering plants for methanol, MtG¹, SNG² with modularized solutions**</td>
</tr>
<tr>
<td>Advanced truck front axles and car chassis solutions</td>
<td>Steel for e.g. e-engines</td>
<td><strong>Alkaline Water Electrolysis</strong> for industrial scale hydrogen production</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Green Steel</th>
<th>Carbon Capture and Usage</th>
<th>Renewable Energy</th>
<th>Services, Supply Chain Mgmt.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE</td>
<td><strong>CO₂-reduced steel production</strong> (substitution of PCI by H₂)</td>
<td><strong>IC (BG)</strong></td>
<td><strong>MX</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Roadmap for DRI based steel production under implementation</strong></td>
<td><strong>Bearings</strong> with diameter up to 8 m for wind turbines; global production footprint</td>
<td><strong>Supply Chain Management solutions for resilient and green supply chains, also by using artificial intelligence</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Carbon2Chem® (C2C)</strong> and Oxyfuel®: recycling of steel mill gases into base chemicals through sector coupling</td>
<td>Leading supplier of bearings for offshore technology</td>
<td></td>
</tr>
</tbody>
</table>

---

1. MtG (Methanol to gasoline)  
2. SNG (Synthetic natural gas)
Content

1. Transformation of thyssenkrupp 04-07
2. Governance: Supervisory Board, Committee work, Compliance 09-20
3. Corporate Sustainability 22-29
4. Additional information 31-47
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. 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
thyssenkrupp Supervisory Board – Employee Representatives

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

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

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

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

Barbara Kremser-Bruttel
Born 1960, German
Member since 2019
Vice Chairwoman of the Steel Europe Works Council Union

Dirk Sievers
Chairman of thyssenkrupp AG
Group Works Council

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

Peter Remmler
Born 1958, German
Member since 2009
Chairman of the Materials Services Works Council Union

Isolde Würz
Born 1959, German
Member since 2015
Senior Management Representative

Friedrich Weber
Born 1954, German
Member since 2013
Chairman of the Components Technology Works Council Union

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

<table>
<thead>
<tr>
<th>20 Board members</th>
<th>Shareholder Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

Board tenure in years (max. 12 years)

<table>
<thead>
<tr>
<th>No. of members</th>
<th>&lt;1 - 5 years</th>
<th>6 - 10 years</th>
<th>&gt; 10 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

No. of mandates

<table>
<thead>
<tr>
<th>No. of other companies</th>
<th>0-1 other company</th>
<th>2 other companies</th>
<th>&gt; 2 other companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>5</td>
<td>1</td>
<td>4</td>
</tr>
</tbody>
</table>

Gender

- Female: 50%
- Male: 50%
- >30%

Age

- 65+: 10%
- <65: 90%

International Management Experience

- Yes: 10%
- No: 90%
• Reduction of terms to 3 years; shareholders agreed at AGM 2020 to proposal by Supervisory Board
• First step towards a staggered board by nomination of Verena Volpert

1. Designated by the Alfréd 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

## Step 1 – Definition of required profile

<table>
<thead>
<tr>
<th>Skills</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Industry expertise / Sector knowledge</td>
<td>• International management experience</td>
</tr>
<tr>
<td>• Management of co-determined companies</td>
<td>• No conflict of interests</td>
</tr>
<tr>
<td>• Corporate development, organization and structuring</td>
<td>• Max. age 75 years</td>
</tr>
<tr>
<td>• Corporate strategy and management of portfolio companies</td>
<td>• Independence</td>
</tr>
<tr>
<td>• Operational Excellence</td>
<td>• Max. 12 years on Board</td>
</tr>
<tr>
<td>• Human Resources</td>
<td>• Representation of men/women (≥ 30%)</td>
</tr>
<tr>
<td>• Digitalization and IT</td>
<td></td>
</tr>
<tr>
<td>• Sustainability</td>
<td></td>
</tr>
<tr>
<td>• Financing and Capital Market</td>
<td></td>
</tr>
<tr>
<td>• Accounting and Auditing</td>
<td></td>
</tr>
<tr>
<td>• Legal and Compliance / Corporate Governance</td>
<td></td>
</tr>
</tbody>
</table>

## Step 2

<table>
<thead>
<tr>
<th>Nomination Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Identify potential candidates</td>
</tr>
<tr>
<td>• Propose candidates to Supervisory Board</td>
</tr>
</tbody>
</table>

## Step 3

<table>
<thead>
<tr>
<th>Supervisory Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Confirm candidates</td>
</tr>
<tr>
<td>• Propose candidates to shareholders (AGM)</td>
</tr>
</tbody>
</table>

## Step 4

<table>
<thead>
<tr>
<th>Shareholders at AGM</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Vote/approve candidates at AGM</td>
</tr>
</tbody>
</table>
# Supervisory Board Committees

## Executive Committee
- Prepares the agenda of the SB meetings (nucleus of EC debate)

**Members**
- S. Russwurm (Chairman; SR)
- B. Günther (SR), J. Kerner (ER), D. Sievers (ER)

## Strategy, Finance and Investment Committee
- Prepares major decisions on e.g. strategic developments, financing, investments

**Members**
- S. Russwurm (Chairman; SR)
- U. Gather (SR), F. Helfer (SR), J. Kerner (ER), I. Luge (SR), T. Nasikkol (ER), P. Remmler (ER), D. Sievers (ER)

## Audit Committee
- Monitors the accounting process and internal control systems

**Members**
- B. Günther (Chairman; SR)
- F. Helfer (SR), T. Jacquemin (ER), J. Kerner (ER), D. Sievers (ER), V. Volpert (SR)

## Nomination Committee
- Proposes SB candidates to SB

**Members**
- S. Russwurm (Chairman; SR)
- U. Gather (SR), B. Günther (SR), F. Helfer (SR), I. Luge (SR)

## Personnel Committee
- Proposes Executive Board candidates to SB
- Develops & proposes EB remuneration

**Members**
- S. Russwurm (Chairman; SR)
- B. Günther (SR), J. Kerner (ER), D. Sievers (ER)

## Mediation Committee\(^1\)
- Makes proposals for the appointment and dismissal of the Executive Board members in case when there is no majority of at least 2/3

**Members**
- S. Russwurm (Chairman; SR)
- B. Günther (SR), J. Kerner (ER), D. Sievers (ER)

\(^1\) Required by law

(SR) Shareholder Representative  |  (ER) Employee Representative
Ordinary schedule and topics of Supervisory Board and Committee meetings

- **Supervisory Board meeting**
- **Supervisory Board decision**

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

**March**
- Strategy progress update
- SFI Committee
- Audit Committee (H1)
- Executive Committee

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

**September**
- Update on succession planning for Executive Board
- SFI Committee
- Audit Committee (9M)
- Executive Committee

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

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

<table>
<thead>
<tr>
<th>Meetings in FY 2017/18</th>
<th>Meetings in FY 2018/19</th>
<th>Meetings in FY 2019/20</th>
<th>Meetings in FY 2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>10x</td>
<td>8x</td>
<td>10x</td>
<td>4x</td>
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<tr>
<td>12x</td>
<td>22x</td>
<td>11x</td>
<td>7x</td>
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<tr>
<td>11x</td>
<td>18x</td>
<td>5x</td>
<td>2x</td>
</tr>
<tr>
<td>8x</td>
<td>29x</td>
<td>25x</td>
<td>16x</td>
</tr>
<tr>
<td>7x</td>
<td>6x</td>
<td>5x</td>
<td>5x</td>
</tr>
<tr>
<td>5x</td>
<td>5x</td>
<td>4x</td>
<td>4x</td>
</tr>
</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
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

**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

**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

**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

**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

**Joint consistent approach**
<table>
<thead>
<tr>
<th></th>
<th>Content</th>
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</tr>
<tr>
<td>4</td>
<td>Additional information</td>
<td>31-47</td>
</tr>
</tbody>
</table>
Sustainability Committee is anchoring sustainability in our Group

**Sustainability Committee**

- **CEO Responsibility for Sustainability & Climate Change**
  - Martina Merz: CEO
  - Klaus Keysberg: CFO/COO&M
  - Oliver Burkhard: CHRO
  - Dr. Karsten Kroos: CEO Automotive Technology
  - Patrick Buchmann: CEO Forged Technologies
  - Winfried Schulte: CEO Bearings
  - Martin Stiliger: CEO Materials Services
  - Dr. Rolf Wirtz: CEO Marine Systems
  - Volkmar Dinstuhl: CEO Multi Tracks
  - Bernhard Osburg: CEO Steel Europe
  - Kathrin Dennler: Head of Corporate Center People, Legal & Compliance
  - Andreas Zinke: Head of Corporate Center Performance & Finance
  - Dr. Stefan Schmitt: Head of Corporate Center Portfolio Development & Strategy
  - Dr. Claus Ehrenbeck: Head of Investor Relations
  - Christoph Zomelka: Head of Communications
  - Ralf Jacke: Head of Procurement Strategy & Development
  - Dirk Bartels: Head of Technology, Innovation & Sustainability

**Implementation of strategy led by Technology, Innovation & Sustainability**

- Definition of sustainability strategy & targets
- Monitoring of sustainability performance
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 80 GWh in 2020/21</td>
<td>FY 2020/21</td>
</tr>
<tr>
<td></td>
<td>FY 2019/20</td>
</tr>
<tr>
<td></td>
<td>325 GWh</td>
</tr>
<tr>
<td></td>
<td>215 GWh</td>
</tr>
<tr>
<td>100% of relevant activities covered by ISO 50001 by 2019/20</td>
<td>✓ Already achieved</td>
</tr>
<tr>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>100% of relevant activities covered by ISO 14001 by 2019/20</td>
<td>✓ Already achieved</td>
</tr>
<tr>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Adjusted R&amp;D intensity ~3.0%</td>
<td>FY 2020/21</td>
</tr>
<tr>
<td></td>
<td>FY 2019/20</td>
</tr>
<tr>
<td></td>
<td>2.6%</td>
</tr>
<tr>
<td></td>
<td>3.4%</td>
</tr>
<tr>
<td>Increase the proportion of women in management positions by at least 1%</td>
<td>FY 2020/21</td>
</tr>
<tr>
<td>per year to 16% by 2024/25</td>
<td>FY 2019/20</td>
</tr>
<tr>
<td></td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Reduce the accident frequency rate by at least 0.1 per year to 2.5</td>
<td>FY 2020/21</td>
</tr>
<tr>
<td>by 2023/24</td>
<td>FY 2019/20</td>
</tr>
<tr>
<td></td>
<td>2.6%</td>
</tr>
<tr>
<td></td>
<td>2.9</td>
</tr>
<tr>
<td>60 supplier sustainability audits each year</td>
<td>FY 2020/21</td>
</tr>
<tr>
<td></td>
<td>FY 2019/20</td>
</tr>
<tr>
<td></td>
<td>69</td>
</tr>
<tr>
<td></td>
<td>86</td>
</tr>
<tr>
<td>Reduce CO2 emissions by 1 t CO2 per million € sales (excl. steel</td>
<td>New target from FY 2021/22</td>
</tr>
<tr>
<td>activities)</td>
<td></td>
</tr>
</tbody>
</table>

New target from FY 2021/22
With our "tkH2Steel" concept, we can reach our climate goals and scale up quickly

### Technical implementation

<table>
<thead>
<tr>
<th>2021 – 2024</th>
<th>2025 – 2026</th>
<th>2027 – 2029</th>
<th>2030</th>
<th>2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>Injection of H₂ into blast furnace since 2019</td>
<td>1. DR plant + SAF</td>
<td>2. DR plant + SAF</td>
<td>Replacement of all BF with a total of 4 DR plants and 4 melting units</td>
<td></td>
</tr>
<tr>
<td>Use of HBI in BF</td>
<td>Replacement of 1st BF</td>
<td>Replacement of 2nd BF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of scrap in BF</td>
<td>Carbon2Chem since 2018</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### CAPEX demand
(excl. Carbon2Chem)

<table>
<thead>
<tr>
<th></th>
<th>2021 – 2024</th>
<th>2025 – 2026</th>
<th>2027 – 2029</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>~ € 7 billion</td>
<td>-2%</td>
<td>-8%</td>
<td>-11%</td>
<td>-100%</td>
</tr>
</tbody>
</table>

### CO₂ savings

<table>
<thead>
<tr>
<th></th>
<th>2021 – 2024</th>
<th>2025 – 2026</th>
<th>2027 – 2029</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>-2%</td>
<td>-8%</td>
<td>-11%</td>
<td>-30%</td>
<td>-100%</td>
</tr>
</tbody>
</table>

### Amount of green steel

<table>
<thead>
<tr>
<th></th>
<th>from 2022-2024</th>
<th>from 2025-2029</th>
<th>3 million t/a</th>
<th>11 million t/a</th>
</tr>
</thead>
<tbody>
<tr>
<td>50-500 kt/a</td>
<td>1 million t/a</td>
<td>3 million t/a</td>
<td>11 million t/a</td>
<td></td>
</tr>
</tbody>
</table>

### Quality

All production stages after the steel mill kept the same. Equally high quality across full range of grades.
Our response to the Taskforce on Climate-related Financial Disclosures (TCFD) framework
thyssenkrupp to attach importance to the topics of environmental protection, climate change & energy efficiency

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

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

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

**Metrics and Targets**
- -30% scope 1+2 emissions until 2030
- -16% scope 3 emissions until 2030
- Climate-neutrality until 2050

Our online publication
Ratings underline leading ESG position of thyssenkrupp

CDP A-Rating
Among the top 5% of companies for the last 6 years

MSCI rating "AA"
Among the top 20% of companies in 2021

Ecovadis Silver-Status
Among the top 25% of companies since 2019

Sustainalytics
In the top 30% of the "Industrial Conglomerates" sector in 2021
Social & Responsible Employer
FY 2020/2021

- **Proportion of women in leadership positions**
  - 11.2% (09/30/2020)
  - 12.2% (09/30/2021)

- **Proportion of women in total workforces**
  - 16.0%

- **Proportion of women in talent pools**
  - 23.5%

- **Accident frequency rate**
  - 2.6 (2020/21)
  - 2.5 (2023/24)

*Accident frequency rate: Number of occupational accidents resulting in lost time ≥ 1 day per 1 million hours worked*
Accident rate: For the tk Group, the OSH Committee has decided to strive for further continuous improvement of the Accident Frequency Rate (AFR) in steps of 0.1 per year from FY 20/21 onwards.

Expected improvement on Group level from FY 2020/21 onwards: - 0.1 p.a.
Further increase of women in leadership positions

- Increase from 8.8% in 2013 to 12.2% in 2021 (September 30); target for 2021 slightly overachieved
- thyssenkrupp has set itself a “Fair Share” as target until 2025; (16% women in the workforce => 16% women in leadership positions)
- 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 5-year target oriented on “Fair Share”
Content

1. Transformation of thyssenkrupp 04-07
2. Governance: Supervisory Board, Committee work, Compliance 09-20
3. Corporate Sustainability 22-29
4. Additional information 31-47
Individual disclosure of Supervisory Board members’ attendance at meetings of the Supervisory Board of thyssenkrupp AG and its committees in the fiscal year 2020/2021

<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>Attended Meetings</td>
<td>Attendance rate in %</td>
</tr>
<tr>
<td>Prof. Dr.-Ing. Siegfried Russwurm, Chairman</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Jürgen Kerner, Vice Chairman</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Birgit A. Behrendt</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Stefan Erwin Buchner (since Feb. 5, 2021)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Dr. Wolfgang Colberg</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Prof. Dr. Dr. h.c. Ursula Gather</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Angelika Gifford</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Dr. Bernhard Günter</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Achim Haas</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Friederike Helfer</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Tanja Jacquemin</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Daniela Jansen (since Feb. 5, 2021)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Dr. Norbert Kluge (until Feb. 5, 2021)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Barbara Kremer-Brutel</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Dr. Ingo Luge</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Tekin Nasikkol</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Peter Remmler</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Dirk Sievers</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Dr. Lothar Steinebach (until Feb. 5, 2021)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Dr. Verena Volpert (since Oct. 1, 2020)</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Friedrich Weber</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Isolde Würz</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

*The work of the supervisory board that is conducted outside of supervisory board meetings has not been considered*
Supervisory Board Composition Matrix (schematic)
Screening of potential candidates on the basis of required competencies¹

|------|-------------------|-----------------------------------------------|------------------|---------------|-----------------|------------------|---------------|-----------------------------|-----------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------------------------------|----------------|----------------|-----------------------------|----------------|

Average in %

<table>
<thead>
<tr>
<th>Competence assessment (&gt;75%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y</td>
</tr>
</tbody>
</table>
Memberships and other board work and functions
Shareholder representatives; in addition to thyssenkrupp

- Siegfried Russwurm 1 Voith GmbH & Co. KGaA 3 President of BDI (Federation of German Industries), National Academy of Science and Engineering (acatech)
- Birgit A. Behrendt 1 Kion Group AG*, Ford Werke GmbH 2 Stulz Verwaltungsgesellschaft mbH, Umicore S.A., Infinium Holdings, Inc.
- Stefan E. Buchner 3 National Automobile Industry Board Saudi Arabia, German Association of the Automotive Industry, Latin America Committee of German Business
- Ursula Gather 2 Munich Re AG* 3 Oberwolfach Foundation, NRW.BANK, National Academy of Science and Engineering (acatech), German National Academy of Sciences Leopoldina
- Angelika Gifford
- Bernhard Günther 1 Uniper SE* 3 CFO Fortum (DCGK C.5)
- Friederike Helfer 2 Vesuvius plc*)
- Ingo Luge 1 Avacon AG, E.ON Energie Deutschland GmbH, PreussenElektra GmbH
- Verena Volpert 1 Vibracoustic AG 2 Enerjisa Enerji A.S.*, Enerjisa Üretim Santralleri A.S.

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 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.
### Levels of remuneration

<table>
<thead>
<tr>
<th>Base Compensation</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chairman</strong></td>
<td>€200,000</td>
</tr>
<tr>
<td><strong>Deputy chairman</strong></td>
<td>€150,000</td>
</tr>
<tr>
<td><strong>Ordinary members</strong></td>
<td>€50,000</td>
</tr>
</tbody>
</table>

**Committee chairmanship**
- Audit committee: €40,000 (additionally)
- Other committees: €25,000 (additionally)

**Committee membership**
- Audit committee: €20,000 (additionally)
- Other committees: €12,500 (additionally)

- Remuneration system and levels defined in §14 of the Articles of Association of thyssenkrupp AG
- Remuneration fixed with differentiation on special functions and committee work according to recommendations of German Corporate Governance Code 2019
- Last review as of FY 2013/14
- Last time on AGM agenda (unchanged): February 5, 2021
Management Team

Martina Merz, CEO
Born 1963, German
CEO since October 1, 2019
Appointed until: 03/2023
Automotive Technology
Multi Tracks
Sustainability & Climate
Corporate Center Portfolio
Development & Strategy
(Communications, Internal Auditing, Mergers & Acquisitions,
Transformation & Portfolio Developm.)
Greater China

Klaus Keysberg, CFO
Born 1964, German
CFO since October 1, 2019
Appointed until: 07/2024
Materials Services
Steel Europe
Corporate Center Performance & Finance (Controlling, Accounting & Risk, Corporate Finance,
Investor Relations Management,
Taxes & Customs)
North America
Western, Central, Eastern Europe

Oliver Burkhard, CHRO
Born 1972, German
CHRO since April 1, 2013
Appointed until: 09/2023
Industrial Components
Marine Systems
Corporate Center People, Legal & Compliance
(Human Resources Management, Legal & Compliance)
Information Management
thyssenkrupp Services
DACH region
Middle East & Africa
South America
India and Asia Pacific
Compensation System for Executive Board

Key objectives

• Strengthen performance culture and shareholder orientation
• Support strategy execution
• Compliance with new regulatory requirements and market practice

Compensation Elements

- 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

- 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

- Contractual Malus and Clawback clauses on STI and LTI: Payouts can be reduced or reclaimed

Share Ownership Guideline

- 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 standards¹
  – 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

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  
40% internal KPI  
30% Sustainability
  
TSR relative to index constituents
  
ROCE
  
Selection from catalogue

Final # of share units  
(adjusted, after perf. condition)

Final payout [€]  
(0%–200% of initial value)

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 shares

Configuration

- Performance share plan
- Performance period: four FYS
- Performance conditions and standards
  - 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

<table>
<thead>
<tr>
<th></th>
<th>CEO</th>
<th>Ordinary board member</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Base Salary</strong></td>
<td>€k 5,126</td>
<td>€k 4,440</td>
</tr>
<tr>
<td><strong>STI</strong></td>
<td>€k 1,250</td>
<td>€k 1,050</td>
</tr>
<tr>
<td><strong>LTI</strong></td>
<td>€k 2,000</td>
<td>€k 1,360</td>
</tr>
<tr>
<td><strong>Lump sum/ pension contr.</strong></td>
<td>€k 536</td>
<td>€k 280</td>
</tr>
<tr>
<td><strong>Overall cap for total compensation</strong></td>
<td>€k 9,000</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.

**Plus fringe benefits** (usually about €k 50 - 100 p.a.)
### Revised 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

- **Base Salary (~36%)**
  - Paid monthly as a salary
  - Optional salary conversion and employer-funded matching contributions
  - Payout as lump-sum or installments, no life-long pension

- **Short Term Incentive (~27%)**
  - Performance Share Plan with 4 FYs perf. period
  - Criteria: 35% EBIT_{adj}-margin, 35% ROCE, 30% sustainability targets of resp. Business Segment
  - Payout in cash; range: 0% - 200% of initial value

- **Long Term Incentive (~27%)**
  - Payout in cash; range: 0% - 200% of initial value

- **Pension (~10%)**
  - 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**

- **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**
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, an external bidding process is currently underway for fiscal year 2022/2023.

• Lead Auditors:
  Harald Kayser (since FY 2017/2018)
  Michael Preiß (since FY 2015/2016)

  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. The audit-related fees in 2020 / 2021 relate mainly to services in connection with the initiated disposals of mining and infrastructure. In the prior year, they related primarily to services performed in connection with the disposal of Elevator. Tax fees relate primarily to services in the area of tax compliance. The fees for other services are mainly fees for project-related consulting services.

<table>
<thead>
<tr>
<th>million €</th>
<th>Year ended Sept. 30, 2020</th>
<th>Year ended Sept. 30, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>thereof Germany</td>
</tr>
<tr>
<td>Audit fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit-related fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tax fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fees for other services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

|          | 25 | 17 | 18 | 9 |

thyssenkrupp
December 2021
## Key Environmental Data

<table>
<thead>
<tr>
<th></th>
<th>Unit</th>
<th>2018/2019</th>
<th>2019/2020</th>
<th>2020/2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total energy consumption</td>
<td>TWh</td>
<td>71.4</td>
<td>69</td>
<td>74</td>
</tr>
<tr>
<td><strong>Greenhouse Gas emissions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scope 1</td>
<td>Mio. t CO$_2$e</td>
<td>23.6$^1$</td>
<td>21.3</td>
<td>23.2</td>
</tr>
<tr>
<td>Scope 2</td>
<td>Mio. t CO$_2$e</td>
<td>1.3$^1$</td>
<td>1.4</td>
<td>1.3</td>
</tr>
<tr>
<td>Scope 1 + 2</td>
<td>Mio. t CO$_2$e</td>
<td>24.9$^1$</td>
<td>22.7</td>
<td>24.5</td>
</tr>
<tr>
<td><strong>Waste</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total waste</td>
<td>Mio. t</td>
<td>2</td>
<td>1.7</td>
<td>1.8</td>
</tr>
<tr>
<td>Waste for recycling</td>
<td>Mio. t</td>
<td>1.3</td>
<td>1.4</td>
<td>1.4</td>
</tr>
<tr>
<td>- thereof hazardous waste</td>
<td>Mio. t</td>
<td>0.1</td>
<td>0.1</td>
<td>0.2</td>
</tr>
<tr>
<td>Waste for disposal</td>
<td>Mio. t</td>
<td>0.7</td>
<td>0.3</td>
<td>0.4</td>
</tr>
<tr>
<td>- thereof hazardous waste</td>
<td>Mio. t</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
</tr>
<tr>
<td><strong>Water</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water consumption</td>
<td>Mio. m$^3$</td>
<td>465</td>
<td>436</td>
<td>474</td>
</tr>
<tr>
<td>- thereof stream cooling</td>
<td>Mio. m$^3$</td>
<td>270</td>
<td>271</td>
<td>302</td>
</tr>
<tr>
<td>Waste water</td>
<td>Mio. m$^3$</td>
<td>418</td>
<td>428</td>
<td>455</td>
</tr>
<tr>
<td>- thereof stream cooling</td>
<td>Mio. m$^3$</td>
<td>270</td>
<td>271</td>
<td>302</td>
</tr>
<tr>
<td><strong>Air emissions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dust total</td>
<td>1,000 t</td>
<td>3.8</td>
<td>3.3</td>
<td>3.5</td>
</tr>
<tr>
<td>NOx total</td>
<td>1,000 t</td>
<td>13.6</td>
<td>12.6</td>
<td>13.6</td>
</tr>
<tr>
<td>SO2 total</td>
<td>1,000 t</td>
<td>13.7</td>
<td>11.8</td>
<td>12.4</td>
</tr>
<tr>
<td>VOC total</td>
<td>1,000 t</td>
<td>0.7</td>
<td>0.5</td>
<td>0.6</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 Hüttenwerke Krupp Mannesmann GmbH in accordance with IFRS rules. Since fiscal year 2019/2020, figures are shown excluding the thyssenkrupp Elevator Technology business.

Methodology for CO$_2$:
CO$_2$ 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.

$^1$ For 2018/2019 the portfolio has been adjusted according to the financial control approach of the GHG Protocol.
thyssenkrupp shareholder structure

Investors

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

Regional split

- Germany: 46.0%
- North America: 20.0%
- Europe: 5.0%
- UK/Ireland: 5.5%
- Rest of the World: 21.9%
- Undisclosed: 1.6%
- incl. AKBH Foundation
- incl. Cevian Capital

Source: WpHG Announcements; thyssenkrupp Shareholder ID 09/2021
<table>
<thead>
<tr>
<th>Share and ADR Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shares outstanding</td>
</tr>
<tr>
<td>Type of share</td>
</tr>
<tr>
<td>Voting</td>
</tr>
</tbody>
</table>

**Share Data**

<table>
<thead>
<tr>
<th>Ticker Symbol</th>
<th>TKA</th>
</tr>
</thead>
<tbody>
<tr>
<td>German Security Identification Number (WKN)</td>
<td>750 000</td>
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<td>DE0007500001</td>
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<td>Exchange</td>
<td>Frankfurt, Dusseldorf</td>
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**ADR Data**

<table>
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<th>Ratio (ordinary share:ADR)</th>
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<td>ADR Structure</td>
<td>Sponsored-Level-I</td>
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<td>Ticker Symbol</td>
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<td>Cusip</td>
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<td>Exchange</td>
<td>Over-the-Counter (OTC)</td>
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<td>Depositary bank: Deutsche Bank Trust Company Americas</td>
<td>E-mail: <a href="mailto:adr@db.com">adr@db.com</a></td>
</tr>
<tr>
<td>Phone: +1 212 250 9100 (New York); +44 207 547 6500 (London)</td>
<td>Website: <a href="http://www.adr.db.com">www.adr.db.com</a></td>
</tr>
</tbody>
</table>
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Financial Calendar 2021/2022

February 4, 2022
• Annual General Meeting

February 10, 2022
• Interim report 1st quarter 2021/2022 - Conference call with analysts and investors
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