

Miguel López

CEO

25th Annual General Meeting of thyssenkrupp AG

February 2, 2024

engineering.tomorrow.together.



thyssenkrupp

Our topics today

- 1) “APEX” Performance program
- 2) Green Transformation
- 3) Portfolio measures
- 4) Executive Board and responsibilities



Status quo and outlook



Good springboard

Excellent employees, impressive customer base, outstanding technologies



Strategic progress

IPO of thyssenkrupp nucera¹, positive free cash flow before M&A, buy recommendation for our share



Mid-term targets unchanged

4%-6% adjusted EBIT margin at Group level, positive free cash flow before M&A, consistent dividend payment

Dividend proposal to the AGM: €0.15 per share

¹ Listed company with thyssenkrupp AG as the majority shareholder



Sustainable improvement in performance thanks to “APEX”



“APEX” performance program to **increase the performance** of the businesses



Concrete objective: Contribution of up to €2.0 billion to the adjusted EBIT and mitigation of countervailing market effects¹



Holistic improvement program: Further development of business models, establishment of new working methods

¹ by the fiscal year 2024/2025

Initial progress and measures already implemented



Business models

Transformation of service business in the Decarbon Technologies segment



Sales

Marketing of by-products such as granulated blast furnace slag from steel production



Assets

Renegotiation of leasehold contracts for shipyard capacities at Marine Systems



Sales

Expansion of the service business in materials trading for an aerospace company

Objective: Positive effect of up to €2.0 billion on the adjusted EBIT by fiscal year 2024/2025



thyssenkrupp – pioneering the green transformation

Wind power



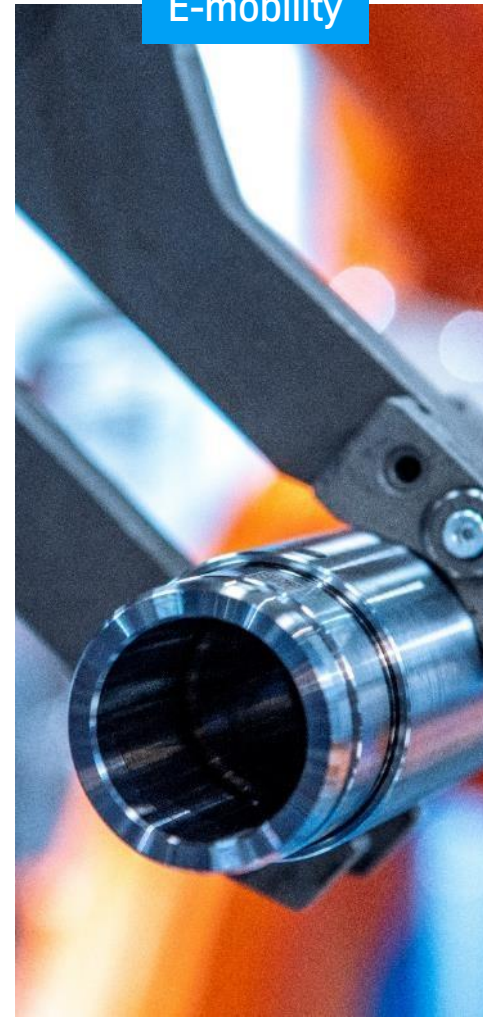
Hydrogen



Cement



E-mobility



Circular economy



Transformation of the steel industry



Steel production secures industrial value chains



Strengthening the **competitiveness** of Germany and Europe as industrial locations



Decarbonization – a global necessity and growth driver



Stand-alone solution for Steel Europe



Increase in performance with APEX



Construction of the **direct reduction plant** initiated, **funding pledged** by state and federal governments



Great need for **green energy**; its availability and price are crucial to **competitiveness**



Pioneering **partnerships** with players from the **energy industry**



Stand-alone solution for Marine Systems



German government explores **taking a stake**



Growing demand and increase in defense budgets mean **growth opportunities**



Examination of various options for **a stand-alone solution**



Stand-alone solution as the starting point for **national and European consolidation**



Expansion of the Executive Board



Volkmar Dinstuhl

Responsible for Automotive
Technology since January 1, 2024



Ilse Henne

Responsible for Materials Services
since January 1, 2024



Jens Schulte

Successor to CFO Klaus Keysberg as
of the second half of the fiscal year

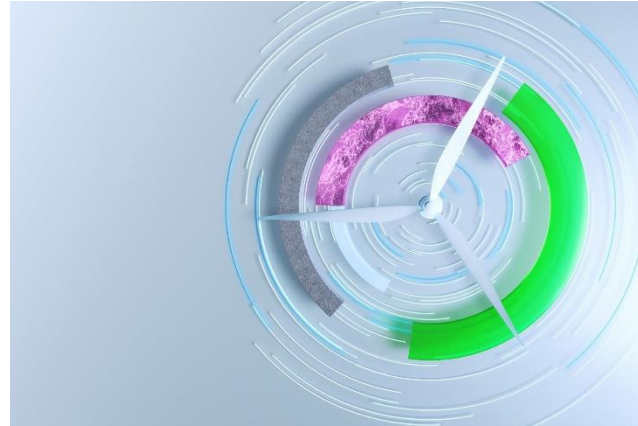


We are pressing ahead resolutely with the transformation



Performance

Top priority on increasing performance



Green Transformation

Decarbonization as an opportunity for profitable growth

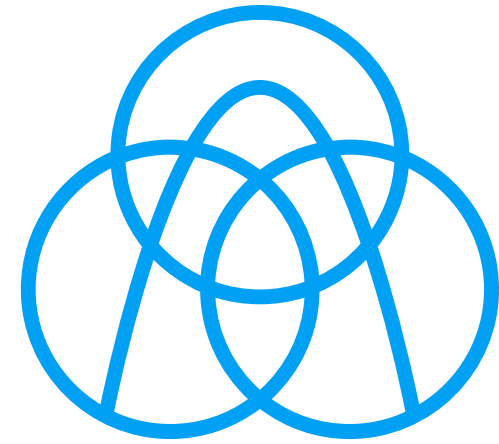


Portfolio

Further development with focus on steel and marine business



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