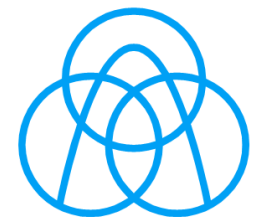


Investor Dialogue on Corporate Governance

Ticker: TKA (Share) TKAMY (ADR)

Prof. Dr.-Ing. Siegfried Russwurm - Chairman of the Supervisory Board | March 2020

engineering.tomorrow.together.

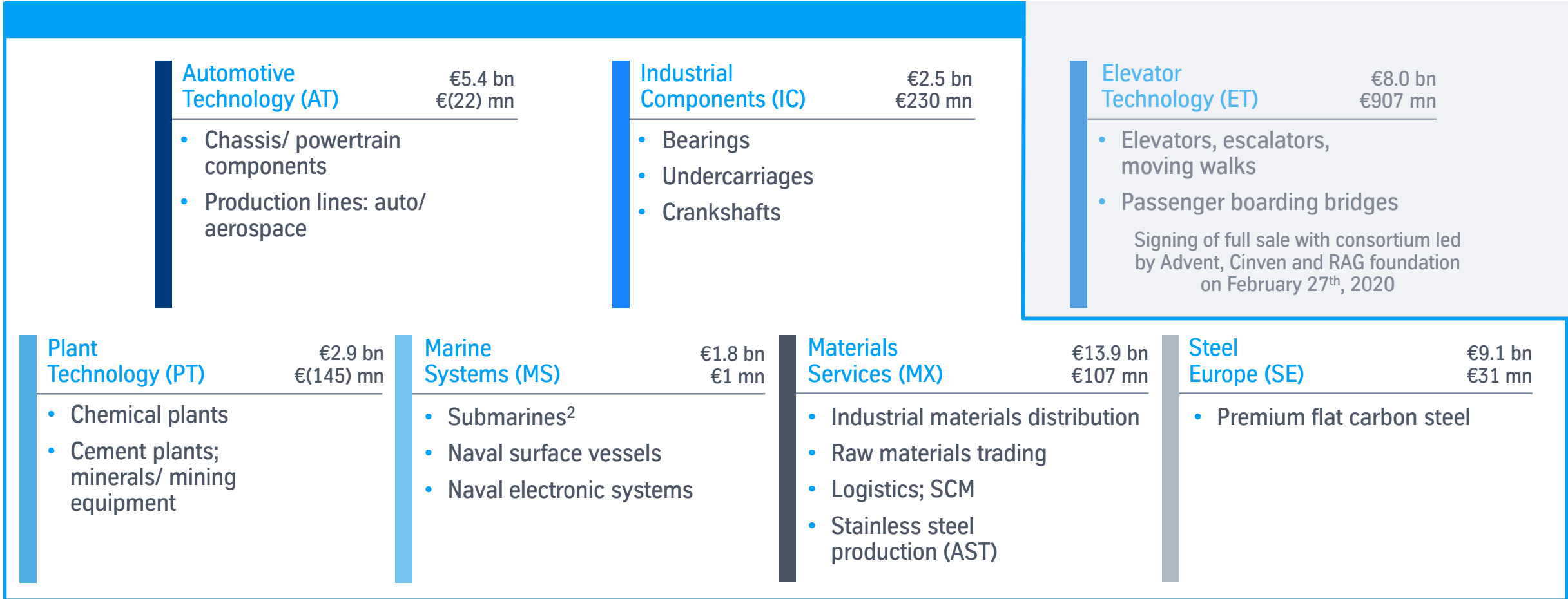


thyssenkrupp

Content

| | | |
|---|--------------------------------------|-------|
| 1 | newtk – the new thyssenkrupp | 03-04 |
| 2 | Supervisory Board and Committee work | 05-15 |
| 3 | Considerations for AGM proposals | 16-19 |





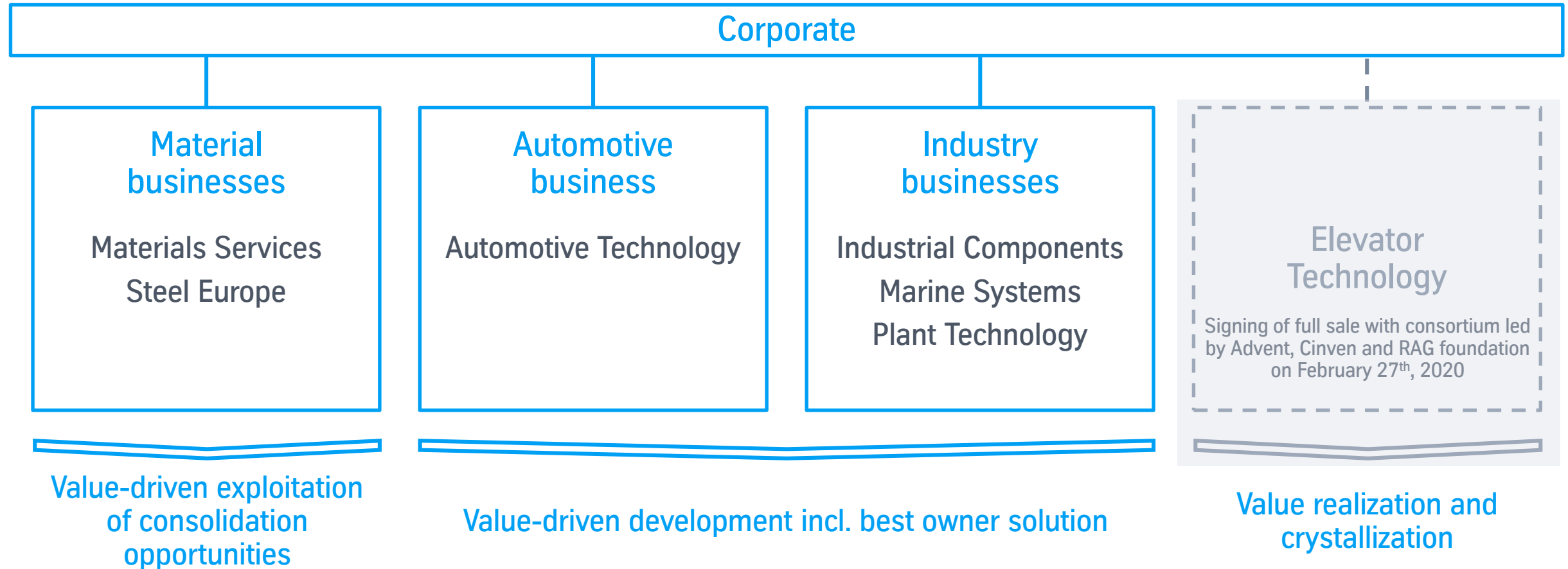
1. All figures related to FY 2018/19; AT, IC and PT on pro-forma basis | 2. Non-nuclear



newtk – concept for performance and value

PERFORMANCE FIRST – FLEXIBLE PORTFOLIO – EFFICIENT ORGANIZATION

- 1 newtk – the new thyssenkrupp
- 2 Supervisory Board and Committee work
- 3 Considerations for AGM proposals



- 1 newtk – the new thyssenkrupp
- 2 Supervisory Board and Committee work
- 3 Considerations for AGM proposals



“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



thyssenkrupp Supervisory Board – Shareholder Representatives

1 newtk – the new thyssenkrupp

2 Supervisory Board and Committee work

3 Considerations for AGM proposals



**Prof. Dr.-Ing.
Siegfried Russwurm**
Chairman

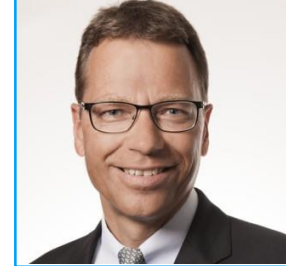
Born 1963, German
Member since 2019

Independent Business
Consultant



Birgit A. Behrendt

Born 1959, German
Member since 2020
Non-Executive Director and
Senior Advisor



**Dr.
Wolfgang Colberg**

Born 1959, German
Member since 2018
Multiple Director and Mgmt.
Consultant



**Prof. Dr. Dr. h.c.
Ursula Gather**

Born 1953, German
Member¹ since 2018
Rector Technical University,
Dortmund



Angelika Gifford

Born 1965, German
Member since 2019
VP Central Europe, Facebook



**Dr.
Bernhard Günther**

Born 1967, German
Member since 2020
CFO and CHRO innogy,
Essen



Friederike Helfer

Born 1976, Austrian
Member since 2020
Partner at Cevian Capital



**Dr.
Ingrid Hengster**

Born 1961, Austrian
Member since 2015
Executive Board of KfW
Bankengruppe



Martina Merz

Born 1963, German
Member since 2019
Independent Business
Consultant

CEO (temporary
delegation)²



**Dr.
Lothar Steinebach**

Born 1948, German
Member¹ since 2013
Former CFO Henkel



**Dr.
Ingo Luge**

Born 1957, German
Member since 2019
Former CEO E.ON
Deutschland, E.ON SE

Temporary stand-in
for Martina Merz²



thyssenkrupp Supervisory Board – Employee Representatives

1 newtk – the new thyssenkrupp

2 Supervisory Board and Committee work

3 Considerations for AGM proposals



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
Power electronics technician



Susanne Herberger

Born 1964, German
Member since 2009
Engineer (FH) – IT



Tanja Jacquemin

Born 1972, German
Member since 2016
Business Graduate (Diplom-
Kauffrau)



**Dr.
Norbert Kluge**

Born 1955, German
Member since 2014
Social Sciences Graduate
(Diplom-Sozialwirt)



Barbara Kremser-Bruttel

Born 1960, German
Member since 2019
Office clerk



Peter Remmler

Born 1958, German
Member since 2009
Wholesale and export trader



Dirk Sievers

Born 1971, German
Member since 2018
Industrial mechanic



Friedrich Weber

Born 1954, German
Member since 2013
Machine setter



Isolde Würz

Born 1959, German
Member since 2015
Attorney



thyssenkrupp Supervisory Board – Shareholder Representatives

- 1 newtk – the new thyssenkrupp
- 2 Supervisory Board and Committee work
- 3 Considerations for AGM proposals

20 Board members



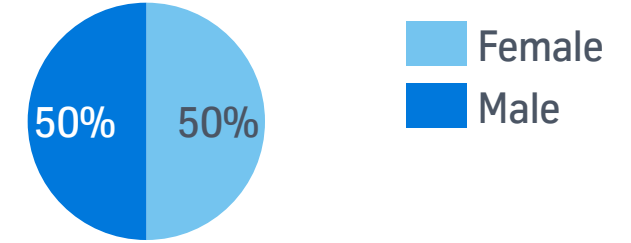
Board tenure in years



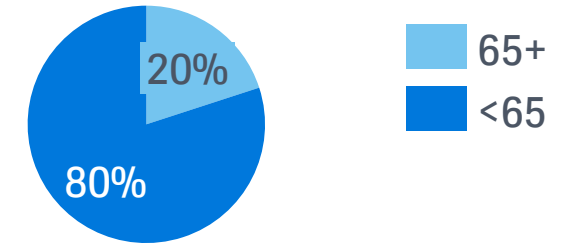
No. of mandates



Gender



Age

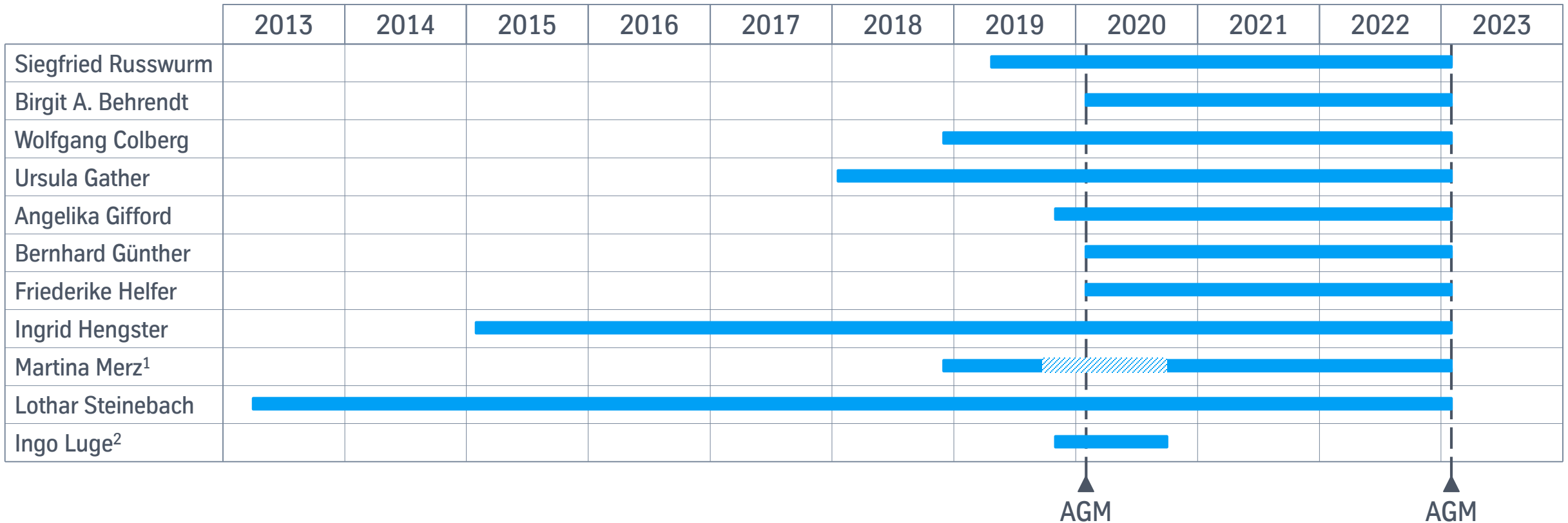


Nationality



Terms of Supervisory Board Shareholder Representatives

- 1 newtk – the new thyssenkrupp
- 2 Supervisory Board and Committee work
- 3 Considerations for AGM proposals



➤ Supervisory Board suggested to reduce the term of shareholder representatives to 3 years in AGM 2020 election

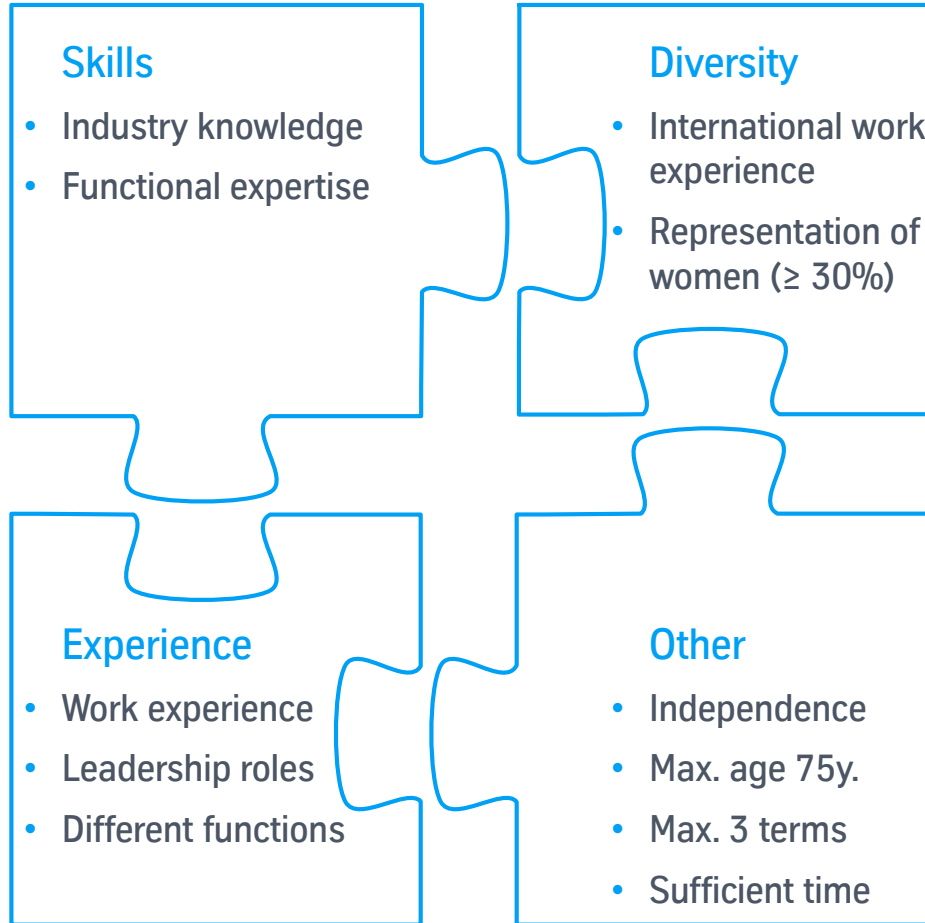
1. Currently CEO (temporary delegation max. until Sep. 30, 2020) | 2. Temporary stand-in for Martina Merz (max. until Sep. 30, 2020)



Nomination process for new Supervisory Board candidates

- 1 newtk – the new thyssenkrupp
- 2 Supervisory Board and Committee work
- 3 Considerations for AGM proposals

Step 1 – Definition of required profile¹



1. Diversity concept 2017; competence profile 2018

Step 2

Nomination Committee

- Identify potential candidates
- Propose candidates to Supervisory Board

Step 3

Supervisory Board

- Confirm candidates
- Propose candidates to shareholders (AGM)

Step 4

Shareholders at AGM

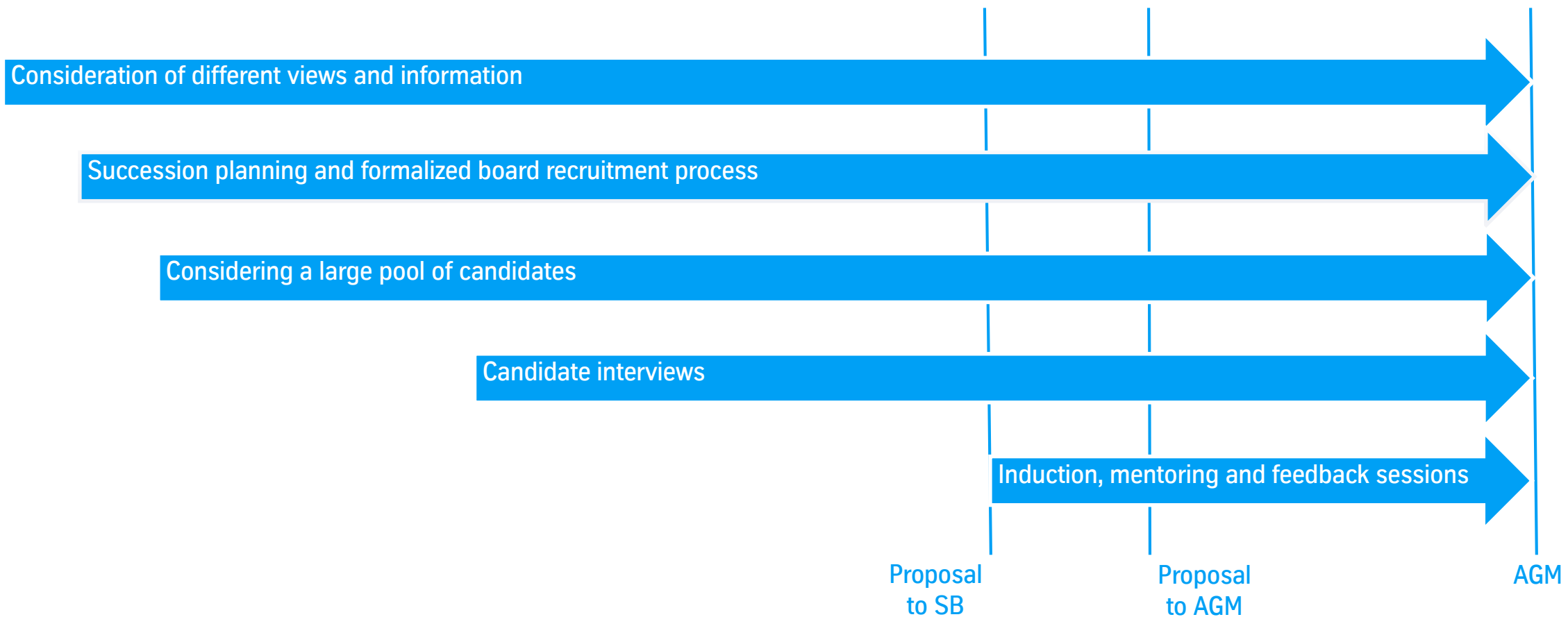
- Vote/approve candidates at AGM



Supervisory Board nomination process timeline

- 1 newtk – the new thyssenkrupp
- 2 Supervisory Board and Committee work
- 3 Considerations for AGM proposals

| Jul. | Aug. | Sept. | Oct. | Nov. | Dec. | Jan. | Febr. |
|------|------|-------|------|------|------|------|-------|
| | | | | ■ | ■ | | ■ |



Supervisory Board Composition Matrix

Screening potential candidates on the basis of required competencies

1 newtk – the new thyssenkrupp

2 Supervisory Board and Committee work

3 Considerations for AGM proposals

| | Name | Independent Member | Diversity: Nationality | Diversity: Gender | Diversity: Age | Financial Expert | CEO Experience | International Board Experience | Digitalization | Product / Technology - Materials - | Product / Technology - Industrials - | Operations / Industrial activities in the global marketplace - Materials - | Operations / Industrial activities in the global marketplace - Industrials - | Global macro-economic and political environment | Experience in advisory or supervisory board bodies | Risk Management / Compliance & Legal / Corporate Governance | Business Strategy | HR/Transformation | Management of co-determined companies | Other |
|------------------------------|------|----------------------------|------------------------|-------------------|----------------|------------------|----------------|--------------------------------|----------------|------------------------------------|--------------------------------------|--|--|---|--|---|-------------------|-------------------|---------------------------------------|-------|
| n.n. | Yes | European/ U.S. American | female/ male | 35-45/46-55/56-65 | | | | | | | | | | | | | | | tbd | |
| n.n. | Yes | European/ U.S. American | female/ male | 35-45/46-55/56-65 | | | | | | | | | | | | | | | | tbd |
| n.n. | Yes | European/ U.S. American | female/ male | 35-45/46-55/56-65 | | | | | | | | | | | | | | | | tbd |
| n.n. | Yes | European/ U.S. American | female/ male | 35-45/46-55/56-65 | | | | | | | | | | | | | | | | tbd |
| n.n. | Yes | European/ U.S. American | female/ male | 35-45/46-55/56-65 | | | | | | | | | | | | | | | | tbd |
| n.n. | Yes | European/ U.S. American | female/ male | 35-45/46-55/56-65 | | | | | | | | | | | | | | | | tbd |
| n.n. | Yes | European/ U.S. American | female/ male | 35-45/46-55/56-65 | | | | | | | | | | | | | | | | tbd |
| Average in % | | | | | 21 | 64 | 57 | 54 | 39 | 57 | 25 | 57 | 68 | 36 | 46 | 57 | 57 | 57 | | |
| Competence assessment (>75%) | | | | | 0 | 2 | 1 | 0 | 2 | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 2 | 1 | | |



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)

Nomination Committee

- Proposes SB candidates to SB

Members

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

Strategy, Finance and Investment Committee

- Prepares major decisions on e.g. strategic developments, financing, investments

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

Personnel Committee

- Proposes Executive Board candidates to SB
- Develops EB remuneration

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

Audit Committee

- Monitors the accounting process and internal control systems

- B. Günther (Chairman; SR)
F. Helfer (SR), T. Jacquemin (ER), J. Kerner (ER),
D. Sievers (ER), L. Steinebach (SR)

Mediation Committee¹

- Makes proposals for the appointment and dismissal of the Executive Board members in case when there is no majority of at least 2/3

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

(SR) Shareholder Representative | (ER) Employee Representative

1. Required by law



Ordinary schedule and topics of Supervisory Board and Committee meetings

- 1 newtk – the new thyssenkrupp
- 2 Supervisory Board and Committee work
- 3 Considerations for AGM proposals



 Supervisory Board meeting

 Supervisory Board decision



Developments at tk requires higher intensity of SB and Committee work

- 1 newtk – the new thyssenkrupp
- 2 **Supervisory Board and Committee work**
- 3 Considerations for AGM proposals

Meetings in
FY 2017/18

Meetings in
FY 2018/19

| | | |
|-----|----------------------|-----|
| 10x | Supervisory Board | 8x |
| 12x | Personnel Committee | 19x |
| 11x | Nomination Committee | 18x |
| 8x | Executive Committee | 30x |
| 7x | Audit Committee | 6x |
| 5x | SFI Committee | 5x |



Topics:

- Situation of the group
- Group separation project Gemini; approval of newtk
- Board matters and special topics



New bi-weekly meeting format „Executive Committee with guests/experts“:

- Bi-weekly alternating focus of meeting on newtk topics „Portfolio“ and „Performance“
- „Guests/experts“ by invitation:
 - Supervisory Board members (Colberg – Portfolio, Russwurm – Performance)
 - Executive Board members (CEO – Portfolio, CFO – Performance, CHRO – Organization)
 - External consultants for Supervisory Board only
- Establishment of „discussion and debate“ culture

Note: The work of the Supervisory Board that is conducted outside of Supervisory Board meetings has not been considered

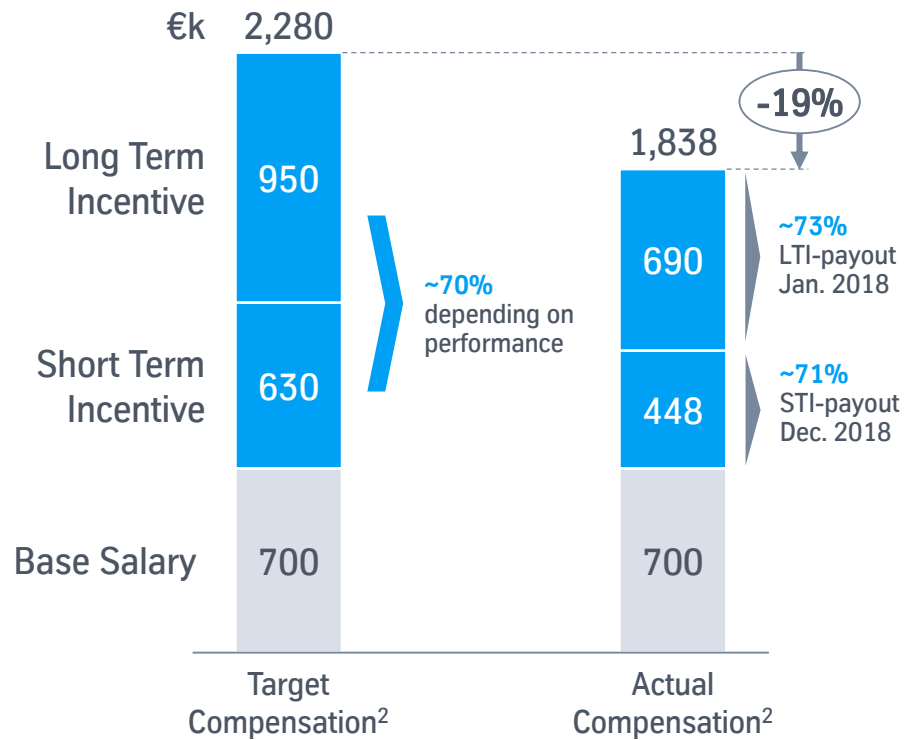


Executive Board Compensation system with effective mechanics

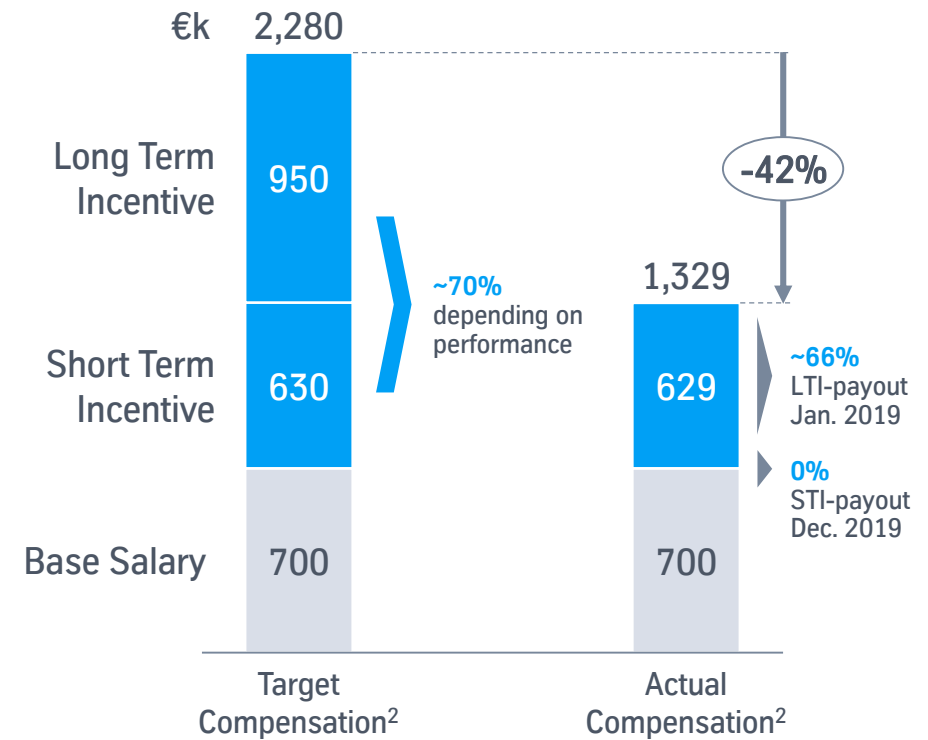
– Example¹: challenging development in FYs 2017/18, 2018/19

- 1 newtk – the new thyssenkrupp
- 2 Supervisory Board and Committee work
- 3 Considerations for AGM proposals

FY 2017/18



FY 2018/19



Actual payout FY 2017/18 and FY 2018/19 significantly below target compensation

1. Example for an ordinary Board Member | 2. w/o fringe benefits & pension service costs



Current thyssenkrupp Executive Board compensation system

- 1 newtk – the new thyssenkrupp
- 2 Supervisory Board and Committee work
- 3 Considerations for AGM proposals

➤ First steps towards a possible revision; first discussion with experts ongoing;

Compensation Elements

- Annual performance bonus
- Internal financial targets
- Bonus-malus factor 0.8 – 1.2 based on indirect financial targets & overall performance of the Board
- Payout in cash; range: 0% - 200% of initial value

Base Salary (~25%)

- • Current annual base salaries: €1,340,000 (CEO) / €700,000 (ordinary board member)

+

Short Term Incentive (~25%)

+

Long Term Incentive (~40%)

- • Performance Share Plan with 3 FY perf. period
- Criteria: Internal financial target & absolute share performance
- Payout in cash; range: 0% - 250% of initial value

- Defined contribution pension plans
- For all new Executive Board Members since 2014: Pension is paid in the form of a lump sum instead of a lifelong annuity

+

Pension (~10%)

➤ Share Ownership Guideline

- • Obligation to invest in tk shares at regular intervals until stock of 100% (CEO) / 50% of (ordinary board member) annual base salary is reached

- Supervisory Board right to reduce compensation in case of deterioration in company's situation pursuant to § 87 (2) AktG

➤ Clawback rule

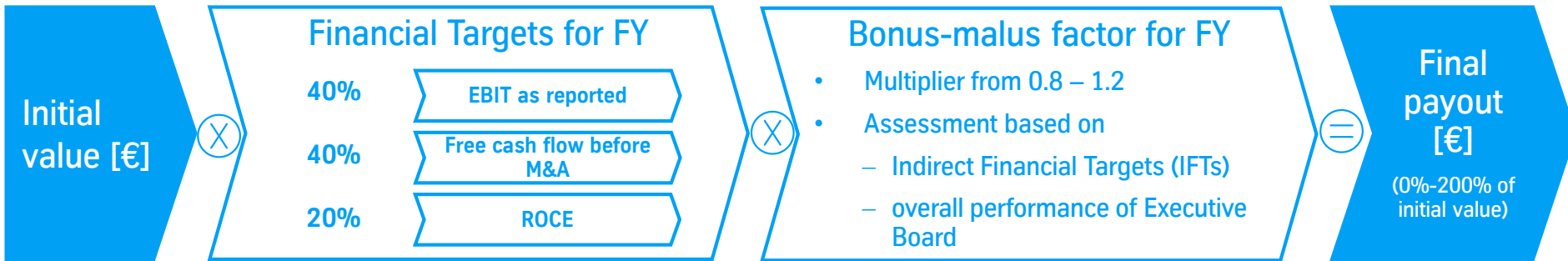
In place since fiscal year 2014/15; AGM approval (98.79%) on January 30, 2015



Current Short Term Incentive: Annual Bonus

- 1 newtk – the new thyssenkrupp
- 2 Supervisory Board and Committee work
- 3 Considerations for AGM proposals

First steps towards a possible revision; first discussion with experts ongoing;



Configuration

- Target bonus model
- Performance period: one FY
- Financial Targets: EBIT, ROCE and FCF before M&A as the group's most relevant indicators for financial performance
- Bonus-malus factor: Indirect Financial Targets (IFTs) from the areas people, innovations, environment and procurement as well as overall performance of Executive Board
- Performance conditions & standards¹
 - Financial targets: Actual \geq budget
 - Bonus-malus factor: Predefined objectives are met (IFTs) / Supervisory Board decides at its own discretion (overall performance of Exec. Board)
- Payout range: 0% - 200% of initial value

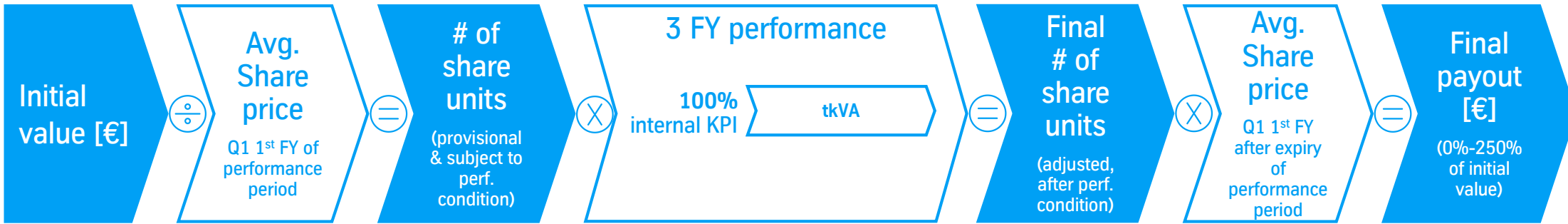
1. Performance standard for $\geq 100\%$ target achievement



Current Long Term Incentive

- 1 newtk – the new thyssenkrupp
- 2 Supervisory Board and Committee work
- 3 Considerations for AGM proposals

➤ First steps towards a possible revision; first discussion with experts ongoing;



Configuration

- Performance Share Units
- Performance period: three FYs
- Performance conditions & standards¹
 - Absolute share performance: Increase in share price
 - tkVA: Avg. tkVA \geq target value² over three FY
- Payout range: 0% - 250% of initial value

1. Performance standard for $\geq 100\%$ target achievement | 2. Target value is set by the Supervisory Board for each new annual instalment. Target value for the 5th to 9th installments of the LTI was avg. tkVA ≥ 0 , meaning return on capital employed \geq capital costs



Appendix



Individual disclosure of Supervisory Board members' attendance at meetings in FY 2018/19

| Supervisory Board Member | Number of Meetings ¹ | Participation | Attendance | |
|---|---------------------------------|---------------|------------|-----|
| Prof. Dr.-Ing. Siegfried Russwurm (Chairman since October 1, 2019; member since April 24, 2019) | 9 | 9 | 100% | |
| Martina Merz (since December 5, 2018; Chairwoman since February 1, 2019 until September 30, 2019) | 72 | 72 | 100% | |
| Prof. Dr. Bernhard Pellens (Chairman until February 1, 2019) | 84 | 81 | 96% | |
| Markus Grolms (Vice Chairman) | 70 | 68 | 97% | |
| Dr. Wolfgang Colberg (since December 29, 2018) | 17 | 16 | 94% | |
| Prof. Dr. Dr. h.c. Ursula Gather | 33 | 32 | 97% | |
| Achim Hass | 8 | 8 | 100% | |
| Dr. Ingrid Hengster | 8 | 8 | 100% | |
| Susanne Herberger | 13 | 13 | 100% | |
| Tanja Jacquemin | 14 | 14 | 100% | |
| Prof. Dr. Hans-Peter Keitel (until January 28, 2019) | 9 | 7 | 78% | |
| Dr. Norbert Kluge | 8 | 7 | 88% | |
| Barbara Kremser-Bruttel (since February 1, 2019) | 6 | 6 | 100% | |
| Tekin Nasikkol (until February 1, 2019) | 2 | 2 | 100% | |
| Peter Remmler | 13 | 13 | 100% | |
| Carola v. Schmettow | 26 | 25 | 96% | |
| Dirk Sievers (since October 2, 2018) | 70 | 70 | 100% | |
| Carsten Spohr (until September, 26 2019) | 7 | 6 | 86% | |
| Dr. Lothar Steinebach | 19 | 19 | 100% | |
| Jens Tischendorf | 39 | 38 | 97% | |
| Friedrich Weber | 8 | 8 | 100% | |
| Isolde Würz | 8 | 8 | 100% | |
| | Σ | 543 | 530 | 98% |

1. The work of the Supervisory Board that is conducted outside of Supervisory Board meetings has not been considered



At thyssenkrupp we systematically create sustainable value

How we manage sustainability

- 1 Board-level responsibility**
 - Definition of sustainability strategy & targets
 - Monitoring of sustainability performance
- 2 Indirect financial targets**
 - Annual progress report and target redefinition
 - Performance factors into board compensation
- 3 Strategic programs**
 - Science-based targets on CO₂ reduction
 - Group wide Energy Efficiency Program (GEEP)
- 4 Transparency**
 - Integrated reporting approach (EU CSR directive)
 - Corresponds to TCFD¹ framework

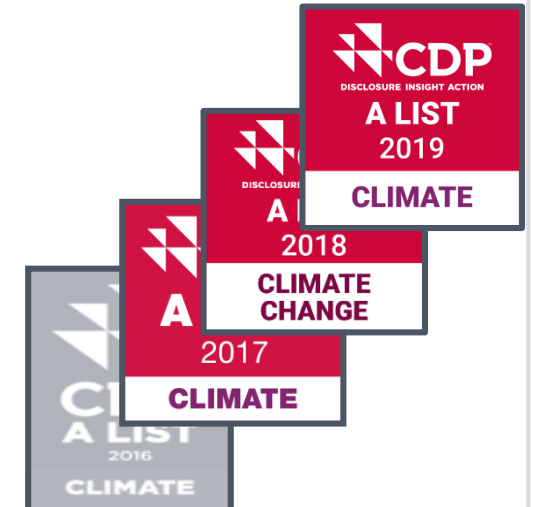
1) Taskforce on Climate-related Financial Disclosures

External recognition



Leader
Outperformer
Average Performer
Underperformer
Laggard

ranked
3
out of
44



Sustainalytics ESG Report as of 01/19: tk ranked 3 out of 44 companies in industry group
MSCI ESG Ratings assessment as of 01/19: tk ranked A on a scale of AAA-CCC, non-official logo



Seven Indirect Financial Targets (IFTs) to track continuous progress

Targets

- Annual energy efficiency gains 200 GWh in 2018/19 and 150 GWh in 2019/20
- 100% of relevant activities covered by ISO 50001 by 2019/20
- 100% of relevant activities covered by ISO 14001 by 2019/20
- Adjusted R&D intensity ~2.5%
- 15% share of women in leadership positions by 2019/20
- 2.0 accidents per million hours worked by 2020/21, improvement of at least 10% a year
- 100 supplier sustainability audits each year

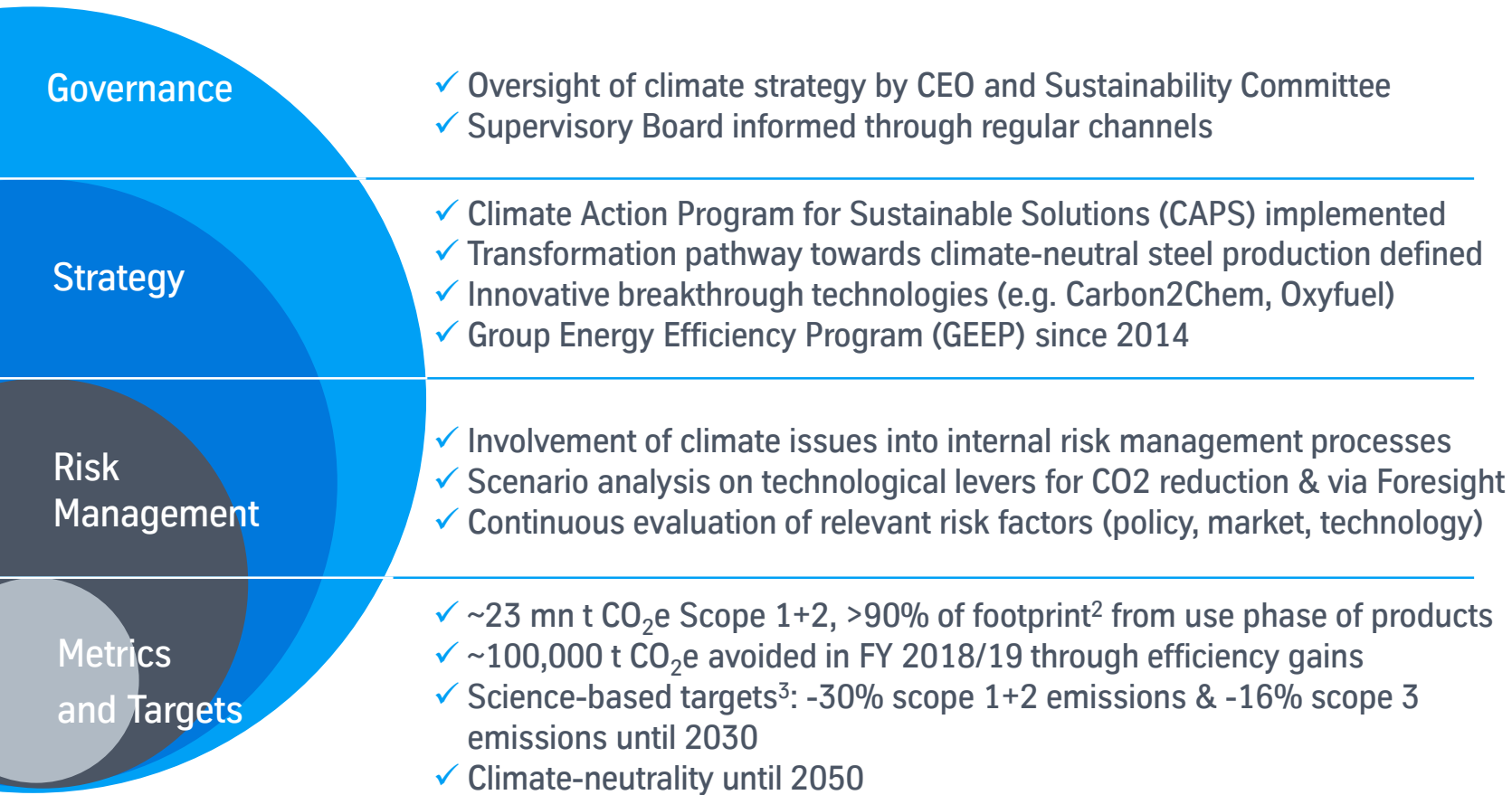
Achievements

| | FY 2018/19 | FY 2017/18 |
|---|------------|------------|
| Annual energy efficiency gains 200 GWh in 2018/19 and 150 GWh in 2019/20 | 325 GWh | 253 GWh |
| 100% of relevant activities covered by ISO 50001 by 2019/20 | 100% | 83% |
| 100% of relevant activities covered by ISO 14001 by 2019/20 | 94% | 91% |
| Adjusted R&D intensity ~2.5% | 2.5% | 2.5% |
| 15% share of women in leadership positions by 2019/20 | 12.6% | 12.0% |
| 2.0 accidents per million hours worked by 2020/21, improvement of at least 10% a year | 2.6 | 3.0 |
| 100 supplier sustainability audits each year | 143 | 173 |

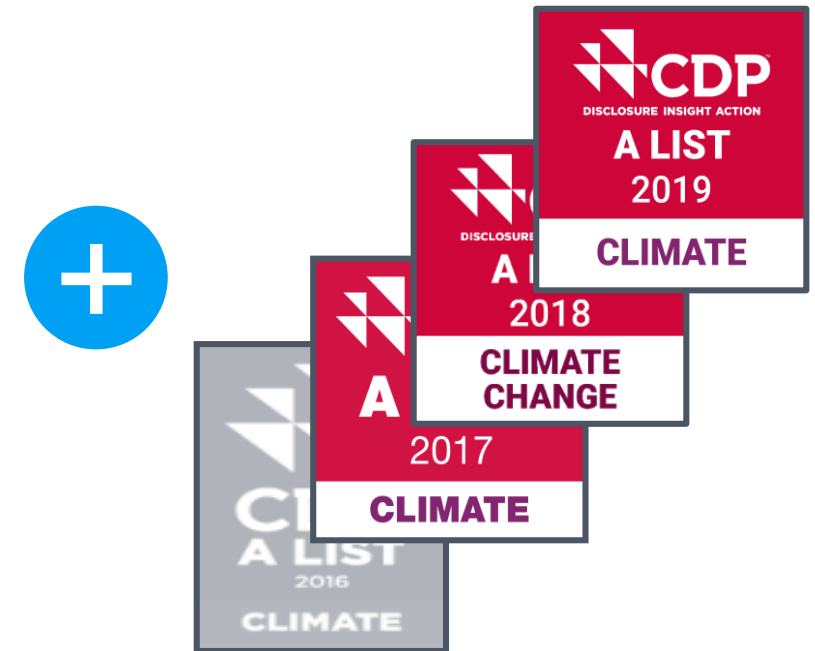


thyssenkrupp with strong commitment and strategy to tackle future climate challenges

tk actions correspond to TCFD¹ framework



tk ranked as a leader in climate protection for 4 years in a row

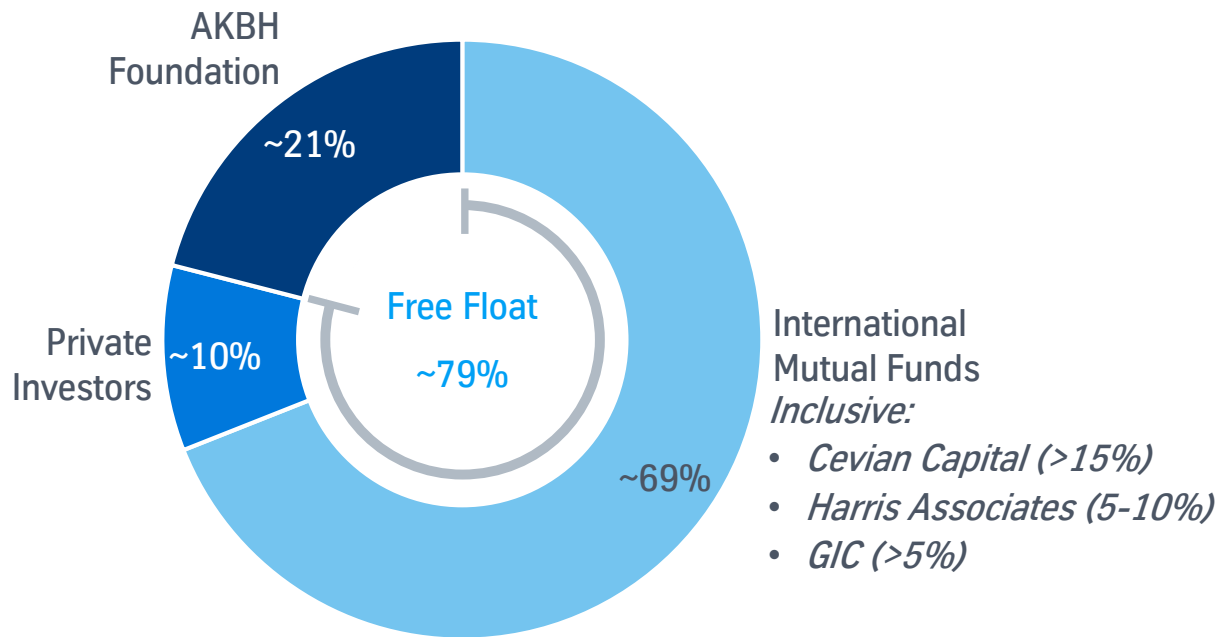


1. TCFD: Taskforce on Climate-related Financial Disclosures 2. Scope 1+2+3 3. Approved by SBTi (science-based target initiative)

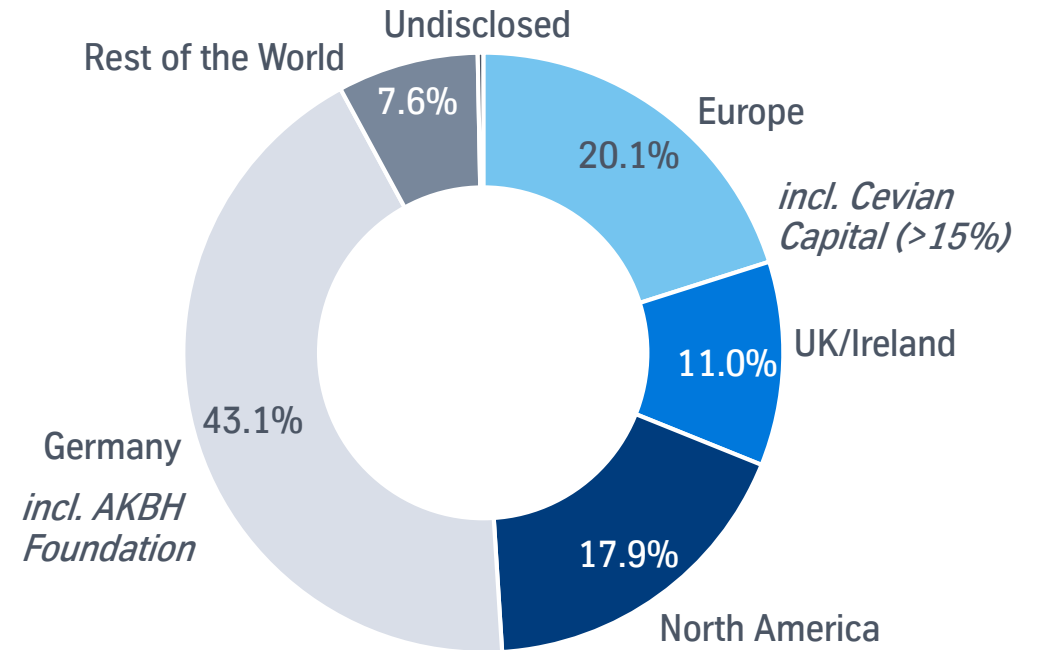


thyssenkrupp shareholder structure

Investors



Regional split



Source: WpHG Announcements; thyssenkrupp Shareholder ID 09/2019



Share and ADR Data

- Shares outstanding 622,531,741
 - Type of share No-par-value bearer shares
 - Voting One share, one vote
-

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)
- Depository 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



Contacts and Financial Calendar

IR contact: +49 201-844-536480 | ir@thyssenkrupp.com



Dr. Claus Ehrenbeck

Head of Investor Relations
T +49 201 844 536464
claus.ehrenbeck@thyssenkrupp.com



Rainer Hecker

Senior Manager IR
T +49 201 844 538830
rainer.hecker@thyssenkrupp.com



Murat Soysal

Manager IR / Sustainability
T +49 201 844 537557
murat.soysal@thyssenkrupp.com

Financial Calendar

May 2020

- Interim report 1st half 2019/2020 (October to March)
- Update on newtk (e.g. Portfolio, Steel Europe „Strategy 20-30“, Performance reviews, ...)

2nd half 2020

- Governance Roadshow in London and Frankfurt



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