Investor Dialogue
on Corporate Governance

Ticker: TKA (Share)  TKAMY (ADR)

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

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

Sales €42.0 bn; EBIT adj. €802 mn

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

Automotive Technology (AT)
- €5.4 bn
- Chassis/ powertrain components
- Production lines: auto/aerospace

Industrial Components (IC)
- €2.5 bn
- Bearings
- Undercarriages
- Crankshafts

Elevator Technology (ET)
- €8.0 bn
- €907 mn
- Elevators, escalators, moving walks
- Passenger boarding bridges
  Signing of full sale with consortium led by Advent, Cinven and RAG foundation on February 27th, 2020

Plant Technology (PT)
- €2.9 bn
- €(145) mn
- Chemical plants
- Cement plants; minerals/ mining equipment

Marine Systems (MS)
- €1.8 bn
- €1 mn
- Submarines
- Naval surface vessels
- Naval electronic systems

Materials Services (MX)
- €13.9 bn
- €107 mn
- Industrial materials distribution
- Raw materials trading
- Logistics; SCM
- Stainless steel production (AST)

Steel Europe (SE)
- €9.1 bn
- €31 mn
- Premium flat carbon steel
newtk – concept for performance and value
PERFORMANCE FIRST – FLEXIBLE PORTFOLIO – EFFICIENT ORGANIZATION

Corporate

Material businesses
Materials Services
Steel Europe

Automotive business
Automotive Technology

Industry businesses
Industrial Components
Marine Systems
Plant Technology

Value-driven exploitation of consolidation opportunities

Value-driven development incl. best owner solution

Elevator Technology
Signing of full sale with consortium led by Advent, Cinven and RAG foundation on February 27th, 2020

Value realization and crystallization

Supervisory Board and Committee work
Considerations for AGM proposals

thyssenkrupp
April 2020
“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
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Dr.-Ing. Siegfried Russwurm</td>
<td>Chairman</td>
<td>Born 1963, German Member since 2019 Independent Business Consultant</td>
</tr>
<tr>
<td>Dr. Bernhard Günther</td>
<td></td>
<td>Born 1967, German Member since 2020 CFO and CHRO innogy, Essen</td>
</tr>
<tr>
<td>Dr. Ingo Luge</td>
<td></td>
<td>Born 1957, German Member since 2019 Former CEO E.ON Deutschland, E.ON SE</td>
</tr>
<tr>
<td>Birgit A. Behrendt</td>
<td>Non-Executive Director and Senior Advisor</td>
<td>Born 1959, German Member since 2020</td>
</tr>
<tr>
<td>Prof. Dr. Dr. h.c. Ursula Gather</td>
<td></td>
<td>Born 1953, German Member since 2018 Rector Technical University, Dortmund</td>
</tr>
<tr>
<td>Friederike Helfer</td>
<td></td>
<td>Born 1976, Austrian Member since 2020 Partner at Cevian Capital</td>
</tr>
<tr>
<td>Dr. Lothar Steinebach</td>
<td></td>
<td>Born 1948, German Member since 2013 Former CFO Henkel</td>
</tr>
<tr>
<td>Dr. Wolfgang Colberg</td>
<td>Multiple Director and Mgmt. Consultant</td>
<td>Born 1959, German Member since 2018</td>
</tr>
<tr>
<td>Angelika Gifford</td>
<td></td>
<td>Born 1965, German Member since 2019 VP Central Europe, Facebook</td>
</tr>
<tr>
<td>Dr. Ingrid Hengster</td>
<td></td>
<td>Born 1961, Austrian Member since 2015 Executive Board of KfW Bankengruppe</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jürgen Kerner</td>
<td>Vice Chairman</td>
<td>Born 1969, German Member since 2020 Member of the Executive Committee and Treasurer of IG Metall Information system engineer</td>
</tr>
<tr>
<td>Barbara Kremser-Brutel</td>
<td>Office clerk</td>
<td>Born 1960, German Member since 2019</td>
</tr>
<tr>
<td>Friedrich Weber</td>
<td>Machine setter</td>
<td>Born 1954, German Member since 2013</td>
</tr>
<tr>
<td>Achim Hass</td>
<td>Power electronics technician</td>
<td>Born 1965, German Member since 2017</td>
</tr>
<tr>
<td>Tanja Jacquemin</td>
<td>Business Graduate (Diplom-Kauffrau)</td>
<td>Born 1972, German Member since 2016</td>
</tr>
<tr>
<td>Peter Remmler</td>
<td>Wholesale and export trader</td>
<td>Born 1958, German Member since 2009</td>
</tr>
<tr>
<td>Isolde Würz</td>
<td>Attorney</td>
<td>Born 1959, German Member since 2015</td>
</tr>
<tr>
<td>Susanne Herberger</td>
<td>Engineer (FH) – IT</td>
<td>Born 1964, German Member since 2009</td>
</tr>
<tr>
<td>Dirk Sievers</td>
<td>Industrial mechanic</td>
<td>Born 1971, German Member since 2018</td>
</tr>
<tr>
<td>Dr. Norbert Kluge</td>
<td>Social Sciences Graduate (Diplom-Sozialwirt)</td>
<td>Born 1955, German Member since 2014</td>
</tr>
<tr>
<td>Achim Hass</td>
<td>Power electronics technician</td>
<td>Born 1965, German Member since 2017</td>
</tr>
<tr>
<td>Tanja Jacquemin</td>
<td>Business Graduate (Diplom-Kauffrau)</td>
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<td>Attorney</td>
<td>Born 1959, German Member since 2015</td>
</tr>
</tbody>
</table>
thyssenkrupp Supervisory Board – Shareholder Representatives

20 Board members

10 Shareholder Representatives

Board tenure in years

<table>
<thead>
<tr>
<th>Years</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - 5</td>
<td>9</td>
</tr>
<tr>
<td>6 - 10</td>
<td>1</td>
</tr>
<tr>
<td>&gt; 10</td>
<td>0</td>
</tr>
</tbody>
</table>

No. of mandates

<table>
<thead>
<tr>
<th>No. of companies</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-1 other company</td>
<td>5</td>
</tr>
<tr>
<td>2 other companies</td>
<td>2</td>
</tr>
<tr>
<td>&gt; 2 other companies</td>
<td>3</td>
</tr>
</tbody>
</table>

Gender

50% Female
50% Male

Age

80% <65
20% 65+

Nationality

80% German
20% Non-German
Supervisory Board suggested to reduce the term of shareholder representatives to 3 years in AGM 2020 election.
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>Nomination Committee</strong></td>
<td><strong>Supervisory Board</strong></td>
<td><strong>Shareholders at AGM</strong></td>
</tr>
<tr>
<td>• Industry knowledge</td>
<td>• Identify potential candidates</td>
<td>• Confirm candidates</td>
<td>• Vote/approve candidates at AGM</td>
</tr>
<tr>
<td>• Functional expertise</td>
<td>• Propose candidates to Supervisory Board</td>
<td>• Propose candidates to shareholders (AGM)</td>
<td></td>
</tr>
<tr>
<td><strong>Diversity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• International work experience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Representation of women (≥ 30%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Experience</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Work experience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Leadership roles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Different functions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Independence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Max. age 75y.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Max. 3 terms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Sufficient time</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ Diversity concept 2017; competence profile 2018
## Supervisory Board nomination process timeline

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Consideration of different views and information**

**Succession planning and formalized board recruitment process**

**Considering a large pool of candidates**

**Candidate interviews**

**Induction, mentoring and feedback sessions**

Proposal to SB  Proposal to AGM  AGM
### Supervisory Board Composition Matrix

Screening potential candidates on the basis of required competencies

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

Average in %: 21 64 57 54 39 57 25 57 68 38 46 57 57 57

Competence assessment (>75%): 0 2 1 0 2 1 1 1 3 1 1 1 2 1
## 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), S. Herberger (ER), J. Kerner (ER), I. Luge (SR), 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), L. Steinebach (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 EB renumeration

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

### Mediation Committee
- 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)

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(SR) Shareholder Representative  |  (ER) Employee Representative

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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 (H1)
- Executive Committee

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

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

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

Symbols:
- Supervisory Board meeting
- Supervisory Board decision
Developments at tk require higher intensity of SB and Committee work

<table>
<thead>
<tr>
<th>Meetings in FY 2017/18</th>
<th>Meetings in FY 2018/19</th>
<th>Topics:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisory Board</td>
<td>8x</td>
<td>• Situation of the group</td>
</tr>
<tr>
<td>Personnel Committee</td>
<td>19x</td>
<td>• Group separation project Gemini; approval of newtk</td>
</tr>
<tr>
<td>Nomination Committee</td>
<td>18x</td>
<td>• Board matters and special topics</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>30x</td>
<td>New bi-weekly meeting format „Executive Committee with guests/experts“:</td>
</tr>
<tr>
<td>Audit Committee</td>
<td>6x</td>
<td>• Bi-weekly alternating focus of meeting on newtk topics „Portfolio“ and „Performance“</td>
</tr>
<tr>
<td>SFI Committee</td>
<td>5x</td>
<td>• „Guests/experts“ by invitation:</td>
</tr>
</tbody>
</table>

- 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 – Example\(^1\): challenging development in FYs 2017/18, 2018/19

### FY 2017/18

<table>
<thead>
<tr>
<th></th>
<th>€k</th>
<th>Target Compensation(^2)</th>
<th>Actual Compensation(^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Salary</td>
<td>700</td>
<td>700</td>
<td>700</td>
</tr>
<tr>
<td>Short Term Incentive</td>
<td>630</td>
<td>690</td>
<td>448</td>
</tr>
<tr>
<td>Long Term Incentive</td>
<td>950</td>
<td>1,838</td>
<td>-19%</td>
</tr>
</tbody>
</table>

\(\sim70\%\) depending on performance

\(\sim73\%\) LTI-payout Jan. 2018

\(\sim71\%\) STI-payout Dec. 2018

### FY 2018/19

<table>
<thead>
<tr>
<th></th>
<th>€k</th>
<th>Target Compensation(^2)</th>
<th>Actual Compensation(^2)</th>
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</thead>
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<td>Base Salary</td>
<td>700</td>
<td>700</td>
<td>700</td>
</tr>
<tr>
<td>Short Term Incentive</td>
<td>630</td>
<td>629</td>
<td>629</td>
</tr>
<tr>
<td>Long Term Incentive</td>
<td>950</td>
<td>1,329</td>
<td>-42%</td>
</tr>
</tbody>
</table>

\(\sim70\%\) depending on performance

\(\sim66\%\) LTI-payout Jan. 2019

\(\sim66\%\) STI-payout Dec. 2019

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

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1. Example for an ordinary Board Member  
2. w/o fringe benefits & pension service costs
Current thyssenkrupp Executive Board compensation system

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

- 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

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

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

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

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

In place since fiscal year 2014/15; AGM approval (98.79%) on January 30, 2015
Current Short Term Incentive: Annual Bonus

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 & standards**
  - Financial targets: Actual ≥ 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 ≥100% target achievement
Current Long Term Incentive

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

Initial value [€]

Avg. Share price
Q1,1st FY of performance period

# of share units
(provisional & subject to perf. condition)

3 FY performance
100% internal KPI
tkVA

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

Final payout [€]

Avg. Share price
Q1,1st FY after expiry of performance period

Final payout [€]
(0% - 250% of initial value)

Configuration

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

1. Performance standard for ≥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 ≥ capital costs
Individual disclosure of Supervisory Board members’ attendance at meetings in FY 2018/19

<table>
<thead>
<tr>
<th>Supervisory Board Member</th>
<th>Number of Meetings¹</th>
<th>Participation</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Dr.-Ing. Siegfried Russwurm (Chairman since October 1, 2019; member since April 24, 2019)</td>
<td>9</td>
<td>9</td>
<td>100%</td>
</tr>
<tr>
<td>Martina Merz (since December 5, 2018; Chairwoman since February 1, 2019 until September 30, 2019)</td>
<td>72</td>
<td>72</td>
<td>100%</td>
</tr>
<tr>
<td>Prof. Dr. Bernhard Pellens (Chairman until February 1, 2019)</td>
<td>84</td>
<td>81</td>
<td>96%</td>
</tr>
<tr>
<td>Markus Grolms (Vice Chairman)</td>
<td>70</td>
<td>68</td>
<td>97%</td>
</tr>
<tr>
<td>Dr. Wolfgang Colberg (since December 29, 2018)</td>
<td>17</td>
<td>16</td>
<td>94%</td>
</tr>
<tr>
<td>Prof. Dr. Dr. h.c. Ursula Gather</td>
<td>33</td>
<td>32</td>
<td>97%</td>
</tr>
<tr>
<td>Achim Hass</td>
<td>8</td>
<td>8</td>
<td>100%</td>
</tr>
<tr>
<td>Dr. Ingrid Hengster</td>
<td>8</td>
<td>8</td>
<td>100%</td>
</tr>
<tr>
<td>Susanne Herberger</td>
<td>13</td>
<td>13</td>
<td>100%</td>
</tr>
<tr>
<td>Tanja Jacquemin</td>
<td>14</td>
<td>14</td>
<td>100%</td>
</tr>
<tr>
<td>Prof. Dr. Hans-Peter Keitel (until January 28, 2019)</td>
<td>9</td>
<td>7</td>
<td>78%</td>
</tr>
<tr>
<td>Dr. Norbert Kluge</td>
<td>8</td>
<td>7</td>
<td>88%</td>
</tr>
<tr>
<td>Barbara Kremser-Bruttel (since February 1, 2019)</td>
<td>6</td>
<td>6</td>
<td>100%</td>
</tr>
<tr>
<td>Tekin Nasikkel (until February 1, 2019)</td>
<td>2</td>
<td>2</td>
<td>100%</td>
</tr>
<tr>
<td>Peter Remmler</td>
<td>13</td>
<td>13</td>
<td>100%</td>
</tr>
<tr>
<td>Carola v. Schmettow</td>
<td>26</td>
<td>25</td>
<td>96%</td>
</tr>
<tr>
<td>Dirk Sievers (since October 2, 2018)</td>
<td>70</td>
<td>70</td>
<td>100%</td>
</tr>
<tr>
<td>Carsten Spohr (until September, 26 2019)</td>
<td>7</td>
<td>6</td>
<td>86%</td>
</tr>
<tr>
<td>Dr. Lothar Steinebach</td>
<td>19</td>
<td>19</td>
<td>100%</td>
</tr>
<tr>
<td>Jens Tischendorf</td>
<td>39</td>
<td>38</td>
<td>97%</td>
</tr>
<tr>
<td>Friedrich Weber</td>
<td>8</td>
<td>8</td>
<td>100%</td>
</tr>
<tr>
<td>Isolde Würz</td>
<td>8</td>
<td>8</td>
<td>100%</td>
</tr>
</tbody>
</table>

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 TCFD\(^1\) framework

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1) Taskforce on Climate-related Financial Disclosures

External recognition

- 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

<table>
<thead>
<tr>
<th>Targets</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual energy efficiency gains 200 GWh in 2018/19 and 150 GWh in 2019/20</td>
<td>FY 2018/19: 325 GWh</td>
</tr>
<tr>
<td>100% of relevant activities covered by ISO 50001 by 2019/20</td>
<td>FY 2018/19: 100%</td>
</tr>
<tr>
<td>100% of relevant activities covered by ISO 14001 by 2019/20</td>
<td>FY 2018/19: 94%</td>
</tr>
<tr>
<td>Adjusted R&amp;D intensity ~2.5%</td>
<td>FY 2018/19: 2.5%</td>
</tr>
<tr>
<td>15% share of women in leadership positions by 2019/20</td>
<td>FY 2018/19: 12.6%</td>
</tr>
<tr>
<td>2.0 accidents per million hours worked by 2020/21, improvement of at least 10% a year</td>
<td>FY 2018/19: 2.6</td>
</tr>
<tr>
<td>100 supplier sustainability audits each year</td>
<td>FY 2018/19: 143</td>
</tr>
</tbody>
</table>
thyssenkrupp with strong commitment and strategy to tackle future climate challenges

tk actions correspond to TCFD\(^1\) framework

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

- Climate Action Program for Sustainable Solutions (CAPS) implemented
- Transformation pathway towards climate-neutral steel production defined
- Innovative breakthrough technologies (e.g. Carbon2Chem, Oxyfuel)
- Group Energy Efficiency Program (GEEP) since 2014

- Involvement of climate issues into internal risk management processes
- Scenario analysis on technological levers for CO2 reduction & via Foresight
- Continuous evaluation of relevant risk factors (policy, market, technology)

- \(~23\) mn t CO\(_2\)e Scope 1+2, >90% of footprint\(^2\) from use phase of products
- \(~100,000\) t CO\(_2\)e avoided in FY 2018/19 through efficiency gains
- Science-based targets\(^3\): -30% scope 1+2 emissions & -16% scope 3 emissions until 2030
- Climate-neutrality until 2050

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**
- Free Float: ~79%
- International Mutual Funds: Inclusive:
  - Cevian Capital (>15%)
  - Harris Associates (5%)
  - GIC (5%)
- Private Investors: ~10%
- AKBH Foundation: ~21%

**Regional split**
- Germany: 43.1%
- UK/Ireland: 11.0%
- North America: 17.9%
- Rest of the World: 20.1%
- Undisclosed: 7.6%

Source: WpHG Announcements; thyssenkrupp Shareholder ID 09/2019
## Share and ADR Data

<table>
<thead>
<tr>
<th>Share Data</th>
<th>ADR Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Shares outstanding: 622,531,741</td>
<td>• Ratio (ordinary share:ADR): 1:1</td>
</tr>
<tr>
<td>• Type of share: No-par-value bearer shares</td>
<td>• ADR Structure: Sponsored-Level-I</td>
</tr>
<tr>
<td>• Voting: One share, one vote</td>
<td>• Ticker Symbol: TKAMY</td>
</tr>
<tr>
<td></td>
<td>• Cusip: 88629Q 207</td>
</tr>
<tr>
<td></td>
<td>• ISIN Number: US88629Q2075</td>
</tr>
<tr>
<td></td>
<td>• Exchange: Over-the-Counter (OTC)</td>
</tr>
<tr>
<td></td>
<td>• Depositary bank: Deutsche Bank Trust Company Americas</td>
</tr>
<tr>
<td></td>
<td>• Phone: +1 212 250 9100 (New York); +44 207 547 6500 (London)</td>
</tr>
<tr>
<td></td>
<td>• E-mail: <a href="mailto:adr@db.com">adr@db.com</a></td>
</tr>
<tr>
<td></td>
<td>• Website: <a href="http://www.adr.db.com">www.adr.db.com</a></td>
</tr>
</tbody>
</table>

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

May 2020

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

2nd half 2020

- Governance Roadshow in London and Frankfurt
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