Invitation to the Annual General Meeting

thyssenkrupp AG
January 30, 2026

thyssenkrupp

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Meeting Notice according to Regulation (EU) 2018/1212

A1 Unique identifier of the event	20071519-84c3-444c-a02e-dfa98622296f
A2 Type of message	Invitation to Annual General Meeting
B1 ISIN	DE0007500001
B2 Name of issuer	thyssenkrupp AG
C1 Date of the General Meeting	20260130
C2 Time of the General Meeting	09:00 am (UTC), (10:00 am CET)
C3 Type of General Meeting	Ordinary Annual General Meeting
C4 Location of the General Meeting	https://www.thyssenkrupp.com/de/investoren/hauptversammlung https://www.thyssenkrupp.com/en/investors/annual-general-meeting
C5 Record Date	20260108
C6 Uniform Resource Locator (URL)	https://www.thyssenkrupp.com/de/investoren/hauptversammlung https://www.thyssenkrupp.com/en/investors/annual-general-meeting

thyssenkrupp AG, Duisburg and Essen
– ISIN DE0007500001 –

Invitation to the Annual General Meeting

We hereby invite you to the 27th Annual General Meeting of thyssenkrupp AG with registered office in Duisburg and Essen. The Annual General Meeting will be held at the RuhrCongress Convention Center, Stadionring 20, 44791 Bochum, Germany, at 10.00 a.m. CET (Central European Time) on Friday, January 30, 2026.

I. Agenda

1. Presentation of the adopted financial statements of thyssenkrupp AG and the consolidated financial statements as of September 30, 2025, the combined management report on thyssenkrupp AG and the Group for the 2024/2025 fiscal year, the report by the Supervisory Board and the explanatory report by the Executive Board on the information pursuant to § 289a and § 315a German Commercial Code (HGB)

The Supervisory Board approved the financial statements, the consolidated statements and the combined management report prepared by the Executive Board; the financial statements are thus adopted. Adoption by the Annual General Meeting is therefore not required. The financial statements, the consolidated financial statements, the combined management report, the report by the Supervisory Board and the explanatory report by the Executive Board on the information required under takeover law are to be made available to the Annual General Meeting without requiring a resolution under agenda item 1 in accordance with the Stock Corporation Act. These documents are available for viewing on the internet at www.thyssenkrupp.com/en/investors/annual-general-meeting.

2. Resolution on the use of unappropriated net income

The Executive Board and Supervisory Board propose to use the unappropriated net income of the 2024/2025 fiscal year in the amount of €406,038,075.40 as follows:

Distribution of a dividend of €0.15 per eligible share:	€93,379,761.15
Transfer to retained earnings:	€312,658,314.25

The dividend is due on the third business day following the resolution by the Annual General Meeting. It is therefore to be paid on or by Wednesday, February 4, 2026.

3. Resolution on the ratification of the acts of the members of the Executive Board

The Executive Board and Supervisory Board propose that the acts of the following members of the Executive Board during the 2024/2025 fiscal year be ratified for their respective term of office:

3.1 Miguel Ángel López Borrego
3.2 Dr. Volkmar Dinstuhl
3.3 Dr. Axel Hamann (since May 1, 2025)
3.4 Ilse Henne
3.5 Wilfried von Rath (since April 1, 2025)
3.6 Oliver Burkhard (until January 31, 2025)
3.7 Dr. Jens Schulte (until May 31, 2025)

It is intended to let the Annual General Meeting decide by separate ballot whether to ratify the acts of each individual member of the Executive Board.

4. Resolution on the ratification of the acts of the members of the Supervisory Board

The Executive Board and Supervisory Board propose that the acts of the following members of the Supervisory Board during the 2024/2025 fiscal year be ratified:

4.1 Prof. Dr.-Ing. Dr.-Ing. E.h. Siegfried Russwurm
4.2 Jürgen Kerner
4.3 Birgit A. Behrendt
4.4 Dr. Patrick Berard
4.5 Stefan Erwin Buchner
4.6 Dr. Wolfgang Colberg
4.7 Prof. Dr. Dr. h.c. Ursula Gather
4.8 Angelika Gifford
4.9 Katrin Goebel-Krawinkel
4.10 Dr. Bernhard Günther
4.11 Achim Hass
4.12 Tanja Jacquemin
4.13 Daniela Jansen
4.14 Christian Julius
4.15 Thorsten Koch
4.16 Dr. Ingo Luge
4.17 Tekin Nasikkol
4.18 Dr. Verena Volpert
4.19 Ulrich Wilsberg
4.20 Kirstin Zeidler

It is intended to let the Annual General Meeting decide by separate ballot whether to ratify the acts of each individual member of the Supervisory Board.

5. Resolution on the election of the auditors for the parent-company and consolidated annual financial statements and the auditor's review of interim financial reports and of the auditors for the sustainability reporting

On the recommendation of its Audit Committee, the Supervisory Board proposes:

5.1 KPMG Aktiengesellschaft Wirtschaftsprufungsgesellschaft, Dusseldorf, be elected as auditors for the parent-company and consolidated financial statements for the 2025/2026 fiscal year, for any required auditors' review of interim financial reports for the 2025/2026 fiscal year, and for any required auditors' review of interim financial reports for the 2026/2027 fiscal year issued before the 2027 Annual General Meeting.

5.2 KPMG Aktiengesellschaft Wirtschaftsprufungsgesellschaft, Dusseldorf, be elected as auditors for the sustainability reporting within the meaning of Directive (EU) 2022/2464 as regards corporate sustainability reporting (Corporate Sustainability Reporting Directive) for the 2025/2026 fiscal year.

The Corporate Sustainability Reporting Directive obligates the EU Member States to introduce such sustainability reporting. Since a German act implementing the Corporate Sustainability Reporting Directive had still not been passed when this invitation was submitted to the Federal Gazette ("Bundesanzeiger"), an auditor of the sustainability reporting in accordance with agenda item 5.2 is to be elected by way of precaution in the event that, in implementation of Article 37 of Directive 2006/43/EC in the version of the Corporate Sustainability Reporting Directive, such an election by the Annual General Meeting is required, i.e., auditing of the sustainability reporting should not anyway be the responsibility of the independent auditor under the German law implementing the directive.

It is intended to let the Annual General Meeting decide on the above agenda items 5.1 and 5.2 by separate ballot.

The Audit Committee has declared as part of its recommendations on this agenda item 5 that it is free from improper influence by third parties and that in each case no clause restricting the choice within the meaning of Article 16 (6) of the EU Regulation on statutory auditors or audit firms (Regulation (EU) No 537/2014) has been imposed upon it.

6. Resolution on approval of the compensation report

In accordance with § 162 AktG, the Executive Board and Supervisory Board of a listed stock corporation must prepare an annual report on the compensation of its board members. The auditors of thyssenkrupp AG have formally audited the compensation report for the 2024/2025 fiscal year and issued an auditors' report on it.

The compensation report for the 2024/2025 fiscal year and the auditors' report on it can be found, also during the Annual General Meeting, at www.thyssenkrupp.com/en/company/management/corporate-governance/compensation-report.html.

The Executive Board and Supervisory Board propose that the compensation report for the 2024/2025 fiscal year be approved.

7. Resolution on new elections to the Supervisory Board

The term of office of seven members of the Supervisory Board of thyssenkrupp AG elected by the Annual General Meeting will expire at the end of the Annual General Meeting on January 30, 2026. Consequently, these shareholder representatives on the Supervisory Board must be newly elected by the Annual General Meeting.

The Company's Supervisory Board consists of a total of 20 members, ten of whom are appointed by the shareholders and ten by the employees (§ 96 (1) and § 101 (1) AktG and § 7 (1) sentence 1 no. 3 Codetermination Act of 1976 (Mitbestimmungsgesetz 1976)). Eight of the ten members to be appointed by the shareholders are elected by the Annual General Meeting. Seven of these eight Supervisory Board members to be elected by the Annual General Meeting were elected by the Annual General Meeting on February 3, 2023 for three years up to the end of the Annual General Meeting that ratifies the acts of the Supervisory Board for the 2024/2025 fiscal year. The term of office of Dr. Verena Volpert, the Supervisory Board member who was elected by the 2024 Annual General Meeting, does not expire until the end of the 2027 Annual General Meeting. The remaining two shareholder representatives are delegated to the Supervisory Board by the Alfried Krupp von Bohlen und Halbach Foundation in accordance with § 9 (2) of the Company's Articles of Association. In December 2022, Prof. Dr. Dr. h.c. Ursula Gather was again delegated to the Supervisory Board by the Alfried Krupp von Bohlen und Halbach Foundation until the end of the 2028 Annual General Meeting. The term of office of the Supervisory Board member Mr. Stefan Erwin Buchner, who was likewise delegated by the Alfried Krupp von Bohlen und Halbach Foundation, expires at the end of the 2026 Annual General Meeting.

Pursuant to § 96 (2) AktG, at least 30% of the Supervisory Board members must be women and at least 30% must be men, i.e., at least six of the twenty seats on the Supervisory Board must be held by women or men. In principle, this minimum ratio must be fulfilled by the Supervisory Board as a whole. At the time the Annual General Meeting was convened, there are four female and six male shareholder representatives and four female and six male employee representatives on the Supervisory Board of thyssenkrupp AG. That means the minimum ratio is fulfilled at present both for the board as a whole and individually for the shareholder and employee representatives. Neither the employee representatives nor the shareholder representatives have objected to joint compliance with the above minimum ratios in accordance with § 96 (2) sentence 3 AktG. It is therefore not necessary for the minimum 30% ratio for women or men to be fulfilled individually by the shareholder representatives. Nevertheless, that would be the case if the seven candidates nominated in the following are elected.

The Supervisory Board proposes that the following candidates be elected to the Supervisory Board with effect from the end of the Annual General Meeting on January 30, 2026 for three years up to the end of the Annual General Meeting that ratifies the acts of the Supervisory Board for the 2027/2028 fiscal year:

7.1 Prof. Dr.-Ing. Dr.-Ing. E.h. Siegfried Russwurm, Management Consultant, Michelau, Germany
7.2 Birgit A. Behrendt, Management Consultant, Cologne, Germany
7.3 Dr. Patrick Berard, Chief Executive Officer, Wolseley UK Limited, Boulogne, France
7.4 Dr. Wolfgang Colberg, Management Consultant, Munich, Germany
7.5 Angelika Gifford, Management Consultant, Kranzberg, Germany
7.6 Dr. Bernhard Günther, Chief Executive Officer of BWI GmbH, Haan, Germany
7.7 Dr. Ingo Luge, Management Consultant, Hanover, Germany

Dr. Verena Volpert has expertise in auditing financial statements within the meaning of § 100 (5) AktG. In addition, Dr. Bernhard Günther has expertise in the field of accounting. That expertise also relates to the non-financial statement to be included in the management report and auditing of it.

It is envisaged that Prof. Dr.-Ing. Dr.-Ing. E.h. Siegfried Russwurm will be nominated again as candidate for the Chairman of the Supervisory Board if he is reelected to the Supervisory Board.

The election proposals are based on the recommendations of the Supervisory Board's Nomination Committee and take into account the diversity model adopted by the Supervisory Board, including the targets for its composition, and the profile of required skills and expertise for the board as a whole. You can find an overview of the skills and expertise of the Supervisory Board members, including the candidates nominated for reelection, at https://www.thyssenkrupp.com/en/investors/annual-general-meeting/.

In the appraisal of the Supervisory Board, the proposed candidates do not have personal or business relations with thyssenkrupp AG or its Group companies, the governing bodies of thyssenkrupp AG or a shareholder holding a material interest in thyssenkrupp AG which would have to be disclosed to the Annual General Meeting as recommended by the German Corporate Governance Code.

All the candidates have informed the Supervisory Board that they can devote the expected amount of time required to assume a position on the Supervisory Board. If the candidates already hold positions on comparable bodies, they have provided information on the amount of time required to discharge their duties on these bodies to the Chairman of the Supervisory Board. After examining the information, the Chairman of the Supervisory Board is satisfied that their work on these bodies does not have any negative impact on discharge of their duties on thyssenkrupp AG's Supervisory Board.

In accordance with the German Corporate Governance Code, the elections are to be carried out by individual ballot.

The resumés of the candidates (including the disclosures required by § 125 (1) sentence 5 AktG) are attached in Section II. of this invitation. This information has also been published at https://www.thyssenkrupp.com/en/investors/annual-general-meeting/ and will also be available there during the Annual General Meeting.

II. Supplementary information (agenda item 7)

Resumés in alphabetical order

Birgit A. Behrendt
Year of birth: 1959
Residence: Cologne
Nationality: German
Profession: Management Consultant

Education
- Commercial apprenticeship
- Business degree (VWA), Administration and Business Academy Cologne

Career

1994 to 1998	Various management functions in purchasing, Ford Werke GmbH, Cologne
1998 to 2004	Director, Global Body & Exterior Purchasing, Ford Motor Company, USA
2004 to 2010	Vice President & Executive Director Purchasing, Ford of Europe GmbH, Cologne
2010 to 2013	Executive Director, Americas & Global Programs Purchasing, Ford Motor Company, USA
2013 to 2017	Vice President, Global Purchasing, Ford Motor Company, USA
2017 to 2019	Vice President, Joint Ventures, Alliances & Commercial Affairs, Member of the Executive Board, Ford of Europe GmbH, Cologne
2013 to 2019	Corporate Officer, Ford Motor Company, USA
Since 2019	Director and Management Consultant

Current directorships
Membership of statutory supervisory boards in Germany:
- thyssenkrupp AG (since 2020, appointed until the 2026 Annual General Meeting)*
- KION GROUP AG, Frankfurt a.M.*

Membership of comparable German and non-German control bodies of business enterprises
- Infinium Holdings, Inc., USA
- Rolls Royce Holdings plc, UK*
- Umicore S.A., Belgium*

Independence (Recommendation C.13 German Corporate Governance Code)
There are no relationships with the Company, the governing bodies of thyssenkrupp AG or shareholders with a material interest in thyssenkrupp AG.

Know-how
Know-how and further information in accordance with the qualification matrix for achieving the Supervisory Board's profile of required skills and expertise, which is published in the 2024/2025 Annual Report:
- Member of the Supervisory Board since: 2020
- Educational background: Business degree
- Professional know-how: Corporate management and control, sustainability, and legal, compliance and corporate governance
- Knowledge of the businesses: Materials Services, Automotive Technology

*) Listed company

Dr. Patrick Berard

Year of birth: 1953
Residence: Boulogne, France
Nationality: French
Profession: Chief Executive Officer of Wolseley UK Limited

Education

- Study of economics and PhD, University of Grenoble

Career

1980 to 1986	Consultant at McKinsey, Paris / Mexico / Dusseldorf / London / New York
1987	Strategic Development Director, Thomson, USA
1988 to 1999	Various positions at Polychrome, later Kodak Polychrome, lastly as General Manager Europe and Group Vice-President, Kodak Polychrome, USA
1999 to 2001	Member of the Board of Directors / Chief Operating Officer, Antalis, France
2002 to 2003	Member of the Board of Directors / Chief Executive Officer, Pinault Bois & Materiaux S.A., France
2003 to 2016	Chief Executive Officer, Rexel France and Vice President Southern Europe (France, Italy, Spain, Portugal), France
2016 to 2022	Member of the Board of Directors / Chief Executive Officer, Rexel Group, France
2022 to 2025	Senior Advisor, BCG Paris
Since 2025	Member of the Board of Directors / Chief Executive Officer, Wolseley UK Limited, UK

Current directorships

Membership of statutory supervisory boards in Germany:
- thyssenkrupp AG (since 2023, appointed until the 2026 Annual General Meeting)*

Membership of comparable German and non-German control bodies of business enterprises

- LKQ Corporation, USA*
- Geodis S.A., France

Independence (Recommendation C.13 German Corporate Governance Code)

There are no relationships with the Company, the governing bodies of thyssenkrupp AG or shareholders with a material interest in thyssenkrupp AG.

Know-how

Know-how and further information in accordance with the qualification matrix for achieving the Supervisory Board’s profile of required skills and expertise, which is published in the 2024/2025 Annual Report:
- Member of the Supervisory Board since: 2023
- Educational background: Economist
- Professional know-how: Corporate management and control, digitalization and IT
- Knowledge of the businesses: Materials Services

*) Listed company

Dr. Wolfgang Colberg
Year of birth: 1959
Residence: Munich
Nationality: German
Profession: Management Consultant, Independent Director

Education

- Degree in business administration and business information systems and PhD at Kiel University

Career

1986 to 2000	Various management positions at Robert Bosch GmbH, Stuttgart
2001 to 2009	Member of the Board / Chief Financial Officer (CFO), BSH Home Appliances Group, Munich
2009 to 2013	Chief Financial Officer (CFO), Evonik Industries AG, Essen
2013 to 2018	Industrial Partner, CVC Capital Partners, Frankfurt a.M.
2018 to 2019	Senior Advisor, CVC Advisers (Deutschland) GmbH, Frankfurt a.M.
Since 01.01.2020	Multiple Director and Management Consultant
Since 01.01.2020	Industrial Partner at Deutsche Invest Capital Partners (since 2024: CAPMONT)

Current directorships

Membership of statutory supervisory boards in Germany:
- thyssenkrupp AG (since 2018, appointed until the 2026 Annual General Meeting)*

Membership of comparable German and non-German control bodies of business enterprises

- AMSilk GmbH, Munich (Chairman)
- Burelle S.A., France*
- Solvay S.A., Belgium (Independent Director)*

Independence (Recommendation C.13 German Corporate Governance Code)

There are no relationships with the Company, the governing bodies of thyssenkrupp AG or shareholders with a material interest in thyssenkrupp AG.

Know-how

Know-how and further information in accordance with the qualification matrix for achieving the Supervisory Board's profile of required skills and expertise, which is published in the 2024/2025 Annual Report:
- Member of the Supervisory Board since: 2018
- Educational background: Degree in business administration and business information systems
- Professional know-how: Corporate management and control, human resources (HR), finance and capital market, digitalization and IT, and accounting and auditing
- Knowledge of the businesses: Steel Europe, Materials Services, Automotive Technology, Marine Systems

*) Listed company

Angelika Gifford

Year of birth: 1965
Residence: Kranzberg
Nationality: German
Profession: Management Consultant

Education

- Commercial apprenticeship
- Degree in business administration (banking), Frankfurt a.M.

Career

1987 to 1990	Deutsche Bank AG, Dusseldorf
1991 to 1992	CompuNet Computer AG, Cologne/Kerpen
1993 to 1996	Microsoft Deutschland GmbH, Munich
1996 to 1998	Microsoft France SAS (EMEA), France
1998 to 2002	Microsoft Deutschland GmbH, Munich
2003 to 2006	Various national and international management positions at Microsoft Deutschland GmbH, Munich and Microsoft France SAS (EMEA), France
2006 to 2011	Member of the Executive Board, Microsoft Deutschland GmbH, Munich
2011 to 2012	Active engagement in various sociopolitical projects and sojourn abroad
2012 to 2013	Senior Director Services, Microsoft France SAS (EMEA), France
2014 to 2017	General Manager, Hewlett-Packard Enterprise (HPE) GmbH, Böblingen
2017 to 2018	Managing Director and Vice President Germany, Austria and Switzerland (DACH), Micro Focus GmbH, Ismaning
2018 to 2019	Multiple Director and Technology Expert
2020 to 2021	Vice President Central Europe, Meta Platforms, Inc., Berlin
2021 to 2025	Vice President Europe, Middle East and Africa and Senior Advisor to the COO, Meta Platforms Inc., USA

Current directorships

Membership of statutory supervisory boards in Germany:

- thyssenkrupp AG (since 2019, appointed until the 2026 Annual General Meeting)*

Membership of comparable German and non-German control bodies of business enterprises

- None

Independence (Recommendation C.13 German Corporate Governance Code)

There are no relationships with the Company, the governing bodies of thyssenkrupp AG or shareholders with a material interest in thyssenkrupp AG.

Know-how

Know-how and further information in accordance with the qualification matrix for achieving the Supervisory Board's profile of required skills and expertise, which is published in the 2024/2025 Annual Report:

- Member of the Supervisory Board since: 2019
- Educational background: Degree in business administration (banking)
- Professional know-how: Corporate management and control, finance and capital market, sustainability, digitalization and IT, and legal, compliance and corporate governance
- Knowledge of the businesses: Materials Services, Automotive Technology

*) Listed company

Dr. Bernhard Peter Günther

Year of birth: 1967
Residence: Haan
Nationality: German
Profession: Chief Executive Officer of BWI GmbH

Education

- Degree in economics (lic. oec.) and PhD (Dr. oec.), St. Gallen

Career

1993 to 1998	Management Consultant, McKinsey & Company
1999 to 2001	Head of Department Group Controlling, RWE AG, Essen
2001 to 2005	Vice President Corporate Planning and Controlling, RWE Power AG, Essen and Cologne
2005 to 2006	Vice President Group Controlling, RWE AG, Essen
2007 to 2008	Managing Director and Chief Financial Officer, RWE Gas Midstream GmbH, Essen
2007 to 2008	Managing Director and Chief Financial Officer, RWE Trading GmbH, Essen
2008 to 2012	Managing Director and Chief Financial Officer, RWE Supply & Trading GmbH, Essen
2012 to 2016	Member of the Executive Board, RWE AG, Essen
2013 to 2016	CFO, RWE AG, Essen
2016 to 2019	CFO, innogy SE, Essen
2019 to 2020	CFO and CHRO, innogy SE, Essen
2021 to 2023	CFO, Fortum Corporation, Espoo/Finland (listed energy company)
2023 to 2024	Chief Transformation Office, Fortum Corporation, Espoo/Finland
Since 01.10.2025	Chief Executive Officer, BWI GmbH, Meckenheim

Current directorships

Membership of statutory supervisory boards in Germany:
- thyssenkrupp AG (since 2020, appointed until the 2026 Annual General Meeting)*

Membership of comparable German and non-German control bodies of business enterprises

- None

Independence (Recommendation C.13 German Corporate Governance Code)

There are no relationships with the Company, the governing bodies of thyssenkrupp AG or shareholders with a material interest in thyssenkrupp AG.

Know-how

Know-how and further information in accordance with the qualification matrix for achieving the Supervisory Board's profile of required skills and expertise, which is published in the 2024/2025 Annual Report:
- Member of the Supervisory Board since: 2020
- Educational background: Degree in economics
- Professional know-how: Corporate management and control, human resources (HR), finance and capital market, digitalization and IT, and accounting and auditing

*) Listed company

Dr. Ingo Luge

Year of birth: 1957
Residence: Hanover
Nationality: German
Profession: Director and Management Consultant

Education

- Study of law, PhD, Ludwig-Maximilians University, Munich
- Master of Science (Econ.), London School of Economics, England

Career

1989 to 1992	In-house Consultant, Frankona Rückversicherungs-AG, Munich
1992 to 1999	Head of Legal, Energieversorgung Müritz-Oderhaff AG, Neubrandenburg
1999 to 2006	Head of PMI, Avacon AG, Helmstedt
2001 to 2005	CFO, Avacon AG, Helmstedt
2006 to 2010	Chairman of the Management Board, E.ON Kraftwerke GmbH, Hanover
2010 to 2012	Chairman of the Executive Board, E.ON Energie AG, Munich
2012 to 2018	Chairman of the Management Board E.ON Deutschland, E.ON SE, Essen
Since 2018	Director and Management Consultant

Current directorships

Membership of statutory supervisory boards in Germany:

- thyssenkrupp AG (since 2019, appointed until the 2026 Annual General Meeting)*
- Avacon AG, Helmstedt
- E.ON Energie Deutschland GmbH, Munich
- PreussenElektra GmbH, Hanover (Chairman)

Membership of comparable German and non-German control bodies of business enterprises

- None

Independence (Recommendation C.13 German Corporate Governance Code)

There are no relationships with the Company, the governing bodies of thyssenkrupp AG or shareholders with a material interest in thyssenkrupp AG.

Know-how

Know-how and further information in accordance with the qualification matrix for achieving the Supervisory Board's profile of required skills and expertise, which is published in the 2024/2025 Annual Report:

- Member of the Supervisory Board since: 2019
- Educational background: Lawyer
- Professional know-how: Corporate management and control, human resources (HR), sustainability, accounting and auditing, and legal, compliance and corporate governance
- Knowledge of the businesses: Materials Services, Decarbon Technologies

*) Listed company

Prof. Dr.-Ing. Dr.-Ing. E.h. Siegfried Russwurm
Year of birth: 1963
Residence: Michelau
Nationality: German
Profession: Management Consultant

Education
- Study of manufacturing technology (Dipl.-Ing.) and PhD (Dr.-Ing.), University of Erlangen-Nürnberg

Career
1989 to 1992	Research Assistant at the Chair of Applied Mechanics, University of Erlangen-Nürnberg
1992 to 1999	Production Planner/Plant Manager, Siemens AG, Munich
1999 to 2002	Technical Director, Siemens Elema AB, Sweden
2002 to 2007	Manager, Siemens AG, Munich
2008 to 2017	Member of the Managing Board, Siemens AG, Munich
From 2017	Management Consultant
2021 to 2024	President of the Federation of German Industries (BDI)

Current directorships
Membership of statutory supervisory boards in Germany:
- thyssenkrupp AG (since 2019, Chairman of the Supervisory Board, appointed until the 2026 Annual General Meeting)*
- DR. JOHANNES HEIDENHAIN GmbH, Traunreut
- Voith GmbH & Co. KGaA, Heidenheim (Chairman of the Shareholders' Committee and Supervisory Board)

Membership of comparable German and non-German control bodies of business enterprises
- None

Independence (Recommendation C.13 German Corporate Governance Code)
There are no relationships with the Company, the governing bodies of thyssenkrupp AG or shareholders with a material interest in thyssenkrupp AG.

Know-how
Know-how and further information in accordance with the qualification matrix for achieving the Supervisory Board's profile of required skills and expertise, which is published in the 2024/2025 Annual Report:
- Member of the Supervisory Board since: 2019
- Educational background: Engineer (manufacturing technology)
- Professional know-how: Corporate management and control, human resources (HR), sustainability, digitalization and IT, and legal, compliance and corporate governance
- Knowledge of the businesses: Steel Europe, Automotive Technologies, Decarbon Technologies

*) Listed company

III. Further information

1. Total number of shares and voting rights

At the time of convening the Annual General Meeting, the capital stock of the Company comprises 622,531,741 no-par bearer shares. Each share entitles the bearer to one vote. At the time of convening the Annual General Meeting, the Company holds no treasury shares, which means that the total number of shares bearing participation and voting rights is 622,531,741.

2. Conditions for attendance of the Annual General Meeting and the exercise of voting rights

Only those persons who are shareholders of the Company at the end of the 22nd day before the Annual General Meeting, i.e., January 8, 2026, 00.00 hours CET (record date), and duly register for the Annual General Meeting are entitled to attend the Annual General Meeting, either in person or through proxies, and to exercise voting rights. The registration, together with confirmation of shareholding issued on the record date by the depository bank in text form (§ 126b of the German Civil Code (BGB)) in German or English or confirmation in accordance with § 67c (3) AktG, must reach the registration office specified below by no later than midnight CET on January 23, 2026.

Registration office:
thyssenkrupp AG
c/o Computershare Operations Center, 80249 Munich, Germany
E-Mail: anmeldestelle@computershare.de

In addition, the registration together with the confirmation of shareholding and the information received from shareholders regarding the exercise of their rights in connection with the Annual General Meeting pursuant to § 67c AktG may also be submitted to the Company through intermediaries within the above-mentioned deadlines to one of the above addresses or in ISO format 20022 (e.g., via SWIFT, using the code: CMDHDEMMXXX). Authorization by means of the SWIFT Relationship Management Application (RMA) is required to use SWIFT communication.

Normally the depository banks submit the registration and confirmation of shareholding on behalf of their customers. Shareholders are therefore requested to contact their depository bank at the earliest opportunity and order an admission ticket for the Annual General Meeting. Each shareholder will in principle be issued with only one admission ticket to the Annual General Meeting by the registration office.

In relation to the Company, only shareholders who have duly registered for the Annual General Meeting and provided confirmation of their shareholding on time are eligible to exercise shareholder rights, in particular to attend and exercise voting rights, pursuant to § 123 (4) sentence 5 AktG.

The scope of the right to attend and exercise voting rights is defined solely by the shareholding on the record date. The record date does not constitute a cutoff date after which shares are not allowed to be sold. The scope of shareholders' right to attend and exercise voting rights is based solely on their shareholding on the record date, even if they sell all or part of their shares after the record date; that means that selling shares after the record date does not affect the scope of their right to attend and exercise voting rights. The same applies to shares purchased after the record date. Persons who do not hold any shares on the record date and do not become shareholders until after that date are not entitled to vote unless they obtain proxy authorization or are granted authorization to exercise these rights. The record date has no relevance for entitlement to a dividend.

3. Procedure for electronic postal voting

Shareholders who do not wish to attend the Annual General Meeting in person may cast their votes by means of electronic communication (electronic postal voting). To do so, they must register in good time as described in Section 2 above.

Postal votes are cast electronically using the internet-based system for issuing proxy authorization and voting instructions, which the Company provides on its website at https://www.thyssenkrupp.com/en/investors/annual-general-meeting/ (InvestorPortal). Shareholders who have registered in good time access the InvestorPortal using the data on their admission ticket. Postal votes can be cast electronically and changed via the InvestorPortal from the time it is operational to when voting commences. The InvestorPortal is expected to be operational from January 9, 2026.

Casting postal votes electronically does not mean shareholders cannot attend the Annual General Meeting. Personal attendance at the Annual General Meeting is deemed to be a revocation of the electronic postal votes already cast in the InvestorPortal.

Proxies may also use electronic postal voting (see the more detailed explanations in Section 4).

Please note that no requests to speak, questions, motions or other declarations will be accepted by means of electronic postal voting.

4. Procedure for voting by proxy

Authorizing a third-party proxy
Shareholders who do not wish to exercise their voting rights in person can also have their voting rights exercised by a proxy, e.g., by an intermediary, a shareholders' association, a voting rights advisor or any other person of their choice. In this case, too, shareholders must ensure that they duly register in time as described in Section 2 above. Proxy authorizations, the revocation thereof, and proof of authorization vis-à-vis the Company must be made in text form (§ 126b BGB) if neither a bank, a shareholders' association nor any other intermediary covered by § 135 AktG nor a person or institution of equal status pursuant to § 135 (8) AktG is authorized to exercise voting rights. The form printed on the admission ticket can be used to grant proxy authorization. In addition, proxy authorization can be granted using the data on the admission ticket via the InvestorPortal up to the day of the Annual General Meeting. Specific rules have to be observed when authorizing banks, shareholders' associations, other intermediaries covered by § 135 AktG or persons or institutions of equal status pursuant to § 135 (8) AktG; details should be requested from the party to be authorized.

Authorizing Company-nominated proxies
In addition, shareholders who have registered in good time can also participate in the voting by issuing instructions to proxies nominated by the Company. The proxies are obligated to vote as instructed; they cannot exercise the voting rights at their own discretion.

Proxy authorizations and voting instructions to the Company-nominated proxies can be issued via the InvestorPortal. Proxy authorizations and voting instructions can be issued to the proxies via the InvestorPortal before and also during the Annual General Meeting, but must be received by no later than the start of voting. Shareholders who have registered in good time access the InvestorPortal using the data on their admission ticket.

On the day of the Annual General Meeting, proxy authorizations and voting instructions to the proxies can also be issued, changed or revoked at the special desk in the foyer.

Granting of proxy authorization and attendance of the Annual General Meeting
If shareholders wish to attend the Annual General Meeting themselves or through a representative at the venue in Bochum despite having already issued proxy authorization and, if applicable, voting instructions to the proxies, this is possible, but is deemed to be revocation of the previous proxy authorization and any voting instructions to the proxies.

5. Transmission of the Annual General Meeting on the internet

All shareholders of thyssenkrupp AG and interested members of the public can, upon instruction of the Chair of the Meeting, follow the entire Annual General Meeting live on the internet at https://www.thyssenkrupp.com/en/investors/annual-general-meeting/ on January 30, 2026 starting at 10.00 a.m. CET. The opening of the Annual General Meeting by the Chair of the Meeting together with the speech by the Executive Board Chairman will also be available as a recording after the Annual General Meeting.

The transmission of the Annual General Meeting does not allow for participation in the Annual General Meeting within the meaning of § 118 (1) sentence 2 AktG.

6. Requests for additions to the agenda pursuant to § 122 (2) AktG

Shareholders whose shares together total the amount of one twentieth or a share of €500,000 of the capital stock (the latter corresponding to 195,313 shares), may request items to be added to the agenda and publicized. Reasons or a resolution proposal must be attached to each new agenda item.

The request must be submitted in writing to the Company's Executive Board and be received by the Company at least 30 days before the Annual General Meeting; this period shall not include the day of receipt and the day of the Annual General Meeting. The request must therefore be received by no later than midnight CET on December 30, 2025. Requests for additions that are received later will not be taken into consideration.

The request must be submitted to the Company at the following address:
Executive Board of thyssenkrupp AG
Investor Relations (HV)
thyssenkrupp Allee 1
45143 Essen, Germany

or electronically in accordance with § 126a BGB, i.e., by email along with your name and with a qualified electronic signature, to:

hv-antrag@thyssenkrupp.com

Anyone submitting such requests must verify that they have held the shares for at least 90 days before the date of receipt of the request and will hold them until a decision on the request has been made by the Executive Board. § 70 AktG is applicable when calculating the time for which shares have been held.

Unless made public at the same time as the Annual General Meeting is convened, requests for additions to the agenda that are required to be published are published as soon as they are received in the Federal Gazette ("Bundesanzeiger"). They will also be published on the Company's website at https://www.thyssenkrupp.com/en/investors/annual-general-meeting/.

7. Shareholder motions and election proposals pursuant to § 126 and § 127 AktG

Countermotions against proposals made by the Executive Board and/or Supervisory Board with regard to a specific agenda item and proposals from shareholders for the election of Supervisory Board members or auditors that are to be published before the Annual General Meeting must be submitted only to the address below. Countermotions and election proposals sent to a different address will not be taken into consideration.

thyssenkrupp AG
Investor Relations (HV)
thyssenkrupp Allee 1
45143 Essen, Germany

or by email to:
hv-antrag@thyssenkrupp.com

Countermotions and election proposals that are to be made available by the Company pursuant to § 126 AktG or § 127 AktG and that are received by the Company at least 14 days before the Annual General Meeting i.e., by no later than midnight CET on January 15, 2026 at the above address or email address will be published as soon as they are received, stating the name of the shareholder, any reasons to be made available and, if applicable, along with any content to be added in accordance with § 127 sentence 4 AktG and any comments by the management, at https://www.thyssenkrupp.com/en/investors/annual-general-meeting/.

The right of every shareholder to submit countermotions with regard to the various agenda items and proposals for the election of Supervisory Board members or auditors during the Annual General Meeting, even without prior and timely submission to the Company, remains unaffected.

It is pointed out that countermotions and election proposals from shareholders, even if they have been submitted to the Company in advance in due time, can only be put to the vote if they are submitted during the Annual General Meeting.

8. Right of shareholders to obtain information pursuant to § 131 (1) AktG

The Executive Board must inform any shareholder at the Annual General Meeting, upon such a request being made, about matters pertaining to the Company, including the Company's legal and business relations with its affiliated companies and the situation of the Group and any companies included in the consolidated financial statements, to the extent that such information is necessary to permit a proper evaluation of an item on the agenda.

9. Statements by shareholders

Shareholders who have duly registered for the Annual General Meeting or their proxies are granted the right on a voluntary basis to submit statements on items on the agenda by midnight CET on January 24, 2026. They must be submitted in text form and in German or English via the InvestorPortal. Moreover, statements may be up to 10,000 characters in length (including spaces).

The Company will make statements submitted in due time available, along with the names of the shareholders submitting them, on the Company's website at https://www.thyssenkrupp.com/en/investors/annual-general-meeting/ by no later than midnight CET on January 25, 2026. If the shareholder objects to being named, the statement will not be made available.

Statements will also not be made available if they are more than 10,000 characters in length (including spaces), have a content that is libelous, unlawful or manifestly false or misleading or the shareholder submitting the statement indicates that he or she will neither attend nor be represented at the Annual General Meeting (within the meaning of § 126 (2) sentence 1 no. 1, no. 3 or no. 6 AktG).

Motions, election proposals, questions and objections to resolutions of the Annual General Meeting contained in the statements submitted in text form will not be considered at the Annual General Meeting; the submission of motions and election proposals (see Section 7) and the exercise of the right to obtain information (see Section 8) shall be possible only in the manner described separately in this invitation.

10. Shareholder right to file objections to resolutions of the Annual General Meeting

Shareholders and their proxies have the possibility of filing objections to resolutions of the Annual General Meeting and have them recorded by the notary public at the meeting at the request-to-speak desk. The Company's proxies cannot declare objections to resolutions of the Annual General Meeting in the record of the notary public certifying the Annual General Meeting.

11. Publication on the website pursuant to § 124a AktG / Supplementary information

This invitation to the Annual General Meeting, the publishable documents and proposals of shareholders as well as further information are also available on the website of the Company at https://www.thyssenkrupp.com/en/investors/annual-general-meeting/. The results of voting will also be published at the same internet address after the Annual General Meeting.

Shareholders will also be sent more details on attending the Annual General Meeting, electronic postal voting and issuing proxy authorization and voting instructions along with the admission ticket.

In the interests of providing shareholders with a comprehensive opportunity to prepare for the exercise of their rights, the Company also intends voluntarily to publish the speeches of the Executive Board Chairman and Chairman of the Supervisory Board ahead of the meeting, namely on Monday, January 26, 2026, on the Company's website at https://www.thyssenkrupp.com/en/investors/annual-general-meeting/.

12. Data protection

When you register for the Annual General Meeting or authorize a proxy, we will collect personal data on you and/or your authorized proxy. We do so to enable shareholders to exercise their rights at the Annual General Meeting.

As data processor, thyssenkrupp AG will process your data in compliance with the provisions of the EU General Data Protection Regulation (GDPR) and all further applicable laws. Details of how your personal data is handled and your rights under the GDPR can be found on the website of the Annual General Meeting at https://www.thyssenkrupp.com/en/investors/annual-general-meeting/.

Duisburg and Essen, December 2025

thyssenkrupp AG
The Executive Board

thyssenkrupp AG
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engineering. tomorrow. together.