

## Press release

May 26, 2025  
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### **thyssenkrupp is pushing ahead with the strategic realignment of the Group**

- Future strategic target model to be presented to the Supervisory Board before the end of this fiscal year
- thyssenkrupp AG to become a strategic holding company with independent business segments and majority interests in its businesses in the medium term
- Planned stand-alone entities will ensure greater flexibility, transparency, and value crystallization
- Listing of Marine Systems on the stock exchange planned for this calendar year

The Executive Board of thyssenkrupp AG has made significant progress in developing a strategic target model for the future course of the entire Group and will present its plans to the Supervisory Board of thyssenkrupp AG before the end of this fiscal year. The core of the plans is to gradually separate all business segments of thyssenkrupp and open them up for third-party investment. With the initiated spin-off of a minority stake in thyssenkrupp Marine Systems and the planned 50/50 joint venture between thyssenkrupp Steel Europe and EPG, important steps have already been taken in this direction. In the coming years, the Materials Services and Automotive Technology segments are also to be prepared for the capital markets and become independent as soon as the necessary preconditions have been met. The newly established Decarbon Technologies segment is also set to become independent in the future, in line with the expected upturn in the markets for green technologies. With the exception of the planned steel joint venture, thyssenkrupp AG aims to retain controlling interests in the business areas once they have been made ready for the capital market. The goal is to form a focused, agile, and realigned industrial group: thyssenkrupp AG as the strategic holding company with strong, independent businesses.

"With the strategic transformation of thyssenkrupp, we are resolutely continuing on our chosen course. The future independence of our current segments – with the advantage of their own access to capital markets and the possibility of third-party investment – will increase their entrepreneurial flexibility, strengthen their investment plans and earnings responsibility, and improve transparency for investors," said Miguel López, CEO of thyssenkrupp AG, explaining the vision. "Such a step will enable us to leverage the full value creation potential of the businesses and use their independence in a targeted way for investments, market opportunities, and further growth. At the same time, thyssenkrupp AG will retain full control and continue to participate in the future performance of the businesses."

### **Clear Future Prospects**

The planned measures are in line with thyssenkrupp AG's previously announced strategy of providing each business with the best possible starting point for profitable growth and sustainable competitiveness. "thyssenkrupp nucera has developed positively in its current independent role, with direct access to external sources of capital and clear ownership structures," says López. thyssenkrupp AG retains a majority stake in the company. "We want to build on this. We are convinced that the segments can and will best leverage the global growth opportunities in their industries as independent entities."

With this realignment, the Group is offering its nearly 96,000 employees worldwide clear opportunities for the future. "By creating the conditions for the best possible development of the segments, we are giving the people at thyssenkrupp a good and secure future," says Wilfried von Rath, CHRO and Labor Director of thyssenkrupp AG. "After all, competitive and sustainable businesses are the prerequisite for long-term job security. The brand's high global profile and the strong emotional attachment of our employees to thyssenkrupp are an excellent basis for successfully repositioning this long-established company under new conditions."

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