

Annual Press Conference 2015

thyssenkrupp AG

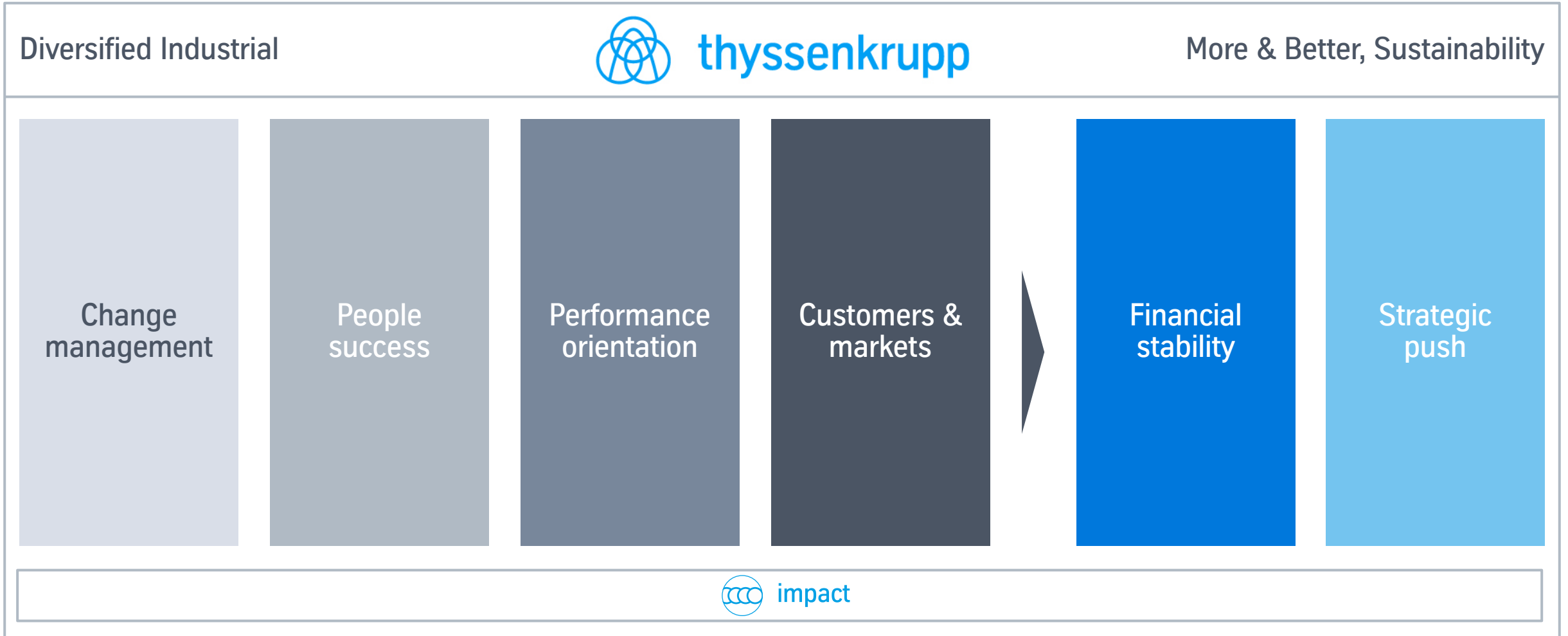
Essen, November 19, 2015

engineering.tomorrow.together.



thyssenkrupp

Strategic Way Forward



Still on track: Milestones for FY 2014/2015

- ✓ **Adjusted EBIT increased** by 26% to around €1,7 billion
- ✓ **Savings through impact** of €1.1 billion; program improved cost base by €2.7 billion
- ✓ **Consolidated net income increased** by 37% to €268 million
- ✓ For the first time in nine years **positive Free Cash Flow before divestments** of €65 million
- ✓ **Increase** in spending on **research & development** to €735 million
- ✓ Proposal to **pay dividend** of €0.15 per share



Our strategic formation: Diversified Industrial Company



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Active portfolio
management

One integrated
company

Capital
efficiency

Diversified Industrial

Leading market
positions

Benchmark
performance

Profitable
growth

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Integration of thyssenkrupp delivering measurable success



- Savings of ~€2.7 billion achieved through *impact*
- synergize+ (purchasing) as key lever



- Outstanding engineering expertise
- Diversity of technologies offers structural benefit



- Groupwide consistent talent management
- Systematic rotation between our leaders and experts



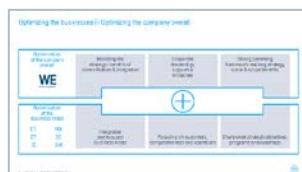
Our new brand translates our strategy



Mission Statement



Diversified Industrial



Optimizing Businesses + Company Overall



Strategic Way Forward

Brand Promise

We advance our customers by

1. Understanding current and future customer/market needs
2. Delivering competitive products, services and solutions
3. Creating relevant technology and business innovations
4. Leading the way
5. Acting as a reliable partner
6. Empowering and exciting people
7. Building on strong experience

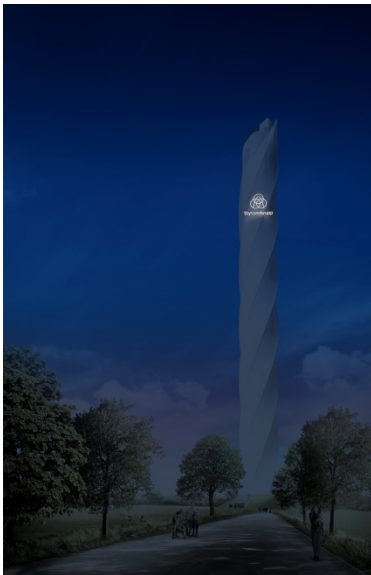


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Characteristics of our credible approach



No campaign



**Usage of natural
exchange cycles**

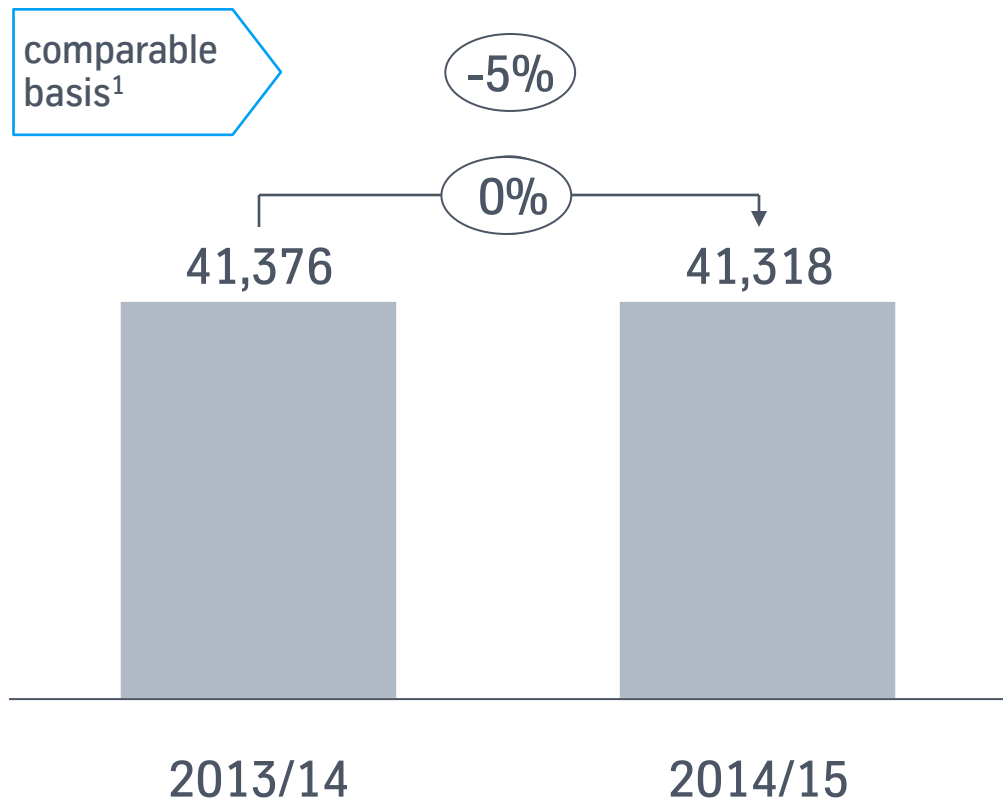


Visible immediately

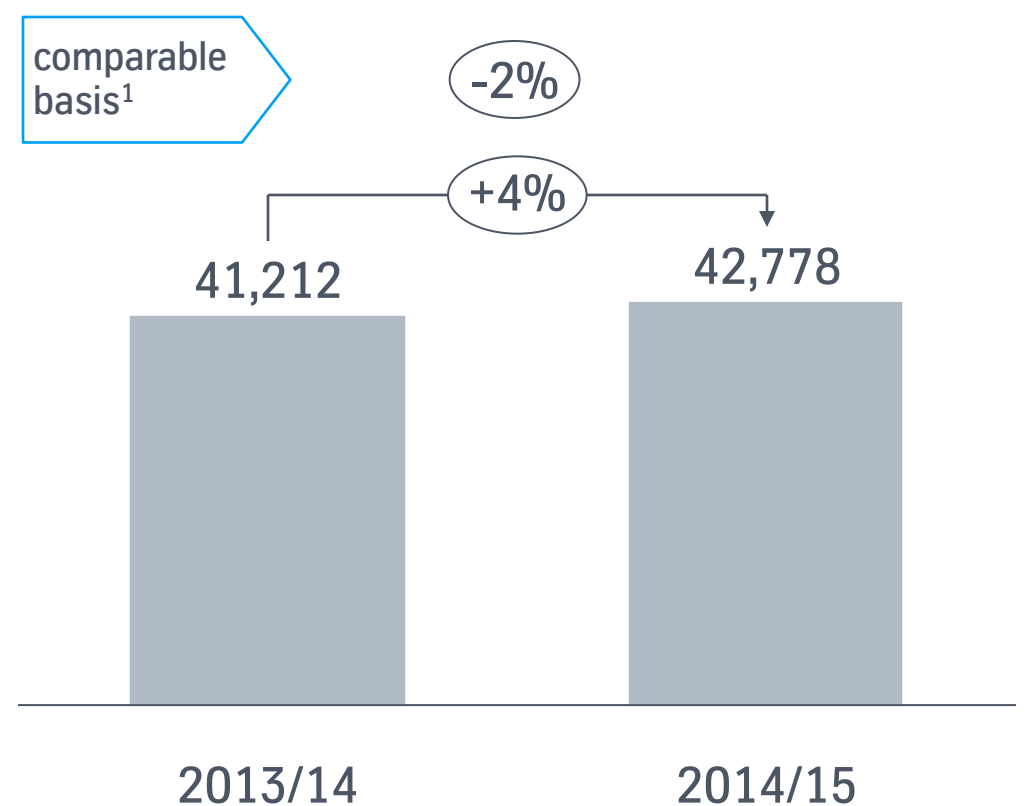
Positive performance in key financial ratios

million €

Order intake



Sales



¹ excl. currency and portfolio effects



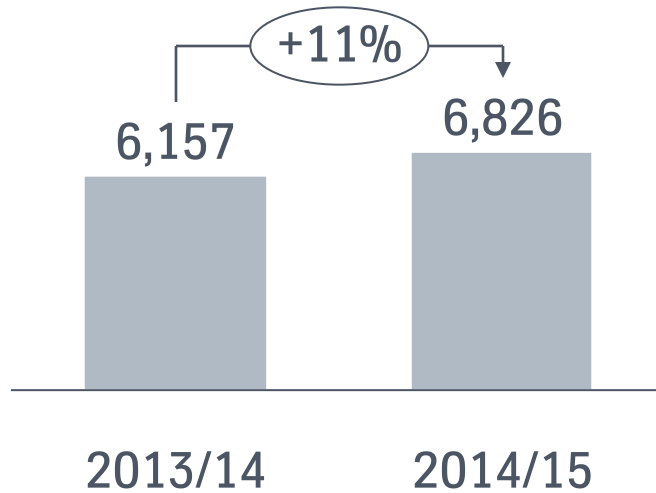
Components Technology: Ramp-up of new products and opening of new plants

million €

Oder intake

comparable basis¹

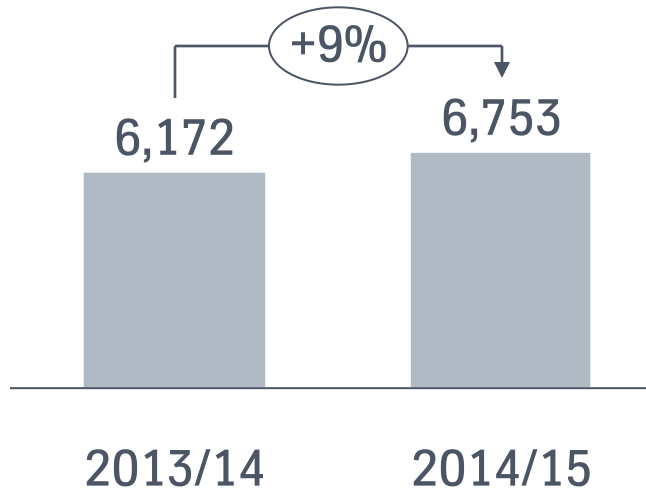
+4%



Sales

comparable basis¹

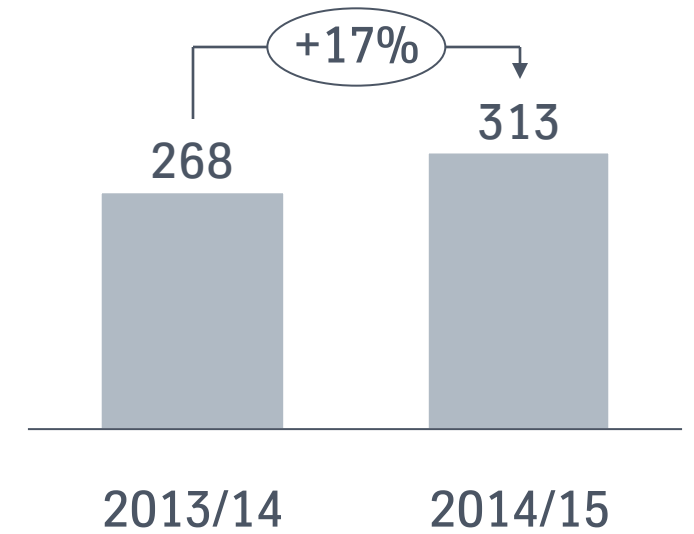
+2%



Adjusted EBIT

adjusted EBIT margin

4,6%



¹ excl. currency and portfolio effects



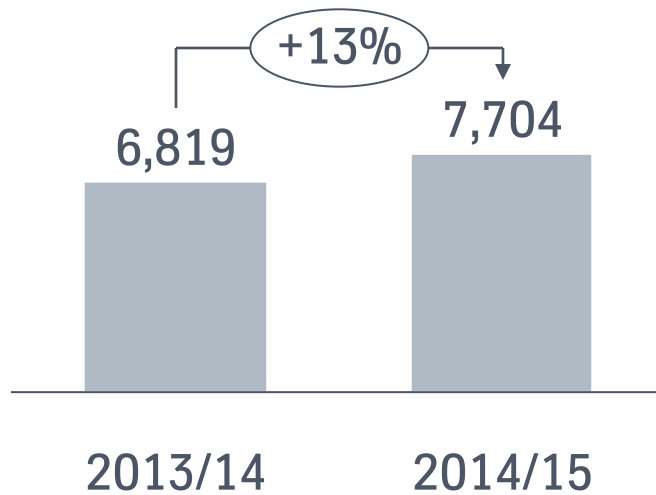
Elevator Technology: Highest ever order intake & sales

million €

Order intake

comparable basis¹

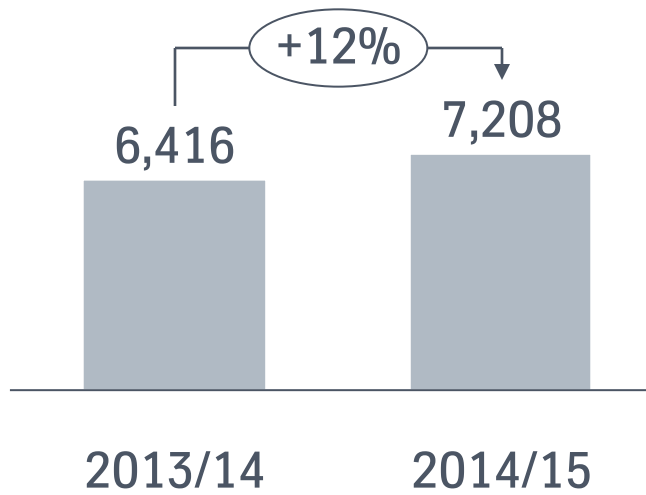
+3%



Sales

comparable basis¹

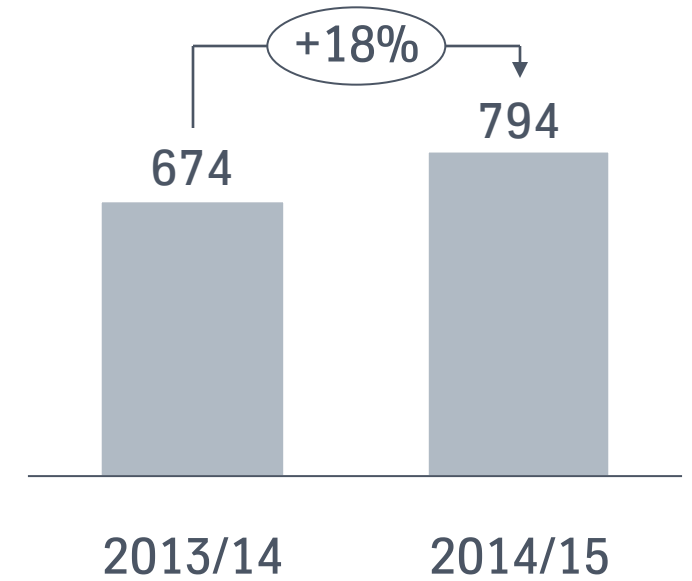
+3%



Adjusted EBIT

adjusted EBIT margin

11%



¹ excl. currency and portfolio effects



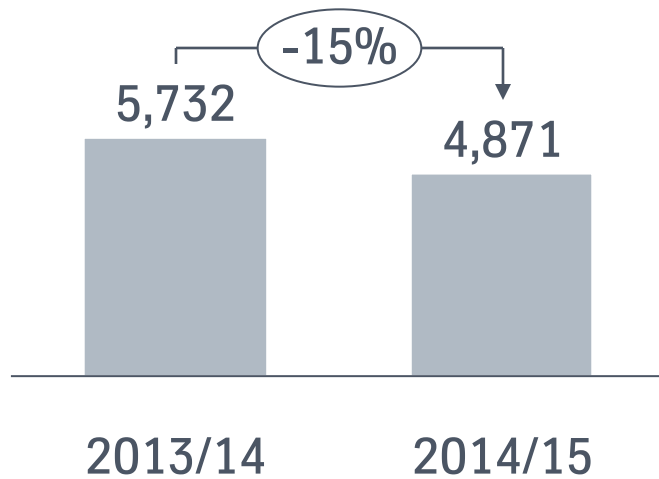
Industrial Solutions: Lower order intake year-on-year, but order backlog still high

million €

Order intake

comparable basis¹

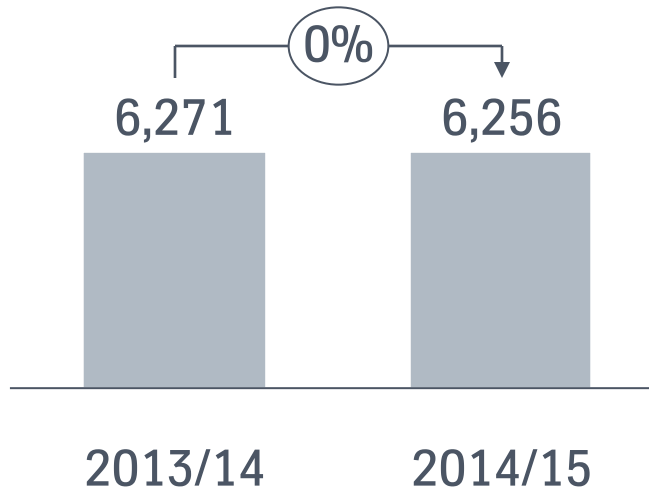
-16%



Sales

comparable basis¹

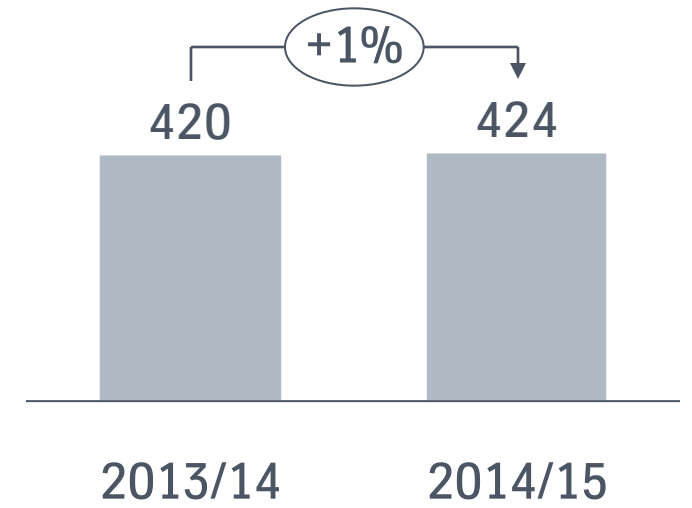
-2%



Adjusted EBIT

adjusted EBIT margin

6,8%



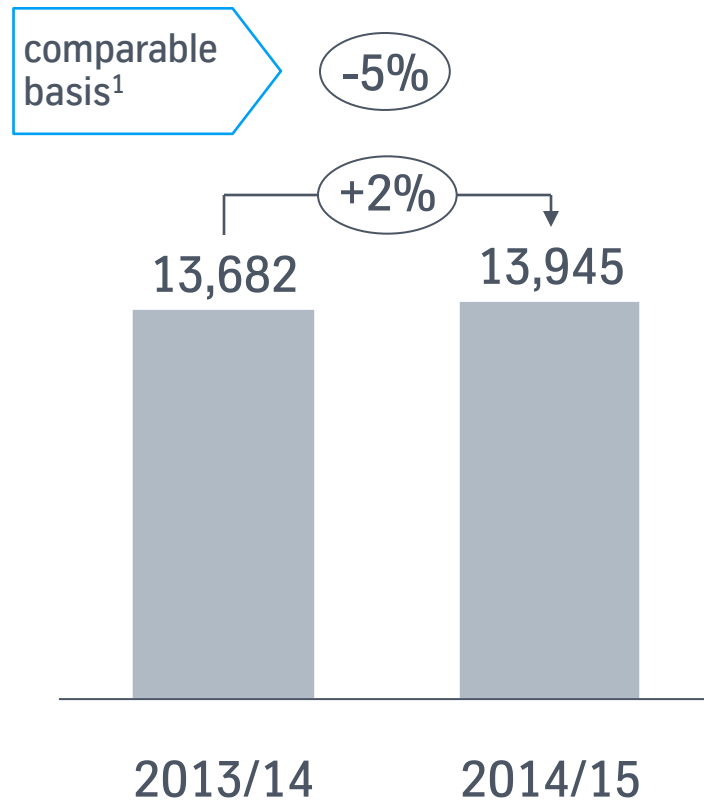
¹ excl. currency and portfolio effects



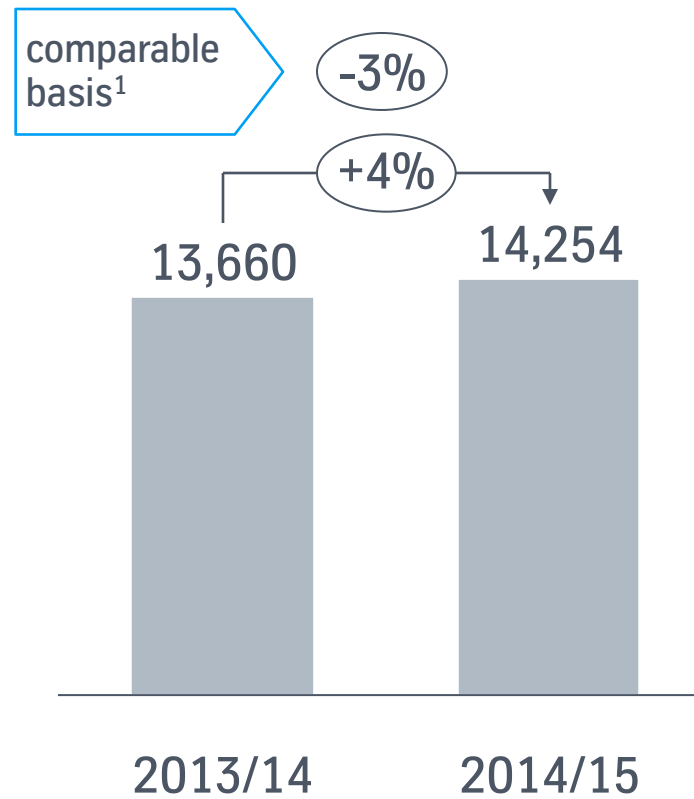
Materials Services: Earnings impacted by VDM divestment

million €

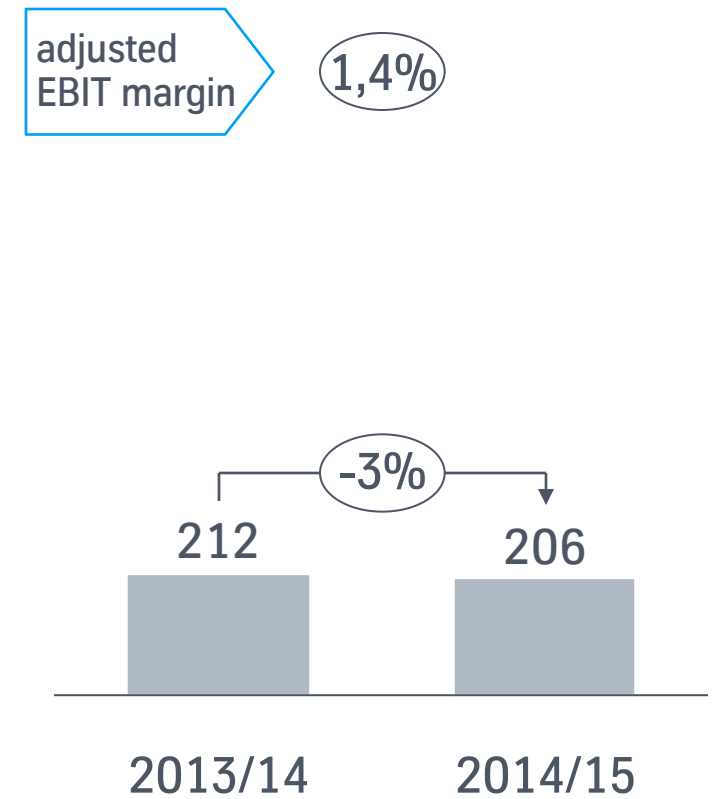
Order intake



Sales



Adjusted EBIT



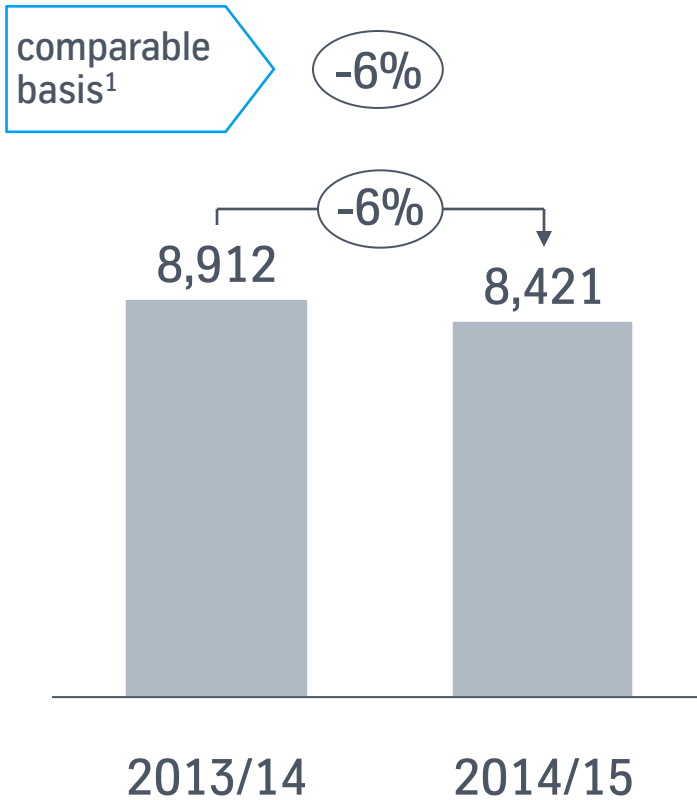
¹ excl. currency and portfolio effects



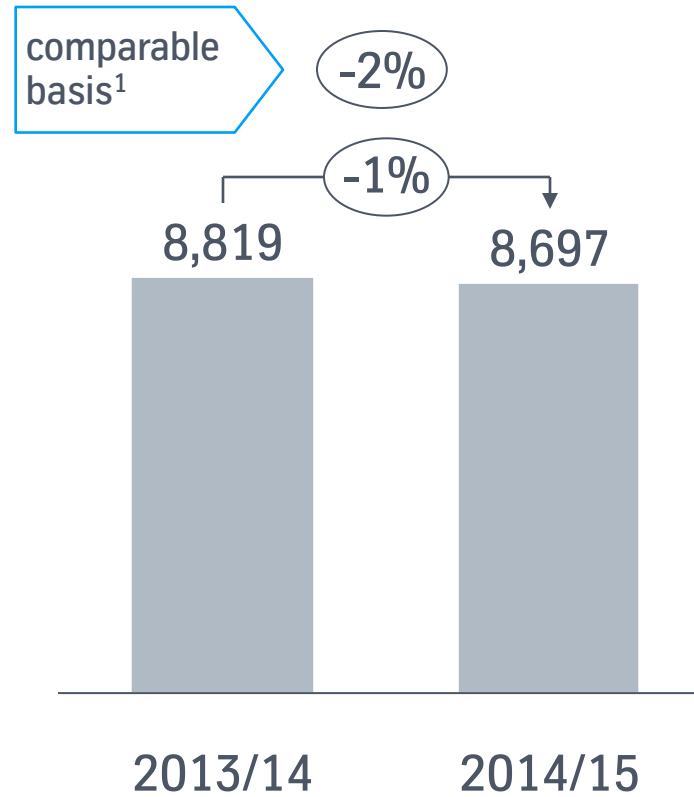
Steel Europe: Significant increase in profitability

million €

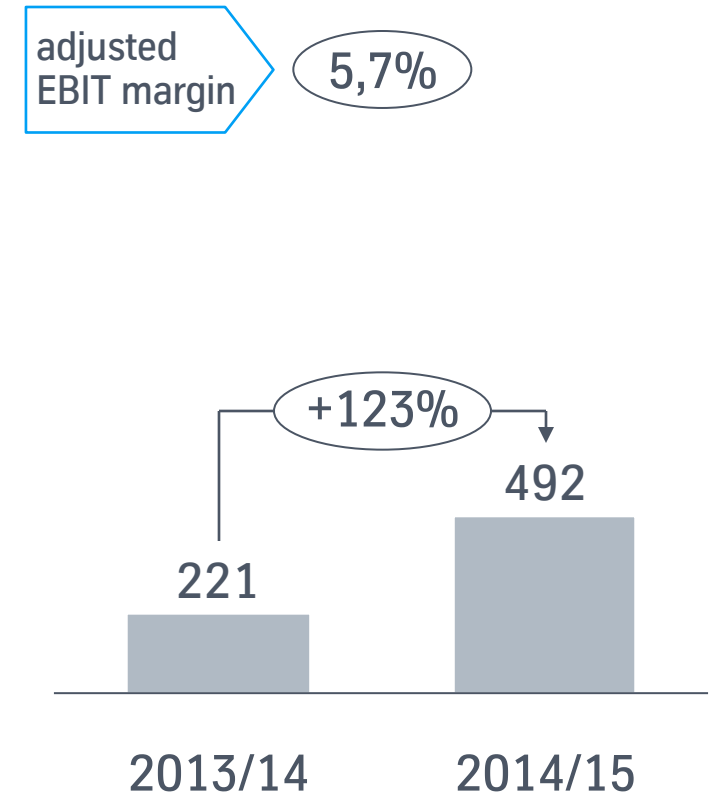
Order intake



Sales



Adjusted EBIT



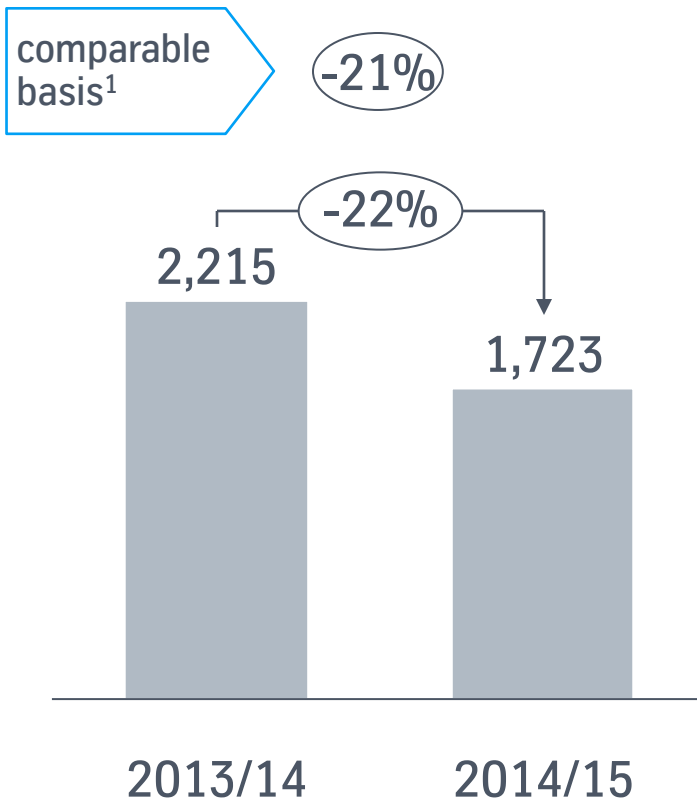
1 excl. currency and portfolio effects



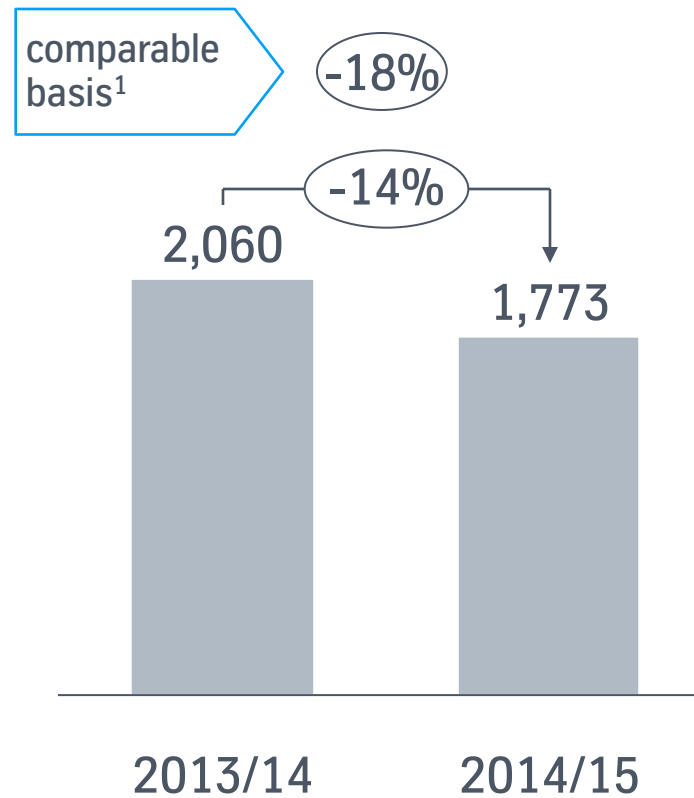
Steel Americas: Year-on-year decline despite operational progress due to currency translation effects

million €

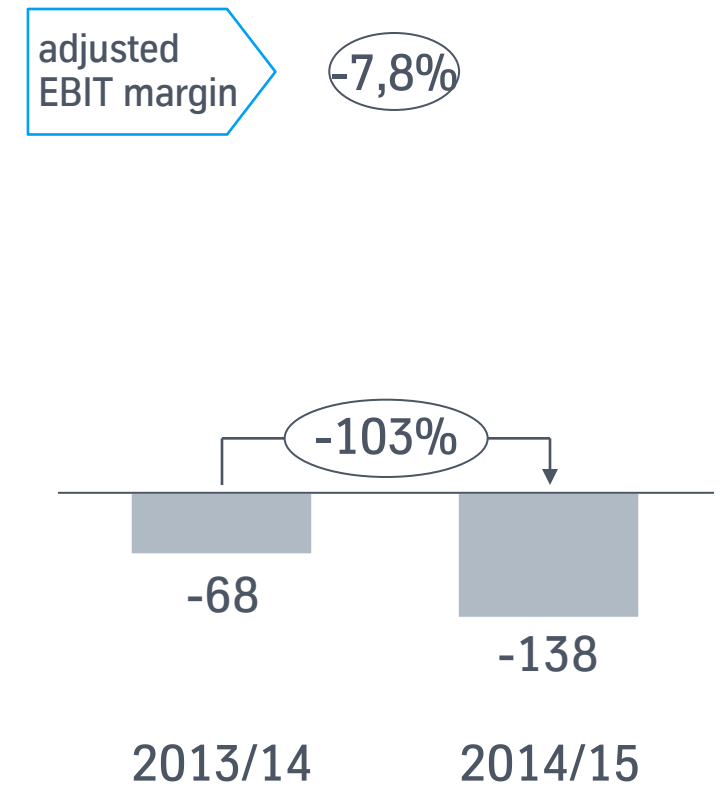
Order intake



Sales








Adjusted EBIT



¹ excl. currency and portfolio effects



Good progress across key indicators

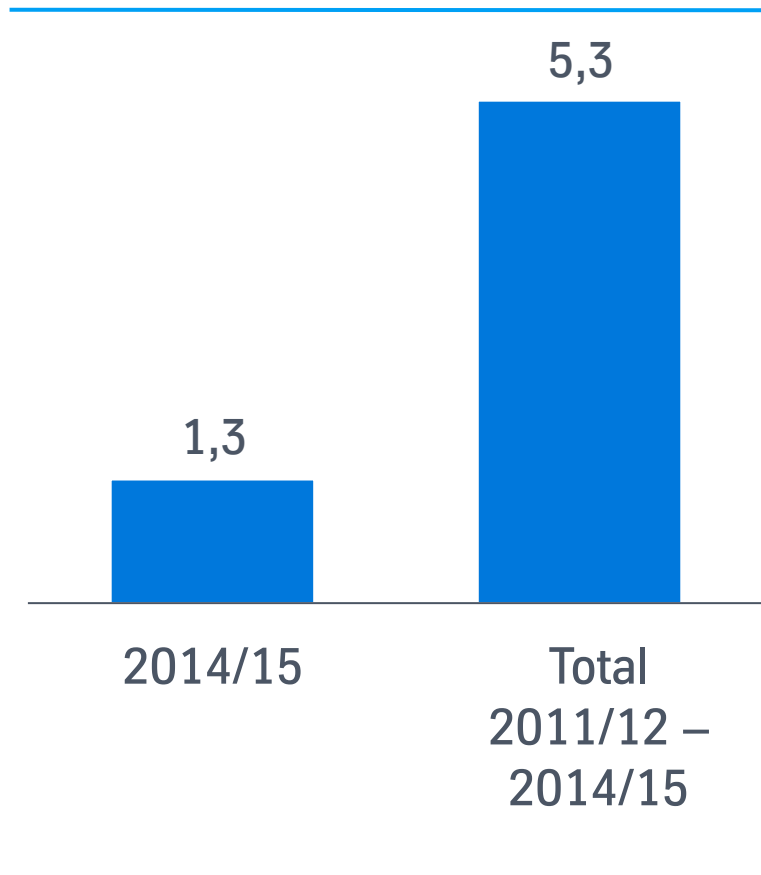
Key indicators	FY 2014/15	Performance vs. prior year	comment
Adjusted EBIT	~€1.7 billion		<ul style="list-style-type: none"> • Significant increase and target range fully achieved • Enables investment in growth
Free Cash Flow before divestments	€65 million		<ul style="list-style-type: none"> • Positive for the first time since 2005/2006 • Important step for our financial stabilization
Net financial debt	€3.414 billion		<ul style="list-style-type: none"> • Compared to peak in FY 2011/2012 reduction of nearly 50%
Equity	€3.307 billion		<ul style="list-style-type: none"> • Systematic reinforcement of balance sheet
Liquidity	€8.3 billion		<ul style="list-style-type: none"> • Solidly financed and sufficient scope to cover upcoming accounts payable



Significant investment in growth regions and innovations

Investments in billion €

Main investments in 2014/15¹



CT

- Expansion of plants in Europe
- New production plant in Mexico

ET

- International expansion of service network
- Innovation ACCEL technology

IS

- Strengthening of technology portfolio
- Expansion of service business in Chile and Brazil

MX

- Replacement and modernization of plants
- Improvement of production at AST

SE

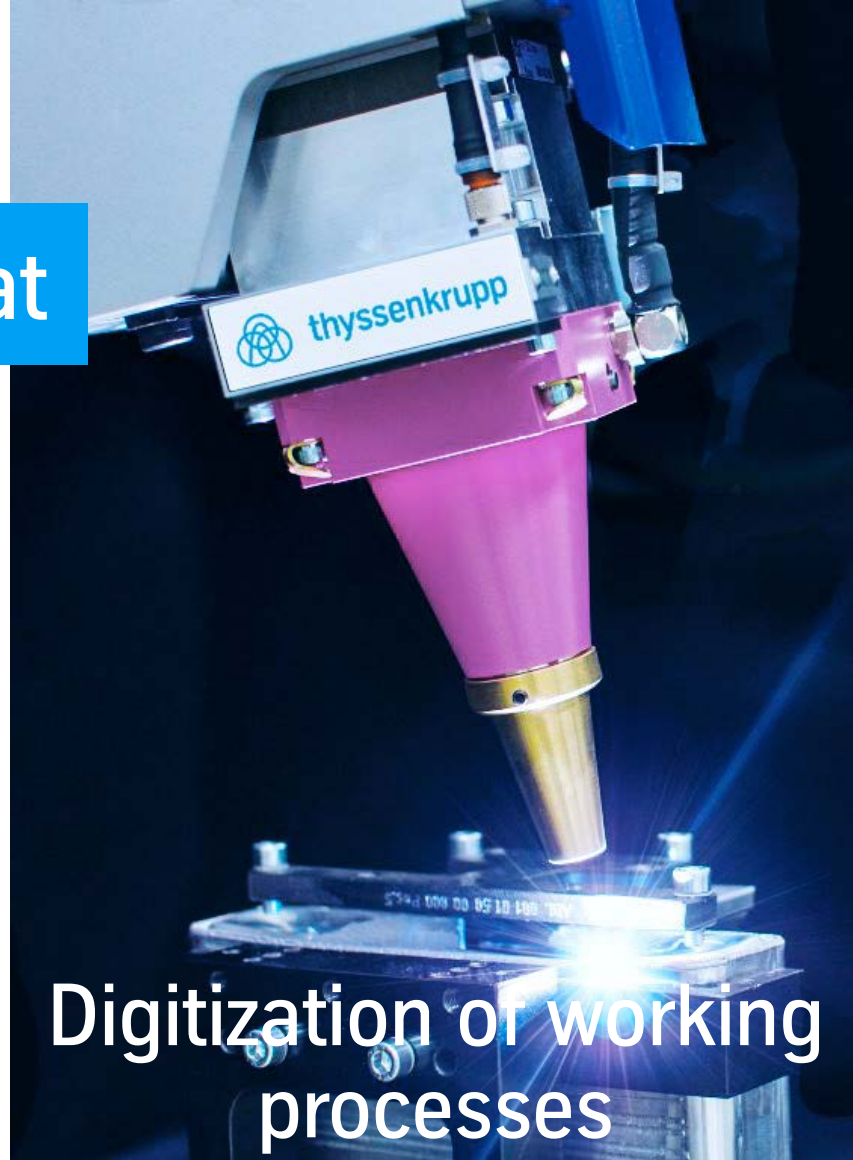
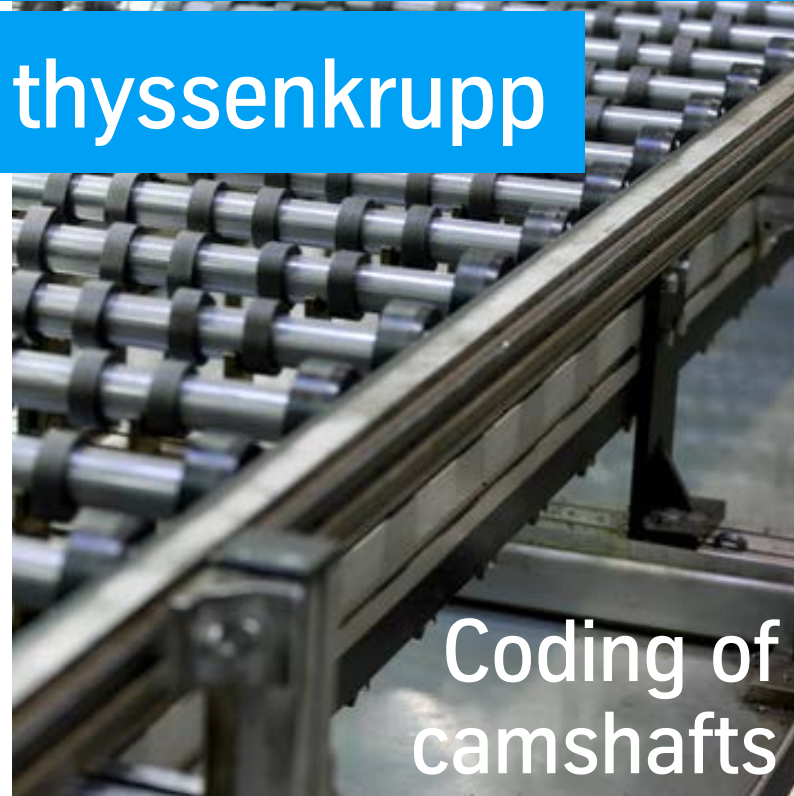
- Modernization and quality improvement of several units

¹ comparable basis









Digital applications at
thyssenkrupp



Outlook for FY 2015/16

Key indicators	Outlook FY 2015/16		Comment
Sales	~€43 billion		<ul style="list-style-type: none">• Despite slightly slowing markets and high import pressure level with prior year
Adjusted EBIT	€1.6 – €1.9 billion		<ul style="list-style-type: none">• Additional EBIT effects of €850 million from our efficiency program
Free Cash Flow before M&A	~€115 million		<ul style="list-style-type: none">• At prior-year level
Net income	>€268 million		<ul style="list-style-type: none">• Further significant improvement year-on-year



Our way forward



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